



Customer Strategy

2025 – 2028

Prepared By

Document Owner(s)	Organisation Role
Richard Walker	Home Services Director

Manual Version Control

Version	Date	Author	Change Description
1.0	March 25	Richard Walker	New Strategy

Purpose and Background

PFH's Corporate Plan 2024/5 – 2027/8 incorporates eight strategic ambitions setting out what PFH aims to achieve. Many of these ambitions and supplementary actions crosscut with improving health, wellbeing, customer engagement and experiences.

This strategy aligns PFH's strategic work with residents, encompassing three significant areas of service:

- Health & Wellbeing
- Customer Experience
- Resident Engagement

In line with our charitable objectives, we provide accommodation and services, predominantly for residents aged over 60 years old, with a particular social value emphasis on health and wellbeing in later life.

PFH's Customer Strategy sets out the principles and objectives for helping our residents live independently within their homes, be happy and contribute positively to their communities, own lifestyle and PFH. It sets out how we will ensure that we remain a truly customer centric organisation, utilising the experiences of our customers to influence service development and delivery, ensuring that the people who receive our services are engaged and able to influence what we do and how we do it, to maximise positive experiences for all in an efficient and equitable way.

Our new Customer Strategy vision and purpose is:

Vision - To build a community where residents lead the way, co-creating exceptional services and experiences that foster emotional connection, enabling them to live independently and joyfully in their own homes, with support tailored to their needs

Purpose - To deliver resident-led, exceptional services, creating emotional connections and empowering independent living

Review 2022 - 2025

A review of our 2022 – 2025 strategies has demonstrated that our objectives have largely been delivered. The headlines were:

- Telecare implementation in anticipation of the digital switchover
- Proactive interventions tracker for PFH+ schemes, which will have contributed to the lower turnover figures we have experienced.
- From the 2022 full resident satisfaction survey, climate surveys and other feedback such as the David Lister Drive and PFH Connect projects, better understood our resident's health and wellbeing needs, enabling us to target our actions to meet resident needs
- Aligned all our engagement work to the engagement pyramid and measured success against this
- Financial inclusion advice and workshops, helping increase annual income by £200k for residents
- Created a successful volunteer programme, including several of our volunteers receiving national recognition for their work

- Promoted our service to 'Social Prescribers' and our services have been 'prescribed' to several residents and non-residents
- Updated our approach to ASB and hate incidents and incorporated into policy and monthly quality checks, achieving 89% TSM rates
- Undertaken a resident led scrutiny exercise into proactive aids and adaptations, and are currently delivering the recommendations
- Delivered a comprehensive programme of activities, targeted around the 5 ways to wellbeing, feedback from residents is that those who attend experience enhanced mental wellbeing, a greater sense of community, increased social interactions and less lonely.
- Delivered an integrated bereavement support service through our More Than A Landlord offer
- Utilised resident inspectors to test our schemes and property design, to inform improved designs
- Undertaken training in care and support pathways to help our staff guide residents through sometimes complex systems
- Delivered several affordable warmth initiatives
- Ensured 'heat proofing' is incorporated into new home design
- Delivered digital access projects, including PFH Connect, achieving a satisfaction rate of 85% and equity of offer
- Explored better transport links by trialling some work and influencing local services at David Lister Drive
- Codesigned our full suite of Service Standards
- Created resident personas to cite customer profiles and experiences when considering service we deliver, such as PFH Connect
- Updated our website to make it easier to navigate and ready for our customer portal, and involved residents in testing the portal
- Resident scrutiny panel have undertaken a comprehensive review of communications, 71% of the recommendations delivered
- Aligned our EDI data to the NHF categories and built this into the new IT system to aid insight and analysis
- Met the Housing Ombudsman Complaint Handling Code
- Widened engagement forums, such as the Armchair Panel, Health and Safety Forum and Learning From Feedback Forum

We were less successful in:

- Rolling out the interventions tracker across the whole of our homes
- Delivering outcomes from promoting our service offer to partners in Adult Social Care and the NHS
- Measuring and tracking the perceptions of advancements in the 5 Ways to Wellbeing
- Implementing 'heat proofing' initiatives into existing homes
- Researching international best practice in the provision of older persons housing models
- Whilst policy, service improvement work and complaints has been analysed through an EDI lens, day to day services aren't routinely reported via protected characteristic

National Context

The national context for engaging older people in housing is increasingly focused on promoting independence, choice, and control within their living environments. Policy frameworks, such as the UK government's commitment to healthy ageing, emphasise the importance of proactive engagement to understand and address the diverse needs of older residents. This includes fostering digital inclusion, tackling social isolation, and ensuring accessible communication channels. The drive towards person-centred care and co-production models necessitates housing organisations to move beyond traditional consultation methods, actively involving residents in shaping services and decision-making processes. Moreover, the growing recognition of the impact of housing on health and wellbeing highlights the need for integrated approaches that connect housing with social care and healthcare services, ensuring a holistic and responsive experience for older individuals.

Regarding customer experience, the sector is grappling with the challenge of delivering high-quality, personalised services in an era of increasing demand and resource constraints. The focus is shifting towards creating seamless, digitally enabled pathways that empower residents to manage their housing transactions and access support services efficiently. This involves leveraging technology to improve communication, streamline maintenance processes, and provide real-time information. National standards and regulatory frameworks, such as those set by the Regulator of Social Housing, push for greater transparency and accountability in customer service delivery. Furthermore, the emphasis on building trust and fostering positive relationships is crucial, requiring organisations to prioritise empathetic communication, address complaints effectively, and cultivate a culture of continuous improvement based on feedback.

The Older Persons Taskforce (23-24) has identified that our older population is growing and becoming more diverse. Over 65's are 18.6% of our population, an increase of 2% within 10 years.

The taskforce identified that older people tend to be unaware of the options available to them and 'bury their heads' as to their future housing needs. It made several recommendations, which PFH are ideally placed to contribute towards across both our approach to current and future homes (Homes Strategy) and how we work with residents who live in PFH properties in order to give them an exceptional and tailored experience that meets their needs and enables them to age in place.

Local Context

In 2022 PFH adopted a new engagement framework, utilising best practice from the Tenant Participation Advisory Service (TPAS). This ensures that we have multiple methods of hearing and acting upon the resident voice, from gathering insight and evidence, through collaborative codesign of service to decision making through the Resident Committee and Board. Our residents tell us that generally they are satisfied with our approach to respectful and helpful engagement, and we report directly on the levels of engagement aligned to our framework through our annual engagement report, and most importantly the differences we've made as a result. We aim to keep

these results consistently above 90%, striving for results in excess of 95% where possible.

TP06 – Listens To Views and Acts upon them – 92% (up 4% in year)

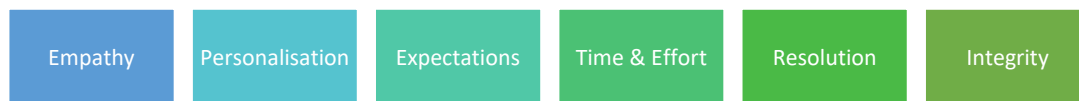
TP07 – Keeps tenants informed about things that matter to them – 90% (down 1% in year)

TP08 – Treats tenants fairly and with respect – 95% (up 2% in year)

We have identified that the engaged residents profile is not entirely representative of our resident demographics, particularly geographic representation and some forms of engagement are more popular than others. Based on our waiting list profile, we know that the protected characteristics of our future residents will change. For example, there is likely to be a slight increase in residents who are gay or lesbian, single or divorced, have no religion or be from minoritised communities. It is important that we ensure our services are continually accessible and designed to accommodate the needs of our future residents. Whilst we have undertaken work to hear the silent voices, there is more we can do to utilise this potentially unheard feedback to influence services, including those that are not yet our residents, and those who will shape our future resident profile.

The foundation of our service delivery is based on the six pillars of customer experience excellence and we will ensure this continues and align our actions to them. We want to build on this with strong emotional connections, moving from very good, to exceptional service delivery, communicating clearly, on time, every time.

We generally receive positive feedback about our services, and the care and empathy



by which we deliver these services, which is extended to our partner contractors, although there have been some recent deteriorations which we must explore and address.

TP01 – Overall satisfaction – 93% (up 3% in year)

TP02 – Repairs satisfaction – 90% (down 6% in year)

TP03 – Time taken to complete most recent repair – 92% (stayed the same)

TP04 – Home is well maintained – 94% (down 2% in year)

The standards by which we deliver our services have been codesigned with residents, so we know that they are largely what residents want, and we are able to report against most of these. They have been provided to residents, enabling them to hold us to account. However, as we consider how to ‘flex’ the service to be better tailored to permanent or temporary challenges that residents may face, we need to consider how this affects the balance of service standard delivery and if there is a better way of shaping these in an evolving world of differing needs and expectations.

We largely deliver against our customer service standards. Being a small organisation, services such as call answering are often disproportionately impacted when managing

unplanned absence within the team. This means we sometimes fall short of answering calls and answering them within a reasonable time. We have introduced PFH Connect during 2024, enabling two-way messaging and reporting, digitally enabling many residents. We have experienced a drop in call volumes that coincide with an increase in PFH Connect, suggesting the early signs of channel shift. As we go live with our housing management portal during 2025, we expect to see a further shift to digital interactions. We do not however, have an ambition to be digital by default, and will continue to offer residents a wide range of ways to access our services in ways that best suit them. We should however leverage data analytics to help target our activity effectively, and consider where artificial intelligence might benefit us and our residents in the future.

Our complaints and feedback analysis demonstrates that we receive a consistent level of complaints year on year, and deal with these within the Housing Ombudsman's Complaint Handling Code timescales. We uphold a high proportion of complaints, demonstrating an openness to putting things right, and very few of these are escalated to stage 2 or the Ombudsman, further suggesting a positive complaint handling culture. We are aiming to achieve in excess of 65% by 2027/8.

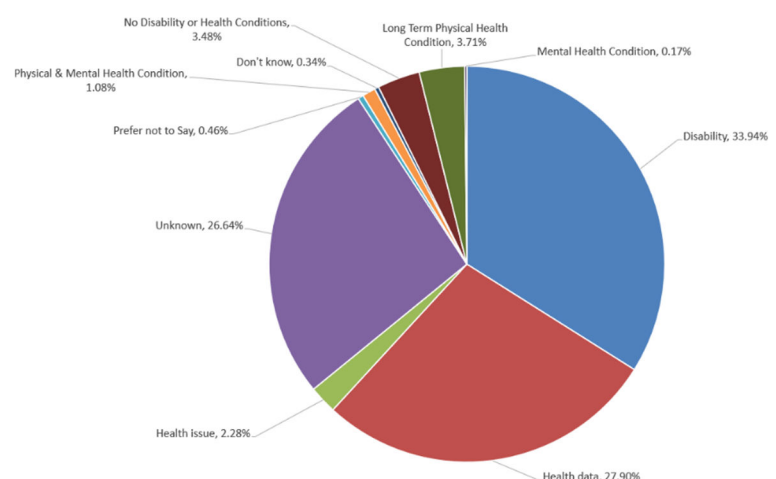
TP09 – Approach to complaints handling – 55% (up 7% in year)

We note that the need to complain is when something has gone wrong, and these are often avoidable circumstances. Our approach to analysing and tracking 'avoidable contact', to understand, track and resolve such issues is in its infancy. Our new IT system will aid the analysis of these experiences and we will aim to remove such friction from processes to improve our residents' experiences of transacting with us. Our Learning From Feedback Forum analyses trends and supports us in designing solutions. Whilst not significant in terms of volume, recent trends suggest that we should focus upon:

- Consistency of advice – On The Same Page
- Staff empathy – PFH Flex
- Pro-active communication – What happens next

We know our customers well, which enables us to tailor our services to their wellbeing needs.

Our independent living work is focussed around the 5 Ways To Wellbeing and undertaking an Aids & Adaptations review through our Resident Scrutiny Panel. We deliver and facilitate high volumes of activities, that incorporate a broad range of initiatives supporting the 5 Ways To Wellbeing, and these are generally well attended with 'Connect' being the most popular, focussing upon



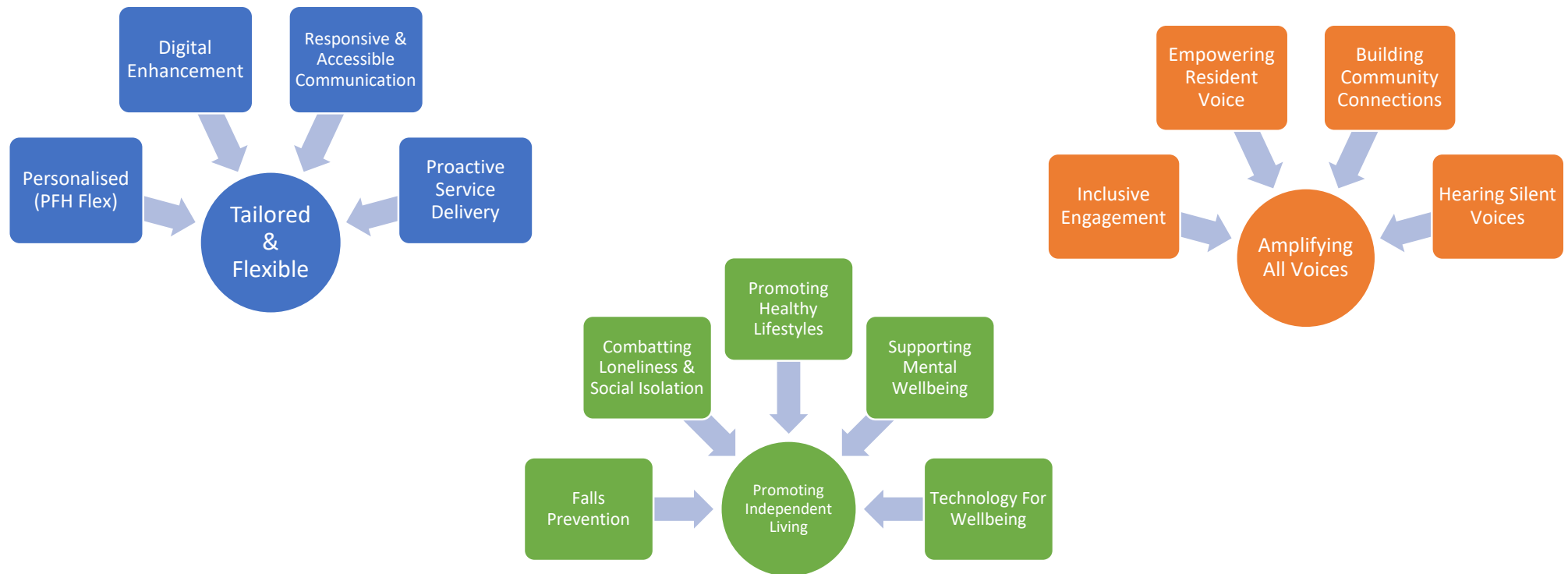
companionship and reducing isolation and loneliness. We know that residents feeling lonely or isolated, fell from 23% to 17% when we last measured this, and we'll measure again through a full resident census during 2025.

Whilst achieving targets, 'Be Active' is our lowest area of wellbeing activity, and in line with objectives around fitness, building/maintaining strength and falls prevention, requires some targeting. We know that fear of falling is a key issue for our residents, many of whom have experienced falls. Our future work will be both proactive and reactive in nature, aiming to intervene where possible before residents experience falls and the associated physical, social and medical implications that come with such incidents. We undertake some positive design and delivery work to ensure our properties and communal areas are 'dementia friendly' and will continue to undertake proactive work supporting mental wellbeing.

We also know that some of our activities and events are not geographically representative, meaning that areas such as West Hull, has a disproportionately lower offer than the PFH population in this area, when compared to other areas of the city. This is partly due to availability of PFH venues, but also cultural in terms of engagement in the East. Whilst we measure attendance and hours around our health and wellbeing work, we do not measure impact, and in particular the impact relating to our aims around helping people live independently in their homes as they go through life changes. Equally, we do not utilise information we hold, to tailor and target these services to the residents and schemes that would benefit the most, including tracking successful interventions and promoting these to encourage other residents to benefit.

Strategic Drivers 2025 - 2028

Our 'Customer Strategy' is shaped by several key strategic drivers that guide our approach to engagement, experience and resident wellbeing. These drivers have been developed through resident engagement, analysis of data and strategically determining where PFH should focus our approach to meet the vision and purpose of this strategy.



Customer Strategy Objectives & Action Plan

1. Resident Experience – Tailored and Flexible

What are we going to do?	By when?	How will we measure it?
Build resident segmentation into business reporting to support delivery of comprehensive, tailored services to meet individual needs, preferences and support requirements	Mar 27	TSMs, full resident satisfaction survey (census) & monthly transactional CSATs
Launch PFH Flex and continuously develop, including reporting and evaluation	Mar 26	
Implement a 'relationship management' approach to complex enquiries to provide consistent and personalised support	Mar 26	Portal take up, usage & satisfaction
Implement My PFH Home online portal, promote and evaluate	Mar 26	Customer Service KPIs
Develop the PFH Connect platform, incorporating resident and business priorities	Mar 27	Avoidable Contact metrics
Deliver digital literacy training and support to enable residents to engage with us via digital platforms if they wish	Mar 26	Service flex offers, take up and experience
Implement 'On The Same Page' across all service areas, train staff and communicate to residents	Mar 26	LFFF
Implement all recommendations arising from the Resident Scrutiny Review into 'Communications' – operate within <i>communicate on time, every time principles</i>	Mar 26	'Feedback first' & case studies
Broaden feedback to capture resident experiences every time, address comments promptly and centrally analyse to support continuous improvement	Mar 26	Satisfaction by PC
Routinely review avoidable contact interactions, reduce waste and resident frustration	Mar 26	Transactions completed within SLAs (including follow up and feedback)
Review processes to ensure efficiency, effectiveness and reduce 'handoffs'. All staff trained to deliver top 3 transaction types	Mar 26	
Enhance customer journey mapping, identify friction points and address	Mar 27	

2. Resident Engagement – Amplifying All Voices

What are we going to do?	By when?	How will we measure it?
Develop targeted outreach programmes to engage less active residents, including those with mobility limitations or who may be socially isolated, incentivise where appropriate	Mar 26	TSMs, full resident satisfaction survey (census) & monthly transactional CSATs Engaged resident profile vs Resident profile (current & future) Case studies Central feedback tracker & analysis – LFFF Outcomes demonstrated through Customer Impact Assessment process
Improve representation of engaged residents and resident voices, to meet current and future resident profiles	Mar 27	
Clear mapping of customer impact assessments on projects to demonstrate resident voice & influence	Mar 27	
Exploration of forums tailored to hear specific protected characteristic voices, particularly emerging groups highlighted through the current/future resident profile	Mar 27	
Facilitate social events and activities to promote community cohesion, neighbourliness and reduce loneliness	Mar 28	
Support resident-led initiatives and groups	Mar 27	
Partner with local community organisations to expand engagement opportunities in accordance with resident aspirations	Mar 27	
Use anonymous feedback methods, and outreach, to those that do not normally engage	Mar 26	
Work with trusted third parties and partners to get feedback from those that are hard to reach, utilise the H&W array of events and activities to engage and as a source of resident influence	Mar 27	

3. Health & Wellbeing – Promoting Independent Living

What are we going to do?	By when?	How will we measure it?
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Explore assistive technologies to support independent living as part of a 'best in class' Aids and Adaptations service	Mar 26	TSMs, full resident satisfaction survey (census) & monthly transactional CSATs
Implement smart home technology to support wellbeing	Mar 27	
Utilise and expand our intervention tracker to promote proactive adaptations to reduce fall risks	Mar 26	Intervention tracker
Offer activity programmes and mobility support services to improve/sustain physical mobility	Mar 27	A&A Service Standards, take up and experience
Partner with healthcare providers to deliver fall prevention interventions	Mar 28	Case studies and feasibility/research studies
Develop social prescription programmes to connect residents with community activities and support groups	Mar 27	Geographic coverage – service standard & agreed 10% tolerance
Establish befriending services and peer support groups	Mar 26	
Utilise technology to facilitate virtual social connections	Mar 27	Average licence lengths
Offer health workshops and information sessions	Mar 28	Independent Living Service Standards
Facilitate access to sessions supporting the 'Five Ways To Wellbeing' and ensure wide geographic coverage	Mar 27	'So what' case studies with resident testimonials and perception based measures
Explore partnerships with local health services to provide on-site clinics and screenings	Mar 28	
Provide access to mental health support services and resources, particularly aligned to the needs of older people	Mar 28	Alignment of the 5 Ways to Independent Living objectives & perception measures
Offer mindfulness and stress management programmes	Mar 27	
Train staff to identify and respond to signs of mental distress	Mar 27	

Note: Not all ongoing actions in the Customer Strategy have been noted above as these are well imbedded and require maintenance only. These will be monitored through the performance indicators.