



# Raven HT

Jo Hills

Amy Cheswick

# Leadership team – who we are



Jonathan Higgs  
CEO



Amy Cheswick  
Director of Customers & Partners



Mark Baker  
Director of Finance & Governance



Jo Hills  
Director of Assets & Services



Julia Mixer  
Director of Transformation



Ali Bennett  
Director of Development & Sales



Nigel Newman  
Director of Strategy & Growth

# What's important?

- BAU & core services – challenges and what is going well
- Development – Planned schemes and Joint Venture
- Affordability – improving homes and lives
- Net Zero Carbon journey
- Fire safety and Health & Safety – including Nobel House



# Service delivery priorities and challenges

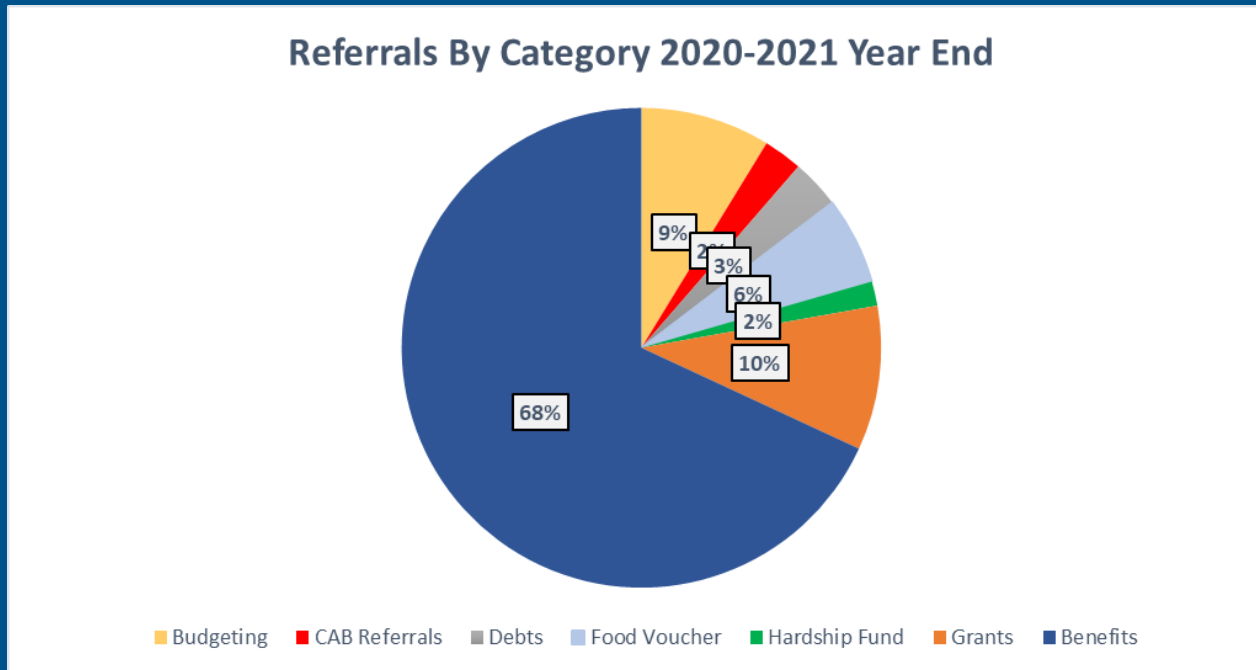
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- Covid response
  - Compliance
  - Customer support & welfare checks
  - Hardship fund & support
  - Level up (joint with VARB)
  - Essential repairs/com
  - Continued lettings
- Digital & business transformation – new systems, improved processes. Will complete 2023/24
- Customer experience & engagement – Customer priorities



# Performance – rent and money

- Rent arrears only rose 0.25% in 2020 to 2.54%
- C1000 new UC claimants in 3 months
- Reduced impact – legacy benefit switchover
- Moneywise - increase in referrals



- £2,139,345.00 benefits and grants – 58% increase in last 2 years
- Employment support extended



- **Overall satisfaction 84% 20/21. Consistent with 19/20 High of 89% Feb 21**
- **78% Trust Raven to do what is right**
- **78% believe Raven listens to and acts on resident's views**
- **473 lettings, 81 TA, 47 Sheltered**
- **RBBC – 277 GN/sheltered, 22 TA**
- **Parashoot 86 referrals RBBC - extended to Sussex with additional funding**
- **ASB – Surrey Pledge – focus on community resilience and support**
- **Social value – over £5 million**



Development

# Development and Sales Strategy 2021-22 to 2025-26

- 933 homes over five years;
  - Average of 130 affordable homes pa;
  - 30 market sale homes pa.

The main principles of the strategy are:

- A focus on land-led delivery through site acquisition and investing in our exist assets;
- Supporting the financial position of the business through market sale programme;
- Seeking Joint Ventures and Partnership working to maximise our delivery of new homes;
- Maximising capital grant to support delivery;
- Focusing on place making and how we build; seeking net zero carbon wherever possible.



# Southridge Homes – joint venture between Raven and RBBC

- Working together for Place Making, targeting 50% affordable on sites and building sustainable communities.

## Sites under consideration

- Horley site, c40 new homes
- Further potential sites as part of Raven's regeneration programme, particularly where Raven land abuts RBBC/ SCC land eg Horley
- Other sites available on the open market, including SCC land disposals



High Quality, Sustainable &  
Affordable Homes

# Regeneration

**Vision - all our homes are desirable, comfortable and affordable to run, with zero net carbon emissions**

- A long term programme of regeneration for areas that are in need, starting with Chavecroft
- Disposing of unviable and unpopular homes
- Replacing with high-quality, sustainable and affordable homes.

## Balance

Lower numbers from  
regen/sales sites offset by  
new sites

= 531 net extra new  
homes over 5 years



- **Decent Homes compliancy** – Continued 100% decency in 2021-22
- **Healthy Homes** – Proactively tackling damp, mould & condensation through £1.2m investment from 2020-2023 across 866 homes
- **Building Safety**
  - Investing £8.5m over 5 years to address learning from Grenfell, Fire Safety Act and Building Safety Bill
  - Challenges with access for compliance checks
- **Nobel House, Redhill**
  - An Avon Rents Ltd building. Cladding safety issues costing ~£14m to remediate. ~£100k per flat could pass to leaseholders
  - Supporting and informing residents alongside local councillors & MP





- **Affordability and Home standards**
  - We consulted residents last year and, in response, propose to improve kitchen, bathroom, fencing and voids standards. Awaiting finance
- **Repairs & estates satisfaction data, Jul 2021:**
  - Most recent repair 91%
  - Quality of home 82%
  - Grounds maintenance and cleaning 82%
- **Resourcing challenges:**
  - Costs - ~5% increase, materials shortages & delays for some products (timber, electronics, decorating, roof tiles), staff/skills scarcity





# Net Zero Carbon programme

**Raven owns ~1 in 10 homes in RBBC & is fully committed to Zero Carbon**

- Benefits: Lower emissions, better affordability for residents, early learning/case studies from local projects, setting an example
- Partnership with RBBC:
  - Grant consortia - SHDF and LAD funds
  - Clawback agreement on void disposals pre 2022
- How is Raven going to pay for the rest of NZC:
  - Income from disposal of 288 expensive inefficient homes, replaced with more affordable ones
  - Renegotiation with lenders; 'carve out' of building safety costs to assist in meeting covenants
  - Savings from efficiencies from our new digital investments
- Retrofit plans: 12 homes 2021 (complete); £0.6m this year and £1.8m for following 2 years TBC, + grant leverage



# Thank you

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