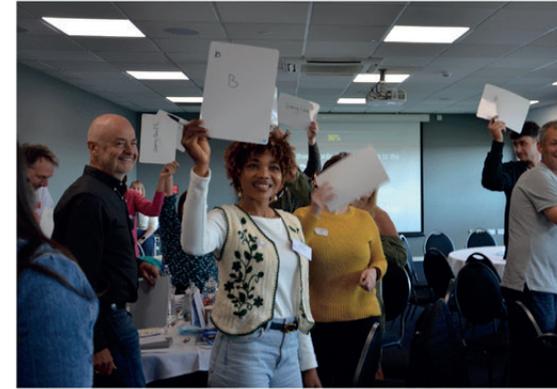


Delivering #Twogether

2024-2027 Corporate Strategy



Delivering #Twogether



Our plan for the next three years

I am a really pleased to introduce our three-year corporate plan. As the Chief Executive of Two Rivers Housing since February of this year, it has been my privilege to work with tenants, colleagues, partners and Board Members in the creation of a plan to ensure we provide warm, safe, affordable homes and great services to our tenants.

Times are tough for families across the UK. The cost of living crisis has put a strain on people's income with heating and other day to day costs sky-rocketing in the last few years. Ensuring our homes remain affordable is pivotal to our long-term plans.

We continue to see ourselves as a Gloucestershire and Herefordshire affordable housing developer building excellent quality homes in places where people love to live. Investing in our existing homes remains a top priority for us. The tragic case of the death of the little boy Awaab Ishak still hangs heavy over the housing association sector, and we will be relentless over the next three years in ensuring our homes are warm and safe for families.

Tenants have told us we don't always get things right in areas such as repairs, grounds maintenance and complaints handling. The next three years will focus on listening to our customers and providing services that meet their needs. A key pillar of ensuring we are delivering customer excellence will be to recruit and retain the best people who care about creating great homes and services. Investing in our team over the next three years will help us create a great place to work.



Delivering #Twogether

We recognise we are a significant business operating out of the Forest of Dean and the wider area and we will never forget our roots. Over the course of this plan, we will work with local businesses, schools, and our local authority and statutory partners in areas such as employment, skills and education, and health and social care.

For Two Rivers Housing this three-year plan is a journey of refocus and renewal, ensuring our tenants and their homes are the lens through which we make decisions. There is work to do but I am confident that by coming together for our common purpose the future for Two Rivers Housing Association, its tenants, and colleagues will be a great one.



Hayley Selway
Chief Executive



What will we focus on?

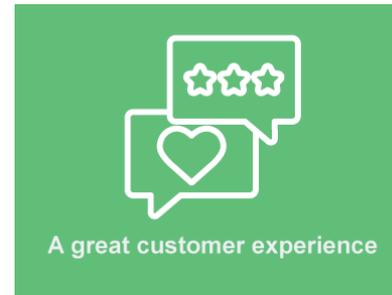
To make sure that we remain focussed on the things that matter most to our tenants, we have split our corporate strategy into six priorities.

Each of these represents a key area that we need to deliver against. They have been identified using feedback from our tenants and the team alongside information on the environment that we are operating in. This is an ambitious plan that will sets the direction of our organisation and will lay the foundations for the future of Two Rivers Housing.

There is a page for each of these in this document which outlines the things we are aiming to deliver over the next three years under each of these areas.

We've already started work on some of these and others will be delivered over the life of this plan and beyond.

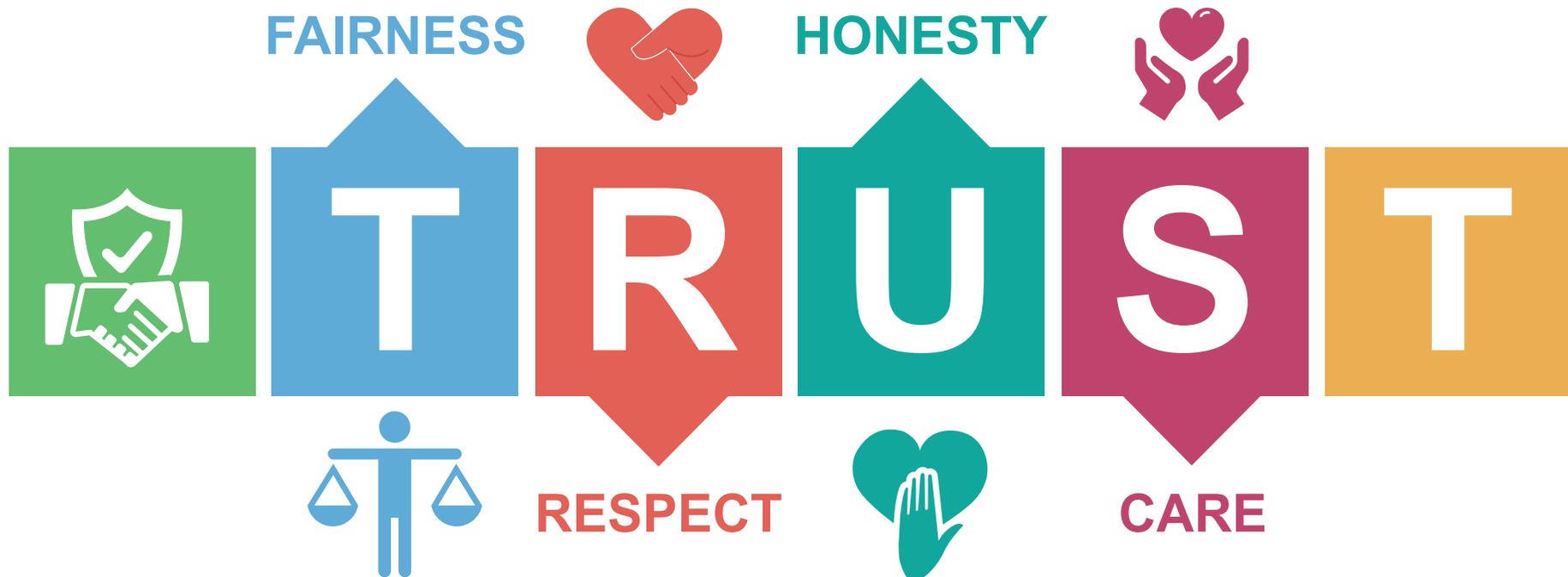
We'll share updates on our progress against this plan in our Tenant Topics Magazine, on our website, and through our other communication channels, so tenants can see how we are doing.



Our values

Real values come from the heart of an organisation. More than words, they set out how we expect our team and the partners we work with to behave and are the lens through which we make our decisions. They also set out how we expect our customers to work with us.

In 2024, we reviewed our organisation's values. We worked with tenants and the team to understand what they felt were the right values for Two Rivers Housing. Trust was at the heart of those discussions, with a clear sense that we wanted to be honest and fair in our decision making and treat people with care and respect. Based on this feedback, we adopted our new values in May 2024.



A great customer experience

As a community-based housing association, we really want to get to know our tenants and understand the things that matter to them. This will help us make sure that the homes and services we provide meet their needs and that we are working together to improve what we do and how we do it.

We want to make sure that our customers remain at the heart of our organisation, the decisions that we make, and the services we provide. We will listen and use the feedback they share with us to make improvements and develop our services. To help us do this, over the next three years we will:

- ▶ Review our Customer Experience Strategy.
- ▶ Review our approach to responsive repairs.
- ▶ Review our approach to safeguarding.
- ▶ Support and develop our Tenants' Voice Committee.
- ▶ Review and strengthen the guidelines that ensure that people with disabilities or health conditions are not disadvantaged. (Reasonable Adjustment Policy).
- ▶ Develop a new welcome and support process for new tenants.
- ▶ Strengthen our people-focussed approach to delivering services for our housing teams.
- ▶ Develop customer service approaches and technology that support our approach to equity and diversity.
- ▶ Continue to use our tenant satisfaction data, customer complaints, feedback, and other performance information to improve our services and create a learning log to record this.
- ▶ Use the Consumer Standards* to support improvements to our customer experience journey.

*The Consumer Standards are a set of standards that ensure that social housing providers provide, safe, secure and well-maintained homes to their tenants. They were developed by the Regulator who worked with tenants to identify what matters to them and what they want and need from their landlord.



Modern, warm, safe, sustainable homes

Everyone should have a warm, safe, affordable home.

We want our tenants to be proud of their home and are committed to investing in improving our homes, our repairs service, and maintenance programmes. This includes work to make our homes warmer and more energy efficient to help tackle fuel poverty and reduce our carbon footprint.

Alongside this, we will continue to help families find affordable housing by working with our development partners to meet local housing need. To help us do this, over the next three years we will:

- ▶ Review our home investment plan and share it with our tenants.
- ▶ Continue with our stock condition survey programme, using external support to help provide additional assurance and strengthen our understanding the condition of our homes.
- ▶ Review our Asset Strategy and the medium-term financial plan to support this, so we can set out what tenants should expect in their home more clearly.
- ▶ Review our development and regeneration strategy.
- ▶ Review our empty homes standard.
- ▶ Review our plans to meet EPC targets by 2030 and source additional funding to support this work.
- ▶ Create a property life cycle costing and life cycle learning culture between our development and property teams.
- ▶ Build new homes in line with our place shaping objectives and that meet EPC A standards where practical.
- ▶ Seek additional funding to help us build more affordable homes for families in our communities.



A great place to work

To deliver a great customer experience we need a great team.

We want to create an environment that empowers our team to do the best for our customers. We'll work with them to create an environment where they can be themselves and feel confident to speak up and fight for our customers when they need to.

We'll help them grow and develop their knowledge and skills so that they can deliver the best results for our customers. To help us do this, over the next three years we will:

- ▶ Use the Happiness Index to give our team the opportunity to tell us how it really feels to work at Two Rivers Housing.
- ▶ Use feedback from the team to develop and deliver a new people strategy.
- ▶ Review our corporate values and agree the way forward with the team and our customers.
- ▶ Develop a training plan that supports our objectives and creates a 'grow our own' culture.
- ▶ Review our induction process so that it sets out our commitment to customers and being a great place to work.
- ▶ Review our approach to recruitment and retention to help us attract and retain the best people.
- ▶ Develop a 'leadership at all levels' programme for existing and aspiring leaders.
- ▶ Review our 'people offer' to ensure we are competitive in the local employment market.
- ▶ Continue to hold regular sessions with the whole team to share priorities and challenges.
- ▶ Hold an annual event to bring the whole team #Twogether to set out our vision and strengthen relationships across the organisation.



Neighbourhoods where people love to live

We want our neighbourhoods be places where people love to live.

We know that having safe, and well maintained neighbourhoods is important to our tenants. We will work with them and local partners to effectively tackle anti-social behaviour, and support neighbourhood projects that improve the places where our tenants live.

We will also ensure that our neighbourhoods are well-maintained and looked after. To help us do this, over the next three years we will:

- ▶ Undertake a full review of service charges with tenants.
- ▶ Work with tenants to review our approach to grounds maintenance.
- ▶ Review our approach to neighbourhood nuisance and anti-social behaviour.
- ▶ Strengthen our community connector approach to develop neighbourhood projects and bring communities #Twogether.
- ▶ Create and deliver neighbourhood action plans with community members and partners.



Working #Together for our communities

We are part of the communities we serve and work closely with local authorities and other partners to improve things for people living in our neighbourhoods. We recognise the role we can play in tackling health and social issues in our communities and want to invest in making our communities great places to live.

Wherever possible we will support the local economy through our recruitment and procurement processes. We will also work to promote the housing sector and encourage the next generation to build a career in housing. To help us do this, over the next three years we will:

- ▶ Develop a new community investment strategy.
- ▶ Work with local authorities to continue to support local housing need.
- ▶ Work with local partners and developers to create and deliver housing and construction skills programmes.
- ▶ Work with schools, colleges, and universities to raise the profile of the housing sector and Two Rivers Housing as a local employer, skills, and training provider.
- ▶ Review our procurement strategy to ensure that it embeds social value in our procurement processes and supports local businesses and causes wherever possible.
- ▶ Take positive action in our recruitment and volunteering opportunities to support local people and increase the 'lived experience' of living in the local area or in social housing within our team.
- ▶ Create opportunities for mock interviews, presentations, placements and volunteering to support local people.
- ▶ Continue to work with other local housing providers to develop programmes and projects that support wider local objectives.
- ▶ Work with partner organisations to support the wider needs of our communities.
- ▶ Review the land we own to identify opportunities for regeneration.



A strong, well-run business

In order to do the things we've outlined in this plan, we need to make sure we run the organisation effectively. This means managing our finances carefully, delivering Value for Money in everything we do and looking at what we need to do now and in the future so we can put the right plans in place.

We also want to make sure we stay true to our values and make decisions that keep tenants at the heart of everything we do. To help us do this, over the next three years we will:

- ▶ Ensure that our Board continues to have the right skill set, capacity, and resilience to set a clear direction for our business.
- ▶ Appoint a senior governance professional to ensure we can continue to develop and strengthen our approach to governance.
- ▶ Review and improve our business continuity testing programme.
- ▶ Continue to strengthen our cyber security defences.
- ▶ Review our approach to digital transformation.
- ▶ Review our approach to treasury management.
- ▶ Review and strengthen our Value for Money strategy.
- ▶ Strengthen our internal customer service approach to IT and Data resources.
- ▶ Develop our business partnering capability within the finance team to support the business effectively.
- ▶ Review and strengthen our approach to assurance and performance management.
- ▶ Review and develop our approach to using data to learn and improve services.
- ▶ Deliver against our commitments under the NHF Code of Governance.
- ▶ Work with national partners to ensure the value of good quality, affordable housing is understood and share best practice.

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.x.com/TRHousing

Company registration number: 4263691

Homes and Communities Agency number: L4385

Registered charity number: 1104723

Version: V1 (October 2024)

Share your thoughts!

If you'd like to get in touch with us and share your thoughts and opinions on our services we'd love to hear from you.

You can do this in lots of ways including:

In writing: Two Rivers Housing,
Rivers Meet, Cleeve Mill Lane, Newent,
Gloucestershire GL18 1DS

By email: customerservices@2rh.org.uk

By calling: 0800 316 0897

On our website: www.tworivershousing.org.uk

On our official social media channels:
www.facebook.com/TwoRiversHousing
www.x.com/TRHousing
www.linkedin.com/company/TwoRiversHousing