



Residents

Impact Report
September 2024



PA Housing

This year, we've tried to do things a little differently with this report. First and foremost, you'll notice that it's no longer called the Annual Report; it's now the Residents' Impact Report. This helps set the tone for the changes we've been making over the past 12 months here at PA Housing to focus on people and make sure that residents are the focus of what we do.

We'll still be reporting on performance and showing some of the figures so you can see how we're doing, but we've tried to make it as people and resident centred as possible.

If you would like to know more or get involved, you can visit the PA Housing website or send us an email.

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



Meet Linda

Linda has been a PA resident since 2017, and throughout that time has been supporting us by being an Involved Resident. Since February 2024, she's been the new Chair of the Resident Assembly. We asked her what she's observed both as a resident and the Chair over the past 12 months.

"The challenges we all face with spiralling cost of living increases only inspires me more to find ways to help all residents across the country. I've always been involved, firstly as a Neighbourhood Champion, then as an Involved Resident and now, as Chair of the Resident Assembly.

I'd like to thank the previous Chairs, Joan Swift and Tony Aslam BEM for their dedication and hard work over the past few years. As we move forward, I hope this group will be a voice for residents from all walks of life and across all types of property. Whether you live in a flat or a house, are in Independent Living Schemes, a Shared Owner or leaseholder, everyone deserves to have a say in where their money is spent.

Since Mike – the new Chief Executive – started, he has made enormous progress in resident engagement. I've found him to be passionate about putting us first and empowering colleagues to make the changes that ensure this happens. I may be retired but I still believe I have a lot to contribute, and this has given me the opportunity to make a real difference to everyone, hold PA to account, and recommend ideas for positive change.

Even these past few months have seen serious changes in the way PA operates. Complaints are down, the new telephony system means that call wait times are down, and recruitment of Neighbourhood Coordinators is the highest it's ever been. What's so encouraging is that PA is listening and learning from the feedback you give them and they're making improvements in every area.

We'll continue to rebuild the trust that many had lost and prove that there's a way forward – a better way! I'd like to think that we all want the same thing, to take pride in our homes, to feel safe and happy but, more importantly, to be involved in the decision-making, and policies that affect us all.

There are more positive changes coming your way this year, changes that will help improve the services you receive as well as the home and area you live in. The Resident Assembly is here to ensure that happens. Watch this space!"

Linda

Linda Gray
Chair of the
Resident Assembly



“Please let them know that I appreciate the excellent customer care towards myself and my disrepair situation. Your staff have shown genuine compassion in wanting to see the work done and completed to a good standard.”

“It has been really refreshing and a change. I was updated at each step... and I wanted to pass on my thanks. I do see a real difference with the handling of this issue.”

Hearing your feedback

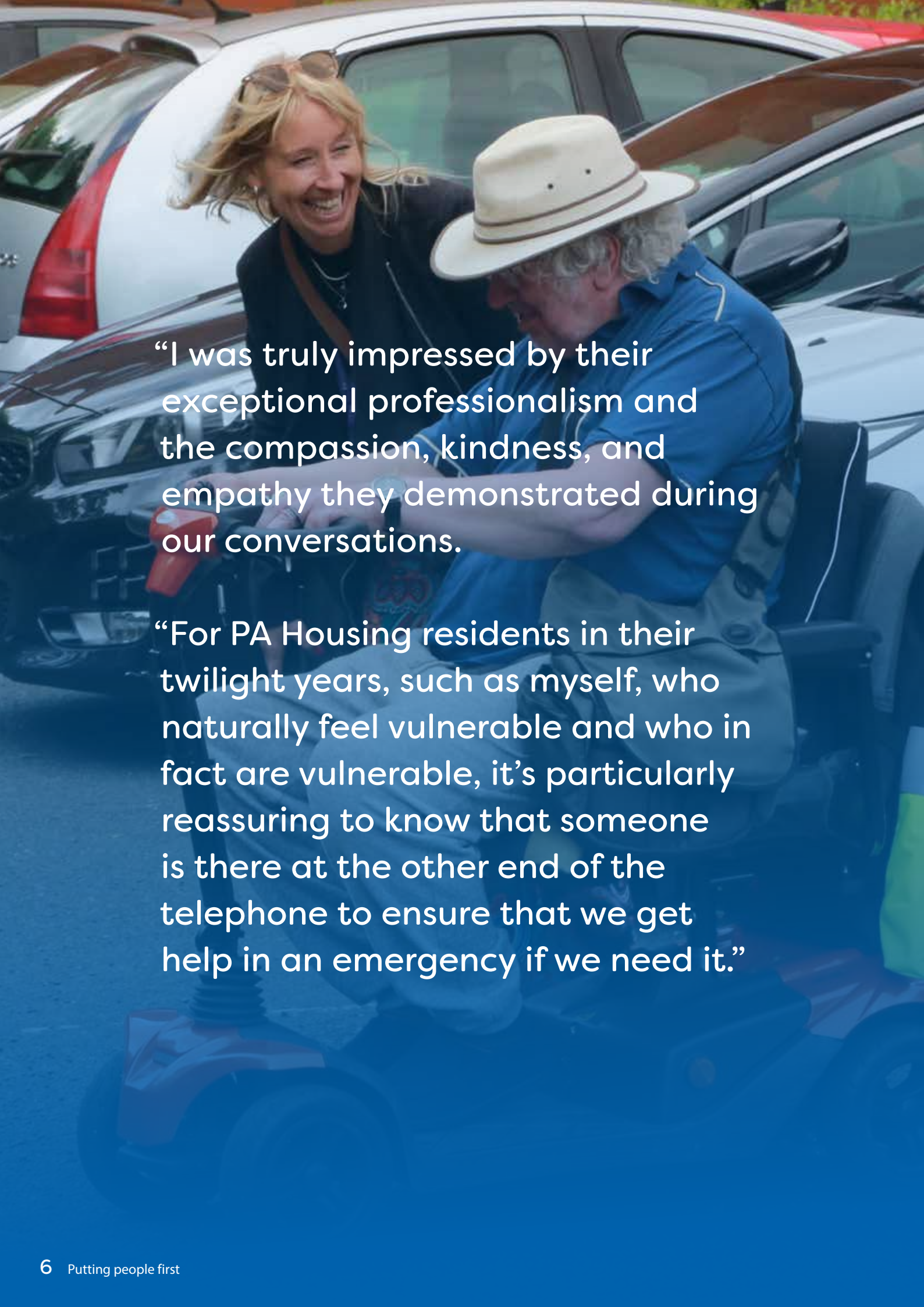
We know how important it is that we listen to the feedback we receive from you to be the best we can be. Quite simply, our business wouldn't exist without you, so your voice is crucial to our future success. We want to work alongside you, shoulder-to-shoulder, celebrating the good things and working to change the things we need to do better.

Instead of waiting 12 months to complete the next Tenant Satisfaction Measures (TSM) survey, we wanted to be more proactive so we can ensure that we're learning from your feedback. We've also introduced the 'You and your neighbourhood surveys', which are completed by Neighbourhood Coordinators, and they ask most of the same questions as the TSM survey. By doing these surveys, it means we can work quickly to make sure the areas we're focusing on and the changes we're making are the ones that matter most to you.

In February 2024, we held our first ever all-resident call where we invited all of you to join Mike and members of our Executive Team on a virtual meeting. One of the aims of the meeting was to highlight what we've done,

and are planning to do, to improve things. It also gave us the opportunity to hear from you directly about what affects you and where you live. In holding the all-residents event, we're keeping our promise to be more open, engage with our residents, and be honest about our performance.

We hosted another all-residents call on 9 September 2024.



“I was truly impressed by their exceptional professionalism and the compassion, kindness, and empathy they demonstrated during our conversations.

“For PA Housing residents in their twilight years, such as myself, who naturally feel vulnerable and who in fact are vulnerable, it’s particularly reassuring to know that someone is there at the other end of the telephone to ensure that we get help in an emergency if we need it.”

Customer satisfaction

This time last year, we had to report an overall transactional customer satisfaction figure of 61%. It showed that some of you weren’t happy with us as your landlord, that we were getting things wrong, and that we weren’t listening to you.

In September 2023, when we completed our Tenant Satisfaction Measures survey, we recorded a moment-in-time customer satisfaction score of 62%. Throughout the year, we also record transactional customer satisfaction at the end of an interaction with us, like a repair being completed. We’re pleased to report that the figure has risen to 71%, which is a positive step. The figure is based on your views after an interaction with us, rather than your overall perception of us.

There is still a long way to go as we’d like to continue to see this figure increase. In future, we hope to hear that many more of you are happy with the level of service you’re receiving from us, and that things are continuing to improve.

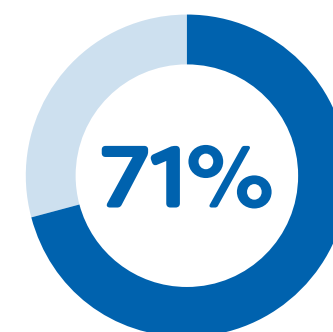
Sometimes though, we get things wrong and we know the impact that can have. But we’re

pleased that we’ve seen a 10% reduction in the number of complaints we’ve received so far this year which is a positive step.

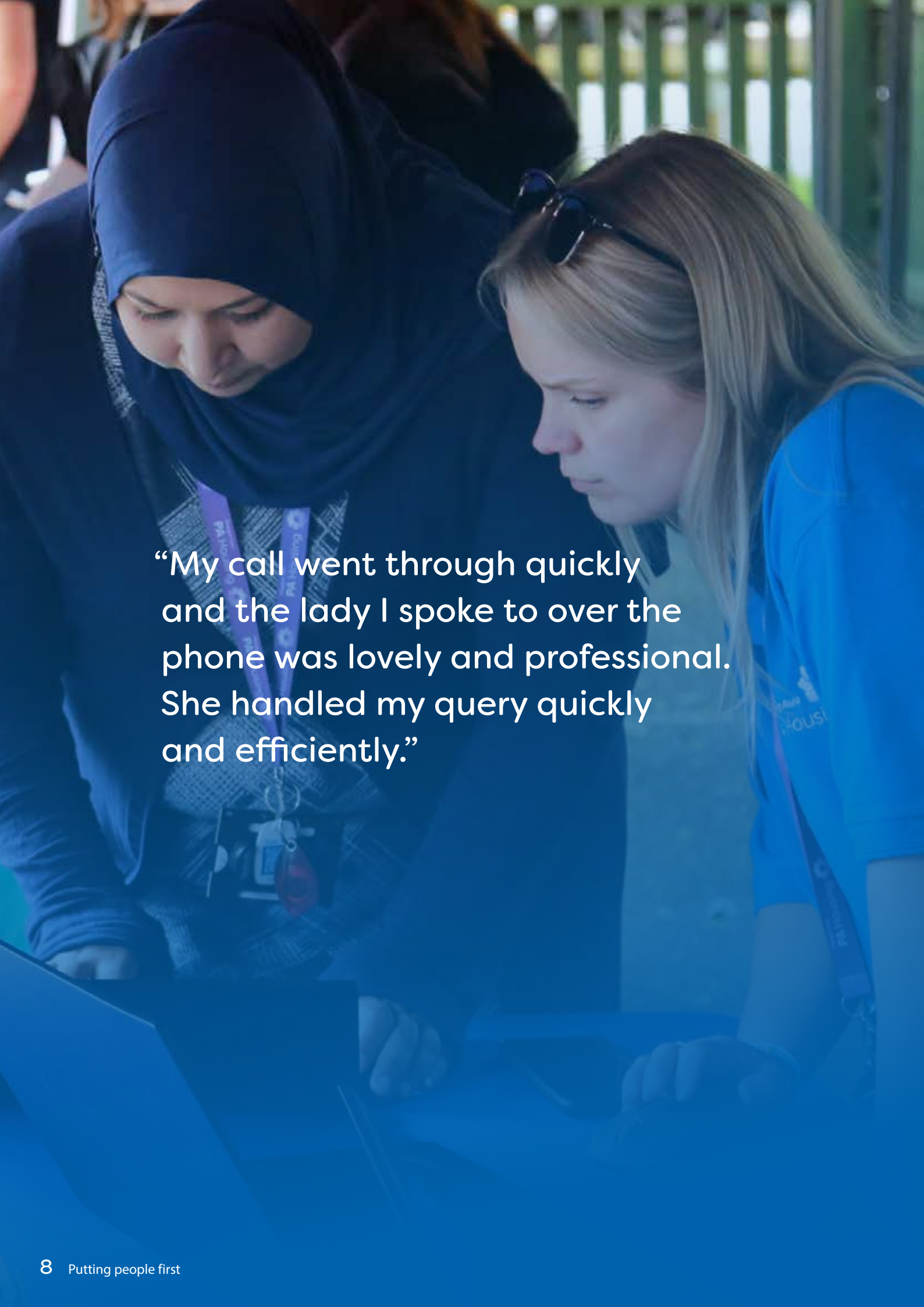
We received 5 determinations of severe maladministration from the Housing Ombudsman (HOS) over the past 12 months. Although these refer to historic cases from before 2023 and we can’t undo the failings of the past, they allow us to continue making changes to how we do things. Mike has visited or spoken to these residents and we’ve managed to rebuild relationships of trust with the residents involved, showing that we do listen, and we do care.

Here’s what one resident had to say:

“The way you responded to my issues is a very positive sign that things are finally improving.”



overall
transactional
satisfaction



“My call went through quickly and the lady I spoke to over the phone was lovely and professional. She handled my query quickly and efficiently.”

Getting in touch with us

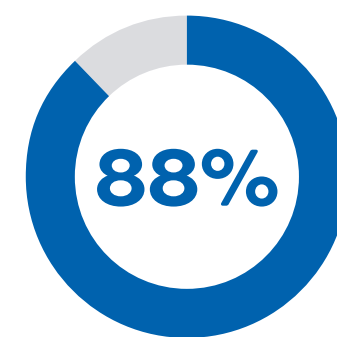
Having to wait on hold to speak to us is one of your biggest frustrations with our service. We know this impacts on how you feel about us as your landlord. This time last year, we answered 73% of your calls with an average wait time of 9 minutes, although we know that some of you had to wait longer than this for your call to be answered.

This year, we’ve invested a lot in this team and made changes based on your feedback to make it better. This means we’re now answering 88% of your calls with an average wait time of just over 4 minutes. This is a positive step and shows the changes we’re making to our Customer Services Team and the impact they are having.

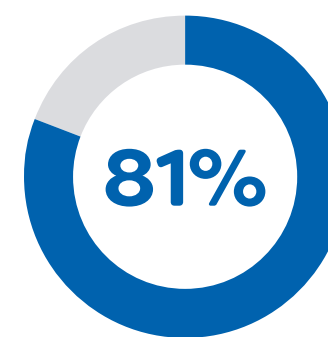
What you’re saying really matters to us, and we’re doing everything we can to listen to your feedback and change the contacts service so it works for you. We’re pleased to see that the level of customer satisfaction when you contact us has increased to 70%.

On 18 April 2024, we brought in a new telephony system to help us manage your calls much more effectively. It also allows you to know your place in the queue and request an automated call back from us. This, combined with employing more Customer Service Coordinators and extending our opening hours by an extra 32 hours a week, should mean that you’ll find getting through to us much easier moving forward.

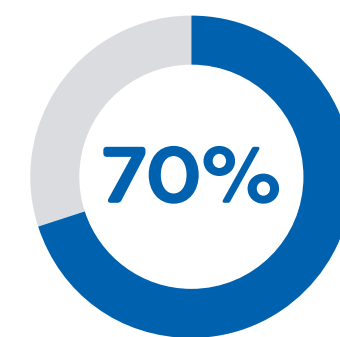
July 2024



calls answered



calls answered within 15 minutes

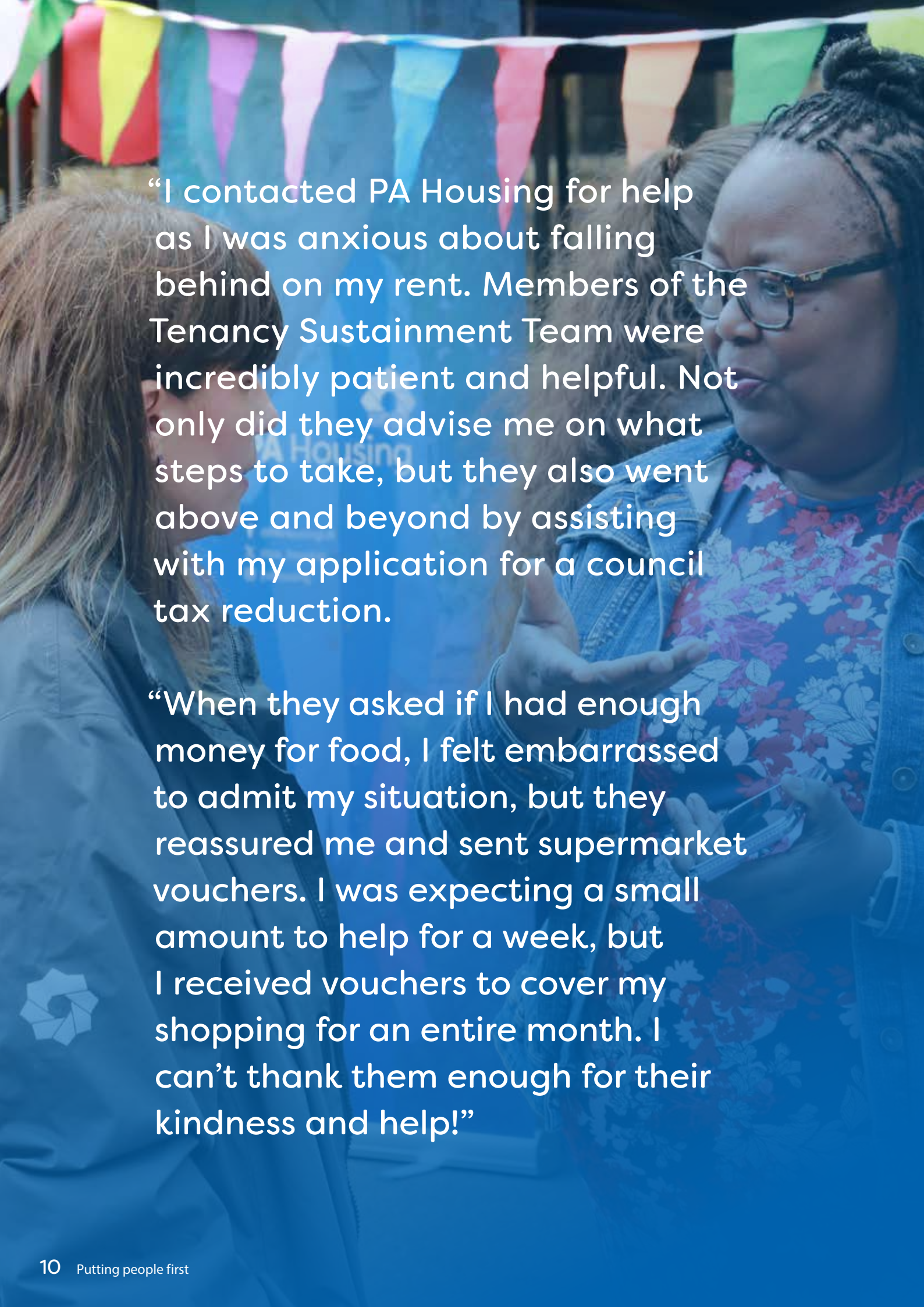


customer satisfaction contacting us

4 minutes 31 seconds
average wait time

17,860
calls received

850
contacts a day



“I contacted PA Housing for help as I was anxious about falling behind on my rent. Members of the Tenancy Sustainment Team were incredibly patient and helpful. Not only did they advise me on what steps to take, but they also went above and beyond by assisting with my application for a council tax reduction.

“When they asked if I had enough money for food, I felt embarrassed to admit my situation, but they reassured me and sent supermarket vouchers. I was expecting a small amount to help for a week, but I received vouchers to cover my shopping for an entire month. I can't thank them enough for their kindness and help!”

Tenancy Sustainment

The past 12 months have been tough for many of us as the UK continues to deal with increasing costs. We've worked hard to help as many people as possible to ensure they're receiving everything they're entitled to.

Our Tenancy Sustainment Team assists 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 manage debt. We also invested heavily in new staff in this area to make sure residents received the help they needed.

Over the past year, the team have seen a 56% increase in the amount of unclaimed benefits they've helped our residents to claim. This is a fantastic achievement and one that has a direct impact on residents and their families.

We've also teamed up with Lightning Reach, who work with a broad range of charities and organisations to bring you financial support, quickly and securely. Through just one website and one easy to complete form, Lightning Reach can find out if you're eligible for grants, local schemes, and discounted tariffs from any of its partner organisations.

Our support fund was created at the start of 2023 to help residents who were struggling with the cost-of-living crisis.

Since April 2023, over £375,500 has been spent helping our residents sustain their

tenancy by providing financial aid for things like energy costs, school uniforms, food bills and small electrical items.

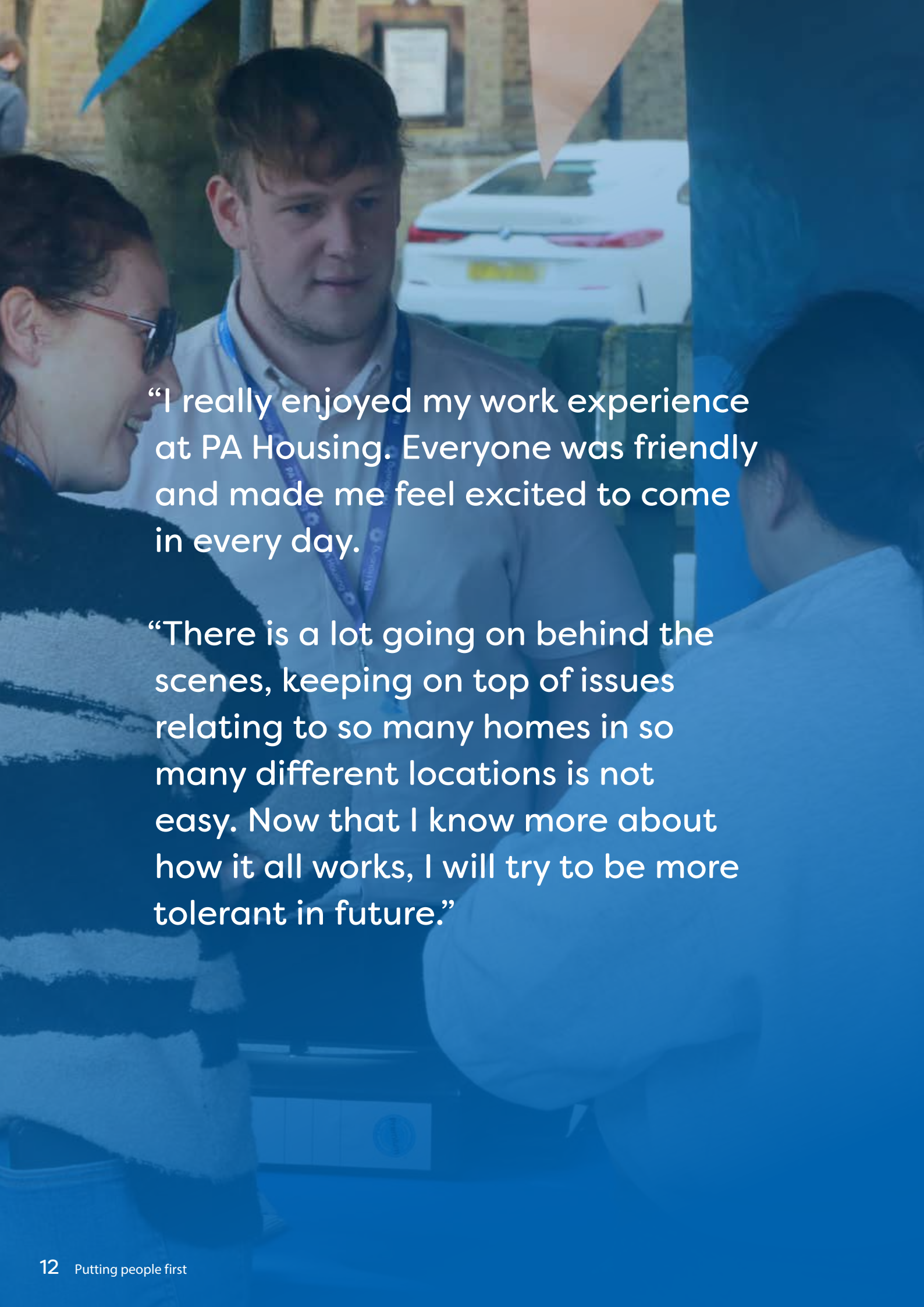
The fund supported one resident who was a weekly user of a food bank. By working closely with him, our colleagues realised he couldn't afford a freezer in his home so couldn't store food for longer periods of time. The fund helped him buy a freezer, and he received supermarket vouchers so he could stock it up. This helped cut down his food bank usage to once a month.

Another resident was helped to buy furniture for their new home, including beds for their children, after they had to flee domestic violence. We also provided additional locks and security for their home to help them feel safer.

The fund also supported a resident who, after paying their rent, could only afford either food or energy bills each week. They also couldn't afford to replace a broken cooker and kettle. The support fund paid for the items needed, and our colleagues helped the resident make an application to another charity which helped clear a water bill of £500.

Over £375,500
spent supporting our residents

£6.9 million
received in unclaimed
benefits for our residents



“I really enjoyed my work experience at PA Housing. Everyone was friendly and made me feel excited to come in every day.

“There is a lot going on behind the scenes, keeping on top of issues relating to so many homes in so many different locations is not easy. Now that I know more about how it all works, I will try to be more tolerant in future.”

Community investment

Your home extends beyond the building you live in, it’s also the neighbourhood and the community around you that makes it feel like home. Our community investment activities focus on things that can have an impact on you, where you live, and your personal circumstances.

We revamped the Neighbourhood on Tour events in 2023, making them bigger and better as PA on Tour, bringing more teams from across PA Housing to where you live. We held 4 events across our regions, giving us the chance to get to know you and resolve issues there and then.

Last year, we organised 8 ‘meet the manager’ events across several of our areas. These gave you the opportunity to meet some of the Senior Management Team from PA Housing and ask questions. They also gave us the chance to meet the people behind the front door, understand your experience of our services, and hopefully help to solve some of your problems.

Another opportunity that we offer to residents, and relatives of residents, is work experience which is designed to help anyone interested in developing their skills and confidence in the workplace. The hope is that this may help those who are looking for employment, especially if they’ve been out of work for some time or if a

mental or physical health condition has affected their confidence, self-esteem, or opportunities. It’s also a great way of showing people that the housing sector is a great place to work.

We received great feedback from residents this year about the support we offered and their experience of spending time with our colleagues.

The partners and contractors are required, in their contracts with us, to deliver an activity or activities considered to be of social value. This is in addition to the service they’re already contracted to deliver so we can ensure we make an overall positive impact on the communities we serve. We’re working more closely with our contractors and partners to provide the right support for residents.

£127,093 worth of energy or supermarket vouchers donated to residents

8 resident work experience placements

1,379 residents supported with energy or supermarket vouchers

265 residents supported with flooring, furniture or white goods

13 iPads gifted to residents



“The tutoring helped my child’s confidence with other children as at the time, she was being home schooled and was not used to being in a classroom with others.

“It also helped her with recapping the lessons and with her communication skills as she was encouraged to speak aloud in class.”

Supporting Tutors United

Throughout 2023-2024, we’ve been working with Tutors United. They are an award-winning national charity who use the power of tutoring to support young people’s attainment, confidence, and skills at two key points: the transition from primary to secondary school, and from university to employment.

Working primarily with housing associations, they deliver our community-based tutoring to primary school children from low-income, migrant, and refugee backgrounds. Tutors United provide access to vital educational support to those who need it most.

Their work ensures primary school children can transition to secondary school with literacy and numeracy skills. A strong foundation of soft skills and ongoing family support help to guarantee long-term success. The organisation can also up-skill parents and carers with functional skills to maximise both their children’s and their own education and employment opportunities.

This year, we helped fund Tutors United to run 2, 15-week online courses in London, and 1, 30-week online course in the Midlands. The courses are given free to PA Housing residents.

The 2, 15-week tuition programmes in London were a real success with all 24 spaces taken

by February 2024. A further 4 pupils are on the waiting list. It clearly showed a high demand for tuition to support pupils and their families as well as the impact this can have.

One resident said:

“It’s a really good initiative. My child now feels more confident, especially in English. He could understand more things where he was struggling as he could ask a specific question and focus more in the lesson.”

We’re looking forward to supporting Tutors United in 2024-2025, and continuing to see the impact they have on our residents’ lives.

114 hours of tutoring delivered

38 families supported

100% of pupils felt more confident in English and maths

100% of parents/carers noticed an increase in their child’s confidence in learning

Free football training for children

“I have 3 boys that attend the football sessions. 2 of them go on Monday and the other on Tuesday. We can't afford to send the boys to football clubs. The sessions are the highlight of the boys' week and they ask all the time if it's on next week!

“They say the best bit is to be with their 'football friends' even if it's raining!”

KT One-Two Football is a club offering free football training to children in Elmbridge. It's located in a school right next to the St John's Estate in Walton-On-Thames, one of our largest concentrations of homes in the South East.

Without funding, the project would either close or they'd have to charge the children a weekly fee. This is likely to have a significant impact on the number of attendees to the sessions, with many unable to afford even a nominal fee. We've seen the impact this project has on our residents and their children, so have funded the project for a number of years. We're pleased to continue this for 2023-2024. We were also thrilled to receive donations from 2 of our contractors totalling £2,000.

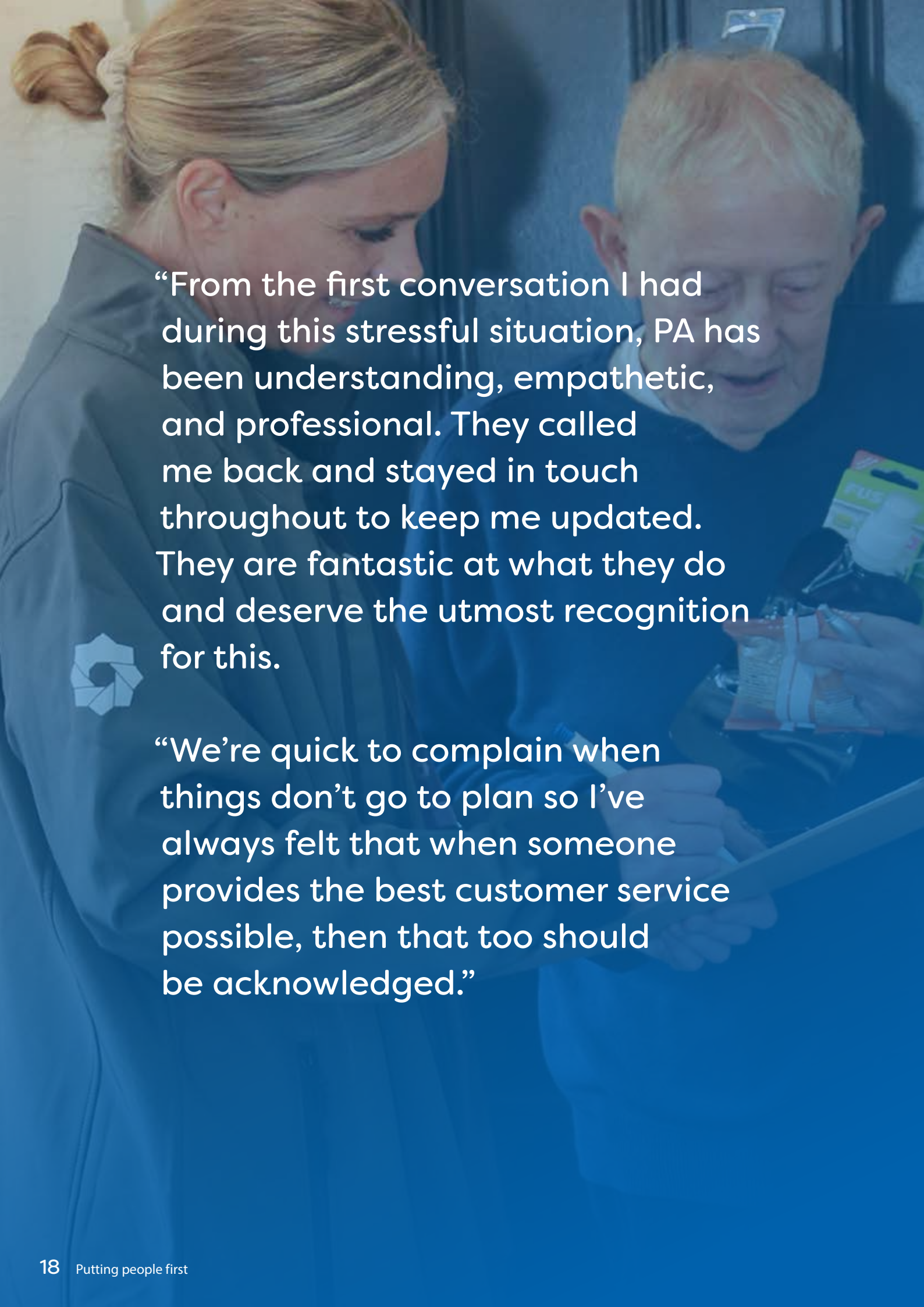
Many children who attend come from our communities in the borough where they may not have the opportunity to go to traditional after school activities, especially when most of these cost money. Not only does this mean these young people don't get to be involved, it also

means they're missing out on the opportunity to build their confidence, socialise with others, and experience new things.

The project has played a key role in developing the children's confidence, self-esteem, and sense of purpose as well as helping to burn off some of their energy, providing respite for many families. These classes provide physical activity and social interaction for young people, helping to keep them off the streets and away from potential involvement in crime. Many of the helpers were past participants in the training when they were younger, so it was great to see the long lasting impact this project can provide.

3 sessions per week for girls and boys aged 6-14 years old

16 young people per session on average



“From the first conversation I had during this stressful situation, PA has been understanding, empathetic, and professional. They called me back and stayed in touch throughout to keep me updated. They are fantastic at what they do and deserve the utmost recognition for this.

“We’re quick to complain when things don’t go to plan so I’ve always felt that when someone provides the best customer service possible, then that too should be acknowledged.”

Lettings and Home Moves

One of the greatest moments we can be a part of is when you get the keys to your new home, and sharing the feeling you get as you walk through the front door.

Our colleagues have supported residents to move home when it’s under-occupied, perhaps because their children have grown up and moved out.

It could be that you’ve made the decision to buy one of our shared ownership homes or you’ve been offered a new tenancy with us. Maybe we’ve supported you to move home by completing a mutual exchange, swapping your home with another social housing tenant, or perhaps you’ve needed to move because yours or your family’s circumstances have changed and your home no longer works for you.

This support can help to save money for the residents who are paying rent and other bills on a home that is too large for them. It also means we can free up a larger family home for other people in need, therefore impacting on the lives of 2 families.

1,038 homes let to new tenants

176 shares in shared ownership homes sold

152 mutual exchanges completed

54 management moves completed where residents’ circumstances have changed

5 families were given new homes due to overcrowding



“Repairs are generally prompt and carried out by competent, nice individuals. When dealing with repair requests on the phone, your staff are polite and attentive while taking notes and offering advice.”

Repairs

Over the past 12 months, we’ve been making changes to our repairs processes and how we communicate with you when you tell us that something isn’t working. During the second half of the year, our repairs performance has improved with the number of jobs completed reaching 97%. All other areas are also improving.

Based on what you told us, we decided to expand our in-house repairs service across Nottinghamshire, Leicestershire, and Northamptonshire. This means the people working on your home will be PA Housing employees who share our values and way of working. We can train and invest in them, so they provide the level of service you deserve. We’ll also be recruiting more people to help meet the repair volumes.

In London and the South East, we extended our contract with Wates and several activities are underway to improve our repairs service. You deserve a reliable and consistent service. To achieve this, we are focusing on:

- Increasing the number of jobs that are fixed first time, so no follow-on work is needed. We can only do this by making sure we’re managing our contractors properly and checking the quality of our work so we can tackle problems quickly.
- If follow-on work is needed, we must complete this quickly. This will be monitored daily, and all our colleagues will be measured on their performance.
- Ensuring appointments are kept is key, so our planning team will be monitoring appointments to check how we’re doing. We’ll call residents before we visit to try and improve this.

- Improving the quality of workmanship is also key, so we’ll be carrying out post-inspections after we’ve completed a repair to check it’s been done to a high standard.
- Completing repairs to your home within an acceptable time-frame.

In August 2023, the average length of time to complete a repair was 16 days and by March 2024, that has reduced to 13.5 days. There’s still more work to do. By making sure our approach to providing these services is consistent and we’re checking the quality of our work, we’ll continue to see the improvements that you told us you wanted.



98% emergency repairs were completed on time

85% of day-to-day repairs completed on time

68% customer satisfaction with repairs



“Thanks to everyone who worked on and installed my new kitchen.

“The work was carried out to a high standard and everyone was polite and friendly. I got to choose what everything looked like, and I’m very pleased with my new kitchen and the whole process.

“It’s a thumbs up from me!”

Investment in your home

Making sure your home feels safe, warm, modern, and somewhere you’re proud to live, is important to us and impacts on how you feel about your community.

We’ve continued to invest in your homes over the past year. This doesn’t just mean the day-to-day repairs we need to carry out, but the larger improvements that are needed.

An important part of this is making sure we know the condition your home is in, so we’ve completed 4,192 full home surveys this year to help us make decisions on where we need to invest and when. Over the past 5 years, we’ve completed surveys in 95% of our homes.

This year, we’ve invested £15.5 million in our homes including new windows and doors, kitchens, bathrooms, heating systems, and insulation. 78% of our homes now meet energy efficiency rating of Band C as we aim to ensure all homes meet this standard by 2029.

We’ve also spent £21.7 million in planned maintenance and ensuring the safety of our buildings. This includes the redecoration of communal areas and associated repairs, as well as £82,000 on aids and adaptations to meet the changing needs of our residents. This has been used to provide grab rails, wet rooms, and more which have allowed residents to remain in their homes or to make their day-to-day lives a little bit easier.

Our investment this year includes:

13
roofs replaced

362
new kitchens fitted

206
new bathrooms installed

5
lifts replaced

1,038
heating systems and boilers

28
retrofitted to improve energy efficiency

186
homes got new windows and doors

612
loft insulation upgrades



“I can assure you that the employees at PA Housing who responded to my phone calls were very courteous and helpful to the best of their ability. It is the system and lack of any proactive communication that let us all down.”

Antisocial behaviour

Feeling safe where you live makes a huge difference to you and your experience of our services. Our performance statistics relating to the number of cases we’ve dealt with, and the number of residents supported, has remained very similar over the past 12 months. However, we know that how we handle antisocial behaviour plays a huge part in how safe you feel in your home and neighbourhood.

Where we have evidence, especially where criminal activity is involved, we’ll work to stamp out antisocial behaviour from our neighbourhoods. We’ll do this by working closely with local policing teams and other agencies.

Historically, we’ve focused largely on the perpetrator of antisocial behaviour, rather than offering support to the victim. During 2024, with the support of the Resident Assembly, we’ll be making changes to our antisocial behaviour policy and processes to ensure that we focus on both. We’ve had feedback from the Housing

Ombudsman about cases we haven’t dealt with as well as we could have.

Also, we did an internal audit of our safeguarding processes. We know we needed to improve this area too. So, we’ve reviewed the structure of the team and the roles within it, which we believe will allow them to provide a better and more empathetic service to residents. This new structure went live in June 2024.



726
antisocial
behaviour
cases
investigated
with actions
taken to deal
with these

477
residents
were
supported to
sustain their
tenancy

108
tenancy fraud
cases were
investigated
and dealt
with as
appropriate



Communications

How we communicate is an area that you regularly tell us needs to be better. We're not proactively contacting you to keep you informed about what's happening in your home or your neighbourhood, leaving you to have to chase us for information.

Over the past 12 months, we've made changes to our communication style to make sure that we're thinking about the tone of voice we use, and how the messages we send may make you feel. Across the business, our staff are receiving training about their communication style and the importance it plays in building relationships of trust with our residents.

Residents have told us that they've seen an improvement in the way we communicate, which is a great start, but we know we still need to get better at it. We need to be more proactive in our communication, especially when trying to resolve an issue for you. We also need to see things from your viewpoint, showing more empathy and understanding when we engage with you.

In 2024, the Resident Assembly will be working with us to identify which areas in our communications need to improve, what communication channels work best for them, and what matters most to residents.

Our finances

Earlier this year, we were faced with the difficult decision to increase your rent and service charges to make sure that we could continue to provide our services to you.

For 2023-2024, our management costs per home were £1,670 which includes £43.36 per home to pay our executive directors. Our highest paid director received a basic salary before pension contributions equivalent to £9.81 per home.

Value for money

The most important measure of our ability to deliver value for money is how highly our residents rate our services. We know we have a lot to do in this respect, but we have started to invest more into the areas that residents consistently tell us really matter to them:

- Stronger visibility on our estates and really getting to know who lives in our homes.
- Modernising our homes, including improving energy-efficiency to save money for residents.
- Keeping all residents safe in their homes.
- Holding our managing agents and contractors to account.
- Taking a victim-centred approach to criminality and antisocial behaviour.
- Helping residents to access additional financial support and sustain their tenancies.
- Improving the day-to-day repairs service.
- Building new, high-quality homes in the right locations, which will meet both current and future lifestyle needs.

For more details about this, our published Financial Statements for 2023-2024 can be found on our website.



- 21p** Planned investment in your homes
- 22p** Providing new homes (interest payable on our loans)
- 19p** Staffing costs
- 14p** Service charges (communal cleaning, grounds maintenance etc.)
- 16p** Responsive repairs
- 6p** Management costs (offices, IT equipment etc.)
- 2p** Other costs

Looking to the future

We want to create places where you, our residents, are at the centre of our communities, and we want those communities to be places where people live and prosper.

We will be an organisation that listens and acts. We know that we'll never be perfect, but we'll try to be the best version of ourselves we can be each day. Our communication with you should be proactive, respectful, and honest. This means we will have to say no on occasion, but we'll always explain why.

Our ambition is to provide you with live updates on the services you're receiving. We'll train our colleagues better to make sure we all understand what we do and why it matters. We'll know how to communicate, know and understand our services, and treat you with the respect you deserve.

We've reduced the size of the neighbourhoods that Neighbourhood Coordinators manage to roughly 350 homes, so they can get to know you better and provide a more personal level of service to you. We've also recruited more Neighbourhood Coordinators to cover all 65 areas.

The Neighbourhood Team should know the people behind the front door, so we'll know you, and you'll know us. Our services will have a face and a personality, so we'll be known in the areas where we operate by the people who live in each community. We'd like you to know your Neighbourhood Coordinator and to talk to them to get challenging issues resolved.

Your homes, new and old, should be warm, safe, and somewhere you're proud to live. They need to be places where you and your

families can thrive, so we'll create great places to live rather than providing just bricks and mortar.

With the rising cost of living, times have been tough for many people. Knowing that, we're working hard to manage service charges whilst continuing to invest in and develop our communities. In setting this year's charges, around 7,000 residents saw a reduction in what they pay. We held in-person meetings at 26 schemes to listen to residents' concerns and act on their feedback.

Our complaints and antisocial behaviour processes were 2 of the areas that mattered most to you. Your feedback showed us that they needed to be improved. Working alongside Linda and the Resident Assembly, we'll be setting up 2 Service Improvement Panels who will review those areas and make recommendations for how they can be better.

We've listened to your feedback about how we manage services such as cleaning, grounds maintenance, and agency services. As part of the changes we're making to our teams, there will be a stronger focus on contract management and holding our suppliers to account.

High-quality communication is also something we want to prioritise. That means communicating more proactively than we have in the past. This also means treating you as individuals and tailoring our approach and tone-of-voice to suit you and your needs. We will do this to make sure our communications are as accessible as possible for all. Not a week has gone by over the past 12 months where I have not visited a resident in their home, and even on the occasions where we've

let you down, I'm still always uplifted by the welcome I receive.

We've done a huge amount in the past 12 months to make changes to how we work. This is based on your feedback, so it's encouraging to see some of our performance improving since we wrote this report last year, and that some of you are starting to trust us again.

We've still got a long way to go until we can be proud of the services we provide to you and of the way we treat you though. I'm excited to work alongside Linda, the newly formed Resident Assembly, and our 700 colleagues to continue to be the best we can be and the landlord you deserve.

Thank you for your continued support and patience.

Mike

Michael McDonagh
Chief Executive



About us

Our business is not about properties, it's about the people and communities who live in them. We're a registered provider of social housing offering more than 23,000 homes across the Midlands, London, and the South East with a range of housing solutions from affordable rent, independent living, and shared ownership for those in need. We aim to put our residents at the heart of everything we do and aim to provide the best possible, tailored service to all.

And technically although our full, legal name is Paragon Asra Housing Association Ltd, that only ever gets used by people like solicitors and consultants. Day to day, we're known as PA Housing, or even just PA!

We're defined by our actions though, and everybody at PA Housing is aligned to our corporate values which help define our behaviour, how we treat each other and our residents, and our level of services.

Our purpose

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

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.

- Residents' voices will shape what we do and help us be the best that we can be.
- People trust we'll do what we say we're going to do.
- Our homes will be warm, safe, and well maintained.
- To look back at what we have done in 5 years' time and be proud of what we've achieved.

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.



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PA Housing