

Our Annual Report

2022-23



Our performance

284 new homes

- **180** homes for low-cost rent
- **104** shared ownership homes for low-cost home ownership

61.27%

overall customer satisfaction. Improving resident satisfaction with PA is the priority for 2023/24

87%

of complaints responded to within target time

165

PA on Tour events held where...

1,453

residents were helped with housing enquires

4,618

customer feedback surveys completed, providing valuable insight to help us improve our services in the future

78.85%

of day-to-day repairs completed on time. This is a priority for improvement in 2023/24

202

tenancy fraud cases investigated and resolved

£16.7m

invested in our homes which included

- **574** new kitchens
- **382** bathrooms
- **991** new boilers

99.06%

of emergency repairs completed on time

728

antisocial behaviour cases investigated with actions taken to deal with these

19,151

neighbourhood inspections completed, ensuring communal areas are clean and well maintained

1,959

damp and mould inspections and treatments carried out

£4.41m

million received in unclaimed benefits for our residents

£586,000

invested in local community activities and neighbourhood improvements

98.92%

customer satisfaction with fire safety work to our homes

98%

customer satisfaction with stock investment

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Meet Mike

For many of you, this will be the first time you may have heard from me. If we're doing our job well and we're providing you with the level of services you deserve as well as a home that's warm, safe, and comfortable, then you won't really need to know me.

I was permanently appointed as the Chief Executive of PA Housing in April 2023 and am pleased to have already met a number of residents at events, meetings, and your homes and estates.

It's fair to say that PA has been through a challenging time over the past couple of years, and if you have read our Annual Report 2021-2022, you will have seen how we hoped to make improvements to make things better for all of you.

I know that the services we provide are not where they should be, and our performance is not where you

want it to be. A number of you are unhappy with your homes and with us as your landlord. Something had to change.

Since I started, we've made some big changes across the business, but all with the same purpose: to make things better for you. You can read about these changes over the coming pages, but please rest assured, the positive changes we're making are focused on you, your homes, and the neighbourhoods you live in.

So, I want to say thank you. Thank you to those residents I have met so far for making me feel welcome and for your patience and understanding as I try to make things better for you all.

I would also like to take this opportunity to encourage as many of you as possible to complete the forthcoming Tenant

Satisfaction Measures survey. We'll be carrying out a doorstep survey in September and hope to see many of you then.

You'll hear more about how important it is to have your voice heard throughout this report, but if you'd like to know more, then please check out our website or get in touch with the team.

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

I'm excited to be a part of the PA Housing team and I hope you enjoy reading this year's Annual Report.

Mike

Michael McDonagh
Chief Executive



Through listening to our residents, we have introduced the following priorities for 2023-24:

Improved responsive repairs services across PA. In particular, in London and the South East where a new contractor, Wates, has already been appointed in June.



Our Neighbourhood Coordinator service will have

smaller geographic areas to cover, so they can be far more visible and have the time to improve your estates and wider neighbourhoods.



Increased investment in your homes – especially in new kitchens, bathrooms, windows, roofs, and heating systems / boilers.



Regarding service charges, we want to improve the information and transparency of the charges and the delivery of the services to ensure value for money going forward.



How we're changing for the better

Our new operating model went live on 1 June 2023, which sees our staff being reorganised into teams that are focused on providing better services and communication with residents. You should never be left wondering what is happening in your own home or waiting around for us to make contact.

We've invested in our services, especially those that work directly with you like our Neighbourhoods Team and our Hubs. We've combined our three separate Hubs into one centralised Customer Services Team who can handle all your queries. This should help to speed up the time it takes for us to answer the phone and to resolve your queries. It also means that you get the same level of service, no matter who you speak to.

Another change we have made is to our Neighbourhoods Team, so we have more Neighbourhood

Coordinators on the ground. They'll be working in smaller areas so they will be more visible, they can spend more time with you, and they can provide you with the help you need when you see them. We've also changed how we manage our Independent Living homes so they receive a more consistent level of service as part of the smaller Neighbourhood patches.

Our Tenancy Sustainment Team have helped residents to access £4.41 million in unclaimed benefits that they were entitled to. Through our new support fund, we're helping to make sure that residents who are suffering due to the cost-of-living crisis have the support they need. So far, we've already spent close to £1.2 million to help 1,200 residents.

We support residents to sustain their tenancies in many ways. For example, we helped a young,

single parent to move into her new home in Northamptonshire, providing a washing machine and cooker. We also supported a family in Leicester with supermarket food vouchers following a power cut which caused freezer food to perish. Additionally, we purchased new beds for a family with multiple disabilities in Elmbridge. This is just a sample of the help we've been able to provide.

You told us that our repairs service in London and the South East was not good enough, so we've listened and have acted quickly to end a longstanding relationship with our contractor. Now, we've appointed a new one with the promise of doing better. You can find out more about this on page 25.

Again, based on your feedback and requests, you asked if our existing in-house maintenance

service – the Direct Labour Organisation (or DLO) – could be expanded into Nottinghamshire. We listened, and so as of 3 July 2023, they're now working across roughly 2,000 homes in Nottinghamshire. The DLO have been providing a fantastic service across Northamptonshire for many years. This expansion is only just beginning, but we're confident that the team will be able to continue their run of delivering outstanding customer satisfaction as they look after the new homes under their remit.

How we're listening to your feedback

Listening to you, understanding you, and acting on the feedback you give is important to make sure we're doing what's right for all residents.

That's why getting involved is so important!

Throughout the year, we've used different ways to capture your views, from more formalised meetings scrutinising our services to quick questionnaires at the end of a phone call. Whichever way you choose to get involved, all your ideas and opinions are important and help us continue to improve and do better.

You said:

"You should contact residents who have an open repair after 2 weeks to check in and update them on progress."

We did:

You're right! So, we're now starting to proactively contact residents to provide updates on what stage their repair is at, and the management of more complex cases is our priority. Please be patient with us though, we're hoping this change will mean that you don't need to call us, and you're happier with the overall service.

You said:

"You should use the Repairs Hub to communicate proactively with residents and provide updates. You should be calling us, not the other way around. We shouldn't be sat wondering what is happening."

We did:

We've now introduced proactive communication in our Customer Services Team. They have made over 2,800 calls to residents where a repair has been overdue or if an appointment has not resulted in a completed job. We'll continue to do this until the repairs backlog in London and the South East has been cleared. We are aiming for this to be completed by the end of September 2023.

You said:

"If a resident reports a repair on My PA, can they request that you avoid coming during the school run? This can be done over the phone, but not on My PA at the moment."

We did:

That's right, you should receive the same level of service from us whether you call us, or whether you choose to use My PA. So, we've introduced a new feature when reporting a repair where you can ask the operative to avoid school drop off and pick up times.

You said:

"Your staff and contractors need to understand any disabilities or vulnerabilities that residents have before you visit. Can we do this when reporting a repair in My PA?"

We did:

We absolutely agree. We should be tailoring our services to meet your specific needs wherever possible. We've added a feature into My PA that allows you to tell us more about your personal circumstances. This will allow us to better tailor our services in the future.

A message from Kathleen Harris-Leighton, Chair of the Customer Committee

Throughout my time as Chair of the Customer Committee, I've worked hard – not for myself, but on behalf of all residents to make sure we're getting the level of service and respect we deserve.

Working alongside staff and other residents, especially with my involvement in the Resident Assembly, I've had the opportunity to speak to many of you and have heard about your own challenges as well as your experiences of PA Housing. This means both the good and the, well, not so good. It has given a unique perspective, both as a fellow resident and as a Board Member, to be able to share your voices with PA and try to make things better for everyone.

The past 12 months have been tough for many of us during the

cost of living crisis and the housing sector has faced some challenges as rents and service charges have increased alongside increased scrutiny by the media. But we've managed to successfully steer our way through and will continue to do so, into what I believe is a promising direction and future for the organisation.

Although my time as Chair is coming to an end, I will continue to be involved and am passionate about championing our communities – empowering residents to speak up and have their voices heard. It's so important, now more than ever, that PA continue to keep residents involved, hear us, and let us help.

If you're thinking of getting involved in any way, please don't

hesitate. Get in touch with the team and they can talk through the different options available to you.

Your voice is important, and we want to make sure you're heard!

Kathleen

Kathleen Harris Leighton

PA resident, Chair of the Customer Committee and Board Member



How we're changing Resident Involvement

Resident Involvement means making a difference in your neighbourhood. It could be reviewing one of our existing services, speaking up about an issue, or helping others to find their voice! Resident Involvement can hold us to account and ensure that we meet the high standards that you all deserve. It's also a great way of gaining some new skills and making new friends!

We're always looking for new residents to be involved, whether that's as simple as completing a survey a couple of times a year or helping to scrutinise our services with a group of other residents. We're confident that we have something to interest you!

Who are the Resident Assembly?

Quite simply, our Resident Assembly (RA) are the voice of

all residents, and they help to keep us heading in the right direction. They're a group of 15 dedicated individuals who share their experience and the experiences of others so that we can listen, learn and make changes as needed to improve how we do things. They help us make decisions on service improvements and help to feed into policies as they're being drafted.

The Resident Assembly is jointly chaired by Joan Swift and Tony Aslam BEM who between them have over 40 years of resident involvement experience.

Joan initially got involved as something to do to keep herself active, but thirteen years later is still enjoying her role:

"I love the feeling I get when I speak with other residents and knowing that I'm helping to make

changes that will improve things for all of us. I'm excited with what the future at PA looks like and believe we're on the right road again. I'm already seeing the changes which are being made and the impact it's having on everyone, be that residents or the PA staff I work alongside."

Joan continued:

"We explained that the repairs service in the South East simply wasn't good enough, and PA listened. A new contractor has been introduced, and although it's early days I think it's helping. The fact I, and other residents, have been able to help influence this decision shows how much PA value us and want us to be involved."

Tony explained how important is to be involved and how the RA has helped drive changes forward:

"As joint chair of the Residents Assembly, it's so important to have residents involved to help reshape the organisation going forward. I've been involved for more than 30 years and am proud to have already achieved so much - but I'm determined to continue to help support PA Housing to make changes for everyone's benefit."

Tony continued:

"The Resident Assembly have been instrumental in many changes over the years, and something I'm excited to see coming to fruition is the expansion of the in-house maintenance team (DLO) into Nottinghamshire which, with the support of other residents' feedback we've helped drive forward based on other resident's feedback. It's so important to hear from all residents and make sure their

voices are heard and to make sure we get value for money in the services we receive."

You can find out more by visiting our website or by giving us a call on **0300 123 2221**.

pahousing.co.uk/getinvolved

Neighbourhoods on Tour

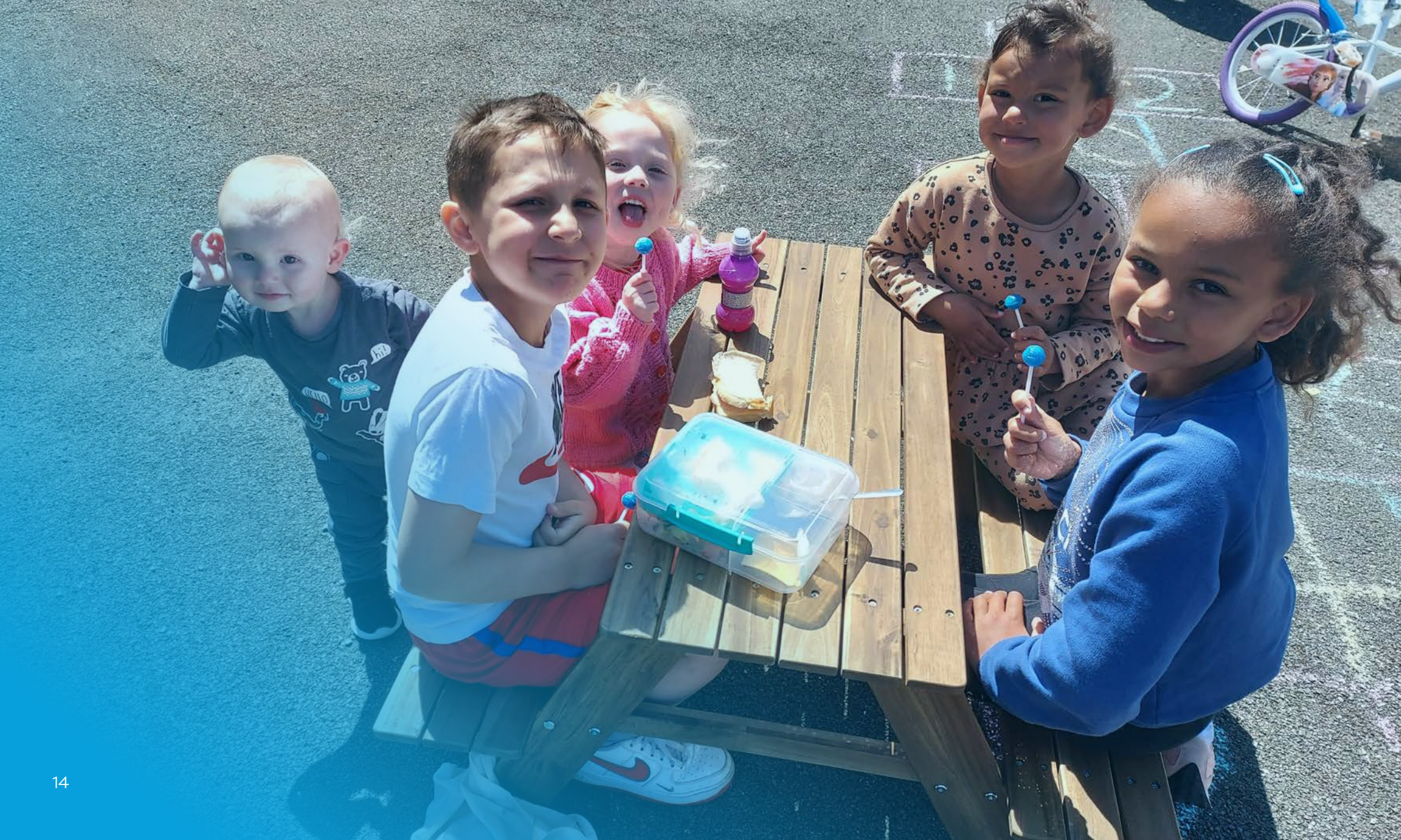
Thank you to everyone who was able to attend one of our events this year. The purple gazebo has been popping up all over our neighbourhoods again and members of Team Purple and other colleagues from across PA Housing have been there to support you.

We attended 165 Neighbourhoods on Tour events and 4 community action days across our regions alongside local councillors, policing teams, and other support agencies.

In line with our Neighbourhood Standards, we're very pleased that 62% (8,354) of them achieved a Gold Standard, but we know we still work to do. We have new cleaning and grounds maintenance contractors working across PA in 2023 and we will be monitoring their work very closely to ensure they're providing a good quality service and value for money on your service charges.

If you would be interested in becoming a resident Neighbourhood Champion to help us monitor the services on your estate and how we rate our neighbourhoods, head over to our website at: **pahousing.co.uk/neighbourhood**





Community spirit in Mansfield

On Friday 2 June 2023, a bright summer's day, we held a Cuppa and Chat event at our scheme on Southridge Drive and Berry Park Lea in Mansfield, Nottinghamshire.

Earlier in the year, we worked with one of our contractors Matthews and Tannert to get two new benches and a shed installed in the garden, but we wanted to do more. So, after consulting the residents to see what else they would like to see in the space

and applying for a budget from our Community Fund, which is managed and approved by a group of residents, we were back to add a sprinkle of magic to the communal garden.

A team of colleagues were joined by one of the operatives from Greenfingers, our gardening contractor, and a large group of local residents who had volunteered to take part. Together, they planted flowers, put up

hanging baskets, placed new garden furniture, installed solar-powered lights, and much more. The residents were the ones calling the shots though as they chose where to place everything to make this communal neighbourhood space truly their own.

Our teams are always looking for new ways to brighten up our communities, so be on the lookout for more projects like this one in the future.

"I've been here for thirty years, and I've really seen vast improvements since our neighbour, Estelle, became our Neighbourhood Champion. She's been great at campaigning to get things done. This area looked a bit tired before, but it's definitely better now. It's going to make a positive difference to everyone living here."

Robin

Local resident

"Before this work was done to the outdoor communal space, it wasn't great for the kids...but all these plants and decorations will make it a lot prettier and more inviting to sit out too. One thing that I'd like to do with the space in the future is set up a cinema for the kids. Hire a projector, set out a few bean bags. Then the kids could always go off and play if they get bored too. It really is a huge area so it would be a shame not to get the best use out of it...and it will create more opportunities to bring us together as a community."

Shannon

Local resident

How we're investing in your homes

We've continued to work hard to improve the level of information we hold on our homes, so we've carried out 4,645 full stock condition surveys of our homes in 2022-2023. This information will then be used to decide how we invest further in the future.

With the £16.7 million we've spent updating our homes, we've replaced or installed:

- 
- 70** roofs
 - 431** windows and doors
 - 574** kitchens
 - 382** bathrooms
 - 8** lifts
 - 991** heating systems and boilers

We have also invested £3 million in decorating communal areas and associated repairs as well as £225,000 on aids and adaptations to meet the needs of our residents. This has been used to enable them to remain in their homes or to make their day-to-day use of their homes a little bit easier.

We have also invested £685,000 in improvements such as insulation and solar panels to help make our homes more energy efficient. We

expect our successful solar panel scheme to save each household around £400 per year on their electricity bills and reduce carbon emissions by nearly 10 tonnes per home over its lifetime. Our 2023-24 programme is progressing well with insulation, heating control, and ventilation designs being completed for 88 out of 100 homes. Each design has been tailored to the household to make the improvements fit the needs of our residents and communities. PA Housing secured a grant of over £1.2 million to offer these improvements, starting in August 2023 and to be completed by August 2024.

Investing in a greener future

The Department for Energy Security and Net Zero has awarded us over £1.2 million after a successful bid from the Social Housing Decarbonisation Fund's second wave to improve the energy performance of 100 homes for our residents. This funding will be matched with an additional £2.3 million by PA Housing.

The funding will be used to upgrade 100 houses in the inner-city area of Leicester to the minimum Energy Performance Certificate (EPC) standard of Band C.

"We're delighted our SHDF bid was successful, and we can get to work improving the comfort, health, and wellbeing of our residents in some of the lowest energy-performing homes in Leicester."

"The SHDF grant forms part of a larger figure of £3.5 million which we have set aside for the improvement of our homes in what is our

first retrofit programme. Our retrofitting programme will see various measures installed including internal and external wall insulation as well as loft insulation and smart heating controls. These will help to bring the properties to an EPC band C level by 2030."

Donna Brace

Director of Asset Management at PA Housing

The SHDF requirements state that recipients of the grant must use the money to improve the energy efficiency of existing social housing within two years, so we will be starting this work in Leicester from August 2023.





Investing in your safety

Over the past 12 months, the very serious impact that damp and mould can have on residents' health has been in the news. This was a much-needed wake up call for the housing sector.

In response, we've set up a dedicated Damp and Mould Team who are helping to tackle this issue. When you report an issue with condensation, damp, or mould, we'll assess the extent of the problem and arrange to remove the mould as quickly as we can. We'll then arrange for one of our Surveyors to attend your home and carry out an investigation into what caused the mould so that we can do what we can to stop it returning.

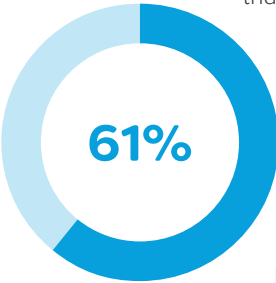
So far, the team have spoken to over 3,000 residents and attended 3,832 properties to carry out damp and mould assessments.

We also 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 you are safe in your homes. These are reviewed either annually or bi-annually.

We've continued to invest over £12 million in making fire safety improvements to over 800 of our blocks which included upgrading fire alarm systems, installing new fire doors, and emergency lighting. Customer satisfaction for these improvements scored 98.92%.

How we're performing

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



Overall customer satisfaction

We report on these figures on our website each month – why not take a look?

pahousing.co.uk/ourperformance

There's no hiding from the fact that our overall customer satisfaction score remains far lower than it should be for the third year in a row.

We're confident that the changes we've described earlier in this report are going to help us to turn this around. A larger, more cohesive team answering questions on the phones, more Neighbourhood Coordinators out and about where you live, and changes to our repairs service. These changes have been made after listening to your feedback and should all help to make a difference to how you feel. However, this will only happen if we keep listening to you and keep making improvements.

Dealing with your complaints

2,275 complaints received

We're sorry that we sometimes get things wrong. When that happens, we want to put them right as soon as we can. We always hope that we can resolve your issue before it gets that far, but when you do have to make a complaint, we want to make sure we learn from them.

There was an unprecedented number of complaints received in 2022-23, a total of 2,275 in this 12-month period. This is a 58% increase on the previous financial year. The majority of these were to do with our responsive repairs, which accounts for 58% of the total number of complaints we received. Heating and hot water breakdown issues accounted for a further 22%.

We also received three findings of severe maladministration from the Housing Ombudsman (HOS) during this year. While we are disappointed with the HOS' findings, we know that our responses to both residents were not good enough and we're sorry for the unacceptable experience they've had.

We know that we need to make sure we get things right and so our entire focus in the coming months is to make sure that we have the people and processes in place to prevent any other residents having a similar experience.





Over the past year:

99.06%

of emergency repairs were completed on time.

78.85%

of day-to-day repairs were completed on time.

90%

of appointments were kept.

80%

overall customer satisfaction with repairs, with a marked dip in satisfaction in London and Southeast in 2023.

Repairs

We know how important where you live is to you, and we think that you should have a home you're proud of. Sometimes, things break or go wrong and it's important that we try to fix them as quickly as we can. Sometimes though, that isn't possible, and we let ourselves down in listening to you and providing you with the help you need.

By the end of March 2023, we'd seen a 21% increase in the number of repairs being raised, and a 25% increase in the number of calls to our Repairs Hub. At the same time, our contractors were experiencing difficulties recruiting and retaining skilled trades which resulted in a backlog of routine repairs across all areas. This resulted in a poor service to you, and ultimately impacted on your level of satisfaction with us as your landlord.

We need to do better, and we are doing better. We're making huge changes to the service by changing our contractor in London and the South East and expanding our in-house maintenance service into Nottinghamshire. By combining our Hubs into one centralised team, this will speed up the time it takes for you to get through on the phone so that we can provide you with a consistent level of service, no matter where you live or what your query is.

Introducing Wates

We know that your repairs service in the south – including the time it takes for you to get through on the phones – hasn’t been up to scratch over the past 6 months. So, we’re committed to getting it right. We’re sorry that our service has not been at the level that you deserve and we know how important it is for you to have a repair service that is prompt, that you trust, and that does the job well.

We have listened to your feedback, and you told us that the repairs service in London and the South East wasn’t good enough. So, we have acted quickly to make things better for you.

From the start of June 2023, all new repairs reported to us in the south are being carried out by Wates, who already provide a better service to our residents in the Midlands. Our target is to ensure that over 90% of routine repairs are completed in 15 working days. We’ll continue to attend to emergency repairs in 4 hours and complete them within 24 hours.

“We aim to address some issues that you may have experienced in the past and to move the service to the next level – improving the quality of repairs, value for money, and our engagement with you. We’ll ensure that our teams are accountable, contactable, and responsive to any issues that may arise so that we can deliver the best service to you.”

Gary

Gary Wilkinson
Regional Managing Director, Wates





Antisocial behaviour

We work hard to keep where you live safe. When antisocial behaviour is reported, and clear evidence is presented to us, we'll act as quickly as we can for the benefit of the neighbourhood.

Over the past year:

728 cases were reported and investigated.

479 residents were supported to sustain their tenancy.

202 tenancy fraud cases were investigated and dealt with as appropriate.

Find out more about how we tackle ASB and useful resources in our ASB Toolkit on our website. www.pahousing.co.uk/asb

Tackling antisocial behaviour in your neighbourhood

The Tenancy Solutions Team received information about one of our residents from the police, who searched their home and discovered over 200 stolen items.



The police conducted a thorough review of the evidence, a search through CCTV camera footage, and spoke to victims of these crimes. They found a link between 30 crimes and the resident's home.

Working alongside local policing teams, we wrote to the resident, stating that they were in breach of their tenancy. The resident was in custody at the time, so we informed them that if they were to be convicted, we would go to court to gain mandatory possession of the property.

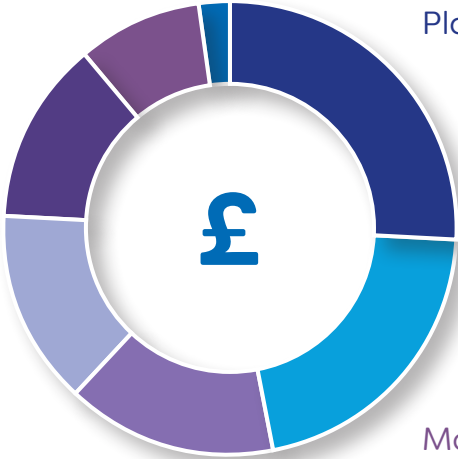
The resident decided to relinquish their tenancy, meaning that we could avoid the legal process and secure the property, ready for the next residents.

Although we never want to see someone lose their home, in serious circumstances such as these, when the lives of other residents and the wider community are being affected, we will take action to deliver a positive outcome for the whole neighbourhood.

Our finances

During our current cost-of-living crisis, we know that times are tough. Sadly, our costs have also risen. Earlier this year, we were faced with the difficult decision to increase your rent and service charges to make sure that we could continue to provide our services to you.

For every pound we receive, we spend the following on services for residents.



Planned investment in your homes **26p**

Providing new homes (interest payments on our loans*) **21p**

Staffing costs **15p**

Service charges (for example, communal cleaning and grounds maintenance) **14p**

Day to day repairs **13p**

Management costs (offices, IT equipment etc.) **9p**

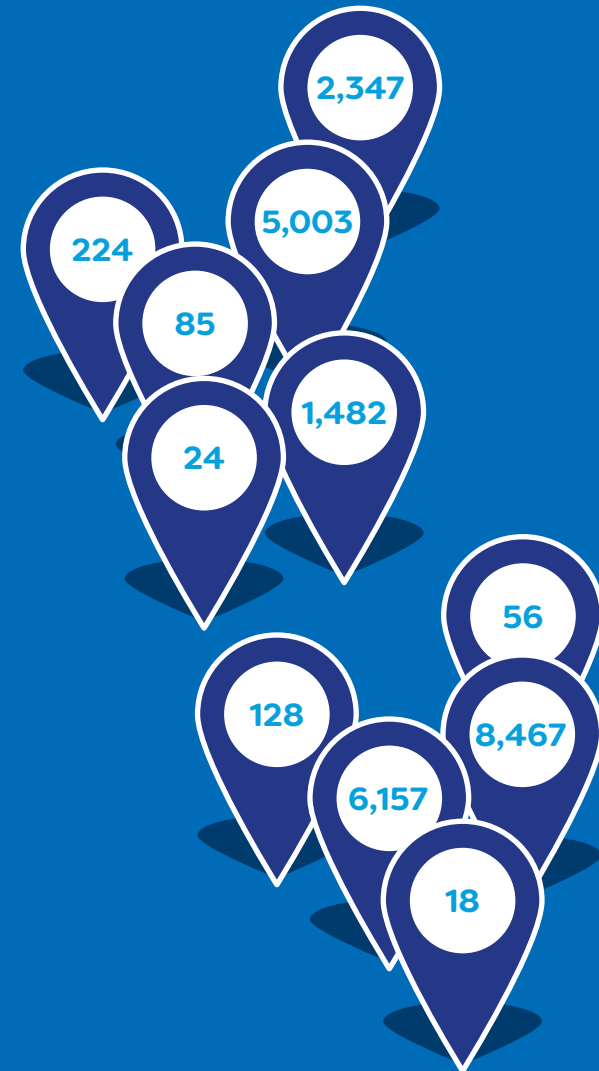
Community Investment **2p**

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

For more details about this, our published Financial Statements for 2022-2023 can be found on our website.



Our homes by county



Nottinghamshire **2,347**
Leicestershire **5,003**
Warwickshire **224**
Coventry **85**
Northamptonshire **1,482**
Buckinghamshire **24**
Hertfordshire **56**
Berkshire **128**
London **8,467**
Surrey **6,157**
Sussex **18**
Other **2***

Total **23,993**



**1 general needs home in Derbyshire and 1 leasehold home in Middlesbrough.*

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