



PROVIDENCE ROW HOUSING ASSOCIATION

Strategic plan 2026- 2030

Values

Compassion

Taking the time to listen and understand individuals' needs without judgement and with a view to helping people to address them.

Respect

Exercising the same degree of consideration and care for everyone –and treating them with dignity

Inclusion

Welcoming and seeking to involve everybody, whatever their background, needs, ethnicity, identity nationality or faith.

Empowerment

Working alongside people, to enable them to realise their potential ,abilities and talents.

Justice

Acting fairly and promoting justice within PRHA and in relation to the needs and rights of people who use our services. We are an anti-racist organisation committed to combatting all discrimination.

Vision

Everyone has a home and the support they need to thrive

Mission

Working together to provide housing, support and community.

Objectives

PRHA will aim to:

- Ensure that we provide safe, decent homes for our residents and services that promote their wellbeing (*All strategies*)
- Ensure that we are investing in our properties, contributing to environmental sustainability and supporting our residents' wellbeing and financial position (*Asset management & environmental sustainability*)
- Ensure we listen and respond to our residents and continue to involve them in the running of the Association (*Resident engagement and Communications*)
- Support more people to recover from homelessness. (*Development, and Supported Housing, EHM and Housing management services*)
- Develop our staff teams and ensure a positive, inclusive, respectful culture (*People and EDI*)
- Ensure financial viability and that we have the necessary capacity and resources to meet legal, regulatory and internally set requirements (*Financial Resilience and Development*)
- Strengthen our quality assurance frameworks to enable good governance and compliance (*Quality*)
- Ensure that the value of our support services, housing and community focus is recognised by stakeholders (*Communications, Quality and Supported Housing, EHM and Housing management services*)

Relevant linked strategies are shown in italics above

Outline of key objectives

Ensuring that we provide safe decent homes for our residents and services that promote their wellbeing

Responsive effective repairs service

- Provide a resident-led repairs service setting out the “Excellent repairs service” charter and involving residents in scrutiny of performance.
- Aiming for “right first time” repairs service
- Improved reporting and auditing systems

Building safety compliance

- Compliance with Awaab's Law and other legislation
- Ensuring higher risk building safety case is up to date and ongoing compliance with requirements
- Review IT systems for Awaab's Law readiness and to ensure they are effective, compliant, tenant focussed and cost effective
- Ongoing monitoring, review and audit

Safe environments

- Working in partnership to prevent and address ASB, harassment and domestic abuse

Supportive housing management services

- Providing person centred support through our housing management team including financial inclusion support, benefits advice, access to foodbanks and voucher schemes
- Ensure that vulnerable residents are identified and regularly checked on and that their safety needs are met. Where appropriate to provide links to statutory services, community and other networks
- Providing access to a PRHA hardship fund

Ensuring that we are investing in our properties, contributing to environmental sustainability and supporting our resident's well-being and financial position

1) Knowing our homes (and our tenants) –

Regular review of asset management and planning for future costs.

- Review and update of stock condition survey and asset management strategy every 5 years
- Monitor progress against the stock condition survey and feed into financial projections
- Inspection of all properties within past 3 years
- Projection of future costs included in budgets
- Improvements to data systems to evidence compliance/ planning
- Using asset data to drive investment
- Planning major repairs and cyclical decs. programmes every 2 years in line with resources/new Decent Homes Standard

2) Sustainability and Energy Efficiency: Knowing our homes and our wider environmental impact

- Measure the energy efficiency of our stock
- Measure and reduce our carbon emissions
- Plan for ESG reporting
- Reduce our environmental impact (e.g., nitrous oxide from vehicle emissions)

3) Affordable warmth and carbon reduction

- Develop a plan for energy performance improvement, providing affordable warmth options to tenants and addressing fuel poverty
- Take forward the Zero Carbon accelerator projects for our Victorian buildings

- Develop retrofit and carbon replacement programmes, maximising external grant funding.
- Regularly monitor performance, identifying inefficiencies, and adopting technologies to enhance service delivery and resident satisfaction.
- Climate resilience and adaptation: Assess homes for overheating and keep flooding risk under review

4) Energy and heat networks

- Review energy contracts for renewable energy options
- Energy reduction strategies
- Achieve heat network regulation compliance
- Review heat networks and boiler replacement timescales to develop a Heat network decarbonisation roadmap
- Consider potential to install green roofs and renewable equipment (PV panels/Air or ground source Heat Pumps etc.)

5) Awareness and reduce consumption

- Staff and Tenant engagement
- Develop a waste reduction strategy and recycling initiatives

Ensure we listen and respond to our residents and continue to involve them in the running of the Association

1. Deliver our resident engagement strategy by further developing our participation mechanisms for supported housing, EHM and general needs residents.

- Further develop the roles of the Resident Advisory Panel and Maintenance Advisory Panel in relation to scrutiny
- Using peer support networks to develop further engagement
- Ensure that the Board has access to and responds to residents' views and priorities
- Supporting residents to make their voice heard by strategic bodies
- Involving residents in corporate processes including staff recruitment and key procurement processes
- Increased digital participation where appropriate

2. Ensure that complaints are not only resolved but that learning is incorporated into practice

- Feedback on learning from complaints and resident feedback responses to Board and to residents

3. Ensure that residents can access relevant information

- Implement system for responding to STAIRS
- Ensure that performance data is made widely available in accessible formats
- Ensure that residents are receiving regular information about PRHA's activities and services

Support more people to recover from homelessness and to access housing through development

Developing and retaining social care contracts and non-commissioned supported housing

- Review strategy in light of overall business plan to include client group focus, risks and benefits, financial environment post SHROA
- Keep viability under review in relation to true costs(full cost recovery) and actual expenditure
- Review situation for next round of commissioning for all contracts especially those where PRHA owns the buildings
- Develop rationale for bidding for new contracts- financial, geographical, diversification v. overheads costs/ contributions
- Develop links with new commissioners
- Reviewing the Enhanced Housing Management service in light of the Supported Housing Regulatory Oversight Act and Housing Benefit
- Explore different business models e.g., hospital discharge, TA

Developing more accommodation including move-on and new supported housing models where sufficient funding is available.

- Review the development strategy in light of:
 - reserves/ asset management/ carbon reduction funding requirements,
 - funding opportunities/ grant levels, updated business plan
- Reviewing current stock and commissioning intentions to establish potential areas for development of buildings and service offers
- Development of move-on accommodation /supported housing using grant or other forms of financing (e.g., social investment)
- Keep viable opportunities for new properties under review
- Review geographical areas of operation
- Establish strategy for partnership development opportunities

Developing non- accommodation-based models of support for vulnerable people.

- Reviewing current Enhanced Housing Management model in the light of SHROA
- Review market for potential directions of travel and assess against PRHA's experience and capacity

Continue to develop our support offer

- Continue to offer person centred , trauma informed services and environments
- Continue to develop our understanding of the causes of homelessness , substance misuse and mental health issues through partnerships and ensure our services reflect this understanding.

Develop our staff teams and ensure a positive, inclusive , respectful culture

To maintain a positive respectful culture that provides safe and inclusive work and living environments and fair access to services

- Promoting visible commitments to our values and EDI strategy
- Further developing our co-production work on managing ASB and harassment
- Retain LGBTQ+ pledge pioneer status and continue working towards the SHARP and Disability Confident status
- Continue to adopt person centred frameworks for our employment practices and resident services

Ensure we continue to recruit and retain a committed workforce

- Continuing values-based recruitment from local communities
- To digitise our recruitment processes and link to the website
- To review ways to make better use of digital media.
- Carry out staff surveys and set year on year targets for staff satisfaction
- Review staff sickness and absence levels regularly

Provide appropriate staff training , support and development opportunities and accreditation

- Ensure that all staff receive the induction , training and professional development required to provide high standard responsive services
- Support managers through the “new to management” and management development opportunities
- Review the managers' charter and ensure that we support staff in fulfilling their roles
- Achieve the requirements of the Competence and Conduct standard

- Retain the “ We invest in people” Gold award
- Achieve the “We invest in wellbeing” award
- Review the rewards and recognition programme

Further develop our volunteering/work experience programmes and offer

- Recruit more student placements, have more digital champions
- Develop the peer support system to provide pathways into volunteering
- Review the infrastructure for recruiting, supporting and training volunteers

Keep our staff and residents safe

- Ensure health and safety systems are regularly monitored and audited
- Ensure that the health and safety working group oversees the systems and carries out annual organisational risk assessments
See also building safety in Asset management strategy

Ensure financial viability and that we have the necessary capacity and resources to meet legal, regulatory and internally set requirements

Ensure adequate revenue generation

- Focus on rent arrears management and voids control
- Review rents to ensure that potential for rent convergence is maximised
- Ensure contracts meet minimum contribution levels
- Review our fundraising strategy regularly and aim to achieve annual target of grant funding to support additional activities for residents (e.g., literacy, resident engagement)

Expenditure planning and cost control

- Annual VFM review to ensure that VFM principles are applied across the organisation including regular reviews of our stock and offices and our financial arrangements
- Asset management strategy and programmes in place
- Decarbonisation pathway and programmes in place with maximisation of Government funding
- Insurance – review brokers and ensure property valuations are up to date
- Fuel supplies- review brokers and ensure best achievable value for money for our residents and adequate data to manage usage/reporting
- Improve efficiency and bottom line through procurement strategy and use of new technology

Financial planning and management

- Regular review of financial forecasts at SLT and Board level
- Monitoring of performance including cashflow against forecast
- Review the business plan for Grounded Ecotherapy

- Ongoing review of debt structures and interest rates
- Review of treasury management on annual basis
- Keep cost structure flexibility under review (balance between fixed and variable costs)

Risk management

- Regularly stress test the financial projections
- Diversify our financial base to increase our resilience to changing financial pressures
- Regular review of reserves policy and performance
- Integrate financial review into the annual risk review

Capacity and resources

- Review of IT and finance systems /infrastructure to meet the demands of new regulation and legislation
- Review the potential efficiencies to be gained through the use of AI (balanced with risk issues)
- Consider structural partnerships that strengthen our business and our ability to deliver our core mission.

Ensure that our quality assurance frameworks enable good governance and compliance

Ensure quality assurance through the QA frameworks

- Review and strengthen the quality strategy annually to ensure that all new regulation and legislation is incorporated
- Annual review of the quality assurance compliance framework and internal controls assurance framework
- Ensure that the quality assurance compliance framework (audits and monitoring requirements) and internal controls assurance framework are regularly overseen by the Senior Leadership Team and Board
- Ensure that residents are involved in scrutiny through the Residents Advisory Panel and other for a
- Support external quality assurance review through commissioning bodies, CQC, IIP etc.
- Consider additional quality assurance through ISO and other relevant frameworks proportionate to PRHA's capacity and activities

Ensure good governance

- Monitor compliance with the NHF Code of governance and Code of conduct
- Annual governance review by Board and succession planning.
- Annual review of the risk register and risk management framework
- Ongoing review by SLT and board of cyber security and GDPR compliance

Ensure good quality support services that meet our residents needs

- Ensure compliance with Supported Housing Regulatory Oversight Act including meeting National Supported Housing standards ahead of implementation

- Implement systems for monitoring National Supported Housing standards
- Implement revised auditing systems
- Ensure that contract requirements are met

Further developing PRHA support service models

- Review and develop the PRHA person centred support model for our different client groups and EHM residents
- Developing further partnerships to enhance offers to residents (Momentum programme)
- Further developing the integrated housing, personal care and health service model that is being piloted at Edward Gibbons House.
- Developing wellbeing models /tools /services that support recovery , health improvement and/or tenancy sustainment (e.g., Acquired Brain Injury(ABI)screening , PIE, dementia)
- Develop our Peer mentoring/buddies , literacy & recovery club initiatives
- Investigating alternative funding for some of our models that divert residents from healthcare services

Ensure that the value of our support services, housing and community focus is recognised by stakeholders

Implement a communications strategy to raise our profile

- Establish an annual plan for all audiences planning in regular posts
- Ensure a regular social media presence and exposure through housing press, conferences and other suitable media & maximising Board members Linked In networks
- Identify proactive media and sector profile opportunities
- Tell our story through resident and staff experiences
- Increase staff and resident involvement in the communications strategy
- Develop the PRHA ambassador role
- Ensure regular information to residents
- Use the annual impact report to promote our work
- Hold one stakeholder event and enter one award p.a.
- Organise tours for stakeholders
- Ongoing evaluation through surveys , TSMs, etc.

Maintain our investment in our local communities and partnerships

- Ensure input into strategic partnerships in our local areas
- Further partnerships to expand services for residents

Influence Government, the RSH and other bodies

- Continue to work with umbrella bodies' (g320/NHF/CIH) campaigns to raise the perspective of smaller RPs and supported housing to influence decisions
- Respond to relevant consultations either directly or through umbrella bodies