



# Annual report 2017/18

On 3 April 2018, Adactus Housing Group merged with New Charter Housing Trust to form Jigsaw Homes Group Ltd.

The performance information highlighted in this annual report is for the period 1/4/2017 - 31/3/2018 and relates solely to the Adactus Housing Group Ltd.

## Performance



This year, we met or exceeded performance targets for 22 out of the 25 measures monitored by Board. These include all measures of tenant satisfaction with our services.

The table below summarises our performance on the key services that our tenants told us they are most interested in.

Key performance indicator	Performance (2017/18)	Performance (2016/17)	Target
Satisfaction with repairs	88%	89%	85%
Satisfaction with handling ASB cases	82%	84%	75%
% of rent collected	100%	100%	99%
Operating cost per property	£2,684	£2,738	£2,958



## Housing assets

This year, we invested £12.5m (10% of the total spend) in maintaining and improving your homes. The rent and service charges generated an income of £56m.

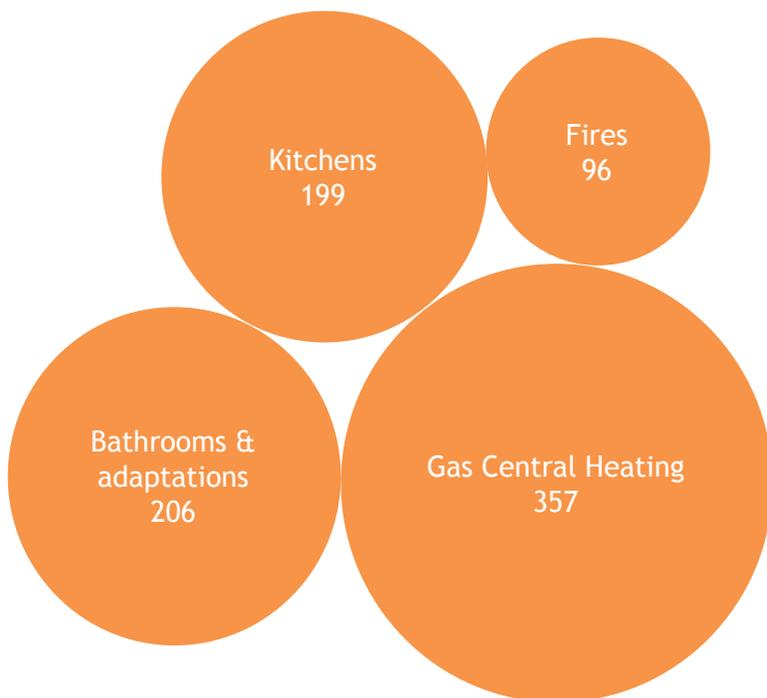
We carried out 52,599 responsive repairs and made improvements to 565 void properties.

The Group's costs for asset management were £629 less expensive per unit, than the median costs of its peer group.

Our total costs for asset management are low primarily because the Group's maintenance services are almost entirely provided in-house.

The bubble diagram below shows the breakdown of the Group's planned maintenance programme.

Number of improvements made to existing homes in 2017/18.



## Tenancy services



£18.4m of the Group's expenditure was used for the wide range of services delivered to customers in 2017/18.

Tenancy services are generally accessed via the Group's contact centre - Connect - which resolved 76% of all enquiries 'right first time'. An estimated 122,000 customer enquiries were answered in this way during 2017/18.

The majority of customer enquiries were about services such as property repairs, lettings and anti-social behaviour. The minority of issues that could not be dealt with by the contact centre (typically complex maintenance issues or anti-social behaviour cases) were allocated to specialist teams of staff.

In 2017, Connect was recognised for strong performance by the Customer Contact Association with the award of Small Centre of the Year.

During the year Connect implemented a new call handling system from Netcall. The system enables the team to provide a more streamlined service to customers and track performance more closely.

Our annual cost of tenancy services is £164.38 per unit less expensive than the median costs of other north-west housing organisations.

In terms of lettings, we re-let 1,245 properties during the year, providing much-needed affordable housing for our new residents and their families.

Rent lost due to empty properties remained low at 0.5% and on average, properties stayed empty for 11 days compared with 10 the previous year.

## Community investment



In 2017/18 the Group spent £500k to help improve the quality of life of residents in the areas where we work.

Breathe Investment Grants (BIG), the Group's flagship initiative, supported 141 community projects across the region, with £224,688 worth of funding.

Further benefits included:

- A £35k investment in 74 environmental projects across 13 local authorities.
- 24 digital training sessions helped over 100 residents in retirement living.
- Five Holiday Fun & Food Projects, helped 402 people in food poverty.



## Building new houses

During 2017/18 the Group spent a total of £90.3m to deliver 763 brand new affordable homes. 736 of these went to people in housing need.

The Group is committed to deliver a further 1,344 homes by 2022, using a combination of the Group's own resources, loans and grants received from Homes England.

As part of our development work in 2017/18, we estimate that the Group supported 1,616 jobs. Through careful architectural design, our new housing developments also contribute to general environmental improvements, helping reduce carbon emissions.



**763**  
New homes  
provided



**1,616**  
Jobs  
supported



## Complaints performance

In 2017/18 we received 82 formal complaints which we investigated as part of our complaints handling procedure.

The majority, 44 complaints (53%) related to repairs and maintenance followed by 9 complaints (11%) about our staff and customer service.

39% of complaints were upheld and the findings used to improve service quality.

A smaller number of complaints related to:

- ASB (9%)
- Allocations (5%)
- Development (5%)
- Home ownership/Leasehold (4%)
- Rent & Service Charges (2%)
- Other (11%)

# Cost of services

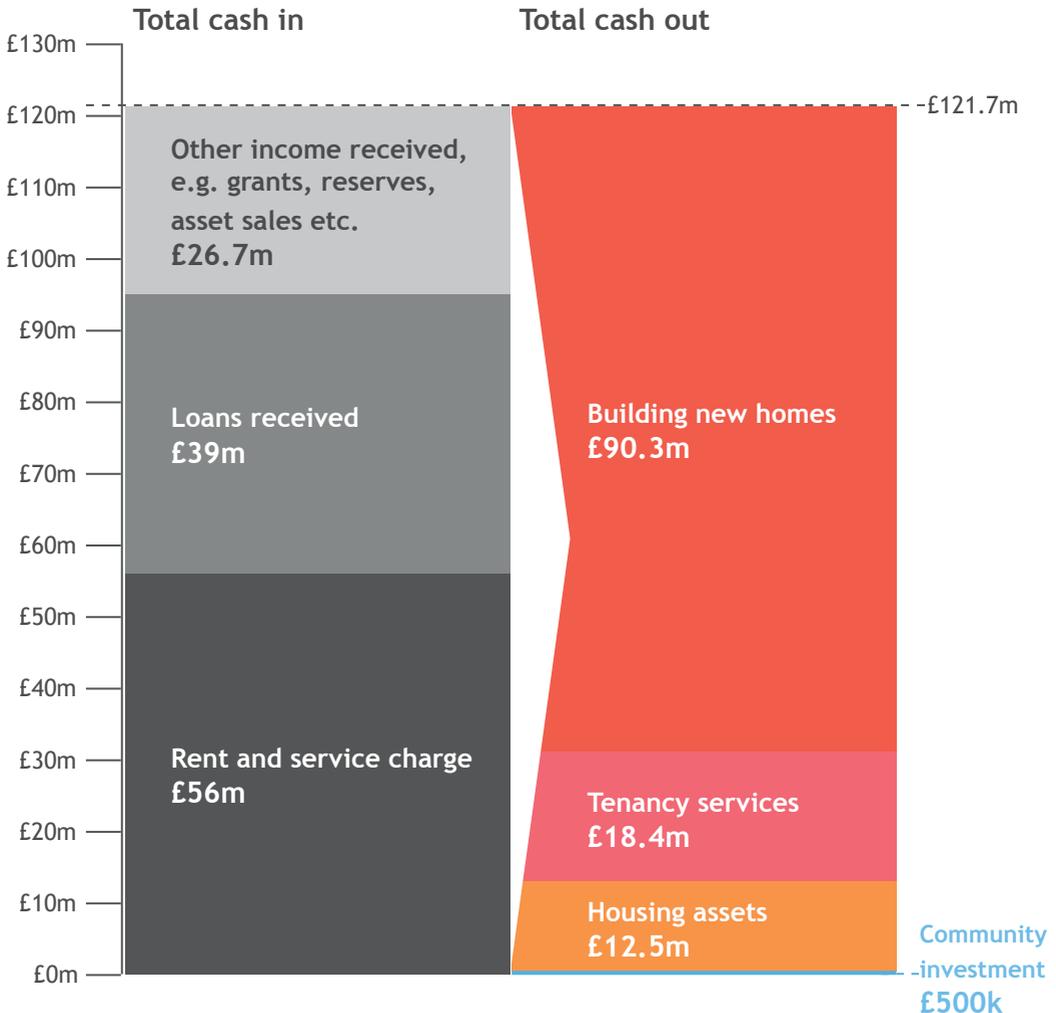


The diagram below shows where our money came from and how we used this in 2017/18.

Aside from the loans we received, our main source of income came from rent, services charges, grants and reserves, etc.

These financial resources helped the Group achieve its objectives of providing value for money, targeted neighbourhood investment and increasing the size of the business.

We invested in building new homes, maintaining our existing ones and regenerating neighbourhoods.





## Annual accounts

This year, the Group made a surplus of £18.7M for investment in developing new homes and in our communities.

This is outlined in the summary of the Group's financial figures for the last three years as set out below.

We have also reduced our operating expenditure (per property) from £2,738 in 2016/17 to £2,684.

Year	Turnover £'000	Operating cost £'000	Operating surplus %	Retained surplus £'000	Retained surplus %
2018	76,583	38,186	42%	18,660	24%
2017	74,058	37,127	41%	17,240	23%
2016	71,175	38,218	37%	15,812	22%

### Jigsaw Homes Group Ltd

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

Regulated by the Regulator of Social Housing Registered No. LH 4345

Registered under the Co-operative and Community Benefit Societies Act 2014 Registered No. 29433R

[www.jigsawhomes.org.uk](http://www.jigsawhomes.org.uk)

