



Continuing to put people first

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

Updated March 2025



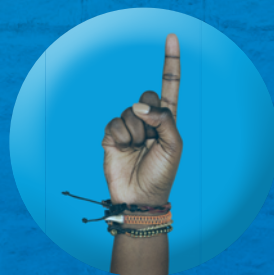
Our values

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

Deliver



One Team



Respect



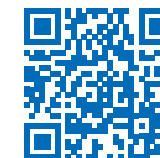
Our vision

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

Our purpose

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

To learn more about us, visit
pahousing.co.uk/aboutus, or scan the QR code here.



Introduction


Our Corporate Plan 2024-2029 remains our guiding light for the future. We're proud of the achievements we've made over the last 12 months but recognise we still need to go further to make PA the organisation we all want it to be.

We remain focused on people and the homes you live in, so putting people first will continue to be at the centre of what we do. This does not mean we'll always say yes but it does mean we'll always listen and explain why we have made decisions.

Investment in your homes will also remain a priority, and we'll invest more than ever. In 2025-2026 we aim to spend £125 million on improving, repairing, and keeping homes safe. The investments we made in 2024-2025 in

changing how we respond to dealing with antisocial behaviour will also be noticeable in 2025-2026 and beyond. Our victim centred approach will mean quicker resolution of issues. This together with our neighbourhood model will mean we listen to you and understand what matters to you.

In this document, we update you our residents on our key ambitions and targets for the coming year.



Michael McDonagh
Chief Executive

March 2025





Our Focus

- We're committed to keep listening to you. We want to hear voices from across our residents so everyone's feedback can help determine how we improve.
- Engagement with our residents will remain a key focus, and you will be able to feed into policies which directly impact you.
- We'll improve the experience for our shared owners and leaseholders, so they have a clearer voice. On 2 April 2025, we held our second virtual meeting for these residents. The key change will be a director lead for shared owners and leaseholders starting at the sale process, through to management. This will ensure clear accountability from your perspective.
- We'll keep homes safe and warm and continue the journey to energy efficiency.
- We'll maintain our existing high levels of compliance to make sure residents are safe.
- We'll challenge ourselves to get even better, by reshaping the responsive maintenance service, recognising increases in demand, cost pressure, and resident feedback.
- We'll continue to catch up on the planned maintenance programme.
- We'll improve the relet standard of our homes.
- Whilst we have made improvements with service charges, we still have work to do, and this will continue to be a focus for 2025-2026.
- We'll improve value for money and how services are delivered by us, and on our behalf.
- We'll adopt a zero tolerance attitude to physical or verbal attacks on staff and launch our 'It's not OK' campaign in partnership with residents.
- Communication continues to be key to improving our services. We'll never be perfect, but will carry on our journey to ensure accessible, respectful, and proactive communication.
- We'll support our colleagues to be the best they can be, recognising without them we cannot deliver what we all want.

In partnership with residents

- We aim to increase overall resident satisfaction by 10%, measured using the Tenant Satisfaction Measures (TSM) results.
- My PA will be relaunched by 31 December 2025, and based on your feedback will be fit for purpose.
- We'll reenergise and recommit to the value our Resident Champions can provide.
- Our Service Improvement Panels (SIPs) will continue in 2025-2026 with 3 new themes. These will be determined in consultation with residents. The findings will then be shared on our website in July, October, and December 2025.
- We'll extend our telephone line opening times to 8.00-8.00pm during the week, 8.00-12.00pm on Saturdays and 10.00am-2.00pm on Sundays.
- Our call wait times, on average, will be 5 minutes.
- The goal is that every neighbourhood will have a Neighbourhood Coordinator (NC), recognising colleagues may move on, who will hold monthly meetings with residents. We will survey 3 neighbourhoods every month. This means over half our residents will be surveyed each year.
- Each NC will have a modest amount of money to spend on agreed local initiatives. How money is spent will be led by resident feedback.
- Our Tenancy Sustainment Team will continue to assist residents, and we'll commit a further £600,000 to our Support Fund.
- Our new Antisocial behaviour (ASB) team was formed in 2024-2025 following significant investment and you will continue to see improvement over the coming 12 months.
- ASB will not be tolerated, and we will continue to support the victim and prosecute the

perpetrator working in partnership with external agencies as required.

- Neighbourhood disputes are not classed as ASB and will be dealt with on a local level by Neighbourhood Coordinators.
- We know that some residents have specific vulnerabilities, and where possible we will tailor our services to support their needs, however this should be the exception, not the norm.
- When we get things wrong we'll say sorry and believe that a complaint is valuable feedback for us to hear and improve upon.
- We understand and accept residents may get frustrated and disappointed by our actions but, in line with our People Promise, we will not tolerate abuse, harassment, or threatening behaviour. We have a zero-tolerance approach to this and will pursue all legal avenues to stamp it out. "It's not OK".



Asset Management

- We've created a new, fixed-term executive role focusing solely on responsive maintenance to improve performance.
- Having listened to your feedback, we've separated London and the South East into two areas, and will have a director for each region.
- We'll continue our commitment to spend more than ever on planned maintenance, spending £10 million more when compared to year end March 2024.
- We'll carry out external and communal decorations to over 1,000 houses and blocks.
- We've been allocated over £12 million to help make our most energy-inefficient homes warmer over the next 3 years. We'll match fund the same amount.
- By the end of March 2026, 96% of homes will have had a home survey carried out within the last 5 years. 86% of homes will achieve

Energy Performance Certificate (EPC) Band C rating and all homes will achieve Decent Homes Standard.

- We aim to increase resident satisfaction with repairs by 10%.
- Where residents intentionally damage their homes or where they live, the full cost of the repairs and associated administration will be recharged to residents. We will have a zero-tolerance approach to this.
- We'll rebrand and relaunch the Direct Labour Operative (DLO) service, our in-house repairs team.
- Subject to funding, we hope to open a training centre in Walton-on-Thames for residents who are finding it hard to access employment. It'll focus on providing trade skills and where possible we will employ successful graduates of the scheme. If successful, we will mirror this approach in the Midlands and London.

68% of planned maintenance will be completed by **October 2025** – this will include over **250 kitchens, 250 bathrooms, 200 windows, 900 heating upgrades, 700 loft insulation, 30 roofs, and 4 lifts**. This means the majority of planned maintenance will take place during the warmer months.



Compliance

- Performance in seven key areas (gas safety, electrical inspections, fire safety, damp and mould, legionella inspections, asbestos and lift management) will continue to be high. In 2025-2026 we aim to exceed 2024-2025 performance.
- In November 2024, we gave all residents, affected by fire remediation works, the opportunity to speak with us. We've made good progress over the past 12 months.
- During 2025-2026 all fire safety work required on our buildings will have been started.

Service Charges

- During 2024-2025, there was an 18% reduction in queries from residents about their services charges. This means we're being more accurate and transparent in our reporting and how we communicate these figures with residents. We know there is more work to do, but we aim to reduce this by a further 10% in 2025-2026.
- Our new Chief Financial Officer, Jessica Friend joined us in March 2025. As well as helping to ensure the financial sustainability of PA Housing, she will be focusing on how technology can significantly change how we manage our service charges.

Value for Money

- Recognising the importance of value for money, especially at a time of significant inflation pressures, Simon Hatchman has moved to a new role of Chief Transformation Officer where he will focus on enhancing your experience whilst driving better value from every £1 of rent we spend.
- We'll continue to challenge our contractors when their performance falls below the standards residents deserve and will hold them to account in line with our contractual agreements.
- We piloted a local cleaning service, which was a success, and we aim to roll this out across

- a further 10 sites in the next 12 months. We'll mirror this approach with a pilot focused on the local delivery of gardening service.
- Our cash flow remains strong and we have no immediate need for cash. This money is used to build new homes.
 - Our mindset in relation to value for money will continue to be that we're spending residents' money, not our own, and we should be able to explain our decisions to residents.

Growth

- Our aim is that when you move into your new home, regardless of whether it's a relet or a new build, it will be repair or defect free. Your experience should be joyous. If there are issues, they will be resolved quickly.
- Our test will be that you're proud of where you live and we're proud of the homes we provide, both today and in 10 years' time.
- In 2025-2026 we will complete 450 new homes, of these 70% will be affordable rent and 30% will be low-cost home ownership.
- We know we have a small number of homes in areas outside of our core regions. Where it's in the best interest of residents, and in

consultation with them, we will consider whether to transfer ownership to a more local registered provider.

- When a home becomes empty, if the cost of modernisation or repair is too high, we will dispose of the property and use the proceeds to fund the building of new homes.
- Our new homes standard will not differentiate between tenure types.



I can't recommend Caroline highly enough! She helped us buy our property, and the entire process was seamless thanks to her expertise. Caroline is incredibly on the ball, always proactive, and made sure every detail was taken care of. Her professionalism and dedication truly set her apart. Thank you!

Ellea via Google reviews





We're very happy with the help and care we have been given so far. Gina, in the PA Sustainment Team is doing a phenomenal job, nothing is too much for her. We are very pleased.

Dave via Trustpilot

People

- We can only deliver a good service to residents if we have excellent colleagues. We remain committed to being the best employer we can be.
- Colleagues will be proud to work at PA and will strive every day to make a difference to residents' lives.
- Colleagues will continue to be empowered to resolve issues and will be encouraged to take ownership. This does not mean they can say yes to everything, but does mean they can help to get things done.
- We will pay our people fairly, recognising we want excellent colleagues, so our reward strategy needs to be market leading.
- During 2024-2025 we completed our Investor in People (IIP) assessment as planned. The results recognised the significant progress we've made on our people agenda, but we need more time to bed these changes in.
- We will always try to help our residents, but there are some things which sit outside our remit and we can not fill the gaps in other public services. We rely on organisations like the Police, and local authorities to play their part.
- We'll invest in our teams by creating a Chief Customer Officer. This may not be easy to recruit into, but we recognise the importance of this role.

Our People Promise

Whether you're a resident, a colleague, or one of our stakeholders, we're all people and we're in this together to make your homes and communities the best that they can be.

This promise sets out the attitudes, behaviours, and responsibilities we all need to follow to make that possible. We all agree that:

- We will treat each other with dignity, respect, as individuals, and as you'd expect to be treated.
- We will listen to each other to understand the situation so the right action can be taken.
- We will provide feedback in a consistent and measured manner within agreed timeframes.
- We will have adult-to-adult conversations with each other.
- We will communicate in a way that is timely, honest, easy to understand, and that treats people as individuals.
- We understand that sometimes the answer is no and, once this has been explained, we hope that you can accept the decision even if you may not like it.
- We all understand the service standards and levels we operate within.
- Discrimination, on any grounds, is not okay. Ever.
- We will not tolerate bullying, threats, or acts of verbal or physical abuse.
- We will actively challenge and take action where we see examples of poor behaviour from others.





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