

Value for Money Position Statement for Year Ended 31.3.2021

Value for Money (VFM) is achieved when limited financial resources are spent and invested in ways that produce the greatest long-term beneficial effects. At TRH we believe the organisation exists to provide 'social value' and we also consider the social value benefits of the work that we do.

The Group Board is fully committed to the delivery of VFM for our customers, seeking an appropriate balance between cost, performance and customer satisfaction. Value for Money is embedded into our Corporate Plan which sets out what we plan to do and how we intend to deliver it, captured across four corporate objectives – Our Customers, Our Homes, Our People and our Corporate Health.

Our Value for Money Strategy provides the framework and approach that ensures that, in meeting the corporate objectives, VFM is delivered strategically across the organisation and is integral to Strategic Priority 4 – 'Our Corporate Health'.

The strategy identifies five key principles to support and embed VFM thinking and action as well as to ensure that the use of the Group's resources fully support TRH's vision.

1. Doing the right things
2. Doing things economically
3. Maximising the return from our people
4. Maximising the return from our assets
5. Achieving outcomes that are right and sustainable

Across the four key areas the Group Board has approved a number of bespoke metrics and targets which seek to demonstrate and underpin how we deliver value for money in a local context. These are in addition to the targets for the seven metrics included in the Value for Money Standard published by the Regulator in 2018.

Key Considerations

In assessing our value for money position for 2020/21 we have taken into consideration the following:

- How have we performed?
- Do we consider we provide VFM?
- What level of improvement can we realistically expect to make?
- How does our performance compare with peer organisations?
- Are we performing better year on year?
- Where exactly does our performance fall short?

Who do we compare ourselves with?

The Group completes benchmarking in relation to VFM metrics across the Housing sector and i4H, our current benchmarking consultants, are engaged to complete a Housing Performance Analysis for the Group. Internally we undertake benchmarking of the RSH sector metrics against members of PlaceShapers grouping of housing associations, this group are most aligning to the values and operations of TRH as they all subscribe to the notion of community-based housing associations.

The analysis set out below is the basis of an annual benchmarking workshop held with the Board, where we review our comparative performance and any action following that review.

Assessment of 2020/21 Performance

The performance against the 2020/21 bespoke targets and targets identified for 2021/22 are set out in the table below:

Section 1 - Performance Against TRH Specific Metrics

Strategic Priority	Strategic Performance Indicator	2020-21 Target	2020-21 Achievement	Proposed 2021-22 Target
Our Customers	% Overall (STAR)	88%	86%	88%
	% Safe & secure home (STAR)	86%	90%	87%
	% Easy to deal with (STAR)	80%	85%	86%
Our Homes	% Quality of Home (STAR)	86%	83%	86%
	Average SAP rating	100% SAP Level D or above	94% SAP Level D or above	100% SAP Level D or above
	Overall growth of stock	100pa (3yr average)	2021: 84 109 3yr average	100pa (3yr average)
	Carbon reduction target	N/A	N/A	TBC in 21/22
Our People	% Voluntary leavers	6%	5.64%	8%
	Completion of Mandatory Training <i>(previously colleague development days)</i>	N/A	N/A	90%
	Current Employee Accreditation	IIP Gold	IIP Gold	IIP Gold

Strategic Priority	Strategic Performance Indicator	2020-21 Target	2020-21 Achievement	Proposed 2021-22 Target
Our Corporate Health	Operating margin (EBITDA MRI)	26.8%	41.4%	31.6%
	Management cost per property	£1,155	£1,130	£1,203
	Bad debt as a % of turnover	3.0%	1.07%	N/A
	Landlord compliance (5 areas)	100%	99.7%	100%
	Regulatory Judgement (G/V)	G1/V2	G1/V1	G1/V2 or above
	Percentage of attendance at board meetings	80%	97%	N/A

Areas where performance has fallen short of the target for the year are as follows:

- Overall customer satisfaction achieved 86%, lower than the 88% target and a reduction of 1% relative to the previous year. Given the impact of the pandemic on both TRH services and the external environment this is a reasonable result and in line with the sector based on the 2019/20 benchmarking data. Our benchmarking provider has indicated that a downturn in satisfaction is reflective across the sector. Analysis of the latest data shows a strong link between the new 'easy to deal with' question and whether a resident is 'overall' satisfied or not, so further improvement work is being focussed in this area; for e.g. around call back quality.
- Average SAP rating: 93.98% of stock is D or above Average sap of stock is 68.35 which is a D (0.65 points off a C). This amounts to 243 properties which are below a D which are included in our programme which commits to home performance greater than D by 2023.
- Landlord compliance: At the end of the financial year there were 12 properties overdue due to shielding restrictions as a result of the Covid pandemic (8 renewable heating systems, 2 gas fuelled systems, 1 solid fuel and 1 stairlift). There are currently 8 remaining renewable services overdue but are being progressed by our housing management team as they are in breach of their tenancy and our No access policy is being followed.

In terms of our energy performance and the landlord compliance these are both areas where restrictions and shielding practices in place due to the pandemic have limited the ability for key activities to progress as they would have in normal circumstances. Achieving Carbon Zero is a key focus for TRH and so this area of underperformance will be addressed via our investment strategy.

The government has now relaxed the shielding restrictions and so these are also areas that can be addressed.

The Board is satisfied with the Group's continued performance delivered against the backdrop of managing operations during the pandemic.

Section 2 - Corporate Plan Delivery of Value for Money

To maintain an ongoing focus on VFM the Board approved the 2020/21 Corporate Plan which embedded the VFM activities to be undertaken during the year. Delivery against these, together with additional initiatives undertaken is set out below:

Our Customers

- The Challenge and Change Group have moved to hybrid working arrangements and post restrictions being lifted will meet both face to face and virtually, saving both time and money whilst maximising the opportunity for engagement.
- Digital lettings – the pandemic brought forward the need to change the lettings process which is now undertaken digitally driving internal efficiencies by saving both time and money but also value for the customer as the process is much more expedient. Feedback from residents has, however, highlighted the value of maintaining a face-to-face element so sign ups continue in person. However, research continues into a digital tenancy signature option in order to remove the reliance on paper (both a cost and environmental benefit). Our digital offering 'My Account' enables our customers to contact us directly, thereby reducing call demand and the '0800' charges
- We have implemented new GIS mapping system to ensure we have up to date digital maps for grounds maintenance services and pricing schedules plus accurate mapping locations for all assets. This is delivering process efficiencies at both an administrative and operational level and will lead to service improvements as we are now able to confirm to our customers the areas under management. The area coverage can now be quantified as we have clearer and more up to date identification of the areas owned by TRH. In addition, the project has incorporated the tree survey information which assists us in delivering both health and safety management and maintenance planning for arboricultural services.
- In 2020 the Group became a member of TPAS, to assist with our tenant and community engagement programme, allowing us to tap into best practice in engagement initiatives and access training for our employees and residents. In total, 17 webinars and events have been attended and 10 of our residents have become members directly. Previously, another organisation was used but this membership provides greater value for money and allows us to network with other like-minded organisations.
- Alongside the value for money activities, social gains have also been generated for our residents and communities. We have continued to provide Welfare, Benefit and Debt advice to support our residents in accessing services and funds to support them and their families and to enable them to sustain their tenancy. In total £938k has been secured during the year through this support and advice.
- While our HomePlus team could not make home visits, they made twice weekly phone calls to our most vulnerable and at-risk residents providing a much-needed sense of security and tackling loneliness and isolation brought on by the pandemic.
- We reviewed our Customer Service team and restructured the resource to deploy it more effectively to support future regulatory requirements.
- Our management of arrears continues to improve ensuring that we collect rent effectively with current tenant arrears at the end of the financial year at just 1.07% (2020: 1.49%). This enables us to maximise the funds available for reinvesting in our existing homes and services.

Our Homes

- In the last quarter of 2019-20 a review of our repairs process was completed with a clearly identified action plan in place to ensure productivity is improved and service delivery becomes more efficient. The global pandemic hindered the progression of some of these actions however the repairs service is now back in full operation following the lifting of restrictions and we will be continuing to progress the action plan over the forthcoming year.
- From April 2021 we moved to a new materials supplier which reduced our material purchase prices by 7% but also increased productivity. A review of the van stocks, combined with a delivery service and 'hub material stores' in locations across our core operational area enable us to reduce operative downtime when additional materials are required – improving the ability to deliver 'right first time' repairs. All of our repairs operatives now have access to an electronic tablet that enables them not only to order materials directly from the supplier but has also improved employee engagement through them having greater access to corporate, training and health and safety information and enabling virtual meetings to take place.
- A data quality exercise has been completed on our energy data which has resulted in records being updated with correct EPC information – identifying circa £250k of savings from the maintenance budgets as the correct EPC information is higher.
- A review of the vehicle fleet was undertaken which has resulted in the procurement of a new fleet due to be delivered in Quarter 2, 2021/22. The new fleet arrangements will not only reduce our fuel usage by circa £78k as the vehicles are much more efficient but will also reduce our annual lease expenditure by circa £6.5k per annum and by introducing newer vehicles our breakdowns and hence lost productivity will be reduced. There is also a projected carbon reduction saving of 19% when comparing the new fleet carbon emissions to the previous fleet.
- The Group continues to deliver against its Development strategy which seeks to deliver an average of 100 new homes per annum. In 2020/2021, 84 homes were completed, which equates to an average of 109 over 3 years. In support of this delivery we have reviewed our financial appraisal criteria, benchmarking them with other providers and making revisions to reflect the new finance arrangements to ensure we remain competitive in the market.
- The Group Board approved the disposal of the land-banked scheme at Alfrick which had, as a consequence of planning delays become financially marginally beneficial to deliver. The decision was made taking into consideration the low financial return combined with increased potential market risk emerging early on in the Covid-pandemic. The disposal completed in March resulting in the repayment of the £1.1m intra-group loan between Two Rivers Development and the parent, freeing up capacity for future opportunities.

Our People

- A large focus for 2020/21 has been to develop a new People Strategy, setting out clear objectives for the next 3 years. The actions agreed to support the strategy delivery seek to improve employee engagement, maintain the health and wellbeing of our employees and ensure we attract and retain great employees to ultimately deliver great services to our residents and communities.
- As we closed our office in late March, the organisation switched to virtual meetings and communications via the use of Microsoft Teams. This has enabled our organisation to continue to maintain core operations, where permitted and deliver our key services effectively. As a consequence of remote working we have seen a reduction in our travel and subsistence expenditure of circa £59k but offset this by circa £25k providing some additional allowances whilst restrictions have been in place. As we move to a more hybrid way of working, we expect a proportion of these savings to continue. The substantial reduction in travel not only reduces our costs but has a positive impact on our carbon footprint and increases productivity due to lost

time traveling also. We do however recognise that some services require face to face service delivery, and we will be engaging with our customers to shape future service delivery.

- The remuneration of our employees was increased during the year, implementing the results of the salary benchmarking review undertaken, alongside the annual cost of living award. The salary benchmarking review undertaken is a key input to ensuring that our employees are remunerated in line with market conditions and supports our recruitment and retention of employees.
- We have reviewed our Performance Incentive Framework which allows our employees to be awarded an additional payment of £500, subject to the delivery of criteria approved by the Board. The revised framework seeks to drive employee engagement through more meaningful tangible criteria being set, driving ownership of the delivery of our corporate objectives and employee engagement to ultimately drive service delivery.
- A review of agency services has resulted in 'Preferred Supplier Lists' being developed to ensure that value for money is derived when engaging recruitment agencies. This will generate longer term savings through lower recruitment costs and enhance the recruitment process.
- Where service renewals have been required during the year the service delivery has been reviewed to ensure we are only paying for the service areas that we actively use.

Our Corporate Health

- Our performance monitoring software has been developed to provide one source of data for reporting, ensuring consistency of information and enhancing the provision of information across the organisation and to our Board.
- The Governance Improvement Plan has progressed. The plan focuses on 3 key elements – corporate structure, strong governance and compliance with the NHF Code. It seeks to drive quality improvements through a review of the committee terms of reference, policy document updates, board appraisals and skills review. The Regulator confirmed the strength of our organisation by confirming our G1/V1 for the 18th consecutive year.
- The Group undertook a substantial refinancing project and has secured new funding to support the delivery of the organisational plan and ensure it has optimum funding in place to minimise both costs and risks. The funding now available to Two Rivers Housing has increased from £110m to £198m and the average fixed rate of interest has reduced from 4.65% to 3.45%. These new arrangements will ensure that Two Rivers Housing has sufficient funding and liquidity in place for the next five years to support the delivery of the development ambitions and investment in existing homes. It has also allowed the organisation to secure funding at all time low rates and increase further funding capacity by agreeing new arrangements with its existing funder. Funding risk has been mitigated by ensuring that there is no longer an over reliance on one funder. The treasury management practices have been reviewed to ensure that treasury risk is effectively managed.
- The project to simplify the Group structure has progressed with the consolidation of the maintenance and facilities operations into one subsidiary. The Board approved the business assets transfer of Centigen TRH into Centigen FM and this was completed and came into effect from 1st July 2021.. This will generate both operational, administrative and governance efficiencies and enable of the repayment of the intra-group loan from CFM to TRH over the next 5 to 7 years.
- A review of our land-banked open market sale scheme resulted in the decision to sell the land as the location fell outside of our core operational area as set out in our updated Development strategy but also due to the uncertainty in the housing market and build costs due to the emerging pandemic. This has enabled the intra-group loan in place to allow the initial purchase

of the land to be repaid and a broadly break-even position to be achieved as well as reducing the overall exposure to the housing market.

- A comprehensive review of our risk management framework has been completed resulting in substantial assurance being noted by our risk management consultants.
- The insurance contract was retendered resulting in the engagement of a new insurance provider. Insurance specialists were engaged to undertake a health check of the insurance cover in place and to support the tender process. The tender resulted in a reduction in renewal premiums of 38k and allowed additional insurance to be procured – in particular cyber insurance and Directors and Officers insurance. This additional insurance has mitigated against the cost of data breaches.
- Looking to the future, a Carbon Zero Road Map has been created setting out the journey required to enable TRH to achieve carbon zero by 2050. We have also identified the investment required in our existing homes to achieve this. This process has identified a shortfall of circa £5m across the life of the financial plan which will be offset by a programme of asset disposals where it has been identified that carbon zero for those properties may be financially unviable to deliver

During the year we have identified areas where additional expenditure and investment have been required to support our organisation, our people and our customers. For example, we have recruited additional resource to support our complaints processes and information governance. We have also purchased IT equipment to enable all of our employees to work remotely as well as from the office.

We recognise that in some areas the benchmarking identifies that we incur higher levels of expenditure. Where this is the case, we review this in more detail to understand the drivers of this to ensure that we either take action to address this or satisfy ourselves this is the right thing to do.

Many of the activities above are not necessarily specific to service improvement or generating cost savings, they are however very important in ensuring that we continue to improve our service delivery and have an effective, well governed and sustainable organisation for the future.

As a consequence of the impacts and restrictions that have emerged in response to the pandemic the Board and Leadership forum revised the corporate objectives to ensure that resources were deployed to key services and manageable given the additional challenges of the circumstances.

Section 3 - VFM Sector Metrics

A key requirement of the VFM standard is that registered providers are expected to report performance against a suite of seven VFM metrics, as defined by the regulator, which permit comparability across the sector.

Sector wide figures are not currently available for 2020/21 for the suite of metrics defined by the Regulator, we have therefore benchmarked TRH performance against information extracted from the 2019/20 Global Accounts Annex with the findings set out below:

	Two Rivers Housing			Target	Whole sector (Median)	Placeshapers (Median)
	2021	2020	2019	2021	2020	2020
Reinvestment	5.6%	15.8%	13.2%	14.0%	7.2%	7.3%
New supply delivered %	1.98%	4.5%	1.40%	2.88%	1.50%	1.47%
- Social housing						
- Non-social housing	-	-	-	-	-	-
Gearing	55.4%	58.7%	57.8%	62%	44%	44.1%
EBITDA MRI / Interest cover %	224.3%	192.7%	214.8%	209%	170%	179%
Headline social housing cost per unit	2,970	3,486	3,336	3,007	3,834	3,637
Operating margin % - Social Housing	28.3%	23.1%	26.1%	26.6%	25.7%	26.0%
Operating margin % - Overall	28.8%	24.7%	27.5%	27.1%	23.1%	23.9%
Return on Capital Employed	4.8%	3.8%	4.5%	3.9%	3.4%	3.4%

Worse than Prior Year Sector Median

Better than Prior Year Sector Median

The table below also summarises our position relative to the internal benchmarking that is undertaken to understand our position relative to other Placeshaper members.

i4H Benchmarking Analysis of performance vs Peer Group

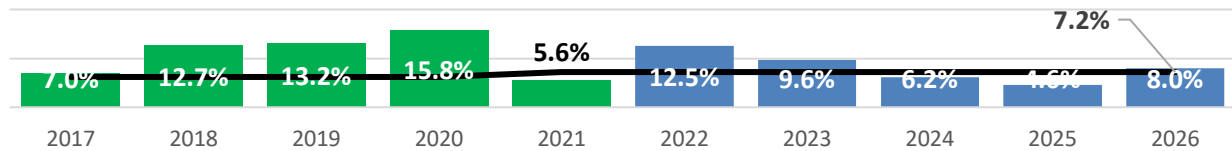
FY21 - Financial Indicators	FY20	FY21	Median
Reinvestment %	15.60%	6.70%	6.65%
New Supply Delivered% (Social Housing) %	4.50%	1.98%	1.98%
Gearing Ratio %	58.00%	55.49%	46.28%
EBITDA MRI Interest Cover %	188.94%	233.08%	137.64%
Headline social housing cost per unit £	£3,484	£2,990	£4,350
Operating Margin % (Overall)	23.10%	30.69%	24.42%
Operating Margin % (SHL)	25.40%	27.40%	25.14%
Return on capital employed (ROCE)	3.80%	4.73%	3.33%
Total Score	220	250	200

Performance	Score	Percentile
Elite		Top 100
Median/Upper		Top 75th to 100
Median		Mid Point
Low/Median		Bottom 50th to 25th
Poor		Bottom 25th

A commentary in relation to each of the metrics in turn, along with a brief description of the metric is contained below:

Reinvestment

Reinvestment

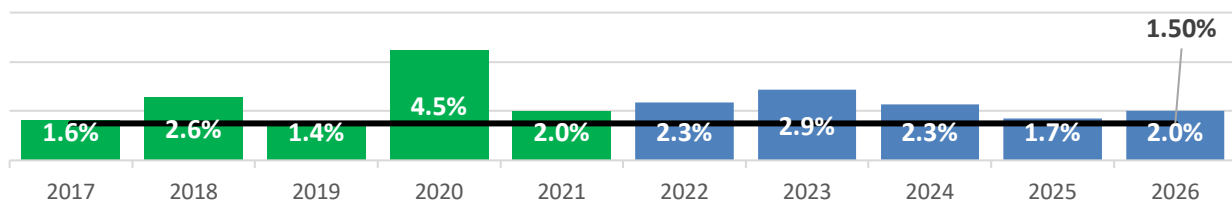


This indicator looks at the investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held.

This figure shows TRH whilst there has been a decline in the position year on year, with 2021 performance sitting below the Sector median for 2020, that TRH outperforms its peer group based on the benchmarking analysis. This reflects TRH's continuing focus on investing and adding to the supply of social housing.

New Supply Delivered

New supply delivered % (Social housing)



New supply delivered % (Non-social housing)



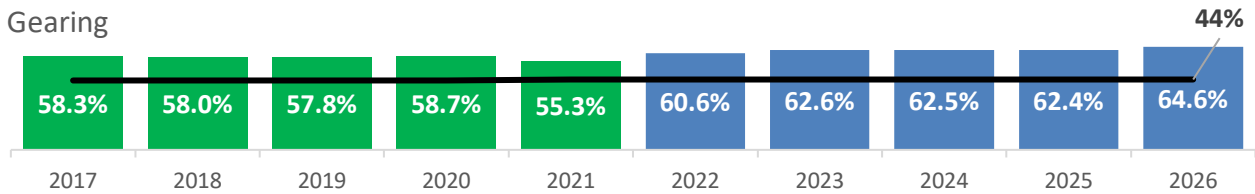
This sets out the number of new social housing and non-social housing units that have been acquired or developed in the year as a proportion of total social housing units and non-social housing units owned at the period end.

New supply continues to increase with 84 homes in year and a 3-year average of 109 units. Whilst 2021 performance is much lower than in 2020 the percentage of new social housing being delivered is ahead of the sector median for 2020 and equal to the median position of the benchmarking group.

It is acknowledged that a variety of drivers affect delivery – developer and planning delays, legal issues and programme delivery spanning multiple financial years, all of which can have an impact on delivery. Given the impact of the lockdown restrictions in place initially it is not unexpected that there is a shortfall relative to the target but the pipeline of development looking forward remains healthy.

Following the disposal of the land-banked open market scheme TRH no longer has any planned supply of non-social housing.

Gearing



This metric assesses how much of the assets are made up of debt and is an approximate indication of capacity, in that, more highly geared associations may have less capacity to develop further. It is often a vital indicator of a registered provider’s appetite for growth.

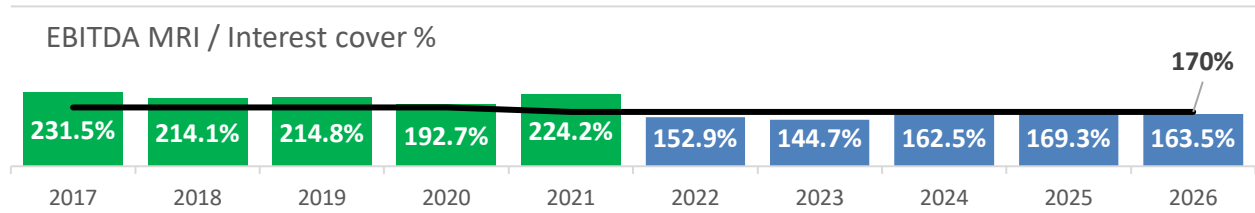
During the year, the refinancing resulted in the repayment of a proportion of the existing banking facility which has resulted in a small reduction in the gearing ratio. Two Rivers Housing’s gearing ratio does however remain higher than the sector averages for the sector as a whole, PlaceShapers and the benchmarking group but is indicative of TRH having geared up to develop more units and the relative to the low historical cost on transfer.

It is not uncommon for LSVT providers, and those that are developing, to be more highly geared. As with all ratios, the position does have to be viewed with caution. If the cost paid for initial housing stock acquisition was particularly low (as was the case with TRH) due to the level of work that was required to be carried out being reflected in the purchase price, then as the association develops and pays full build costs for new stock, the additional loans will start to dwarf the initial costs and the ratio will start to increase.

Overall, a high gearing ratio can be offset against high new delivery performance which is consistent with the strategic objectives of TRH.

In terms of ability to continue raising finance for future loans, while this ratio is considered, it is likely to be less important than EBITDA MRI, asset cover based on existing use valuation and debt per unit.

EBITDA MRI Interest Cover

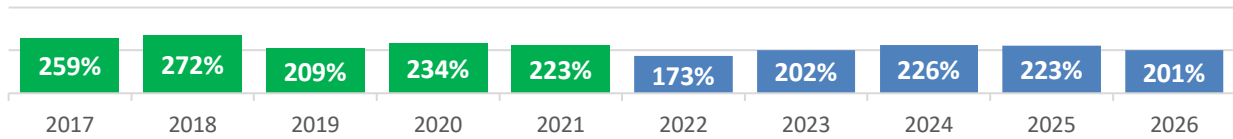


This ratio measures the level of surplus created against interest payments. Strong interest cover is required to service existing debt and support continued investment. A high interest cover ratio is not automatically a good thing as it may indicate that there is further capacity to borrow further to develop, although it does need to be taken into context with the other financial indicators.

There has been an improving performance for EBITDA MRI interest cover a result of reduced repairs costs for Two Rivers. Performance against this metric is ahead of the sector average and both the Placeshapers and benchmarking peer group.

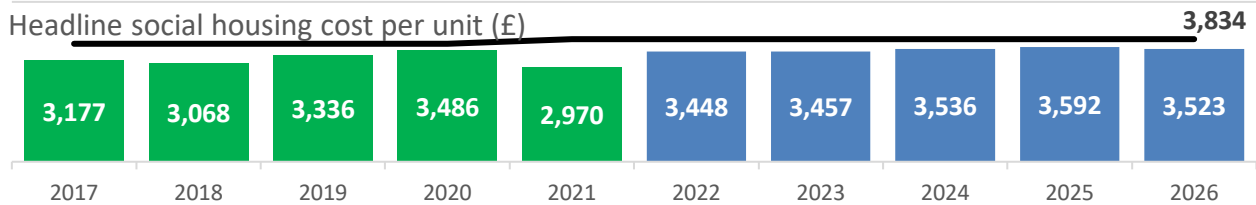
Additional funding has been secured to fund the substantial development pipeline and continued investment in existing homes result in the forecast position being lower but in line with the tolerances set by the Board.

Social Housing letting interest cover



Social housing interest cover demonstrates the ability for the core social housing activities to service the debt and the position remains strong generally, albeit with a reduction in 2022.

Headline Social Housing Cost Per Unit

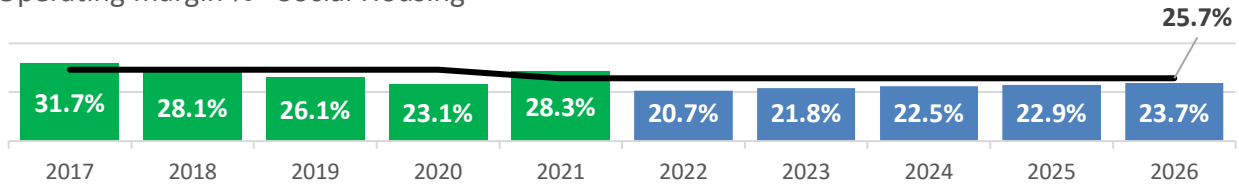


This is an indication of the total costs of providing social housing (as defined by the Regulator) divided by the total number of homes.

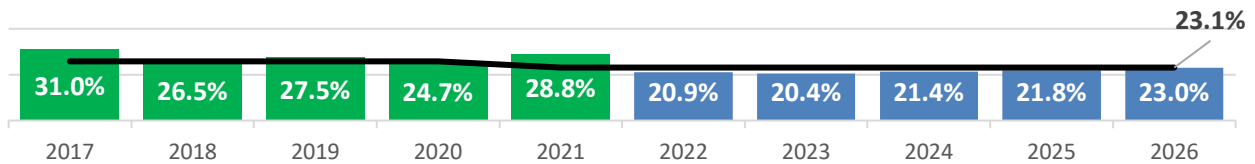
Two Rivers Housing's cost per unit compares positively against the sector median, PlaceShapers. Relative to the benchmark peer group, TRH is placed at upper quartile performance. The largest driver of this is the reduction in repairs expenditure in the year due to a substantial part of the major works investment being deferred due to the pandemic restrictions. The reduction in repairs expenditure is reflective of the sector position.

Operating Margin

Operating margin % - Social Housing



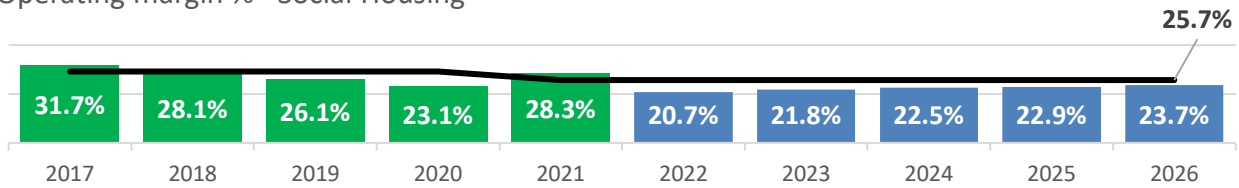
Operating margin %



The operating margin demonstrates the profitability of the operating assets before exceptional expenses are considered, split into operating margin for social housing lettings only and operating margin overall. Increasing margins are an indicator of the improving financial efficiency of a business but has to be balanced against the registered provider’s core purpose and objectives.

TRH’s performance against this metric has moved ahead of the sector median, moving to upper quartile relative to the benchmark peer group.

Operating margin % - Social Housing

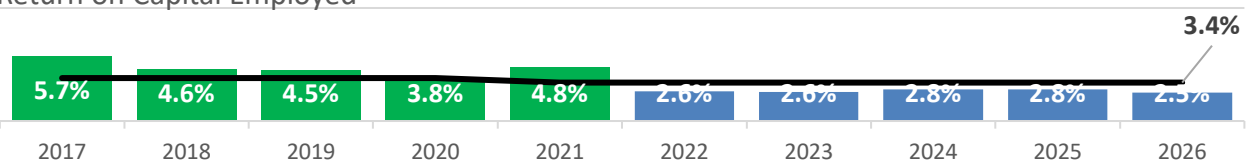


In terms of the social housing operating margin, TRH is at the median relative to the benchmark peer group and performs well relative to the sector and Placeshaper median for 2020.

TRH understands that housing management costs are high due to higher expenditure incurred in supporting our communities through debt and welfare advisory services, managing anti-social behaviour, intensive housing management of our sheltered homes and maintaining the quality, and investing in the safety of our homes. We recognise that our rents are circa 10% lower than our peers operating in the Southwest and West Midlands due to restrictions on rent harmonisation and that this has had a substantial impact on our social housing lettings surplus and operating margins overall, however this is key to the provision of ‘affordable housing’.

Return on Capital Employed (ROCE)

Return on Capital Employed



This ratio measures how well a provider manages its capital to generate a financial return.

To some extent this ratio is influenced by when the assets of an organisation were acquired in historic cost terms as this can greatly affect the denominator.

Performance against this metric has improved and is now ahead of the sector and Placeshaper's median for 2020 and is in the upper quartile relative to the benchmarking National position

Section 4 – VFM Initiatives Delivered in the Year

Savings delivered through department led initiatives totalled £176k with further procurement efficiencies delivered through CHIC of £156k, demonstrating how VFM is embedded throughout the organisation:

	2020-21 Savings
Centigen	£41,000
Communications	£402
Community Engagement	£516
Contact Centre	£6,846
Development	£51,919
Finance	£38,000
Gov & Exec PA	£12,300
Home Ownership	£3,546
IT	£2,400
People/HR	£19,156
Total Department initiatives	£176,084
CHIC Procurement	£156,863
Grand Total	£332,947

Global Accounts – VFM Sector Metrics Summary

VfM metrics		Reinvestment (%)	New supply (social) (%) Upper quartile 2019	New supply (Non-social) (%)	Gearing (%)	EBITDA MRI interest cover (%)	Headline social housing CPU (£K)	Operating margin (social) (%)	Operating margin (overall)	Return on capital employed (ROCE) (%)
Upper Quartile	2020	10.0%	2.4%	0.15%	54.7%	227%	£4.86	32.3%	28.6%	4.4%
	2019	8.7%	2.5%	0.13%	53.9%	238%	£4.69	34.6%	30.8%	4.7%
	2018	8.7%	2.3%	0.07%	53.1%	263%	£4.50	37.1%	34.1%	5.4%
	2017	8.6%	2.2%	0.03%	54.8%	278%	£4.36	39.3%	36.0%	5.6%
Median	2020	7.2%	1.5%	0.00%	44.0%	170%	£3.83	25.7%	23.1%	3.4%
	2019	6.2%	1.5%	0.00%	43.4%	184%	£3.69	29.2%	25.8%	3.8%
	2018	6.0%	1.2%	0.00%	42.9%	206%	£3.40	32.1%	28.9%	4.1%
	2017	5.6%	1.2%	0.00%	43.4%	212%	£3.29	34.7%	31.4%	4.3%
Lower Quartile	2020	4.9%	0.7%	0.00%	33.0%	126%	£3.34	20.8%	18.1%	2.6%
	2019	4.2%	0.6%	0.00%	32.6%	139%	£3.18	23.1%	20.0%	3.0%
	2018	3.9%	0.5%	0.00%	33.1%	154%	£3.01	25.5%	22.7%	3.3%
	2017	3.7%	0.4%	0.00%	33.5%	174%	£2.96	28.7%	25.0%	3.5%
Weighted average	2020	7.6%	1.8%	0.31%	47.7%	138%	£4.25	27.8%	22.1%	3.2%
	2019	6.4%	1.7%	0.31%	46.7%	153%	£4.12	30.5%	25.0%	3.6%
	2018	6.2%	1.5%	0.23%	45.8%	174%	£3.92	32.8%	27.6%	4.0%
	2017	7.3%	1.5%	0.22%	45.8%	169%	£3.78	34.3%	29.7%	4.3%

VfM metrics		Reinvestment (%)	New supply (social) (%) Upper quartile 2019	New supply (Non-social) (%)	Gearing (%)	EBITDA MRI interest cover (%)	Headline social housing CPU (£K)	Operating margin (social) (%)	Operating margin (overall)	Return on capital employed (ROCE) (%)
Two Rivers Housing - draft	2021	5.6%	2.0%	0.0%	55.3%	224%	2970.000	28.3%	28.8%	4.8%
Two Rivers Housing	2020	15.8%	4.5%	0.00%	58.70%	193%	3.486	23.10%	24.70%	3.77%
Two Rivers Housing	2019	13.2%	1.4%	0.0%	57.8%	215%	3.336	26.1%	27.5%	4.5%
Sector										
Lower Quartile		4.9%	0.7%	0.0%	33.0%	126%	3.335	20.8%	18.1%	2.6%
Median		7.2%	1.5%	0.0%	44.0%	170%	3.835	25.7%	23.1%	3.4%
Upper Quartile		10.0%	2.4%	0.1%	54.7%	227%	4.864	32.3%	28.6%	4.4%
Mean		8.4%	2.2%	0.2%	41.0%	225%	4.835	23.3%	22.2%	3.9%
Placeshapers										
Lower Quartile		4.7%	0.78%	0.00%	35.28%	129%	3.232	21.56%	18.60%	2.51%
Median		7.3%	1.47%	0.00%	44.09%	179%	3.637	25.96%	23.90%	3.42%
Upper Quartile		10.5%	2.32%	0.12%	55.60%	218%	4.364	31.81%	29.02%	4.54%
Mean		7.8%	1.73%	0.17%	44.79%	179%	4.180	26.44%	23.49%	3.70%