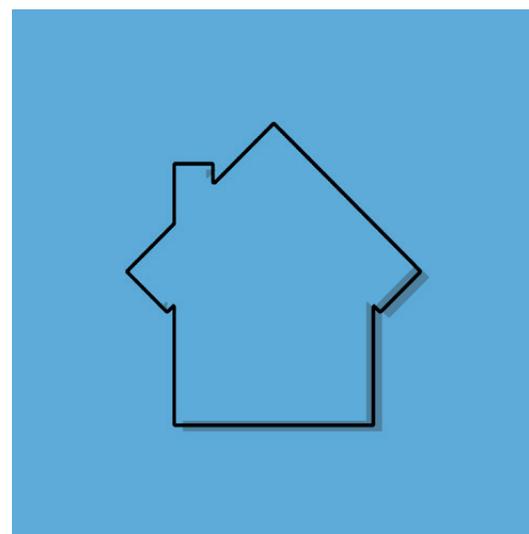
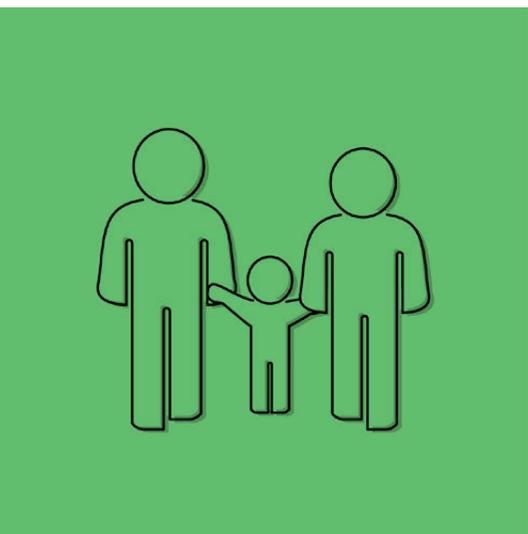
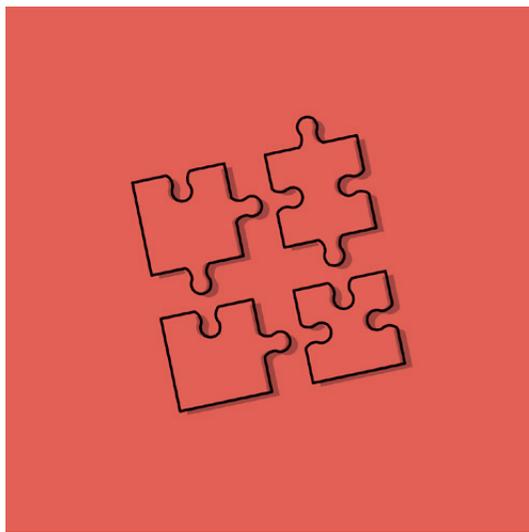


Creating great homes and supporting communities

2021-2024



Warm, safe, affordable homes

Since our creation in 2003, we have been committed to increasing the availability of affordable housing in the Forest of Dean, Gloucestershire and the surrounding counties. In fact, in 2018 we pledged to build a further 1,000 affordable homes in the area by 2028.

But we want to go further.

We not only want to provide affordable homes, we want to create great homes that support communities.

Our 2021-24 organisation plan builds on what we have already achieved. It lays the path to making our community a place where everyone has access to a warm, safe and affordable home when they need it.

We focus on four key areas that will help us achieve this; Our Customers, Our Homes, Our People and Our Corporate Health. Each one of these is integral to the success of our organisation and our mission.



"Everyone should
have access to
a warm, safe,
affordable home."



Our history

2003
First formed as 'Forest of Dean Housing', taking on 3,600 homes from the Forest of Dean District Council.

2007
Established 'Two Rivers Developments' to support the delivery of new affordable homes to the area.

2013
Established 'Centigen' to bring repairs in house and generate income for investment in Two Rivers Housing.
Redeveloped existing site, building 43 new level three sustainable homes.

2015
Completed first ever housing scheme using a brand new flexible internal design.

2019
Undertook a Carbon Impact Assessment to better understand our environmental impact and how we can work towards being carbon zero by 2050.

2022
Completed its first ever full retrofit programme in 17 homes in Blakeney.

2006
Became 'Two Rivers Housing' and invested more than £50m in our homes.

2010
Nominated for the CIH Sustainable Housing Awards under the category of 'Most Sustainable Social Housing Project of the Year'.

2014
Opened our new Rivers Meet Office in Newent, which achieved a BREEAM rating of 'Excellent'.

2018
Recognised as a 'great place to work' by The Sunday Times Top 100 list.
Committed to delivering 1,000 new affordable homes by 2028.

2020
Secured largest ever private investment to support the delivery of new homes and invest in improving its existing homes and services.

2023
Secured funding from the SHDF to complete further retrofit work in more homes.



Creating great homes

In 2018, we pledged to deliver 1,000 new affordable homes. At the end of 2020/2021, we had built 401 new homes across Gloucestershire and the surrounding counties.

But creating great homes is not just about building new ones.

In January 2020, we commissioned a report on the energy efficiency of our existing homes. This will form part of our wider Environmental Strategy, which will map out how we can reach carbon neutral status by 2050. It is an important part of creating great homes that are both affordable to rent and run.

In 2021, we secured a £500,000 government grant to conduct a decarbonisation retrofit pilot project in a small number of our homes in the Forest of Dean.

This will give us a better understanding of how our older properties are performing and allow us to create a long-term improvement plan to improve our existing homes.

We are committed to making improvements to our existing homes and the way we operate over the coming years to enable us to be a zero carbon organisation by 2050.

Did you know? Our purpose-built Rivers Meet office achieved the 'A' energy performance rating, and earned the prestigious BREEAM 'Excellence' standard.



Supporting communities

As a small local housing association, we are truly part of the local community. Over the years, we have supported many community events and projects, working with local schools, the police and other community partners.

We are a local employer, providing jobs and opportunities for more than 170 people and supporting local apprenticeship schemes and work experience programmes within our trade and office-based roles.

Wherever possible, we engage with local suppliers to provide the services we need to run our organisation and have invested in community projects across Gloucestershire through Two Rivers Initiatives.

During the pandemic, our housing teams made thousands of calls to our most vulnerable tenants, helping to tackle loneliness and isolation during the national lockdowns.

We provided additional storage space to local food banks, so that they could safely store donations before they were distributed to those in need.

And our team found a way to support the local branch of the Samaritans with their Christmas Toy appeal. Using online wish lists colleagues were able to donate toys and gifts direct to the charity. These were sent to children across the Forest of Dean.



The Two Rivers Housing Group

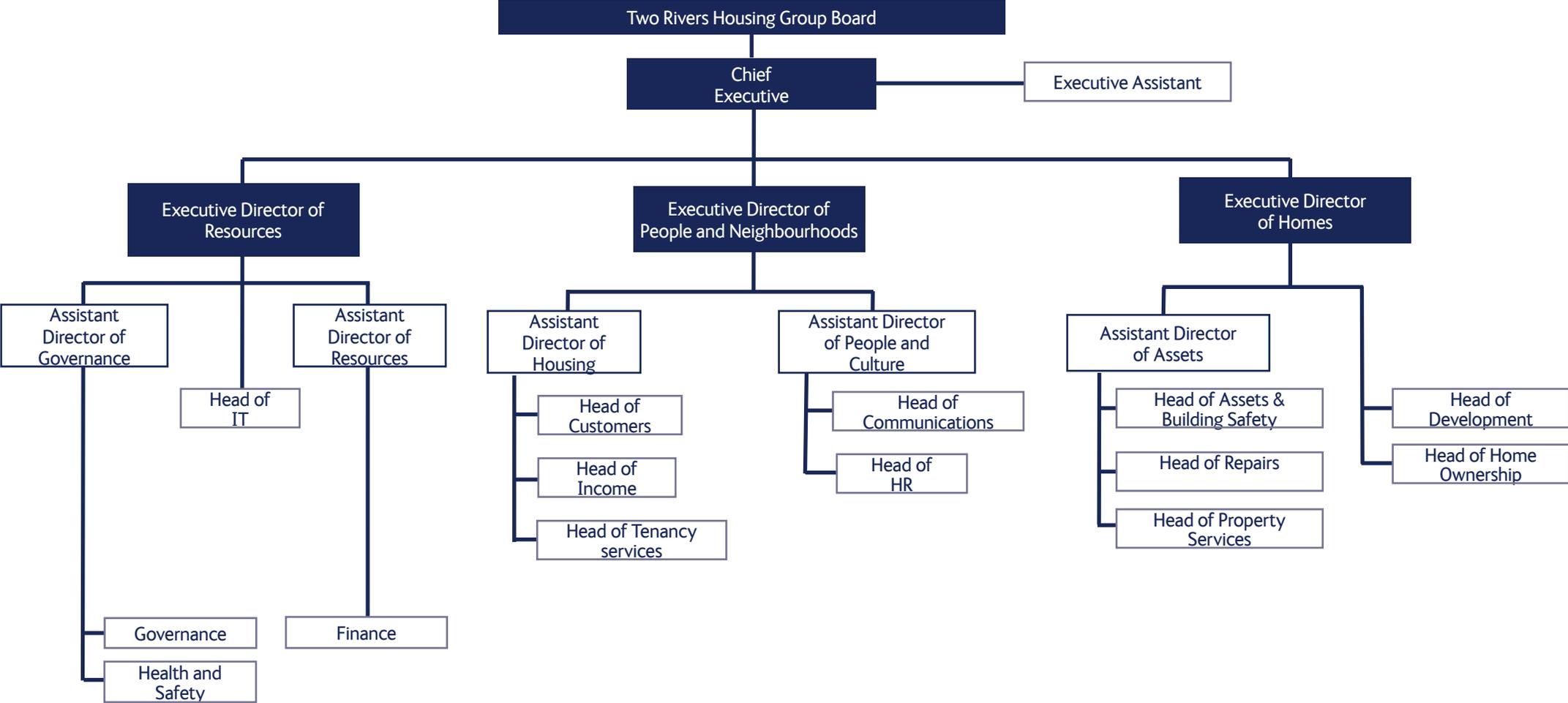
The Group consists of Two Rivers Housing Association and two subsidiary companies.



Did you know?

Profits generated by Two Rivers Developments and Centigen FM are returned to Two Rivers Housing Association and reinvested in our affordable homes and tenant services.

Our organisation structure



Our values

Just as important as what we want to achieve, is how we want to achieve it.

In 2020, we launched our new organisation values. These outline the behaviours that we expect our team and contractors to demonstrate when working with our customers and each other.



INTEGRITY
We value honesty, sincerity and doing the right thing.



COLLABORATION
We value all contributions and know we achieve more when we share ideas and work together.



AMBITION
We value high standards and seek creative solutions to improve people's lives.



RESPECT
We value, support and respect other people, recognising everyone is different and has the right to hold different views.



ETHICS
We value honourable and conscientious behaviour and always aim to treat people fairly.



Our customers

We want our customers to understand that they can trust us to do the right thing, so that they can get on with living their lives. Which is why we have invested in our customer contact and engagement teams.

Through this investment, we will be able to get closer to our customers and listen to their thoughts and opinions on what they want and need from their landlord.

This will enable us to make decisions in line with their feedback and drive improvements to our service standards.

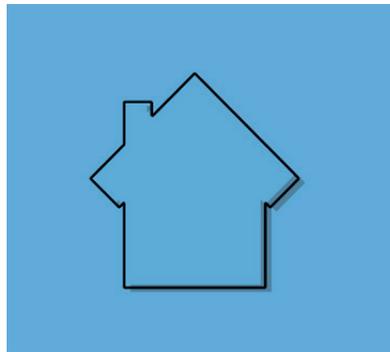
Alongside this, we will use an independent customer survey provider to help us understand where we are performing well and where we can make further improvements.

And, in spring 2021 we commissioned England's leading tenant engagement experts, Tpas, to evaluate our current tenant engagement programme and provide recommendations for improvements. We'll be working through the report over the coming months.



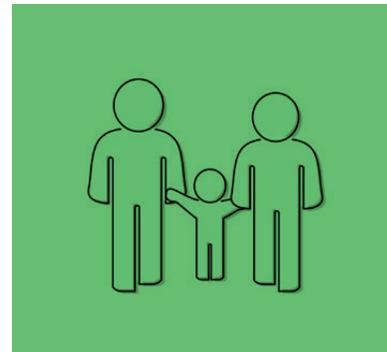
2021-2024 organisation plan roadmap

To support the organisation plan and help us to focus on the right things, we have developed four organisation priorities: Our Homes, Our Customers, Our people and Our Corporate Health. The work we undertake in each of these will help move our organisation forward and ensure we continue to deliver on our promise to provide great homes and support communities.



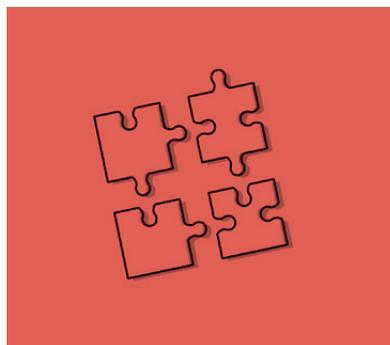
Provide quality, sustainable homes

- We understand our assets and manage them effectively.
- We are investing in improving our homes
- We provide a great repairs service.
- We are reducing our carbon footprint.
- We have a healthy pipeline of new developments.



Deliver a great customer experience

- We understand who our customers are, what they need and respond to them effectively.
- We provide services that are inclusive, fair, and accessible for all.
- We are engaging with our customers in new ways.
- We invest in our colleagues to deliver excellent service.



Be a great place to work

- We are engaged, passionate, and feel valued and trusted.
- We feel empowered to make a difference.
- We have the opportunity to develop and grow.
- We are committed to being diverse and inclusive.



Be a strong, viable organisation

- We understand and manage our costs
- We use data to monitor and manage performance.
- We are growing our organisation
- We are financially strong and well governed
- We make best use of our technology to drive improvements

We will review these key projects annually and update this document to show the progress we are making towards delivering against them.

2022/2023 KPIs – how we did last year

The table below sets out our key performance indicators for 2022/2023. These are the measures we use to help demonstrate that we are delivering on our organisation plan.

Strategic Priority	Strategic Performance Indicator	2022/2023 Target	2022/2023 Achievement
Delivering a great customer experience	% Overall (STAR)	86%	81%
	% Safe and secure home (STAR)	90%	83%
	% Easy to deal with (STAR)	88%	83%
	% of customer complaints escalating to Stage Two	<10%	16%
	% Complaints dealt with within agreed timescales	97%	99%
	% repairs completed within target	90%	67.9%
	Void turnaround time (days)	<30 days	33.8 days
Providing quality, sustainable homes	% Quality of Home (STAR)	86%	78%
	Percentage of homes that meet Decent Homes Standard	100%	99.92%
	Deliver an average of 100 new homes per year.	100 (three-year average)	99 (89 on three-year average)
Being a great place to work	% voluntary leavers	14%	21.3%
	% of sickness levels	<4%	2.85%
	Completion of mandatory training	90%	90%
	Maintain external employee accreditation	IIP Gold or equivalent	IIP Gold
Being a strong, viable organisation	Operating margin (EBITDA MRI)	31.9%	31.4%
	Management cost per property	£1,264	£1,159
	Rent lost from empty properties (voids)	1.5% (£342,000)	1.1% (£257,000)
	% of income lost through rent arrears	<1.5%	0.96%
	Landlord compliance (five areas)	100%	99.85%
	Regulatory Judgement (G/V)	G1 / V2 or above	G1 / V1

2023/2024 KPIs

The table below sets out our key performance indicators for 2023/2024. These will be used to measure and monitor progress against our 2023/2024 organisation plan.

Strategic Priority	Strategic Performance Indicator	2023/2024 Target
Delivering a great customer experience	Overall customer satisfaction score (TSM)	86%
	Customer service training delivered to colleagues	95%
	% callbacks completed on time	85%
	No. of 'You said, we did' actions completed	6
	% of repairs right first time	91%
Providing quality, sustainable homes	Complete Stock Condition Survey programme	100%
	Void turnaround time (days)	<30 days
	% of homes with an EPC rating of C or above	60%
	% of agreed planned maintenance programme delivered	90%
	No. of new homes delivered (three year average)	100
Being a great place to work	% of voluntary colleague turnover	<14%
	% of sickness absence	<4%
	% of Personal Development Plans completed	95%
	Maintain external people accreditation	IIP Gold or equivalent
Being a strong, viable organisation	Operating margin EBITDA MRI	23.47%
	Management cost per property	£1,325
	Regulatory ratings	G1 / V2 or above
	% of income lost through rent arrears	<1.5%
	% Rent lost from empty properties (voids)	<1.5%
	Landlord compliance	100%

More about Two Rivers Housing

🖱 www.tworivershousing.org.uk

🏠 Rivers Meet, Cleeve Mill Lane, Newent, Gloucestershire, GL18 1DS

🌐 www.linkedin.com/company/TwoRiversHousing

📘 www.facebook.com/TwoRiversHousing

✂ www.twitter.com/TRHousing

Company registration number: 4263691

Homes and Communities Agency number: L4385

Registered charity number: 1104723



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