As Chief Executive of JRF and JRHT, I am proud and excited to share this summary of our strategic plan for 2018 and the coming years.

In 2016 we launched our ground-breaking ‘We Can Solve UK Poverty’ report, which called for governments, businesses, employers and communities to work together to bring about an end to poverty in the UK. This work will form the basis of our new strategic direction, working alongside people with lived experience of poverty and other organisations towards the shared goal of a UK without poverty.

It will also be key in helping us make the change to becoming an outcome-based organisation, measuring tangible results from our work, and becoming an effective social change organisation that makes a real difference. We are determined to use evidence from research, lived experience, data and analysis to monitor the effects of poverty and hold governments to account, as well as develop credible policy solutions and actions.

This plan also sets out how we will build homes and communities for our residents that allow them to thrive. Our aim is to become an outstanding care provider and housing association, working in partnership with others to make a real difference to people’s lives.

At JRF and JRHT we’re united by our shared values to achieve the change we want to see in the UK, but until now these values were not defined clearly. With input from across the staff team, we worked together to identify the values at our core. We’re built on trust, we show we care and we make a difference — and these values underpin and drive everything we do as an organisation.

I’m so proud to work with our diverse and talented staff team, the residents in our communities and external partners to turn this vision into reality.

Campbell Robb
Chief Executive
Throughout his life Joseph Rowntree was committed to providing decent homes at affordable rents, creating self-sustaining communities. Equally he was focused on understanding the causes of poverty and disadvantage in order to create a better society.

But when he set up his Trusts, to pursue these objectives, he was also clear that times change – in his words “time makes ancient good uncouth”. So he set the challenge to future trustees and directors to find new ways, relevant to times in which we live.

With this plan we are taking his vision forward into the 21st century. And in doing this, we are determined that we must focus on the outcomes that need to be achieved and the change we want to make in our communities and across the UK.

The trustees are excited to be working alongside the JRF and JRHT leadership team and all staff to shape this plan and put it into action together over the coming years. Equally, we look forward to working with so many partner organisations which share our enthusiasm and are committed to solve UK poverty.

Will Haire CB
Chair of Trustees
Our outcomes

Outcomes are the changes we want to see in the world – in our communities and across the UK. We will focus on outcomes to give us clarity about what we’re trying to do, help us track our progress, and enable us to improve and have impact.

At JRF and JRHT, we have two overarching outcomes:

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

**JRF outcomes**

- More people want to solve poverty, understand it and take action.
- More people find a route out of poverty through work.
- More people find a route out of poverty through a better system of social security.
- More people live in a decent, affordable home.

**JRHT outcomes**

- 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.
Our values

Our values are what make us unique as an organisation. They show what we care about, help us make decisions, and show us how to behave. We worked together across the whole of JRF and JRHT to find out what these are, so that our values can sit at the heart of everything we do.

We’re built on trust
The foundations of all our relationships are grounded in trust and integrity. We create this trust by making decisions that are based on evidence.
We’re always working to build on those foundations by nurturing our expertise and sharing our knowledge. This knowledge comes in all shapes and sizes; from how to give our residents the care they need, to navigating the changing landscape of UK policy.

We show we care
For us, it isn’t enough to just say we care. We pride ourselves on taking action, big and small, on the things we care about, from working to solve UK poverty to giving the very best we can to support our residents and colleagues.
From this care comes a sense of mutual respect, inclusivity, and a big-hearted approach to meeting the needs of our colleagues, residents and partners.

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.
We use our time, and resources effectively because we’re always striving for the most enduring changes. As individuals we challenge ourselves to create the best outcomes, from a briefing for an MP to affect change in policy, to a picture that makes a resident smile.
Our people

Our new people strategy will lead a cultural change right across both JRF and JRHT, improve our performance and build our capacity for the future.

It will build on the things we do well already, such as being an accredited Living Wage Employer and offering a wide range of anti-poverty benefits to staff. And we will respond to the things staff have said in our Improve Our Workplace survey.

We want JRF and JRHT to be outstanding places to work, so that by 2020, our staff will be saying:

**Leading cultural change**

“I feel included and actively include others.”

“I am valued for who I am and what I contribute.”

“Leaders at all levels lead the way – they listen to us and respond to our ideas.”

“I enjoy coming to work – both for the work I do and the people I work with.”

“We think about value for money when we make decisions.”

**Improving the performance of the organisation**

“I understand the vision and mission of the organisation and how I play my part to deliver them.”

“I am clear on what is offered by the organisation and what is expected from me in return.”

“We are all assessed fairly on what we achieve, and accountable for what we do and how we do it.”

“Excellent work is appreciated and rewarded.”

“I know how I can progress.”

“I am supported to keep myself well and healthy both at work, and through the benefits I receive.”

**Building the organisation of the future**

“We identify and nurture talent and are clear about how we support career progression.”

“We recruit and train young people to join the team – and inspire them before they start working, too.”

“We work alongside external partners and organisations to actively identify and grow the leaders of the future.”
Value for money

Value for money at JRF and JRHT is about getting the most out of all our resources to deliver our vision, mission and outcomes.

At JRHT this means making best use of our resources to deliver our outcomes.

At JRF this means maximising the impact of every pound spent to achieve our outcomes.

Value for money won’t be a stand-alone project – we want it to be part of our culture, present in all our decisions and actions.

We will use three guiding principles to make sure value for money is part of everything we do:

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<tr>
<th>Effectiveness – are we doing the right things?</th>
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<tr>
<td>This is about looking at the impact we have achieved – what are the outcomes for our residents and stakeholders?</td>
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<th>Efficiency – are we doing things the right way?</th>
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<tr>
<td>This measures our productivity – what we do and how we do it.</td>
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<tr>
<th>Economy – are we doing things at the right cost?</th>
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<tr>
<td>This is about knowing the costs of an activity and making sure we use our resources wisely to save costs, time or effort.</td>
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How are we going to do all this?

The strategy is supported by our annual business plan, showing how we will use our money, staff time and other resources to achieve our goals.

We will:
• design activity linked to the strategic plan and define what it will deliver
• plan, track and assess all our projects and day-to-day activity
• evaluate the impact to learn and improve.

All our activities will be focused on one of the following:

Achieving the outcomes — the change we want to see
This includes a wide range of our work, such as JRF activity designed to inspire action and change to solve poverty in the UK, and JRHT activity to build and develop strong, empowered communities without poverty or isolation. We will develop measures for projects to assess their impact.

Creating and maintaining the right organisation
We must ensure we have the right organisation in place to give the best possible support to achieving our outcomes. We’ll do that through:
• the people strategy — activity to make sure JRF/JRHT are outstanding places to work
• an efficient and effective core — essential services to create an enabling environment
• structure and governance — new design to support effective operations and decision-making.
Our vision is for a prosperous UK without poverty