

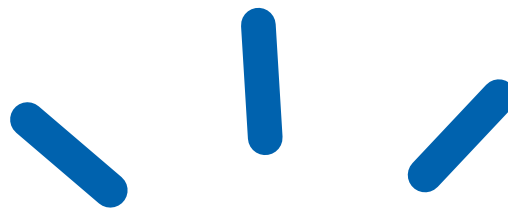
Environmental, Social, Governance

PA Housing's 2023/24 ESG outturn report, incorporating the
Sustainability Reporting Standard for Social Housing

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Our ESG in Numbers



77.5%

Of homes achieved EPC C or higher



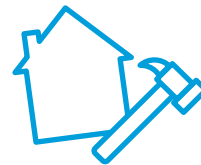
365

New social homes built



612

Loft insulation upgrades



£15.5m

Invested in existing home upgrades



100%

Of homes meet Decent Homes Standard



2,979

kgCO₂e - Scope 1/2/3 greenhouse gas emissions per home



83.3%

Of homes resilient to flood risk



3,493

Damp and mould related visits to residents' homes



98.3%

Of our homes are social tenure (excl. leasehold properties)



£153.59

Average weekly rent (social housing rented tenures)



52%

Average rent levels vs local private sector comparators



4,133

Residents supported by tenancy sustainment team



62%

Overall perception-based satisfaction with our services



G1/V2

Regulatory gradings



10.9%

Gender pay gap



8.0%

Ethnicity pay gap

Environmental Social Governance

Foreword

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

This has been a year of rapid and significant change at PA. In last year's report I highlighted that we saw the need to renew focus on the 'S' in ESG and in particular the quality of our service provision to the people who live in our homes. This linked to the challenges being faced across the sector in relation to levels of investment and the need to ensure that services were better aligned with residents' needs and preferences. It was also a reflection on PA's own service delivery model, and recognition that we had to make changes to start shifting the dial on service outcomes and how our residents feel about us as a landlord in their local communities.

During 2023/24 we instigated a number of measures to start addressing these challenges, including:

- Doubling the size of our Neighbourhoods team to introduce much smaller patch sizes (among the smallest in the sector) and allow our Neighbourhood Coordinators more opportunity to get to know the people on our patch.
- Investing in our customer contact centre, increasing the size of the team, introducing new technology and improving ways of working. This has delivered better outcomes for residents through reduced wait times and increased call answering performance.
- Making important decisions to reshape our repairs service. Performance still needs to get better for residents and we are looking at different potential models to introduce the necessary step-change.

- Releasing capacity to increase investment in our homes and estates. This was done with the support of our bank lenders and investors, and has enabled us to significantly increase our planned maintenance budgets for the 2024/25 financial year.
- Creating a new damp, mould and disrepair team to manage the more serious issues in some of our homes more swiftly and proactively.
- Strengthening our communication with residents and trying new things to improve our connection with them. This included estate events supported by other community agencies, work experience opportunities in our offices, our first business update virtual event for all interested residents, and collection of our annual Tenant Satisfaction Measures survey data via a mass door-knocking exercise which saw over half of our employees out on our estates to talk to residents face-to-face.

This was the first full year of a service improvement and development journey that will last for several years. Achieving consistently high levels of service excellence and resident satisfaction is not an overnight fix, but we have started putting the necessary building blocks in place.

Turning to the environmental elements of ESG, upping our investment to ensure that all residents have safe and warm homes within cohesive communities is central to all of the above, and we continue to focus on improvements to our least energy-efficient homes. By the end of the year, 78% of our homes were at Energy Performance Certificate

'C' standard or better, a good position but one we must continue to build on. We plan to have all homes at 'C' or better by 2029, a year ahead of the national target.

There is more work we need to do on broader environmental measures such as waste and water management, and sourcing of materials. On the governance front, it was a year of change on the Board as several long-standing members came to the end of their term of office and new recruits arrived to fill the vacancies. We retained our G1-V2 status with the Regulator. Our gender and ethnicity pay gap performance fell back a little after consistent improvements in previous years. This is an area of continuing focus for us through our recruitment and talent management processes and we want to work towards elimination of the pay gaps over time.

Having listened to feedback from users of our ESG report, this year we have pared back on the narrative and allowed our data to more speak for itself. This includes both positive outcomes and areas where more work is needed. Investors have told us that they prefer to focus on the quantitative information, to track our trend performance and assess how we compare to our peers. They are then able to follow up with us on particular points of interest to obtain further context where needed. This year's report reflects that and as always, we very much welcome views on how we present our ESG story.

If you have any questions or feedback on the report, please do get in touch.



Simon Hatchman
Executive Director of Resources
September 2024

About PA Housing

PA Housing is a large multi-regional provider of social housing, operating across the Midlands, London and the South East. We provide a range of social housing options including homes for affordable rent, independent living and shared ownership. Our non-social housing activities are very small-scale in nature, being limited to some provision of market rent, student and NHS key-worker accommodation. 98% of our homes are classed as social housing.

We are committed to improving our existing homes and strengthening our relationship with residents. This sentiment is embedded within our new corporate plan and associated enabling strategies, which set out our service development aims in the five years through to 2029. We will continue to review and amend these plans as we go along, in line with the evolving environment and the changing needs and views of our residents.

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

To provide warm, safe, and affordable homes and related services to those who need them.

Our vision

To provide warm, safe, and affordable homes and related services to those who need them.

Our values

We're defined by our actions, and our values help to define how we treat people, our behaviours, and our level of services.

Deliver

- We do the right thing.
- We keep our promises.
- We see things through to the end.
- If we get something wrong, we will say sorry and we will resolve it.

One Team

- We make a positive difference to our residents' lives.
- We are one team; we play our part and support each other for the benefit of our residents.
- Our colleagues will be supported to be the best they can be.

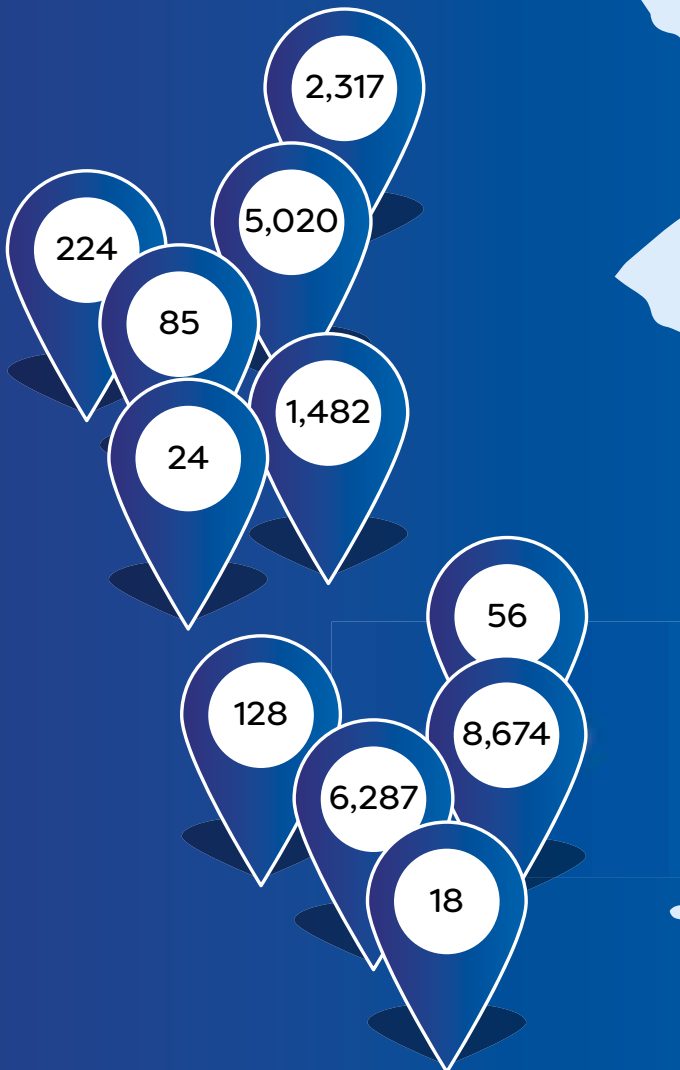
Respect

- We listen and learn.
- We treat people fairly, with respect and integrity.
- We listen to understand, not just listen to respond.

Our homes by county

Berkshire **128**
Buckinghamshire **24**
Coventry **85**
Hertfordshire **56**
Leicestershire **5,020**
London **8,674**
Northamptonshire **1,482**
Nottinghamshire **2,317**
Surrey **6,287**
Sussex **18**
Warwickshire **224**
Other **2**

Total: 24,317



Our ESG dashboard

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

all of which are core to our purpose. These metrics are directly linked to our bank loan facilities.

The aim of these KPIs is to help provide focus and drive improved performance in these areas,

The 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	4,448	
Target	n/a	2,786	3,486	4,286

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	4,133	
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%	27%	
Target	25%	28%	31%	35%

Improving resident satisfaction

Proportion of rented residents who are satisfied with our overall service provision, taken from perception-based surveys. This metric was newly introduced in 2023, 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%	62%	






Sustainability strategy	Sustainable finance framework
<p>Our Sustainability Strategy is built around the following three key themes:</p>  <p>Property Improving the environmental performance of our new homes, our existing homes, our estates and our offices.</p>  <p>People Enabling and encouraging sustainable living, working and travel practices among our residents and our colleagues.</p>  <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 ('SFF') 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 and the Loan Market Association.</p> <p>As a Use of Proceeds framework, PA will allocate sustainable funding raised under it 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 SFF.</p> <p>The retained bonds were issued in December 2023, generating net proceeds of £66,900,000.</p> <p>In March 2024 we completed on a private placement transaction and issued our first tranche of funding through it, at £140,000,000. The second £60,000,000 tranche was issued in June 2024. These transactions were also backed by our SFF.</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 SFF 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 if we achieve a set of ESG-linked performance targets.</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>We have given EDI the prominence it deserves, and have committed to greater ethnic diversity across our management team.</p> <p>In 2023/24 we also introduced resident satisfaction into our suite of loan KPIs, an acknowledgement that this is the ultimate indicator of our service quality and social impact as judged by the people who live in our homes.</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 fourth annual report against the SRS's agreed set of ESG metrics, which were updated in 2023/24 following consultation with investors and housing providers. The revised suite of KPIs places further focus on housing quality, resident support and EDI. It also provides stronger linkages to international ESG frameworks and the changing regulatory space. Full details are shown in Part 2 of this report.</p> <p>The SRS maps 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, Streamlined Energy and Carbon Reporting, Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and IFRS Sustainability Disclosure Standards.</p>

Data performance sheets

Sustainable Finance Framework

	Eligible Projects	Description	Impact metric	2023/24 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>365 new homes constructed at total cost of £104.0m.</p> <p>1,216 people housed.</p> <p>During 2023/24, £15.5 million spent on building components upgrades to 1,810 homes and communal areas</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	2023/24 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>283 new homes achieved EPC Band B.</p> <p>None in 2023/24 – focus was on moving lower rated homes to EPC 'C' rating, in line with national targets.</p> <p>Carbon reduction data is unknown</p> <p>All new homes developed included on-site renewable energy generation in the form of PV panels. A cumulative £55.2m has been approved for investment in green buildings since May 2021, in line with our sustainable finance use of proceeds tracker reported below.</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

Sustainable finance framework Bond allocations tracker			Funding allocations				Total
FY'22 approvals	No. homes	EPC rating	A	B	C	D	
			Affordable housing	Green buildings	Clean transportation	Affordable basic infrastructure	
Ansell Hall	10	B	1,474,807	491,602	24,340	171,005	2,161,754
Flamingo Park	42	B	10,812,217	4,394,072	37,000	1,666,746	16,910,035
Brighton Road, South Croydon	79	B	21,373,401	7,300,587	2,000	73,000	28,748,988
Navarino Grove	9	A	1,846,532	1,977,032	14,500		3,838,063
Sherwood Oaks, Mansfield	44	B	6,159,539	2,053,180			8,212,719
Carlton Drive	8	B	2,170,517	729,506	12,000	18,000	2,930,022
The Vale	25	A/B TBC	5,077,836	1,826,676		295,737	7,200,249
Nine Elms	103	A/B TBC	18,460,536	6,153,512		200,000	24,814,048
London Road, Ashford	43	B	6,938,575	2,552,858	35,000	20,250	9,546,683
Wyvil Road	9	A/B TBC	1,783,979	851,660	12,000		2,647,638
Total	372		76,097,937	28,330,684	136,840	2,44,738	107,010,199

FY'23 approvals							
Portland Mill, Mansfield	78	B	8,008,450	2,683,928		43,333	10,735,710
Iveshead Road, Shepshed	25	B	3,366,604	2,608,724			5,976,328
Total	103		11,375,054	5,292,652	0	43,333	16,711,038

FY'24 approvals							
Pool Road	87	B	25,522,155	8,545,052	113,000		34,180,206
Thames View House	97	A/B TBC	20,162,323	6,869,256	68,050	377,396	27,477,025
Bensham Grove	17		5,253,049	1,754,350		10,000	7,017,398
Stanton Cross	16	B	2,541,678				2,541,678
Neptune Wharf	23	B	6,819,649	2,514,996		725,338	10,059,982
Earlsfield Riverside	4	B	1,222,695	28,000			1,250,695
Chapel Lane	51	B	4,490,290	3,145,763	291,000		7,927,053
Morris Walk N	353	B	22,628,621	7,592,874	150,000		30,371,541
Homebase Wandsworth	62	B	7,684,761	10,658,771	145,000	2,829,010	21,317,541
Kennett Lane, Chertsey	48	B	11,520,030	3,840,010			15,360,040
Bell Green	23	B	8,006,427	2,693,831		75,065	10,775,322
Morris Walk S	124	TBC	22,657,682	7,552,561			30,210,242
Total	905		138,509,357	55,195,461	767,050	4,016,809	198,488,677

Less: Aborted projects							
Cancelled - Flamingo Park			(10,812,217)	(4,394,072)	(37,000)	(1,666,746)	(16,910,035)
Total			215,170,131	84,424,725	866,890	4,838,134	305,299,879

Sustainable Finance Framework issuance to date (31 March 2024)

Public bond issue May 2021:	Must be fully allocated by May 2024		
	Net Proceeds		298,245,000
	Allocated as at 31 March 2024		298,245,000
	Remaining to be allocated		0
Retained bonds Dec 2023:	Must be fully allocated by Dec 2026		
	Net proceeds		66,900,000
	Allocated as at 31 March 2024		7,054,879
	Remaining to be allocated		59,845,121
Private placement Mar 2024:	Must be fully allocated by Mar 2027		
	Net proceeds		140,000,000
	Allocated as at 31 March 2024		0
	Remaining to be allocated		140,000,000

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 were reallocated by our Sustainable Investment Panel to an eligible project.

As at March 2024, the proceeds from our initial public bond issue in May 2021 had been fully allocated and we had started allocation of the proceeds from our retained bond sale in December 2023.

Sustainability Reporting Standard for Social Housing

Theme		Criteria	Criteria	Measurement Unit	2024 Response	2023 Response	
Environmental	Climate Change	T1	C1	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	A 0.3% B 21.9% C 55.3% D 20.7% E & Below 1.8%	A 0.4% B 19.8% C 53.0% D 24.4% E & Below 2.4%
			C2	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	A - B 77.6% C 22.4%	A - B 99.6% C 0.4%
			C3	Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	Yes/No Qualitative response, date	YES As a first stage we are targeting at least EPC C rating for all our homes by 2029, one year ahead of the national target date. We will then progress towards full net-zero status by 2050, in line with the national target date. This is fully costed within our long-term financial plan, based on current activity and cost estimates.	

Environmental	Climate Change	T1	C4	<p>What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?</p>	Qualitative response	<p>28 homes (0.1%) were retrofitted during 2023/24 as part of the SHDF Wave 2.1 programme. All homes included are now at Band C.</p> <p>Energy improvement work has also completed at 41 Tavistock Drive which included internal wall and floor insulation and replacement windows. This home is now EPC band C</p> <p>We completed 612 loft insulation upgrades of which 59 homes improved to EPC Band C.</p> <p>We have completed 1038 electric and gas heating upgrades of which 67 homes improved to EPC band C.</p> <p>We have completed 186 window and door replacements of which 17 homes improved to EPC band C.</p>	<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 the external decorations and repairs programmes.</p> <p>We have also 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 - awarded £1.2m funding for 100 homes in Leicester during 2023-2025.</p>
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Environmental Climate Change	T1	C5	<p>Scope 1, Scope 2 and Scope 3 Green House Gas emissions Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home</p> <p>If unable to report emissions data, please state when the housing provider is expected to be able to do so.</p>	<p>kg CO2e kg CO2e/home</p> <p>Date</p>	<p>Data is for 2022/23 (20,537 homes where PA has Decent Homes responsibility only): Scope 1 (5,467,120 kgCO2e) , Scope 2 (1,364,260 kgCO2e) and Scope 3 (52,438,650 kgCO2e) Green House Gas emissions. Total (inclusive of estimate of Scope 1-3 emissions from third party supply chain): 61,176,110kgCO2e (absolute) Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home: 2,979kgCO2e / home NB: The above data is a combination of primary and data and estimates for some elements where measured calculations are not available. We are working to refine our primary data for future years. Data is taken from our SHIFT 22/23 Assessment where it is presented differently. These calculations have not been validated by SHIFT. We anticipate reporting 2023/24 emissions in Q4 of 2024/25.</p>	<p>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 23/24.</p>
		C6	<p>How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?</p> <p>How is the housing provider mitigating these risks?</p>	<p>Qualitative response</p>	<p>Climate related risk has been added to our risk register. Flooding and overheating risk and mitigation measures are assessed as part of PA Housing's annual SHIFT assessment. A survey undertaken in 2022/23 found that 83.3% of homes were estimated as resilient to flood risk and 62.6% as resilient to overheating. Both flood and overheating mitigation measures are included in our new build homes.</p>	<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 defence mechanisms.</p>

Environmental	Ecology	T2	C7	<p>Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?</p> <p>If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?</p>	Qualitative response	<p>PA Housing's new homes are designed to meet planning policy requirements for biodiversity net gain. There are no plans at present to develop targets beyond planning policy targets, as these are progressively more challenging and we need to be aware of our maintenance resource and practical implications of maintaining green spaces to ensure that the gains are realised. Our current estimated biodiversity value is 3.24 tonnes per hectare; to contribute to the achievement of net zero carbon, we should aim to increase this to c. 11 tonnes per hectare by 2050.</p>	<p>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.</p>
			C8	<p>Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	<p>No current policy, but plans to develop this in the intermediate term.</p>	<p>Not at present, but we are planning to develop a strategy during 2023/24.</p>

Environmental Resource Management	T3	C9	<p>Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	No current policy, but plans to develop this in the intermediate term.	Not at present, but we are planning to develop a strategy during 2023/24.
		C10	<p>Does the housing provider have a strategy for waste management incorporating building materials?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	No current policy, but plans to develop this in the intermediate term.	Not at present, but we are planning to develop a strategy during 2023/24.
		C11	<p>Does the housing provider have a strategy for water management?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	No current policy, but plans to develop this in the intermediate term.	Not at present, but we are planning to develop a strategy during 2023/24.

Social	Affordability and Security	T4	C12	<p>For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:</p> <p>1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority</p> <p>2) Rent compared to the relevant Local Housing Allowance (LHA)</p>	<p>% of PRS rent</p> <p>% of LHA rent</p>	<p>% of PRS rent</p> <p>Bedsit 62%</p> <p>1 bed 80%</p> <p>2 bed 54%</p> <p>3 bed 46%</p> <p>4 bed 34%</p> <p>5+ bed 38%</p> <p>Overall average 52%</p> <p>% of LHA</p> <p>Bedsit 89%</p> <p>1 bed 83%</p> <p>2 bed 66%</p> <p>3 bed 58%</p> <p>4 bed 48%</p> <p>5+ bed 46%</p> <p>Overall average 65%</p>	<p>% of PRS rent</p> <p>Bedsit 93%</p> <p>1 bed 66%</p> <p>2 bed 60%</p> <p>3 bed 53%</p> <p>4 bed 40%</p> <p>5+ bed 41%</p> <p>Overall average 59%</p> <p>% of LHA</p> <p>Bedsit 112%</p> <p>1 bed 70%</p> <p>2 bed 59%</p> <p>3 bed 54%</p> <p>4 bed 44%</p> <p>5+ bed 43%</p> <p>Overall average 63%</p>
			C13	<p>Share, and number, of existing homes (owned and/or 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>% homes</p> <p>Number of homes</p>	<p>Social rent 13,515 homes (60.4%)</p> <p>Affordable rent 3,200 homes (14.3%)</p> <p>Housing for older people 2,262 homes (10.1%)</p> <p>Low cost home ownership 1,871 homes (8.4%)</p> <p>Supported housing 671 homes (3.0%)</p> <p>Intermediate rent 430 homes (1.9%)</p> <p>Other (student and health worker) 243 homes (1.1%)</p> <p>Private rented sector 117 homes (0.5%)</p> <p>Care homes 66 units (0.3%)</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>

Social Affordability and Security	T4	C14	<p>Share, and number, of new homes (owned and/or 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>% homes Number of homes</p>	<p>Social rent / London Affordable Rent 44 homes (12.1%) Affordable rent 197 homes (53.9%) Low cost home ownership 124 homes (34.0%)</p>	<p>Social rent / London Affordable Rent 83 homes (29.2%) Affordable rent 97 homes (34.2%) Low cost home ownership 104 homes (36.6%)</p>
		C15	<p>How is the housing provider trying to reduce the effect of high energy costs on its residents?</p>	<p>Qualitative response</p>	<p>In line with national targets, we are working to bring all of our homes up to at least EPC C status by 2030. As at the end of 2023/24, 78% of our homes had achieved this standard (2022/23: 73%). We received £1.2m of funding under wave 2 of the Social Housing Decarbonisation Fund to retrofit energy-efficiency measures to 100 of our homes and this project has progressed to plan. 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. For communal energy supply paid by residents through service charges, we engage proactively with the energy markets to achieve the best possible price at contract renewal.</p>	

Social	Affordability and Security	T4	C16	How does the housing provider provide security of tenure for residents?	Qualitative response	All of our social rented homes are offered on standard social rented tenancies, offering long-term security of tenure as long as tenancy conditions are met. The only exceptions are a small number (< 100) of temporary accommodation properties which by their nature are designed for short-term occupation	
	Building Safety and Quality	T5	C17	Describe the condition of the housing provider's portfolio, with reference to: % of homes for which all required gas safety checks have been carried out. % of homes for which all required fire risk assessments have been carried out. % of homes for which all required electrical safety checks have been carried out.	% of homes	Gas 99.8% Fire 99.1% Electrical (last 5 years) 96.6% Asbestos 98.8% Legionella 100.0%	Gas 99.8% Fire 99.1% Electrical (last 5 years) 94.8% Asbestos 97.6% Legionella 100.0%
			C18	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	% of homes	100% of our homes met the Decent Homes Standard as at 31 March 2024	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.

Social	Building Safety and Quality	T5	C19	How do you manage and mitigate the risk of damp and mould for your residents?	Qualitative response	<p>We had 582 homes requiring damp, mould and condensation (DMC) treatment. 992 homes require remediation works to resolve the underlying cause. 3,249 homes have had damp and mould works completed. Our target is to complete all outstanding damp and mould treatment works by November 2024. These homes will be triaged to prioritise damp and mould treatment to the homes and residents most affected. with 3493 visits completed. During every visit, a surveyor will explain the causes of the DMC.</p> <ul style="list-style-type: none"> • If a repair is needed and the action required to resolve the issue • Whether it is about managing the moisture within the home. i.e. ventilation, clothes drying indoors, opening windows and heating the home. • We hand out a small information handbook to help them to understand DMC further • We have leave a small mould cleaning kit when appropriate, where minor cleaning around windows is required. 	N/A - new reporting criterion for 2024
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Social	Resident Voice	T6	C20	<p>What are the results of the housing provider's most recent tenant satisfaction survey?</p> <p>How has the housing provider acted on these results?</p>	<p>% of residents satisfied</p> <p>Qualitative response</p>	<p>We conducted our 2023/24 Tenant Satisfaction Measures surveys in September 2023. We knocked on every front door (except for a small number of residents where it was inappropriate to conduct face-to-face surveys) and completed 5,261 surveys with rented residents (29.2% response rate) and 344 surveys with home owners (20.8% response rate). Overall satisfaction ratings were 62% for rented residents and 38% for home owners.</p> <p>We analysed the key themes arising from survey feedback and established an action plan for improvement in identified areas. Delivery is being monitored within the business.</p> <p>Our full survey results are available on our website: https://www.pahousing.co.uk/the-results-are-in/</p>	<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%</p> <p>2021/22 62%</p> <p>2022/23 61%</p>
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Social	Resident Voice	T6	C21	What arrangements are in place to enable residents to hold management to account for the provision of services?	Qualitative response	<p>Two of our Board Members are residents and they also both sit on our Customer Committee. The Chair of our Residents Assembly is also a Customer Committee Member. The Customer Committee is responsible for overseeing our Resident Involvement activities to ensure residents have the opportunity to influence and shape our services.</p> <p>We have recently set up our new Residents Assembly. It currently comprises 9 resident members with another member due to join in September 2024. Throughout the recruitment process we have been focussed on ensuring the Assembly is diverse. The first Residents Assembly meeting took place in April 2024 and the group identified key themes to focus on for the coming financial year, including service charges and value for money.</p>	<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. For over 12 years our Residents Scrutiny has reviewed and driven service changes. Usually, 3 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>
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Social	Resident Voice	T6	C22	<p>In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?</p> <p>How have these complaints (or others) resulted in change of practice within the housing provider?</p>	<p>Number Qualitative response</p>	<p>In the last 12 months 28 maladministration determinations took place (23 maladministration and 5 severe maladministration). There were also 9 additional partial maladministration determinations. Key lessons learnt and action areas include:</p> <ul style="list-style-type: none"> • Reviews of training, policies, structure, performance management, managing business accountability and communication with complaint handling. • Training to identify related fire safety risk factors, review of equipment servicing data, contract performance management for the waking watch. • Self-assessment against recommendations in Spotlight reports, recording of vulnerabilities, review of I-PEEP process, recording of risk assessments. • Review of domestic abuse policy, case handling, managerial oversight, legal knowledge, training. • Window replacements: improved referral process from responsive to major works teams, sharing information about planned programmes, conservation areas, communication, and training on HSSRS, use of repairs data to inform programme delivery • Handling Damp and Mould issues - standardisation of training, defining approach to Awaab's law, update of policy and process, reintroduction of the 'Silent resident' work, better use of void periods and mutual exchange inspections, regular reviews of strategic progress 	<p>In the financial year 2022/23 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>
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Social	Resident Support	T7	C23	<p>What are the key support services that the housing provider offers to its residents?</p> <p>How successful are these services in improving outcomes?</p>	Qualitative response	<p>We offer work experience opportunities to residents, and relatives of residents, to help anyone interested in developing their skills and confidence by giving them experience in the workplace. It supports residents seeking employment as well as showcasing the housing sector as a great place to work. Last year 8 residents took up work experience placements with us.</p> <p>Our Tenancy Sustainment Team works with residents facing financial hardship to help them access previously unclaimed benefits, support with Universal Credit queries, as well as provide budgeting advice and guidance on how to prioritise debt. Over the past year, the team have seen a 56% increase in the amount of unclaimed benefits they've helped our residents to claim. We received £6.9 million in unclaimed benefits for our residents.</p> <p>We've also teamed up with Lightning Reach, who work with a broad range of charities and organisations to bring residents financial support, quickly and securely. Through just one website and one easy to complete form, Lightning Reach can find out if residents are eligible for grants, local schemes, and discounted tariffs from any of its partner organisations.</p>	<p>2,470 residents received benefits advice from our Tenancy Sustainment Team. From those; 1049 cases had successful outcomes, leading to £4,274,379 in gains income (measured by an increase in benefit entitlement over 12 months). Average increases in annual income for residents were £4,075. 90 Debt referrals were made during 22/23 to MAPS, our debt advice agency.</p>
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Social	Placemaking	T8	C24	<p>Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.</p> <p>Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.</p>	Qualitative response	<p>The partners and contractors we work with have requirements in their contracts with us to deliver an activity or activities considered to be of social value in addition to the service they're contracted to deliver. This is to ensure that we make an overall positive impact on the communities we serve.</p> <p>Last year, through social value activities with our contractors and partners, we provided the following</p> <ul style="list-style-type: none"> • 13 iPads gifted to residents • 125 residents supported with energy vouchers • £1,000 worth of food hampers donated to residents <p>We're working more closely with our contractors and partners to make the most of the social value element of their contract and ensure we're providing the right support for residents.</p>	<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 repainting 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>
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Governance Structure and Governance	T9	C25	Is the housing provider registered with the national regulator of social housing?	Yes/No	YES	YES
		C26	What is the housing provider's 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 and Code of Conduct 2021	NHF Code of Governance 2020 and Code of Conduct 2022
		C28	Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes/No Name % %	YES	YES

Governance	Structure and Governance	T9	C29	<p>Explain how the housing provider's board manages ESG risks.</p> <p>Are ESG risks incorporated into the housing provider's risk register?</p>	Qualitative response	<p>ESG risks are incorporated into our wider risk management approach. Risk is managed through the delegation of authority from the Board to Committees, executive directors and senior managers. Our first line of defence is to ensure robust controls and processes are in place which are owned and managed by executives and senior managers responsible for business activities, together with our financial controls.</p> <p>The Finance, Risk & Audit Committee is responsible for oversight of risk and maintaining the Risk Register. This is supported by our Internal Audit function to provide assurance that the controls in place are effective in mitigating risk.</p> <p>The Committee also receives and considers the external audit recommendations report. Ultimately the Board is responsible for risk including the approval of the risk management framework, risk appetite, associated policies, and financial regulations. The Board will also review the corporate Risk Register at every meeting and a deep dive report twice a year.</p> <p>We undertake environmental scanning and receive insights from our advisors to keep abreast of emerging ESG activities, including relevant risk areas.</p>	N/A - new reporting criterion for 2024
			C30	<p>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?</p>	Yes/No	NO	NO

Governance	Board and Trustees	T10	C31	<p>How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?</p> <p>Does the housing provider consider resident voice at the board and senior management level?</p> <p>Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?</p>	Qualitative response	<p>The Board has adopted the NHF Code of Governance 2020. There is a Board Appointments and Renewal Policy in place and recruitment is made through an open and transparent process. Appointments are based upon the requirement for a balanced and diverse board, comprising of a range of skills and experience which includes Members with diverse attributes to ensure healthy debate and challenge.</p> <p>Data as at 31 March 2024: 30% of the Board are women 30% of the Board are BAME 20% of the Board are residents No Board members have a disclosed disability The average age of Board members is 58 years and 5 months The average tenure of Board members is 1 year and 11 months</p> <p>PA Housing demonstrates good representation in terms of lived experience. There are two Resident Members serving on both the PA Housing Board, and Customer Committee ensuring that the voice of the customer is heard at Board level. This was strengthened during the year with the recruitment of a new 'Resident Assembly', the Chair of which sits on the Customer Committee.</p> <p>One of the ten key aims in PA Housing's Equality, Diversity & Inclusion Policy is to have "a more representative board and workforce, reflecting the areas in which it operates". This is further supported through Board Appointments and Renewal Policy in place.</p>	<p>[Note: The equivalent question in 2023 had a narrower remit, relating only to Board demographics]</p> <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>
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Governance	Board and Trustees	T10	C32	What % of the housing provider's Board have turned over in the last two years?	%	1 out of 10 Board members have turned over in the past two years.	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.
				What % of the housing provider's Senior Management Team have turned over in the last two years?	%	3 out of 4 executive team members have turned over in the past two years.	
			C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number and description of experience	3	3
			C34	What % of the housing provider's board are non-executive directors?	%	100%	100%
			C35	Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes/No	Yes	Yes
			C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	7 years	6 years

Governance	Board and Trustees	T10	C37	When was the last independently-run, board-effectiveness review?	Date	May 2020 An external review was not undertaken in 2023/24 on the basis of the number of recently newly appointed Members. An externally facilitated review will be undertaken in 2024/25	'May 2020
			C38	How does the housing provider handle conflicts of interest at the board?	Qualitative response	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 arise. 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.	
	Staff Wellbeing	T11	C39	Does the housing provider pay the Real Living Wage?	Yes/No	Yes. All employees are paid above the Living Wage, with the exception of a small number of Apprentice roles. On completion of Apprenticeships, colleagues transfer into standard roles which pay above Living Wage.	
			C40	What is the housing provider's median gender pay gap?	% gap	Gender pay gap 10.9% Ethnicity pay gap 8.0%	Data provided is after an organisational restructure completing in June 2023; this had a positive impact on our pay gap position. Gender Pay Gap - June 23 Median 9.5% Ethnicity Pay Gap - June 23 Median 5.7%
			C41	What is the housing provider's CEO:median-worker pay ratio?	Ratio	7.4 : 1	7.6 : 1

Governance	Staff Wellbeing	T11	C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	<p>Our EDI Policy sets out the framework we operate within.</p> <p>Our EDI Strategy sets out our aims and ambitions around furtherance of EDI within the organisation and on behalf of our residents.</p> <p>Our cross-departmental EDI Working Group meets regularly to review relevant information and data, discuss current topics and agree actions in line with the Policy and Strategy parameters.</p> <p>More broadly, our cultural approach to EDI is well embedded and forms part of our ongoing internal discussions and interactions. Examples during 2023/24 include 'coming together' events at our offices where we reflect on different cultures and religions, discussions with colleagues about their experiences as part of Black History Month, and our ongoing 'Everybody is Unique' campaign which celebrates our differences in background, experience and thinking.</p>	N/A - new reporting criterion for 2024
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Governance	Staff Wellbeing	T11	C43	How does the housing provider support the physical and mental health of its staff?	Qualitative response	<p>Our 2023 response continues to apply in full. In addition:</p> <p>We have recently introduced reset rooms at both main offices which is a space where colleagues can relax and reset during their working day.</p> <p>We have held 'In Conversation' Sessions which were colleague led and are colleagues' lived experience with mental health challenges, depression, insomnia, wellbeing, and the menopause.</p> <p>Our wellbeing champions are currently revising the programme of activity to launch later in the year into a coherent workplace wellbeing programme, including a stronger offer around mental health.</p> <p>Colleagues now have access to the Wisdom App which helps them track their wellness, improve their mental health, and stay resilient during tough times.</p> <p>All colleagues have to undertake E-Learning on Mental Health Awareness. Our L&D team is co-creating with business leads a training programme, so our colleagues are more equipped to support residents with mental health conditions. The skills and knowledge learnt are transferrable to colleagues working together.</p>	<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.</p> <p>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.</p> <p>We have an employee assistance confidential helpline, providing expert third party support, and we refer colleagues to a specialist provider which provides additional face to face support if they are facing more complex challenges.</p> <p>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.</p> <p>All Directors hold Check in and Chat sessions with their teams. We run Pulse Surveys on a quarterly basis and we act on the feedback received to incrementally improve the working environment in a number of ways.</p> <p>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>
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Governance	Staff Wellbeing	T11	C44	How does the housing provider support the professional development of its staff?	Qualitative response	<p>32 colleagues received professional qualification support during the year, representing 4.8% of average FTE employee numbers.</p> <p>All colleagues are able to apply for professional qualification support through our annual 'look forward' performance review process, where the qualification is relevant to the role. All applications are reviewed by a panel of senior managers, with support from the Learning and Development team. Subject to budget availability, directly relevant qualifications will be normally be funded.</p>	N/A - new reporting criterion for 2024
	Supply Chain	T12	C45	<p>How is social value creation considered when procuring goods and services?</p> <p>What measures are in place to monitor the delivery of this Social Value?</p>	Qualitative response	<p>Social value is considered at point of scoping a procurement. Not all procurements will attract social value but where applicable Social Value 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, this gives insight in how to support PA, its residents, and the communities it serves.</p>	
			C46	<p>How is sustainability considered when procuring goods and services?</p> <p>What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?</p>	Qualitative response	<p>As part of scoping a procurement, environmental factors are considered. The Procurement Lead is 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 / 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>	

