

**Corporate delivery plan 2026/27**

<b>Strategic Pillar</b>	<b>Strategic Outcomes: 2024 – 2027</b>	<b>Annual Deliverables 2026/27</b>	<b>Measures of Success &amp; Targets</b>
Socially responsible	1. Build as many new, sustainable homes as we can, focusing on local peoples' needs and affordability.	1a. Build 33 new homes and create a future pipeline to deliver our purpose and contribute to the government's new homes target.	1a(i) Homes completed: 33 1a(ii) Homes signed into contract: 64
	2. Invest in our existing homes so that they meet the decent homes and energy standards.	2a. Invest up to £18m into our existing homes, increasing the percentage of homes at EPC-C and achieving the decent homes standard by the end of the year.  2b. Increase the percentage of homes that have a home condition survey under five years old.	2a(i) Homes with EPC or energy assessments A-C: x% 2a(ii) RPO1 Homes not meeting the decent homes standard: 0%  2a(iii) TP04 Satisfaction that the home is well maintained: x%  2b Properties with a home condition survey less than 5 years old: 95%
	3. Keep customers and their homes safe by meeting building safety regulations and statutory measures in property compliance.	3a. Maintain compliance with core property safety measures including gas, electric, lifts, water, fire and asbestos.  3b. Be ready for Health & Safety and Building Safety regulatory changes, assess business impacts, and implement changes.	3a(i) BS01 Gas safety checks: 100% 3a(ii) BS02 Fire safety checks: 100% 3a(iii) BS05 Lift safety checks: 100% 3a(iv)BS04 Water safety checks: 100% 3a(v) BS03 Asbestos safety checks: 100% 3a(vi) Domestic electrical safety: 100% 3a(vii) Communal electrical safety: 100%  3b(i) % of customers with a personal escape plan (PEEP): x% 3b(ii)TP05 Satisfaction my home is safe: x%
	4. Deliver our regeneration programme so that these sites contribute as much as possible to meeting housing need in the local areas.	4a. Achieve handover of Ham Close properties for Phase 1 and achieve vacant possession for Phase 2.	4a(i) 63 homes completed at Ham Close 4a(ii) 48 homes in phase 2 vacant
	5. Explore opportunities to expand our social impact through strategic partnerships, acquisitions, or teaming up with other housing providers to protect homes and communities.	5a. Undertake a feasibility study for delivering a managing agent service to private registered providers, including scoping, size assessment, and costing the operating model and pricing framework to establish if this is a future income source for the business.	5a Feasibility study presented to RHP's Board with proposed course of action for the decision.
	6. Sustain long-term financial stability and high standards of governance to safeguard the social benefit we deliver for future generations.	6a. Be fully prepared to comply with the extended requirements of Awaab's Law by October 2026.  6b. We are a good landlord, delivering effective governance, financial viability, and compliance with the Consumer Standards, evidenced by Board assurance.  6c. Be fully prepared to comply with the Social Tenant Access to Information Act (STAIR), with clear governance, systems, and colleague capability in place to respond to tenant information requests accurately, lawfully, and within statutory timescales.  6d. Protect (or increase) our income by maintaining our rent collection rate.  6e. Cost centre owners manage spend within budget.  6f. Cost Centre owners to identify further opportunities or efficiencies that will support the wider business to mitigate any unforeseen financial risks.	6a Awaab's Law compliance: 100%  6b Achieve compliant gradings following Regulation of Social Housing inspection.  6c TP07 Satisfaction we keep tenants informed: x%  6d Rent collected as % of due: 99.0%  6e/6f EBITDA-MRI: 90%

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High-performing	7. Improve our repairs service and deliver our housing and estate management services to upper quartile performance for London-based organisations.	7a. Transition the in-house repairs service to the target operating model, increasing customer satisfaction, achieving efficiencies, and reducing complaints.	7a(i) Spend on in house repairs service: £X 7a(ii) CH01 S1 Complaints per 1000 properties 7a(iii) RP02 Emergency repairs completed within target: X% 7a(iv) RP02 Non-emergency repairs completed within target: x% 7a(v) TP02 Satisfaction with repairs: x% 7a(vi) TP03 Satisfaction with time taken to complete most recent repair: x% 7a(vii) Repairs satisfaction (transactional): x%
	8. Implement high quality case management to provide a better customer experience and reduce service failure.	8a. Enhance our case management approach to improve internal and external communication, better keep customers informed, and achieve more efficient resolutions. 8b. Get our systems ready for direct customer access, including cleansing, training, and improving record keeping.	8a(i) TP01 Overall Tenant Satisfaction: X% 8a(ii). TP07 Satisfaction we keep tenants informed: x% 8a(iii). TP12 Satisfaction with ASB handling: % 8b. Progress tracked against project objectives
	9. Maximise income and housing supply by reducing the time homes are empty.	9a. Improve turnaround times of empty homes and reduce void rent loss.	9a(i) Average empty home turnaround time (days): 50 days (reduced from 128 days) 9a(ii) Void loss: £xx 9a(iii) Track impact of age and value of work.
	10. Provide customers with easier, more accessible services, and reduce waste, by evolving our technology and data to expand online services and shift to predictive asset and repair management.	10a. Deliver the first phase of our Accurate Bills project, creating a new rents and service charge solution to reduce the risk of manual interventions and workarounds. 10b. Move customer transactions from phone calls to self-service through the new online portal, using the reduced call demand to free up time for more complex cases. 10c. Deliver trusted, usable data sets for colleagues to use for asset compliance, repairs improvements and customer segmentation.	10a Decision on solution to deliver rents and service charge management. 10b(i) Decrease in total calls received 10b(ii) Increase in total repairs requested online 10c Progress tracked for data sets for compliance, repairs, and customer segmentation
	11. Understand and manage our assets to maximise value for money and social impact.	11a. Develop capability and skills across the organisation in finance, procurement and contract management; improving commercial awareness, cost control, and value for money, and reinforcing professional curiosity among contractors. 11b. Explore and optimise functionality of technology. 11c. Review of legal panel and reduction and optimisation of legal spend.	11a 100% of budget holders responsible for managing and negotiating contracts have received training. 11b Full functionality explored and optimised for the Website, Eloomi, Total Mobile, and Asprey. 11c % reduction in legal spend and increase in value added by legal panel
	12. Resolve complaints and disrepair claims efficiently and effectively to minimise impact on customers and cost to the organisation.	12a. Reduce the volume and cost of disrepair cases. 12b. Deliver a robust approach to complaints handling.	12a Cost of disrepair: £x 12b(i) CH02 S1 Complaints resolved with complaint handling code timescales: 100% 12b(ii) CH02 S2 Complaints resolved within complaint handling code timescales: 100% 12b(iii) CH01 S2 Complaints per 1000 properties

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			12b(iv) TP09 Satisfaction with complaints handling: x%
Community-connected	13. Be a visible presence in our communities, building positive relationships with customers, local stakeholders and organisations.	13a. Build resilience into the operational service through the use of data and insight to develop a neighbourhood management model that meets the needs of customers and neighbourhoods. 13b. Work with customers to develop and deliver 8 estate plans.	13a(i) New neighbourhood management model developed 13a(ii) NM01 ASB per 1000 properties - monitor 13a(iii) NM01 Hate Crime per 1000 properties - monitor 13b(i) TP11 Satisfaction we make a positive contribution to the neighbourhood: x% 13b(ii) TP10 Satisfaction that the landlord keeps communal areas clean and well maintained remains upper quartile.
	14. Develop our data and insight capabilities so we have a clear understanding of customer and neighbourhood needs and vulnerabilities, in order to sustain tenancies.	14a. Get to know our customers better by using our insight provider and Power BI tool more effectively and gathering information on vulnerabilities through a census or suitable alternative.	14a Progress tracked against project objectives
	15. Explore partnerships with organisations where together, we can deliver more value in our communities, than we could on our own.	Complete: Implemented in year 1 of the strategy (23/24) and embedded into business-as-usual in year 2 of the strategy (24/25).	Complete
	16. Optimise external communication to increase transparency, regain trust and build influence so we can be an advocate of customers' priorities.	Complete: This has been implemented and embedded in years 1 and 2 of our strategy through our work as part of The L12 and with the NHF and Local Authorities.	Complete
	17. Provide employment, apprenticeship and training opportunities for people living in our communities.	17a. Offer work experience to local young people through apprenticeships and graduate internships, contributing to skills development and opening the door to life opportunities.	17a Number of individuals enrolled on in-house apprentice scheme: 6
Values-based	18. Work in partnership with customers through engagement activities to deliver outcomes which matter.	18a. Evolve our customer engagement by embedding an effective customer scrutiny model, implementing a process for customers to influence the strategies and policies which affect them.	18a(i) Progress tracked against project objectives 18a(ii) TP06 Satisfaction the landlord listens and acts: x% (TSM)
	19. Promote and protect an ethical and inclusive culture in which colleagues can be the best version of themselves, and customers feel valued.	19a. Demonstrate our commitment to Equality, Diversity and Inclusion by delivering the actions in year 2 of our EDI strategy.	19a(i) TP08 Agreement the landlord treats tenants fairly and with respect: x% 19a(ii): Colleague satisfaction with being treated fairly regardless of their age, disability, race, ethnic origin, sex or sexual orientation: 88%
	20. Create and sustain an inspiring place to work, with leading employment practices which attract and retain talented people.	20a. People strategy focussed on performing with purpose and engaging with care, approved and launched with managers trained and supported to lead performance, engagement and customer focused behaviours.	20a(i) Colleague satisfaction: 86% 20a(ii) Average long-term sickness: < 5 days per month 20a(iii) Average short-term sickness: < 5 days per month 20a(iv) Employee (voluntary) turnover: < 15%
	21. Embed our values so that they are the DNA of the organisation and evident in our actions and decisions.	Complete: This has been embedded into our practices in years 1 and 2 of our strategy through our leadership development and the evolution of our approach to learning & development.	Complete

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	22. Deliver skills and career development programmes which meet professional and legislative standards and have a long-lasting impact.	22a. Meet the Competence & Conduct standard by supporting relevant colleagues to obtain the Level 4 & 5 in housing management, ensuring consistent professional competence and conduct.	22a Roles identified as being in scope and enrolled in appropriate qualification: 100%