

Our year in review 2021/2022



Chair and CEO Statement

In overall terms, we are pleased to report another successful year for the Two Rivers Housing Group. The fallout from the global pandemic continues to affect some of our services and we appreciate that this is disruptive to our Customers, but we are determined to get the organisation back to our pre-pandemic position as quickly as we can.

The Group's financial position for 2021/2022 remains robust and we generated a Group surplus of £2.8m for the year (2021: £4.2m). This provides a strong foundation for us to continue to deliver on our mission and support the communities in which we work.

Like many other housing associations, we have been left with a significant backlog of repairs and maintenance work following the global pandemic. Additional pressures on our responsive repairs team such as, delays in the delivery of materials, colleague sickness and a challenging local labour market are also creating further challenges in this area.

The leadership team has recognised this challenge and the impact it has on our customers and is taking steps to eliminate the repairs backlog in the first half of 2022/2023. We will continue to monitor this and make the necessary decisions to reduce the backlog over the coming weeks and months.

As we continue to work through recovery from the pandemic, we now face the challenge of the worst cost-of-living crisis for a generation. Keeping people in their homes during this crisis is a must and brings our organisation's purpose into sharp focus.

The basic right to a warm, safe, affordable, home has never been more important, and we remain committed to playing our part in increasing the number of affordable homes available to families in our communities.

In 2018, we pledged to build 1,000 new homes in our communities by 2028. Our development team delivered 84 new homes in 2021/2022 taking the total number of new homes built in the four years since our pledge to 410. We also have a healthy pipeline of new developments for 2022/2023 and beyond and remain on target to deliver on our promise.

However, delivering new homes is just a part of the picture. We understand that having an affordable home goes far beyond the rent people pay. Affordability includes the costs of keeping the lights on and being able to heat your home, which is why we are committed to achieving net-zero carbon by 2050.

Understanding how our properties perform and the work needed to reduce their energy consumption is fundamental to the success of achieving net zero carbon. In 2020, we formed a consortium with Stroud District Council and Cheltenham Borough Homes and made an application to the Department of Business, Enterprise, and Industrial Strategy (BEIS), for funding from the Social Housing Decarbonisation Fund to run a pilot project at a small number of our homes.

We were successful and received a grant of £500,000, which we used to fund a £1million decarbonisation pilot project at sixteen of our homes in Blakeney.

This was a valuable piece of work, that has helped us gain a more thorough understanding of the work, resources and costs involved in achieving net zero carbon and will help us to plan future maintenance programmes.

While the full retrofit of all our properties is a long-term project, we understand that we also need to make improvements that help our tenants in the short-term. We have committed to improving the Energy Performance Rating (EPC) of our worst performing properties and are currently drafting plans, which we hope will see all our homes achieve an EPC of Band C or above by 2030.

Alongside this, we have a two-year project in place to improve our homes with an EPC rating of E or below between 2022 and 2024.

We have also boosted the support network available to our tenants. As well as our in-house welfare, benefit and debt team, which provides free support and advice to our tenants, we launched a new Tenant Support and Wellbeing Service. Provided by Life & Progress, this service provides 24/7 access to free, confidential and impartial advice on a wide range of topics including debt management, family issues and mental health and wellbeing.

We will continue to look at other ways we can support our tenants through these difficult and unpredictable times by listening to and working with them to find appropriate and meaningful solutions wherever possible.

Looking forward, new Building Safety Legislation, the implementation of the Charter for Social Housing Residents, the net zero challenge, and the continued cost-of-living crisis will no doubt present more challenges for our tenants, colleagues, and organisation. However, we are confident that we are in a strong position to rise to these challenges and continue to ensure that everyone has a warm, safe, affordable home when they need it.

We'd like to take this opportunity to thank our colleagues and partners for their continued support during the last year. Together, they have helped us make a real difference to the lives of thousands of families across the Forest of Dean, Gloucestershire and Herefordshire and we are grateful for everything they have done and continue to do for our organisation.



A handwritten signature in black ink, consisting of a stylized 'G' followed by a horizontal line and a vertical stroke.

Garry King
Chief Executive



A handwritten signature in red ink, featuring a stylized 'Y' and 'L'.

Yvonne Leishman OBE
Chair



Our customers

Surveys of our tenants showed:

84%

are satisfied with our service

92%

feel safe and secure

85%

find us easy to deal with

91%

find us friendly and approachable

83%

are satisfied with the quality of their home

76%

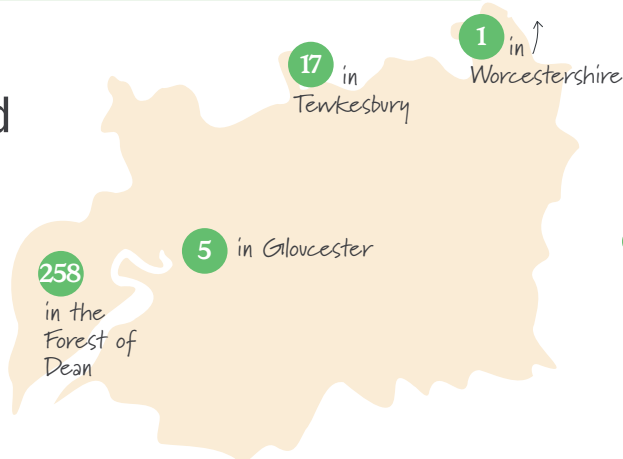
are satisfied with our repairs and maintenance service

From a survey of 750 tenants between April 2021 and March 2022 (STAR).

In 2021/2022 we welcomed new tenants into

281

of our homes



56

tenants swapped their homes

On average it took

43 days

to prepare an empty home for new tenants



1,458 tenants claimed Universal Credit

554 tenants were in arrears, averaging **£361**



3,439 tenants paid their rent on time (thank you!)

But we were owed **£199,739** in unpaid rent

2,023 paid by Direct Debit

9 tenants were evicted for rent arrears (owing an average of **£3,235** each)

We collected **£5,250** in recharges for items lost or broken

£56,465 was collected from former tenants who left owing money

£38,072 in rent and **£18,393** on property damage





Our team

Our team received:

 **44,620** calls
91% of which were answered within 20 seconds

 **98** compliments

 **147** complaints
30 of which went to stage 2.

We also had 2 complaints referred to the Housing Ombudsman Service.

Learning from complaints



In 2021/2022, we saw an unusually high proportion of complaints relating to repairs and maintenance. As a result, we looked at the structure of our operations team and made changes to clarify roles and responsibilities and improve accountability and delivery. This will be embedded during 2022/2023.

We are also looking at how we can make improvements to how we keep tenants informed on the progress of repair work and reducing the repairs backlog caused by the pandemic to help improve the time taken to complete repairs. These issues were the primary cause of almost a third of all complaints.

We dealt with

208
reports of anti-social behaviour

including:

48 about abusive or threatening behaviour

13 related to drugs

51 about noise

25 about home and garden conditions

10 about criminal activity

6 about domestic abuse

6 about intimidation



Our team carried out:

12,232 repairs

1,479 emergency call-outs

618 out of hours repairs

98% of daytime emergencies were resolved in less than 24 hours

63% of routine repairs were completed within the 20-day target range

It took an average of **28.36** days to complete a repair



Our team gave **FREE** debt, welfare and benefit advice to **552** tenants, helping them to claim:

£159,767
in back-dated benefits

£351,459
to help with debts

£12,770
grant awards

£773,944
in new benefits

£242,160
in Universal Credit

£49,911
in council tax reductions

Did you know?

We have a specialist welfare, debt and benefit team and can offer Two Rivers Housing tenants friendly advice and support. You are not alone.

Call: 0800 316 0897

Email: WBDAteam@2rh.org.uk



Our homes

As we came out of the pandemic, we reinstated our planned maintenance programme. While there were still restrictions on the work we could undertake, we completed:

279 external improvements

including:

107 x full roof replacements

36 x guttering and downpipes works

53 x exterior decoration

We also re-pointed 568m² of walls and re-rendered 11 homes.

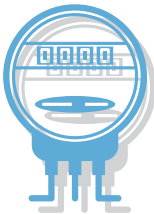


We carried out...



3,031 gas services

144 solid fuel services



158 heating upgrades

38 electrical rewiring tasks

950 electrical tests

4,036 smoke detector tests



850 fire door inspections





Our finances

During 2021/2022...



We invested **£14.2 m**
on building **84** new homes

We received a grant of **£500k** to support
our decarbonisation pilot project in Blakeney

Work started on **225** new homes

and we made **£61,000** available via the
Two Rivers Initiatives Community Grant Fund

7

people bought homes
through Right to Buy
or Right to Acquire

9

people bought their
Shared Ownership
home outright

21

people chose
Shared
Ownership

We
SOLD
3 of our
homes

Cash in

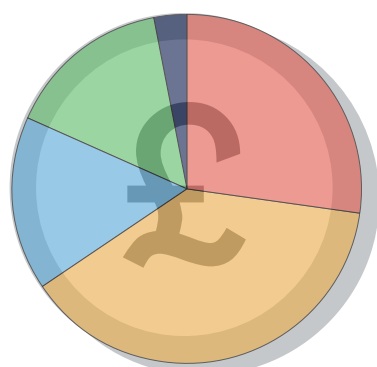
Rent	£20,707,000
Shared Ownership and property sales	£4,514,000
New loan	£39,899,000
Service charges	£829,000
Other income	£249,000
Interest received	£47,000
TOTAL	£66,245,000

Cash out

Developing homes and communities	£12,452,000
Maintaining homes	£8,813,000
Managing services	£5,125,000
Interest paid	£5,038,000
Buying specialist services	£976,000
Other fixed assets	£145,000
TOTAL	£32,549,000*

*We have invested £35m of the new loan in short-term investments and deposit accounts to maximise interest received until the funds are required for developing and maintaining our homes.

How each pound is spent:



Developing homes and communities	27p
Maintaining homes	38p
Managing services	16p
Servicing of loans	15p
Additional services	3p

Our subsidiaries



Centigen Facilities Management employed 52 permanent and three seasonal staff in grounds maintenance, cleaning, responsive repairs and voids, and two Apprentices, who complete repairs and maintenance for Two Rivers Housing.



TwoCan estate agency sold 34 homes and now sells property on behalf of three other housing associations.

Did you know?

All the surplus generated by Centigen and TwoCan is gifted to Two Rivers Housing, to invest in creating great homes and supporting communities.

Two Rivers Housing is a registered charity run on a not-for-profit basis. Any money left over after we have paid our bills goes straight back into providing homes and services. It is, therefore, important for us to achieve the most we can from the funds available, while making sure we deliver high quality services.

In 2021 we secured a grant from the Department of Business, Energy and Industrial Strategy (BEIS) to complete a decarbonisation pilot project in a small number of our homes. This will help us understand the best approach to improving the energy performance of all our homes over the coming years. Alongside this, we have continued to provide our core housing services within our communities and support our tenants through the cost-of-living crisis in line with our Value for Money ethos.

Our regulator, the Regulator of Social Housing (RSH), requires us to complete a Value for Money position statement. This can be found in the library on our website.

We are bound by a set of RSH Regulatory Standards, including the Governance and Financial Viability Standard.

Further details on the standards can be found on the RSH website at <https://www.gov.uk/government/publications/regulatory-standards>.



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INVESTORS IN PEOPLE™
We invest in people Gold