

# *Environmental, Social, Governance*

**PA Housing's 2021/22 ESG outturn report, incorporating the  
Sustainability Reporting Standard for Social Housing**

Publication date: October 2022

# Environmental Social Governance

## Introduction

This is PA Housing's second annual Environmental, Social and Governance ('ESG') outturn report, covering the financial year ending 31 March 2022.

Over the past year we have seen the emergence of a growing cost of living crisis. At the time of writing this introduction, the domestic energy supply price caps applicable from October 2022 have just been announced and it seems clear that without significant additional intervention, the price of energy will cause significant financial hardship for individuals and businesses alike over the course of this coming winter. This is against a backdrop of wider economic uncertainty and rapidly rising prices. It seems that things are going to get worse before they get better, and we must all steel ourselves for an extremely difficult economic period which will affect people's lives in a profound way.

This crisis directly resonates with PA's ESG ambitions and priorities. How energy-efficient are our homes, and how quickly can we invest to improve performance in a climate where our own financial position is being increasingly squeezed? How can we provide additional support to residents who really need it, stretching our social purpose as far as we can to keep our communities afloat? And have we got robust governance arrangements in place to help steer us through these increasingly choppy waters?

This report answers some of these and other important questions, but readers will appreciate that we currently operate within a highly challenging and rapidly evolving environment. The government has announced that rent increases across the sector will be capped at a rate well below current inflation, for 2023/24 and potentially also 2024/25. This is an inevitable policy position to take, in order to protect residents and reduce the strain on benefits payments, but there will be significant impacts on the sector's ability to continue investing at the rates which were previously planned. This may have implications for delivery of new social housing, progress towards net zero carbon status, the quality of social homes and the scope of service provision – all at a time when the sector is rightly under the microscope to ensure that standards are raised and residents are properly listened to, valued and supported.

Steady state financial and operational planning becomes less applicable in times such as these, and PA must respond to these shifting circumstances in an agile way. We do have the recent experience of navigating our way

through Covid-19 to refer back to, and we will attempt to balance the emergency short term issues with our longer-term ESG vision.

In 2020 PA Housing was one of the founding signatories to the Sustainability Reporting Standard for Social Housing, which obliges all members to report annual results against an agreed set of metrics in a consistent format to aid comparability. As was the case last year in our inaugural ESG report, our full results for the 2021/22 financial year are included in this report.

In April 2021 we issued our first sustainable bond, supported by our Sustainable Finance Framework (available on our website here: [Sustainable Finance Framework 2021 | PA Housing](#)). This report discloses our utilisation of the bond issue proceeds. In a similar vein, we also have certain ESG reporting obligations embedded within our bank loan facilities and these are covered within the report.

More broadly though, we want to continue emphasising that delivering strong ESG outcomes is simply 'what we do'. As such, this report also includes a brief summary of our activities during the year, in order to give context to the metrics which follow.

We are keen to talk to stakeholders about our ESG activities. If you would like to discuss our work, or if you have any questions about this report, then please do get in touch.

**Simon Hatchman**

**Executive Director – Resources**

October 2022

# Improving the energy efficiency of our homes

The social housing sector is fully engaged with government ambitions to assure the sustainability of the UK's homes – first, by working to make all homes at least Energy Performance Certificate ('EPC') C-rated by 2030; and then investing further to achieve full net zero carbon status by 2050. However, in an economic climate where rampant general inflation is being driven by rapidly escalating energy costs, the work takes on a heightened sense of urgency. We are fully aware that improved energy efficiency can reduce our residents' household bills by many hundreds of pounds.

Within this context, during 2021/22 we continued to invest in relevant improvement programmes across our homes, including insulation, new windows and doors, and more efficient heating systems. Alongside this, we took a step back and fully re-evaluated the data we hold on our homes using specialist software specifically developed to support the housing sector's energy efficiency journey.

By the end of the year, for the first time we held 100% accurate energy efficiency data for all our homes (in previous years the picture was in part comprised of cloned data). This enables us to properly plan and prioritise future work programmes so that we can target our investment most efficiently. The table below sets out our starting point and planned future journey, looking at the expected distribution of homes across the EPC rating levels now and across the next three years. This data excludes new build homes completed in 2021/22 and planned for future years, and all homes where PA has only a leasehold interest and does not hold the repairs and maintenance responsibility for the building.

	2021/22		2022/23		2023/24		2024/25	
	No.	%	No.	%	No.	%	No.	%
<b>EPC A</b>	27	0.1	33	0.2	33	0.2	33	0.2
<b>EPC B</b>	2,074	10.8	2,753	13.8	3,453	17.3	4,253	21.3
<b>EPC C</b>	9,761	50.8	10,547	53.0	10,387	52.2	10,397	52.2
<b>EPC D</b>	6,389	33.2	5,742	28.9	5,527	27.8	5,167	26.0
<b>EPC E/F/G</b>	1,001	5.1	825	4.1	500	2.5	50	0.3
<b>Total</b>	19,252	100.0	19,900*	100.0	19,900	100.0	19,900	100.0

\*Total homes for 2022/23 onwards reflects acquisition of a portfolio of homes from another housing association in July 2022.

Our new build programme continues to deliver highly energy-efficient homes with an aspiration to achieve minimum EPC B rating. During 2021/22 we completed 291 (92%) at this rating and a further 13 (4%) at the highest A rating.

# Sustaining tenancies and supporting our residents

PA is a general needs housing provider, meaning that we do not get directly involved in additional care and support work which is targeted at people with more complex needs and funded through local authority contracts. However, our role is more than simply that of a landlord. We have an important part to play within our communities, targeting additional interventions to help our residents get on with their lives and explore new opportunities.

The work of our Tenancy Sustainment team is central to this. This team helps residents to navigate the complex benefits system and access other potential sources of financial assistance, so that their income levels are enhanced and they are more able to meet their financial commitments. Many of the cases the team deals with can be highly complex, taking many weeks of patient work and liaison with various agencies to achieve positive outcomes for residents.

The table below summarises the results delivered by our Tenancy Sustainment Team over the past few years.

	2019/20	2020/21	2021/22
Number of residents helped	1,150	2,200	2,100
Additional money secured	£4.0m	£3.4m	£4.4m

During 2021/22 we also supported our residents and communities through a range of other initiatives. Highlights included:

- Helping 3,600 residents to meet their rising energy bills through our Warm Welcome scheme, which provided £120,000 of energy vouchers. The payments were targeted at residents living in our least energy efficient homes.
- Over £125,000 of Hardship Fund expenditure to support residents in acute need of help with items such as the weekly food shop.
- Supporting 35 residents to start their own business through our Be Your Own Boss programme, with £7,000 of grant funding to help get these businesses off the ground.
- Voluntarily capping our 2022/23 service charge and shared ownership rent increases at 4.1%, in line with our core social housing rent increase and below the maximum permissible limits.
- Voluntarily electing not to pass on to our residents any of the costs associated with necessary fire safety improvement works to some of our homes, in the wake of the Grenfell tragedy. This includes the cost of providing 24 hour waking watch services in the period before works are carried out.
- Installing free Wi-Fi into the communal areas of our Independent Living estates for older people, and providing digital training to help these residents harness the power of the internet.
- Increasing the size of the teams in our contact centre Hubs which receive daily telephone and email enquiries from residents, in order to improve responsiveness.

# Equality, diversity and inclusion ('EDI')

During 2021/22 our Board approved PA's first EDI Strategy, which aims to build on our rich heritage at the forefront of the sector's EDI work over many years. The Strategy identifies four pillars of work, with a range of supporting actions to deliver what we want to do:

1	2	3	4
<b>Use our commitment to EDI as a driver for investment in our residents and communities</b>	<b>Ensure that PA is a vibrant and inclusive place to work, where people can reach their potential regardless of background and experience</b>	<b>Harness EDI as a positive force behind our business decisions and ways of working</b>	<b>Prioritise and influence partnerships with others who share a similar EDI vision and ethos</b>
Understanding and responding to the EDI challenges faced by our residents, and targeting our investment to address the issues we identify	Nurturing a sense of belonging for PA's employees, and giving everyone the opportunity to meaningfully participate	Placing EDI at the heart of everything we do, embedding it within our leadership and recognising it as a cross-cutting theme which enables us to make better decisions	Using our influence with and learning from others, to jointly contribute towards a world where EDI is the natural way of doing things

Around 40% of our residents are from backgrounds other than White British, and this is matched by an equally diverse workforce which enables us to better understand our residents' needs and preferences. We report annually on our gender and ethnicity pay gap performance, and further details are available within our 2022 Financial Statements. As far as the ethnicity pay gap is concerned, we are prioritising stronger representation by people from a non-white background within our tiers of management. The table below sets out our current performance and future targets in this respect. The targets reflect our ambition to increase the ethnic diversity of our manager population.

	2021/22	2022/23	2023/24	2024/25
<b>No. managers from non-white background</b>	36	41	45	51
<b>% of all managers</b>	25%	28%	31%	35%

We have a number of initiatives in train to achieve these targets, covering both development of our own staff and recruitment of new talent.

All of our EDI activities are co-ordinated by our EDI Business Partner. This is a new post, created during 2021/22 to give PA a dedicated resource which can drive forward our ambitions in this crucial area.

# Helping residents into employment

Our community investment activities include a range of programmes to improve employment prospects for our residents. These include:

- Apprenticeship opportunities, either with PA directly or with our suppliers under the social value enhancements we insert into supplier contracts at procurement stage.
- Participation in government employment initiatives such as Kickstart.
- Provision of structured work experience programmes to give residents exposure to working life and experiences to support their job search.
- Employment skills support and training programmes, covering areas such as CV design and interview skills.
- The Naumann Initiative – PA's pioneering scheme in partnership with Kingdom Housing Association to offer both a permanent job with PA and a secure social home to people who are registered as homeless.
- Our Be Your Own Boss programme to support residents who wish to start their own business.

Kickstart was a hugely successful initiative for PA. We took on 11 young people and eight of these have gone on to secure either permanent roles or longer term Apprenticeships with us, demonstrating the calibre of people who can be overlooked in a competitive employment market. The programme taught us a lot about neurodiversity, and we have learned to modify our recruitment approach to improve accessibility for people from different backgrounds who would not be well suited to a traditional recruitment process.

The table below sets out our delivery in 2021/22 and our targets for the next three years, in terms of the total number of residents supported across the various initiatives outlined above. Again, the targets show how we intend to increase the scale of our support in future years.

	2021/22	2022/23	2023/24	2024/25
No. residents supported	167	200	250	300

The current economic climate is likely to have adverse impacts on the jobs market over the next few years. As such, it is imperative that we redouble our efforts to offer opportunity to the people in our homes and communities.

# 2021 bond issue: Use of Proceeds reporting

In May 2021 we completed a £400m sustainability bond, of which £100m was retained for future issuance. The net proceeds from initial issuance were £298,245,000. The transaction received strong support from the investor community, and it was backed by our Sustainable Finance Framework. Day one net proceeds were temporarily utilised to replenish bank revolving credit facilities, in accordance with the Framework.

In the Framework, we committed to ensure allocation of and reporting on the net bond proceeds, to demonstrate full utilisation against Eligible Social and Green Projects within three years of receipt of the funds. This use of proceeds is governed by our Sustainable Investment Panel, which meets to review relevant projects and approve allocation of funds in accordance with the Sustainable Finance Framework parameters. The running total as at 31 March 2022 of approved allocation under each element of the Framework was as follows:

Project name	Type	Number of homes	Affordable housing	Green buildings	Clean transportation	Affordable basic infrastructure	Total
<b>Ansell Hall</b>	Regen	10	£1,474,807	£491,602	£24,340	£171,005	£2,161,754
<b>Flamingo Park</b>	New build	42	£10,812,217	£4,394,072	£37,000	£1,666,746	£16,910,035
<b>Brighton Road</b>	New build	79	£21,373,401	£7,300,587	£2,000	£73,000	£28,748,988
<b>Navarino Grove</b>	New build	9	£1,846,532	£1,977,032	£14,500	-	£3,838,063
<b>Sherwood Oaks</b>	New build	44	£6,159,539	£2,053,180	-	-	£8,212,719
<b>Carlton Drive</b>	New build	8	£2,170,517	£729,506	£12,000	£18,000	£2,930,022
<b>The Vale</b>	New build	25	£5,077,836	£1,826,676	-	£295,737	£7,200,249
<b>Nine Elms</b>	New build	103	£18,460,536	£6,153,512	-	£200,000	£24,814,048
<b>London Road</b>	New build	43	£6,938,575	£2,552,858	£35,000	£20,250	£9,546,683
<b>Wyvil Road</b>	New build	9	£1,783,979	£851,660	£12,000	-	£2,647,638
<b>Total</b>		372	£76,097,937	£28,330,684	£136,840	£2,444,738	£107,010,199

The amounts shown above are based on budgeted cost at project approval, and may vary once projects are completed. As at 31 March 2022, the unallocated net proceeds were therefore £191,234,801. However, in addition to the above projects, a further £26m of expenditure has been identified against eligible projects which had not been approved by our Sustainable Investment Panel as at the 2021/22 financial year end date.

# Supporting data

Additional information relating to the above projects and the £107m expenditure allocated to date is shown below.

<b>Energy Performance Certificate ratings</b>	9 homes at band A (2%) 355 homes at band B (96%) 8 homes at band C (2%)  Note: Final EPC ratings will be confirmed at practical completion of the projects; the above breakdown is based on the lower end of the estimated outcomes and so is subject to potential upwards review.
<b>Proportion of homes to be occupied by lower income people in line with local affordability criteria</b>	100%
<b>Average rent on rented new build homes as a percentage of Local Housing Allowance</b>	79%
<b>Number of people to be housed in new affordable homes</b>	1,013

## Future reporting: Other Sustainability information relating to our homes and estates

1,572 of our homes (7% of our total stock) now utilise renewable energy sources. This data arises from historic investment programmes, but from the 2022/23 financial year we have reintroduced investment in this area as part of our journey towards net-zero carbon status. Our 2023 ESG annual report will therefore include details of expenditure incurred and the number of homes benefitting from the investment. Similarly, we have commenced an installation programme for electric vehicle charging points on our estates and we will report on our progress in 2023.

We are also working to enhance the communal open spaces within our ownership, which are available for our residents and (in some locations) the wider public to use. Data on this will be shared in future reports.



# Sustainability Reporting Standard for Social Housing ('SRS'): 2021/22 results

PA's ESG reporting is fully aligned to the SRS. This is our second annual report against the SRS's agreed set of ESG metrics. Full details are shown on the following pages.

## 2021/22 highlights

- Our focus remains almost exclusively on core social housing, with over 98% of existing homes (excluding leasehold) and 100% of new homes built in the year on social housing tenures. SRS criteria reference C2 and C3.
- We provided additional support to residents on energy costs through our Warm Welcome initiative, which provided energy vouchers worth £120,000 to 3,600 residents. SRS criteria reference C4.
- 99.67% of our rented homes now have at least a three year tenancy agreement, supporting security of tenure. SRS criteria reference C5.
- Our Tenancy Sustainment Team generated £4.4m in additional benefits for 2,128 residents over the course of the year. SRS criteria reference C12.
- We have a range of measures in place to support the physical and mental wellbeing of our staff. SRS criteria reference C45.

## 2021/22 areas requiring further work

- Our reported year end performance on building safety compliance was below target, due in the main to supplier performance issues which have now been resolved. SRS criteria reference C6 and C7.
- Overall perception-based resident satisfaction is low at 61%, and we have a range of actions in place to address this. SRS criteria reference C10
- 38% of our existing homes have an Energy Performance Certificate rating of D or lower. We are working to bring all homes up to at least band C rating by 2030. SRS criteria reference C14.
- We do not yet hold data on our scope 1 / 2 / 3 greenhouse gas emissions. We expect to start reporting on this by the end of 2022. SRS criteria reference C16.

## Future reporting

We will continue to annually report on our performance against the Sustainability Reporting Standard criteria, highlighting areas of good work and transparently disclosing where we have more to do. We will separately report on how our performance benchmarks against our peers, using data from similar reports published by other housing associations.

## Further details

We hope that you find this report useful. We are very happy to discuss aspects of our ESG work and results with interested parties. If you would like further information, please do contact Simon Hatchman, our Executive Director of Finance and Investment Management:

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# PA Housing ESG criteria results 2021/22

## Affordability and Security

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T1	C1	Core	<p>For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:</p> <p>1) Rent compared to Median private rental sector (PRS) rent across the Local Authority</p> <p>2) Rent compared to Local Housing Allowance (LHA)</p>	<p>PA Housing 2021/22 General Needs and Housing for Older People rents compared to median private rental sector:</p> <p>0 Bedrooms – 91%            1 Bedroom – 64%            2 Bedrooms – 58%            3 Bedrooms – 51%            4 bedrooms – 35%            5 bedrooms or more – 62%</p> <p>Average rent as % of median private sector rent – 56%</p> <p>PA Housing 2021/22 General Needs and Housing for Older People rents compared to Local Housing Allowance:</p> <p>0 Bedrooms – 111%            1 Bedroom – 68%            2 Bedrooms – 61%            3 bedrooms – 53%            4 Bedrooms – 42%            5 bedrooms of more – 44%</p> <p>Average rent as % of Local Housing Allowance – 59%</p>

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T1	C2	Core	<p>Share, and number, of existing homes (include owned and managed) completed before the last financial year allocated to:</p> <ul style="list-style-type: none"> <li>• General needs (social rent)</li> <li>• Intermediate rent</li> <li>• Affordable rent</li> <li>• Supported Housing</li> <li>• Housing for older people</li> <li>• Low-cost home ownership</li> <li>• Care homes</li> <li>• Private Rented Sector</li> <li>• Other</li> </ul>	<p>Share, and number, of existing homes (includes owned and managed AND Owned and not managed) completed before the last financial year allocated to:</p> <ul style="list-style-type: none"> <li>• General needs (social rent) – 13,126 (57.3%) (this includes temporary accommodation 34 units in total that otherwise would not be included in the other categories)</li> <li>• Intermediate rent – 430 (1.9%)</li> <li>• Affordable rent – 2,585 (11.3%)</li> <li>• Supported Housing – 902 (3.9%)</li> <li>• Housing for older people – 2,251 (9.8%)</li> <li>• Low-cost home ownership – 1,687 (7.4%)</li> <li>• Care homes – 0 (0%)</li> <li>• Private Rented Sector – 117 (0.5%)</li> <li>• Leasehold – 1,555 (6.8%)</li> <li>• Other (Student &amp; health worker homes) – 243 (1.1%)</li> </ul>
T1	C3	Core	<p>Share, and number, of new homes (include owned and managed) that were completed in the last financial year, allocated to:</p> <ul style="list-style-type: none"> <li>• General needs (social rent)</li> <li>• Intermediate rent</li> <li>• Affordable rent</li> <li>• Supported Housing</li> <li>• Housing for older people</li> <li>• Low-cost home ownership</li> <li>• Care homes</li> <li>• Private Rented Sector</li> <li>• Other</li> </ul>	<p>Share, and number, of new homes (include owned and managed AND Owned and not managed) that were completed in the last financial year, allocated to:</p> <ul style="list-style-type: none"> <li>• General needs (social rent) – 8 (2.5%)</li> <li>• Affordable rent – 124 (39.1%)</li> <li>• Low-cost home ownership – 185 (58.4%)</li> </ul>

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T1	C4	Core	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	<p>In addition to our continued investment programmes to upgrade insulation in homes, our Tenancy Sustainment Team ("TST") works closely with residents to support them and give guidance on benefits. Our "Warm Welcome" initiative has been a great success and has supported 3,600 customers with a total spend of £120k. We have targeted all properties that have been identified as having an EPC rating of D or below: those in category E and G have been offered £80 fuel vouchers, those in Category D have been offered £40 fuel vouchers.</p> <p>In addition to Warm Welcome we also hold a hardship fund, with a spend in the year of £125k. This fund supports with food vouchers and fuel vouchers for those who sit outside of the Warm Welcome criteria. The TST officers try to utilise external funds where they can. A number of the local authorities we work with hold their own energy support funds. Utility companies and water suppliers are also looking into ways to support, not only through vouchers but also payment arrangements. For example, the "Big Difference" scheme run by Severn Trent has been extremely popular.</p>
T1	C5	Enhanced	What % of rental homes have at least a 3 year tenancy agreement?	99.67%

## Building Safety and Quality

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T2	C6	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	98.26% (all outstanding properties were being actively managed as at 31 March 2022, with the figures improving accordingly to 99.9% compliance as at 30 September 2022)
T2	C7	Core	What % of buildings have an in-date and compliant Fire Risk Assessment?	99.06%
T2	C8	Core	What % of homes meet the national housing quality standard?	100%

# Resident Voice

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T3	C9	Core	What arrangements are in place to enable the residents to hold management to account for provision of services?	<p>Our formal Involved Resident model was updated in April 2021, following extensive consultation with residents. It is a robust and structured model, which places more emphasis on local engagement to enhance the resident's voice.</p> <p>We have two residents on the main PA Housing Board and two on our Board's Customer Committee (CC). The CC oversees customer satisfaction results and insights, performance in our key services, resident involvement activities, diversity information and deep dives into service areas. The CC considers Resident Scrutiny reports and ensures agreed recommendations happen.</p> <p>Our Resident Scrutiny team delivers a thorough review of services in usually three different projects each year. The group is supported by an Independent Tenant Advisor, currently provided by TPAS.</p> <p>The Resident Assembly, our main resident body, meets six times a year and reviews PA's performance, service changes and other issues that are important to residents. Locally we ensure that residents are involved through three regional forums (London, Southeast and Midlands), which enable residents to raise issues to locally based staff. These groups meet quarterly and feed into the Resident Assembly when wider PA work is required. The London Forum is a particularly important new project which reaches residents that we have not yet worked with. In Q2 and Q3 of 2021 we carried out several workshops with residents that had recorded good and bad customer satisfaction and an action plan was created to address issues raised. In early 2022, we launched three Service Improvement Panels to address these issues and work is now ongoing via a series of focused 12-week plans, and residents continue to be involved in this work.</p> <p>We have specialist resident panels including Complaints, and Equality, Diversity, and Inclusion, which help to ensure the resident voice is heard.</p>

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T3	C10	Core	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	<p>Resident satisfaction is measured through monthly transactional and quarterly perceptual surveys.</p> <p>Results from transactional surveys provide an overview of service quality and perception surveys help build our long-term customer relationships. Survey results feed into resident scrutinies, service improvement panels, and service improvements. The repair surveys feed into the contract management of our main repairs contractor.</p> <ul style="list-style-type: none"> <li>• Overall target for resident satisfaction is set through our corporate plan, with yearly milestones agreed. Performance against these targets is reported monthly to the business and Board.</li> <li>• Over the last three years 2019-2022 overall satisfaction has dropped by 5%, from 66% Year End 19/20 to 61% Year End 21/22, whilst our individual transactional surveys for specific service areas remains consistently higher ranging from 70 -90%.</li> <li>• In terms of perception surveys:</li> <li>• Our customers in the Midlands continue to have the highest overall satisfaction score of 67%, whereas the Southeast region score 61% and London 55%.</li> <li>• 'Quality of Home' has remained relatively consistent over the 3 years with 2021-2022 Year End at 68%, 3% higher from the previous year. The Southeast region has consistently scored highest over the 3 years for the 'Quality of Home' score.</li> <li>• 'Neighbourhood as a place to live' has seen a gradual decline in scores over the last 3 years, dropping 11% in total. Year End 21-22 66%. Southeast region continues to score the highest (70%).</li> <li>• Our corporate objective is to achieve 80% overall satisfaction in 2022-23 and 92% for 2023-2024.</li> <li>• To address resident satisfaction, we wanted to understand the root causes of dissatisfaction. We invested in a deep dive research project with residents by TPAS to investigate customer satisfaction and behavioural insights.</li> <li>• This has shaped and directed PA's service improvement programmes, not only focusing on what we do but how we do it, building trust with our residents.</li> </ul>

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T3	C11	Enhanced	<p>In the last 12 months, how many complaints have been upheld by the Ombudsman.</p> <p>How have these complaints (or others) resulted in change of practice within the housing provider?</p>	<p>Maladministration = 14 Partial Maladministration = 4</p> <p>18 cases have been upheld in total</p> <p>The key areas from HOS cases and complaints related to issues with Anti Social Behaviour (ASB), Repairs, Complaints Handling and Housing. Themes included the way we communicate, engage and listen to customers, not seeking alternative solutions when resolving ASB cases, unexplained delays in completing repairs, compensation offers not accounting for the impact of delays and not having a clear process for managing communal areas.</p> <p>These are some of the changes that have taken place:</p> <ol style="list-style-type: none"> <li>1. Improved first point of contact service for ASB to deliver support, empathy and resolution. Reviewed and delivered consistent and improved ASB case management process.</li> <li>2. Complaints owned and managed by dedicated specialist team including compensation payments. Improved reporting and regular meetings about Repairs and ASB Complaints for better management and visibility of performance, ensuring all aspects and impacts on the customer are considered. We have seen a significant improvement in our complaint response times to customers, achieving 91% in March 2022.</li> <li>3. We have appointed a third-party managing agent co-ordinator to oversee the service improvement plan, reviewing our procedure for managing shared areas. This has improved the steps staff take when dealing with items left in communal areas.</li> <li>4. Improved model to ensure our customer communication is proactive. This was trialled on lift breakdowns and will be rolled out across the business. The new process ensures customers are updated during live issues and that we communicate internally more effectively to identify and support vulnerable customers.</li> <li>5. Implemented new service improvements panels for residents. We work alongside and engage with residents to improve our services, so we listen and act on what matters to them most.</li> </ol>

# Resident Support

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T4	C12	Core	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	<p>We have two employment programmes, Stay Nimble and Enterprise Cube, to help residents who are looking for work or want to improve their current situation. Through these programmes we assisted 111 residents with employment support and saw 60 residents attend our Be Your Own Boss course in 2021/22, of which 35 participants made successful applications for seed capital funding and got their businesses off the ground.</p> <p>We have a digital assistance scheme run in partnership with We Are Digital which has seen 21 residents enhance their digital inclusion as part of our 2021/22 programme.</p> <p>In March 2022 we ran an initiative called Learning Together, where 12 residents joined staff to learn more about how PA works, what it offers in support and where required take part in work experience. This was seen by residents as a success and will be run again during 2022/23.</p> <p>PA residents can access specialist Welfare Benefit support and advice via the Tenancy Sustainment Team ('TST'). This advice includes benefits applications, back-dated and revision requests, mandatory reconsiderations, appeals and representation at Tribunal. In 2021/22 the TST helped to generate £4.38 million in extra benefits for 2,128 residents, an average of £2,058 per resident.</p> <p>During the winter months of 2021/22 we provided support to residents via an energy support fund where we made individual payments to assist with fuel costs. In total we assisted 3,600 residents with funding of £120,000 and obtained cross referrals for employment and digital support.</p> <p>Working with our contractor Sureserve, we provided 68 December festive parcels and 66 Easter packs for families and residents that were helped with food parcels during the pandemic. This provided these families with support and fun to help them join in with nationwide celebrations.</p> <p>We have issued a total of 448 foodbank vouchers and 181 supermarket and energy vouchers to further support residents experiencing hardship. We have also accessed £12,700 worth of grants for 28 residents.</p>



## Placemaking

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T5	C13	Enhanced	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	<p>In November 2021 we worked with residents in Long Ditton, Surrey to create a space that would attract and help wildlife with bird boxes and wildflowers, become a relaxing wellbeing area for all to enjoy, and be a space where younger children could learn about food growing. One of our contractors, AD Construction, donated £1,340 to the project.</p> <p>In August 2021 we partnered with The Eikon Charity and the Cromwell Youth Club in Walton-on-Thames, Surrey to carry out repairs and restoration work to the green space known as Hedgehog Street. This helped many of the young people involved, who were struggling with their wellbeing during the pandemic, and provided a much-needed revamped green space for the local community. More generally we have now recruited 66 Neighbourhood Champions across our neighbourhoods helping to make a positive difference to local areas, improving standards and influencing positive changes. In addition a total of 110 Neighbourhood Improvement Fund applications were successfully approved in 21/22 with £91k spent on making positive changes to local communities with improved parking, lighting, signage, storage and communal gardens (the most common types of improvement made). In 2022/23 the plan is to further grow the influence of customers in decisions around neighbourhood improvements, doing more to capture the resident voice in all improvement bids.</p>

## Climate Change

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T6	C14	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year).	Band A - 27 (0.1%) Band B - 2074 (10.8%) Band C - 9761 (50.8%) Band D - 6389 (33.2%) Band E - 875 (4.5%) Band F - 96 (0.5%) Band G - 8 (0%) No Data - 22 (0.1%)
T6	C15	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	Band A - 13 (4.1%) Band B - 291 (91.8%) Band C - 13 (4.1%)

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T6	C16	Enhanced	Scope 1, Scope 2 and Scope 3 green house gas emissions.	PA Housing has begun an assessment of Scope 1,2 and 3 emmissions for financial year 2021/22, and data will be available in Q4 2022.
T6	C17	Enhanced	What energy efficiency actions has the housing provider undertaken in the last 12 months?	<p>In our new build development programme we have taken steps to switch to renewable energy powered heating systems in two major regeneration schemes (Thames View House and Moriss Walk North) and have progressed the planning application for our first scheme (Park Avenue, Southall) working to the new Future Homes Standard which is due to be implemented in 2025 and sets stringent energy efficiency targets which include fabric efficiency, reductions to embodied carbon and adopting a Circular Economy approach. This scheme is due to start on site in FY 22/23.</p> <p>For our existing properties, we implemented Sava's Intelligent Energy software which integrates with our asset management system and uses our stock condition and energy data to carry out an in-depth calculation and analysis to show where we need to carry out improvements to increase the energy efficiency of our homes. We use this information to inform our future improvement programmes. We have also carried out 106 roof replacements with enhanced insulation; 883 heating upgrades; 556 window replacements and provided low energy lighting to properties as part of our stock condition survey programme.</p>
T6	C18	Enhanced	<p>How is the housing provider mitigating the following climate risks:</p> <ul style="list-style-type: none"> <li>Increased flood risk</li> <li>Increased risk of homes overheating</li> </ul>	We have assessed our level of flood risk across our portfolio, which in general is low although we do have certain stock in low-lying areas that will require a more in-depth review. In all more recent developments flood risk mitigation measures are incorporated within scheme drainage and landscaping designs. Equally, more recent developments are designed to mitigate against overheating, giving consideration to factors such as building orientation, natural cross-ventilation, the dimensions of glazed areas and sun-shading. Overheating risk in older properties will be reduced through our rolling programme of insulation installations.
T6	C19	Enhanced	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	All residents moving into new build homes receive a Home User Guide, which contains information about the correct use and maintenance of the installations in the home, advice on how to reduce energy consumption, and information on recycling facilities and collections. Residents are also provided with a Green Travel Plan which has details of local public transport provision and walking and cycling routes. In the year ahead we will be seeking to make this guide digital and planning for how this can be rolled out to residents living in our existing homes.

## Ecology

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T7	C20	Enhanced	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	New developments in London are now working to new London Plan standards which require “Urban Greening” measures, that is, the development must increase the amount of green space and biodiversity over and above that already present on the site by a factor of 0.4 as a minimum. Improvement measures include habitat measures (e.g. bird and bat boxes), reintroduction of native plant species and providing opportunities for food growing. In our existing estates, we are working with our term contractors on a programme of upgrades to communal green spaces, and we have reviewed our estates specification to include increased biodiversity measures. We have also invested in a number of allotment projects in our existing estates to encourage food growing and tackle isolation.
T7	C21	Enhanced	Does the housing provider have a strategy to actively manage and reduce all pollutants?  If so, how does the housing provider target and measure performance?	No, but planning to develop a strategy by end FY 2022/23.

## Resource Management

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T8	C22	Enhanced	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works?  If so, how does the housing provider target and measure performance?	2. No, but planning to develop a strategy by end FY 2022/23.
T8	C23	Enhanced	Does the housing provider have a strategy for waste management incorporating building materials?  If so, how does the housing provider target and measure performance?	2. No, but planning to develop a strategy by end FY 2022/23.
T8	C24	Enhanced	Does the housing provider have a strategy for good water management?  If so, how does the housing provider target and measure performance?	2. No, but planning to develop a strategy by end FY 2022/23.

## Structure and Governance

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T9	C25	Core	Is the housing provider registered with the national regulator of social housing?	Yes.
T9	C26	Core	What is the most recent regulatory grading/status?	V2/G1
T9	C27	Core	Which Code of Governance does the housing provider follow, if any?	NHF Code of Governance 2020
T9	C28	Core	Is the housing provider Not-For-Profit?	Yes.
T9	C29	Core	Explain how the housing provider's board manages organisational risks.	Board manages risk through the Audit and Risk Committee, the Executive and Management teams. A risk management framework and register are used, these are managed and cascaded through the organisation, monitored and regularly reported on. Sector risk reviews are considered annually as a check that all new and emerging risks have been picked up.
T9	C30	Enhanced	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	No.

## Board and Trustees

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T10	C31	Core	What are the demographics of the board? And how does this compare to the demographics of the housing providers residents?	<p>As at 31 March 2022 there were 9 Board Members including the Chief Executive. 3 respondents identified as Women and 6 as Men. None identified as Trans. 1 identified as Gay, and 8 identified as Hetrosexual. 1 identified as having a disability. 4 identified as White English/Welsh/Scottish/ Northern Irish : British. 1 identified as White: Irish. 3 identified as Asian/Asian British: Indian. 1 identified as Black/African/Caribbean/Black British: Caribbean. 2 were tenants or leaseholders of the company. 3 indicated they had attended independent schools between te ages of 11 and 16. 1 indicated they had been eligible for free school meals at state schools.</p> <p>When compared to the demographics of our residents we assess the diversity of our Board as being well aligned, but we continue to take these factors into account when recruiting new Board members.</p>
T10	C32	Core	What % of the board AND management team have turned over in the last two years?	There are four members of the Managment Team. None of these positions has turned over in the two years to 31 March 2022. There are currently eight non-executive Board members, four of which have been appointed in the last two years, a turnover of 50%.
T10	C33	Core	Is there a maximum tenure for a board member? If so, what is it?	Yes, six years (currently in transition from nine years, terms beyond sic years are approved on an exceptional basis)
T10	C34	Core	What % of the board are non-executive directors?	89% (8 of 9 as 31.03.2022)
T10	C35	Core	Number of board members on the Audit Committee with recent and relevant financial experience.	There are three Board Members on the the Audit and Risk Committee with recent and relevant financial experience. This includes experience in the the Housing, Private and Government / Regulatory sectors.
T10	C36	Core	Are there any current executives on the Remuneration Committee?	No

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T10	C37	Core	Has a succession plan been provided to the board in the last 12 months?	Yes
T10	C38	Core		Five years
T10	C39	Core	When was the last independently-run, board-effectiveness review?	May 2020
T10	C40	Core	Are the roles of the chair of the board and CEO held by two different people?	Yes
T10	C41	Core		At recruitment, reporting as they arise, by annual declaration and checking at the commencement of any meeting.

## Staff Wellbeing

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T11	C42	Core	Does the housing provider pay the Real Living Wage?	Yes as a minimum
T11	C43	Core	What is the median gender pay gap?	As at 31 March 2022: 11.9%
T11	C44	Enhanced	What is the CEO:median-worker pay ratio?	7.4 : 1
T11	C45	Enhanced	How does the housing provider support the physical and mental health of their staff?	<p>We have a group of cross-departmental wellbeing champions who arrange events and support throughout the year, including exercise classes, check in and chats, and coffee mornings. In addition, a dedicated wellbeing plan for 21-22 was put in place; this has six key strands of activity, one of which is the Chartered Institute of Housing 'Shine a Light' campaign to raise awareness of and support around mental health. In April 2021 we launched a mental health awareness E-Learning Course which all colleagues have to attend, in addition to running bespoke virtual training events for all managers within the organisation. We implemented a referral service to support colleagues through financial hardship with advice around holistic debt management, budgeting, charity grants availability and accessing welfare benefits. We have an employee assistance service and also can refer colleagues facing more acute mental health challenges to a specialist support provider. As part of the quarterly colleague engagement survey we ask questions in relation to colleague wellbeing. We launched additional benefits in April 21, and as part of the new portfolio colleagues are now able to volunteer 3 days a year to work with charities and organisations that align with our values, plus a charity match funding initiative. They can also apply for interest-free loans for a variety of reasons including to support with debt management or cost of living pressures. We hold Check in &amp; Chats with our Directors and more broadly this is undertaken following the results of the colleague engagement quarterly survey. We have introduced Mental Health First Aiders, as another way in supporting our colleague's mental health, and have 12 trained colleagues in place. Colleagues can speak with the Mental Health First Aiders for additional confidential support.</p>
T11	C46	Enhanced	What is the average number of sick days (both long and short term) taken per employee?	10 days per employee (all absence). 4.4 days per employee (short-term absence only).



## Supply Chain

Theme #	Criteria #	Type of Criteria	Criteria	PA results 2021/22
T12	C47	Enhanced	How is Social Value creation considered when procuring goods and services?	Securing Social Value is part of the procurement planning for all large tenders and PA Housing has a social value framework that it shares to give suppliers direction on how they can support this. Delivering social value is part of the evaluation, scoring and award criteria.
T12	C48	Enhanced	How is Environmental impact considered when procuring goods and services?	Environmental impact is a key Corporate objective in PA Housing's Corporate Plan and is supported by our sustainability strategy. Funding is also in place to meet our longer term objectives. In procurement this is most notable when developing new buildings, improving existing buildings, buying energy and checks on how we can reduce our carbon footprint against every procurement.