

A photograph of a woman and a young girl smiling outdoors. The woman is on the right, leaning her head against the girl. The girl is on the left, wearing glasses and a dark t-shirt with a butterfly graphic. The background is a blurred green hedge. A blue gradient overlay covers the bottom half of the image.

Residents'

Impact Report

July 2025



PA Housing

Welcome

Over the past 12 months, we have continued to rebuild the connection we have with residents and the trust you have in us. When I speak to you now, I'm pleased to see the changes we're making are having an impact.

We still make mistakes and have service failures, but we recognise that and are doing something about it. It's about reflecting on what's gone well and owning what we need to do better in the future. We will never settle; we will be an organisation who continually aspire to be the best we can be.

I'm proud of what we've done over the past 12 months, over £10 million in previously unclaimed benefits for residents, over £600,000 distributed through our support fund, the most we've ever invested in your homes (£13 million more this year than last year), the most new homes we've ever built, more frontline colleagues in our neighbourhoods, and we've reimaged our communications to focus on the reader.

I want to provide warm, safe affordable homes and continue the work we've started to provide you with the services you deserve and a home you can be proud of.

We're not perfect but working together with you, our residents, we can make a difference and we can have an impact.

Mike

Michael McDonagh
Chief Executive

To find out more about our journey, visit our website at pahousing.co.uk/journey

If you would like to know more or get involved, you can visit the PA Housing website or send us an email.

getinvolved@pahousing.co.uk
www.pahousing.co.uk

Engaging with homeowners

We try to be as transparent and informative as we can be. So, back in 2024, we held our first virtual meetings with residents, where we invited you all to hear key updates from around the business. On average, these attract 300 residents and are well received.

However, we know that shared owners and leaseholders have their own set of expectations from our services, which is why we decided to hold calls for our homeowners to address their specific concerns.

These calls were hosted by our Chief Executive, Michael McDonagh along with colleagues, managers, and other members of our leadership team. While the first call had 96 residents in attendance, this increased to 123 residents for the second call.

Niamh, one of our shared owners who attended both calls, shared her experience and her constructive feedback with us.

“I found out about PA’s first call for shared owners and leaseholders through the email invite. I was very keen to attend because I like to be involved so I can have some agency in how my home is managed.

“On my sign-up form, I was given the opportunity to write out a question that I would like to see answered. My question was about the communal garden where I live. When I first viewed my newbuild flat, the communal garden had been beautifully planted with new trees, shrubs, and hydrangeas. By the time I moved in, the grass was overgrown, rubbish blew around the grounds, and several of the new trees and other plants had died. It had not been watered, mown, weeded, or tended to in the time it took me to buy my share and move

into this lovely newbuild. The grounds looked run down, which was very disappointing.

“I didn’t get the chance to have my question answered, but I was so inspired with the way in which Michael [McDonagh] had spoken on the call, I felt comfortable to get in contact with him directly to ask my questions. I was surprised to see how quickly he responded and set the wheels in motion for my issue to be looked at.

“There are good intentions and a positive culture being promoted, but this doesn’t always translate to the grass roots and the services we receive on the ground. I would love to see more proactive communication. For example, we don’t always know if there has been progress or any follow-up on tasks. There are so many departments, which leads to different residents contacting them through different channels over the same issues. These departments don’t always speak with each other, which means that they don’t always get back to the residents.

“We all love our new building, and some PA colleagues have gone over and above the call of duty to be helpful. It’s also great that we are working towards setting up a Residents Association. All this came from the email I sent to Michael after the first call. The calls are a useful way of staying in touch and being updated.

“We all need to have a sense of volition, or choice, about where we live – especially when sharing a building with others. We all need to feel heard. If people feel powerless to change the things that need changing, it leads to apathy, and this becomes reflected in the building. Getting to know the people behind the scenes and being able to speak about the

things that affect us is, I feel, very important and helps to break down barriers

“I would definitely like to see more shared owner and leaseholder calls in the future as they’re a good forum to discuss issues that mean a lot to residents. We can also use them to find out what PA are doing to make things better for residents. I’m really grateful to hear about such a positive, can-do culture coming from senior management.

“Michael’s vision for the way he wants residents to feel a sense of ownership and involvement is inspiring. I would like to add that I’m not alone in wanting to be proactive. Several of my neighbours sharing this building are also doing their best to continue making our communal home a lovely place to live.”

We’re thankful for Niamh’s comments and her drive to improve things across her community. Our calls for all residents and for our shared owners and leaseholders will continue, and we always appreciate your feedback so we can make sure they’re useful to you.

We’re proud that we continue to build new homes, like the scheme Niamh lives in. In the past year, we built 407 new homes in total with 168 for social and affordable rent and 239 for shared ownership. This is the best we’ve ever done and, combined with a further 1,143 homes we have let, we’ve been able to support more families than ever by offering a safe, warm, and affordable place to call home.

Improvements for you, by you

Across PA, we run 3 Service Improvement Panels (or SIPs) a year, based around key areas of the business. Overall, we had 20 residents take part in our SIPs this year. This valuable feedback from you helps us to continuously improve.

From June to October 2024, one of these SIPs focused on service charges, which we know is an important issue for you following last year's Tenant Satisfaction Measures (TSM) surveys. The panel was mostly made up of residents who either had an active or previous complaint about their service charge. This gave them a unique insight into how residents' experiences could be improved. Two of the members were from our Resident Assembly too.

The SIP felt that they needed to get feedback from other residents about their experience of service charges, so they issued a survey to 1,000 randomly selected households. As part of the review, the group also did 4 interviews with relevant teams to understand how service charges are managed. This way, they could see all sides of the issue.

Once they had done this, the panel created a report. They worked closely with our Resident Involvement Team and gave 25 recommendations about service charges to PA. We've since started to turn these words into action and will be sharing our progress with the Resident Assembly bi-monthly to make sure we're acting on them within our agreed timeframes.

The main themes in the recommendations are:

1. Clear communication of service charges.
2. The accuracy of the information we provide.

3. Ensuring that the information is enough to give a clear picture of what's happening.
4. The importance of monitoring contract management.
5. Making sure the services being paid for are being delivered.

To see the full list of recommendations from the report and our actions so far, please follow the QR Code link to our website.

Based on the SIP's recommendations, we carried out a further consultation exercise with residents about how their service charges are communicated, as many found them overly complicated. Over 500 residents responded to the survey, and we interacted with over 50 residents in person at 10 drop-in events.

The feedback was largely positive, with people liking the look and feel of the information they received, but it did show that we needed to simplify the language being used to make sure it's as accessible as possible to everyone. Before our service charge statements were sent, we published information on our website to help answer as many questions as possible. We also made changes to the terminology of the service charge letters and statements.

The impact of this work was clear, seeing a 69% reduction in the amount of service charge queries received compared to the same period the previous year which clearly shows the positive impact of listening and acting on residents' invaluable feedback.

One of our residents, Tony Aslam BEM, led the SIP. He's been working alongside local councils for around 30 years and has experience of being on our Board, being an involved resident, and taking part in our scrutiny panel, which has

evolved into our Service Improvement Panels. He brought this experience into the SIP.

Tony commented:

"As someone who's very passionate about helping the community, I've always got capacity to get involved for a good cause. By participating in SIPs, I can contribute ideas and feedback to improve the standard of services provided by PA Housing, making sure they meet the needs of other residents.

"I represent the concerns and priorities of fellow residents, giving them a voice in decision-making. By holding the service providers accountable, you ensure fair and efficient use of resources.

"In the staff interviews, PA colleagues seemed to know what they were talking about, which was encouraging. In future, I would like to see more follow-up to hear about the progress of the recommendations being implemented. I would also love to be on more panels so I can continue to make residents' voices heard."

Moving forward, we will be offering in-person training for our SIPs. We'll also be keeping our panels informed about what progress we're making to implement their suggested improvements. We're still learning, but we're determined to make the changes that will have the greatest positive impact on you.

Would you like to get involved yourself? Check out all the opportunities to share your voice by visiting pahousing.co.uk/getinvolved



The impact of your feedback

It's important that you see the impact your feedback can have, and how we use it to make improvements or changes. Some of the examples on this page show where you said and we did, whilst others show where you said and we couldn't, including our explanation why.

I don't know who my Neighbourhood Coordinator (NC) is.

We created a new Neighbourhoods section on our website with detailed information about each neighbourhood, including who the NC is.

We raise concerns about antisocial behaviour, but nothing happens. I'm the victim but feel like the perpetrator is getting more support than me.

We developed a new victim-centred approach to antisocial behaviour that focuses on support. Also, we made a clear distinction between neighbourhood disputes and antisocial behaviour to help manage expectations.

We hosted 3 virtual residents calls for all residents and 2 calls specifically for shared owners / leaseholders.

Who are the senior leadership team, and how are decisions being made and communicated?

Your letters are rude and sometimes aggressive.

We completed tone-of-voice training with over 400 colleagues to help make sure our communication is more human in tone.

We simplified the language and layout of service charge letters and statements, improved the design, and added clearer, more detailed information based on resident feedback. We also shared key information early online and with colleagues to help answer questions sooner.

Service charge statements are overly technical, confusing, and filled with complex terminology.

We want to get more involved in our local communities and have seen a gap in who's responsible for supporting Resident Champions.

We created a central email address for resident queries that automatically directs to the correct team.

A new procedure was introduced to clarify roles, with Neighbourhood Coordinators now leading the relationship with Resident Champions.

You don't respond to emails quickly enough.

Residents have the right to smoke inside their homes, in this case, their individual flat. We cannot act on this feedback and remove peoples' choice to smoke. We do however enforce a no smoking policy in all communal areas including corridors and stairwells.

Please ban smoking in your properties, I don't want the smell of other peoples' smoke in my flat.

The My PA app needs improvements to be more reliable, user-friendly, and easier to navigate.

We developed a Digital Working Group to ensure residents have a voice in shaping these improvements.

We understand that when things go wrong in your home, you want it to be fixed quickly. However, reducing the timescales for non-urgent repairs would mean an increase in costs from our suppliers, which would need to be passed on to residents. Currently, we don't feel this is appropriate.

Why can't you reduce the number of days it takes to do non-urgent repairs? We have to wait ages at the moment.

You can see more examples like this on our website at www.pahousing.co.uk/getinvolved

Supporting you

By the end of the 2024-2025 financial year, which closed at the end of March, we had supported residents to claim over £10 million in benefits they were entitled to – well over our target of £9 million that was set for the year.

The Tenancy Sustainment Team work closely with other teams within PA and holistically with residents. They take a very resident-centric approach and tailor the support they provide to each individual resident to help sustain that person's tenancy as well as improve their quality of life.

Over the year, through our Support Fund, we've awarded £640,000 to residents – helping them to navigate through difficult times. They provide support such as:

- food vouchers so they have enough food for them and their families
- energy vouchers to make sure their home is warm
- cookers which mean residents can cook a hot meal
- fridge freezers so residents can buy and store fresh food instead of packaged and processed food
- ring doorbells to victims of domestic abuse which means that they feel safer to stay in their homes and don't have to move
- school uniforms meaning that our younger residents can focus on their education.

By making sure residents are receiving the correct benefits and support they need, we can ensure residents sustain their tenancies. This has also resulted in our overall rent arrears being reduced to 3.28%. The impact of this is that we have more money to spend on things like planned maintenance and neighbourhood improvements.



"Very happy with the help and care we have been given so far. Gina in the Tenancy Sustainment Team is doing a phenomenal job. Nothing is too much for her. We are very pleased."

Dave PA Housing resident

"The team have really helped me with applications for discretionary housing payment and have been patient in supporting me with my application, forms, and bank statement requirements. They helped me with grocery vouchers; it was amazing to receive these. Thank you all for caring, your support has been brilliant."

Jacqueline PA Housing Resident



Watching my children grow in confidence

We've worked with Tutors United for several years now, delivering high-quality tuition to young residents. We've now partnered with them again to deliver a further 10 online tuition hubs since January 2024.

These hubs are designed to support children in school years 4 to 6 with tutoring in key subjects. Together, we're supporting up to 120 young residents across our communities, offering accessible and engaging learning opportunities to help boost their confidence and academic performance.

Zaynab, a PA resident, shared how the tutoring programme has made a real difference for her family.

"I'm Zaynab, and I live in Leicester with my two children. We've been residents with PA Housing for about 9 years. When I first received an email about the online tutoring programme, I knew I had to get my children involved. I think education is key, and a programme like this gives them a real boost, so why not? And I'm so glad I did.

"My son is 11 and in Year 6, and my daughter is 9 and in Year 5. They each take part in separate one-hour online sessions every week. They alternate between maths one week and English the next, and both really enjoy the sessions. Although both of my children do well at school, my son sometimes struggles to focus because he has some ADHD traits. What has been really great is how engaged they are during the sessions. I love that they have to keep their cameras on because it helps them stay focused, and I can see how much their confidence is growing each week.

"The tutors are amazing, they really know how to connect with the children and make the sessions fun and engaging. My kids really look forward to logging on each week. I've noticed such a difference in both of them. Their confidence has grown so much. They're contributing more in class, speaking up, and getting involved. They've become much more vocal, not just in the sessions, but at home too. It's so rewarding to see them flourish like this.

"Education is so important to me, and I can't stress enough how much of a difference this programme has made. We're a family on benefits, and the fact that PA Housing is supporting residents like us to access these free sessions really takes a weight off my shoulders. It's one less thing to worry about, and it means my children are getting the extra support they need to thrive.

"This is a fantastic project, and I truly can't thank PA Housing enough. It's had such a positive impact on our family, and I'm so grateful."

Our partnership with Tutors United has supported 116 families over the past 12 months and has delivered 236 hours of tuition.

Want to get involved?

If you think your children would benefit from support from Tutors United, please get in touch at communityinvestment@pahousing.co.uk

Boosting your career prospects

Our Resident Work Placement Programme is designed to directly impact residents by providing opportunities that could help boost their employability, career prospects, and confidence.

This is also part of our ongoing commitment to create more sustainable communities by investing in residents' personal growth and development which, in turn, helps to rebuild relationships between residents and PA.

Over the past 12 months, we've welcomed 9 residents through work experience opportunities. Tori was one of those residents:

"I was looking through my emails and I stumbled on one from PA Housing, offering work placements to residents. I applied and was then given the opportunity to have an insight into the operations of PA.

"Before my week of experience, I had no indication of how the company works and to what extent they supported residents. As a resident myself, I often ring up about repairs and queries. However, what I didn't know was the depth at which PA functions and how many departments the company needs to make sure that all residents feel supported. And even though, at times, there are complaints (including from myself), I've now seen a portion of how PA operates and how they're improving their efforts to decrease the number of complaints being made.

"Before my work placement, I was unaware that the organisation was constantly looking to improve its employees through training so they could provide better customer service overall. Most importantly, when shadowing the Gas Team, I felt more confident that I would be safe

within my home due to the processes that I was shown and how dedicated they are in checking in on us. I also didn't know all the small details that the Communications Team provide to residents to let them know about specific events and news throughout the business.

"The employees of PA have been incredibly helpful, and as someone who experiences anxiety, I have been made to feel very welcome. I felt very comfortable asking questions to get more insight into any area that I had the chance to learn from. I was also able to share my enthusiasm for HR and ask questions that will ultimately benefit my future job, which I am grateful for. I had a very interesting and exciting week at PA and next time when I ring, I will remember my work experience. I'd encourage other residents to take up this opportunity if they get the chance."

Tori PA Housing resident

Tori is currently undertaking her Masters Degree before starting a qualification in HR. She said her work experience at PA had a huge impact on her on confidence, and she also confirmed that she was making the right next steps in her career. We wish Tori every success in her future career and are very pleased her time with us was helpful.

Want to get involved?

If you're interested in doing work experience with us, check out our website or pop an email over to learninganddevelopment@pahousing.co.uk

Our home maintenance and improvement work has included:

5,527 surveys to check the condition of your homes

1,588 new heating systems

401 new kitchens

356 new bathrooms

241 new windows (a mix of double and triple glazed)

44 new roofs

Improving your home

We want to provide warm, safe, affordable homes that are energy efficient and really make you feel at home. Whether this is a new kitchen, a modern heating system, or something as simple as loft insulation, we're committed to having all homes EPC band C or above by 2029.

EPC Rating	Number of homes	% of homes
A	71	0.4%
B	4,529	22.6%
C	11,601	57.9%
Total	16,309	80.9%

Our work to improve the energy efficiency of the 19.1% of homes below band C is ongoing, but we're making progress with our retrofit home insulation programme. We have invested around £24 million in making your homes more energy efficient, seeing an estimated reduction in residents' energy bills by hundreds of pounds per year.

Over the past 12 months, we have completed over 5,500 home surveys, which has allowed us to identify where homes are in need of improvements. We've installed over 400 new kitchens, over 350 new bathrooms and over 240 windows this year. We hope that by bringing your homes up to a modern and contemporary standard, you are not only saving money, but are also proud of where you live.

Throughout 2024, our contractor, Equans carried out work to improve the energy efficiency of 100 terraced homes in Leicester, helping to reduce carbon emissions and make homes warmer and more affordable to run.

The project marks a £3.4 million investment in PA Housing properties, with £1.2 of this allocated through Wave 2:1 of the Government's Social Housing Decarbonisation Fund. The scheme, which is delivered on behalf of the Department for Energy Security and Net Zero, aims to lower carbon emissions from the UK's social rented homes and reduce fuel poverty.

Equans have installed new cavity wall, loft, and external wall insulation to help prevent heat escaping from the terraced houses. Newly-installed smart thermostats and sensors record the temperature and comfort levels of your homes, helping residents and PA monitor and address issues like fuel poverty or damp.

Wendy, 81, has lived in her home for 35 years. She said:

"I used to have to put my electric fire on as soon as I got up but now I don't have to, so it's already costing me less to heat the house. My kitchen used to be absolutely freezing but now, thanks to the insulation, you can go in and put the kettle on and it's lovely and warm. It has made a huge difference to me and I'm pleased I had the work done."

All homes upgraded through this project now have a C-rated Energy Performance Certificate where they were previously rated D or E. This improvement means that around 50% less carbon will be emitted from the homes into the atmosphere.

Working side by side for better communities

Partnership work with likeminded organisations can bring different ideas to the table.

We're proud to be working with Richmond Council on their Community Ambassador programme, which supports residents to have a say in what happens in their local area.

Some of our Involved Residents have taken on the role of Community Ambassadors. They meet regularly with the council and local partners to share their views and help improve their neighbourhoods.

Richmond Council works closely with housing providers like us to make sure local issues are listened to and acted on. It is a great example of residents being involved beyond just their housing, making a real difference in their wider community.

Simon Martin, who leads community engagement for Richmond Council, said:

“We appreciate being able to work with PA in developing opportunities for residents to be involved locally. We can already see the difference this is making for ambassadors and their communities.

“Our joint working has so far included undertaking five estate Inspections together, which saw improvements and some long-standing repairs resolved at Langdon Park and Walnut Tree close. The Community Ambassadors benefit from working across the Borough and supporting each other. Some are now working with local organisations to provide advice and support to their neighbours.

“By working more closely together, we have developed plans for the outside space at Fulmer Close and involved local residents in the council's activities in the community across the Borough.

“PA Ambassadors also attend the Council's Housing Committee on a regular basis giving them a chance to provide input on the Council's wider housing policy.

By working side by side, we are building better neighbourhoods and creating positive change for the future.”





A community celebration

Building a sense of community where you live is an important part of our work as it can help you to feel safer and connected with your neighbours. We want you to be proud of where you live, which often expands outside of your home and into your neighbourhoods. Part of this is about celebrating our differences, while recognising what also brings us together as a community.

Festive cheer was in full swing in November 2024 at two of our independent living schemes in Leicester: Sabarmati House and Mahatma Gandhi House. Held on different days, both events welcomed residents and colleagues for afternoons filled with food, music, and togetherness.

While the celebrations were inspired by Diwali, the festival of light, they were designed to be inclusive of all faiths, backgrounds, and beliefs, with the aim of bringing people together during the darker months through joy and community spirit.

The events were led by Neighbourhood Coordinator (NC), Sharan, who is passionate about creating opportunities for people to come together.

“It was good to get residents and colleagues from other parts of the business together, not only for them to see where residents live but also to meet with them and know what they’re experiencing. Sometimes, I feel it’s not just about NCs knowing who’s behind the door but other parts of the business knowing as well. It was a great day and everyone who attended had fun getting to know each other.”

With support from colleagues across PA Housing, the communal areas at both schemes

were transformed into colourful, welcoming spaces with decorations, balloons, and music for all to enjoy.

Residents arrived dressed in their finest outfits, ready to celebrate. Freshly prepared vegetarian dishes were served and the atmosphere buzzed with conversation as staff and residents connected over food, music, and a shared sense of community.

One resident, Mina said, “It was a fantastic day, we had lots of fun, and the food was so nice.”

Shanta, another resident said, “It was a great thing to happen as we had nothing like this for a long time. We really enjoyed it alongside the other residents and PA staff.”

Beyond the festivities, the events also served as a valuable opportunity for colleagues to engage directly with residents and better understand their day-to-day experiences. Representatives from Estates, Grounds Maintenance, and other departments took the time to listen to feedback from residents.

Thanks to these conversations, several improvements in the communal areas of Sabarmati House have already taken place like new seating and a much better TV. This demonstrates how community celebrations can drive real change. They offer more than just moments of joy, but also opportunities to strengthen relationships and shape future improvements.

Here’s to more celebrations and meaningful conversations.

Tidy streets and a united community

Each year, we set aside some money for our Neighbourhood Improvement Fund. We had a budget of £200,000 which was used to make a positive impact on where you live – this could be as simple as a bench in a communal garden or redesigning a bin store to prevent fly tipping.

On a warm Tuesday in August 2024, a simple idea sparked a big transformation in Braunstone, Leicestershire. What began as a simple skip day became a community led event that brought people together.

In her day-to-day inspections, the Neighbourhood Coordinator (NC) for the area observed that the streets and many front gardens were cluttered with rubbish bags, old pallets, and discarded household items. So, she recognised an opportunity not only to clean up the mess but to reignite community pride.

Using the Neighbourhood Improvement Fund, the NC arranged for 3 skips to be delivered at key locations around Braunstone – including Hand Close, Webster Road, and Wellinger Way.

There were challenges on the day as delays meant that one skip arrived after midday and the final skip even later. While they waited for these, residents' rubbish was piled in the designated collection areas. When the skips did appear, the collective spirit was still high as staff and volunteers worked hard to fill them as efficiently as possible.

Quick thinking and a team effort turned a potentially frustrating situation into a success. Additional support arrived in the form of a van that took a large amount of rubbish to the tip. Also, the skip contractors, acknowledging the delay, returned the next morning to remove the remaining items using their own van. The effort resulted in Braunstone's streets becoming visibly cleaner, and more importantly, it rekindled a genuine sense of community spirit.

Residents expressed their appreciation for the initiative. Vanessa said, "I want to thank you and the volunteers yesterday for collecting my stuff. I am so grateful."

Andrea added, "I would like to thank you for bringing skips for the residents of Braunstone. It was extremely beneficial and much needed. It is really difficult to get rid of rubbish and to have clear space is absolutely brilliant and so uplifting. I thank you for bringing that community spirit and for your recognition of how important it is to have a clean community, away from dirt and rubbish. It was a very empowering day, and I thank you so very much."

With a few skips, and a dedicated team of volunteers, this event shows that even when faced with setbacks, a community thrives when everyone works together!

A little garden, a big impact

Our communal green spaces can be a great hub for residents to meet and connect with each other. Taking pride in your neighbourhood not only helps to build community but can have a huge positive impact on your wellbeing. Gary, a resident in Walton-on-Thames provides his perspective on recent improvements.

“I’ve lived on St. John’s Estate in Walton for over 25 years now, and in that time, I’ve seen all sorts of changes, some better than others. There’s this bit of land that always bothered me. It was just sitting there, completely forgotten. Overgrown, full of weeds, a bit of a dumping ground, really. And over time, it became a bit of a magnet for antisocial behaviour.

“It wasn’t a place people wanted to go near, let alone spend time in.

“Then Paul and Faith, who are our Neighbourhood Coordinators, started chatting with a few of us about doing something with the space. I thought, why not get involved? I’ve lived here a long time, and I care about the place. If there’s a way to make things better, I’m all for it.

“They teamed up with the Safer Streets Team from Elmbridge Council, and things just started to move. We got stuck in, clearing the land, tidying it up, planting new bits here and there. Slowly, it started to take shape. It’s funny how even small changes can lift your spirits. Bit by bit, it started looking more like a garden and less like a forgotten patch of nothing.

“And the best bit? People started noticing. They stopped for a chat, offered to help, even brought the kids down to have a look. What was once just wasted space is now a proper little

community garden. We’ve got benches, flowers, and even a little mud kitchen for the kids. They absolutely love it!

“It’s not just about the garden looking nice (though it really does), it’s about what it’s doing for the estate. People feel prouder. We talk more. There’s a real sense that this is our space now.

“Paul, Faith, and I have also been working closely with Surrey County Council, which has been a huge help. The garden now supports the Payback Scheme too, giving individuals a chance to contribute positively by helping to maintain the space. It’s been amazing to see how the project is not only bringing the community together but also providing opportunities for people to give something back

“Paul and Faith have been brilliant, really backing the project and checking in to make sure things are going in the right direction. You can tell they care. It’s made a massive difference having that kind of support.

“Now, the wheels are in motion to set up a little group of residents to keep the garden going – to water plants, keep it tidy, that sort of thing. We’re hoping to meet once a week and just look after it together. Local children are getting involved too. They’ve been given sunflower seeds to plant later in the summer, and they’ll come back to care for them. It’s such a lovely way to get them connected to the space and to each other.

“One of the biggest problems before all this was the antisocial behaviour. That patch of land used to be part of the problem. But that’s changed now. With help from the council, we’ve

got CCTV up around the estate, and that’s made a real difference. People feel safer, things are calmer.

“Paul and Faith said something that really stuck with me. They said it’s not just about cameras or plants; it’s about helping people feel seen, heard, and looked after. And that’s exactly what this whole thing’s done.

“This little garden has brought people together. It’s a place where you can stop, have a chat, let the kids play, or just sit quietly for a bit. It might not seem like much, but to us, it means a lot.

“For me personally, being part of this has been brilliant. I feel more connected to where I live. I’m proud of what we’ve done, and excited about what comes next. And this is just the beginning.”



Making money work better

We know how important this topic is to you, so we're always conscious that the money we spend is not ours. It's your rent that funds the services and improvements we make and it's important that we're transparent, so you understand what you're paying for.

Over the past six months, the involved residents in our Value for Money Working Group have been working closely with PA Housing colleagues to help make sure our services offer the best possible value. The group has looked at how money is spent in key areas like rent collection, repairs, and technology. Even though many of the ideas are still being worked on, residents have already helped shape important changes that will improve services for everyone.

Here are some of the things the working group has been involved in:

Rent collection

The group suggested clearer support for residents in rent arrears, easier ways to pay rent, and more joined-up working between teams. There are also plans to improve the advice and information residents receive.

Repairs

The residents supported stronger checks on contractors and are helping to shape how we monitor repairs. Some of our residents will now be invited to attend contractor meetings to share their feedback.

Technology

The group is helping us to find better ways of using digital tools that save time and make things easier for residents.

This work is ongoing and will continue to grow. It shows that when residents work together with us, we can get the most out of every pound and make services better for everyone.



- 22p** Planned investment in your homes
- 20p** Providing new homes (interest payable on our loans)
- 15p** Staffing costs
- 12p** Service charges (communal cleaning, grounds maintenance etc.)
- 20p** Responsive repairs
- 11p** Management costs (offices, IT equipment etc.)



Want to get involved?

If you are interested in joining the Value for Money Working Group or just want to share your ideas, we would love to hear from you. Visit our website to find out more.



Listening and hearing your opinions

The Regulator for Social Housing (RSH) asks all housing providers to collect information from their residents to check how they're feeling about their landlord, and the impact of our work. These are called the Tenant Satisfaction Measures (TSM) and were introduced in 2023.

During September 2024, we visited you to ask some questions about our services as part of our annual TSM survey. We knocked on the doors of 21,045 homes and received 5,326 responses, which means that we got to speak to over a quarter of all households.

Across all metrics for residents who rent their homes, the results show an improvement from 2023. This is great news and shows that the changes we're making are starting to have an impact, but we know there is still work to be done.

Based on all your responses to our questions, we know that for renters, 60% of you are satisfied with repairs, 81% agree that you're treated fairly and with respect, 77% feel satisfied that your homes are safe, but only 30% are happy with how we deal with your complaints.

Our overall satisfaction score from our renters was 65% and 36% for our shared owners so it's clear that our homeowners are far less satisfied with the level of service they've received. The results revealed that 28% of them felt we listened to their views, 51% felt we kept them informed, and 39% felt we make a positive contribution to where they live.

These results help us to understand how satisfied you are with the services we provide. We've identified areas that we know impact on

your level of satisfaction, and where we need to make improvements.

Following our discussions with you, our priorities for the 12 months are to:

- Improve the accuracy of your service charges so you know what you're paying for.
- Improve communal services so you're getting what you pay for.
- Improve the visibility of teams in your neighbourhood.
- Improve first time fixes for your repairs.
- Improve the time it takes for empty homes to be made ready for new residents.
- Improve proactive communications, especially around repairs and maintenance.
- Improve how we respond to your complaints.

You can find out more about the TSMs, how we carry them out, and the full results on our website at www.pahousing.co.uk/tsmresults

Closing remarks from Suki

The team asked me to reflect on the progress we've made and the journey we've been on in the last 2 to 3 years since we restated our ambitions in the then new Corporate Plan for PA Housing.

If you'd asked me if I'd be happy for the organisation to have achieved what we have between when I took over as Chair in October 2022 and now, I would have taken the progress made as a very good start in moving our focus towards a resident first culture.

Since I started, I've seen an increase in resident satisfaction, a record number of new houses being built, a reduction in how long it takes for your phone calls to be answered, and an overall reduction in responsive repairs.

At the heart of this culture, we recognise that social housing is more than bricks and mortar; it's about building lives, fostering communities, and providing a foundation for dignity and opportunity.

Our services touch countless lives, demonstrating the power of housing not just as a necessity but as a catalyst for change. More than anything else, I am proud of the increase in support that our team have been able to help our residents access. For example, over £10 million in grants and support through the Tenancy Sustainment Team's efforts.

As I look out today, I am pleased with the progress but impatient about what we have left to do. So, this is another call to action for us to do more, in ever more challenging conditions, with tighter finances available and a much tougher marketplace to source repairs, building, gardening, and other contractors. Perversely, the new government's call for increased building

will add to the pressures as the declining availability of labour in building is stretched across those substantially increased new housing build targets.

However, the Board and I are incredibly grateful to the staff, led by Michael and his senior team. They, along with our partners in the services we provide, have worked hard to make changes which is never easy. Their resilience, creativity, inspiration, and daily dedication have been impressive, but we will need to continue at pace to achieve what we all see as our collective ambition.

Most importantly, I thank you for your continued support as we navigate this journey. We are making progress together as a team and that is how we need to operate to achieve the best results going forward.

Suki

Suki Kalirai
Board Chair





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