

# Corporate delivery plan 2024/25



Strategic pillar Strategic outcomes: 2024 – 2027

Annual deliverables: 2024 / 25

## Socially responsible



1. Build as many new, sustainable homes as we can, focusing on local peoples' needs and affordability.
2. Invest in our existing homes so that they meet the decent homes and energy standards.
3. Keep customers and their homes safe by meeting building safety regulations and statutory measures in property compliance.
4. Deliver our regeneration programme so that these sites contribute as much as possible to meeting housing needs in local areas.
5. Explore opportunities to expand our social impact through strategic partnerships, acquisitions, or teaming up with other housing providers to protect homes and communities.
6. Sustain long-term financial stability and high standards of governance to safeguard the social benefit we deliver for future generations.

- ▶ Complete 35 new sustainable and accessible homes in our local communities.
- ▶ Secure 70 new homes into contract.
- ▶ Deliver our 2024/25 stock investment programme, including the improvement in energy efficiency of hard to heat homes.
- ▶ Meet the requirements of the Building Safety Act, making sure all in scope buildings have a current Building Safety Case, receive the Building Assurance Certificate, and have a resident engagement plan.
- ▶ Achieve 100% compliance with fire, gas, electrical, lift, asbestos, and legionella safety.
- ▶ Digitalise and automate Tenant Satisfaction Measures compliance data utilising the capabilities of the True compliance software.
- ▶ Achieve 100% compliance with the timelines outlined in Awaab's law for new damp and mould cases.
- ▶ Build foundations for the first 60 homes of the Ham Close regeneration.
- ▶ Evaluate two regeneration opportunities where homes need significant investment.
- ▶ Explore opportunities to grow our business, including through assets, partnerships, or social value.
- ▶ Collect 98.8% of rent by resolving queries quickly and efficiently and offering tailored support for those that need it.
- ▶ Remain compliant with at least a V2 financial viability rating and a G1 Governance rating, and secure sufficient funding to deliver our investment aspirations.

## High performing



7. Improve our repairs service and deliver our housing and estate management services to upper quartile performance for London-based organisations.
8. Implement high quality case management to provide a better customer experience and reduce service failure.
9. Maximise income and housing supply by reducing the time homes are empty.
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.
11. Understand and manage our assets to maximise value for money and social impact.
12. Resolve complaints and disrepair claims efficiently and effectively to minimise impact on customers and cost to the organisation.

- ▶ Demonstrate we meet the requirements of the consumer standards through our self-assessment.
- ▶ Meet or exceed minimum level of acceptable performance for responsive, urgent, and emergency repairs.
- ▶ Define and introduce case management standards across all services.
- ▶ Achieve or perform better than the budgeted annual void loss of £630,000 by reducing the number of empty homes.
- ▶ Retain upper quartile performance for customers' perception of how we maintain our communal areas.
- ▶ Move our website onto a new platform that includes enhanced self-service options.
- ▶ By March 25, at least 85% of customers who use the online repairs portal will find it easy to request a repair.
- ▶ At least 35% of repairs are requested through the online portal.
- ▶ Go live with a new asset management system to enable a data driven approach to asset management.
- ▶ Deliver the first phase of the new data platform, to provide a single source of data, improving the quality of our data and reporting.
- ▶ Build the foundations for better core property and customer data, so that it is trusted, available, shareable, and clean.
- ▶ Reduce the average disrepair case duration from 11.5 to 6.5 months.
- ▶ Through better complaints management reduce the percentage of complaints escalating to Stage 2 from 50% to less than 10%.

# Corporate delivery plan 2024/25 (continued)



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## Community connected



13. Be a visible presence in our communities, building positive relationships with customers, local stakeholders and organisations.
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.
15. Explore partnerships with organisations where together, we can deliver more value in our communities, than we could on our own.
16. Optimise external communication to increase transparency, regain trust and build influence so we can be an advocate for customers' priorities.
17. Provide employment, apprenticeship and training opportunities for people living in our communities.

- ▶ Work with customers to produce and implement four estate plans.
- ▶ Improve customer perception of the positive contribution we make to the neighbourhood from 57% to 62%.
- ▶ Increase connection with customers through quarterly face-to-face hubs and a new digital forum.
- ▶ Improve customer perception of ASB handling from 49% to 55% through early triaging, intervention, and stronger case management.
- ▶ Carry out a census of all tenants to improve our customer data and enable us to better tailor our services.
- ▶ Through our core partnerships with Kier, Smith & Byford, and Accuro, support at least four apprenticeships.
- ▶ Deliver year one of the Hill Social Value Fund, leading to a positive impact on our local communities.
- ▶ Develop and deliver a customer communication strategy to increase transparency and build trust.
- ▶ Use our influence to raise our customers' voices, through working in partnership with organisations such as the NHF, and strong relationships with local MPs.
- ▶ Employ at least five apprentices and focus our programme on areas where the sector has skills gaps.

## Values-based



18. Work in partnership with customers through engagement activities to deliver outcomes which matter.
19. Promote and protect an ethical and inclusive culture in which colleagues can be the best version of themselves and customers feel valued.
20. Create and sustain an inspiring place to work, with leading employment practices which attract and retain talented people.
21. Embed our values so that they are the DNA of the organisation and evident in our actions and decisions.
22. Deliver skills and career development programmes which meet professional and legislative standards and have a long-lasting impact.

- ▶ Through delivering year one of the customer engagement strategy, improve customer perception of how we listen to their views and act from 47% to 52%.
- ▶ Develop and deliver a refreshed inclusion strategy with customers and colleagues.
- ▶ Increase colleague satisfaction from 80% to 86% by focussing on the areas that will make the biggest difference.
- ▶ Maintain voluntary turnover at a maximum of 15%.
- ▶ Attract talented people by maintaining a Glassdoor rating of at least 4.5 stars, and building our employer brand to promote what makes us stand out from the crowd.
- ▶ Launch a new framework for employee representative groups, providing more opportunities for colleagues to get involved, and shape our employee experience.
- ▶ Create and deliver a workforce planning framework that captures existing roles and enables future resource planning.
- ▶ Incorporate manager expectations into our performance management approach and rollout employee expectations.
- ▶ Meet the requirements of the competence and conduct standard by supporting employees to gain qualifications in housing management.
- ▶ Introduce a 'career experience' development approach, contributing to 80% of colleagues saying that RHP will have a lasting impact on their career.