



PFH Corporate Plan 2024/5 - 2027/8

Providing quality homes and services to enhance later life



Welcome to PFH



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

We have over 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.

We are 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.

We do not believe in standing still, so modernisation, improving and expanding services are key themes within our plans.

We have a compassionate approach, working with our Residents to develop services that make us “more than a landlord”, and adding to the quality of their life experience.



The Values that shape us



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



Context



We describe our operating environment within a framework of high-level plans, supporting strategies and policy documents.

Our focus is to deliver on our commitments to residents and include them in our decisions and evolution - we have a track record of high resident satisfaction and are responding to new consumer regulation requirements.

We work collaboratively with people and organisations who have an interest in a vibrant future for older people.

The PFH board and leadership team demonstrate strong governance offering a clear vision, an authentic approach and clarity on where we should add value.

We identify and plan for possible risks so that we can react and respond well, if they happen.

We aim to support residents, colleagues and communities who experience practical, emotional, social, economic or health issues.





Equality, diversity and inclusion

- We are committed to equality, diversity and inclusion (EDI) and this commitment is embedded in how we work.
- We believe that diversity and inclusion promotes creativity and innovation. It provides us with a wider range of ideas and perspectives to help us meet the needs of our customers most effectively.
- We believe that diversity is critical in our approach to everything, and we aim to create an environment in which the talents of our customers and colleagues can flourish.
- We have an EDI strategy, an active working group and an EDI action plan to help us improve how we do things. We participate in national and regional sector EDI work.





Who we are

Local EDI Snapshots

In the 2021 census for Hull, 12.1% of people were 66 years and over and living as a one-person household. 8.2% of the population identified their ethnic group as non-white. 21.7% residents identified as disabled and 18% were retired.

PFH Profile

Residents:

- 40% are over 75 years old
- 60% live alone
- 38% identify as male
- 1.6% are from minoritised communities
- 27% live with a disability

Applicants:

- 73% are under 75 years old
- 68% live alone

Staff and job applicants:

- 59% are over 45 years old
- 64% identify as female
- None of our staff say they have a disability
- 13% of our applicants are from a minoritised community

Board Members:

- 25% are under 45 years old
- 67% identify as female
- None of our board members say they have a disability
- None of our board members are from minoritised communities

*We are revising our EDI data criteria and collection methods during 2024 to consistently collect against National Housing Federation methodology.





Corporate Plan Ambitions

On behalf of our residents and communities, our corporate ambitions are:

To provide a home where you feel safe.

To invest in your home and keep it to a high standard.

To increase the energy efficiency of your home (and reduce the carbon it produces).

To meet your needs by offering a range of ways to access our services, embracing user friendly technology, when it makes your life easier or better.

To deliver services that you think offers value for money.

To work alongside the community, and other agencies, to help you live well in your PFH home, for as long as you want to.

To run PFH well, ensuring everyone working on your behalf is professional and has the right skills, tools and knowledge.

To build more homes to support the area's older persons housing needs.





Strategic ambition 1

Ambition	Headline Actions	Outcome 2027/8	VFM impact
To provide a home where you feel safe.	<p>Analyse feedbacks to establish core areas of concern for safety and action plan.</p> <p>Achievement of compliance audit and data quality assurance checks as stated within policies.</p> <p>Identify, analyse trends and monitor reports of ASB and wider neighbourhood issues.</p>	<p>Improve home is safe satisfaction score to 95% (TP05).</p> <p>Improve satisfaction with positive contribution to neighbourhood to 85% (TP11).</p> <p>Compliance against all compliance area targets 100% unless the no access procedure is invoked and reported on separately.</p> <p>All compliance inspection, audit and assessment recommendations completed within designated or agreed timescales</p> <p>Approach to handling anti-social behaviour score improves to 91% (TP12).</p>	<p>Increased social value metric linked to improved quality of life.</p> <p>Reduced risk impacts.</p> <p>Sustainable licences leading to reduced void loss, and associated property turnaround costs</p>





Strategic ambition 2

Ambition	Headline Actions	Outcome 2027/8	VFM impact
To invest in your home and keep it to a high standard.	<p>Deliver the annual capital programme in line with strategy - stock condition, customer priorities and energy performance.</p> <p>Evaluate and plan for revised decent homes standard (awaiting issue).</p> <p>Work with residents and contractors to deliver the new Grounds maintenance service.</p> <p>Analysis of repairs ordering inc. volume, types of work and variations, also contractor and performances.</p> <p>Deliver PFH 'Pop In' centre upgrades where it satisfies VFM considerations.</p> <p>Through neighbourhood "walkabouts" with customers, identify and agree priorities for estate improvement works within available budgets</p>	<p>£5.7m spent on targeted home improvements 2024/5-2027/8.</p> <p>100% achievement of government decent homes (1) target and monitoring of refusal levels. Set target for Decent Homes (2) standard when issue and move towards 100% compliance.</p> <p>All PFH Homes have a physical stock condition survey not more than 5 years old.</p> <p>Satisfaction with home is well maintained improved to >95% (TP04)</p> <p>Overall satisfaction with the repairs service improved to >95% (TP02)</p> <p>Time taken to complete most recent repair improves to >92% (TP03)</p> <p>Increase satisfaction with communal areas cleaned and well maintained to 80% (TP10).</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>Sustainable licences leading to reduced void loss, and associated property turnaround costs</p> <p>Reduced responsive repair costs or follow-on repairs for new licences</p>





Strategic ambition 3

Ambition	Headline Actions	Outcome 2027/8	VFM impact
To increase the energy efficiency of your home (and reduce the carbon it produces).	<p>Deliver the energy improvement programme to Pickering Crescent properties maximising grant funding opportunities. Identify future alms-house programme.</p> <p>Carry out a full analysis of energy performance measures across all stock type to inform the programme plan to 2030 and then between 2030 to 2050.</p> <p>Research sustainable homes grant availability to support PFH 2050 sustainability road map.</p> <p>With residents, evaluate new technologies and create a (Energy Efficiency) SMART Home Guide (inc. Heating types) to be incorporated into capital investment plans.</p> <p>Research and make recommendations on electric car charging policy and provisions.</p> <p>Explore opportunities for increased Feed In Tariff income that can be used for reinvestment.</p>	<p>Complete all 24 Pickering Crescent homes and new programme in progress.</p> <p>100% of PFH homes have a valid energy performance certificate.</p> <p>Achieve 2027/8 target related to number of homes at grade C energy performance (to be fully achieved by 2030).</p> <p>Deliver approved Warmfront Projects to achieve above targets</p> <p>PFH SMART Home Guide</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 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 2027/28	VFM impact
<p>To meet your needs by offering a range of ways to access our services, embracing user friendly technology, when it makes your life easier or better.</p>	<p>Deliver the PFH insight and engagement work to test customer experience. Consider best practice regarding incentivisation to support PFH engagement goals.</p> <p>Deliver a customer online portal</p> <p>Roll out PFH Connect assistive technology services.</p> <p>Roll out local office surgery services</p> <p>Roll out localised opportunities for involvement in estate maintenance inc. locally prioritised spending plans</p> <p>Build a 'best in class' aids and adaptations service offer.</p> <p>Prioritise next phase "More Than a Landlord" research areas and develop appropriate projects and partnerships.</p> <p>Research and agree how we use our customer profiles to shape our service design.</p> <p>Revise EDI terminology, criteria and data collection methods</p>	<p>50% of Residents regularly use the PFH self-serve portal. 75% are satisfied with its functionality and service response.</p> <p>PFH Connect satisfaction levels of 80%</p> <p>Increase connections with residents by increasing numbers of residents participating informal/informal feedback opportunities to 750 per year (excluding some transactional survey work).</p> <p>Improve satisfaction with views listened to and acted upon to 89% (TP06).</p> <p>Revised Aids and Adaptations Service with evaluation and achievement targets.</p> <p>Evaluate "More Than a Landlord" project impacts and outcomes.</p> <p>Consistent EDI data criteria and gathering to achieve > 94% resident full profile.</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> <p>Social value and preventative healthcare costs from aids and adaptations preventative solutions.</p>



Strategic ambition 5

Ambition	Headlines	Outcome 2027/28	VFM impact
<p>To deliver services that you think offers value for money.</p>	<p>Deliver and report on our co-produced service standards and the full suite of Tenant Satisfaction Measures, consider through a VFM lens.</p> <p>Benchmark our performance against the Regulator's Tenant Satisfaction Measures.</p> <p>Search out the best value energy deals for communal utility services.</p> <p>Improve the operating margin in line with Financial Plan assumptions.</p> <p>Identify key projects related to efficiency with a focus on efficiencies generated from the previous plan's investment in IT.</p>	<p>Improve overall satisfaction to 92% (TP01).</p> <p>Improve satisfaction with being kept informed about things that matter to residents to >93% (TP07).</p> <p>Improve satisfaction with complaints handling from to 65% (TP09).</p> <p>Implementation and measurement of all co-produced service standards.</p> <p>Achieve an operating margin of 12.5% in 2025, and improving to over 14% by 2028</p> <p>Deliver the outcomes of the revised procurement strategy 2024</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 local contractors where possible to contribute to local economy and reduce travel.</p>





Strategic ambition 6

Ambition	Headline Actions	Outcome 2027/8	VFM impact
<p>To work alongside the community, and other agencies, to help you live well in your PFH home, for as long as you want to.</p> <p>(MORE THAN A LANDLORD objectives)</p>	<p>Identify and undertake a programme of research into relational care, neighbourliness and reciprocity and how these can be further built into PFH's work to benefit our residents when health and social care system support thresholds do not apply.</p> <p>Use of baseline data to set resident health and wellbeing improvement targets for achievement up to 2027/8.</p> <p>To research and develop a trusted contractor scheme that supports residents need for access to affordable handy person type works.</p> <p>To research and evaluate if PFH could/ should play a role in other older persons housing models, particularly Extra Care.</p>	<p>Research programme complete and findings incorporated into plans.</p> <p>Deliver and evaluate a resident wellbeing activity programme, supported by partnerships with other agencies (also refer to "More Than a Landlord" projects).</p> <p>Trusted contractor scheme in place and publicised.</p>	<p>Sustainable tenancies leading to reduced void loss, bad debts, and associated property turnaround costs</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 2027/8	VFM impact
<p>To run PFH well, ensuring everyone working on your behalf is professional and has the right skills, tools and knowledge.</p>	<p>Deliver PFH’s staff engagement and rewards and recognition programme, making best use of the Workbuzz tool to assist the monitoring against the People Strategy, and key measures to achieve the Investors in People Platinum Plan actions.</p> <p>Post Civica IT strategy and plan with user focus and regularly assessing the satisfaction with the system.</p> <p>Deliver health checks and actions to ensure compliance against new and existing regulatory standards</p> <p>Research, analyse, plan and implement staff training and development re. the proposed regulatory Competence and Conduct Standard.</p> <p>To deliver a PFH Knowledge Bank to support staff training and development and consistency in the delivery of services.</p> <p>Deliver a programme of activities for Board Members to regularly engage with Residents and Staff Team.</p>	<p>Residents are treated fairly and with respect measure improves to >95% (TP08)</p> <p>“I am proud to work for PFH and would recommend PFH as a good place to work” staff engagement positive agree scores improve to 90%</p> <p>Platinum Investors in People or similar accreditation</p> <p>IT system staff satisfaction evaluation and outcomes reported.</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>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> <p>Efficiency through best use of IT</p>





Strategic ambition 8

Ambition	Headline Actions	Outcome 2027/8	VFM impact
<p>To build more homes to support the area's older persons housing needs.</p>	<p>Complete the Padstow Close development</p> <p>Appraise and gain approval for Snowden Way development</p> <p>Secure additional finance to fund the anticipated development programme</p> <p>Identify land and development opportunities and approve pipeline schemes</p> <p>PFH new home design to incorporate modern, researched older persons housing design principles based on best practice</p> <p>To work with partners to develop the housing deal linked with the Hull and East Yorkshire Devolution Bid. Establish a PFH interest within the deal.</p>	<p>Develop an average of 23 new homes each year.</p> <p>Secure required additional external funding – grants and loans to support pipeline opportunities.</p> <p>Start on site – Snowden Way</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>

