

Strategic Goals Delivery Plan 2025/2026/2027

Key Projects	Key Outcomes	Key Performance Indicators
Strategic Goal 1: SATISFIED PEOPLE		
Deliver Customer Service Strategy and Publish Service Standards	More tenants are satisfied (and highly satisfied).	% tenant satisfied with overall service % tenants very satisfied with overall service
	Self-service options for tenants are increased.	% tenants using self service
	More customers value customer care.	% tenants satisfied with customer care % owners satisfied with customer care
Review & Deliver Customer Participation Strategy and Action Plan	More tenants engage and participate	% tenants satisfied with opportunities to participate % tenants very satisfied with opportunities to participate
	Applicants feel they are kept informed.	% applicants agree we keep them informed
Develop a People Strategy and Action Plan for staff + committee	Our people feel valued and supported	% staff complete 6 monthly reviews % committee complete annual reviews
	IIP Gold accreditation is retained	IIP accreditation level
	We are a great employer	% staff agree that PHA is a great place to work and are committed to its future success

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Strategic Goal 2: SUSTAINABLE HOMES		
Review and Update Asset Management Strategy	More tenants are satisfied with the quality of their homes	% tenants satisfied with the quality of their homes % tenants very satisfied with the quality of their home
	Tenants can afford to live in their homes	% tenants agree their home is affordable
Develop and Deliver a Net Zero Strategy and Action Plan	Our stock starting position is understood.	% stock surveyed in past 5 years
	Our homes meet SHNZS.	% stock meet SHNZS
Deliver our investment spend programme	Our homes are well maintained.	% tenants satisfied with our repairs service
	Keep homes updated.	% spend made against planned spend
Review and Update our Green Office Action Plan	Our office services are sustainable are future-proofed.	Number of sustainability measures taken

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Strategic Goal 3: HIGH PERFORMANCE		
Embed our Values and Behaviours	We have a values driven culture.	% staff agree that they feel comfortable challenging behaviours not in line with values
Deliver Internal Audit Recommendations	We maintain regulatory compliance	Level of regulatory compliance
Review our 30 years projections	Our business remains financially viable	% operating surplus
		% rent collected
Review the use and effectiveness of our Current Systems.	Our systems are fit for purpose	Number of systems audited and/or content validated
Harness the value of memberships and networks	We learn from our peers	Number of learning events attended
Review our benchmarking services	We compare well against peers	% of outcomes where we are in top quartile.

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Strategic Goal 4: CONNECTED COMMUNITY		
Review the Effectiveness of our Partnerships	Our partnerships make a positive impact	% staff who agree our partnerships deliver tangible benefits
Deliver our Estates Management Strategy	We have a visible presence	Number of staff hours spent in estates per week
	Our estates are well managed and maintained.	% tenants satisfied with our contribution to the management of the estates
Contribute to Local Regeneration Projects	We are an engaged partner	Number of partnerships of which we are active members
Deliver our Equality and Diversity Action Plan	We understand our communities	% of customers we have data for
Distribute Charitable Donations	We support the local community	£ annual donation
Identify and Harness Opportunities for External Funding	Additional resources are delivered to the community	£ additional investment secured