



Your Voice, Our Year

Customer Annual
Report 2025-26



Your Voice, Our Year: Customer Annual Report 2025-26

Introduction from Shabana Jamil, RHP customer and Chair of Customer Experience Committee

As both a customer of RHP and Chair of the Customer Experience Committee, I'm pleased to introduce our Customer Annual Report for 2025/26: Your Voice, Our Year.



This report not only highlights our performance in key areas such as repairs, complaints, and safety, but also reflects another year of meaningful engagement, collaboration, and action, demonstrating the many ways your feedback has influenced the way we do things and strengthened our services.

At the start of the year, our repairs service wasn't consistently delivering the standard we expect for you and your home. We therefore made the decision to bring the service in-house, giving us greater control over how repairs are delivered and enabling us to respond more effectively to your needs.

Since it launched in October 2025, progress has been promising with a significant reduction in outstanding repairs, and increased customer satisfaction with the service. There is still more to do, and we continue to listen to your feedback to keep improving the service, whilst making sure it's sustainable for the future.

We've been committed to increasing our presence in our communities. Through local events, drop-in sessions, and partnership working, we've created more opportunities for you to connect with us in a way that suits you.

We've also increased the ways you can get involved to help shape and influence our service, including introducing new repairs and complaints

focus groups, along with launching RHP's Digital Neighbourhood.

Our highest priority remains keeping you and your home safe. We've continued to invest in your homes through our planned maintenance programme and proactive approach to managing damp and mould, while maintaining high levels of compliance through our gas and electrical safety programmes. We've also continued to work with you and local partners to help keep your communities safe, taking a proactive approach to tackling anti-social behaviour and responding to the issues that matter most to you.

In line with our commitment to be transparent with you about how we're performing, throughout the report we've included end of year (31 March 2026) results. This includes our Tenant Satisfaction Measures (TSMs). You can find our full TSM report on our website at: www.rhp.org.uk/customer-engagement/tenant-satisfaction-measures.

I'd like to thank every customer who has taken the time to get involved over the past year. Your insight, experience, and participation are invaluable in helping us shape what we do. As we look ahead to developing our next strategy to start from April 2027, we remain committed to working with you to build services, homes, and communities that reflect your needs.

Section 1

Protecting your home for today & tomorrow through repairs

In October 2025, we launched our new in-house repairs service to give us greater control over repairs and better meet the needs of you and your home.

Since then, we've continued to listen to your experiences and use your feedback to shape and improve the service. Alongside our repairs surveys and Tenant Satisfaction Measures, we've introduced repairs focus groups to help us better understand what matters to you and where we can make further improvements.

Examples of feedback we've acted on includes:

- ▶ **You told us you wanted better communication about your repairs.** In response, we've introduced a new repairs system that allows us to provide you with more timely updates about your repair.
- ▶ **You told us you didn't want to have to repeat your needs when you require adjustments to the service.** In response, we've improved how service adjustments are recorded, so we can better understand and respond to your needs.
- ▶ **You told us you prefer repairs to be carried out by our own Technicians where possible.** In response, we've strengthened our oversight of subcontractors and are actively reducing our reliance on them for work that can be completed by our RHP Home Repairs service.

Your feedback and the changes we've made as a result have made a difference. Customer satisfaction with repairs increased from 68% before we launched the new service to 78.9% at the end of March 2026, while the number of outstanding repairs we have at any one time has also significantly reduced.

We know there's still more to do, and your feedback will continue to help us improve. We're focused on making sure the right processes, people and resources are in place to provide a repairs service that meets your needs, whilst being sustainable for the future.



Repairs in numbers



Satisfaction with repairs (transactional): **78.9%** (up from 68%)



Satisfaction with repairs (perception): **63.4%** (up from 61.2%)



Emergency repairs completed within target timescale: **93.1%** (up from 92.1%)



Non-emergency repairs completed within target timescale: **73.8%** (down from 81.3%)

Section 2

Putting things right when they go wrong

Throughout 2025/26, we experienced higher volumes of customer complaints, in line with trends across the housing sector. We know that when something goes wrong, it's important that we listen, put things right where we can, and keep you informed throughout the complaints process.

We've used feedback from transactional surveys, focus groups and our dedicated 'Complaints Day' to better understand your experiences and identify where we can improve.

Examples of feedback we've acted on includes:

- ▶ **You told us that complaint responses, particularly at stage two, could be clearer and easier to understand.** In response, we've focused on making our stage two responses shorter, clearer and more focused on the issues you've raised.
- ▶ **You told us you don't want to have to repeat information about your needs or circumstances when making a complaint.** In response, we've improved the visibility of service adjustments on our Customer Relationship Management (CRM) system, helping colleagues better understand your needs and provide a more consistent service.
- ▶ **You told us you want better communication and to be kept informed throughout your complaint.** In response, we're improving our internal processes so colleagues can provide clearer and more timely updates at every stage of a case.

These changes, along with others, have helped us improve how we handle complaints, particularly around our speed of Stage 1 and 2 responses.

Although satisfaction with complaints handling improved slightly throughout the year, it remains low and we're committed to continuing to work with you to understand where things have gone wrong, address the underlying causes of dissatisfaction and improve the experience when you need to make a complaint.



Complaints in numbers



Satisfaction with complaints handling: **26.9%** (up from 26.7%)



Stage 1 complaints responded to within target: **93.8%** (up from 85%)



Stage 2 complaints responded to within target: **83.4%** (up from 63.8%)



Ombudsman findings of severe maladministration: **Zero** (down from 24)



Satisfaction we keep tenants informed: **62.7%** (down from 65.2%)

You can read our full complaints report, including what we've learned and the changes we've made, on the complaints page on our website:

www.rhp.org.uk/your-home-services/complaints



Conversations with customers

Improving our estates through local feedback

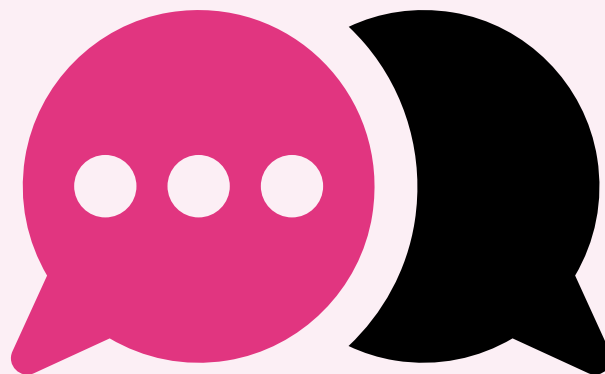
Over the past year, our Community Engagement Team has developed and delivered five Estate Improvement Plans (EIPs), shaped by door knocking, estate walkabouts, and direct customer feedback. Each plan shows how listening to customers and working in partnership can create meaningful change.

One example is the EIP at Huntingdon Court in Mortlake.

The plan began after customers raised concerns about the decline of a communal garden once cared for by former tenants. The space had become overgrown, affected by fly-tipping and anti-social behaviour, and essential repairs were often delayed or poorly carried out.

Through walkabouts and conversations, customers told us they felt disengaged and had lost pride in their shared spaces, but were eager to improve them together.

We worked closely with customers, regularly visiting the site and incorporating their feedback into the EIP. The first step was a summer Community Clear-Up Day, where customers, our Ground Maintenance partner Accuro, and our bulk team came together to clear the grounds, remove litter, and tidy the area. It was a great success, helping to build a sense of pride and community.



"I am writing to sincerely thank you for everything you have done at Huntingdon Court. We are all very grateful for your support and for the work that has been carried out. We truly appreciate your help and commitment to making these works happen."

From there, we delivered further improvements, including a new boundary fence, a covered bin store, replacement washing lines, new planting, reinstated borders with planters, and an outdoor tap.

The response has been overwhelmingly positive. One customer shared: "I am writing to sincerely thank you for everything you have done at Huntingdon Court. We are all very grateful for your support and for the work that has been carried out. We truly appreciate your help and commitment to making these works happen."

We're continuing to work alongside customers at Huntingdon Court to build on this progress and keep the community spirit strong.

Section 3

Using your voice to shape our services

We're committed to providing a range of ways for you to provide feedback, share your views and help shape, influence and improve our services.

Over the past year we've increased the opportunities available both in person and online, to make sure that you can have your say in a way that suits you.

This includes:

- ▶ Launching RHP's Digital Neighbourhood platform which enables you to share your views on a range of important topics and changes including policies, strategies, communications, and estate improvements, all from the comfort of your home.
- ▶ Offering the chance to provide feedback directly to our board members through our 'Meet the Board' event.
- ▶ Running CEO Sounding Board sessions where a selection of customers can provide feedback directly to our Chief Executive.
- ▶ Introducing focus groups specific for repairs and complaints, as well as having a dedicated complaints day.
- ▶ Working with local neighbourhoods on estate improvement plans.
- ▶ Continuing to ask for feedback on changes such as our new website and Customer Portal.



Examples of insight we gained through these channels and how we acted on it includes:

- ▶ **Through RHP's Digital Neighbourhood you told us our Pet policy should be expanded to include other animals as well as dogs.** In response we updated the policy to cover different types of pets.
- ▶ **You told us you valued our 'Meet the Board' event, but would like another at a different time when more customers could attend.** In response we arranged another session for summer 2026.
- ▶ **As part of our CEO Sounding Board, you told us you weren't happy with how some contractors communicated with you.** In response we spoke directly to the contractor in question and set clear expectations on how we expect them to communicate with our customers, as well as reviewing all their communication templates.

You can find more examples of how we've listened to your feedback throughout the year and took action as a result, here: www.rhp.org.uk/customer-engagement/you-spoke-we-listened

Customer scrutiny in numbers



Satisfaction we listen and act: 51.1%
(up from 47.3%)



79 customers attended a 'Complaints Day'.



5 Estate plans delivered



3 CEO Sounding Boards



40 customers attended a Meet the Board event



518 customers provided insight through Tenant Satisfaction Surveys



2,553 customer gave feedback through transactional surveys

Section 4

A visible presence in your neighbourhoods

Last year, we expanded our community events across our neighbourhoods, helping you connect with us in ways that are accessible and meaningful to you.

This included regular drop-in sessions where customers could pop in to ask a question, seek support or share feedback with our teams. Alongside these regular drop-ins, we continue to deliver a programme of events shaped by customer feedback, community insight and key moments for RHP, as well as national awareness campaigns.

Highlights from last year included our 25th birthday celebrations across two boroughs, a wellbeing event to mark Mental Health Awareness Week, and a series of 'Coffee and Craft' events to provide a safe, warm space for people to connect during the colder months.

We've listened to your feedback to keep improving how we connect with you out in our communities, and have used it to help shape our programme of activity for 2026/27.

Examples of feedback we've acted on includes:

- ▶ **You told us you'd like more opportunities to speak to someone face to face.** In response we increased the number of drop-in sessions run by our Community Engagement Team across our neighbourhoods, to give you more opportunities to speak to us face to face. We also support local partners such as Ruils, Citizens Advice and Achieving for Children at their events.
- ▶ **You told us you can't always attend customer drop-in events but still want opportunities to share feedback.** In response we changed the times of drop-ins, meetings, and events to include mornings, afternoons, and evenings. We also launched an online digital engagement platform 'RHP's Digital Neighbourhood' where you can get involved and share feedback at a time that suits you from the comfort of your own home.

- ▶ **You told us you feel some areas (and particularly street-based properties) miss out on engagement events.** In response we expanded our drop-in sessions and events further, bringing them to more locations, including estates and street-based properties that may otherwise feel more isolated.



Community engagement in numbers



Satisfaction we make a positive contribution to the neighbourhood:
61.9% (up from 58.6%)



86 community events and drop-in sessions



Approximately **500** customers engaged with



Spring
forward

celebrating new beginnings
at Ham Close



Conversations with customers

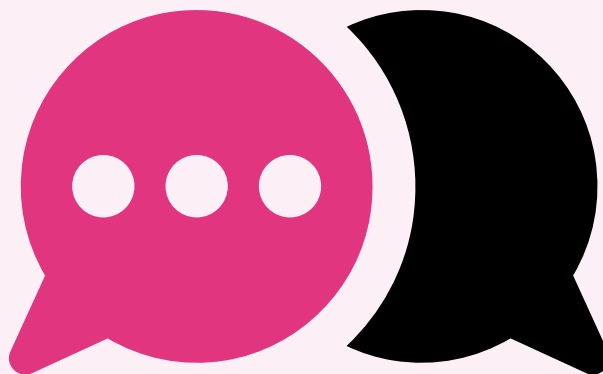
Supporting people to feel at home

We know the importance of providing new customers with a seamless experience so they can feel at home quickly.

During the year, Daniel from the Lettings Team helped customer Ares move into his new home in Kingston, going above and beyond to make sure the transition was as smooth as possible.

Ares shared his appreciation: "Daniel made what could have been a stressful time feel really manageable. He was so helpful and patient, taking time to explain everything and even sharing tips about the local area which really helped me settle in. The whole Lettings Team made me feel looked after from the start. I'm so grateful for the support - it's made all the difference to settling into my new home."

Listening to feedback from new customers is a key part of our Lettings Team's role, so they can continuously improve the experience they provide, helping to fulfil our purpose of providing safe, secure homes - opening the door to life opportunities.



"The whole Lettings Team made me feel looked after from the start. I'm so grateful for the support - it's made all the difference to settling into my new home."

Section 5

Keeping your home & community safe

Your safety remains our highest priority. We maintained strong compliance performance across all key areas, including gas, electrical, asbestos, lifts and water safety.

Additionally, we continued to invest in our specialist Damp, Mould & Condensation and Disrepair Teams to make sure you receive a timely and effective response when issues arise.



Safe homes in numbers



Satisfaction that the home is safe: **66.8%** (down from **67.2%**)



Damp & Mould cases: **189** (reduced from circa **700**)



Significant damp & mould hazards: fully compliant with Awaab's Law



Gas safety checks: **99.8%**



Fire safety checks: **99.5%**



Asbestos safety checks: **99.7%**



Water safety checks: **99.8%**



Lift safety checks: **99.8%**

We want you to feel safe in your home and community, and work closely with local agencies to manage anti-social behaviour (ASB).

ASB can affect some people more than others, so we always look at the individual's experience and the impact the behaviour is creating. To do this, we deal with reports of ASB quickly and effectively, applying a victim-centred, problem-solving approach and working with residents, Police and local agencies to tackle and prevent ASB.

Throughout the year we listened to your feedback regarding ASB to keep improving what we do.

Section 5

Keeping your home & community safe

Examples of feedback we've acted on includes:

- ▶ **You told us you want clearer information on our approach to managing ASB, and improvements in how it's addressed.** We reviewed the information on our website to make sure it's easy to navigate for customers.
- ▶ **You told us it wasn't always clear whether there was more we could do in managing ASB incidents.** We introduced a new process which includes regular reviews by a manager and a final review when closing a case.
- ▶ **You raised concerns about ASB on an estate and the nuisance it was causing.** We installed Rapid Deployment Cameras, which has helped deter reported ASB.

In 2026/27 we will be setting up an ASB forum, where customers can come and share their experiences of ASB, so we can continue to improve our service.

Safe neighbourhoods in numbers



Satisfaction with ASB handling: **50.7%** (up from 49.3%)



11 Acceptable behaviour agreements



2 Customers supported to resolve disputes



11 Injunctions granted through the courts



9 Notices seeking possession served



6 Closure orders on a home (drug activity)



3 Possession orders



5 Evictions carried out



Section 6

Investing in safe, secure, sustainable homes

Our aim is to work with you to protect your homes for today and tomorrow.

We continue to invest in your homes through our kitchen, bathroom, roof, and window replacement programmes, and listen to your feedback to keep improving what we do.

Examples of feedback we've acted on includes:

- ▶ **You told us that clear communication, minimising disruption, and reducing energy costs were important when carrying out planned improvements.** In response, we improved the information provided before works begin, worked more closely with contractors to keep you informed throughout projects, and continued investing in energy efficiency upgrades through our retrofit programme.
- ▶ **You told us you wanted to feel safe and secure in your homes and neighbourhoods.** In response planned investment included improvements to communal doors, lighting, fire safety measures, and other building safety upgrades, helping create safer homes and communities.
- ▶ **You told us you had concerns about older kitchens, bathrooms, windows, and doors that were becoming difficult to maintain.** In response we used customer feedback alongside stock condition information to help prioritise investment where components were reaching the end of their life, ensuring homes remain safe, secure, and comfortable.

We're also working to improve the energy efficiency of your homes. One example of this work is our retrofit programme in Barnes, which has included adding external wall and loft insulation, solar panels, double glazed windows and roof upgrades to 208 homes.

The scheme is already demonstrating benefits for customers, including lower energy costs, faster heating times, and improved heat retention.

We also provided more homes for local people, completing 32 new affordable, accessible and sustainable homes, as well as making great progress with our Ham Close regeneration, with the first customers moving into their new homes in summer 2026. Once complete the project will provide 452 high quality homes, two new community facilities, and enhanced green spaces.



Homes in numbers:



Satisfaction that the home is well maintained: **62.3%** (up from **58.2%**)



£20m invested in repairing homes



£23.1m invested in improving existing homes



4,278 homes achieve Energy Performance Certificate C rating or above



Delivered **32** new homes

Conversations with customers

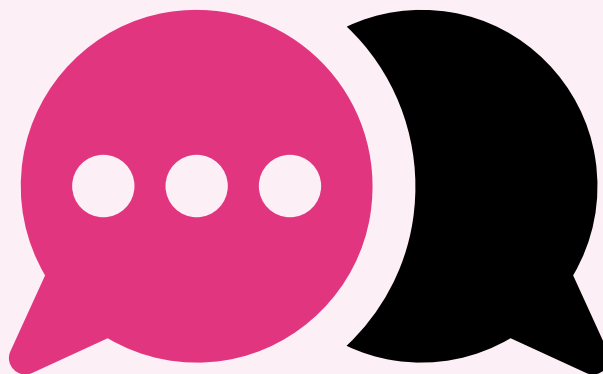
Transforming green spaces

During the year, our Estate Services Team worked together to transform the communal garden at Townshend Terrace in Richmond, following a specific request from customers outside of the planned maintenance programme.

Led by Estate Services Manager John, the team carried out a full refresh of the space, addressing the concerns that had been made. This included extensive de-weeding, trimming and pruning, along with new planting to create a garden customers could take pride in and enjoy year-round.

The impact was immediately felt, with one customer taking the time to write and share her thanks for the team addressing hers and the community's feedback:

"I want to express my gratitude at your team's professionalism and your generosity in providing us with a front garden to be proud of. I've already had positive comments from one of our neighbours on Townshend Terrace, and I'm sure many members of the community will now enjoy walking past a bit more than they did yesterday. It looks even more beautiful than I imagined, all thanks to John's dedication and his team's hard work. We will take good care of watering these lovely plants."



"I want to express my gratitude at your team's professionalism and your generosity in providing us with a front garden to be proud of."

Section 7
Opening the door to life opportunities

Our purpose is providing safe, secure homes – opening the door to life opportunities. The following examples showcase how we’re fulfilling the latter part of that purpose, to provide opportunities that open doors outside of the home.

RHP’s Skills Academy

RHP’s Skills Academy was set-up to support local residents with employment and further training opportunities, particularly within the construction sector.

During 2025/26, we successfully delivered a comprehensive, multi-site training programme aligned to local needs. This included Construction Skills Certification Scheme (CSCS), Functional Skills, Childcare Level 2, Health & Safety, Early Years bootcamps, Support Work in Schools, and practical life skills training.



RHP’s Skills Academy in numbers



50 local people (including **22** RHP customers) engaged in training



10 progressed into further learning



12 secured employment



5 achieved promotions

Viv who took part in a Women in Construction course said: “I’m so grateful to the Skill’s Academy for the practical skills I’ve learnt and qualification I’ve gained. I’m excited to see where this will take me in my career”.

Section 7

Opening the door to life opportunities

RHP’s Social Value Fund

As part of our partnership with the Hill Group on our Ham Close regeneration, £250,000 will be invested in the local community each year for eight years.

Individuals and groups are able to bid for funding each year by demonstrating the social, economic, or environmental impact their project will have.

Between April 2024 and March 2026, 40 projects received grants through the fund from schools, churches, and hospital trusts, to allotments and groups supporting disabled people.

One of the beneficiaries was The Cassel Hospital who treats adults and young people with severe and complex personality disorders and trauma.

Maureen Miller from the hospital said: “The support from RHP has made a real difference to the lives of people leaving the Cassel. It’s allowed us to extend our reach into the local community and provide continuity of care at what can be a very difficult time.”



Social Value Fund in numbers



£500,000 invested



40 projects received funding



Circa **2,000** people positively impacted

Section 7

Opening the door to life opportunities

Financial Inclusion

In the current tough economic environment, we continue to provide financial support to customers directly and through our partners.

Our Rents and Financial Inclusion Teams offer support by phone, email and face-to-face. Weekly Financial Support drop-in sessions helped 52 customers with money management, benefits and rent issues, while the team also attended Community Engagement events across our neighbourhoods to offer advice and answer questions.

Our means-tested Financial Inclusion Support Fund has also helped tenants with rising food and fuel costs, and our Winter Fuel Campaign supported customers struggling with energy costs and encouraged pension-age customers to claim Pension Credit and Attendance Allowance.

In November 2025, we launched the ninth year of our Winter Warmers campaign: focusing on delivering comfort, connection, and warmth to our older customers during the coldest months.

Every customer aged 80 and over received a directory of local support organisations and a supermarket voucher to ease the financial squeeze over winter. Customers over the age of 100 also received a hand-delivered hamper, giving us the opportunity to check everything was ok in their homes, and make sure they were safe and ready for winter.



Financial inclusion in numbers



90 referrals made to external agencies such as Citizens Advice, Age UK and Richmond AID.



30 customers received specialist one-to-one Citizens Advice support.



169 customers completed the Better Off Calculator, identifying **£56,000** in unclaimed benefits.



52 customers received money management support through weekly financial support drop-in sessions.



414 customers over **80** years old received a winter support guide.

Conversations with customers

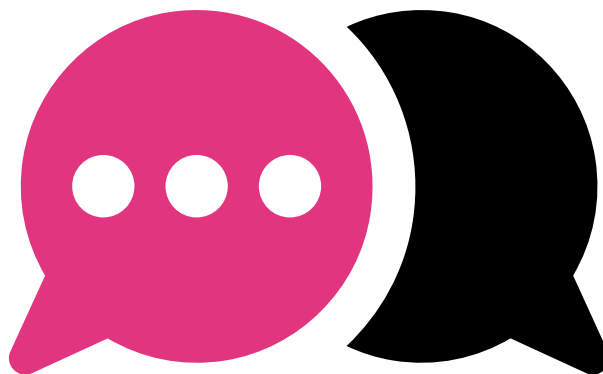
Life changing support

We know from listening to our customers, especially those that attend our weekly Financial Support drop-in sessions, that the cost of living is particularly challenging at the moment.

A customer reached out to thank Lee in our Rents Team to show appreciation for the support she received through our Financial Support Fund.

The customer, who lives with a heart condition said: "I am so grateful beyond words. One thing my Cardiologist said was to stay warm with no humidity for my heart condition. And you helped me towards this immensely. You prolonged my life and for that there is not enough gratitude".

Our Rent and Financial Support Teams use our values every day to support our customers – showing they know their stuff by navigating the rising costs of food and fuel to get help to those who need it most, whilst acting with care through an empathetic approach, and making it happen during a difficult financial time.



"I am so grateful beyond words. One thing my Cardiologist said was to stay warm with no humidity for my heart condition. And you helped me towards this immensely. You prolonged my life and for that there is not enough gratitude"

Section 8

How we'll continue to improve in 2026/27

As we enter the final year of our Corporate Strategy, our key areas of focus are to:

- ▶ Invest up to £18m in your homes to keep them safe, well maintained and in good condition, while continuing to achieve high levels of compliance with essential safety checks, and meeting the requirements of Awaab's Law and the Decent Homes Standard.
- ▶ Listen to your views to continue embedding and improving our in-house repairs service, with a focus on delivering higher customer satisfaction, greater efficiency and a more accessible service for customers with individual needs.
- ▶ Further strengthen customer scrutiny and influence, providing more opportunities for you to shape policies and services, including introducing an ASB Forum, and Customer Review Group, as well as further embedding our focus groups and RHP's Digital Neighbourhood.
- ▶ Provide you with a more personalised service by improving the information we hold about your individual needs. We'll do this by carrying out a census style survey to give you the opportunity to share more information about the needs of you and your household.
- ▶ Expand opportunities to connect with us face to face by increasing the number of community engagement events and drop-in sessions, making sure harder to reach areas and street properties aren't left out.
- ▶ Develop a neighbourhood management model that provides a more localised service that better meets the needs of you and your community.
- ▶ Improve how we communicate and keep you informed at every stage of an issue you raise with us.
- ▶ Continue to deliver a good quality caretaking and grounds maintenance service, that keeps your shared spaces safe, clean, and presentable.



Alongside this, we'll be working in partnership with you and other stakeholders throughout the year to develop our next strategy, launching in April 2027. This will involve providing a range of ways for you to input your feedback, views, and ideas, so you can help shape our future plans in a way that suits you.

