



ON THE **RIGHT** TRACK

2025-2026



Our Foundations



Our resident experience

To provide an outstanding resident experience, reflecting our residents' needs and aspirations.



Our homes

To provide safe, affordable and energy efficient properties that residents are proud to call home.



Our organisation

To be a well governed, financially strong and digitally enabled organisation.



Our people

To create a high performing, resident focused culture that attracts and retains talented colleagues.

Our long-term vision

To be the country's best small housing provider*

*To be #1 for resident satisfaction in organisations with between 1,000-2,000 homes

On the Right Track

2025-2026

- ✓ Building on our 2024-2025 improvement plan
- ✓ Clear actions around our four foundation themes:
 - Our resident experience
 - Our homes
 - Our organisation
 - Our people



Overall success measure

Overall resident satisfaction to be 83%, against the top quartile of 83.7% in similar housing associations with 1,000-2,000 homes



Our Resident Experience

What we will do

- Improve our resident insight and engagement so that we hear and act upon our resident voice
- Hearing our residents' feedback, set a clear vision for our future resident experience
- Ensure our communication with residents is open, honest, engaging and tells them what they need to know
- Treat complaints with the importance they deserve, driving improvements in resident satisfaction with complaints handling and embedding the learnings in improvements for residents
- Hold accurate, relevant and informative information on our residents to tailor their services

How we will do it

- Explore responsive repairs and empty homes delivery models to determine the best option for us for the future
- Develop a new approach to safer communities, including anti-social behaviour, safeguarding, domestic abuse and hate crime
- Start to carry out real-time satisfaction surveys for repairs, complaint handling and the experience when moving home
- Deliver the first year of the resident engagement strategy
- Engage with residents and wider stakeholders to agree a new resident experience strategy
- Work with our residents to design a new approach to how we communicate with them, including a new website



Success Measures

- Satisfaction with the landlord's approach to handling of complaints to be 44%, against the top quartile of 48.8% in similar landlords with 1,000 to 2,000 homes
- Satisfaction that the landlord keeps tenants informed about things that matter to them to be 83%, against the top quartile of 81.4% in similar landlords with 1,000-2,000 homes



Our Homes

What we will do

- Have a clear and accurate picture of our homes and communities
- Hearing our residents' feedback, deliver our shared vision for how we will invest in and manage our homes and communities
- Improve the energy efficiency of our homes
- Have a coordinated and planned approach to improving existing homes
- Ensure our residents feel safe in their homes

How we will do it

- Bring suppliers on board and start a new planned investment programme in existing homes
- Produce clear, open and honest resident communication about our health and safety performance and approach
- Deliver the first year of the asset management strategy
- Start our new stock condition approach, prioritising the 15% of homes that still need to be surveyed



Success Measures

- Satisfaction that the home is well maintained to be 86%, against a top quartile of 84% in similar housing associations with 1,000-2,000 homes
- Satisfaction that home is safe to be 91%, against a top quartile of 86.6% in similar housing associations with 1,000-2,000 homes



Our Organisation

What we will do

- Be a well-led and well-governed organisation
- Make the best use of our current IT systems and have a clear plan for improvement
- Have a clear and accurate overview of the data we hold across our organisation
- Improve value for money throughout our organisation

How we will do it

- Bring in a secure, responsive and reliable managed ICT service that meets our current and future business needs
- Explore housing management solutions to find the best option for us for the future
- Deliver the remaining actions from the health check of our existing IT systems, to make the best use of our housing management system
- Deliver the ongoing governance improvement plan
- Change Railway Housing Association from a charity to a registered society
- Agree and introduce changes in the agreements we have relating to our loans and funding
- Develop and deliver a data strategy, to automate, systemise and protect all our data collection and storage, and enabling data to be accessed, analysed and reported to drive decision-making
- Introduce a new business planning system to support more frequent financial forecasting and stress testing of the business against potential risks



Success Measures

- RSH gradings of G1, C1, V2 (currently G2, V2 with no C grading)
- To be Q2 quartile for operating margin, against similar housing associations with 1,000-2,000 homes



Our People

What we will do

- Define our intended culture and ensure it is clearly understood and communicated to all colleagues
- Review our colleague offer to ensure it remains attractive and in line with market expectations
- Reset our HR processes and procedures in line with current practice
- Set a clear understanding of what great performance looks like
- Redefine what excellent leadership and management looks like for our organisation

How we will do it

- Develop a people strategy that will include a full values, behaviours and equality, diversity and inclusion review
- Set clear performance, 1-2-1 and competency frameworks, in line with feedback from Hive, our colleague survey system, around personal development and more 1-2-1 time with leaders
- Continue to embed the 'Building the Railway Team' MGI customer service toolkit to improve our customer experience for residents and colleagues and align our culture with MGI principles
- Focus on colleague feedback via our internal survey system, Hive, and residents' feedback from the tenant satisfaction measures, to further enhance our colleague training programme and improve the customer experience



Success Measures

- To be +30 for employee net promotor score across the housing sector (currently +23 against sector median of +11).

ON THE RIGHT TRACK



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