



Housing, Care & Support Provider

Trust us to Accomplish

Performance Review 2016/17





www.trustha.org.uk
0131 444 1200
trust_housing
trust housing

Sheltered housing cottages,
Lochinver, Highlands.

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1. Introduction

Our annual Performance Review is key for us in sharing how well we are doing compared to other Housing Associations and lets us, and you, know where we are performing well and which areas we need to improve.

In this year's review – Trust us to Accomplish - a figure I am particularly keen to share is our performance on value for money. At Trust we make providing value for money a priority and 86.4% of our tenants agree and believe that the rent for their property represents good value for money, 4% higher than the Scottish average.

Repairs and maintenance is an area where we have improved from last year and continue to compare well with the Scottish average.

- The average time we took to complete emergency repairs was 4.4 hours, better than the Scottish average of 4.7 hours.
- The average time we took to complete non-emergency repairs was 5.6 days, again better than the Scottish average of 7.1 days.
- We completed 94.7% of reactive repairs right first time, once more better than the Scottish average which was 92.4%.

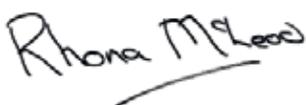
As we drive forward our Bright Future strategy we continue to invest in Trust properties, our spending increased from £6.2 million to £7 million in the 2016/17 financial year. This was spent on maintenance work and remodelling work in some developments. We also accessed Scottish Government grant and internal funding of £580,000 to carry out medical adaptations such as level access showers and ramps. We know that Trust is successful in accessing pretty much the highest amount of this government grant given to anyone – and in the past year we have made improvements to 312 properties.

And finally, a number to be very proud of – 92.3% of our tenants are satisfied with the overall service provided by Trust, which is higher than the Scottish average of 89.7%. This number comes from our customer satisfaction survey from 2015/16 and as part of our Bright Future strategy we want more real-time and targeted feedback than that. So, we have started to introduce a new digital approach to completing customer satisfaction surveys. From May of this year there will always be an option to use iPads in our developments and online for all tenants.

We will take a digital approach with all our communications going forward. In previous years we have sent every tenant a copy of our Performance Review, but this year's version is digital as standard, which means you can download it from our website www.trustha.org.uk but still request a paper copy.

We take every opportunity to get feedback from you, our tenants, to help improve our performance figures year on year. We do this in several ways, for example, through our annual focus groups, Tenants' Conference and our Customer Panel. I also welcome your feedback directly, so do please get in touch with any comments or questions.

Rhona McLeod CEO



Chief Executive
0131 444 4940
RMcLeod@trustha.org.uk



Mary McInally - Customer Panel

As Rhona mentions, the last twelve months have been a busy period for Trust, which I can relate to personally. I recently stepped up as Chair of the Customer Panel and soon after we were thrilled to win the Tenant Information Service (TIS) 'Most Inspiring Scrutiny Group' at their National Excellence Awards.

Proof that we do excellent work when bringing a customer's perspective into the mix.

One of our annual tasks is to look at Trust's performance statistics from a tenant's point of view, which we do before they are submitted to the Scottish Housing Regulator. We were delighted with this year's positive findings, but there are always areas for improvement and that is where the Customer Panel comes in. We choose different topics across the year and make our recommendations for improvements to the Trust Board. The areas we scrutinise are the ones we feel are important to tenants to improve performance and quality at Trust. Action plans are put in place based on this work, with the aim that our recommendations further improve performance figures.



Charter Performance

	2015/16	2016/17	Scottish Average
% of tenants satisfied with the overall service provided by Trust	92.3%	92.3%	89.7%



Edinburgh tenants at their digital launch event.



2. About This Report

Join us on our Digital Journey

This is our fourth edition of the annual Performance Review and our first as a 'digital as standard' publication. Trust has ambitious plans to become more digital as a business by adopting technology to support new ways of working, offer more choice to customers, and to continually improve and modernise the services we offer.

Going digital also opens up new opportunities to deliver value for money for every pound of rent we receive. Moving to a digital report will save approximately £2,500 in printing costs each year and will have a positive impact on our carbon footprint, with a reduction of around 30,000 pages of paper.

As such, this year your Performance Review has only been published as standard as a digital version, available via our website www.trustha.org.uk. However, we recognise that not everyone has access to, or is comfortable using, the internet (although we are working on that through our digital participation project). Therefore, if you would like a paper copy of this report or in another format, please use the contact details on the back page.

The content and design has been developed in partnership with our customers and its main purpose is to report on Trust's performance during 2016/17 against the Scottish Social Housing Charter.

What is the Scottish Social Housing Charter?

The Charter was introduced by the Scottish Government in March 2012. It sets out the standards and outcomes that all social landlords in Scotland should aim to achieve when performing their everyday housing activities. Our performance is measured annually by the Scottish Housing Regulator against 14 Charter outcomes:

Customer and Landlord Relationship

1. Equalities
2. Communication
3. Participation

Housing Quality and Maintenance

4. Quality of housing
5. Repairs and Maintenance

Neighbourhood and Community

6. Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

Access to Housing and Support

- 7, 8 & 9. Housing options
10. Access to housing
11. Tenancy sustainment

Getting Value from Rents and Service Charges

12. Value for money
- 13 & 14. Rent and service charges

How do we assess our performance against the Charter?

The report relates to the financial year 2016/17 (April 2016 to March 2017). In it we consider our performance against each of the 14 Charter outcomes in two different ways:

1. Comparison against previous years

We highlight our 2016/17 performance against our 2015/16 results so that you can see if we have improved since the last report.

2. External comparison with peers

We compare our performance against the Scottish average (an average taken across the results of all the other social landlords including local authorities).

You can also compare our performance against any other social landlord in Scotland using the Regulator's report which can be found on their website - www.scottishhousingregulator.gov.uk



3. About Trust...

This section gives a visual and statistical representation of Trust.

3. About Trust

Trust is a not-for-profit housing association registered with, and regulated by, the Scottish Housing Regulator, the Care Commission and the Scottish Charity Regulator (OSCR). We are a national organisation – operating across 23 local authority areas from Stornoway to Stranraer – and are one of the largest providers of housing, care and support services in the social rented sector in Scotland. Established in 1973, we provide homes and services to over 2,500 households.

Primarily serving older people in our communities we also provide general needs and mid-market housing to households of all ages. We offer a range of services from a landlord only service to care and support services that are flexible and tailored to meet individual needs. We also offer complementary services – including Home Angels (cleaning and other domestic services) – through our fully owned commercial subsidiary, Trust Enterprises Limited (TEL).

Customers are at the heart of everything we do and our services are very people focussed. We are a large employer with 583 full and part-time members of staff. 491 members of staff are based locally at our developments and 92 staff are located at our offices in Edinburgh (head office), Glasgow and Arran.

Trust is a membership based organisation. Membership is open to anyone over the age of 16 with 344 Members as at September 2017, 137 of who are also tenants. The Members appoint the voluntary Board of Management who set the strategic direction of the organisation and hold the senior management team to account. We currently have 12 independent Board Members, two of which are also Trust tenants.

Awards and Accreditations

Diversity Star Performer at the Herald Diversity Awards

UK's most innovative Equality, Diversity and Inclusion Initiative

Most Inspiring Scrutiny Group Award at the Tenant Information Service National Excellence Awards 2017

Investors in People 'Gold' organisation (+excellence in Third Sector award)

Leaders in Diversity



Trust in Numbers...

As of the 31st March 2017

£22.4m
turnover
in
2016/17

92% of our
customers
are satisfied
with the
overall service
provided by
Trust

2554
social
rented
homes

3158
tenants
living in our
homes

40
Mid Market
Homes and
8 shared
ownership

583
members
of staff

5.16%
days lost
to staff
sickness

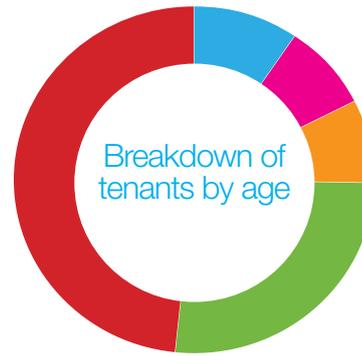
449
properties
were let
during
2016/17

89%
of staff are
proud to work
for **Trust**

Trust in Numbers...



1 apartment (studio)	15.1%
2 apartment (1 bedroom)	69.7%
3 apartment (2 bedroom)	10.3%
4 apartment (3 bedroom)	4.8%
5 apartment (4 bedroom)	0.1%



49 or under	9.5%
50 to 59	8.2%
60 to 64	7.6%
65 to 74	26.6%
Over 75	48.1%



Retirement	8%
Sheltered	35%
Very Sheltered	4%
General Needs	13%
Amenity	11%
Mid-Market Rent	2%
Supported	18%
Housing with Care	9%

Breakdown of tenant's ethnicity	
White	74.4%
Mixed or multiple ethnic background	0.08%
Asian, Asian Scottish, Asian British	0.20%
Black, Black Scottish, Black British	0.04%
Unknown	25.2%

Property size	Number of properties	Average weekly rent
1 apartment (studio)	387	£122.03
2 apartment (1 bedroom)	1780	£122.87
3 apartment (2 bedroom)	262	£106.28
4 apartment (3 bedroom)	123	£95.37
5 apartment (4 bedroom)	2	£86.38

* Rent levels are lower for our larger properties as they do not generally include care and support charges.

4. How Did We Do During 2016/17?

This section highlights how we performed against the Charter outcomes, and how we compare to 15/16 and the Scottish average.

Performance results at a glance

Over 9/10

Customers satisfied with overall service provided



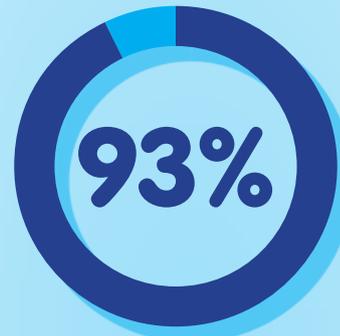
Feel safe and secure in their homes



Satisfied with the quality of their home

52

Average time taken in days to re-let each property



Feel Trust is good at keeping them informed about services and decisions

88

Average days to complete applications for medical adaptations



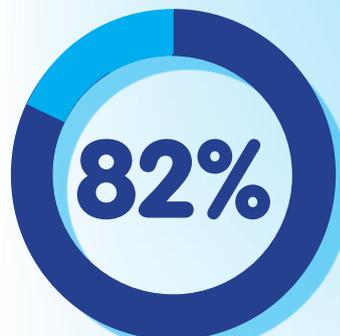
Reactive repairs completed 'right first time'



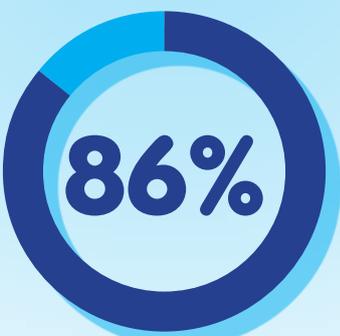
Feel treated fairly and with respect



Gross rent arrears



Tenants satisfied with the opportunities given to them to participate in Trust's decision making process



Tenants who believe that the rent for their property represents good value for money

Over 9/10

ASB cases resolved within 15 working days



Section 1. The Customer Landlord Relationship

Equalities

Every individual, tenant or member of staff has the right to be treated with respect and fairness. They should be supported if they feel there are barriers to communication or participation in service delivery.

The Equality, Diversity and Inclusion (EDI) Working Group is committed to the continuous betterment of services by providing new ideas, initiatives and actions and by recognising that it is a journey which requires planned programme and approaches to be achieved.

We have reviewed our EDI Strategy and have been recredited as **Leaders in Diversity** by the National Centre for Diversity, a direct result of our commitment to maintain the momentum of our recognition as leaders in the field.

We are delighted to have received funding from the Big Lottery Fund to continue our hugely successful Older People Services project for another three years. The award of nearly £337,000 will enable the project to support older people from the ethnic minority communities across Scotland. The funding award was recognised by a Motion in the Scottish Parliament tabled by Miles Briggs, MSP for Lothian.

Happy to translate
UK Most Innovative
EDI Initiative of
the year
2017

Leaders in Diversity,
21 in the Top
100
organisations

Diversity Star
Performer at the
Diversity Awards
Oct 2016

Charter Performance

	2015/16	2016/17	Scottish Average
% of tenants who feel that Trust staff treat them fairly and with dignity and respect	91.0%	91.0%*	n/a

*Result from 2015/16 customer satisfaction survey

Section 1. The Customer Landlord Relationship

Communication

Tenants and other customers find it easy to communicate with Trust, get the information they need about us and the services we provide and how and why we make decisions.

Communication is, and always will be, a priority for Trust. We communicate with our customers in a variety of different ways including:

- Face-to-face, telephone and letter
- Social media and our website
- Our annual Tenants' Conference and twice yearly Focus Groups
- Various publications including Trust Talk (our customer magazine) and our Annual Review and Accounts.

2018 will see the relaunch of trustha.org.uk with a clearer focus on how we display and share our online information to customers. This will make the website simpler to navigate and allow easier access to key information.

92% of tenants satisfied with the quality of communication they receive from **Trust**

381 Facebook friends
864 Twitter followers

70,082 website visitors during 2016/17

Charter Performance

	2015/16	2016/17	Scottish Average
% of stage 1 complaints responded to within Scottish Public Services Ombudsman (SPSO)* timescales (5 working days)	78.9%	85.3%	85.4%
% of stage 2 complaints responded to within SPSO timescales (20 working days)	72.4%	64.1%	83.3%
% of tenants who felt that Trust is good at keeping them informed about their services and decisions	92.9%	92.9%**	91.1%

*SPSO handles complaints about public services in Scotland and provides guidance to organisations on the length of time it should take to respond to complaints.

**Result from 2015/16 customer satisfaction survey.

Section 1. The Customer Landlord Relationship

Participation

Tenants and other customers find it easy to participate in and influence Trust's decisions at a level they feel comfortable with.

We are a very customer-focussed organisation. It is important to us that your voice is heard - your opinion matters.

You have many opportunities to influence and shape the services you receive and the decisions we make. These are detailed in our

Customer Involvement and Influence Strategy. They include:

- Becoming a Member of Trust
- Joining the Customer Panel
- Participating in Tenant Focus Groups
- Completing customer satisfaction surveys
- Attending the Tenant Conference
- Joining or establishing a Registered Tenants' Organisation

In June our Customer Panel were delighted to win the Most Inspiring Scrutiny Group Award at the Tenant Information Service (TIS) National Excellence Awards 2017.

37
Registered
Tenant
Organisations

**Most Inspiring Scrutiny
Group Award at the
TIS National Excellence
Awards 2017 for Trust's
Customer Panel**

Almost 100
tenants attended
Tenants'
Conference
in **2016**

Charter Performance

	2015/16	2016/17	Scottish Average
% of tenants satisfied with the opportunities given to them to participate in Trust's decision making process	81.7%	81.7%*	83.8%

*Result from 2015/16 customer satisfaction survey.

Section 2 – Housing Quality and Maintenance

Quality of Housing

Tenants' homes as a minimum meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter.

When allocated, homes will always be clean and tidy and in a good state of repair.

We know how important housing quality is to our customers and we manage and invest in over 2500 homes across Scotland via our annual investment programme. By 31st March 2017 we had achieved the Scottish Housing Quality Standard (SHQS) in 96.6% of our homes. Just under 4% of our homes were unable to meet this standard for reasons that were outwith Trust's control.

During 2016/17 we invested around £7m in maintaining and improving our homes including window replacements, lift refurbishments, heating replacements and the renewal of fire alarm systems.

Over
2500 homes
across Scotland

96.6% of
our homes meet
the SHQS

£7m invested in
our homes

Charter Performance

	2015/16	2016/17	Scottish Average
% of tenants satisfied with the quality of their home	95.2%	95.2%*	86.9%
% of new tenants were satisfied with the condition of their home when moving in	97.2%	97.1%	90%
% of Gas Safety certificates in timescale	100%	100%	99.9%

*Result from 2015/16 customer satisfaction survey.

Repairs and Maintenance

Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

Trust delivers a responsive repairs service to tenants across Scotland. We completed a total of 12,906 responsive repairs – both emergency and non-emergency – across our stock during 2016/17, investing £2.6m in major repairs.

Total number of repairs completed
12,906

Number of emergency repairs completed
2,491

Number of non-emergency repairs completed
10,415

Charter Performance

	2015/16	2016/17	Scottish Average
% of reactive repairs completed 'right first time'	94.5%	94.7%	92.4%
Average length of time to complete emergency repairs (hours)	4.7	4.4	4.7
Average length of time to complete non-emergency repairs (days)	6.0	5.6	7.1
% of tenants satisfied with the repairs and maintenance service	85.9%	85.9%*	90.6%

*Result from 2015/16 customer satisfaction survey.

Section 3. Neighbourhoods and Community

Estate Management

Partnership working with other agencies to ensure that tenants and other customers live in well maintained neighbourhoods where they feel safe.

We work in partnership with a range of external agencies – including local authorities and Police Scotland – to ensure that our neighbourhoods and developments are well maintained and places that people feel safe and secure.

Related to this, we take anti-social behaviour (ASB) very seriously and we work closely with agencies to try and resolve them as quickly as possible. Trust has a target of 15 working days and we are pleased to report that 95% of cases were resolved within target. In some cases the types of issues involved can be complex and take longer to resolve.

98% of our tenants feel safe and secure in their homes

15 working day target to resolve ASB cases

95% of ASB cases resolved within locally agreed timescales

Charter Performance

	2015/16	2016/17	Scottish Average
% of tenants who feel safe and secure in their own home	98.0%	98.0%*	n/a
Number of ASB cases reported	81	87	275
% of ASB cases resolved within locally agreed timescales	87.7%	95.0%	87.2%

*Result from 2015/16 customer satisfaction survey.

Housing options & Access to housing

People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them.

People looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how Trust allocates homes and their prospects of being housed.

Tenants and people on housing lists can review their housing options.

People at risk of losing their homes get advice on preventing homelessness.

Allocating homes is one of the most important things we do and during 2016/17 we let 449 empty homes to new tenants.

Our properties are let on a needs basis, via a points system, so that we prioritise those in the highest need. It is important to us that tenants can make informed choices so that we allocate

the right property for them at the right time. Trust participates in a national housing register called 'Home for You'. This means that applicants can choose from a wider selection of social rented properties provided by Trust, Bield and Hanover (Scotland) housing associations.

52

days on average to re-let each property

70.2%

of applicants housed were allocated from the waiting list

28.1%

of offers made to applicants were refused

Charter Performance

	2015/16	2016/17	Scottish Average
Average time taken in days to re-let properties	45.4	52.5	31.5
% of tenancy offers refused	28.9%	28.1%	37.3%

Tenancy sustainment

Tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.

£580,000
invested
in medical
adaptations

We provide support and advice to help tenants sustain their tenancies and remain in their own home as long as possible.

- A range of care and support services to people in need.
- On-site staff provide guidance and sign-post tenants to relevant agencies when required.
- A Benefits Officer provides advice on topics such as Housing Benefit, Pensions and Attendance Allowance.
- Assistance and support for tenants seeking medical adaptations, funded by the Scottish Government, such as ramps, walk in showers and grab rails to help people remain in their homes.

82.9%
(291) of referrals
received for
adaptions
completed in
2016/17

We are pleased to report that over the last 12 months we have seen a small increase in the number of tenancies sustained for over one year. This is an area we will continually look to improve.

Charter Performance

	2015/16	2016/17	Scottish Average
% of new tenancies sustained for more than one year	78.8%	81.8%	89.0%
Average days to complete approved applications for medical adaptations	116 days	87.8 days	51.8 days

Value for Money

Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

We continually strive to achieve value for money (VFM) for every pound of rent we receive. The rent you pay is our main income source to meet our running costs – including employing staff to deliver services and investing in our homes. We try to achieve VFM in everything we do and are always looking at ways to deliver even better services as efficiently as possible.

Average weekly rent increase to be applied in the next reporting year was **2%**

2.1% of rent was not collected because homes were empty

86.4% of tenants believe that their rent represents good value for money

Charter Performance

	2015/16	2016/17	Scottish Average
% of tenants who believe that the rent for their property represents good value for money	86.4%	86.4%*	81.9%

*Result from 2015/16 customer satisfaction survey.

Rent and Service Charges

A balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them.

Tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.

Rent is important to us as it pays for the services we provide and keeps homes maintained, so it is essential that we do our best to collect all rent that is due – improving our performance around rent arrears is a priority for 2017/18. It is equally

important that the rent you pay is affordable. We consult annually with you on rent increases and try to keep any increases as low as possible.

£19.2m
total
rent due

99.6%
of all rent
collected

Current tenant
rent arrears
2.94%

Charter Performance

	2015/16	2016/17	Scottish Average
% of total rent due collected	99.1%	99.6%	99.6%
Gross rent arrears (current and former tenants)	3.3%	3.5%	5.3%
% rent loss due to empty properties	2.1%	2.1%	0.9%
The % average weekly rent increase to be applied in the next reporting year	2.0%	2.0%	2.3%

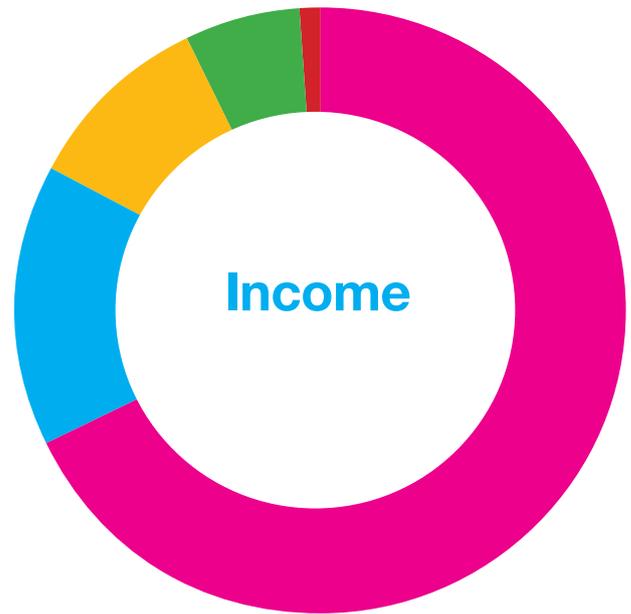


5. Income and Expenditure

How we spend a pound of rent at Trust

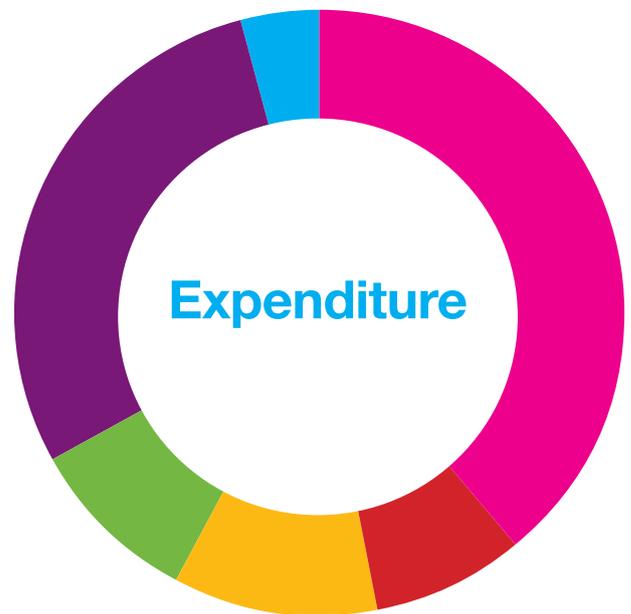
How our income is made up

Rent	68p	
Landlord Services*	15p	
Housing Support	10p	
Care	6p	
Other	1p	



How we spend a £1

Employee wages and overheads	39p	
Care at home	8p	
Housing Support	11p	
Landlord services (service charges)	9p	
Repairs	29p	
Loan charges	4p	



*Charges for landlord services cover a variety of areas, including on site staff, garden maintenance and communal cleaning.

How are we doing?

We value your feedback and are always keen to hear your views. There are a number of ways you can contact us including:

- By email info@trustha.org.uk
- By phone (see contact details below)
- Speak to your local staff
- Write to us, 12 New Mart Road, Edinburgh, EH14 1RL
- Via Twitter or Facebook

We would be particularly interested to hear your view on moving the annual Performance Review from paper to digital as standard.

Want to get involved?

There are many ways to get involved and shape and influence the services you receive and decisions we make. If you would like to find out more speak to our Customer Engagement Officer, Katrina Hamilton, by email khamilton2@trustha.org.uk or phone **0131 444 4956**

Would you like to know more?

If you would like to know more about the Charter or how Trust's performance compares with other social landlords the websites below will give you more information:

Trust – www.trustha.org.uk

Scottish Government – <http://housingcharter.scotland.gov.uk>

Scottish Housing Regulator – www.scottishhousingregulator.gov.uk



Housing, Care & Support Provider

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