

**PFH Corporate Plan  
2021-2024  
February 2023 update**



*Providing quality homes and services to enhance later life*



# Welcome to PFH

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Pickering and Ferens Homes (PFH) is a Registered Social Housing Provider, a registered charity and a member of the National Almshouse Association.

We have 1400 homes, located within Kingston upon Hull and the East Riding of Yorkshire. Our origins lay with the philanthropic activities of two prominent Hull businessmen – Christopher Pickering and Thomas Ferens.

Proud of our heritage, we believe in protecting our legacy and in continuing to be a local organisation, passionately delivering exemplary homes and services to older people.







# Content

	Page		
Welcome to PFH	2	How we operate	7
About us - our values	4	Equality, diversity and inclusion	8
About us – the people we serve	5	Risk	9
About us – our ambitions	6	Wellbeing	10
		Strategic ambitions to 2024	11



# About us – our values



## WORK TOGETHER



A respectful, positive, and enjoyable team environment where people want to work because everyone's contribution is trusted and valued. Where we endeavour to stay connected, minimise isolation and consider our colleagues, even when we are working apart.

## MAKE A DIFFERENCE



Where everyone strives to be their best self, takes personal responsibility for driving positive outcomes that benefit and protect our customer's interests – placing them at the centre of all we do. Where we take customers with us, co-producing solutions that change the quality of life and work.

## KEEP LEARNING



We demonstrate creativity, try different things and learn from our mistakes. We passionately search out best practice, partnerships, feedback, and innovations that enable us to deliver the best possible services now and in the future. We embrace new ways of working, learning and thinking, enabling us to take opportunities as they arise and respond proactively to the changing needs of our residents and each other.

## BE EFFICIENT



We consistently search out best value for money, ensuring that our costs are competitive, our services are right first time and that resources are applied wisely to things that matter most to our customers. We focus on what we deliver and on working smartly, finding the most productive way to work, whether in the office, at home or in our communities.

## BE ACCOUNTABLE



Through exemplary governance, we are clear and open in all our work, showing integrity and accountability to our key stakeholders. We involve our customers and demonstrate how they influence decisions. We are clear on what is expected from ourselves, from each other and from the organisation, setting clear goals that deliver better outcomes and performance.

# OUR VALUES





# About us – the people we serve

**95%** of our residents have provided us with information about themselves, which we use to influence service delivery and improvements. We also ran a resident survey in **Autumn 2022** which received **862** responses and gave us important insight about the people we are here to serve.



The information has illustrated the following:

**25%**

of our residents are over **90** years young

**44%**

of our residents are over **80** years young

**24%**

of our residents are over **70** years young



**1.5%** of residents are from a BAME group



**61%** of our residents are female



**60%** of our residents live alone



**62%** of residents say they have a long term health issue



**32%** of which is a mobility issue



**17%** of residents said that they feel lonely and isolated at times



**22%** of our residents attend PFH social activities, **73%** of these people said they felt less isolated and lonely as a result.

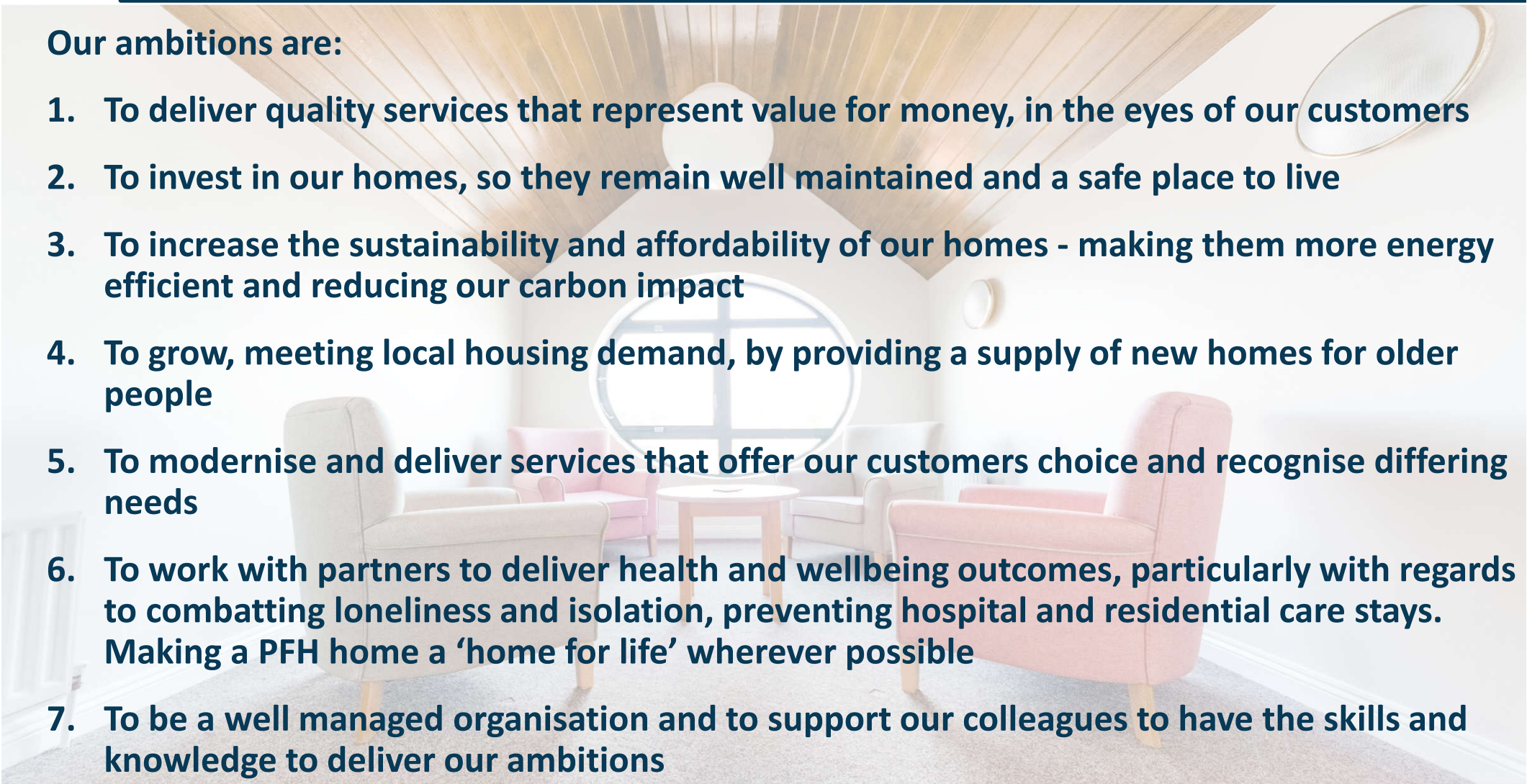


**39%** of our residents use the internet daily



# About us – our ambitions

Our ambitions are:

1. To deliver quality services that represent value for money, in the eyes of our customers
  2. To invest in our homes, so they remain well maintained and a safe place to live
  3. To increase the sustainability and affordability of our homes - making them more energy efficient and reducing our carbon impact
  4. To grow, meeting local housing demand, by providing a supply of new homes for older people
  5. To modernise and deliver services that offer our customers choice and recognise differing needs
  6. To work with partners to deliver health and wellbeing outcomes, particularly with regards to combatting loneliness and isolation, preventing hospital and residential care stays. Making a PFH home a 'home for life' wherever possible
  7. To be a well managed organisation and to support our colleagues to have the skills and knowledge to deliver our ambitions
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# How we operate

- We are a trusted landlord and partner and deliver what we promise. We work with others to pool resources and work collaboratively to maximise our impact.
- Our focus is to deliver our commitment to our residents, our communities and everyone with an interest in a safe and vibrant future for older people.
- PFH has a strong board and leadership team who steer the organisation to a position where it can do more. Strong governance means having a clear vision, authentic approach and clarity on where we add value.

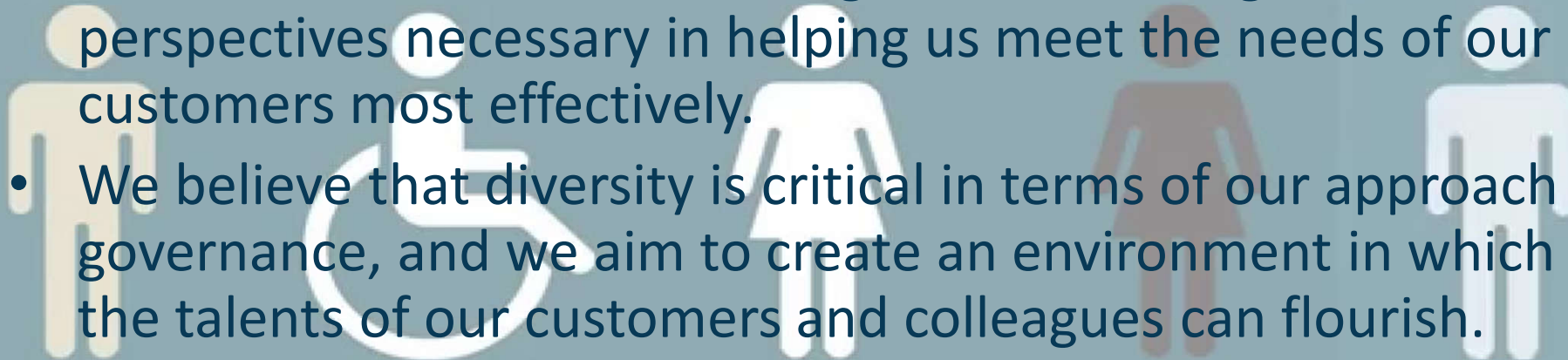






# Equality, diversity and inclusion

- We are committed to equality, diversity and inclusion (EDI) and this commitment is embedded in how we operate.
- We believe that diversity and inclusion promotes creativity and innovation. It allows us to gain a wider range of ideas and perspectives necessary in helping us meet the needs of our customers most effectively.
- We believe that diversity is critical in terms of our approach to governance, and we aim to create an environment in which the talents of our customers and colleagues can flourish.
- We reviewed our EDI strategy during 2021-22 and refresh our annual EDI action plan to help us improve what we do. We also participate in national and regional sector EDI work.







# Risk

**PFH routinely considers our operating environment and how issues will impact us. We mitigate risks to ensure:**

- **Our homes are in good condition and in demand**
- **Our homes are sustainable and easy to heat**
- **We build new homes to meet local housing needs**
- **We meet our health and safety obligations**
- **We manage our finances and costs to protect PFH in the long term**
- **We use data and insight to influence and ensure we make good decisions that reflect our values and ambitions.**
- **We maintain a Customer First approach to service delivery**
- **We support the team to ensure they have the tools to do their best work**





# Health and Wellbeing

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A vital part of PFH's work is to support our residents, colleagues and communities experiencing any emotional, social, economic and health impacts:

- Through our "More Than a Landlord" research work, we developed a pandemic recovery response that links to restoring inclusion and connectedness through a programme of resident and team engagement opportunities.
- We have developed our agile working approach to create effective service delivery, higher performance, promote staff wellbeing and reflect advancement in digital skills.
- We work with voluntary sector partners, health and social care providers to improve health outcomes for our residents and the wider older persons community.
- We have ensured our business continuity plan reflects the risks of any new virus and how we operate in such circumstances







# Strategic ambition 1

Ambition	Headline Actions	Outcome 2024	VFM impact
To deliver quality services that represent value for money in the eyes of our customers	<p>Deliver a comprehensive insight and engagement strategy to test customer experience and satisfaction levels and act on views</p> <p>Deliver Customer First project call handling outcomes and performance targets</p> <p>Comply with the Ombudsman Complaints Handling Code and learn from best practice</p> <p>Deliver a set of co-produced service standards and customer first approaches to delivering them</p> <p>Prepare, measure and benchmark our performance against the Regulator's to be introduced Tenant Satisfaction Measures</p>	<p>Maintain overall customer satisfaction at 95%</p> <p>Improve satisfaction with views listened to and acted upon from 79% to 86%</p> <p>Improve satisfaction with being kept informed with an enquiry from 85% to 90%</p> <p>Customer relationship system in use.</p> <p>Improve satisfaction with complaints handling from 66% to 70%</p> <p>Maintain occupancy levels above 99% and void levels of no more 1.04%.</p> <p>Implementation and measurement of all co-produced service standards.</p> <p>TSM performance framework and research programme ongoing, setting targets against best in class and reported to RSH.</p>	<p>Improved operating margin and return on capital employed vfm metric.</p> <p>Increased social value impact as residents feel they are receiving better value for money for the service and are happier.</p> <p>Use of a CRM system will produce efficiencies in customer enquiry handling and lead to increased productivity and higher customer satisfaction.</p>





# Strategic ambition 2

Ambition	Headline Actions	Outcome 2024	VFM impact
To invest in our homes, so they remain well maintained and a safe place to live	<p>Deliver the annual capital programme in line with strategy - stock condition, customer priorities and energy performance</p> <p>Co design repairs service standards with residents and contractors</p> <p>Work with customers and contractors to deliver improvements to our Grounds maintenance service</p>	<p>£4m spent on targeted home improvements 2021-2024</p> <p>100% achievement of revised government decent homes target and additional 20% physical stock condition surveys complete per year.</p> <p>Satisfaction with quality of home improved from 92% to 94%</p> <p>Overall satisfaction with the repairs service improved from 90% to 92%</p> <p>Increase satisfaction with grounds maintenance service from 80% to 85% and improve satisfaction within the private gardening service</p> <p>Re-procurement or market testing of key services undertaken in consultation with residents (gas boiler replacement, H&amp;S Advisors, out of hours service centre).</p>	<p>Improved reinvestment in existing stock vfm metric</p> <p>Lower headline social housing cost per unit vfm metric</p> <p>Increased social value metric linked to improved quality of life</p> <p>Use local contractors where possible to contribute to local economy and reduce travel</p> <p>Sustainable tenancies leading to reduced void loss, and associated property turnaround costs</p> <p>Reduced responsive repair costs or follow-on repairs for new tenancies</p>







# Strategic ambition 3

Ambition	Headline Actions	Outcome 2024	VFM impact
To increase the sustainability and affordability of our homes - making them more energy efficient and reducing our carbon impact	<p>Deliver the energy improvement programme to Pickering Crescent properties</p> <p>Carry out a full analysis of energy performance measures across all stock type to inform the programme plan of carbon zero by 2050</p> <p>Deliver a pilot air source heat pump project</p> <p>Include zero carbon costs into corporate plan</p> <p>Maintain existing investment in solar photovoltaic (PV) Panels</p>	<p>Increase refurbished Pickering Crescent homes by 5 (2023/24)</p> <p>Set and achieve 2024 target related to number of homes at grade C energy performance (to be fully achieved by 2030).</p> <p>Deliver Warmfront Project under development to achieve above targets</p> <p>Pilot infra red heating scheme at Ryde Avenue evaluated</p> <p>Target costs for 2050 at £15k per new build and £20k per retrofit. Define costs based on EPC outcomes.</p> <p>Identify low SAP/ EPC rated units and properties prone to damp, mould and condensation to establish suitable asset solutions</p>	<p>Use of procurement frameworks for economy of scale in technology</p> <p>Obtain grants for energy improvements where possible</p> <p>Social value impact of reduced energy bills for customers and continued Feed in Tariff income for PFH</p> <p>Improved reinvestment in the existing stock and new build metric and return on capital investment vfm metric</p> <p>Social return on investment linked to carbon reduction</p>





# Strategic ambition 4

Ambition	Headline Actions	Outcome 2024	VFM impact
To grow, meeting local housing demand, by providing a supply of new homes for older people	<p>Complete the Eleanor Scott site redevelopment</p> <p>Complete the Hessle High Road development</p> <p>Complete the Ryde Avenue development</p> <p>Identify land and development opportunities and approve pipeline schemes</p>	<p>Develop an average of 15-20 new homes each year</p> <p>Secure required additional external funding – grants and loans to support pipeline opportunities</p> <p>Start on site – Padstow Close Scheme</p> <p>Land secured and planning consents gained to achieve growth target</p>	<p>Lower headline social housing cost per unit vfm metric</p> <p>Secure “cheap” long-term funding to support new build projects</p> <p>Increased surpluses (that are recycled for social purpose) by managing higher stock numbers with same level of operational resource</p> <p>Improved new build with an increase in our stock</p> <p>Improved return on capital employed metric and the operating margin</p> <p>Social value/ local economic impact through use of local companies</p>



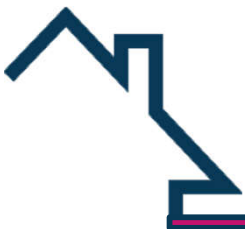




# Strategic ambition 5

Ambition	Headline Actions	Outcome 2024	VFM impact
To modernise and deliver services that offer our customers choice and recognise differing needs	<p>Deliver a customer online portal</p> <p>Roll out assistive technology services and codesign revisions to the sheltered housing offer</p> <p>Roll out localised opportunities for involvement in estate maintenance inc. locally prioritised spending plans</p> <p>Deliver sheltered scheme communal facilities upgrades</p> <p>Implement EROSH accreditation recommendations for improvement</p> <p>Prioritise "More Than a Landlord" research areas and develop appropriate projects and partnerships</p>	<p>Portal reflects relevant resident scrutiny recommendations and 25% take up of the portal achieved (registered user accounts)</p> <p>Improve connections with residents by increasing numbers of residents participating informal/formal involvement opportunities by 5% (excluding survey work) based on 22/23 outturn performance.</p> <p>Improve satisfaction with quality of PFH contribution into the neighbourhood based on baseline TSM measure 2022</p> <p>Through neighbourhood "walkabouts" with customers, identify and agree priorities for estate improvement works within available budgets</p> <p>Evaluate "More Than a Landlord" project impacts and outcomes</p>	<p>Increase in self service facilities reduce operating costs</p> <p>Improved satisfaction, reduced relet times and reduced void loss will improve operating margin</p> <p>Social value derived through improving the quality of life for residents by reducing dissatisfaction with local neighbourhoods</p>





# Strategic ambition 6

Ambition	Headline Actions	Outcome 2024	VFM impact
To work with partners to deliver health and wellbeing outcome, particularly with regards to combatting loneliness and isolation, preventing hospital and residential care stays. Making a PFH home a 'home for life' wherever possible	<p>Complete a programme of older persons housing and health related research to influence our strategic work and identify future collaborative projects</p> <p>Deliver and evaluate the sheltered housing 'interchange' project</p> <p>Deliver and evaluate a resident wellbeing programme, supported by partnerships with other agencies (also refer to "More Than a Landlord" projects)</p>	<p>Research programme complete and findings incorporated into future plans</p> <p>Reduce resident turnover to 7.22%</p> <p>Reduce sheltered housing turnover to 16.99%</p> <p>Use 2022 baseline data to set resident health and wellbeing improvement targets for achievement 2024</p>	<p>Sustainable tenancies leading to reduced void loss, bad debts, and associated property turnaround costs</p> <p>A reduction in turnover will see a corresponding reduction in void loss and translate as an increase in the operating margin</p> <p>Improving the loneliness and isolation score benefits social value metrics, helping to improve the quality of life of our residents</p>







# Strategic ambition 7

Ambition	Headline Actions	Outcome 2024	VFM impact
To be a well managed organisation and to support our colleagues to have the skills and knowledge to deliver our ambitions	<p>Deliver PFH's staff engagement programme</p> <p>Evolve PFH's agile working environment inc. use of versatile work, creative and meeting space</p> <p>Deliver the IT strategy</p> <p>Deliver governance health check actions, to strengthen governance standards against the new adopted code</p> <p>Deliver a programme of activities for Board Members to regularly engage with Residents and Staff Team</p>	<p>Annual staff turnover reduced from 22% to 17%</p> <p>"I am proud to work for PFH and would recommend PFH as a good place to work" staff engagement strongly agree score improves from 85%</p> <p>Staff sickness absence levels reduced to less than 9 days per FTE</p> <p>Gold Investors in People or similar accreditation</p> <p>Updated/ New IT system environment and related staff satisfaction score</p> <p>Retain G1/V1 governance and financial viability ratings and the highest new consumer standards rating with the Regulator of Social Housing</p> <p>Secure replacement property insurance provider</p> <p>Achieve cashable savings identified within the 2024 annual budget to lower controllable headline costs</p> <p>Board member engagement targets (2 events pa) achieved</p>	<p>Lower sickness rates will increase productivity and produce lower operating costs</p> <p>Cost savings derived from digitally delivered training and meeting environments</p> <p>Reduction in recruitment costs delivers a small reduction in the Headline Social cost per unit</p>