

Environmental, Social, Governance

**PA Housing's 2022/23 ESG outturn report, incorporating the
Sustainability Reporting Standard for Social Housing**

Publication date: September 2023

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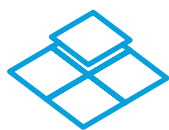
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Our ESG in Numbers



73.2%

Of homes achieved
EPC C or higher



108

New homes built with
PV panels



£1.2m

Secured via
Social Housing
Decarbonisation Fund



£16.7m

Invested in existing
home upgrades



99.5%

Of homes meet
Decent Homes
Standard



1,049

Successful outcomes
from Tenancy
Sustainment Team



£600k

Invested in security,
lighting and
communal spaces



6

Meetings a year of
our Resident Council



61.2%

Of our homes are for
Social Rent



284

New homes built in
the year



63%

Average rent levels
vs LHA



1,642

Residents supported
by tenancy
sustainment team



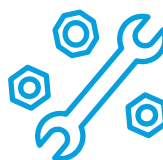
4,618

Customer feedback
surveys completed



G1/V2

Regulatory gradings



99.06%

Of emergency repairs
completed on time



5.7%

Ethnicity pay gap

Environmental Social Governance

Foreword

Welcome to PA Housing's third annual environmental, social and governance (ESG) report.

When we published our report this time last year, we highlighted the worrying ramifications of the growing cost-of-living crisis for households across the country. The months that followed hit low-income households the hardest, and have made the role of housing associations that exist to support their communities all the more important.

PA Housing's legacy stretches back almost 60 years, when our predecessor organisations were set up as community housing associations to do just that. It is this ethos that has remained constant throughout our history and that will continue to guide us in the future.

It places our residents as the driving force behind our business decisions, whether we are investing in our homes to make them more efficient and cheaper to run, helping people to pay their rent, providing new green spaces or improving our repairs service.

Our approach to sustainability speaks directly to our core purpose as a housing association; investing in homes and communities today so that they are stronger for the future.

ESG is a way for us to demonstrate how we are performing against that objective, sharing where we are making progress but also where we can do better. It aims to tell the story of how our work positively affects people's lives, and how we are managing risks to our business and the homes that we are responsible for.

We know that the climate crisis will have an increasing impact on residents and we want to take action to address that now. This means

making our homes more energy efficient and cheaper to run, reducing our carbon footprint and that of our supply chain, and managing our waste and water usage.

Our staff have undergone sustainability and retrofit training to help advise our residents, and we have been holding workshops with residents to hear from them about how they would like us to invest in these areas.

As a sector, the 'S' in ESG is what we are well known for. But at times, we have fallen short of what's expected of us.

We know that our customer satisfaction rates – particularly perception-based ones – are not where they need to be and improving how our residents feel about the services they receive is our top priority. At the moment routine queries can take too long to resolve, leading to frustration among our residents, and we are working to foster much stronger personal ownership of residents' issues and more proactive communication.

We are changing our ways of working to get closer to our residents and better understand their needs. We have doubled the size of our neighbourhoods team; set up a new escalations team with a remit to swiftly respond to instances of service failure; and launched a new specialist damp, mould and disrepair team to manage caseload. We have spoken to over 3,000 residents and attended nearly 4,000 properties to carry out damp and mould assessments.

Many of these challenges are not unique to PA Housing, and the wider sector is firmly under the spotlight as we work to develop our services in line with residents' needs and expectations. But for us, focusing on this core service mission is the key central component of our emerging new corporate strategy. The work will include maximising our financial capacity for investment in existing homes and services, and we greatly value the continued support of our lenders and investors as we navigate through.

Lastly, the 'G' in ESG is about how we are run as a business. Since the year-end, we have introduced changes to make our business more efficient, including the removal of layers of management to speed up decision making while providing additional resources (including those noted above) to our customer-facing teams so that the service delivery offer on the ground can be stronger.

We believe part of our strength as a business is in our diversity and our commitment to promoting a culture that actively values difference. We have a proud BME history here at PA Housing, and we have reflected this in our ESG objectives.

The process of reporting against set ESG metrics is helping us improve every year. We were part of the first cohort of adopters of the sector-wide Sustainability Reporting Standard for Social Housing (SRS), which forms a central part of our ESG disclosures in this report and continues to evolve with sector priorities and the changing ESG regulatory landscape.

We are reporting against our own Sustainable Finance Framework, which sets out how we work to enhance our sustainability impact through the funds we raise, including our £400m sustainable bond. We have agreed performance-related ESG metrics with four of our bank lenders, thus linking some of our funding streams to specific social and environmental outcomes. And this year also

sees us disclose against additional measures highlighted by the Investment Association, as we look to meet the evolving needs of our stakeholders.

We see our drive to become a more sustainable organisation as another chapter in the PA Housing story, and we will ensure resident outcomes are the key consideration on this journey.

We very much welcome your views on this report. If you have any questions or feedback on its contents, please do get in touch.



Simon Hatchman
Executive Director of Resources
September 2023

About PA Housing

PA Housing is one of the largest providers of social housing in the UK, operating across the Midlands, London and the South East. We provide a range of affordable housing options including homes for affordable rent, independent living and shared ownership.

We are committed to improving our existing homes and strengthening our relationship with residents. This sentiment will be embedded within our new corporate plan objectives, which our Board is currently working to develop.

We are working to become a more sustainable organisation. We know that the climate crisis and associated energy costs is an important concern for residents and we are prioritizing investment to address that concern.

Our purpose

Passionate about providing affordable homes and great customer services.



Our vision

To connect with every community we serve, providing quality homes and services, and creating places where people thrive and are proud to live.



Our values

Our values are important and underpin everything we do.

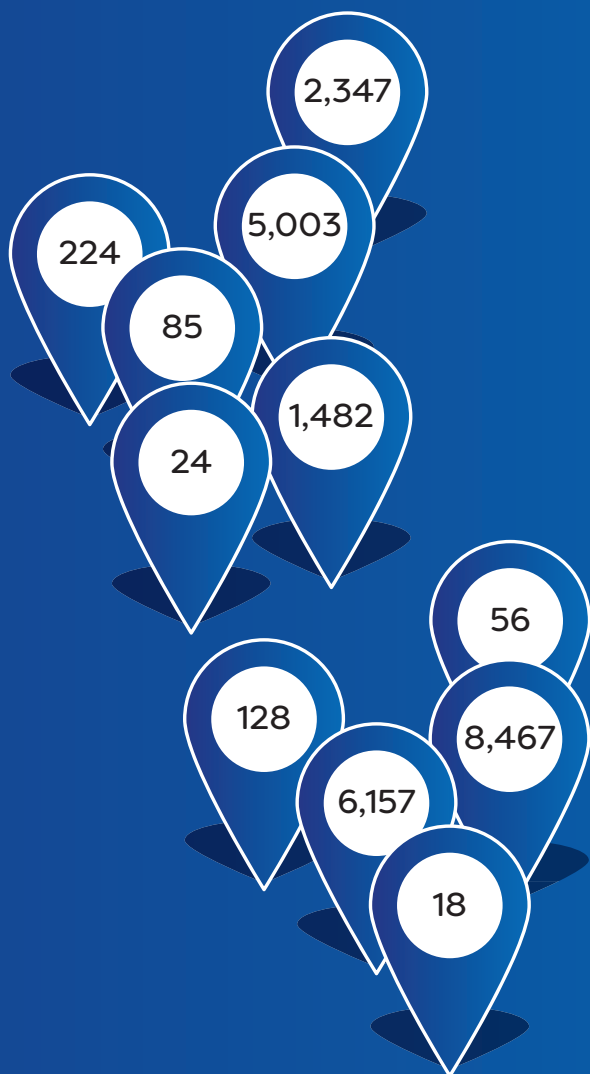
- We always do the right thing.
- We are there when you need us.
- We never give up.



Our homes by county

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

Total: 23,993



Our ESG dashboard

This year we present our ESG performance across five core areas through a dashboard, to demonstrate our progress against key ESG priorities.

The aim of these KPIs is to help provide focus and drive improved performance in these areas, all of which are core to our purpose. Four of these metrics are directly linked to our bank loan facilities.

This dashboard shows how we are doing against the targets we shared in our 2022 ESG report.

Energy efficiency of our homes

Number of homes rated at EPC A or B

	2021/22	2022/23	2023/24	2024/25
Actual	2,101	4,130		
Target	n/a	2,786	3,486	4,286

Note: Targets for future years are being reappraised in light of the 2022/23 outturn result.

Supporting residents and sustaining tenancies

Number of residents helped by our Tenancy Sustainment Team when facing issues with rent and service charge affordability

	2021/22	2022/23	2023/24	2024/25
Actual	2,100	1,647		
Target	1,500	1,500	4,000	2,000

Note: Resources and target activity level increased in 2023/24, in response to the cost of living situation.

Equality, diversity and inclusion

% of PA managers from a non-white ethnic background

	2021/22	2022/23	2023/24	2024/25
Actual	25%	27%		
Target	25%	28%	31%	35%

Helping residents into employment

Number of residents given access to training and support to improve their employment prospects.

	2021/22	2022/23	2023/24	2024/25
Actual	167	99		
Target	150	200	250	300

Improving resident satisfaction

Proportion of residents who are satisfied with our service provision, taken from perception-based surveys. This is a new ESG dashboard metric, reflecting our focus on improvements to core services. Rather than setting specific targets, we are working to drive up satisfaction as quickly and as high as possible.

	2021/22	2022/23	2023/24	2024/25
Actual	62%	61%		

Our ESG approach

While ESG reporting offers an opportunity to demonstrate our positive impact and ability to manage risks effectively, it is crucial that we are open and transparent with all stakeholders.

We hope that our annual ESG reports will be read and used by residents as much as investors and other stakeholders. We will use our ESG reports to hold ourselves to account and track our progress over time and we want residents to do the same.

As well as our annual reports, we want to give a real-time insight into how we are performing. This is why we provide regular updates through the year on our website about how we are performing across a number of indicators and how this compares to the previous month.

Our annual ESG reporting approach is broken down into three key components:

1. Commitments we have made in our sustainable finance framework
2. KPIs that are included in our ESG-linked bank loans
3. Our reporting against the social housing sector's own ESG standard, the Sustainability Reporting Standard for Social Housing.

In addition to the above, we have provided responses to the guidance published by the Investment Association, which also set out a list of disclosures that its members have requested from housing associations in addition to the SRS framework.

All of these reporting mechanisms are supported by our sustainability strategy, which has been designed to guide us towards a greener future.

Along with our ESG dashboard above covering key indicators, we include within this report a Data Performance Sheet that captures all of the disclosures in one place, in an approach that we hope makes it easier for readers and stakeholders to digest and assess.

We hope readers of this report feel that our approach demonstrates a commitment to transparency.

Sustainability strategy	Sustainable finance framework
<p>Our Sustainability Strategy is built around the following three key themes:</p> <div data-bbox="124 241 231 353"> </div> <p>Property Improving the environmental performance of our new homes, our existing homes, our estates and our offices.</p> <div data-bbox="124 499 237 611"> </div> <p>People Enabling and encouraging sustainable living, working and travel practices among our residents and our colleagues.</p> <div data-bbox="124 748 272 869"> </div> <p>Partners Working with our contractors and external partners such as Local Authorities and the GLA / Homes England to achieve wider sustainability goals together.</p> <p>We know that improving our environmental performance is just one element of being a socially responsible business and we're committed to making improvements across the board.</p> <p>Our Strategy is concerned primarily with reducing our waste and carbon emissions, but it should be read alongside our policies on Modern Slavery, Equality, Diversity and Inclusion, our Community Investment Strategy and our Framework for Sustainable Finance, all of which can be found on our website.</p>	<p>Sustainability needs to run through all parts of our business – including how we are funded. Our Sustainable Finance Framework was set up in 2021 to enable just that.</p> <p>The Framework aligns with social, green and sustainability principles published by the International Capital Markets Association (ICMA) and the Loan Market Association (LMA).</p> <p>As a Use of Proceeds framework, PA will allocate sustainable funding raised under the framework to finance or refinance eligible spending on sustainable projects including affordable new build homes, green buildings and sustainable estates, communities and public spaces.</p> <p>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.</p> <p>Our 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. Allocations and use of proceeds are set out in part 2 of this report.</p>

Sustainability-linked loans	Sustainability Reporting Standard for Social Housing (SRS)
<p>Some of our bank loan facilities offer discounted interest rates where we achieve a set of ESG-linked KPIs.</p> <p>These include environmental targets that support our commitment to delivering energy efficient homes and our journey towards net zero.</p> <p>We have also linked the loans to performance around tenancy sustainability, which we see as a key performance metric that speaks directly to our social purpose, and we are measuring ourselves against our commitments to help residents into employment.</p> <p>In addition, we have given EDI the prominence it deserves, and have committed to greater ethnic diversity across our management team.</p> <p>Our progress in these areas is set out in more detail in the next section of this report.</p>	<p>In addition to our own frameworks and commitments linked to our financing, our ESG reporting is fully aligned to the SRS.</p> <p>This is our third annual report against the SRS's agreed set of ESG metrics. Full details are shown in Part 2 of this report.</p> <p>The SRS includes 48 measures across 12 core themes, with mapping to seven of the UN's Sustainable Development Goals. These overlap with the SDGs that our own Sustainable Finance Framework contributes to.</p> <p>The SRS also considers a number of other frameworks and regulations, including ICMA and LMA, the Task Force on Climate-related Financial Disclosures (TCFD), Streamlined Energy and Carbon Reporting (SECR), Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and IFRS Sustainability Disclosure Standards.</p> <p>We fully support the next iteration of the Standard – version 2.0 – which will place further focus on housing quality, resident support and EDI. It also provides stronger linkages to international ESG frameworks and the changing regulatory space.</p> <p>SDGs considered include:</p> <div data-bbox="810 1093 1300 1585"> </div>

ESG in action: our projects and initiatives

Making our homes more energy efficient

The built environment contributes around 40% of UK carbon emissions, so as a sector, we are in prime position to support the UK government and the country as a whole towards net zero by 2050. But we also appreciate the scale of the challenge – and recognise that we need the support of all our residents, colleagues, suppliers, partners and investors to get there.

Understanding our existing housing stock is key to improving our environmental performance. We hold 100% accurate energy efficiency data. Our investment programme to upgrade the energy performance of our homes includes improved insulation to roofs and walls, upgrades to heating systems and windows, and the production of on-site renewable energy where possible. We have also invested in specialist software that enables us to fully analyse our homes and target our investment.

Funding our decarbonisation plans

Our long term business plan incorporates funding of £500 million (at 2023 prices) to support the journey towards full net-zero status by 2050.

More immediately, the Department for Energy Security and Net Zero awarded us over £1.2m from the Social Housing Decarbonisation Fund's (SHDF) second wave to improve the energy performance of 100 homes for our residents. We are matching this funding with an additional £2.3m, to upgrade houses in the inner-city area of Leicester to EPC band C status.

The funding means we can get to work improving the comfort, health, and wellbeing of our residents in some of the lowest energy-performing homes in Leicester.

Our progress so far

73% of our residents' homes had an EPC rating at band C or above at March 2023 (2022: 63%).

We will achieve EPC band C or better for all homes by 2030. Costs to achieve this are fully funded within our approved business plan. Our 2023/24 programme includes loft insulation works to 588 homes and more extensive fabric first works to 40 homes.

99.6% of new homes completed in 2022/23 were at EPC band B

Supporting our residents and sustaining their tenancies

Housing associations are invested in their communities for the long-term.

In addition to the core housing management services, we target additional interventions to help our residents get on with their lives and explore new opportunities.

This has been increasingly important over the last couple of years, as more and more households have come under financial strain due to the cost-of-living crisis.

During 2022/23:

- 2,470 customers received support from our Tenancy Sustainment Team
- Of those; 1,642 cases had successful financial outcomes, leading to £4.27m in income gains (measured by an increase in benefit entitlement over 12 months).
- Average increase in annual income of more than £2,500.
- 90 debt referrals were made during 22/23 to MAPS, the debt advice agency.



Taking action on equality, diversity and inclusion (EDI)

We believe everybody is unique, and we're committed to promoting diversity, inclusion, and a culture that actively values difference. This commitment applies to all residents, employees and other stakeholders, such as contractors, volunteers and partners.

We have an EDI Working Group made up of colleagues from across the business which designs and delivers a rolling programme of work from the 'bottom up' to ensure that minority groups are supported, nurtured and represented, and that diversity lies at the heart of PA's decision making and service delivery.

- Our workforce is predominantly female and nearly half of colleagues are from a non-white ethnic background, which aligns well with our resident population. We need to continue working on the diversity of our senior leadership team, particularly with regard to ethnicity, and we want to do more work in support of other protected characteristics.
- We have started to explore broader diversity factors including socio-economic

background, level of formal education attained and lived experience of social housing. These elements will form an important component of our future work around recruitment and retention of talent from all backgrounds.

- Pay gap reporting gives an indication of the extent to which good intentions translate into real action in respect of developing a diverse workforce. Our new operating model introduced in June 2023 reflects a positive step-change in respect of gender, with the median pay gap position reduced from 11.5% prior to the restructure to 9.5% after.
- Our ethnicity pay gap position was already stronger, but this also saw a small improvement, from 5.9% to 5.7%. This is encouraging but we still want to eliminate both pay gaps as soon as possible. Every vacant post recruited into is monitored from both a gender and ethnicity pay gap position to assess the impact, and our recruitment team works with recruiting managers to secure as diverse a pool of candidates as possible, particularly for more senior roles within the business.



Our heritage

We are energised by the heritage of our founding organisations. We will continue to be at the forefront of equality and diversity within the housing sector. The 'A' in PA is for asra Housing Association, which began as a Black and Minority Ethnic housing provider in London in 1984, with an initial purpose to provide homes and services for Asian older people (asra is a Hindi word for shelter). asra Housing Association joined Leicester Housing Association to form asra Housing Group, which worked in urban areas in the Midlands, as well as in London.

Helping our residents into employment

PA Housing isn't just about property; it's about people and community. We run a number of initiatives to support our residents with training and finding employment.

- The government **Kickstart Scheme** provided funding to employers to create jobs for 16 to 24-year-olds on Universal Credit. Having completed their placements and securing either full-time employment or an apprenticeship with PA, three of our Kickstarters were recognised for their achievements at the national awards event.
- PA Housing's Community Investment Team works with Enterprise CUBE to support residents who wish to start their own business. So far, 50 residents who are interested in becoming entrepreneurs have received online support through a virtual '**Be Your Own Boss**' training course. The online course, which runs for eight hours a week for 12 weeks, gives residents access to the information and support they need to be able

to turn their dreams into reality. PA Housing provides small seed capital grant funding to help the successful business ideas get off the ground.

Other initiatives include:

- Apprenticeship opportunities, either with PA directly or with our suppliers under the social value enhancements we insert into supplier contracts at procurement stage.
- 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.



Investing in resident safety and satisfaction

The national publicity relating to damp and mould and the tragic death of Awaab Ishak in Rochdale have been a much-needed wake up call for the housing sector. In response, we've set up a dedicated Damp and Mould Team that is helping to tackle this issue.

When residents 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 a resident's 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 has spoken to over 3,000 residents and attended 3,832 properties to carry out damp and mould assessments.

We have six estates where significant fire safety remediation works are required. One of these projects is now on site and we are working to deliver the remainder as quickly as possible. In the meantime, we continue to fund waking watch services where necessary to keep residents safe and assured. Our policy position is that we do not pass on any costs relating to fire safety remediation works to our residents.

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. We've invested 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 98.9%.

Turning to broader service standards and our necessary work to raise the bar, our new operating model went live on 1 June 2023. It removed layers of management to speed up decision making, eliminated duplication across teams and regions, and most crucially allocated additional resources to our customer-facing teams so that the service delivery offer on the ground can be stronger.

We also took swift action to address quality issues being experienced with the repairs contractor servicing two thirds of our homes in London and Surrey, with the contract terminated and a new contractor appointed in June 2023. This is critical as the day-to-day repairs service is the most common touchpoint with PA Housing for most of our residents, so the quality of this service is the number one driver of how residents feel about us.

We are also investing in a new and improved Customer Relationship Management system which is due to go live December 2023. This will enable closer tracking of resident requests, speeding up response times and improving outcomes.

Owning the problems, fixing the issues

In 2022/23 we received 2,275 complaints, which was a 58% increase on the previous year.

We received three findings of severe maladministration in the year from the Housing Ombudsman Service. Our focus is to ensure we have the people and processes in place to prevent other residents having a similar experience.

In November 2022, the Housing Ombudsman published a report confirming severe maladministration by PA in respect of our response to a resident's report regarding a leak into their property. PA fully accepted the findings of the Housing Ombudsman and we have implemented changes in response to the lessons learned from this case.

They include: ensuring that all complaints responses are reviewed by a manager or Head of Service before being sent to customers; improvements in the timeliness and quality of complaint responses; accurate logging of all customer contact by all colleagues on PA Housing's systems; introduction of two complaints specialists in the repairs service; training for complaints handlers and service area investigators; and changing our repairs contractors.



Looking ahead

We are pleased to share our progress this year both in terms of our ESG performance and approach. These disclosures aim to provide a clear and honest account of where we stand as an organisation, and where we would like to get to.

We know there is a considerable amount of work to do when it comes to resident satisfaction, and that is our top priority. It is why we are making changes to our business structure and services which we are confident will deliver better results for our residents.

Alongside this work, we will continue to invest in the sustainability – environmental and social – of our homes and communities, providing at least annual updates on our progress and engaging with residents along the way.










We continue to review and develop our ESG approach, bringing together a number of mechanisms and frameworks to encourage accountability, mark our successes and highlight where we need extra investment and resource. The views of our stakeholders are a key part of this journey, and our future reporting will respond to their evolving needs and expectations. If you would like to comment on the contents of this report, or our ESG approach more broadly, please contact us:






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Tel: **07720 087 108**

Part 2: Data performance sheets

Sustainable Finance Framework

	Eligible Projects	Description	Impact metric	2022/23 Outcomes	UN SDGs
Social	Affordable housing	Financing construction, modernisation and acquisition of affordable housing in the UK	<p>Number and cost of homes built or acquired which comply with Government definition of affordable housing</p> <p>Number of people housed in newly built affordable housing</p> <p>Number and cost of existing affordable homes receiving capital investment to modernise structure and components</p>	<p>284 new homes constructed at total cost of £88.5m. 411 affordable homes acquired at cost of £22.7m. 946 people housed.</p> <p>During 2022/23 PAH spent £16.7 million on investing in existing homes which included 2448 building components upgrades across 2029 properties</p>	   
	Affordable Basic Infrastructure and Essential Services	Financing creation or improvement of parks and public spaces to support physical and mental wellbeing, and improving access to public transportation for the benefit of the local community	<p>Amount invested in parks and public spaces</p> <p>Amount of public space created / allocated</p> <p>Number of homes and residents receiving access to the facilities</p>	<p>No direct investment in parks and open spaces. Some contributions through S106 to enhancement of parks and open spaces as part of wider public realm, sport and leisure and public health contributions.</p>	    

	Eligible Projects	Description	Impact metric	2022/23 Outcomes	UN SDGs
Environmental	Green buildings	Financing construction and modernisation of Green Buildings in the United Kingdom, to achieve minimum EPC 'B' rating and including investment in renewable energy sources, waste recycling facilities and water reduction measures	<p>Number and cost of new homes built which achieve an EPC rating of 'B' or above</p> <p>Number and costs of existing affordable homes receiving capital investment to move from an EPC rating of 'C' or below to a rating of 'B' or above</p> <p>Calculated reduction in CO2 emissions arising from capital investment in existing affordable homes to achieve EPC rating of 'B' or above</p> <p>Amount invested in renewable energy sources and number of homes serviced by the investment</p>	<p>180 new build properties for rent, all achieved an EPC band B. 104 new homes completed for shared Ownership of which 103 achieved EPC Band B and 1 achieved Band C.</p> <p>7 properties had improvements in achieving band B through heating upgrades. Carbon reduction data is unknown.</p> <p>All new homes developed included on-site renewable energy generation in the form of PV panels. Estimated cost £72,420 based on cost rate of £255 per home. This is indicative based on sample schemes.</p>	  
	Clean Transportation	Financing establishment of electric vehicle charging points	<p>Amount invested in clean transportation facilities</p> <p>Number of electric vehicle charging points installed</p>	<p>All new homes built have access to EV charge points where carparking spaces are provided. Majority provided within developer's estate so not installed directly by PAH. Majority of new developments also have access to car club facilities.</p>	 

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.

To provide our stakeholders with the most up to date view of our allocation status, the data below is as at August 2023.

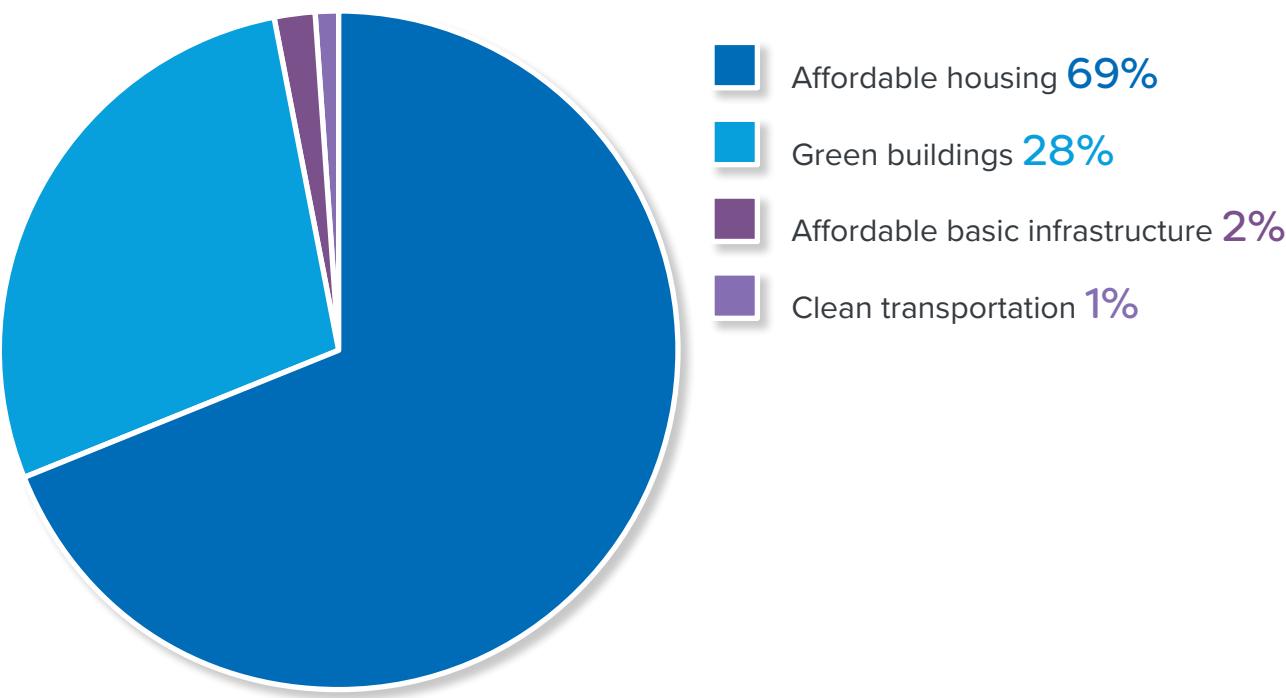
Year	Project	Type	No. of homes	Affordable housing	Green buildings	Clean transportation	Affordable basic infrastructure	Total
2021/22	Ansell Hall	Regen	10	£1,474,807	£491,602	£24,340	£171,005	£2,161,754
	Flamingo Park	New build	42	£10,812,217	£4,394,072	£37,000	£1,666,746	£16,910,035
	Brighton Road	New build	79	£21,373,401	£7,300,587	£2,000	£73,000	£28,748,988
	Navarino Grove	New build	9	£1,846,532	£1,977,032	£14,500	-	£3,838,064
	Sherwood Oaks	New build	44	£6,159,539	£2,053,180	-	-	£8,212,719
	Carlton Drive	New build	8	£2,170,517	£729,506	£12,000	£18,000	£2,930,023
	The Vale	New build	25	£5,077,836	£1,826,676	-	£295,737	£7,200,249
	Nine Elms	New build	103	£18,460,536	£6,153,512	-	£200,000	£24,814,048
	London Road	New build	43	£6,938,575	£2,552,858	£35,000	£20,250	£9,546,683
	Wyvil Road	New build	9	£1,783,979	£851,660	£12,000	-	£2,647,639
2021/22	Former Portland Mill	New build	78	£8,008,450	£2,683,928	-	£43,333	£10,735,711
	Land at Iveshead Road	New build	25	£3,366,604	£2,608,724	-	-	£5,975,328

Year	Project	Type	No. of homes	Affordable housing	Green buildings	Clean transportation	Affordable basic infrastructure	Total
2023/24	Stanton Cross	New build	16	£2,541,678	-	-	-	£2,541,678
	Neptune Wharf	New build	23	£6,819,649	£2,514,996	-	£725,338	£10,059,983
	Earlsfield Riverside phase II	New build	4	£1,222,695	£28,000	-	-	£1,250,695
	Chapel Lane	New build	51	£4,490,290	£3,145,763	£291,000	-	£7,927,053
	Morris Walk N	New build	353	£22,628,621	£7,592,874	£150,000	-	£30,371,495
	Homebase Wandsworth phase II	New build	62	£7,684,761	£10,658,771	£145,000	£2,829,010	£21,317,542
	Kennett Lane	New build	48	£11,520,030	£3,840,010	-	-	£15,360,040
	Bell Green	New build	23	£8,006,427	£2,693,831	-	£75,065	£10,775,323
	Morris Walk S	New build	124	£22,657,682	£7,552,561	-	-	£30,210,243
Cancelled project	Flamingo Park	New build	(42)	(£10,812,217)	(£4,394,072)	(£37,000)	(£1,666,746)	(£16,910,035)
Total	-	-	-	£164,232,609	£67,256,071	£685,840	£4,450,738	£236,625,258
Net Proceeds	-	-	-	-	-	-	-	£298,245,000
Net Proceeds Outstanding	-	-	-	-	-	-	-	£61,619,742

The amounts shown above are based on budgeted cost at project approval, and may vary once projects are completed. Flamingo Park, previously identified as an eligible project, was subsequently withdrawn from the allocation list as a result of local authority planning issues. In accordance with our framework, the allocated proceeds will be reallocated by our Sustainable Investment Panel to an eligible project.

As of August 2023, the unallocated net proceeds are £61,619,750 and we are on track to fully allocate the bond to sustainable projects within the 36 month target, as documented within our framework.

Breakdown of our allocation:



97% of the bond proceeds have been allocated to either the development of affordable housing or green buildings. 99% of the bond proceeds have been allocated to new build schemes contributing to the delivery of new energy efficient homes.

Sustainability Reporting Standard for Social Housing at 31 March 2022/2023

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C1	<p>For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:</p> <ol style="list-style-type: none"> 1. Rent compared to Median private rental sector (PRS) rent across the Local Authority 2. Rent compared to Local Housing Allowance (LHA) 	<p>% of PRS rent</p> <p>% of LHA rent</p>	<p>% of PRS rent</p> <p>Bedsit 93% 1 Bed 66% 2 Bed 60% 3 Bed 53% 4 Bed 40% 5+ Bed 41% Overall Average 59%</p> <p>% of LHA</p> <p>Bedsit 112% 1 Bed 70% 2 Bed 59% 3 Bed 54% 4 Bed 44% 5+ Bed 43% Overall Average 63%</p>	<p>% of PRS rent</p> <p>Bedsit 91% 1 Bed 64% 2 Bed 58% 3 Bed 51% 4 Bed 35% 5+ Bed 62% Overall Average 56%</p> <p>% of LHA</p> <p>Bedsit 111% 1 Bed 68% 2 Bed 61% 3 Bed 53% 4 Bed 42% 5+ Bed 44% Overall Average 56%</p>

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C2	<p>Share, and number, of existing homes (owned and managed) completed before the last financial year allocated to:</p> <ul style="list-style-type: none"> General needs (social rent) Intermediate rent Affordable rent Supported Housing Housing for older people Low-cost home ownership Care homes Private Rented Sector Other 	<p>% properties</p> <p>Number of properties</p>	<p>Social rent 13,507 homes (61.2%)</p> <p>Affordable rent 3,032 homes (13.7%)</p> <p>Housing for older people 2,276 homes (10.3%)</p> <p>Low-cost home ownership 1,770 homes (8.0%)</p> <p>Supported housing 606 homes (2.8%)</p> <p>Intermediate rent 434 homes (2.0%)</p> <p>Other (student and health worker) 243 homes (1.1%)</p> <p>Private rented sector 123 homes (0.6%)</p> <p>Care homes 61 units (0.3%)</p> <p>Leasehold -</p>	<p>Social rent 13,126 (57.3%) (this includes temporary accommodation 34 units in total that otherwise would not be included in the other categories)</p> <p>Affordable rent 2,585 (11.3%)</p> <p>Housing for older people 2,251 (9.8%)</p> <p>Low-cost home ownership 1,687 (7.4%)</p> <p>Supported housing 902 (3.9%)</p> <p>Intermediate rent 430 (1.9%)</p> <p>Other (student and health worker) 243 (1.1%)</p> <p>Private rented sector 117 (0.5%)</p> <p>Care homes 0 (0%)</p> <p>Leasehold 1,555 (6.8%)</p>
C3	<p>Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to:</p> <ul style="list-style-type: none"> General needs (social rent) Intermediate rent Affordable rent Supported Housing Housing for older people Low-cost home ownership Care homes Private Rented Sector Other 	<p>% properties</p> <p>Number of properties</p>	<p>General needs (social rent or equivalent) 115 (40.5%)</p> <p>Affordable Rent 65 (22.9%)</p> <p>Low-cost Home ownership 104 (36.6%)</p>	<p>General needs (social rent or equivalent) 8 (2.5%)</p> <p>Affordable Rent 124 (39.1%)</p> <p>Low-cost Home ownership 185 (58.4%)</p>

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C4	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response	<p>In line with national targets, we are working to bring all of our homes up to at least EPC C status by 2030. At the end of 2022/23, 73.2% of our homes had achieved this standard.</p> <p>We have received £1.2m of funding under wave 2 of the Social Housing Decarbonisation Fund to retrofit energy efficiency measures to 100 of our homes.</p> <p>Our Tenancy Sustainment Team provides direct support to residents on energy costs and also signposts residents to other agencies who can help. This includes provision of fuel vouchers, access to energy debt advice, and helping residents to navigate discounted energy tariffs for low income families with suppliers.</p>	
C5	What % of rental homes have at least a 3 year tenancy agreement?	% of homes	99.74%. The only exceptions are a small number of temporary accommodation units which by their nature are designed for short-term occupation.	99.67%
C6	What % of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes	99.75% 40 properties were overdue as at 31 March due to access issues. Legal action was in progress to address this and we remained fully compliant with our policy protocols.	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)
C7	What % of buildings have an in-date and compliant Fire Risk Assessment?	% of buildings	99.06% 16 Fire Risk Assessments were not within date. These all related to third party owned blocks where PA is not the landlord. We actively chase the third party landlords to ensure that the FRAs are completed and where necessary we will undertake our own assessments to keep residents safe.	99.06%

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C8	What % of homes meet the national housing quality standard?	% of homes	99.46% of homes met the standard. 107 homes were recorded as non-decent at year-end, which included 13 tenant refusals and 19 no access. At time of publication, this had reduced to 11 homes, so 99.94% compliant, and all works are in progress or being scheduled with the resident	100%
C9	What arrangements are in place to enable the residents to hold management to account for provision of services?	Qualitative response	<p>Our Customer Services Committee (CSC) consists of two residents and two Board members who are also residents at PA Housing. The CSC is responsible for reviewing Resident Scrutiny reports and implementing recommended changes, evaluating operational performance results and reviewing proposals to change or improve service delivery.</p> <p>For over 12 years, our Resident Scrutiny has reviewed and driven service changes. Usually, three different projects are selected each year and PA ensures that the group is supported by an independent adviser from TPAS.</p> <p>Our Resident Council meets up to 6 times a year and reviews PA's overall performance and other issues that are important to our residents. Given our stock profile and restructure we are currently reviewing how our resident engagement works and becomes more active at a local level.</p> <p>Our two resident Board members (one rented and one leasehold) ensure that the residents' lens is shone on matters discussed at all Board meetings.</p>	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C10	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response	<p>We undertake a combination of transaction-based surveys and random perception surveys to track satisfaction. Perception-based results in particular are not where we need to be and improving how our residents feel about the services they receive is our top corporate priority. Transaction-based results are better in most areas, although results for the responsive repairs service dipped during 2022/23 in line with the service delivery issues experienced with one of our main contractors. We terminated this contract in early 2023/24 and appointed a new contractor. Headline overall satisfaction results from our perception-based surveys for the last three financial years are as follows:</p> <p>2020/21 62% 2021/22 62% 2022/23 61%</p>	
C11	<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>	Number Qualitative response	<p>In the financial year 22/23 we received 35 determinations by the Ombudsman. 20 of these were upheld, and 7 partially upheld.</p> <p>The findings have resulted in changes to process for Complaints, ASB and Repairs in particular. Staff training has been completed, and specific new roles relating to Repairs complaints have been introduced.</p>	<p>Maladministration = 14 Partial Maladministration = 4</p> <p>18 cases have been upheld in total</p>
C12	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	Qualitative response	<p>2,470 unique customers received benefits advice from our Tenancy Sustainment Team. From those; 1,049 cases had successful outcomes, leading to £4,274,378.83 in gains income (measured by an increase in benefit entitlement over 12 months). It meant average increase in annual income £4,074.72. 90 Debt referrals were made during 22/23 to MAPS, the debt advice agency.</p>	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C13	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	<p>Each year we work to expand our neighbourhood improvement programme and over the last 12 months we invested just under £600,000 supporting local changes ranging from improving security and lighting, creating community spaces such as sensory gardens, 'workout' areas and wellbeing hubs to encourage community engagement. We have also engaged more actively with our contractors who have contributed significantly with social value projects such as re-painting play parks, and planting gardens in our housing for elderly people schemes.</p> <p>Within these schemes our resident engagement activities have been particularly successful, from laughing yoga to singing for the elderly we will be expanding this programme out into our general needs portfolio in the coming year as the benefits around wellbeing and addressing loneliness have been tangible.</p> <p>Our neighbourhood champions programme also continues to grow. This programme involves recruitment of residents who are passionate about where they live and who want to help make a difference in how we provide services in their areas. They play a key role in making a difference where they live and they also have an opportunity to say how funding is raised and spent within their community. Our Neighbourhood Champions work alongside our Neighbourhoods team, supporting them by being the eyes and ears on the ground.</p>	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C14	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of Homes rated A % of Homes rated B % of Homes rated C % of Homes rated D % of Homes rated E or worse % of Homes without an EPC rating	Band A 0.4% B 19.8% C 53% D 24.4% E 2.4% (E & Below) F G No Data	Band A 27 (0.1%) B 2074 (10.8%) C 9761 (50.8%) D 6389 (33.2%) E 875 (4.5%) F 96 (0.5%) G 8 (0%) No Data 22 (0.1%)
C15	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of Homes rated A % of Homes rated B % of Homes rated C % of Homes rated D % of Homes rated E or worse % of Homes without an EPC rating	Band A - B 99.6% C 0.4%	Band A 13 (4.1%) B 291 (91.8%) C 13 (4.1%)
C16	Scope 1, Scope 2 and Scope 3 green house gas emissions.	kg CO2 equivalent	We do not yet have Scope 1,2 and 3 carbon emissions for 2022/23. However, we will be completing our first wave of reporting in Q3 of the 2023/24 year.	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C17	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Qualitative response	<p>Work is underway at Tree Close, Richmond, to address 12 bungalows rated EPC E and F through roof renewals, loft and cavity wall insulation, PV panels and new electric heating. The roof replacements, cavity wall and loft insulation have been completed and PV panels installed. The electric heating upgrades will be completed in 2023/24 and current projection is that these homes will achieve EPC band C on completion.</p> <p>We installed 97 water butts during 2022/23 as part of external decorations and repairs programmes.</p> <p>We have been developing our fabric first approach to maximise efficiencies during planned programmes. This includes improved specifications for new contract awards from 2023/24 for kitchens and bathrooms; windows and doors with enhanced double and triple glazing specification; internal walls; and enhanced levels of loft insulation of 400mm.</p> <p>We have procured contracts for loft insulation and electrical heating upgrades to mobilise for delivery from 2023/24. We also successfully bid for Social Housing Decarbonisation Fund Wave 2.1 and were awarded £1.2m funding for 100 homes in Leicester during 2023-2025.</p>	
C18	How is the housing provider mitigating the following climate risks: <ul style="list-style-type: none"> Increased flood risk Increased risk of homes overheating 	Qualitative response	<p>A flood risk and overheating assessment is included for all new build homes. There are no specific provisions currently in place for existing homes but we work with our insurer to understand those in locations at higher risk of flood and consider appropriate defensive measures.</p>	
C19	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	Qualitative response	<p>We offer advice on efficient use of heating systems, ventilation systems, recycling and other aspects as part of the Home User Guide for our new-build homes. We are looking to expand this for existing homes.</p>	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C20	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	Qualitative response	There is no formal biodiversity strategy in place at present. All new build schemes are required to provide private and communal space for each resident. In London, schemes are subject to an “urban greening factor” which requires the development to create a net gain in green space.	
C21	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?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy	Not at present, but we are planning to develop a strategy during 2023/24.	
C22	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?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy	Not at present, but we are planning to develop a strategy during 2023/24.	
C23	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy	Not at present, but we are planning to develop a strategy during 2023/24.	
C24	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy	Not at present, but we are planning to develop a strategy during 2023/24.	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C25	Is the housing provider registered with the national regulator of social housing?	Yes/No	Yes	
C26	What is the most recent regulatory grading/status?	Varies by Nation	G1/V2	G1/V2
C27	Which Code of Governance does the housing provider follow, if any?	Name of code	NHF Code of Governance 2020	
C28	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Name % %	Yes	
C29	Explain how the housing provider's board manages organisational risks.	Qualitative	Ultimately responsibility for Risk Management within PA Housing rests with the Board. The Board is supported in discharging this responsibility through the Finance Risk & Audit Committee and through the Executive Management Team. The Corporate Risk Register is presented to all Board meetings and all Finance Risk & Audit Committee meetings and is also reviewed by the Executive Management Team every six weeks. The Risk Management Framework is reviewed and refreshed annually. The Board will review and approve a risk appetite matrix at least annually. The matrix will seek to determine the specific nature and extent of significant risks that PA Housing is and is not prepared to take in the achievement of its strategic objectives and over the course of its corporate plan. Stress testing is embedded into the financial planning process. PA Housing utilises a range of scenarios and these are directly linked to the risks recorded within the Corporate Risk Register. A risk trigger monitoring report is produced at least quarterly. This report identifies a range of early warning signs as either a pass or a fail and also provides a RAG rated future outlook. The risk trigger report is directly linked to the stress testing scenarios and therefore provides insight into the level of risk attached to the current business plan.	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C30	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?	Yes/No	No	No
C31	<p>What are the demographics of the board? And how does this compare to the demographics of the housing providers residents?</p> <p>Add commentary if useful.</p> <p>NOTE: Comparison to area operated in has been removed.</p>	Qualitative response	<p>Planned changes to membership were completed early in the 2023/24 financial year. The data below reflects these changes to provide an up-to-date reporting position.</p> <p>46% of the Board are women (PA residents: 60%) 23% of the Board are BAME (PA residents: 33%) 0% of the Board have a disability (PA residents: 14%) Average age of the Board is 56 (PA residents: 52) Average tenure of the Board is 2 years</p>	<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 Heterosexual. 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 the ages of 11 and 16. 1 indicated they had been eligible for free school meals at state schools</p>
C32	<p>What % of the board AND management team have turned over in the last two years?</p> <p>Add commentary if useful.</p>	%	<p>4 out of 13 Board members have turned over in the past two years. This is a planned change, with the previous Board members reaching the end of their terms of office. We have also recruited two additional Board members to expand the Board membership, and an associate Board member.</p>	<p>There are four members of the Management 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%.</p>

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C33	Is there a maximum tenure for a board member? If so, what is it?	Yes/No Length of tenure	6 years as standard, extendible annually to 9 years maximum if in line with a clear business need	
C34	What % of the board are non-executive directors?	%	100%	89% (8 of 9 as 31.03.2022)
C35	Number of board members on the Audit Committee with recent and relevant financial experience.	Number and description of experience	3	3
C36	Are there any current executives on the Remuneration Committee?	Yes/No	No	No
C37	Has a succession plan been provided to the board in the last 12 months?	Yes/No	Yes	Yes
C38	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	6 years	5 years
C39	When was the last independently-run, board-effectiveness review?	Date	May 2020	May 2020
C40	Are the roles of the chair of the board and CEO held by two different people?	Yes/No	Yes	Yes

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C41	How does the housing provider handle conflicts of interest at the board?	Qualitative	All Board members are required to declare other memberships and interests on appointment and at least annually thereafter, with any new interests requiring declaration as and when they rise. These are maintained on a register of interests. At meetings, members are asked to declare any interests at the start of the meeting based on the agenda. These are recorded in the meeting minutes. If there are any conflicts of interest, members are excluded from the discussion and any decision. Conflicts of interest which would potentially impact on a member's ability to discharge their duties would be handled by the Chair with support from the Company Secretary.	
C42	Does the housing provider pay the Real Living Wage?	Yes/No	Yes. All our colleagues are paid above the current Living wage rates which is £11.95 per hour in London and £10.90 per hour elsewhere. The only exception to this is the 6 Apprentices (4 of whom are paid £10.42 per hour and 2 are paid £9.34 per hour). The apprenticeships are due to end between September to November 23, after this point they would transition to a role with the organisation where their hourly rate of pay would be higher than the current Living Wage Rates.	Yes as a minimum

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C43	What is the median gender pay gap?	% gap	<p>Data provided is after an organisational restructure completing in June 2023; this had a positive impact on our pay gap position.</p> <p>Gender Pay Gap - June 23 Median 9.48%</p> <p>Ethnicity Pay Gap - June 23 Median 5.68%</p>	As at 31 March 2022: 11.9%
C44	What is the CEO:median-worker pay ratio?	Ratio	7.6 : 1	7.4 : 1
C45	How does the housing provider support the physical and mental health of their staff?	Qualitative response	<p>We have a team of dedicated wellbeing champions who organise events throughout the year, such as exercise classes, check in and chats, and coffee mornings. The Wellbeing Champions are devising the programme of activity from October 2023 onwards based on colleague feedback. We supported colleagues through the cost-of-living crisis by providing additional funding around Christmas, in the form of high street vouchers to use in all supermarkets and over 300 high street stores. We have an employee assistance confidential helpline, providing expert third party support, and we refer colleagues to a specialist provider giving additional face-to-face support if they have more complex challenges. We continue to offer new benefit strands to further support colleagues; for example colleagues are able to volunteer 3 days a year to work with charities and organisations that align with our values, plus a charity match funding initiative, and we offer interest free loans up to the value of £5,000. We also offer a referral service via a third-party agency to support colleagues through financial hardship with telephone holistic debt management, budgeting, charity grant and welfare benefit advice. All Directors hold Check in and Chat sessions with their teams. We run Pulse Surveys on a quarterly basis in June 23 and we act on the feedback received to incrementally improve the working environment in a number of ways. We have 12 Mental Health First Aiders, colleagues can speak with them in confidence for additional support. Within the People Services Team we have a dedicated Health & Safety Wellbeing Lead post to enable us to enhance and evolve the work we currently do.</p>	

Criteria	Criteria	Measurement Unit	2023 Response	2022 Response
C46	What is the average number of sick days (both long and short term) taken per employee?	Number of days	Short term 4.5 days Long term 4.3 days	10 days per employee (all absence). 4.4 days per employee (short-term absence only).
C47	How is Social Value creation considered when procuring goods and services?	Qualitative Response	<p>Social value is considered at the point of scoping a procurement. Not all procurements will attract social value but where applicable it is embedded into the procurement quality question set and evaluated. This then becomes contractual.</p> <p>To support bidders, PA has a Social Value Framework which gives insight into how to support PA, its residents, and the communities we serve.</p>	
C48	How is Environmental impact considered when procuring goods and services?	Qualitative Response	<p>As part of scoping a procurement, environmental factors are considered. The Procurement Lead seeks to understand the impact of the goods, works and services and note how they are to procure with the environment in mind.</p> <p>Proportionality is a strong consideration as the supply chain differs in size and make up of suppliers, so the larger firms and contractors hold sustainability standards, but sole traders do not.</p> <p>There is work to be done to improve in this area. However, one area of the business delivering on environment impact is the development team where they seek to improve the quality and efficiency of the homes we build to ensure no waste of resources such as gas and electricity.</p>	

Acknowledgement to the Investment Association guidance 2022

	IA recommendation	PA Response
Environmental	Emissions data under Scope 1, 2 and 3	We do not yet have Scope 1,2 and 3 emissions data for 2022/23. Reporting to be completed in Q3 2023/24.
	% and location of properties with EPC ratings and estimated capital expenditure to reach EPC C by 2030	<p>Band C Improvement model indicates a total cost of £100.6m, subject to asset level retrofit assessment and design. No contingency has been built into this model, however we expect c.£18.7m to be covered by business as usual planned works.</p> <p>The programme will improve 5,091 homes, 455 of which have been costed using extrapolated data. This figure is lower than 22-23 YE position as 172 homes have improved since. Slides are available presenting varying levels of detail.</p>
	Details on climate reporting - TCFD / Net Zero by 2050	Not currently monitored.
	Prior year benchmarking	Not currently monitored.
Social	% of tenants on Universal Credit	30%
	Customer satisfaction - age, ethnicity of complainant (discrimination)	69% of complaints were raised by women in the last 2 years. Tenants aged under 55 are more than twice as likely to have raised a complaint in the last 2 years than those aged 75 to 84 (11% compared to 5%). Residents of mixed race or of Black, or Black British heritage were more likely to have raised a complaint than other ethnic groups (14% compared to 9% White British). Residents with a known disability or additional need were slightly more likely to have raised a complaint than those without (10.4% compared to 9.4% with no known disability). Residents in Greenwich, Richmond and Kingston were more than three times as likely to have raised a complaint in the last 2 years (14%, 12% and 12%) than those living in Mansfield (4%).
	Gender and ethnicity breakdown of employment / pay gap info	<p>Data provided is after an organisational restructure completing in June 2023; this had a positive impact on our pay gap position.</p> <p>Gender Pay Gap - June 23 Median 9.48%</p> <p>Ethnicity Pay Gap - June 23 Median 5.68%</p>
	Qualitative discussion on social impact and effort to support tenants	<p>Our Tenancy Sustainment Team provides a range of support services to residents who are undergoing financial hardship and facing challenges with their rent payments. During 2022/23 the team supported over 1,600 residents, accessing £4.4m of additional funding through benefits claims, access to welfare funds and provision of emergency vouchers. The team's remit has been further expanded for 2023/24, in recognition of the ongoing cost of living crisis, and the team is targeting up to £10m of support in the year.</p> <p>Alongside this, our work to improve residents' employment prospects has continued and during the year we ran a range of programmes to offer employment skills training, support job search and incubate budding entrepreneurs. Working with some of our suppliers and contractors, we also gave residents access to apprenticeship opportunities. 99 residents received specific support through these programmes during the year, whereas others received support with job search costs (for example purchasing IT equipment or new clothing) through the work of the Tenancy Sustainment Team as described above.</p>

