



Paragon Asra

PA Housing

Corporate update

Dilip Kavi, Chief Executive



Where we're at...1

- Three successful years since PA was formed
- Simple governance structure, further health check undertaken
- Consistent improvements in customer service
- Robust financial performance
- New homes c.300 pa; pipeline 1,000+ across 30 sites
- Maintained regulatory and credit ratings

Where we're at...2

- Four new Board members
- Recruited Assistant Directors through succession planning route
- Navigated Covid-19 challenges
- New 3 year Corporate Plan
- EDI challenges embraced, more to do
- Board focus on people safety and financial viability

Steve Amos



Dilip Kavi



Katherine Lyons



Rahul Jaitly



Chris Cheshire



Kathleen Harris-Leighton



Kim Francis



Seetle Patel



Andrew Carrington



Anne Turner



Curtis Juman



Hattie Llewelyn-Davies



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PA Housing



Our Board

PA's Senior Management Team

Chief Executive
Dilip Kavi

Executive Director of Resources
Simon Hatchman

Executive Director of Customer Services
Ian Watts

Executive Director of Business Development and Sales
Chris Whelan

Assistant Director of Corporate Affairs and Company Secretary
John Stemp

Assistant Director of HR and People Strategy
Emma Macnish

Assistant Director of Housing Services
Rachael Smart

Assistant Director of Regeneration and Partnerships
Suzannah Taylor

Assistant Director of Treasury and Financial Planning
Ian Kerr

Assistant Director of Property Services and Repairs
Maria Frawley

Assistant Director of New Business
Peter Beggan

Assistant Director of Finance and Corporate Performance
Richard Carter

Assistant Director of Asset Management and Compliancy
Charles Ellis

Assistant Director of Programme Delivery
Robert Greene



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Finance / Treasury update

September 2020



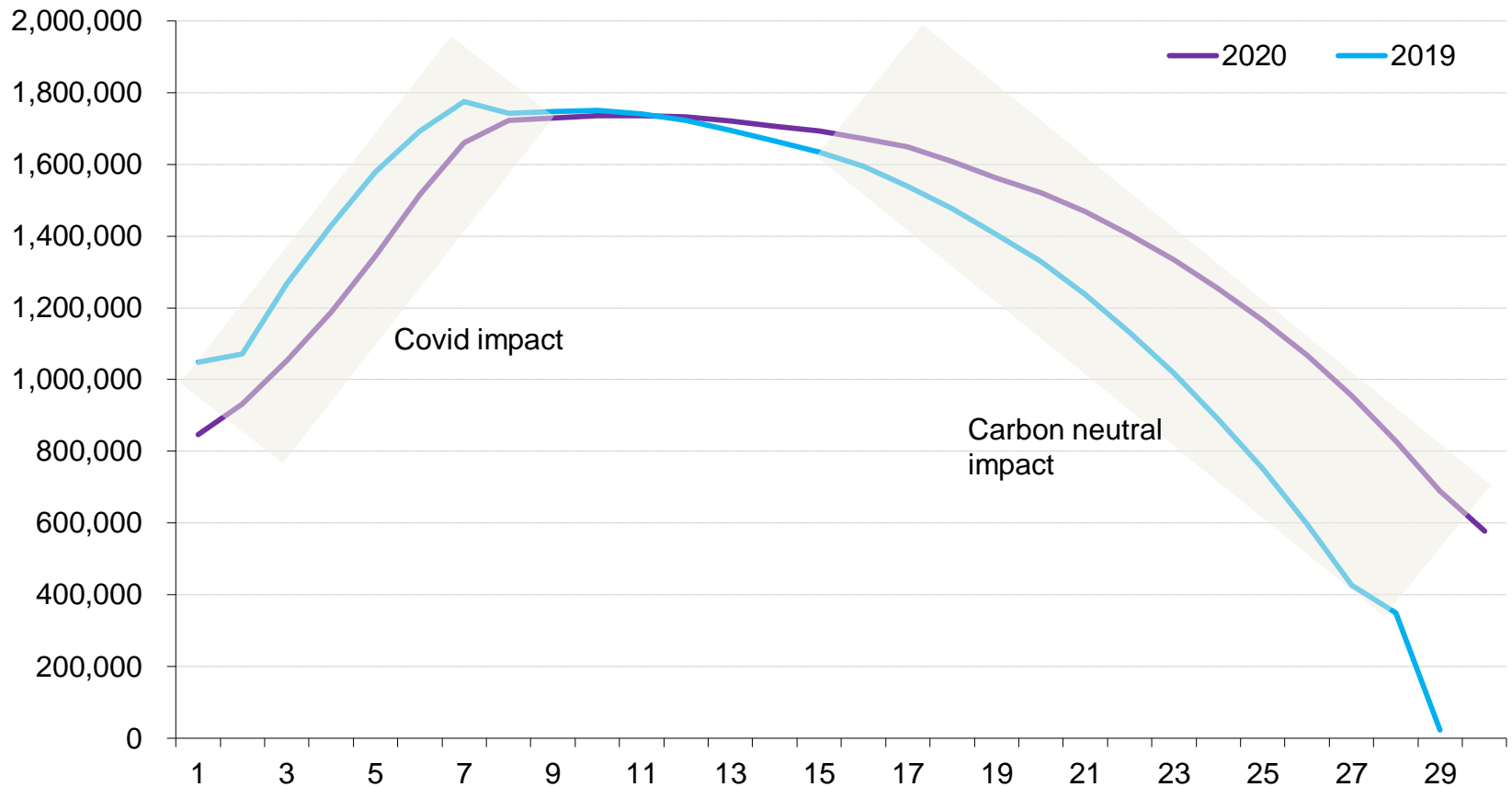
Financial Results – Headlines

	19/20	18/19	17/18
Turnover	£150m	£160m	£165m
of which Sales	£8m (5%)	£11m (7%)	£19m (12%)
Operating Surplus	£55m	£62m	£65m
Operating Margin	37%	39%	40%
Social Housing Lettings Margin	26%	33%	36%
Net Surplus	£29m	£39m	£33m
Free Cash	£11m	£15m	£20m
Housing Assets	£1.736bn	£1.642bn	£1.637bn
Debt	£796m	£709m	£689m

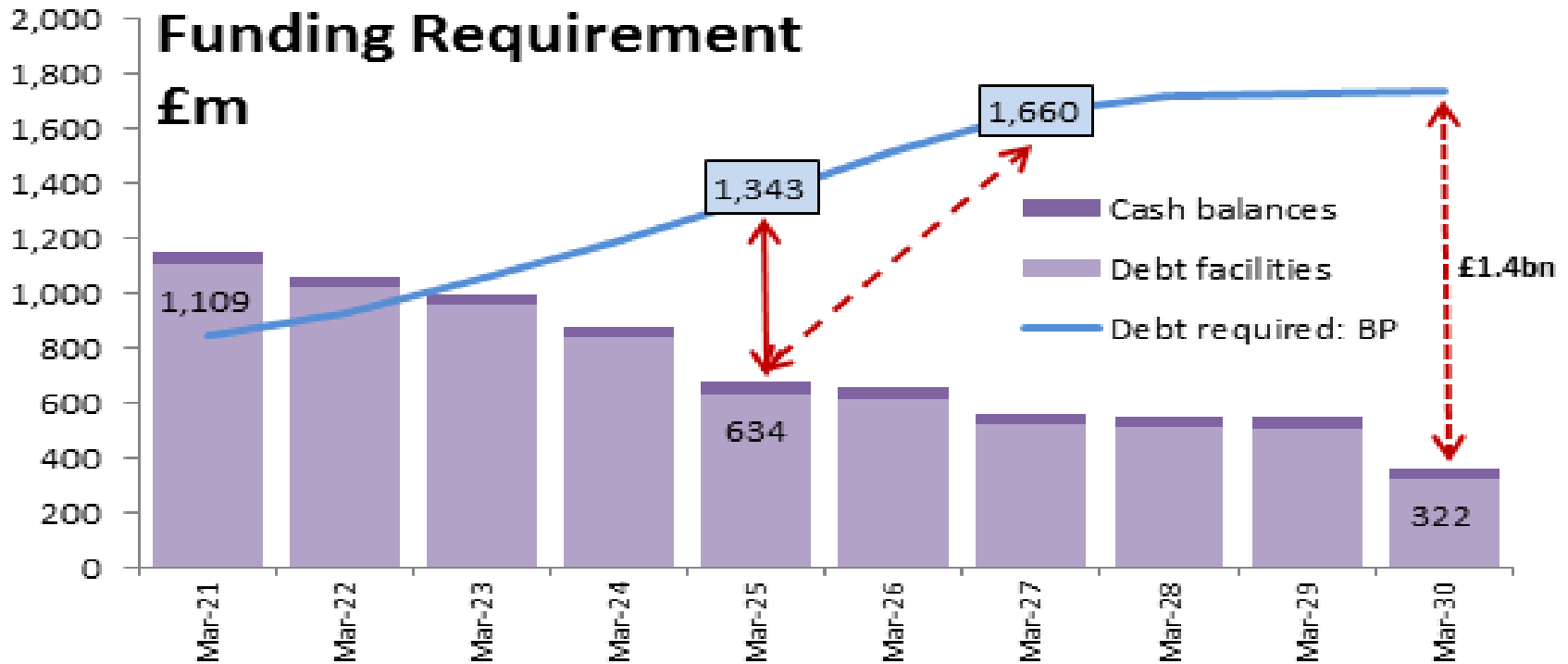
Other key points

- All golden rules met
- Covid impacts at year end
- Some upward pressure on void rent loss
- Planned maintenance up £5m on prior year
- Dedicated ESG section in the accounts
- £185m new RCFs completed March 2020

Business plan 2020 - debt curve



Debt requirement



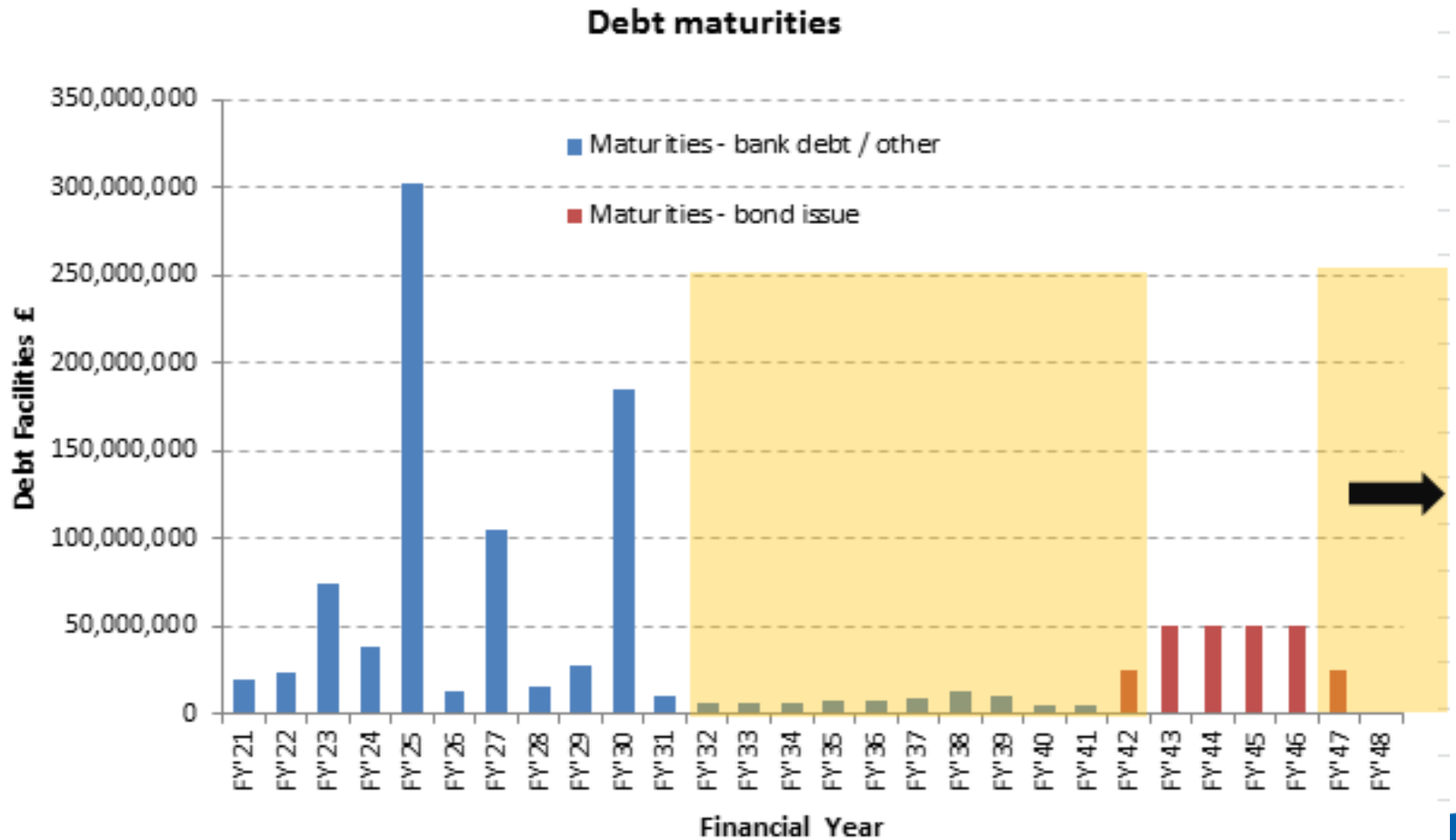
£m	FY'21	FY'22	FY'23	FY'24	FY'25
Shortfall (cumulative)	(55)	163	387	673	1,026

Issuance plan

£m	FY'21	FY'22	FY'23	FY'24	FY'25
Headroom required	208	257	289	328	310
Debt raise	-	200	250	235	350
Headroom	235	279	358	337	313
How		Bond & RCF	Bond & RCF	Retained bonds & Infill	Retained bonds, RCF, Infill

2x bond issues (c. 60% of requirement) - bedrock of debt structure

Target maturities



Security position

Current secured	£1.0bn
Current excess secured	£0.6bn
Uncharged green	£0.3bn
Uncharged amber	£0.3bn
LSVT uplift	£0.2bn
New build estimated yr 10	£0.3bn
Indexation @ 1% pa yr 10	£0.3bn
Equals capacity	£3.0bn
<i>Capacity minus 25%</i>	<i>£2.3bn</i>
Peak debt	£1.7bn

Excludes 1,100 'red' properties

Closing Summary

- Core plan (corporate and financial) remains stable
- Financial resilience remains strong
- Covid impacts extensively tested and monitored
- A busy 12 months ahead on funding
- Working to further ratchet up our ESG visibility
- Ongoing support of our lenders is highly valued



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Development

**Chris Whelan, Executive Director of
Development & Sales**

Projected Programme

Split of Future Programme	50%
London	50%
South East	40%
Midlands (New Starts From Dec 2020)	10%

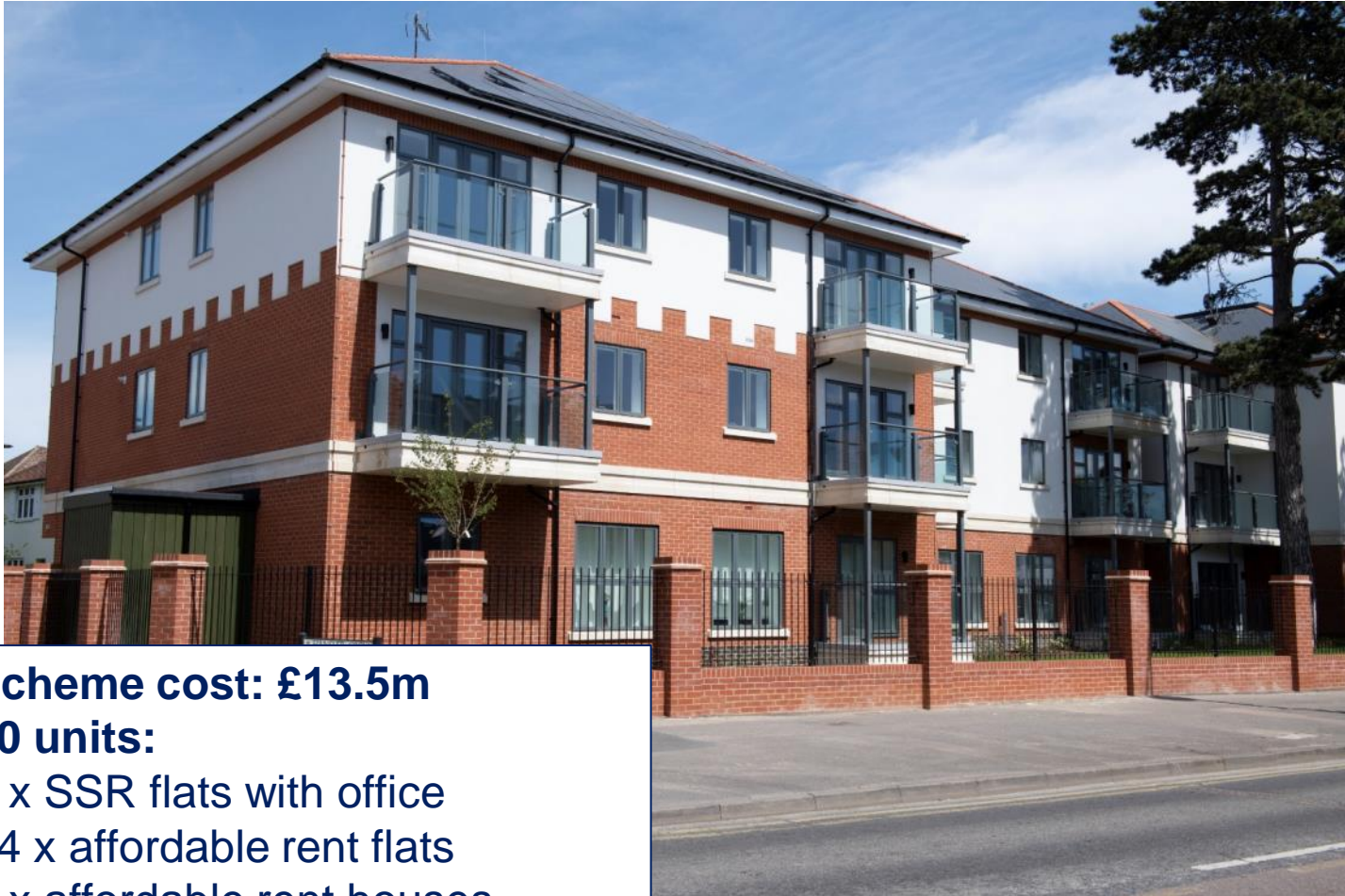
By Tenure	
AFF/Social Rented	55%
Shared Ownership	45%
Market Sale	0%

Impact of Covid-19 Completions

Financial Year	Target	Actual/Projected
2019/20	406	249
2021/22	500	300 Projected
2022/23	550	450 Projected

- Initially 70% of sites closed late March 2020
- All reopened by late July
- Productivity significantly reduced circa 30% down
- Significant material shortages on restart and ongoing
- Skilled labour shortages still e.g. lift installations

Sandra & Radnor, East Molesey



Scheme cost: £13.5m

50 units:

6 x SSR flats with office

14 x affordable rent flats

4 x affordable rent houses

26 shared ownership flats



Hurst Lane, West Molesey



Scheme cost: £5.7m

20 units:

4 x affordable rent houses

8 x affordable rent flats

8 x shared ownership flats



Rivernook Farm, Walton-on-Thames



Scheme cost: £13m

40 units:

14 x affordable rent maisonettes

inc. 2 x wheelchair adapted

10 x affordable rent houses

16 x shared ownership houses



Cross Lane, Hornsey



Scheme cost: £6.5m

21 units:

13 x affordable rent apartments

8 x shared ownership apartments



Lombard House, Croydon



Scheme cost: £4.9m
19 units:
12 x rented apartments
7 x shared ownership
apartments



Osiers Road South, Battersea



Scheme cost: £7.5m
19 x shared ownership
apartments



Trinity Walk, Woolwich



Scheme cost: £18.7m
105 units:
85 x rented apartments
20 x shared ownership
apartments

Craig Road, Ham



Scheme cost: £721,500
4 supported housing units:
2 x maisonettes
1 x flat
1 x bungalow with carer
accommodation



Derby Road, Nottingham



Scheme cost: £1.25m
8 x affordable rent flats



Current on Site Programme

	Affordable Rent	Shared Ownership	Market Rent	Temporary Acc	Total
South East	144	108			252
London	276	463	2		741
Midlands					
Total	422	571	18		993

Current Contracts

29 sites under contract with 19 different contractors/ developers including:-

- Octagon Developments
- Devcon
- Bellway Homes
- Taylor Wimpey
- Vision Construct
- Lovell Partnerships
- Mizen Homes
- Oakwood Developments

Homes England and GLA

- Well regarded by both bodies
- On target to meet all programme commitments
- 2016-21 Homes England Target 208 units
- 2016-21 GLA Target of 640 units
- Includes Sep 2019 New GLA allocation £21.14m for 193 units
- New bid Sep 2020 £12.89M for 412 units
- New 2021-2026 Bid Round - £12bn

Sites Acquired

South East	542 plots
London	260 plots
Total	802 plots

Pool Road, West Molesey



Scheme cost: £22m

75 units:

4 x rented houses, 32 x rented
maisonettes, 19 x rented flats
10 x shared ownership houses
10 x shared ownership flats



St Catherine's Weybridge



Scheme cost: £6.5m

28 units:

8 x affordable rent

3 x shared ownership

17 x outright sale



Throwley Way, Sutton



Scheme cost: £28m

113 units:

83 x shared ownership
apartments

30 x London affordable
rent apartments



PA Shared Ownership

- Areas where we know the market well
- High demand areas
- Some London Boroughs and Surrey only
- Good LA relationships
- No large single sites
- Diversified smaller sites
- Excellent customer service

Sales

	Unsold as at 28 Sep 2020	Reserved	Available	Number of sales since 1 April 2019	First Tranche Sales Value
Stanley Works Croydon	0	0	0	2	0
Trinity Walk Phase 1,2,3	18	4	14	1	£1,918,650
Battersea Quarter Battersea	3	3	0	0	£543,750
Queens Road Weybridge	1	0	1	0	£112,500
Gwynne Road Battersea	2	2	0	0	£365,250
Gresham Road Brixton	4	1	3	3	£616,500
Lombard House Croydon	4	4	0	3	£577,250
Dairy Crest Walton	2	2	0	0	£182,500
Balham High Road, Balham	1	1	0	0	£112,500
Blagdon House, New Malden	5	5	0	4	£528,750
Osiers South Putney	14	7	7	5	£2,529,350
Hurst Park, East Molesey	5	2	3	3	£740,000
Rivernook Farm, Walton	1	1	0	5	£118,750
Radnor East Molesey	20	15	5	6	£3,142,250
Cross Lane Haringey	8	0	8	0	£1,164,000
TOTALS	88	47	41	32	£12,652,000

Future Shared Ownership Handovers

	Q1	Q2	Q3	Q4
2020-2021	-	-	40	11
2021-2022	94	55	88	86

Regeneration

One Woolwich, Greenwich

Phase 2 – 105 units, completed March 2020

Future phases 375 units



Thames View House, Walton-on-Thames



Scheme cost: £27.5m
97 units: 45 x rented
30 x shared ownership
22 x OMS plus nursery



Southall Gateway, Ealing



Scheme cost: £95m

263 units:

86 x rented

101 x shared ownership

76 x OMS plus commercial



Challenges

- Market Conditions
- Future trading relationships and materials
- Labour availability and skills
- Planning changes
- Housing land supply
- Back to a focus on home ownership
- Undertaking property valuations and sales times

Positives

- Increased size of the development team inc Midlands
- In-house technical support
- PA focus on skills development
- New money through 2021-2026 programmes
- Some Local Authority funding available
- Access to land improving as we build the new business team
- Contractors keen for work over 12 -18 month contracts
- Covid recovery starting to drive innovation



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Business Operations

Ian Watts

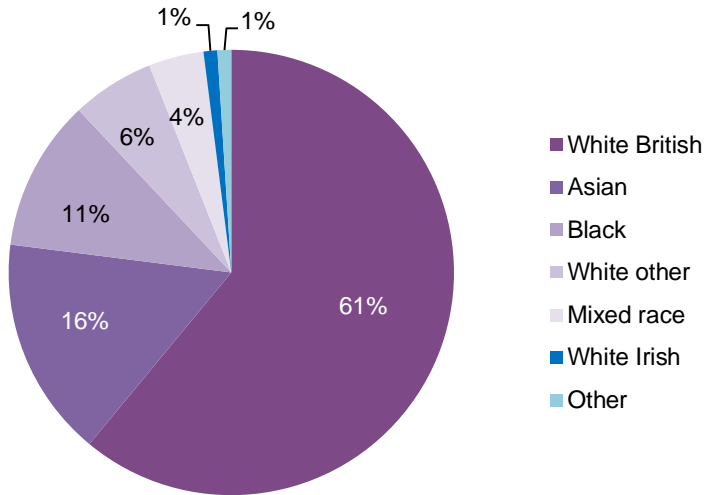
Executive Director of Customer Services

Highlights of last 12 months

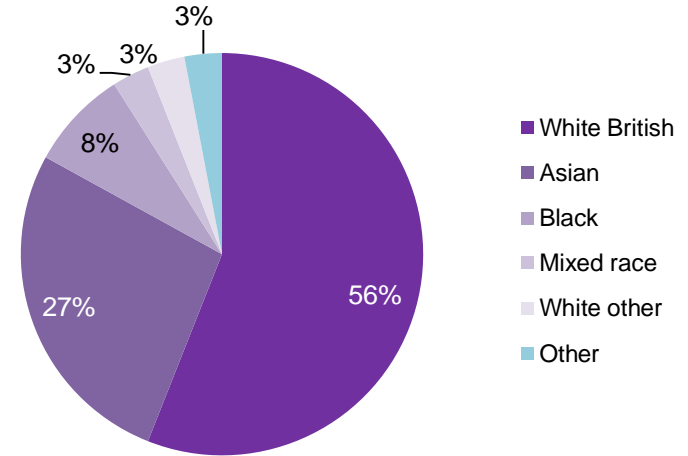
- PA New Housing Service – Team Purple!
- Property Health and Safety- Fire Safety
- Tenancy Sustainment
- Community Investment- employment, health and well being.
- PA response to COVID 19
- Stock Investment and Maintenance – £33M invested over the next 5 years
- Sustainability Strategy - PA approach

Demographics and Tenure Mix

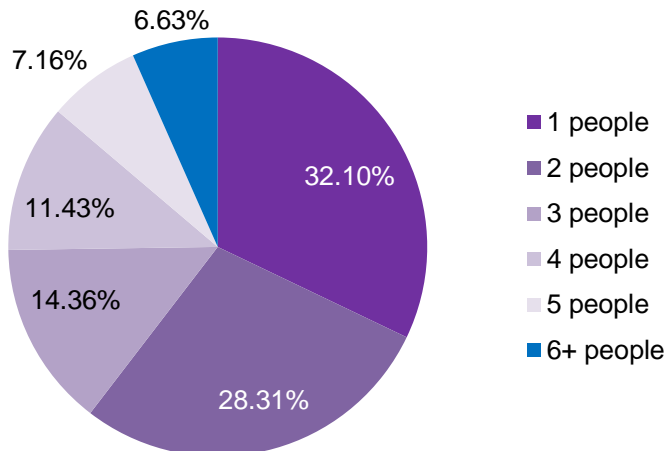
Customers by Ethnicity



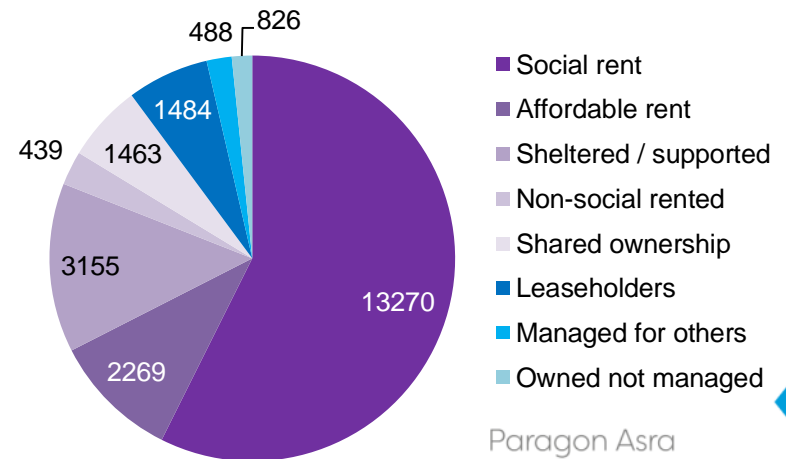
Staff by Ethnicity



Number of Customers Occupying Each Home



Tenure mix



PA Response to COVID 19

- Lockdown for 3 months- emergency repairs and health and safety prioritised.
- Since July phased return to full services- catch up of routine repairs
- October- All customer services being delivered.

Customer Support

- 6000 welfare calls to customers
- 330 food parcels delivered
- Tenancy Sustainment Team working with those financially disadvantaged
- Enhancing our employment support - kick start programme

Colleague Support

- Well being programme for all staff
- Home working expenses paid for and equipment provided
- Flexible approach to working to support child care through the lockdown
- No staff furloughed.

Maintenance Services Improved

- Focus on addressing poor customer satisfaction and historic service delivery in London.
- Customer Satisfaction increased from 68 to 91% over past 12 months
- DLO service in Midlands expanded - delivers 300 plus voids a year. Plan to expand repairs services further in 2021
- Emergency repairs - 99.39% completed in 24 hours
- Routine Repairs - 94.34% completed in 21 days
- Customer Satisfaction with repairs service – 86%
- Digitalisation – 10,200 active users of 'My PA' raising 735 repairs a month (17%) .

Stock Investment

- Stock Investment increased to enhance stock condition- £33M extra spend over next five years.
- Two dedicated regional teams delivering high quality improvements with great customer satisfaction.
 - 457 kitchens
 - 356 Bathrooms
 - 841 homes with new windows and doors
 - 90 plus % customer satisfaction
- Stock Data is key- Keystone implemented for all stock and compliance data across PA.
- Four In -house stock condition surveyors surveying all stock in a five year cycle.
- New Sustainability Strategy being developed. Significant works already undertaken on lower performing EPC homes.

90+ % Customer Satisfaction

I am very pleased with not only the work carried out but also with the quality of work and the efficiency of the workmen. I was kept fully informed of what was to take place and when, even when heavy rain interrupted the work for a couple of afternoons. All the workmen were very polite and cleared up afterwards. With respect to the Covid situation everyone was brilliant.

You are all absolutely fantastic people x would have you all over for a bbq 🍔 anytime x

Your staff were excellent, very polite and conscientious.

Thanks very much

Yes team all round were professional

And the lovely lady checking up on all work being carried out very nice and professional

Very pleased with painter tooo must not forget him 🙏👩

Hi yes we were happy with the work carried out and the service from all people at axis was in our opinion was some of the best in our 40 yrs +as housing

Thank you for your message. Work was carried out efficiently and quickly. The man was able to get me the colour paint I wanted for my outside step. He went above and beyond to help and give advice as well as carry out the works. 10/10 - a very polite pleasant chap, and also the guy that came to Oversee the works. Explained everything. Very happy. Thank you



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October 2020 Recently Completed Works

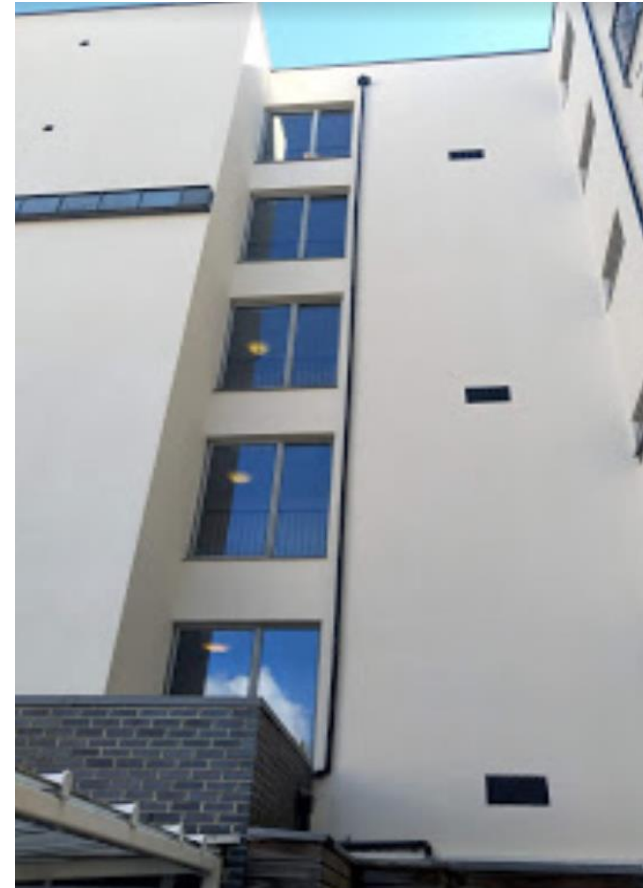
Replacement of Sedum Roof – Delamare Court



Replacement of Flat Roof – Canada Court



External Decorations - Margaret McMillan House



Internal Decorations - Margaret McMillan House



Kitchen Replacement Project – Woodland Drive



Bathroom Replacement Project – Bidders Close



Window Replacement Project – Aranya Court



Replacement Door Programme – Fulmer Close



External Decorations – Hennessey Court



Aids & Adaptations Extension Build Part Funded Elmbridge Council & PA Housing



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Team Purple

Rachael Smart

Sally-anne Underhill

Interactions AS WELL AS transactions



Selfie with my Neighbourhood Coordinator

34 Neighbourhood Coordinators, supported by specialist teams

#TeamPurple

#PAonTour

@pa_housing



#teampurple
was born...



A large group of people, many wearing blue shirts, are gathered on a green lawn. They are waving and smiling. In the background, there are two white vans with purple and blue branding. The scene is outdoors with trees and a wooden fence in the distance.

...and has been taking over Social Media since!

Hamilton, Humb, Northfields & Thurncourt Police
@LPHamiltonDel

Deana Clarke
@DeanaClarke14

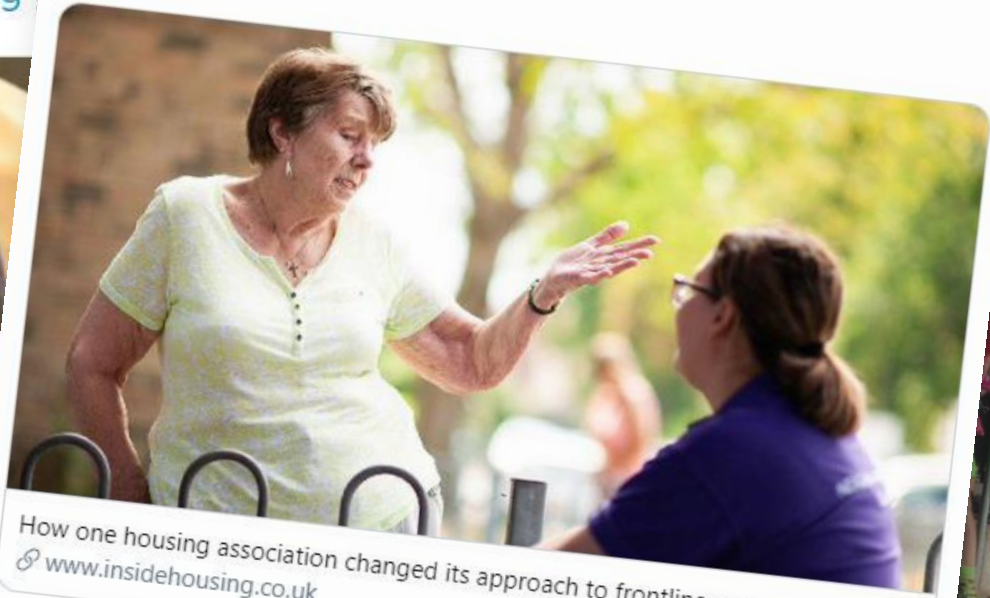
It was lovely to n
didn't want to re
to say hi to @R
@pa_housing

Faisal Butt
@Fizz77

When you see s
bag @BicramA
@pa_housing

INSIDE HOUSING
Inside Housing
@insidehousing

"For the neighbourhood co-ordinators, we went on attitude and behaviours rather than [someone who says] 'I have been a housing officer for 20 years" How @Pa_Housing changed its approach to frontline services #ukhousing



How one housing association changed its approach to frontline services
www.insidehousing.co.uk

10:30 AM · Sep 25, 2019 · [Twitter Ads Composer](#)

4:14 PM · Sep 12, 2019 · [Twitter for iPhone](#)

Trainee board members are a great
www.insidehousing.co.uk

10:00 AM · Oct 3, 2019 · [Twitter Ads Composer](#)



Asra
PA PA Housing

So what does this
mean for customers?



Increased on the
ground presence and
a more proactive
approach.



Helped improve
stakeholder
relationships!





Team Purple working together

Spending time with customers

NEIGHBOURHOODS
TEAM



41 Neighbourhoods on Tour
181 virtual on Tour
2198 interactions
19 Neighbourhood Champions

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PIC • COLLAGE



**Over 9,000
Neighbourhood
inspections completed**

Neighbourhood Toolkit



This item has been reported to us, and it has been flagged for possible removal.

DD / MM / YYYY



Please do not feed wildlife

A lot of people want to help wild animals, such as birds or foxes, by leaving out food for them. Sadly, it can cause a lot of problems.

There are hygiene and pest issues that might arise from feeding wildlife. For many people, it's not to feed wild animals - but it's the right thing to do.



Contact us:
www.pahousing.co.uk my.pa.housing.co.uk
enquiries@pahousing.co.uk [0300 123 2221](tel:03001232221)



Please help keep your neighbourhood clean

Flytipping is costly for us to sort out, so if it's a regular occurrence it can unfortunately lead to a hike in service charges over time.

If you've got large items to dispose of, please call your local council for advice on their collection service or to get the address of your nearest recycling centre. Lots of charity shops may also take your item if it's in good condition.

If you see anyone dumping bulky items please give us a call on 0300 123 2221 and let us know.



Contact us:
www.pahousing.co.uk my.pa.housing.co.uk
enquiries@pahousing.co.uk [0300 123 2221](tel:03001232221)

Visited the neighbourhood today and smelt cannabis in the area

We're aware of people smoking cannabis in the area, and we're working with police to monitor the situation. We want to keep your neighbourhood free from antisocial behaviour and pleasant for everyone living here.

If you'd like to report any antisocial behaviour, please get in touch.



Contact us:
www.pahousing.co.uk my.pa.housing.co.uk
enquiries@pahousing.co.uk [0300 123 2221](tel:03001232221)



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2027 Tenancy Solutions Cases
32 Injunctions
12 Management Moves
4 Partial closures
Noise app increase 400%



1091 relets 19/20

158 Mutual Exchange

366 relets 20/21

16 Mutual Exchange 20/21





Housing Hub

Paragon Asra



PA Housing

Tenancy Sustainment

Emma Conlon, Head of Income

Tenancy Sustainment: Overview

13 Dedicated
money /
benefit
advisors

Intervention

- Early
- Targeted
- Engaging

Establish an
understanding
of root causes

Build
trusting
relationships

Multiple
referral
routes

Triage
process

Solution
focused

Value for
money



Case Study 1

- Customer diagnosed with cancer, gave up work, fell into arrears
- Referred customer to the Tenancy Sustainment Team (TST)
- Established customer was entitled to Personal Independence Payment (PIP) and submitted a claim
- Application declined so TST appealed
- Appeal successful, backdated payment £2268 and weekly payments of £60
- This triggered amendment to housing entitlement which meant PA received backdated payment of £2588
- Customer now £150pw better off and debt free

Performance: Sept 19 – Sept 20

**£3 Million
Gains**

(£1m direct to PA
£2m direct to
customer)

1700
Customers
supported
beyond first
touch

500 Customers
supported by
“One Touch”
service

180 Debt
Advice
referrals

£110k Hardship
Fund
(white goods,
food and
energy
vouchers, home
furnishings)

19 Benefits
Appeals
100%
success
rate



Case Study 2

- Benefits stopped due to customer having mental health issues and not having the ability to renew their claim
- TST received referral and agreed to lead on communication with Department of Work and Pensions (DWP)
- TST arranged for the customer to receive regular food and energy vouchers from PA until benefits re-established
- TST built a relationship with the customer over Zoom and arranged to attend a benefit appeal meeting with the customer (via Zoom)
- The meeting took 15 minutes. Benefits backdated and reinstated with immediate effect

A New World

- Universal Credit
- Generational Shifts
- Financial Impact of Covid
- Increased demand for Financial Services



Tenancy Sustainment's Response

Build long term
trusting
relationships

Provide long
term solutions

Predicted
intervention
based on
behaviours

Resilience

Targeted
personalised
approach



[PA Housing_COVID19 Draft 3 on Vimeo](#)



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Property Health and Safety

Charles Ellis
Head of Compliancy Services

This will cover:

- Landlord compliance in top six areas
- Fire safety improvements
- Fire safety what's coming?

Landlord compliance in top six

Current position - Remediation plan – Delivery

- Gas
- Fire Risk Assessments
- Electrical testing
- Asbestos management
- Lift inspections
- Water management

Fire Safety Improvements

- **Fire Risk Assessment works**
 - 18 months complete by March 2022
 - Medium and lower risk tasks
 - PA Housing framework
- **Two major projects**
 - Elmgrove Point, Greenwich
 - Wolsey Building, Leicester

Elmgrove Point



Fire Safety – What's coming

- Building Safety Act and Fire Safety Act
- External wall investigation
- Intrusive Fire Risk Assessments
- Check all fire doors
- Building Safety Managers
- Digital records
- Time frame

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Community Investment

Esther Clarson

1 October 2020



The communities we serve & the well being of our residents is at the heart of what we do.

Key Strategic Priorities

- Employment, enterprise, education, skills and training (Including Digital Inclusion)
- Health and wellbeing
- Building cohesive, resilient communities and social inclusion
- Response to Covid 19



Programmes to help residents to develop skills to get into work & sustain work.



**Support & encourage projects
that improve the health & well
being of our residents**



Help to create & support resilient communities, bringing people & local partners together



Our response to Covid 19

Follow and share Eikons Instagram Page eikon_youth_club



Like and share Eikons Facebook
Eikons Virtual Youth Club page

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PA Housing Sustainability Strategy

Properties, People, Partners

Suzannah Taylor – Assistant Director Regeneration & Partnerships

Background

- Government target by 2050.
- PA commitment in new Corporate Plan
- Carbon footprint assessment underway
- Sustainability Strategy sits alongside wider approach to corporate social responsibility



Our goals

- To develop a roadmap for how PA Housing can achieve net zero carbon emissions before the government deadline of 2050.
- To improve the environmental performance of our stock.
- To provide customers with what they want and need to be able to make and action sustainable choices.
- To embed sustainable practices within our behaviours as colleagues day to day.
- To work in partnership to achieve strategic goals to address the climate emergency.

Our approach

Looking at all areas of our business:

1) Property

- New homes
- Existing homes and estates
- Offices

2) People

- Colleagues
- Customers

3) Partners

- Contractors
- Organisational partners (e.g. Local Authorities, GLA, Homes England)



New homes

Our new homes programme provides an opportunity to build future-proofed homes through a “fabric first” approach, while introducing new low carbon technologies.

We’ve reviewed our design quality standards to ensure we adopt high energy efficiency across the programme regardless of local requirements.

Example: Thames View House



Includes:

- A 35% additional carbon reduction above Building Regs.
- Efficient centralised heating plant
- Solar panels
- 50% of parking spaces enabled for electric vehicle charging
- Biodiverse planting including 48 new trees
- Contributions to improvements to local park and public transport



Existing Homes

The area where there is the most to do - our stock covers a range of typologies and geographies.

- Rolling programme of refreshing EPCs across the stock.
- £230m additional investment in business plan.
- Target 10,500 most poorly performing properties for improvement to EPC C by 2035.
- Invest in estate infrastructure e.g. recycling facilities, biodiverse planting, electric vehicle charge points.



We've already tackled 135 homes through "First Time Central Heating" and will look to upgrade more this year through the Government's Green Homes Voucher Scheme

Working practices

Covid-19 has accelerated planned changes to how we work and use our offices

- business miles reduced from 400,000 to 185,000 – carbon saving 34 tonnes.
- 160 online interviews, estimated reduction in interviewee travel of 6,000 miles.
- Launched our Bike 2 Work scheme and plan to install new secure bicycle stores, electric vehicle charging points and explore electric pool cars and bicycles.
- Reviewing our office provision – space requirements, building performance, facilities and supplies



Customers and Communities

- Improving energy efficiency goes hand in hand with tackling fuel poverty
- Involved Residents have been asked about priorities for sustainable living.
- Residents want to get involved with initiatives in their local communities.
- We are well placed to provide support and advice, from sustainable travel options to how to save energy at home.
- The Elmbridge Community Eco-Hub will serve around 6,000 PA customers – will offer a range of sustainable lifestyle options



Partners

- We will work with our contractors to identify how we can reduce waste and carbon together.
- Over time, we'll examine our whole supply chain to reduce embodied carbon in the materials we use.
- Working with Local Authority partners who have declared climate emergencies (example: LB Ealing)
- We'll engage with our sector to lobby for the high level intervention needed, for example to decarbonise the grid.



Next Steps for 2020/21

- Complete carbon footprint analysis
- Update our EPC data
- Continue to implement our year 1 Action Plan
- Take advantage of available funding such as the Green Homes Voucher scheme
- Focus on upgrading our worst performing homes
- Continue to drive up standards in plans for new homes

Suzannah Taylor
Assistant Director – Regeneration and Partnerships
Suzannah.taylor@pahousing.co.uk
07580 788189