

# Our Annual Report 2021-22



# Our highlights

**317** new homes built

- **132** affordable rent
- **185** shared ownership

**107**  
PA on Tour events held

**£16.5m**  
invested in our homes

**906**  
homes let

**73,140**  
emails responded to

**179,750**  
phone calls answered

**14,255**  
registered My PA users

**16,788**  
customer feedback  
surveys completed

**87.2%**  
of day-to-day repairs  
completed on time.

**244**  
tenancy fraud cases  
resolved

**1,437**  
complaints received

**92%**  
of complaints  
responded to  
within target

**98.8%**  
of emergency repairs  
completed on time.

**1,189**  
antisocial behaviour  
cases dealt with

**19,035**  
neighbourhood  
inspections completed

**£4.3m**  
million received in  
unclaimed benefits  
for our customers

**£586,000**  
invested in local community activities and  
neighbourhood improvements

**61%**  
overall customer  
satisfaction

**94%**  
customer satisfaction with fire  
safety work

**98%**  
customer satisfaction with stock  
investment

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# Welcome from Kathleen Harris-Leighton

When I wrote this welcome message in last year's report, I described 2020-2021 as being a strange, and sometimes challenging, year. Sadly, although we've emerged from the pandemic with new ways of working and a new understanding of the importance of supporting each other through hard times, we enter another period of uncertainty.

We now face the highest rates of inflation in 30 years as energy prices and the cost of living soar, so it's even more important that we work together to make sure people who are struggling to access the support they need to get through the hard times ahead.

At PA, we've felt the impact of the challenges of the last two years. Despite both mine and Dilip's promises to you all last year, our levels of customer satisfaction remain lower than we'd hope to see. In other areas though, thanks

to the hard work of staff and the invaluable insight we've received from our customers, I'm pleased to say that things are already much better than they were particularly with our handling of complaints and how our Hubs are performing.

As a board member, the Chair of the Customer Committee at PA Housing, but also as a resident, I can't stress the importance of having your voices heard enough. Getting involved in some way is the best way to do that. I and other residents have worked alongside PA colleagues to change the way we do resident involvement which has allowed us to make sure the views of all are heard. As well as continuing the great work of the Resident Assembly, now chaired jointly by Joan Swift and Tony Aslam, the Service Improvement Panels (SIPs) have also done brilliant things to help make the repairs service better. The Complaints Panel was also

instrumental in the changes to the complaints process which have given us such great results.

Our Customer Voice Model explains how we turn residents' feedback into action and you can find out more about this, as well as other ways to get involved, by visiting the PA Housing website, following us on social media, or by emailing [getinvolved@pahousing.co.uk](mailto:getinvolved@pahousing.co.uk).

*Kathleen*



*Kathleen Harris-Leighton*  
Chair of Customer Committee  
and PA Housing resident





Sheltered Tenancy Officer teaching customers how to use My PA.

## How are we helping you?

As Kathleen says in her introduction, it continues to be a challenging time for many of us as we deal with the aftermath of the pandemic and the cost-of-living and energy crises.

Where we charge for services to estates and communal areas, we know that these should be affordable, particularly where costs have risen significantly. In 2020/ 21 we did not increase service charges for the majority of our residents and in 2021/22 we capped increases at 1% for core services and introduced a new and fairer structure for charging costs to cover our internal administration costs.

Our Tenancy Sustainment Team and Community Investment Team support residents in several ways. We're committed to doing everything we can to support our residents during these difficult times.

### Supporting our residents

Our Tenancy Sustainment Team and Community Investment Team support residents in several ways. The pandemic and the subsequent cost-of-living issues have seen your money covering less and less. There has been a bigger demand for assistance with both food and energy costs. This is likely to increase further over the next 12 months.

Our Hardship Fund provided **£140,000** of support to our residents and continues into 2022

**444** food bank vouchers were issued to residents

**732** supermarket food vouchers were also issued to residents

### Warm Welcome

Last year our 'Warm Welcome' campaign provided financial support to residents whose homes were assessed as having an Energy Performance Certificate (EPC) rating of D or below. This rating summarises the energy efficiency of your home. Those in category E and G have been offered £80 fuel vouchers, and those in Category D have been offered £40 fuel vouchers.

From January to March 2022, we supported 3,600 residents with a total spend of £120,000

### Tenancy Sustainment Team

Our team have also helped residents to access £4.3 million in unclaimed benefits. The team can help residents to understand what benefits can be claimed and how to go about it, as well as support with increasing living costs. Last year, the team spoke to over 1,500 residents who were concerned about their financial situation. We always encourage residents to tell us as soon as they have a change in circumstances, as we can have a look at how we might help. This can include:

- Maximising income
- Managing debt and offering money advice
- Applying for benefits or grants
- Rent advice

For more information, visit our website:  
[www.pahousing.co.uk/heretohelp](http://www.pahousing.co.uk/heretohelp)



# How are we working together to make changes?

In August 2021, we worked closely with the Tpas who promote, support, and champion resident involvement and empowerment in social housing. Tpas held sessions with a cross-section of satisfied and dissatisfied residents from our regions. Through these, we aimed to understand residents' views on PA Housing including how we ask for opinions on our performance, what matters the most, and what influences how residents feel about us.

These sessions were just one way we worked with residents over the past 12 months. We regularly ask for feedback after we've provided a service, and each quarter we randomly sample customers to ask their opinions about PA Housing. We also have Service Improvement Panels which are groups of residents who work alongside our staff to focus on specific areas and help to improve them. All this feedback combined helps us understand where we are doing well and where we need to improve.

## You said:

It's confusing to find what you're looking for on My PA.

**We did:** Redesign the menus and navigation bar to make it easier and more user-friendly.

**You said:** How we communicate often felt impersonal and lacked empathy.

**We did:** Deliver company-wide training around our tone of voice. We're continuing to adapt our approach based on your feedback.

## You said:

When you called us, you were confused which option to choose.

**We did:** Review the options and carry out tests. Based on your feedback, we changed the order so it made more sense.

**You said:** We weren't listening to you.

**We did:** Create a dedicated Customer Experience Team who make sure we hear your voices and act by gathering insight and feedback to improve our services.

## You said:

We needed to improve our repairs and estate services.

**We did:** Recruit Steven Holmes as our new Head of Repairs and Graham Jones as Head of Estate Services to lead on service improvements and procuring new contractors.



# PA on Tour

This year we were able to get PA back on Tour, and our purple gazebo was popping up again in our neighbourhoods. Members of Team Purple and other colleagues from across PA Housing attended 107 PA on Tour events across our regions alongside local councillors, policing teams, and other support agencies.

This customer facing approach is key to our housing management service. Members of Team Purple can be seen wearing their uniforms around our neighbourhoods. They are there to support and answer queries, with the overall aim of building trusting relationships with residents.

One of the great success stories of PA on Tour has been the recruitment of new Neighbourhood Champions. These residents are passionate about where they live and want to make a difference to how PA Housing provides services in their areas. They work closely with PA Housing staff to improve things and will meet with them on a regular basis to take part in estate inspections, suggest improvements in the local area, and help with the organisation of community events.

Thanks to their support, we completed 19,035 inspections across all our neighbourhoods, with 54% of them achieving a Gold Standard.

To find out more about how to be a Neighbourhood Champion, and how we rate our neighbourhoods, head over to our website: [www.pahousing.co.uk/yourneighbourhood](http://www.pahousing.co.uk/yourneighbourhood)







Colleagues from the DLO working together at Pen Court.

## How are we investing in your homes?

We have worked hard to improve the level of information we hold on our homes, so we've carried out 9,121 full stock condition surveys in 2021-2022. This information will then be used to decide how we invest further in the future.

Following a delay to some of our planned maintenance programmes, we are working hard to ensure that customers whose improvements have been delayed are being prioritised.

**With the £16.5 million we've spent updating our homes, we've replaced or installed:**

**106** roofs

**12** whole house refurbishments

**556** windows and doors

**340** bathrooms

**521** kitchens

**7** lifts

**883** heating systems and boilers

We have also invested £3.4 million in cyclical decorations of communal areas and £177,000 on adaptations to meet the needs of our residents.

### Investing in safety

We undertake Fire Risk Assessments (FRA) for all our buildings with communal areas, this looks at how the building is constructed, what fire safety measures are already in place, and what (if any) improvements could be made to ensure residents are safe in their homes. These are reviewed either annually or bi-annually.

Following our FRAs, in 2021/22 we invested over £12 million in fire safety improvements to over 800 of our blocks which included upgrading fire alarm systems, installing new fire doors and lighting. Customer satisfaction for these improvements scored 94%.

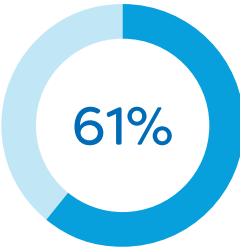
We have also made good progress in carrying out inspections of all our high-rise buildings and identified that a relatively small number of estates require fire safety improvements.





# How are we doing?

We monitor our performance across all areas of our business to ensure that we're running efficiently and that residents are receiving the best level of service from us as possible.



## Overall customer satisfaction

We said last year that we're determined to do better and that we needed to make changes around our complaints handling and repairs. Although we have seen a massive improvement in how we handle our complaints, we know we have more to do around how we communicate proactively and empathetically with residents and the further reduction in this figure shows that. We know that in a lot of areas, when we asked for residents' opinions straight after using one of our services, we rate much higher. This includes Stock Investment, Grounds Maintenance, and the Tenancy Sustainment Team – in all of which, satisfaction has exceeded targets.

However, to further improve our performance, over the last 6 months, the Customer Experience Team have focused on our We are PA 12-week sprints which are designed to make small, quick changes which all add up to make larger improvements. Find out more about this approach in the Summer 2022 edition of doorstep [www.pahousing.co.uk/doorstep](http://www.pahousing.co.uk/doorstep)

## Hub performance

The Hubs received a total of 179,750 calls over the past 12 months, 102,011 of these were repair related. The average time to answer a call was 7 minutes 15 seconds, and we answered 79% of calls.

When we look at the detail that sits behind these, we see:

- The Housing Hub and Income Hub answer 91% of calls with an average time to answer of 1 minute 33 seconds
- The Repairs Hubs answer 73% of calls with an average time to answer of 10 minutes 43 seconds

To improve the level of service residents receive when they contact our Hubs we have recruited more staff, rolled out a comprehensive induction and training programme. As a result, the average waiting time since April 2022 is 3 minutes 13 seconds.

Alongside this, we've also seen a huge uptake in the number of residents choosing to use our app, My PA, with over 14,000 registered users at the end of March 2022.

Thanks to your feedback, we're continuing to make changes to My PA to make it bigger, better, and more user friendly.



Repairs Hub Advisors handling customer queries.





Tenancy Solutions Coordinator greeting customers at a PA on Tour event.

## Dealing with your complaints

We know we don't always get it right, but what is important is that we learn from our mistakes.

In 2021/2022, we received 1,437 complaints. The top three areas of concern for you that have been reported to us are:



**63% of complaints are about responsive repairs**  
**16% of complaints are about gas servicing and repairs**  
**5% of complaints are about cleaning and grounds maintenance**  
**16% other**

We also received complaints about our handling of antisocial behaviour (ASB), complaints and housing services. By reviewing these complaints and the cases reported to the Housing Ombudsman Service (HOS), we've been able to make significant changes to prevent them from happening again. This includes:

**Residents said:** They felt like we were not seeking alternative solutions when resolving antisocial behaviour (ASB) cases. We have completely changed the first point of contact service for ASB reports to ensure our staff provide consistent and improved case management, deliver support, show empathy, and provide solutions, which has already significantly improved our ASB case management process.

**Residents said:** They experienced unexplained delays in completing repairs and that compensation offered to them did not account for the impact of these delays. We have recruited a new dedicated specialist

Complaints Team to oversee the reporting, management and greater visibility of our performance, ensuring all aspects and impact on our residents are considered. In their role, the team also oversee compensation payments where needed.

**Residents said:** There was not a clear process for managing communal areas. We have appointed a third-party managing agent co-ordinator to oversee the service improvement plan, as well as review our procedure for managing shared areas.

**Residents said:** They were dissatisfied with how we communicate and engage with them about repairs. We have piloted a new model to ensure our customer communication is proactive. This was trialled on any lift breakdowns, and we are now preparing to launch it across the whole organisation.

We've also implemented new Service Improvement Panels, working with our residents to improve our services, ensuring we listen, and act on what matters to them most.

From these changes, we have already:

- Improved our processes for dealing with items left in communal areas
- Increased our 'complaints responded to within' target (10 days) from 49% to 92%
- Seen how updating residents during live issues and providing more effective communication internally can enable us to identify and better support our most vulnerable residents

In addition, the team have reviewed how they work and our complaints service now meets the new Complaints Handling Code which is set by the Housing Ombudsman Service. Find out more about this on our website: [www.pahousing.co.uk/complaints](http://www.pahousing.co.uk/complaints)



Repairs

On average we complete over 50,000 responsive repairs each year and the majority of calls we are receiving relate to this service, so we know that this has a direct impact for many of you on our overall customer satisfaction.

Last year, we reported on the backlog of repairs caused by the pandemic, which seriously affected our ability to meet our repairs goals.

This year has also seen its challenges, as issues with the supply chain nationally have been felt across the sector and in some instances, has resulted in our contractors also struggling because of material and labour shortages. However, we have seen our performance improve, and we have achieved:



Antisocial behaviour

1,189 cases reported

348 residents supported to sustain their tenancy

244 tenancy fraud cases dealt with



During 2020/2021, we saw an unprecedented increase in the number of antisocial behaviour (ASB) cases being reported to us due to people spending more time at home and changes to our way of living.

Our Tenancy Solutions Team are continuing to support residents experiencing ASB. One of the biggest impacts to their service has been the closure of courts during the pandemic. This has resulted in a national backlog of legal cases which haven't been heard. It is only in the last 6 months that we have seen our cases moving forward. These are often the most serious cases, and we know the impact the delays have on residents and our communities, so we're doing all we can with local policing teams, social services, and other agencies to support those in need.

Find out more about how we tackle ASB and useful resources in our ASB Toolkit on our website: [www.pahousing.co.uk/asb](http://www.pahousing.co.uk/asb)



Supporting residents at our Learning Together event.



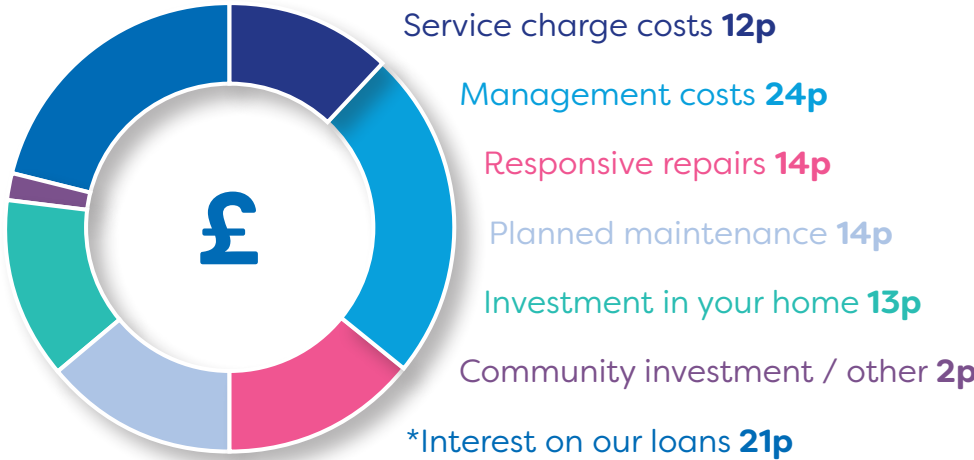
Ribbon cutting ceremony at Coverdale Close, Corby.



# Our finances

We're a financially strong organisation. The rent and service charge residents pay allows us to keep our business operating and provide the best quality services we can.

For every pound we spend, this is split across the following areas:



*\*Our loans enable us to fund the building of new affordable homes.*

For more details about this, our published Financial Statements for 2021-2022 can be found on our website.



# How are we looking to the future?

This report has hopefully given you a good indication of how we did last year, but also that we're committed to making improvements and doing more where possible. We know we have work to do to make sure you're happy with the level of service you receive from us.

It's hard to escape the news right now and we know that some households are likely to face more financial pressures with the ongoing energy and cost-of-living crisis. I want to assure you that we're doing everything we can to provide the best support we can to you.

Remember our Tenancy Sustainment Team are here to help, but we've also partnered with Policy in Practice to offer a free benefits calculator accessible through My PA – a comprehensive tool, advising on benefit entitlement and additional savings.

We are currently working on our Corporate Plan for 2023 to 2026 and have welcomed our new Chair Suki Kalirai who will be helping to drive us forward, so we can continue to focus on improving the quality of our services.

Having heard about what we're doing and our plans for the future, if you are interested in getting more involved and having your voice heard, contact us at [getinvolved@pahousing.co.uk](mailto:getinvolved@pahousing.co.uk).

Thank you for your continued input and support. With this, I'm confident that we'll be the landlord you want us to be.

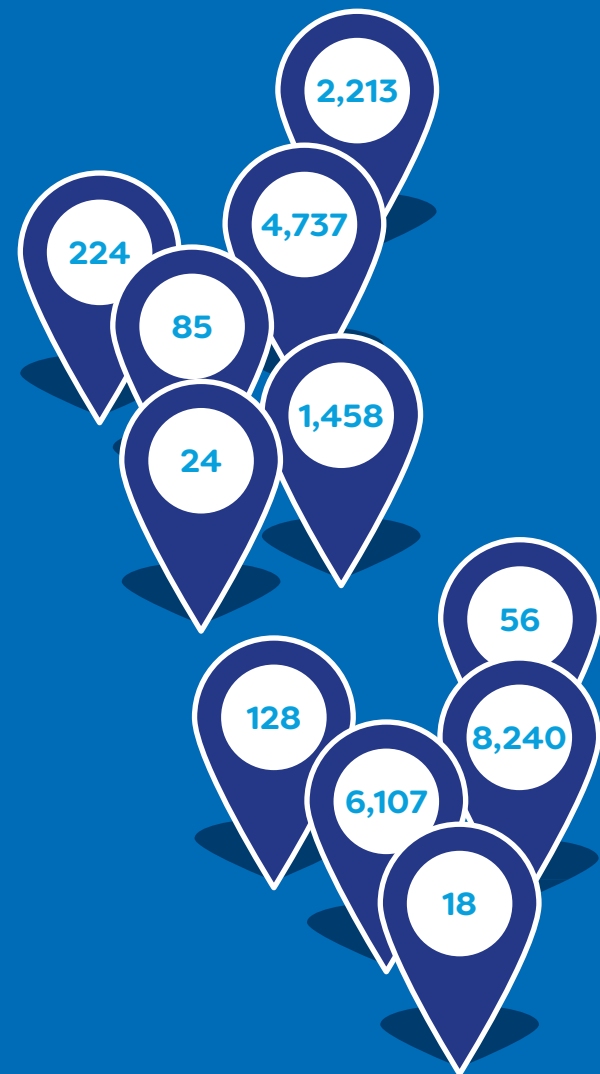
*Dilip*



*Dilip Kavi*  
Chief Executive



## Our homes by county



Berkshire **128**  
Buckinghamshire **24**  
Coventry **85**  
Hertfordshire **56**  
Leicestershire **4,737**  
London **8,240**  
Northamptonshire **1,458**  
Nottinghamshire **2,213**  
Surrey **6,107**  
Sussex **18**  
Warwickshire **224**  
Other **2**

Total **23,292**





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