

Annual Return (AR30) form

Society Name: Jigsaw Homes Midlands

Society Num: 8378

An Annual Return must be completed by all societies registered under the Co-operative and Community Benefit Societies Act 2014 ('the Act') (including any societies previously registered under the Industrial and Provident Societies Act 1965) or the Co-operative and Community Benefit Societies Act (Northern Ireland) 1969 ('the Act') (including any societies previously registered under the Industrial and Provident Societies Act 1969). The Annual Return must include:

- this form;
- a set of the society's accounts; and
- where required, an audit report or report on the accounts.

A society must submit the Annual Return within 7 months of the end of the society's financial year. Failure to submit on time is a prosecutable offence.

Please note that this form, including any details provided on the form, will be made available to the public through the Mutuels Public Register: <https://mutuals.fca.org.uk>. Our privacy notice explains how and why we use personal data: <https://www.fca.org.uk/privacy>.

For guidance on our registration function for societies, which includes guidance on the requirement to submit an Annual Return, please see here:

<https://www.handbook.fca.org.uk/handbook/R FCCBS>

2.1 What date did the financial year covered by these accounts end?

31/03/2023

3.1 Please provide the names of the people who were directors of the society during the financial year this return covers.

Some societies use the term 'committee member' or 'trustee' instead of 'director'. For ease of reference, we use 'director' throughout this form.

Name of Director

Month of Birth

Year of Birth

Timothy Shaun Ryan

Feb

1964

Michelle Louise Rudkin

Mar

1972

Melvin Thomas Kenyon	Feb	1957
Karen Lesley Potts	Sep	1964
Stephen Charles White	Apr	1956
Dianne Jackson	Dec	1963
Michael Christopher McDermott	Aug	1956
Donna Maria Kelly	Aug	1962
Shamshad Tahira Walker	Dec	1965

3.2 All directors must be 16 or older. Please confirm this is this case:

All directors are aged 16 or over

3.3 Societies are within the scope of the Company Director Disqualification Act 1986 (CDDA). Please confirm that no director is disqualified under that Act:

No director is disqualified

3.4 Please state any close links which any of the directors has with any society, company or authority.

'Close links' includes any directorships or senior positions held by directors of the society in other organisations.

Tim Ryan: Board Member of Jigsaw Homes Group. Director of Volute Ltd.

Michelle Rudkin: Tenant of Jigsaw Homes Midlands.

Melvin Kenyon: Board Member of Ongo Partnership/Ongo Homes. Member of Audit /Risk Cttee for Nottingham Trent Uni, Trustee of Farmer & Lemmon-Cannon Trust. Owner of Kenyon Brabrook Ltd.

Karen Potts: Chair of Trustees at Two Counties Multi-Academy Trust. Chair of Governors at Pilsley Primary School. Trustee of Prader-Willi Syndrome Association UK. Director of Two Counties Trust Trading Services; Director of Lean Business Services & Director of Potts Developments.

Dianne Jackson: Finance Director of Nova Education Trust; Chair of Notts County Foundation. External advisor to Portland College.

Mike McDermott: Director of McDermott Solutions. Trustee of Melton Mowbray Building Society. Governor of Shirebrook Academy. External advisor to Digital Ability Ltd and ZeroPA (Madad) Ltd.

Donna Kelly: Executive Director for the Jigsaw Homes Group; Board Member of Cavendish Property Developments Ltd, Palatine Contracts Ltd, Jigsaw Treasury Ltd, Jigsaw Funding PLC and Manchester Athena Ltd.

3.5 Please provide the name of the person who was secretary at the end of the financial year this return covers.

Societies must have a secretary

Name of Secretary

Month of Birth

Year of Birth

Brian Paul Moran

May

1973

4.1 Please confirm that:

accounts are being submitted with this form

the accounts comply with relevant statutory and accounting requirements

the accounts are signed by two members and the secretary (3 signatures in total)

4.2 Based on the accounts, please provide the information requested below for the financial year covered by this return.

Number of members

9

Turnover

16,459,000

Assets

57,898,000

Number of Employees

86

Share Capital

9

Highest rate of interest paid on shares

0

4.3 What Standard Industrial Classification code best describes the society's main business?

Where more than one code applies, please select the code that you feel best describes the society's main business activity. You will find a full list of codes [here](#)

SIC Code

Renting and operating of Housing Association real estate (68201)

*

Societies are required to appoint an auditor to audited unless they are small or have disapplied this requirement. For further guidance see chapter 7 of our guidance:

<https://www.fca.org.uk/publication/finalised-guidance/fg15-12.pdf>

5.1 Please select the audit option the society has complied with:

- Full Professional Audit
- Auditor's report on the accounts
- Lay Audit
- No audit

5.2 Please confirm the audit option used by the society is compliant with the society's own rules and the Act

We have complied with the audit requirements

5.3 Please confirm any audit report (where required) is being submitted with this Annual Return

- Yes
- Not applicable

5.4 Is this society accepted by HM Revenue and Customs (HMRC) as a charity for tax purposes?

- Yes
- No

5.5 If the society is registered with the Office of the Scottish Charity Regulator (OSCR) please provide your OSCR registration number.

- Registered
 Not applicable

5.6 Is the society a housing association?

- No
 Yes

5.7 Please confirm which housing regulator you are registered with, and provide the registration number they have given you:

- Homes and Communities Agency
 Scottish Housing Regulator
 The Welsh Ministers

Homes and Communities
Registration Number

L4532

6.1 Is the society a subsidiary of another society?

- Yes
 No

6.2 Does the society have one or more subsidiaries?

(As defined in sections 100 and 101 of the Act)

- Yes
 No

All societies are registered meeting one of two conditions for registration. These are that the society is either:

- a bona fide co-operative society ('co-operative society'); or
- are conducting business for the benefit of the community ('community benefit society').

Your society is registered meeting the condition for registration that it is conducting its business for the benefit of the community.

For further information on the condition for registration, please see chapter 5 of our guidance [here](#).

Community benefit societies must answer the following questions in relation to the financial year covered by this return.

7B.1 What is the business of the society?

For example, did you provide social housing, run an amateur sports club etc.

Provision and management of housing, principally social housing for rent. We work to help regenerate neighbourhoods and increase life opportunities for disadvantaged individuals and communities. We also provide a range of supported housing services to help people live independently and to successfully maintain their tenancies.

7B.2 Please describe the benefits to the community the society delivered?

Here we are looking to see what the benefits to the community were. Community can be said to be the community at large. For example, did you relieve poverty or homelessness through the provision of social housing.

Provided access to low cost affordable housing together with associated amenities, services or facilities which help to support and make a positive contribution to the regeneration and development of sustainable communities.

7B.3 Please describe how the society's business delivered these benefits?

The business of the society must be conducted for the benefit of the community. Please describe how the society's business (as described in answer to question 7B.1) provided benefit to the community.

Managed 3,563 homes, delivered 66 units of affordable housing and 313 jobs are estimated to have been supported through investment in new development during the year. The allocation of properties is based on needs and the process is fair and transparent. The Society ensures its properties and communities are well maintained providing a safe & warm environment to its customers.

7B.4 Did the society work with a specific community, and if so, please describe it here?

For instance, were the society's activities confined to a specific location; or to a specific group of people? Please note that in serving the needs of any defined community, the society should not inhibit the benefit to the community at large.

Activities are based in two local authority areas: , Gedling, Nottingham and Newark and Sherwood Council .

7B.5 What did the society do with any surplus or profit?

For instance, did you pay a dividend to members (and if so, on what basis); did money get reinvested in the business; put into reserves; used for some other purpose?

Reinvested in existing homes and developed new homes in line with the Business Plan.

7B.6 Please state any significant commercial arrangements that the society has, or had, with any other organisation that could create, or be perceived as creating, a conflict of interest.

Please tell us how you ensured that any such conflict of interest did not prevent the society from acting for the benefit of the community.

n/a

Financial Statements for the year ended 31 March 2023

Creating homes.
Building lives.



Jigsaw

Jigsaw Homes Midlands

Contents

Company Information	1
1. Introduction	2
Chair's Statement	4
About Us	7
2. Strategic Report	9
Review of the Year	11
3. Governance	16
Corporate Structure and Governance	18
Corporate Responsibility	19
Risk Management and Internal Controls	20
Compliance	23
4. Financial Statements	27
Independent Auditor's Report to the Members of Jigsaw Homes North	28
Statement of Comprehensive Income	31
Statement of Financial Position	32
Statement of Changes in Equity	33
Notes to the Financial Statements	34

Company Information

Registration number Co-operative and Community Benefit Societies Act 2014, number RSO08378

Regulator of Social Housing Registration Number L4532

Registered office
Cavendish Street
Ashton-under-Lyne
Tameside
Greater Manchester
OL6 7AT

Board members
T. Ryan (chair)
D. Jackson
D. Kelly (executive member)
M. Kenyon
M. McDermott
K. Potts (resigned June 2023)
M. Rudkin
S. Walker
S. White

Senior management team
H. Roberts, Group Chief Executive
B. Moran, Deputy Chief Executive
P. Chisnell, Executive Director of Finance
D. Kelly, Group Director of Neighbourhoods & Support
A. Marshall, Group Director of Asset Management
K. Marshall, Group Director of Development & People

Company Secretary B. Moran

Bankers
National Westminster Bank Plc.
Manchester City Centre Branch
PO Box 305
Spring Gardens
Manchester
M60 2DB

Auditors
Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

1. Introduction



Stockinger House, Gedling

**Official opening of our £4.9m housing development in
Burton Joyce for the over 55s**

Chair's Statement

On behalf of the board of management, I am very pleased to present the report and financial statements for Jigsaw Homes Midlands for the 2022/23 financial year.

This document sets out an account of our activities during 2022/23 and provides an insight into the Association's efforts to deliver on its strategic priorities:

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

I would like to take this opportunity to outline our position on the most pressing current and developing issues in our operating environment and to signpost some of our priorities for the future.

Our Operating Environment

The cost of living crisis remained a dominant theme throughout the year. At Jigsaw, part of our response to the crisis was to develop our own plans to voluntarily limit our rent increases for 2023/24 at well below the rate of inflation. However, before the end of the year, the government set a sector-wide cap on rent increases to no more than 7% – a move which reinforced how the sector can be subject to significant political interventions. Despite the government cap, our board decided to show further restraint on rent increases to help support our tenants and we will limit Affordable Rents rises for 2023/24 to 5%.

The sector's reputation was severely damaged by repeated media reports of sub-standard housing and poor customer service. Quite rightly, following the tragic death of Awaab Ishak which was caused by the prolonged exposure to mould in his Rochdale Borough Wide Housing home, the quality of homes provided by the entire sector is now under greater scrutiny. In response, we can expect to see major revisions to the Decent Homes Standard in the near future.

During the year, we continued to prepare for new consumer regulation which we expect to be fully in place by April 2024. As part of our preparatory work, we undertook a trial tenant satisfaction survey in accordance with the draft regulations. One of our learning points from this work was the importance that our tenants place on information and communication. We are committed to work with our tenants to improve the availability of information and to increase the transparency of our business. In the coming year we will therefore use our website to publish a new set of quarterly KPIs and other information prioritised by tenants. We look forward to continue deepening our accountability through reporting on the new consumer standards from April 2024 onwards.

The demand for repairs from our customers had bounced-back in 2021/22 following the removal of social contact restrictions associated with the COVID-19 pandemic. We had expected demand to return to pre-pandemic levels but, unexpectedly, requests for repairs remained at elevated levels throughout 2022/23. Unfortunately, for much of the year our repairs service was therefore unable to complete less urgent repairs within our normal timescales and this had knock-on impacts to other areas of customer service such as the performance of our contact centre. In 2023/24, the Group plans to recruit an additional 56 members of staff to its asset management teams to help meet the higher demand we are now experiencing.

At the time of writing, the UK economy is presenting real difficulties to both individual households and to companies. High inflation has had a notable impact on our cost base, and rising interest rates have also increased the cost of some of our debt. Three development contractors unfortunately went out of business during the year, causing some delays to our sites.

Notably, we can expect a cool-down in the housing market in the coming year. Nationally, the [Office for Budget Responsibility](#) is forecasting a 10% fall in values from their 2022 peak, with house prices then expected to remain below 2022/23 levels until 2028. Meanwhile, the lingering and intractable impact of both the COVID-19 pandemic and Brexit continue to pressure supply chains and the labour market.

These financial statements demonstrate that despite the challenges we face, the Association stands on a very secure financial footing. They also

showcase some of the great work we have delivered during the year.

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

As we move closer to the next general election, it is notable that both the current Conservative government and the Labour opposition are increasingly emphasising a policy agenda centred on economic growth. Our view is that housing associations have a key role to play in delivering this agenda. Crucially, during times of economic difficulties, housing associations can — and indeed *have* — played a counter-cyclical role by keeping their investment flowing. Jigsaw Homes Midlands's fully-funded Development Strategy envisages building 611 new homes by 2028 and this investment will provide significant support to an embattled construction industry, helping to maintain wider jobs in the economy at a time when other investment seems likely to retrench.

Our Future Plans

Moving forward, we will continue to focus on addressing the themes identified through 2020's *Jigsaw Conversation* — a wide-ranging consultation exercise on our future direction with our tenants, employees and board members.

The themes we identified through this work were:

- Building safety—making our homes safer places to live in.
- Our homes and spaces—reducing our carbon footprint and improving our existing homes and green spaces.
- Our tenancy offer—looking at the types of homes we offer, improving our estates and offering more support for the mental well-being of our residents.
- Our future development product—looking at how we can work to create more sustainable and energy efficient homes in the future.

During the last year, we continued to make good progress in taking this clear mandate forward.

There is of course much more to do however, and addressing the environmental concerns of our stakeholders and progressing the net-zero carbon agenda in particular will require concerted focus for years to come.

I look forward to working with my colleagues across the whole Jigsaw Group in 2023/24. Together we will make a real difference to the housing sector and for our current and future customers as we progress our mission of:

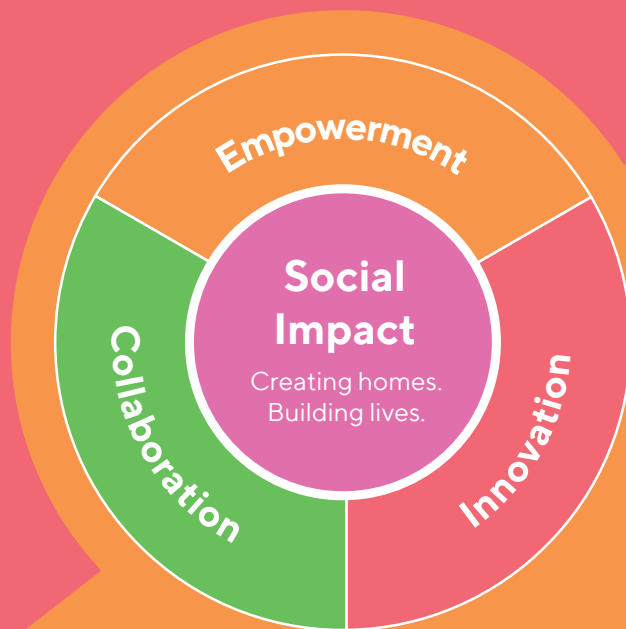
"Creating homes. Building lives."



Tim Ryan

Association Chair

our values



Our Vision

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

Our Mission

Creating homes. Building lives.

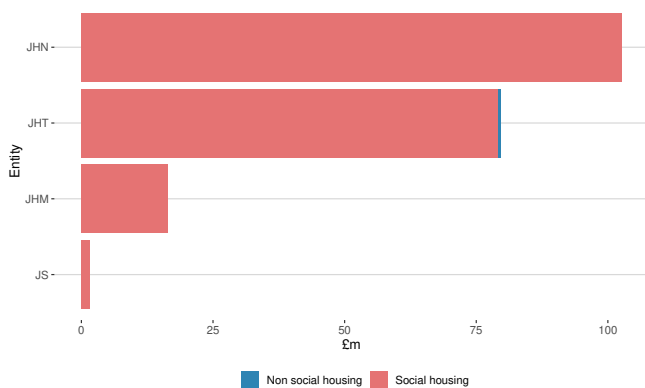
About Us

We are a member of Jigsaw Homes Group which comprises nine 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 33rd largest housing group in the country¹. The turnover of the Group’s principal members during 2022/23 is shown in Figure 1 on this page.



Source: financial statements 2022/23.

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 centred on the management of 3,563 homes — principally social housing for rent. The location of homes managed by the Group’s members is shown in Figure 2 on the current page. The Association is active in three local authority areas.

¹Source: [2022 Global Accounts of private registered providers](#)

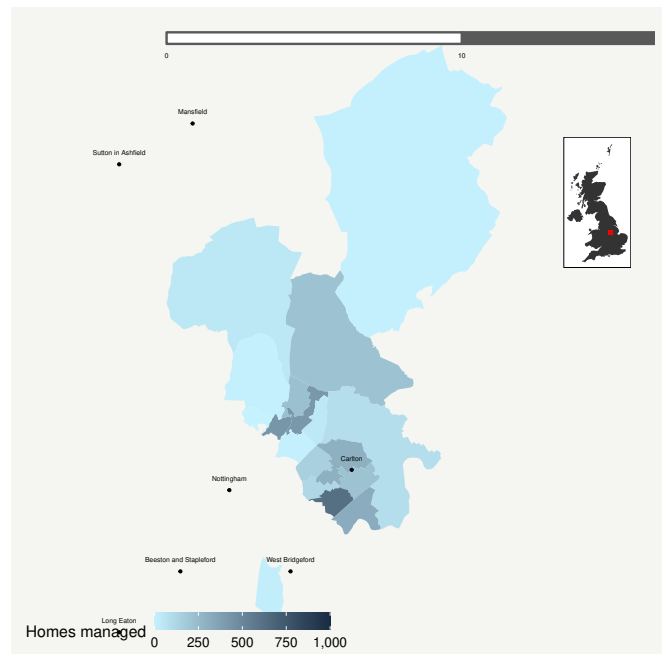


Figure 2: Location of housing stock — shading shows concentrations.

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 and Homes for the North.

The Group is also party to two joint venture companies with other housing associations:

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

2. Strategic Report



City Arts Project, Gedling

£6,200 awarded by the Jigsaw Foundation to support a new 'My Voice, My Place!' community based project

Review of the Year

Operational Performance

The Association has established a suite of performance measures to track performance against its corporate objectives. Year end Key Performance Indicator (KPI) performance is shown in Table 1 on the following page and is discussed below.

Caring for Our Customers, Our Assets and Neighbourhoods

Table 1 on the next page shows that 16 of the 23 KPIs established to monitor the delivery of this strategic objective were achieved in the year.

During 2022/23, in this area Void Loss performance was the only very high or high priority KPI that did not meet its target.

Void loss performance was 1.03% at 31 March 2023, slightly higher than the target for the year of 0.89%. Performance in this area, as with a number of other lower priority KPIs, has been adversely affected by higher than expected demands placed on the Group's maintenance teams in the year. Works to empty properties were deprioritised to move resources into dealing with higher than anticipated requests for repairs and reports of damp and mould in the year. In 2023/24, Jigsaw Homes Group plans to recruit an additional 56 members of staff to our asset management teams to help meet the higher demand we are now experiencing. This should enable us to rebalance resources.

Maintaining a Strong Corporate Foundation

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

During 2022/23, in this area Reinvestment performance was the only very high or high priority KPI that did not meet its target.

Reinvestment performance was 18.59% of at 31 March 2023, below the target for the year of 24.56%. Performance was below target due to the capitalisation of fewer components than originally planned. In addition there was less development

spend on new properties in the year due to unforeseen delays to some schemes.

A summary of the Association's recent financial results is shown in Table 2 on page 15 and highlights of the Association's financial position are shown in Table 3 on page 15.

The board is pleased to report that *Operating Surplus* amounted to £2.6m or 16.0% of turnover.

With regard to loan finance, during the year the Association repaid £0m in line with agreed debt profiles. £0m of loan finance was drawn-down in the year. At the year-end debt borrowings amounted to £27.8m, maturing as outlined in Note 17 to the financial statements.

Valuing Staff

Table 1 shows that three of the five KPI targets established to monitor the delivery of this strategic objective were achieved in the year².

The *Compliance With Mandatory Training* target was narrowly missed but positive progress was made in the year.

Employee Turnover is slightly higher than target due to the end of the *Motiv8* contract in Jigsaw Support which accounted for 10 leavers and four TUPE transfers from Jigsaw Support to other sections of the Group. In addition, in the final quarter of the year, there were seven retirees who left the Group, a higher than usual level.

Growing the Business

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

Due to delays on new development schemes, the Association has not achieved the amount of anticipated handovers in the year. This led to the targets for both *New Property Sales* and *New Supply Delivered* being missed at the year end.

In particular, the Association's first volumetric Modern Methods of Construction (MMC) pilot scheme remains a challenging project, with the expected number of handovers for 2022/23 not

²These KPIs are measured at Group level only. All metrics and commentary relate to the Group as a whole.

KPI	KPI priority	Target	Actual	Trend
<i>Caring for our customers our assets and neighbourhoods</i>				
Current Tenant Arrears	VH	4.06%	2.67%	↑
Income Collected	VH	99%	100.3%	↑
Customers who agree that employee was polite	H	97%	97.6%	—
CRM actions completed	H	80%	94.7%	↑
Out-of-date Fire Risk Assessments	H	0	0	—
Satisfaction with Repairs	H	88.0%	90.5%	↑
● Void Loss	H	0.89%	1.03%	↓
Average Time for Non-Emergency Repairs	M	11 days	9.6 days	↑
Emergencies Attended and Made Safe within 24hrs	M	97.0%	99.8%	↑
● Enquiry Resolved at First Point of Contact	M	75%	71.2%	↑
● Abandoned Calls	M	10%	18.9%	↓
● Complaints responded to within policy timescales	M	80%	71%	—
Median Void Length – General Needs	M	18 days	16 days	↑
Median Void Length – Retirement Living	M	20 days	14 days	↑
Money advice provided	M	250	314	↑
● Number of fire doors replaced	M	137	109	↓
● Number of Properties Below Level C	M	1,019	1,157	↑
Progress of Planned Programme	M	88%	100%	↑
Properties compliant with gas safety requirements at quarter end	M	100%	100%	—
Properties with Invalid Gas Certificates during Reporting Period	M	0	0	—
● RIDDOR incidents	M	0	1	↓
Satisfaction of tenants with new home	M	70%	83.3%	↑
Satisfaction with handling of ASB Case	M	80%	70%	↓
<i>Maintaining a strong corporate foundation</i>				
EBITDA MRI Interest Cover	VH	157.78%	247.33%	↓
Gearing	VH	25.13%	20.47%	↓
Headline Social Housing Cost Per Unit	VH	£4,223	£3,948	↓
Operating Margin	VH	15.51%	16.68%	↓
● Reinvestment	H	24.56%	18.59%	↓
Return on Capital Employed	H	2.75%	3.42%	↓
<i>Valuing staff</i>				
● Compliance With Mandatory Training	M	100%	99.1%	↑
Compliance With Other Essential Training	M	98%	99.6%	—
Employee Net Promoter Score	M	20	43	↑
Employee Sickness	M	4.4%	4.3%	↓
● Employee Turnover	M	3.75%	4.36%	↓
<i>Growing the business</i>				
● New Property Sales	H	19 units	3 units	↓
● New Supply Delivered	H	2.18%	1.84%	↑
Starts on Site	H	9 units	68 units	↑

● 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.)

being achieved caused by delays suffered by the scheme contractor.

However, the KPI for the number of *Starts On Site* at the year-end remains significantly over target, with an expectation that a high proportion of the delayed programme will complete in 2023/34.

In 2022/23 the Association delivered 66 units of affordable housing, as shown in Figure 3.



Figure 3: New affordable housing delivered in 2022/23.

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 4. 313 jobs are estimated to have been supported through the Association’s investment in new development in the year.

Homes provided	Jobs supported	Impact
66	313	£17m

Table 4: Local economic impact of housing development 2022/23.

The Association’s provision of new housing generates wider value for society as new housing provides people with better places to live.

Through careful architectural design, the Association’s housing developments also contribute to improvements to the general built

environment and towards efforts to reduce carbon emissions. Figure 4 on the following page presents a selection of the new housing delivered by the Group’s members in 2022/23, showcasing high design standards.

The Association’s *Development Strategy* will yield 611 new affordable homes between 2023 and 2028.

This is expected to inject an additional £53.7m into the local economies, supporting in excess of 987 jobs per annum.

At 31 March 2023, 326 properties were on-site.

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 2022 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 20.



Figure 4: Good design in new housing 2022/23.

Year	Turnover £'000	Operating expenditure £'000	Operating surplus %	Retained surplus £'000	Retained surplus %
2019	14,747	10,857	31	3,880	26
2020	16,163	11,174	33	5,459	34
2021	16,440	10,635	41	5,257	32
2022	16,582	13,699	25	4,563	28
2023	16,495	14,559	16	4,291	26

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

Table 2: Five-year financial performance.

Year	2023	2022	2021	2020	2019
Housing properties at cost	99,798	79,017	60,429	57,701	52,978
Properties for sale	4,242	1,587	368	458	393
Cash at bank and short term deposits	8,380	13,181	17,231	14,211	10,464
Creditors amounts falling due within one year	6,706	6,287	2,936	3,299	3,937
Net current assets / (liabilities)	10,708	13,326	19,210	16,613	13,887
Total assets less current liabilities	102,841	85,557	74,582	70,156	66,717
Creditors amounts falling due after more than one year	41,389	26,949	22,701	23,271	23,478
Capital and reserves	57,898	53,607	47,006	41,749	36,290

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

Table 3: Five-year financial position.

3. Governance



Rolleston Drive, Arnold

Our first ever modern methods of construction scheme features off-site building reducing embedded carbon by 50%

Corporate Structure and Governance

The structure of the Group's corporate and governance arrangements are shown in Figure 5 on the following page. Figure 5 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.

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

Board Members Serving at the End of the Financial Year

Tim Ryan

Chair of the board

Attendance: 5/5 100% (Board), 5/5 100% (Group Board)

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

Dianne Jackson

Attendance: 5/5 100%

Dianne is a qualified accountant and leads finance and non-finance teams at Nova Education Trust to ensure, through collaborative working across departments, strategic and fiscal objectives are achieved. Dianne has board experience as the chair of Notts County Football In the Community and also as a board member at Portland College.

Donna Kelly

Group Director of Support and Neighbourhoods

Attendance: 5/5 100%

Donna is Group Director of Support and Neighbourhoods at Jigsaw Homes Group. She is responsible for all of Jigsaw's Neighbourhood Plans and support services.

She has over 26 years experience in supported housing, with many years spent in management and director roles.

Donna is also the Chair for the National Housing Federation's National Health and Housing Group and Chair of Greater Manchester Housing Providers Employment Group.

Melvin Kenyon

Attendance: 5/5 100% (Board), 2/2 100% (Group Board), 2/2 100% (R&A Committee), 1/1 100% (R&N Committee)

Melvin brings a wealth of knowledge from his prior executive roles in both the private and public sectors along with substantial risk management and information systems experience.

Melvin currently also serves as a non-executive director of Ongo Homes and he is a member of Nottingham Trent University's Audit & Risk Committee.

Michael McDermott

Attendance: 5/5 100%

Mike has worked in a range of senior management roles with a number of building societies for more than thirty years including twelve years as chief executive of a society, close to Chesterfield. More recently, Mike has provided support governance, risk and compliance consultancy to firms in the financial services sector as well as general advice and support to small and medium sized businesses.

He is also Chair of Governors at an academy and a member of the Scrutiny Committee at a credit union in the East Midlands.

Karen Potts

Attendance: 4/5 80%

Karen is a member of the Chartered Institute of Procurement and Supply and a director of a small consultancy business providing procurement advice. She has 25 years' procurement experience in the public and private sectors having previously held the position of head of IT procurement with Royal Mail and and the procurement at the National College of Teaching and Leadership.

Outside of work Karen is chair of governors at a primary school and is currently chair of the board of trustees for Two Counties Multi-Academy Trust.

Demographic	Local Area	Tenants	Board
% who are women	51	63	29
% who are ethnic minorities	14	630	14
% who have a disability	18	22	-
% who are lesbian, gay or bisexual	3	Unknown	-
% who identify with a religion	60	Unknown	57
% who were educated at state school	c. 93	Unknown	100
Average age (years)	42	56	56

Source: ONS data from 2021 Census: [for gender, ethnicity, disability, sexuality, religion and age](#), the region used is East Midlands, national data is used in the case of [schooling](#).

Table 5: Demographic composition of the board.

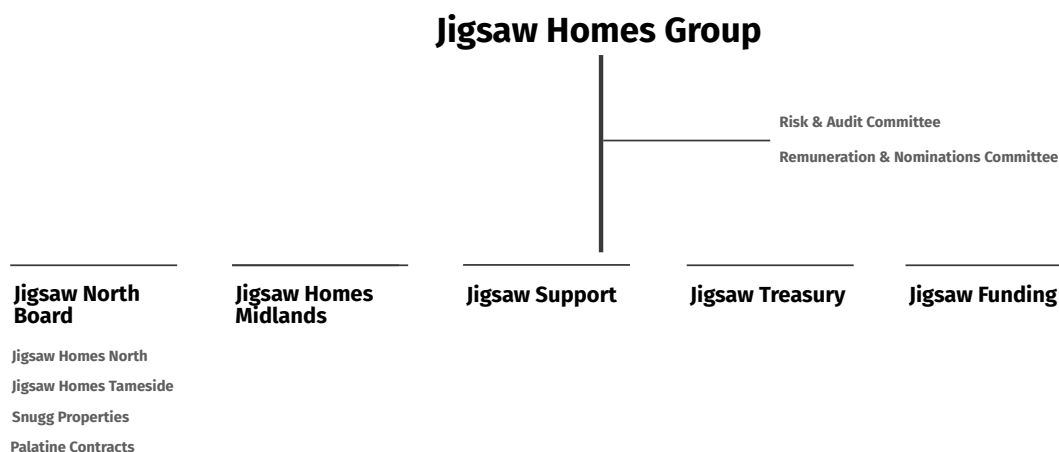


Figure 5: Corporate and governance structure — board meetings for the organisations that fall under Jigsaw North are held contemporaneously using overlapped meetings.

Michelle Rudkin

Attendance: 5/5 100%

Michelle currently works as a teaching assistant. She has previously been a tenant inspector and was involved in the tender vetting process for Gedling Homes’ repair service before this was brought in-house.

Shamshad Walker

Attendance: 5/5 100% (Board), 4/4 100% (R&A Committee)

Shamshad is a marketing consultant with a strong track record helping businesses, charities, and the public sector to communicate more effectively online with their clients. She is a lecturer at Nottingham Trent University and runs training workshops for organisations such as NatWest and the Law Society. Shamshad has 22 years’ experience working for the NHS in roles including strategic planning, annual business planning, service development, stakeholder engagement and working on multi-disciplinary projects.

Stephen White

Attendance: 5/5 100%

Stephen has a wealth of knowledge and experience of the social housing sector having held senior management roles at both Anchor Trust and also as Director of Operations and Care at Tuntum Housing Association, a BME-led housing association, where he also served as Deputy Chief Executive before retiring in 2016.

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".

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 take steps to ensure the Association adheres to the Regulator of Social Housing's [Governance and Financial Viability Standard and its associated Code of Practice](#). Risk & Audit Committee is responsible to the board for monitoring these arrangements and reporting on their effectiveness.

Risk Management

Figure 6 on the following page summarises the Association's risk map at 31 March 2023. The assessment shows 56 risks which could impact on the delivery of the Association's corporate objectives categorised by the impact areas of 'People', 'Strategic', 'Financial', 'Business Interruption' and 'Reputation'.

Figure 6 shows how the Group's risk register is dominated by 'People' risks – predominantly health & safety and safeguarding concerns. We have adopted comprehensive policies in both of these areas to ensure that these risks are given due attention.

The Group's controls work to mitigate the likelihood or impact of risks. As a result, the residual assessment of all risks fall within the acceptable levels defined in the Group's *Risk Management Strategy*.

Our most significant residual risks are:

- Failure of controls leads to death or injury from fire.
- Ineffective safeguarding of staff, customers and third parties.
- Housing Market Crash.
- Requirements to achieve carbon neutrality are cost prohibitive.
- Death or serious injury (Staff / 3rd Party).
- Inability to recruit appropriately skilled employees.
- Negative impact of inflation.
- Delays to development programme.
- Disruption to material supply chain.
- Cyber Disruption.
- Loss of skills and knowledge.

In accordance with the Group's *Risk Management Strategy*, the risk map is reviewed quarterly by the Group's Risk & Audit Committee and by board. The committee presides over a programme of internal audit work which is based on the risks identified.



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

Figure 6: Risk analysis.

Internal Controls Assurance

The board acknowledges its overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

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 2022 up to the date of approval of this document.

Key elements of the control framework include:

- Formal policies and procedures are in place, including the documentation of key processes and rules for the delegation of authorities (Scheme of Delegation). These policies and procedures are reviewed by the

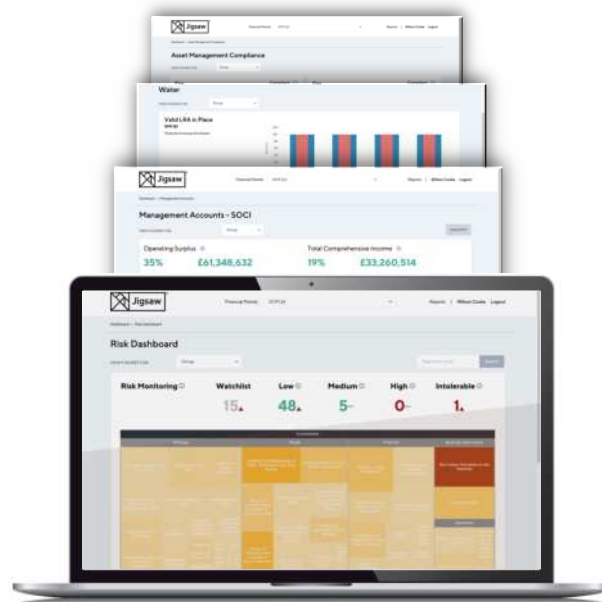


Figure 7: Examples from the Group’s suite of performance dashboards.

board and executive management team on an agreed cycle.

- A performance management framework is in place to provide monitoring information to the board and management. Employee progress against agreed, documented objectives is formally reviewed.
- Management report regularly on risks and how these are managed.
- The board receives quarterly information on the financial performance of the business together with a summary of key performance indicators covering the main business risks.
- Forecasts and budgets are prepared which allow the board and management to monitor financial objectives and risks. Monthly management accounts are prepared promptly and reported to board on a quarterly basis; with significant variances from budget investigated and accounted for. This reporting includes the monitoring of all loan covenants.
- There is a robust approach to treasury management supported by third party advisors.
- Regular monitoring of loan covenants and requirements of new loan facilities is in place.
- All significant new initiatives and projects are subject to formal appraisal and authorisation procedures by the appropriate board with clear links to the requirements of the Risk Management Policy.
- The Remuneration and Nominations Committee has oversight of the Association's approach to board appraisal, recruitment and succession.
- Experienced and suitably qualified employees are responsible for important business functions.
- A co-sourced internal audit service is provided by the Group, incorporating a team managed by a qualified, full-time employed audit manager complemented by third party expertise. The Risk & Audit Committee approves the annual audit plan and reviews

internal audit reports as well as those from management and any third-party reviews including reports from tenant scrutiny.

- The Risk & Audit Committee reports quarterly to the board and reviews the assurance procedures, ensuring that an appropriate range of techniques is used to obtain the level of assurance required by the board.
- Risks are identified, assessed and documented in a risk register with details of how each risk will be managed. The risk register is reviewed on a quarterly basis by the executive management team and Risk & Audit Committee. Quarterly risk updates are also provided to each board within the Group. Internal audit independently reviews the risk identification procedures and control process implemented by management and reports to Risk & Audit Committee.
- The executive management team also reports to the board on significant changes in the business and external environment which affect significant risks.
- The Group's *Probity and Anti-Fraud Policy* clearly lays out the approach to be taken with respect to whistle-blowing, anti-corruption and fraud.
- The Risk & Audit Committee and board review and approve this statement of the Association's internal controls assurance.
- A theft and fraud register is maintained by the Group Company Secretary and any fraud is reported to the Risk & Audit Committee.

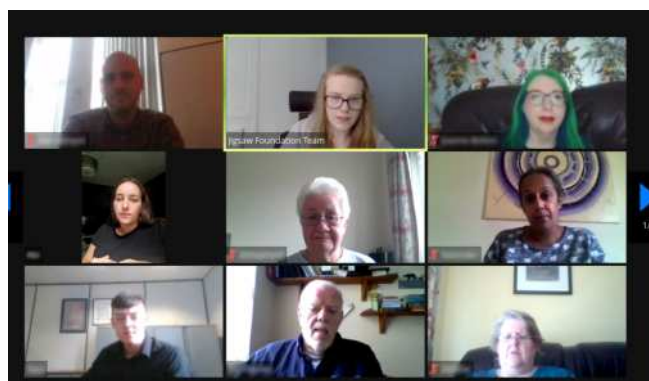


Figure 8: Our tenant scrutiny panels undertake deep-dive investigations into areas voted for by tenants.

The Association uses various financial instruments including loans, cash and other items such as rent arrears and trade creditors that derive directly from its operations. The main purpose of these financial instruments is to raise finance for the delivery of the Association's objectives.

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 up to 100% of its loan portfolio. At the year-end 94% (2022: 100%) of borrowings were at fixed rates between 3.4% and 8.1% with an average borrowing rate of 5.1%.

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 cash-flow 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 £8.4m (2022: £13.2m) of both cash balances and short term investments held as cash together, together with access to c. £259m (2022: £0m) of undrawn committed Group

bank facilities. In addition, the Group retains £100m of retained bonds with a long-stop date of May 2027.

Credit Risk

The Association operates a prudent policy in respect of funding counterparties and aims to minimise the risk of financial loss or liquidity exposure associated with any counterparty. Short term investments are widely diversified and are kept at a minimum by temporarily repaying revolving credit facilities in order to manage working capital requirements. During 2023 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 2022/23 the Association's Code of Governance was [Code of Governance 2020 \(National Housing Federation, 2020\)](#). The board is pleased to report full 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 members who were appointed prior to the adoption of the Code as this would have required an excessive churn in board members. Rather, the Group has adopted a board member recruitment strategy which seeks to smooth the replacement of board members in

order to minimise disruption in the board room and ensure continued good governance. New board members will be appointed on the expectation that they will normally serve a maximum 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 are 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 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 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 approved the Association's 2023/24 budget prior to the start of the financial year 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 three different macroeconomic scenarios:

1. A central forecast based on estimates published in the [Economic and Fiscal Outlook](#) by The Office for Budget Responsibility in the short to medium term and in the longer term on sector norms as advised by the Association's treasury advisors.
2. The [2022 Bank of England stress test scenario](#) which envisages deep simultaneous recessions in the UK and global economies, large falls in asset prices and higher global interest rates.
3. A *Black Swan Event* which – perhaps stretching the limits of plausibility – combines the worst independent ten year movements in recent memory of each macroeconomic variable³ into a single unprecedentedly challenging scenario.

For the purposes of the stress test, the Group board has selected scenarios where combinations of key risks unexpectedly materialise to present medium and long term impacts to the business. We 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 member's 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

³Specifically 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.

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 the steps that they ought to have taken to ensure they are aware of any information needed by the Association's auditor for the purposes of their 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.

Beever and Struthers has expressed their willingness to continue in office as the Association's auditors.

Approved by the Board on 6th September 2023 and signed on its behalf on 6th September 2023 by:



Tim Ryan

Association Chair



City Arts, Gedling

£10,000 Jigsaw Foundation grant to deliver arts workshops to support residents impacted by the Covid-19 pandemic

4. Financial Statements

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

Opinion on the Financial Statements

We have audited the financial statements of Jigsaw Homes Midlands ("the Association") for the year ended 31 March 2023 which comprises the statement of Association comprehensive income, the Association statement of financial position, the Association statement of changes in equity, and notes to the financial statements, including a summary of principal accounting policies. 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 Association's affairs as at 31 March 2023 and of the Association's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance 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.

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 Association 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 Association'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 where we are required by the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Association has not kept adequate accounting records; or
- the Association'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 24, 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 members determine 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 are responsible for assessing the Association'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 Association 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 noncompliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws and regulations that affect the Association, 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 2014, 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 Association's activities and the regulated nature of the Association'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

Beever and Struthers

Beever and Struthers, Statutory Auditor

For and on behalf of
Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Date: 25 September 2023

Use of Our Report

This report is made solely to the Association, 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 Association'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 Association and the Association's members as a body for our audit work, for this report, or for the opinions we have formed.

Statement of Comprehensive Income

Year ended 31 March 2023		2023	2022
	Notes	£'000	£'000
Turnover	3	16,495	16,582
Cost of sales	3	(135)	(556)
Operating expenditure	3	(14,559)	(13,699)
Profit on disposal of fixed assets	5	838	1,748
Operating surplus	8	2,639	4,075
Interest receivable	6	215	7
Interest and financing costs	7	(673)	(1,424)
Surplus for the year		2,181	2,658
Other comprehensive income			
Actuarial gain in respect of pension schemes	26	5,621	1,905
Pension surplus deemed not recoverable	26	(3,511)	-
Total comprehensive income for the year		4,291	4,563

The results for the year relate wholly to continuing activities and the notes on pages 34 to 58 form an integral part of these Financial Statements.

The Financial Statements and notes on pages 34 to 58 were approved and authorised for issue by the Board on 6th September 2023 and signed on its behalf on 6th September 2023 by:



T. Ryan
Chair



B. Moran
Secretary



D. Kelly
Executive Member

Statement of Financial Position

At 31 March 2023		2023	2022
	Notes	£'000	£'000
Fixed assets			
Tangible fixed assets	11	92,133	72,231
		92,133	72,231
Current assets			
Stock	12	4,242	1,587
Trade and other debtors	13	4,792	4,845
Cash and cash equivalents	14	8,380	13,181
		17,414	19,613
Less: Creditors: amounts falling due within one year	15	(6,706)	(6,287)
Net current assets		10,708	13,326
Total assets less current liabilities		102,841	85,557
Creditors: amounts falling due after more than one year	16	(41,389)	(26,949)
Provisions for liabilities			
Pension provision	26	–	(1,447)
Other provisions	15	(3,554)	(3,554)
Total net assets		57,898	53,607
Reserves			
Revenue reserve		57,898	53,607
Total reserves		57,898	53,607

The Financial Statements and the notes on pages 34 to 58 which form an integral part of these Financial Statements, were approved and authorised for issue by the Board on 6th September 2023 and signed on its behalf on 6th September 2023 by:



T. Ryan
Chair



B. Moran
Secretary



D. Kelly
Executive Member

Statement of Changes in Equity

	Revenue reserve £'000	Total £'000
Balance at 31 March 2021	49,044	49,044
Surplus from Statement of Comprehensive Income	2,658	2,658
Actuarial gain in respect of pension schemes (Note 26)	1,905	1,905
Balance at 31 March 2022	53,607	53,607
Surplus from Statement of Comprehensive Income	2,181	2,181
Actuarial gain in respect of pension schemes (Note 26)	5,621	5,621
Pension surplus deemed not recoverable (Note 26)	(3,511)	(3,511)
Balance at 31 March 2023	57,898	57,898

Notes to the Financial Statements

1. Legal Status

Jigsaw Homes Midlands 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.

The Association 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 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	Companies Act 2006	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.

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 2023 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 approved the Association's 2023/24 budget prior to 31 March 2023 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 three different macroeconomic scenarios:

1. A central forecast based on estimates published in the [Economic and Fiscal Outlook](#) by The Office for Budget Responsibility in the short to medium term and in the longer term on sector norms as advised by the Association's treasury advisors.
2. The [2022 Bank of England stress test scenario](#) which envisages deep simultaneous recessions in the UK and global economies, large falls in asset prices and higher global interest rates.
3. A *Black Swan Event* which – perhaps stretching the limits of plausibility – combines the worst independent ten year movements in recent memory of each macroeconomic variable⁴ into a single unprecedentedly challenging scenario.

For the purposes of the stress test, the Group board has selected scenarios where combinations of key risks unexpectedly materialise to present medium and long term impacts to the business. We 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 member's financial plans with the executive team to make any necessary changes and continue to work with our customers and stakeholders to deliver our services.

The Association has access to long-term debt facilities and sufficient liquidity, which provide adequate resources to finance committed reinvestment and development programmes, along with the Association's day to day operations. The Association's long-term financial plans show that it is able to service debt facilities whilst continuing to comply with lenders' covenants.

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

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the year-end date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means

⁴Specifically 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.

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

The Association capitalises development expenditure in accordance with the accounting policy described on page 38. 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. 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.

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, Association will only recognize impairment once the future costs are known with certainty and the development has been reappraised.

Other key sources of estimation and assumptions:

Tangible fixed assets

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

Pension and other post-employment benefits

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

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

Impairment of non-financial assets

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

Turnover and Revenue Recognition

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

Rental income is recognised when the property is available for let, net of voids. 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. 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 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.

Improvements to housing properties that are expected to provide incremental future benefits are capitalised and added to the carrying amount of the property. Any works to housing properties which do not replace a component or result in an incremental future benefit 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
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

Rental payments under operating 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.

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.

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.

Development Agreement

A development agreement is in place with Gedling Borough Council where investment works have been identified and any VAT incurred can be reclaimed under a VAT shelter agreement. On the Statement of Financial Position, the long term debtor and long term provision balances show the commitment to carry out the work and the liability for the cost of the work. These will both be released to the Statement of Comprehensive Income as the work is completed over the life of the agreement.

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.

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.

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

Where SHG is recycled, as described above, 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.

If 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 pensions 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 pensions 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.

	2023				
	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Disposal of property, plant & equipment £'000	Operating surplus £'000
Social housing lettings (Note 3c)	16,013	–	(14,559)	–	1,454
Other social housing activities:					
First tranche low cost home ownership sales	294	(135)	–	–	159
Other activities	188	–	–	–	188
Non-social housing activities:					
Disposal of fixed assets (Note 5)	–	–	–	838	838
Total	16,495	(135)	(14,559)	838	2,639

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

	2022				
	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Disposal of property, plant & equipment £'000	Operating surplus £'000
Social housing lettings (Note 3c)	15,181	–	(13,699)	–	1,482
Other social housing activities:					
First tranche low cost home ownership sales	1,022	(556)	–	–	466
Non-social housing activities:					
Disposal of fixed assets (Note 5)	–	–	–	1,748	1,748
Other activities	379	–	–	–	379
Total	16,582	(556)	(13,699)	1,748	4,075

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 2023 £'000	Total 2022 £'000
Income					
Rent receivable net of identifiable service charges and net of voids	10,830	3,659	147	14,636	13,831
Service charge income	988	334	13	1,335	1,322
Amortised government grants	32	10	–	42	28
Turnover from social housing lettings	11,850	4,003	160	16,013	15,181
Operating expenditure					
Management	2,729	922	37	3,688	3,692
Service charge costs	1,231	416	17	1,664	1,353
Routine maintenance	1,956	660	26	2,642	2,556
Planned maintenance	3,286	1,110	44	4,440	4,415
Major repairs expenditure	816	272	–	1,088	615
Bad debts	(27)	(9)	(0)	(36)	77
Property lease charges	3	1	–	4	9
Depreciation of housing properties	728	246	10	984	947
Depreciation of other fixed assets	9	3	–	12	11
Other costs	55	19	–	74	24
Operating expenditure on social housing lettings	10,786	3,640	134	14,559	13,699
Operating surplus on social housing lettings	1,064	364	26	1,454	1,482
Void losses	73	25	1	99	128

4. Accommodation Owned, Managed and in Development

	2023 Owned	No. of units Managed	2022 Owned	No. of units Managed
Social Housing				
General needs housing				
Social rent	2,187	–	2,195	–
Affordable rent	212	–	160	–
Sheltered housing for older people	808	–	819	–
Supported housing	11	–	–	–
Low-cost home ownership	44	–	34	–
Leasehold where the Group owns the freehold	301	–	300	–
Total units social housing	3,563	–	3,508	–

The Association owns 26 (2022: 0) properties which are managed by others.

In Development	2023 No. of units	2022 No. of units
Social Housing		
General needs housing		
Social rent	4	–
Affordable rent	218	224
Low-cost home ownership	104	76
Total units social housing	326	300

Movement in the year (owned properties)	No.of units
Opening number of units at 1 April 2022	3,508
New units developed	
Social Housing	
General needs housing	
Social rent	4
Affordable rent	51
Shared Ownership	11
Units sold	
Social Housing	
General needs housing	
Social rent	(11)
Shared Ownership	(1)
Other adjustments	
Social Housing	
General needs housing	
Social rent	(1)
Affordable rent	1
Supported housing	11
Sheltered housing for older people	(11)
Leasehold where the Association owns the freehold	1
Closing number of units at 31 March 2023	3,563

5. Profit on Disposal of Fixed Assets

	2023	2022
	£'000	£'000
Proceeds of sales	1,086	2,278
Carrying value	(233)	(510)
Incidental costs	(15)	(20)
Total loss	838	1,748

6. Interest Receivable

	2023	2022
	£'000	£'000
Bank interest receivable	215	7
Total	215	7

7. Interest and Financing Costs

	2023	2022
	£'000	£'000
Loans and bank overdrafts	1,415	1,460
Interest on pension deficit (Note 26)	32	50
Interest capitalised on housing properties under construction	(774)	(86)
Total	673	1,424

The weighted average interest on borrowings of 5.1% (2022: 7.2%) was used for calculating capitalised finance costs.

8. Operating Surplus

	2023	2022
	£'000	£'000
The operating surplus is stated after charging:		
Auditor's remuneration (excluding VAT):		
Audit of subsidiaries	12	12
Fees payable to the company's auditor & its associates for other services to the Group		
Taxation advice	–	–
Operating lease rentals:		
Land and buildings	72	206
Depreciation:		
Depreciation of housing properties	984	947
Depreciation of other fixed assets	12	11

During the period, the Association's auditors Beever and Struthers 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.

10. Employee Information

	2023	2022
The average number of persons employed during the year expressed in full time equivalents (35 hours per week) was:		
Management and administration	10	7
Housing, support and care	76	82
Total	86	89

	2023 £'000	2022 £'000
Staff costs		
Wages and salaries	2,600	2,646
Social security costs	248	242
Other pension costs	382	408
Total	3,230	3,296

Aggregate number of full time equivalent staff whose remuneration (including pension contributions) exceeded £60,000 in the period:	2023	2022
£60,001 – £70,000	1	–

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	60,822	12,733	2,681	2,781	79,017
Additions	–	14,937	–	7,467	22,404
Capitalised administration costs	–	315	–	81	396
Interest capitalised	–	449	–	326	775
Transfers to/from stock	–	–	(572)	(2,127)	(2,699)
Component replacements	317	–	–	–	317
Components replaced cost	(25)	–	–	–	(25)
Schemes completed	7,870	(7,870)	1,986	(1,986)	–
Disposals cost	(197)	–	(190)	–	(387)
At end of the year	68,787	20,564	3,905	6,542	99,798
Depreciation and impairment					
At start of the year	6,836	–	32	–	6,868
Charge for the year	954	–	17	–	971
Components replaced	(12)	–	–	–	(12)
Disposals	(23)	–	(1)	–	(24)
At end of the year	7,755	–	48	–	7,803
Net book value:					
At 31 March 2023	61,032	20,564	3,857	6,542	91,995
At 31 March 2022	53,986	12,733	2,649	2,781	72,149

The weighted average interest on borrowings of 5.1% (2022: 7.2%) 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 FRS102 and the 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 18 on page 50.

	2023 £'000	2022 £'000
Works to existing properties in the year:		
Improvement works capitalised	317	280
Amounts charged to expenditure	8,169	7,586
Total	8,486	7,866

Other fixed assets	Furniture and equipment £'000	Total other fixed assets £'000
Cost		
At start of the year	109	109
Additions	68	68
At end of the year	177	177
Depreciation and impairment		
At start of the year	27	27
Charge for the year	12	12
At end of the year	39	39
Net book value:		
At 31 March 2023	138	138
At 31 March 2022	82	82

12. Stock

	2023 £'000	2022 £'000
Completed	572	–
Work in progress	3,594	1,467
Materials stock	76	120
Total	4,242	1,587

13. Trade and Other Debtors

	2023 £'000	2022 £'000
Rent arrears	874	937
Less: provision for bad debts rents	(356)	(402)
Sub-total	518	535
Trade debtors	15	28
Less: provision for bad debts trade	(14)	(28)
Sub-total	1	–
Prepayments and accrued income	662	1
Amounts owed by group undertakings	47	633
Other debtors	204	316
Total due within one year	1,432	1,485
Debtors due after more than one year	3,360	3,360
Total	4,792	4,845

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.

The debtor due after more than one year represents the obligation to have refurbishment work carried out to the properties transferred to Jigsaw Homes Midlands (then named Gedling Homes) net of monies budgeted to be spent in 2023/24.

Gedling Borough Council entered into a contract with Jigsaw Homes Midlands (then named Gedling Homes) for it to carry out these improvement works on its behalf. Essentially the "benefit" (commitment owed) to Jigsaw Homes Midlands under the contract has created a debtor which is effectively offset by the provision stated in Note 16. The debtor will reduce as Jigsaw Homes Midlands completes the contracted work.

14. Cash and Cash Equivalents

	2023	2022
	£'000	£'000
Cash at bank	8,380	13,181
Total	8,380	13,181

15. Creditors: Amounts Falling Due Within One Year

	2023	2022
	£'000	£'000
Trade creditors	487	492
Amounts owed to group undertakings	1,282	2,093
Intercompany loans (Note 17)	355	1,335
Rents and service charges paid in advance	357	452
Other taxation and social security payable	52	2
Accruals and deferred income	2,509	656
Deferred capital grant (Note 18)	52	28
Other creditors	1,612	1,229
Total	6,706	6,287

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

	2023	2022
	£'000	£'000
Deferred capital grant (Note 18)	14,202	9,404
Intercompany loans (Note 17)	27,186	17,545
Total	41,389	26,949
Provision for liabilities and charges		
Development agreement (VAT shelter) with Gedling Borough Council	3,554	3,554
Total	3,554	3,554

The provision for the development agreement/VAT shelter represents the best estimate of the costs of contracted works for the repair and improvement of transferred properties incurred under the development agreement. The provision will be utilised as the works are actually completed. See Note 13 for further details.

17. Debt Analysis

	2023	2022
	£'000	£'000
Intercompany loans		
Loans repayable by instalments:		
Within one year	362	1,335
In one year or more but less than two years	471	976
In two years or more but less than five years	2,613	4,408
In five years or more	14,216	12,350
Loans not repayable by instalments:		
In one year or more but less than two years	598	–
In five years or more	9,721	–
Fair value adjustment on financial instruments	9	–
Less: loan issue costs	(237)	(189)
Loans discount:		
Amount due to be released within one year	(7)	–
Amount due to be released after more than one year	(205)	–
Total loans	27,541	18,880

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 2023 was	Total	Variable rate	Fixed rate	Weighted average rate	Weighted average term
	£'000	£'000	£'000	%	Years
Instalment loans	17,664	1,566	16,098	5.90	15
Non-instalment loans	10,319	–	10,319	4	28
Total loans	27,983	1,566	26,417	5.05	19

At 31 March 2023 the Association had the following borrowing facilities:	£'000
Access to undrawn group facilities	259,000
Total	259,000

18. Deferred Capital Grant

	2023	2022
	£'000	£'000
At start of the year	9,432	4,098
Grant received in the year	4,864	5,362
Released to income in the year	(42)	(28)
At end of the year	14,254	9,432
Amount due to be released within one year	52	28
Amount due to be released after more than one year	14,202	9,404
Total	14,254	9,432

19. Share Capital

	2023	2022
	£	£
Allotted issued and fully paid		
At the start of the year	9	9
Issued during the year	–	–
At the end of the year	9	9

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.

20. Reserves

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

21. Capital Commitments

	2023	2022
	£'000	£'000
Capital expenditure contracted for but not provided for in the Financial Statements	22,927	28,981
Capital expenditure authorised by the Board but not yet been contracted for	981	981
Total	23,908	29,962
The Association expects these commitments to be financed with:		
Social housing grant	2,409	1,695
Proceeds from the sales of properties	7,941	5,315
Committed loan facilities and surpluses generated from operating activities	13,558	22,952
Total	23,908	29,962

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

22. Operating Leases

Operating lease payment obligations are as follows:

	2023	2022
	£'000	£'000
Land and buildings:		
Within one year	73	73
In one year or more but less than five years	107	180
Total	180	253

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

23. Grant and Financial Assistance

	2023	2022
	£'000	£'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant (Note 18)	14,254	9,432
Recognised as income in Statement of Comprehensive Income	9,577	9,535
Total	23,831	18,967

24. Related Parties

	Expenditure	Interest	Debtors/ (Creditors)
	£'000	£'000	£'000
Jigsaw Homes Group	(2,251)	–	(282)
Jigsaw Homes North	–	–	(15)
Jigsaw Treasury Limited	–	(1,656)	(27,696)
Palatine Contracts	(15,500)	–	(784)

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, Michelle Rudkin, 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.

25. Financial Instruments

	2023	2022
	£'000	£'000
Financial Assets		
Financial assets measured at historical cost		
· Trade receivables	518	535
· Other receivables	913	950
· Cash and cash equivalents	8,380	13,181
Total Financial Assets	9,812	14,666
Financial Liabilities		
Financial Liabilities measured at historical cost		
· Trade creditors	487	492
· Other creditors	20,066	13,864
Total Financial Liabilities	20,553	14,356

26. Pensions

Defined Benefit Pension Obligations

The Association participates in one pension scheme, the Nottinghamshire Local Government Pension Scheme (NLGPS). This scheme is a multi-employer defined benefit scheme. The scheme is funded and contracted out of the state scheme.

Nottinghamshire Local Government Pension Scheme (NLGPS)

Jigsaw Homes Midlands participates in the Nottinghamshire Local Government Pension Scheme (NLGPS). The NLGPS is a multi-employer defined benefit scheme under the regulations governing the Local Government Pension Scheme. This scheme is funded and is contracted out of the state scheme.

There is an actuarial valuation of the NLGPS every three years. The main purpose of the valuation is to

determine the financial position of the NLGPS in order to determine the level of future contributions required so that the NLGPS can meet its pension obligations as they fall due.

The last formal valuation of the NLGPS pension scheme was performed at 31 March 2019 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a deficit of £405m.

Although under FRS102 accounting, Jigsaw Homes Midlands has a notional pension deficit for accounting purposes, it does not have an actuarial deficit and therefore Jigsaw Homes Midlands does not make secondary contributions to the scheme. The pension scheme does not require a Recovery Plan.

During the year to 31 March 2023 Jigsaw Homes Midlands paid contributions at the rate of 17.9% (2022: 17.9%). Member contributions varied between 5.5% and 12.5%.

Financial Assumptions and Particulars of Amounts Recognised in the Financial Statements

The major assumptions used by the actuary in assessing scheme liabilities as at 31 March 2023 together with the analysis of amounts recognised in the financial statements are as follows:

Statement of Financial Position Items

	NLGPS
	£'000
2023 by scheme	
Present value of funded benefit obligations	11,867
Fair value of plan assets	(15,378)
Pension surplus deemed not recoverable	3,511
Deficit/(surplus)	-
2022 by scheme	
Present value of funded benefit obligations	17,005
Fair value of plan assets	(15,558)
Deficit	1,447

Components of Pension Cost for the Period

	NLGPS
	£'000
2023 by scheme	
Service cost	1,002
Net interest cost	32
Administrative expenses	6
Total pension cost recognised in Statement of Comprehensive Income	1,040
2022 by scheme	
Service cost	1,002
Net interest cost	50
Administrative expenses	7
Total pension cost recognised in Statement of Comprehensive Income	1,059

Statement of Comprehensive Income

	NLGPS
	£'000
2023 by scheme	
Experience on plan assets (excl amounts in net interest cost) – gain	(748)
Experience gains and losses on the plan liabilities – loss	(3,671)
Re-measurements – demographic assumptions	958
Re-measurements – financial assumptions	9,082
Pension surplus deemed not recoverable	(3,511)
Total – gain	2,110
2022 by scheme	
Experience on plan assets (excl amounts in net interest cost) – gain	1,013
Experience gains and losses on the plan liabilities – gain	(46)
Re-measurements – demographic assumptions	–
Re-measurements – financial assumptions	938
Total – gain	1,905

Change in Benefit Obligations

	NLGPS
	£'000
2023 by scheme	
Benefit obligation at 1 April	17,005
Current service cost	1,002
Interest on pension liabilities	439
Member contributions	135
Experience on plan liabilities – loss	3,671
Re-measurements (liabilities)	
(Gain)/loss on demographic assumptions	(958)
Gain on financial assumptions	(9,082)
Benefits/transfers paid	(345)
	11,867
2022 by scheme	
Benefit obligation at 1 April	16,649
Current service cost	1,002
Interest on pension liabilities	332
Member contributions	142
Experience on plan liabilities – gain	46
Re-measurements (liabilities)	
Gain on demographic assumptions	–
loss on financial assumptions	(938)
Benefits/transfers paid	(228)
	17,005

Change in Plan Assets

	NLGPS
	£'000
2023 by scheme	
Fair value of plan assets at 1 April	15,558
Interest on plan assets	407
Return on assets less interest	(748)
Administration expenses	(6)
Employer contributions	377
Member contributions	135
Benefits/transfers paid	(345)
Fair value of plan assets at 31 March	15,378
2022 by scheme	
Fair value of plan assets at 1 April	13,960
Interest on plan assets	282
Return on assets less interest	1,013
Administration expenses	(7)
Employer contributions	396
Member contributions	142
Benefits/transfers paid	(228)
Fair value of plan assets at 31 March	15,558

Asset Allocation

	2023	2022
	£'000	£'000
Equities	8,963	9,425
Government bonds	318	458
Other bonds	911	1,061
Property	1,825	1,999
Cash/liquidity	805	871
Infrastructure	1,209	924
Private debt	571	–
Inflation linked pooled funds	776	820

Financial Assumptions

	2023	2022
	%	%
Rate of CPI inflation	3	3
Pension increase rate	3	3
Salary Increase rate	3	3
Discount rate	5	3

Mortality Assumptions

	Males	Females
Current Pensioners	21	24
Future retiring in 20 years	22	25

Defined Contribution Pension Obligations

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

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 Midlands

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Regulated by the Regulator of Social Housing Registration No. L4532

Registered under the Co-operative and Community Benefit Societies Act 2014 Registration No. RS008378