



# Annual Report Residents 2018



# Introduction

2018 has been a challenging year in many ways for JRHT, however great strides have been made towards stabilising our finances, improving our governance and ensuring our residents and tenants get an improved service and better care. We are committed to our mission which is to build and develop strong empowered communities without poverty or isolation. In the coming years we will work tirelessly to ensure that more people are independent and well, more people are shaping our communities, more people can improve their prospects and more people live in a decent and affordable home.

Following an in-depth assessment from the Housing Regulator in 2017 we put in place an action plan much of which is now driving change and improvement. We have ensured that the JRHT Board has been given significantly more authority to make decisions, challenge, improve performance and ensure compliance. We have also welcomed some excellent new members onto the board who are adding wider experience.

We have been working hard over the past year to ensure that we are on a stronger financial footing as we post a surplus in this year. This has been supported by an organisational wide value for money programme and a drive to reduce costs and increase revenue. We, like many others, continue to face many challenges in providing consistent, affordable and high quality care. We continue to focus on delivering improvements across our care settings.

We have also been investing in our communities, which included the refurbishment of the New Earswick Folk Hall which is central to our long-term plans for the village. Our Money Smart team

have been working across all our communities to ensure our residents are maximising their own incomes and reducing their costs and our action lab in Hartlepool has ensured that the community is at the forefront of taking control of the changes they want for their community. This has been central to one of our proudest achievements this year, has been the partnership with the Friends of New Earswick Swimming Pool to facilitate the transfer of the pool to the community.

In 2019 we need to build on these successes and our plans include the opening of the New Lodge development in New Earswick, moving towards the start of a new and ambitious social housing programme and continued focus on our residents.

We thank Campbell Robb, outgoing Chief Executive, for his leadership across the organisations, and we are embarking on the search for a new CEO to lead both JRF and JRHT in their refreshed missions.

**Will Haire CB,  
Chair of Trustees**



# Foreword

As the incoming JRHT Executive Director, it gives me great pleasure to introduce the annual residents report for 2018.

Being new to JRHT, this report provides me with a really helpful overview of JRHT in 2018 and I look forward to working with residents, our communities and JRHT staff in 2019 and beyond.

As residents may know, our Chief Executive Campbell Robb left the organisation in June 2019 to commence a new role.

The work Campbell has spearheaded continues and we will be focusing on making sure we deliver our outcomes, to help make a difference for our residents. We will be recruiting a new Chief Executive to lead JRHT and JRF and will keep residents informed about progress.

I hope you enjoy reading this report and finding out more about what and how we're doing. We always welcome your feedback, so please get in touch if you have any comments or questions.

**Chris Simpson,  
Executive Director,  
Joseph Rowntree  
Housing Trust**



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# About JRHT

Joseph Rowntree Housing Trust (JRHT) is a registered social housing and care provider with properties in York, Scarborough, Leeds, Hartlepool and outlying towns and villages. We are regulated by the Regulator of Social Housing and the Care Quality Commission.

We share our vision with the Joseph Rowntree Foundation (JRF) which is for a prosperous UK without poverty. To help us achieve this, we have developed a set of outcomes. These outcomes will enable us to measure the real difference that we make to individuals and communities.

**JRF and JRHT share a joint vision for a prosperous UK without poverty along with two overarching outcomes:**

- Everyone has a decent home in a good place.
- Everyone has good living standards and prospects.

Over the last year, JRF and JRHT have embedded a series of values with our staff.

These values are core to the way we work and are at the heart of everything we do.

They show what we care about, help us make decisions and show us how to behave together.

Our values are:

- We're built on trust – we work on building foundations by nurturing expertise and sharing knowledge. This knowledge comes in all shapes and sizes and helps us give our residents the care they need.
- We show we care – care comes from a sense of mutual respect, inclusivity and ensures we give the very best support to the needs of our residents.
- We make a difference – we are all united in our desire to make a difference – everything we do is focused on creating meaningful change and impact.

2018 has been the first year of transition to our new operating model with JRHT focusing its mission on building and developing strong empowered communities

without poverty or isolation. To help us focus our work on the actions most likely to achieve outcomes, we are working towards the following specific aims.

- More people are independent and well.
- More people are shaping our communities.
- More people can improve their prospects.
- More people live in a decent, affordable home.

In the following sections we set out some of those most significant achievements and underline our commitment to continue our work to make us fit for the future as both a care and housing provider.

## JRHT properties

JRHT manages a broad range of accommodation, with over 2,528 homes for residents with varying levels of housing, care and support needs in York, Leeds, Scarborough, North Yorkshire, and Hartlepool.

- 1,207 are general needs homes, let at social housing rents.
- 263 properties are rented homes for older people mainly in extra care and sheltered schemes.
- 64 properties provide supported housing.
- 611 are low-cost home ownership/shared ownership (which include general needs, sheltered and extra care)

There are 63 fully or part-owned properties at Hartfields in Hartlepool, for which JRHT has retained repair responsibility.

In addition, there are 126 care beds in our residential care homes and 194 properties/care beds at Hartrigg Oaks in New Earswick.

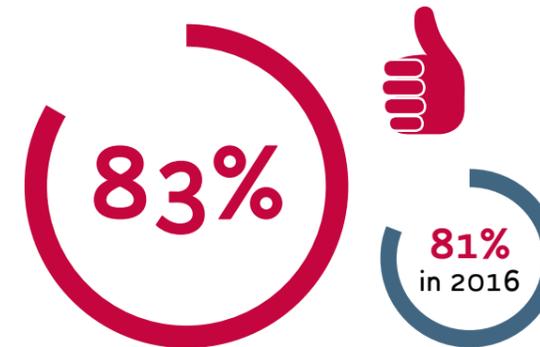
We also own and manage a number of community facilities:

- the shops in New Earswick, one of which in 2018 we redeveloped to provide a new commercial facility and an additional affordable home
- the Folk Hall – the hub of the community in New Earswick which underwent a major refurbishment in 2018
- the Super Sustainable Centre at Derwenthorpe

# Managing your homes

This section looks at how we performed in maintaining and managing your homes, building new developments and running our care facilities and services in 2018.

## JRHT Repairs Service



83% of rented residents who responded to our survey in 2018 were satisfied with the repairs service – this is an increase from 81% in our last survey

JRHT carried out over **12,000** repairs in 2018

## Repairs

We know that the repairs service is your number one priority. In 2018, we made a number of changes to our services so that we can deliver better services to our residents. We have invested in staff training and introduced mobile working.

The number of appointments kept was up to 100% by year-end, 95% of repairs were done first-time and average days taken to do a repair halved from 9.2 days to 4.5 days. In addition, more repairs have been completed on time.



2018 repairs performance	Q1 2018	Q2 2018	Q3 2018	Q4 2018
% emergency repairs completed on time: 24 hrs	96	98.9	95.9	98
% urgent repairs completed on time: 7 days	94.7	91.7	95.7	94.9
% routine repairs completed on time: 31 days	93.4	92.3	100	95.5
% appointments kept	86.9	96.6	100	100
% First-time fixes	88.66	91.82	87.86	94.67
Average time taken to do a repair (days)	9.2	8.25	4.27	4.45

## Ensuring the safety of your homes

We know that nothing is more important than the safety of your homes and we take our responsibilities very seriously. Regular checks are made to ensure your home and our buildings are kept safe and up to a high standard. In 2018 we appointed a Compliance Coordinator to ensure the continuation of our robust approach to compliance going forward.

**We achieved 99.9% gas safety compliance** across our occupied rented housing with just one property out of date by year end – this was an abandoned property, and we ensured the gas supply was sealed off and the property was safe.

We are three years into a five-year plan to ensure that all properties have an up-to-date electrical inspection certificate. **We currently have 99.4% of all our properties with a current electrical certificate** and follow-up action has been taken on those residents who have refused access.

Our asbestos strategy includes a four-year plan to ensure that all our properties have had an asbestos inspection. **We currently have 70% of our properties with an asbestos inspection, and a programme in 2019 to achieve 100%.**

**Legionella testing regimes** are now in place for all our properties where it is required, and these are monitored by the Compliance Coordinator.

We have also carried out **fire safety work** at two of our housing schemes in Hartlepool and York and improved fire detection at our Independent Living Services (ILS).

We have appointed specialist contractors for our **Lifts** compliance programmes and we have improved the monitoring and management of these key service areas.

## Making home improvements

**85%**  
of you are satisfied with the quality of your home

### Modernisation programme

The **total value of the 2018 modernisation programme was £1.65 million** and, as in previous years, we have focused on heating, window and door replacement to improve the thermal efficiency of our properties and at the same time reduce your heating and fuel costs.

New **double-glazed windows and doors were installed to 141 properties** in New Earswick with potential savings to residents of £14,100. This will also result in considerable savings for JRHT as the windows will not need to be redecorated every five years resulting in a saving of up to £400 per property.

A total of **75 properties had loft and cavity wall insulation** installed at no cost to JRHT as this was financed via £12,000 external funding from Energy Company Obligation (ECO) funding.

In 2018, **195** boilers were installed providing a total energy saving of **£23,400** to residents.

Improvement	No. of homes	Total potential saving on bills to residents
Replacement boilers	195	£66,300
Replacement windows and doors	141	£14,100
<b>TOTAL SAVING AMOUNT</b>		<b>£80,400</b>

In 2018 we were also able to carry out a **fully grant funded installation of gas mains and gas central heating systems** to Lime Tree Avenue and Garthway flats in New Earswick, enabling those residents to benefit from more efficient gas central heating systems. £32,000 of grant was secured from Northern Gas Networks with a further £56,000 from the Warm Homes Fund to fund this work.

In our newer properties and schemes we have continued to look at ways to reduce carbon emissions and improve energy efficiency to achieve environmental benefits, as well as to reduce living costs for residents. One example of this is at Hartfields, where we have carried out a lighting upgrade to 2,500 lights which will reduce bills by £40,000 per year.

**For 2019 the modernisation programme** will be £1.3 million and has the same priority as 2018 - heating, window and door replacements to ensure all properties have high efficiency boilers, double glazing, and thermally efficient doors. We will also start replacing bathrooms and windows in some of our properties.

**Stock condition surveys:** In 2018 we continued with the stock condition survey programme across our properties **and 98% of stock has now been surveyed.** This helps us to plan future work and understand the likely costs of the work.

## Reducing arrears

In 2018, we again reduced arrears and reached a year-end arrears level of 2.83%. This is a result of the ongoing emphasis on tightly managing arrears whilst at the same time maximising incomes of residents.

### Current tenant arrears 2015-2018

Current tenant arrears	2015	2016	2017	2018
Arrears as a % of rent receivable	3.89	3.18	2.93	2.83
Number of arrears cases	606	436	408	340
% of tenancies in arrears	27	19	18	14.97

At the end of 2018 the total value of current tenant rent arrears was £304,493, and the percentage of households in arrears was just below 15%, compared to 27% at the end of 2015 – a significant improvement.

At the same time our **Money and Benefits Advisors helped residents access £85,436 of additional income** in 2018 through assessing residents benefit eligibility and helping secure benefit entitlements.

The money owed to us by former tenant arrears has reduced to £68,242, and the number of cases falling from 103 to 75. The number of leaseholders in arrears has also reduced from 60 to 44.

## Adaptation of existing homes

To enable residents to live in their own homes for as long as possible, we continue to support a programme of offering equipment and adaptations to our existing homes. To reduce the need for a full Occupational Therapist assessment, in 2018 we increased the referral level to £1,500, thereby speeding up the time in which an adaptation can be carried out.

## Management of empty properties 2018

We need to make sure we let empty properties as quickly as possible to make sure that we house applicants on our waiting list as soon as we can and minimise rent loss.

There was a reduction in the number of empty properties in 2018 – down to just 55 compared to 68 in 2017.

We monitor how quickly we let empty homes and in 2018 this has again fallen - by year-end the let time was just eight days, compared to 12 days in 2017 and 19 days in 2016. **Our performance continues to place us amongst the top performing housing associations.**

## Building new homes

At Derwenthorpe, we have passed a major landmark with over 400 homes now completed. This includes the first apartment block, providing 18 two-bedroom apartments (14 rented and four shared ownership), and named Barron House in recognition of the contribution to our work of Sir Donald Barron who was Chair of the Joseph Rowntree Foundation from 1981 until 1996. We submitted a planning application in July 2019 to build an additional 40 family homes. This application has now been approved.

Derwenthorpe received the WhatHouse Award for the best partnership scheme in 2018.

### Derwenthorpe

Derwenthorpe is also one of four case study developments as part of an European Union funded Zero Plus project to design low-energy developments and features smart energy management, and battery storage to assist in the reduction of energy consumption and residents' bills.



In 2019, we will complete a further  
**61 homes**  
and expect to complete phases 3 and 4 of the development by the end of 2019.

80% of new residents that responded to our survey scored five and above in nearly all questions and said they felt comfortable in their home and would recommend them to a friend. Next year we will aim to continue monitoring this feedback and hope to develop the survey further. We will also look to increase the response rate by following up with residents once the survey has been sent out.

Continuing our commitment to develop new and innovative construction models, work commenced on site on two Melius homes. Manufactured off site, these houses were delivered to Derwenthorpe in the first week in September for erection on site. Designed to be built in a quarter of the time of traditional homes, with a focus on thermal performance and low-energy bills, the two homes will provide a template for further JRHT developments.

## A new community - New Lodge

A vibrant community for over 55s in New Earswick in York.

In 2017 we successfully bid for a grant of £4.8m from the Department of Health to support the development of New Lodge in New Earswick.

New Lodge will offer attractive and modern apartments and accommodation. Residents will be able to live independently, with support and care available when needed.

It will be a community within a community, located at the centre of the village and near all the services and facilities within New Earswick.

When it is completed in 2021, New Lodge will offer a 45-bed residential care home with 24-hour care and 105 self-contained apartments with care provided as and when residents require it. There will be a choice of apartments to rent, or to part-buy through the Shared Ownership scheme.

In 2018, building work on the first phase of the development began. The biggest of the four phases, it will be known as Rowntree Lodge. The name was agreed by the local stakeholder group, as it celebrates and reflects our heritage, and Joseph Rowntree's guiding principles. It is expected to be completed by the end of 2019.



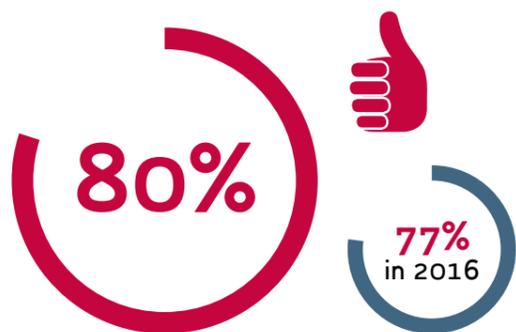
Residents from the nearby Red Lodge, which provides care and sheltered housing but whose buildings are now dated, will move across to Rowntree Lodge. Supporting them through this move is a priority, and we are working closely with each resident to ensure their needs and preferences are taken into consideration.

Residents have been consulted over a number of design features, fixtures and fittings such as telecom systems, kitchen cupboard doors, bathroom tiles, carpets and even apartment door handles.

This has been fed back to the Project Manager to inform the overall design and means that residents have helped to shape some aspects of New Lodge.

*“We are thrilled with the fact that we are being kept so up-to-date with information about New Lodge. We feel as though the Trust are doing more than they really need to keep us so well informed, and they are giving us a lot of choice; it's absolutely wonderful.”*  
**Red Lodge resident**

## Customer service and complaints



80% of residents are satisfied that JRHT staff dealt with their enquiry quickly and efficiently compared to 77% in 2016

### Customer services

The customer service centre based at The Garth provides a single first point of contact for all JRHT residents and in 2018 they received just over 40,000 calls to the freephone number - a significant increase from the previous year.

We have approximately 800 customers a month to our main reception at The Garth in New Earswick, in addition to customers visiting our receptions at Hartfields in Hartlepool and Plaxton Court in Scarborough.

In addition to taking phone calls, the team monitor and respond to the generic JRHT email address

[information@jrht.org.uk](mailto:information@jrht.org.uk)

which receives over

**1,000**

emails each month.

## Complaints

Year	2018	2017	2016
Total Complaints	138	129	64

JRHT received 138 complaints in 2018 across Housing and Community Services (84), and Care Services (44). Of these

- 56% were upheld (fully or partially).
- 79% of complaints were dealt with within 10 working days.
- eight complaints escalated to Stage 2
- one complaint was referred to the Housing Ombudsman.

Our key learnings from the complaints process are 'Improving information and communications with residents' and 'refreshing/reviewing staff training and guidance'.

Nearly one third of complaints were about work to residents homes (45 complaints), with 10 complaints being about members of JRHT staff and customer service.

We received **62 compliments** thanking staff for their support or a job well done.

With your comments we can improve your customer experience and satisfaction, like this resident:

*"They [the workmen] arrived on time, were polite and explained everything they were going to do. Everywhere was tidied up after they'd completed the work and to be honest was probably tidier than it had been before they started!"*

## Managing our care services and settings

JRHT owns and manages seven care services within a mixture of settings – from nursing homes to care-supported community developments; in addition to our Independent Living Services, which helps people live confidently and independently in their own homes. They are all registered with and inspected by the Care Quality Commission (CQC) to make sure they meet fundamental standards of quality and safety.

Ensuring more people are independent and well is the primary focus of our Care Services. However, like many care providers, we are working in a challenging environment and the needs of care residents are becoming increasingly complex, as costs continue to rise.

For JRHT to carry on providing high-quality care services, we have had to make key changes in 2018 to the way in which those services are delivered and financed. This has included increasing our fees across our care settings, looking at new ways of working and use of technology to make sure that we are operating in the most efficient way, and making the best use of what we have to deliver good care.

Those changes are bringing us up to date, so we can provide a modern and flexible service for the future and respond to the increasingly complex needs of our residents to deliver high quality person-centred care.

### Performance

JRHT performance in 2018 reflects previous year's trends of continuous improvement and, particularly in 2018, we have seen that improvement extended to service areas where there have been significant changes in structures and ways of working.

### Care Quality Commission (CQC) Ratings

In 2018, seven of our care settings are rated as good, with just one setting which has obtained a 'requires improvement'.

A strategic review meeting was held in January 2019 with the CQC leads for JRHT and we are pleased to report that CQC understands the changes we have made in terms of ways of working and quality improvement and are supportive of the overall direction of travel at all of our services.

## Care settings key performance indicators

In 2018 care services achieved an occupancy rate on average of 95%. Our food hygiene rating remains high with five out of six establishments with the maximum 5 rating, with Red Lodge as a 4.

## Reducing social isolation

One of the aims of changes within Care has been to forge closer links with the local community, to reduce social isolation amongst our residents.

Our **Activity Co-ordinators** have started to make connections within the community and highlights of our year include:

- The Oaks Care Home participation in the national campaign 'Care Home Open Day' in the spring.
- Bedford Court participated in the community-led, creative arts festival in Horsforth in the summer.
- Lamel Beeches involvement in the intergenerational Song Box, and also arranged rickshaw rides for the residents around York in the autumn.

We have taken our first steps to develop a refurbishment programme for all our care settings to ensure they provide a high standard of accommodation for residents and visitors. With resident's involvement, we have begun this refurbishment programme by redesigning the dining hall in The Oaks, and the entrance foyer at Bedford Court in Horsforth. In 2019, we are upgrading the interior of Lamel Beeches. Our aim is to offer in all of our services an array of sociable spaces including large bright lounges and cosy restful areas.

**"It felt wonderful to be outside in the fresh air and to see the city which I've not seen for so long. I loved going down by the river and looking at the trees which are just gorgeous.**

**96-year-old resident  
Lamel Beeches**



# Supporting your community

JRHT continues to develop community initiatives and remains committed to investing in neighbourhoods to help build strong communities where residents feel empowered to support and deliver positive change. Here are just a few examples of what we did in some of our communities during 2018:

## The Folk Hall

In 2018 we saw the newly refurbished Folk Hall emerge as a strong community hub, incorporating the library, the Post Office and a much-improved café and eatery. The Folk Hall is now a place to meet both formally and informally and we have seen a substantial increase in visitors and an extended activity programme. We have also created a new community room – the Discovery Room. Designed by young people and created by a local artist, the room will be used for a range of community projects in the future with a focus on providing a space for young people.



## Open Shop

2018 saw the emergence of some new and exciting initiatives within the Community Services team including a project to counter food poverty and promote healthy eating in New Earswick and surrounding areas. This followed community conversations which identified the cost of healthy food and lack of basic cookery skills as recurring themes. At the Open Shop we ran many cooking sessions teaching people basic cooking skills and as a result of this we have brought together a group of residents who have started an edible bed at the back of the Folk Hall. In 2019 we will continue this work with the York Food Poverty Alliance.

## The Open Shop – building community in New Earswick

The Open Shop opened in the former New Earswick Post Office in November 2017 and has been a space for people to meet, chat, make, exchange, laugh, connect and share. The Shop has given JRHT and local people a new way to understand each other, to shape their community and to support independence and wellness.

Now based at the Folk Hall, we will ensure the Open Shop retains its unique identity whilst at the same time is able to link up with Folk Hall users and activities.

“

*I never felt part of the village. I just lived here. Now I feel a part of a place and part of a community of fantastic people. As a tenant, it has given me a life. I am doing things for myself and for others, I feel valued and that I'm a different person.*

New Earswick resident

”

## Derwenthorpe

The Super Sustainable Centre (SSC) at Derwenthorpe has continued to be well used in 2018 and most significantly we have seen stability in the user groups bringing continuity and a greater sense of community. We are also beginning to offer an Open Shop model, based on the New Earswick Open Shop pilot.

One of the most significant developments at Derwenthorpe in 2018 has been the establishing of the Community Action Network. This is a group of residents who have set up to run and facilitate community-based activities.

As part of the Derwenthorpe Planning Permission, the Derwenthorpe Community Fund was established to support initiatives to promote community cohesion and development.

For 2018, the Derwenthorpe Community Fund allocated

**£25,000**  
to local groups.

## Hartlepool

Hartfields retains its focus on enabling residents to live independently, with care and support available when it is needed. A key part of that is supporting residents to feel part of the local community and to take part in activities. Hartfields offers a full activity programme for residents.

## 10 years old:

Hartfields celebrated its tenth anniversary in 2018, hosting a Community Fun Day with stalls and entertainment for families followed by an evening party for residents.



The **Hartlepool Action Lab** funded by JRF brings together local people and organisations to develop solutions to poverty in Hartlepool. In 2018 we launched the £1 million challenge aiming to put more in people's pockets either through additional benefits secured or money saved on things such as food and energy. This was always a challenging target, and by the end of the year we had achieved just over £400,000 of savings. In addition to the challenge, we have facilitated Food and Fuel Fairs to support people to cook less expensively, and connect them to sources of support, savings or income.

Young care leavers taking part in the Housing Heroes project have been supported to develop their own home and living space by refurbishing a terraced property in central Hartlepool which they will live in (and purchased through a JRF Social Investment).

The Action Lab is one of 10 projects nationally in Phase 2 of the Lottery / Department for Digital, Culture, Media and Sport (DCMS) Place Based Social Action programme. This investment of £240,000 over three years will strengthen with Action Lab's work in the town which includes volunteer support and development, community leadership, better communications and evaluation, as well as work to encourage more people to take action to solve poverty in the town.

Finally within Hartfields, a work programme with Catcote Academy has continued to thrive with a group of employability students between the ages of 16 and 24 gaining work experience at the extra care scheme within supported work placements. Students have been offered placements in the landscape and maintenance team, catering, hairdressers and the shop. Two young people have been offered permanent employment and have also continued to volunteer in their own time.

## The Poolie Time Exchange database:

developed to match offers and requests by 'trading' support and skills. To date 98 people have volunteered their time and skills to support others in the town.

## Plaxton Court

At Plaxton Court, the focus is also on enabling residents to live independently, with care and support available when needed. Plaxton Court has got strong links with the local community and many groups use the facilities for meetings and social events, enabling Plaxton Court residents to attend. JRHT supports those activities making rooms available at low or nil cost and offering staff support when necessary. Plaxton also offers its own activity programme making use of the on-site gym and activity rooms.

Plaxton Court also celebrated its tenth anniversary in 2018 with more than 90 residents and staff enjoying a birthday tea party.

### Supporting the wider community – York Grants

The York Committee (which is JRF funded) makes grants to organisations that are seeking to help solve poverty in York. Current funding priorities are the delivery of high quality advice to people experiencing or affected by poverty, and work to reduce social isolation and connect people with each other and sources of support.

The total number of grants awarded by the York Committee during 2018 was 24, with a total value of **£91,731**

#### Examples of York Grant recipients:

Home-Start York who have used the grant to train volunteers to help up to 100 families.

York Neighbours provide support services across the city to isolated older people.

The work funded by the grants has helped over 6,500 people in the City. This includes reducing social isolation, improving well-being, developing and improving new skills, empowering people with a stronger voice and more influence, and improving financial circumstances.

### Princes Trust Project

We work closely with the Princes Trust Project in New Earswick, to identify community projects for teams of young people to undertake as part of a twelve-week programme to achieve their Level 1 Leadership award.

One of their projects was to help maintain the lime trees planted around New Earswick.



## Helping your money go further and improving prospects

One of JRHT's outcomes is to support people to improve their prospects.

JRHT employs Money and Benefits advisors to maximise income for residents as well as supporting residents to access grants, consolidate debt and make savings on fuel bills.

We have combined the package of support grants JRHT offers to residents, targeting those grants to those residents who are experiencing extreme hardship and crisis situations. JRHT is also developing a new credit solution to offer affordable loans in 2019 alongside related services such as bank and savings accounts, and affordable white goods purchase options and savings clubs.

One of the key changes for residents on benefits will be the move to Universal Credit and JRHT continues to prepare for the impact of the full transfer which will take place between now and 2023.

The JRHT Money and Benefit Advisors work with residents to assess benefit eligibility

In 2018,  
**£85,436**

additional income was secured as a direct result of their work. The advisors saw over 300 residents over the year.

## Working with you

JRHT is committed to supporting strong resident groups and broader resident engagement with our services. We have adopted a definition of resident engagement as 'engaging and involving residents in the design, delivery and development of services whether across the organisation, within their communities or about their home and the services they receive'.

In particular, getting your views about our services is important to us – your feedback is essential to ensure that the services we provide are the services people need and that they are delivered in the way people want.

We are always looking at different ways we can get your views and how we can involve more residents and this year we have started to work with TPAS (Tenant Participation Advisory Service) to develop a new approach to resident engagement. This work is continuing throughout 2019 and we hope by the end of the project that more people will have the opportunity to engage with JRHT about the things that matter to them.

65%

of you are satisfied that JRHT is listening to your views and taking action

78%

of you are satisfied that JRHT keeps you informed about things that may affect you as a JRHT resident

### Getting involved

If you want to find out more about how you can get involved, contact Louise Darby on 0800 5870211 [louise.darby@jrht.org.uk](mailto:louise.darby@jrht.org.uk)

## Residents groups

We support a number of residents' groups across our housing stock. There are two key groups:

**Residents Voice** Residents Voice meets eight times per year and provides an opportunity for groups and schemes across all JRHT homes to get together. It's a chance to raise any issues and share knowledge and experiences. In 2018 they organised an annual programme of fact-finding visits to various estates/sheltered schemes, including Bedford Court in Leeds and our schemes in Scarborough.

**Tenant and Residents' Scrutiny Panel (TRSP)** plays a more direct role in inspecting JRHT services and making recommendations to the JRHT Board for improvement. In 2018, the TRSP worked with JRHT to review how JRHT manages empty properties and included amongst the recommendations was a review of the letting standard, review of our downsizing policy and incentives to downsize.

If you are interested in getting involved in the scrutiny process, the TRSP will be looking to recruit more members in 2019.

Please contact our Resident Involvement Officer Louise Darby on 0800 5870211 or at [louise.darby@jrht.org.uk](mailto:louise.darby@jrht.org.uk) for more information.

We also continue to support residents' associations, and community groups to help improve local areas and to inform JRHT service policy and delivery, as well as supporting social groups and coffee mornings across our sheltered schemes to provide an opportunity for people to get together and enjoy social occasions.

### Community conversations:

In 2018, we began to develop our 'community conversations' which explores concerns and issues at a local level. Working with local residents and organisations in an area, we have begun to identify local priorities and develop action plans to address issues. Emerging themes from the first plan developed at Hartfields include loneliness, transport issues and linking up with the wider community. In 2019, we will extend this work to our estates in York.

## The JRHT Community Fun Day

The **JRHT Community Fun Day** held in September in the Homestead Park welcomed over 1,300 visitors who enjoyed the opportunity to learn more about JRHT services and community activities. It provided an excellent opportunity for JRHT to engage with residents and the wider community.

### Getting involved

We are always looking for more people to get involved and help improve our services. There are a range of opportunities with training provided and it is a great way to learn new skills and meet new people. For more information, please contact Louise Darby, Resident Involvement Officer, on 01904 752903 or at [louise.darby@jrht.org.uk](mailto:louise.darby@jrht.org.uk).

### STAR satisfaction survey

JRHT carries out a satisfaction survey of residents called the STAR survey. 31% of residents responded to the survey in 2018.

The survey helps us to understand residents' views about our services as well as monitor trends over time. The 2018 findings were similar to the results from the survey we carried out in 2016, with overall 84% of residents in rented accommodation being satisfied with the service they receive from JRHT.



Satisfaction with the quality of their home is high with 83% of renters and 89% of leaseholders satisfied on this measure. In addition, 85% of rented residents and 90% of leaseholders are satisfied with their neighbourhood. 89% of renters are satisfied that rent is value for money and satisfaction with the customer service elements of the survey is also high, with 90% of renters agreeing that JRHT has friendly and approachable staff, as do 78% of leaseholders.

Significantly, the survey told us that leaseholders and families in JRHT houses are least satisfied. We have noted this and have set out actions to address this in 2019, including working with Residents Voice to host a leaseholder event, and extending the reach of the Community Fun Day.

Satisfaction measure	Renters		Leaseholders	
	2016	2018	2016	2018
% overall satisfaction with the housing service	87	84	72	65
% overall satisfaction with the quality of the home	87	83	90	89
% satisfied with the neighbourhood as a place to live	87	85	91	90
% satisfaction with opportunities to make views known	69	73	65	59
% satisfaction that rent is value for money	85	89	-	-
% satisfaction that JRHT provides an efficient and effective service	76	81	57	59
% satisfaction with how JRHT deals with enquiries	73	77	56	63
% satisfaction with the way JRHT deals with repairs and maintenance	81	83	52	61

# Comparing JRHT to other Housing Associations

## HouseMark Benchmark Data

We compare our performance to other Housing Associations using a service called HouseMark. Each year we submit data on a number of performance indicators for services including rent arrears, repairs performance and re-let times. (The most recent information available is for the financial year 2017/2018, for which we submitted year-end 2017 data.)

In terms of our position for each of the indicators, our performance compared to other Housing Associations has improved significantly.

JRHT has **increased the number of indicators in the highest group** from 5 in 2016 up to 13 in 2017

### Getting value for money (VfM)

Delivering a high-quality service, whilst keeping costs low is a challenge facing all organisations and JRHT is no different. By ensuring we get value for money this means we can invest more into making improvements with no extra costs to you. So we are constantly looking for ways to achieve the best value in everything we do; whether that is in managing and repairing your homes or buying goods and services.

We will deliver these outcomes by:

- Creating an efficient and effective service which makes the best use of our resources.
- Implementing our People strategy so that JRHT is an excellent place to work.
- Designing effective governance to support operations and decision-making.

**89%**  
of our rented residents think their rent is Value for Money

Value for money is about making our people, money and properties work as well as possible for our residents. In this respect, we consider:

- **Economy** – doing the right things at the right cost, investing in new technology, knowing the cost of an activity and careful use of resources to save expense, time or effort.
- **Efficiency** – this measures our productivity – what we do and how we do it, to ensure we are spending resource on the right things in the right way.
- **Effectiveness** – ensuring our time, costs and efforts are achieving positive impacts and outcomes for our residents and stakeholders.

### Development

During 2018, our Development team have continued to progress Derwenthorpe where we now have over 400 completed homes including independent living accommodation and 18 apartments.

Building on the success of Derwenthorpe, we will continue to build more decent and affordable homes. From 2019, we will be focusing our development strategy which will see us build an additional 100 new affordable homes each year. In the beginning we will be focusing on providing new, decent and affordable homes.

## Income we receive and what we spend

### Where each £1 of our income comes from

#### Care Income

From residents who use our care services and local authorities **37p**

#### Rents & Service Charges

From renting or shared ownership residents; to support the Housing Trust's services across our communities. **32p**

#### Hartrigg Oaks

Income from our Hartrigg Oaks retirement community **17p**

#### Grant

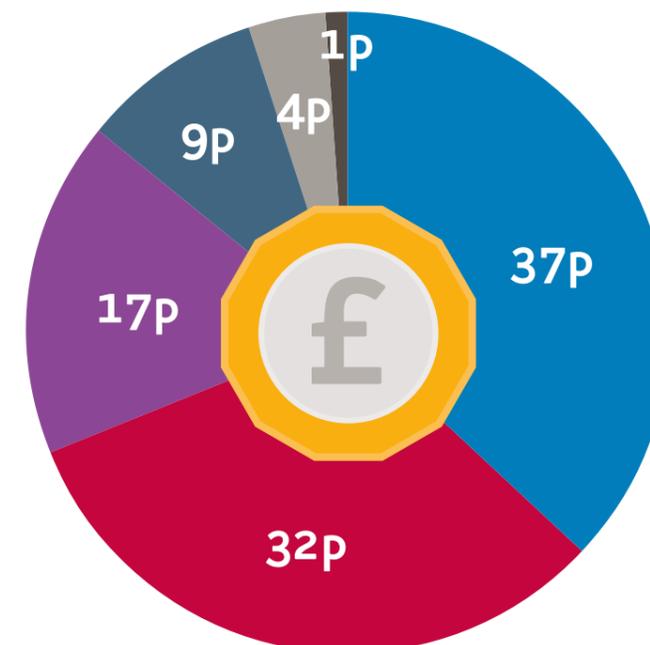
From our partner organisation, the Joseph Rowntree Foundation, to support key community projects and developments. **9p**

#### Surplus on sales

The money we make from selling our properties and other assets **4p**

#### Other

From our commercial activities and VAT recovery **1p**



### How we spend each pound

#### Care Services

Staffing, running and maintaining all our care homes and care services **40p**

#### Management

The costs of running our offices including staffing, accommodation, equipment, supplies and services **18p**

#### Hartrigg Oaks Running costs

**14p**

#### Housing and Neighbourhoods

Providing services and information for residents, for example: gardening, repairs, upgrades, customer services, money and benefits advice, rent collection, residents' newsletters and reports **9p**

#### Finance

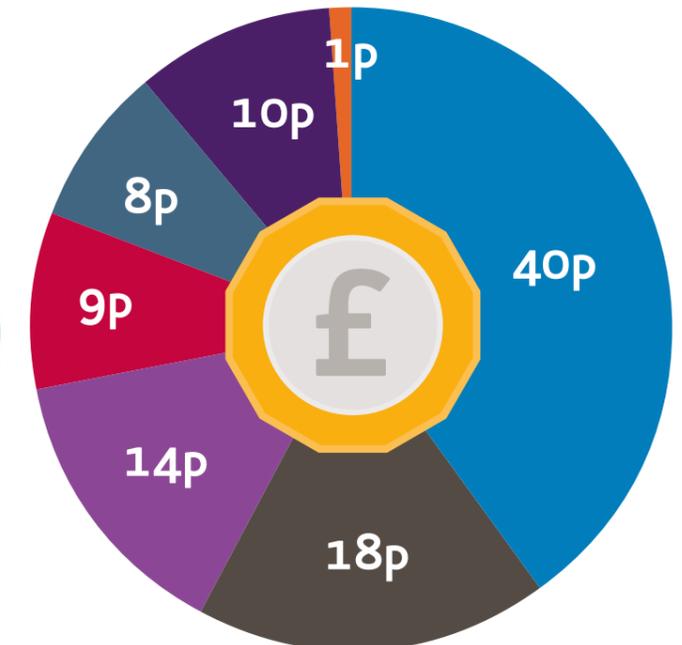
The cost of interest and other charges involved in borrowing money to build or purchase assets **8p**

#### Depreciation

Money lost in the value of assets over time due to wear and tear **10p**

#### Community

Supporting services, spaces and schemes that help build communities; for example, the Folk Hall, Residents' Associations, Derwenthorpe SSC, and Open Shop. **1p**



# What we're working on now

In 2019, we will focus on:

- **Home improvements** – in 2019, we are investing over £1.2million to upgrade your homes with new kitchens, bathrooms, boilers and windows plus securing external funding for replacing electric heating with gas, loft and cavity-wall insulation programmes.
- **Rents** – we want to continue our progress on tackling rent arrears and aim to reduce arrears to 1.5%.
- **Faster re-letting** – although we reduced the time it takes to re-let empty properties significantly last year, we're aiming to cut this further, so homes become available as quickly as possible. Our target for 2019 is 8 days.
- **New homes and developments** – maintaining good progress with the £26m New Lodge development and continue to develop Derwenthorpe.



## Get involved

Resident involvement remains a high priority and in particular the need to increase opportunities for service feedback and direct engagement with residents about the services provided by JRHT. We have already altered our focus and are working more closely with the Neighbourhood Services and Community Development teams, we will review our resident involvement strategy in 2019 in consultation with residents.

We need and welcome your feedback to help us shape and improve our services for you. Here are some of the many ways you can get involved.

To find out more and get involved, please get in touch with our Resident Involvement Officer, Louise Darby.

**Tel: 0800 587 0211**

**Email: [information@jrht.org.uk](mailto:information@jrht.org.uk)**

**Write to us, or pop in to see us at: The Garth, White Rose Avenue, New Earswick, York, YO32 4TZ**