

*Our journey to put people
and communities first*

An update to
***Our* Corporate
Plan 2024-2029**

Our business is not just about properties. It's about the people who live in our homes and the neighbourhoods and communities they live in.



PA Housing

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



One Team



Respect

Our vision

The people who live in our homes will be proud of where they live, and the people who work for us will be proud of the differences they make.

Our purpose

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

Introduction

In March 2024, we published our Corporate Plan. This was based on what residents had said to us, and it focused on being person-centred, improving communication at all levels, and continued investment in your homes. Two years on, residents have reaffirmed to us that these are the right priorities and that we're moving in the right direction.

The Inspection from the Regulator of Social Housing (RSH), which took place in June 2025, was a key milestone in confirming the steps we have made together. While the assessment identified many positives, which we are rightly proud of, it also set out that we needed to make further improvements in how we handle your complaints, our approach to tackling antisocial behaviour, and our repairs service. Importantly, though, the Inspection confirmed us as a G1

organisation; the highest possible grade with respect to how the organisation is led and governed. The Board and Executive Team are proud of this assessment.

We've now completed our third year of capturing Tenant Satisfaction Measures (TSM), and we continue to have one of the highest survey rates across all social landlords, regardless of size. For the third year in a row, satisfaction has increased across most areas, and, equally importantly, dissatisfaction has reduced. I'm particularly pleased that over 80% of residents say we treat them with dignity and respect. This is great news, but we're not happy with the level of improvement; but we never will be. Complacency is something I will never tolerate during my time as the Chief Executive. Repairs are the one service almost all residents

will experience each year. Overall performance on emergency repairs is good, but we know that, in common with all social landlords, there is more we can do to improve our routine repairs service, including our first time fix.

As we move through 2026, the headwinds facing the social housing sector continue to grow. Residents tell me almost daily that the UK needs more social homes and that they need to reflect changing family demographics. Much of the housing stock across the sector is over 30 years old and was built to keep heat in. This is particularly the case in blocks of flats. To understand the level of heat within communal areas, we're installing sensors to measure the temperature so we can work out how we might cool the buildings.

As many of you know, this is likely to be the last Corporate Plan update I oversee, as I informed

the Board in the autumn of 2025 that I would be leaving in 2026.

I would like to thank the many external stakeholders who have supported PA over the last three years. We've had challenges over the years from MPs, councillors, and other third-parties however, these have always been done in a positive way with the recognition we're all on the same side.

Many residents have reached out to me to thank me for the small differences I've made to their lives and the empathy I've shown. This has been humbling and over-generous. It's I who should thank the vast majority of residents for the support, warmth, encouragement, and kindness they have shown to me. This is something I will cherish moving forward.



Michael McDonagh
Chief Executive

March 2026





Our focus this year

PA is an organisation that aspires to be the best it can be. In all high-performing organisations, there will be areas that are not working as we would all like. This is to be expected, but we cannot accept it. We have set out below our three main priorities for the 12 months from 1 April 2026. Within each of these priorities, there are cross-cutting themes which include how we improve proactive communication, how we ensure we listen and act upon balanced resident feedback, and the support we need to give to colleagues to enable them to do their jobs. Underpinning these themes is how we use technology to enable residents and staff to access services and support when they need to.

Complaints handling

We know that we are still not good enough at handling complaints in accordance with the timescales we have set out. This means residents may have to wait more than the allotted days to receive a Stage 1 or Stage 2 response. This creates frustration and damages the trust and relationship between us.

Over the last 12 months, under the leadership of the Executive Director of Resources, we've made good inroads in improving performance in this area. We've provided more support to the business in respect of complaint handling and also ensured that learning from complaints is

understood and embedded into core processes. We're not where we want to be yet, and this continues to be a focus with further details set out later in the document, with the actions we continue to take.

Antisocial Behaviour

Sadly, the levels of antisocial behaviour (ASB) within the UK are rising. Often, neighbourhood disputes can escalate over time and result in behaviours becoming increasingly inappropriate. We recognise that a small number of people can impact the lives of many people in a community.

We've increased the number of staff in this area significantly and have invested in how we monitor key performance metrics and use these to focus proactive work. We've commissioned three external reviews of this area throughout

the last 12 months to enable us to learn from others' experiences. Residents tell us that when ASB arises, it needs to be dealt with quickly, recognising our actions in this area are often determined by the legal framework in which we must operate.

In January 2026, we introduced a new working group for residents who have experienced ASB in the past 12 months. The group creates a dedicated space for residents to share lived experience, review current approaches, and influence meaningful service improvements that support safer, more confident neighbourhoods. They've already reviewed the ASB Policy and helped with an ASB Case Review to bring their knowledge and insight to how we help support residents facing antisocial behaviour. With their support, we've also updated our website to make it more accessible and easier to find information about tackling antisocial behaviour.

Repairs

Our repair service has improved over the last three years. We still recognise that this is not everyone's lived experience, but our response times to emergency repairs continue to be good, recognising in some cases we have to make safe initially rather than complete the underlying repair at the first visit. We consistently achieve our timescales in this area, with 99% of repairs being carried out, or made safe, within 24 hours.

Routine repair performance for non-urgent repairs is at 88.66% in respect of completing the repair within 15 working days. We aim to improve this to 90% by March 2027, alongside the level of repairs we complete in one visit.



Looking after your home

We know it's frustrating when tradespeople come to your home and cannot do the repair when they are there, either because it's more complicated than we thought, or they don't have the relevant parts, or simply they run out of time. In order to improve this moving forward, we will provide a way for you to upload photos and videos directly to the tradesperson and PA staff. This should enable us to diagnose repairs more accurately and carry out the repairs more efficiently. We're planning to start trialling this across Northamptonshire and parts of Leicestershire later in 2026, with a view to rolling it out across all PA residents in 2027.

We get feedback that we should do more in managing contractors and associated value-for-money. Within PA, we've reinforced

the view that every pound we spend is residents' money. We want residents to help us in managing contractors and in deciding to whom contracts are awarded. We've set up several resident panels that assess contractor performance across a range of service areas, including repairs, cleaning, and grounds maintenance. These groups meet with contractors to share their direct lived experience of the service.

Keeping your home safe is critical, and performance in this area is extremely high. This will always be a PA priority.

We remain committed to investing more in your homes by installing new kitchens, bathrooms, windows etc. and improving the heat efficiency of your home. For the next 12 months, from

1 April 2026, we'll spend £10 million on improving energy efficiency and £65 million on improving homes.

Looking forward, we need to better understand how hot blocks of flats are during the summer period. This will involve sensors being put in place across PA blocks, and data captured numerous times a day and analysed by a third-party expert. We've started to employ energy experts to look at how we might cool buildings, but this is no easy task, as buildings were built in accordance with building standards at the time to keep heat in. This links to managing damp and mould and increasing ventilation within people's homes.

We've made significant progress in addressing blocks impacted by poor quality cladding. This

has been held up in part by the Building Safety Regulator (BSR), whose approval is needed to start the work, and, in some cases, we've been waiting over 12 months for approval. We know this is frustrating for people living in those blocks, but it reflects the significant challenges the BSR faces in discharging its responsibilities. We've written to MPs and the BSR to express the impact this has on you, and it has been raised in Parliament.

Looking after your neighbourhoods

You've told us that your outdoor spaces and communal areas are an important part of a healthy and vibrant neighbourhood. You've also told us that it's both your responsibility and our responsibility to look after them. This partnership working is pivotal. You'll have heard Mike say, "We all want the same thing", and in this area, it's clean and well-maintained communal areas.

One major issue which affects many PA communities is fly tipping and bulk rubbish being dumped, and we're acutely aware that this is now a major challenge across all parts of the UK. In many cases, fly tipping is not being done by our residents, but by other people who are opportunistically getting rid of waste in your neighbourhoods. We're trialling mobile

CCTV and will prosecute offenders where we can identify them, but this is not easy and understandably is not a priority for the police, who have many competing demands.

We'll trial an in-house collection service, but this will mean that, at a maximum, we can visit neighbourhoods once a week, rather than pick everything up on the day it has been fly-tipped. We know this will cause some frustration, but the cost of collecting fly tipping in any 12 months is now over £1 million. This is not acceptable or sustainable.

Communal areas are cleaner than they have ever been. Our inspections carried out by Resident Champions indicate that the majority of blocks and outdoor spaces are well-

maintained. This does not mean there aren't areas where bin stores, communal hallways, or stairwells are messy with rubbish disposed of inappropriately, so we'll continue to challenge residents where this is the case.

The UK weather continues to be very unpredictable. The winter of 2025-2026 has been particularly wet and at times mild. This will mean outdoor areas grow more quickly, and maintenance is much harder. We're looking at how we plant up communal areas to minimise maintenance while at the same time providing attractive places where you live. There will be times when the grass grows quickly and will not be cut until the next scheduled visit. This should be shown on your communal notice board.





Knowing who's behind the front door

We've been committed to getting to know our residents better and having a visible staff presence in every community, every day. This was important to rebuild trust with you and to make sure our services are tailored, where possible, to your needs.

This does not mean we can adapt the service for everyone, but it does mean that for those residents who are most vulnerable, we will do everything we can to work with you in looking after your home. To help us do this, we will be continuing to ask you to let us know how we can adapt in response to specific health or wellbeing needs. Throughout the first half of 2026, your Neighbourhood Coordinators and our customer services team will encourage you, where you feel comfortable, to share your support needs with us.

Achieving things together

As an organisation, we're aligned with what our residents want. Our purpose is to provide warm, safe, and affordable homes, and this is something you consistently say is the right thing to do. We know at times we still have service challenges and will do our very best to remedy areas of poor performance as quickly as we can. We know that at times you'll be frustrated by the things we do, or have not done properly, and we accept this. It's ok for you to tell us we've not done well enough. 99% of our residents are respectful to our colleagues, and it's important that this continues. There is a small percentage of residents who can be very aggressive, threatening, or unpleasant, and we will not accept these behaviours. It's not ok and when this occurs, we will take every action open to us.



Scrutinising our service

Working together with residents is a fundamental part of PA's strategy. This can take many different forms. Our Resident Assembly continues to hold our 'feet to the fire' when performance is not what it should be. To their credit, they positively do this, which is focused on improvement, not criticism.

A key component of this is our Service Improvement Panels (SIPs) led by residents, informed by residents, and reported on by residents to our Customer Committee. We've already completed Complaints, Service Charges, Antisocial Behaviour, Responsive Repairs, Allocations, and Decants.

The outcomes of these are published on our website, along with an explanation of the

different ways you can be involved. As well as the Resident Assembly and SIPs, we have several other ways for you to get involved through Working Groups, procurement and focus groups which look at specific topics. Head to www.pahousing.co.uk/getinvolved to find out more.

In addition to your Resident Assembly and the SIPs, we have over 100 Resident Champions who work with our Neighbourhood Coordinators (NCs) to improve services in your community. Our NCs hold hundreds of events annually in your communities, ranging from coffee mornings to celebratory events to meetings with senior managers. Our senior team, including our Chief Executive, will spend time in your communities to assess the levels of service firsthand.

Building new homes

As a social housing provider, we have a responsibility to build new homes where we can. We're pleased to say that over the last 12 months we've completed more new homes than ever before (over 450), providing much needed accommodation for people who are often homeless, in temporary accommodation, or in the most need. We're building new homes and communities, not just properties. Our test is whether you're still proud to live there five years after moving into your new home.

Over the next 12 months we'll focus on completing projects that have already started across PA's areas of operation. This will provide over 350 essential new homes for many more families. We're committed to learning in this area and have a series of structured sessions with residents who have been living in PA homes for 12 months to tell us what we could have done better.





Contacting each other

We know our customer service team, who answer your phone calls, is not performing at the level you, and we, would like. Wait times have increased over the last 12 months, despite increased investment in technology. In part, this is due to the increased complexity of calls we're receiving, rather than the team not doing their very best to deliver a good quality service.

We've increased our opening hours and are committed to further extending these where possible so that you can contact us at times that suit you. The My PA app is an important component of this as we try to move increasingly to digital channels, providing you even more choice on how you contact us.

Our neighbourhood teams, which include all parts of PA's resident-facing staff, are also a means for you to raise issues with us as you see PA colleagues in your neighbourhoods. We'll be rolling out uniforms for all staff to wear when in your neighbourhoods to make them more easily visible. Our repair contractors in London and the South East are also now offering Saturday morning appointments based on your feedback about accessibility of the service. We will monitor the demand, before we extend opening hours for repairs in the Midlands.

People

Our service focuses on delivering services to people by people. Our colleagues are the lifeblood of our organisation; without them, we cannot be the organisation that both you and we want to be. We want PA to be an organisation people are proud of and want to work for.

Our resident-facing staff are empowered and can make decisions. This can be yes, we can help, and this is how, or no, with an explanation as to why. It's important we're clear as to

what we can do and what falls outside our responsibility as a social landlord.

We're committed to visible representation in your communities and treating you as adults in how we communicate. We'll continue to develop our staff, so they have the skills both from a communication and technical perspective to do their jobs. Working together, with you our residents alongside us, we can achieve even more.



Our commitment

These are some of the many commitments we're making for the next 12 months:

Over the next 12 months we will	By when	Over the next 12 months we will	By when
respond to over 90% of complaints in line with the target timescales given in our Complaints Policy.	December 2026	publish neighbourhood inspection outcomes and action plans online to promote transparency and accountability, continue investing in the safety, cleanliness and inclusivity of our communities, and share more information about local events, service changes and contractor performance so residents can see what's happening and how we're improving your neighbourhoods.	Already published every quarter
tell residents what we learn from complaints and how we are improving what we do as a result by publishing information on our website.	Already published every quarter	pilot and embed varying types of CCTV in selected areas to enhance safety and deter antisocial behaviour, fly tipping and general tenancy management.	April 2026
involve residents directly in monitoring service standards by inviting them to take part in local inspections, enabling real-time feedback on issues such as grounds maintenance, cleaning and estate safety, and empowering our Resident Champions to challenge poor performance and hold contractors to account	April 2026	strengthen procurement and contract management to ensure residents receive value for money services by taking firm action on poor contractor performance, re-procuring key contracts with resident involvement at every stage, embedding satisfaction led KPIs linked to our Tenant Satisfaction Measures, and using local feedback and performance data to ensure services genuinely reflect resident needs and expectations.	June 2026
use technology to improve how we keep you updated, such as digital noticeboards, neighbourhood websites and QR code check-ins to provide real-time updates and gather resident input, ensuring local information is easy to access, transparent and relevant, and helping residents feel informed and involved in decisions affecting their homes and communities.	September 2026	make sure we get your details right, because they matter, by ensuring our teams are trained to recognise signs of vulnerability and respond appropriately so that services are shaped around your needs and circumstances.	Ongoing

Over the next 12 months we will

By when

put more emphasis on community-based events that bring our residents together and improve our neighbourhoods. These will include recycling and sustainability days, bulk rubbish collection events to keep streets clean, and fly-tipping awareness campaigns. We will also take firm action against fly-tipping through enforcement, making it clear that this behaviour will not be tolerated. Neighbourhood clean-up days will give you and our colleagues the chance to work side by side to improve shared spaces and build pride in your neighbourhoods.

March 2026

continue to develop our Menu of Involvement for residents to work with us to improve services that matter most to you. As we do this, we'll publish outcomes for all involvement groups on the website.

Every quarter

ensure that residents who need additional support, whether due to financial hardship, vulnerability, or risk, are heard and responded to with care. Our Tenancy Sustainment, ASB and Safeguarding teams will continue to work closely with residents and frontline colleagues to shape services that are inclusive, compassionate, and tailored to individual needs.

Ongoing

Over the next 12 months we will

By when

increase resident satisfaction with repairs, as measured through the TSM surveys in September 2026, to 63%.

To achieve this improvement, we will focus on:

- Completing 90% of routine repairs on time.
- Reducing the overall repairs that are overdue to fewer than 300 per month.
- Ensuring no vulnerable or disabled residents are affected by overdue repairs.
- Consistently achieving 80% first-time fix rates for repairs by ensuring repair operatives have the information and materials they need to complete the repair.

March 2027

we will continue a proactive repair service at one of our Midlands schemes.

Each Monday, a team of repair operatives attends the scheme to complete repairs requested directly by residents — without the need to contact our customer service team. This approach has been highly successful and well-received.

Ongoing

Given the positive impact, we will roll out proactive repairs to all Independent Living schemes on a quarterly cycle by September 2026.

Over the next 12 months we will

By when

invest £41 million in improving our existing homes in 2026/27.

deliver the planned programme agreed by the Board for completion between April 2026 and March 2027.

complete any remaining catch-up work previously identified.

March 2027

Over the next 12 months we will

By when

continue to drive improvements in the quality of our new homes with the goal that they will have minimal defects. We'll check in with residents during the first 6 months of living in a new home to listen to feedback and understand how we can continue improving.

complete construction of over 350 new affordable homes for people in our communities who need them. We'll continue to focus on building homes for social purposes, as we know these are the most needed.

continue listening to shared owners and leaseholders, using resident feedback to shape the way we deliver services and improve satisfaction (measured through TSMs).

make sure our homes deliver value for money by assessing homes for energy efficiency and resident demand when they become empty. This might include selling a small number of empty homes if this means we can invest more in other existing homes.

From July 2026 onwards

By end March 2027

Ongoing

Ongoing

Over the next 12 months we will

ensure all colleagues and Board Members meet the requirements of the Regulator of Social Housing's Competence and Conduct standard through robust training, assessment, and continuous professional development.

foster a culture where all interactions between residents, colleagues and partners are respectful, safe, and inclusive with a clear expectation that abusive, rude, or violent behaviour is not acceptable in any circumstances.

provide the training colleagues require to do their jobs. We will aim to ensure that all mandatory training is completed on time. This training equips our teams to do their jobs. We will measure mandatory training performance, and this will be reported to our People and Governance Committee.

We will see a reduction in incidents of inappropriate behaviour, alongside consistent and transparent enforcement of expected conduct standards.

By when

October
2026

Ongoing



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