

Strategic Plan 2025-2030

Our Mission

To improve the well-being of people over 55 by providing desirable, appropriate and secure accommodation to those in need.



Foreword

Since 2020, housing associations have borne witness to significant changes in the operating environment. The objectives set out in the 2019 strategic plan helped to ensure that PRHA was in a strong position to successfully navigate the challenges of the pandemic and the cost of living crisis.

By the time the 2025-30 plan was agreed in 2024, we were celebrating our third successive overall satisfaction score of 96% and above, placing PRHA as a top performing housing provider as perceived by tenants.

Supported by the introduction of modern IT applications, PRHA's performance has remained strong across other areas of the business. As an

organisation we consistently seek to improve the quality of our housing, ensuring properties remain safe, secure, well maintained and relevant for future generations of over-55's.

PRHA achieved 100% of the objectives set out in the previous strategic plan. This included growing the organisation by remodelling existing stock and delivering services to other organisations. PRHA has been able to increase the number of units owned and managed from 155 in 2019 to 190 in 2024.

The 2025-30 strategic plan contains similar themes from the previous plan and has been discussed and agreed by the board of management with input from employees and tenants.

Social purpose and why we matter

PRHA's social purpose is the prime motivator for board and employees. Many of the people we house will have previously lived in sub-standard private sector accommodation and paying significantly higher market rents. Some applicants will be below pension age and in receipt of Universal Credit making it difficult to source accommodation. It is also common for applicants to have experienced relationship breakdowns and find themselves living with friends or family, unable to afford private accommodation.

The service PRHA delivers provides a sense of community, independence and dignity to people who have navigated the challenges of life and are seeking a place to call home. The provision of well maintained, secure and affordable accommodation adds value to the lives of our residents through improved physical and mental well-being.

PRHA staff have regular contact with everyone living in our properties and we encourage residents to participate in social activities. This approach provides an anchor to those with support needs and helps minimise the isolation experienced by some. The provision of good quality housing to vulnerable individuals will reduce the pressure on other statutory services such as the NHS, allowing scarce resources to be deployed elsewhere.

At PRHA we are proud to be part of a national network of housing providers that make a difference to the lives of people. We are a small housing association with a desire to make a big difference to the lives of our tenants and employees.



I really did not expect such prompt service so thank you again. You should get a gold star. Somebody outside the building mentioned to me last week that PRHA was a good landlord. They are not a tenant of PRHA. But its true.

MR C, CHARLES CLARK HOUSE

PRHA Values

PRHA's values are aligned across the association from the Board to senior management and staff. Our values underpin a commitment to delivering the objectives summarised in the 2025-30 strategic plan. Our values are represented by the following four words:

PRHA Personal Responsible Honest Ambitious



Personal: We are responsive to the needs of our tenants and deliver services with a personal touch



Honest: We are open, honest and transparent with tenants and each other



Responsible: We are a responsible landlord and seek to meet the highest standards of service and governance



Ambitious: We want to maintain upper quartile performance and to responsibly increase the number of properties owned and managed on behalf of others

PRHA's approach to setting objectives

PRHA collects a range of financial, operational and tenant satisfaction data that is independently verified and compared to peers.

Findings from the data are shared with board members, employees and tenants via specially arranged meetings. Board members consider the data and stakeholder feedback to determine strategic objectives that are aligned with the values of the organisation and the regulatory framework.

Overarching 2025-30 objectives



Continue to do what we do well: Remain in the top 10% of housing providers as perceived by tenants by maintaining at least the same tenant satisfaction rating of 96%. This will be measured in tenant surveys scheduled for 2026 and 2028.



Investing in our people: Support the personal development and training of employees and board members. This will include the funding and allocation of study time to attain formal housing qualifications, to support employees and become next generation of housing professionals.



Good governance: Demonstrate good governance and compliance with the regulatory framework including with the NHF Code of Governance; The Housing Ombudsman Complaints Handling Code; and the Tenancy and the Consumer Standards published by the Regulator of Social Housing.



Responsible growth: Develop plans to increase the number of properties owned without compromising operational performance and financial viability.



Investing in our properties: Have a clear, published, planned maintenance and component replacement programme including lifts, commercial boilers, kitchens, bathrooms, windows and cyclical decorations.



Financial Performance: Maintain excellent financial performance and ensure medium and long term financial plans are capable of securing resources to ensure the business can afford to meet the objectives set out in the strategic plan.

Key 2030 targets

We are committed to achieving the following targets by 2030:



Deliver on our mission and remain a competitive provider of social housing.



Complete 100% of planned maintenance programme in accordance with the published plan. Maintain high levels of performance including 96% tenant satisfaction; 100% landlord health and safety compliance; and fully meeting regulatory obligations.



Create additional units owned by at least 5% and have plans for further increases for subsequent years. Increase the number of properties managed on behalf of other organisation including delivering services to at least one other housing provider.



Achieved 100% EPC 'C' ratings across all our properties ahead of the government target of 2030.



Put in place effective succession planning for employees and board members.



Ensure PRHA remains relevant, far beyond 2030, with modern, safe and well maintained accommodation that people want to live in.



Housing as it should be, PRHA really care about people

MR H, HARRISON HOUSE

