



*Putting people first*

**Our Corporate  
Plan 2024-2029**

## Our values

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



### Deliver

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



### One Team

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



### Respect

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



## *Our 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.

- 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 purpose*

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



*Our* business is not  
about properties.

It's about the  
people who live in  
our homes and the  
communities they  
live in.

We know how important it is that we listen to the feedback we receive from residents, our stakeholders, the agencies we work alongside, and our colleagues to make sure we can be the best we can be. That's why, since the start of 2023, we've not just listened, we've acted. We've been working tirelessly to make some big changes to how we work, shifting the focus to a people first approach.

We believe that everybody is unique and celebrate everything that makes us individuals while recognising that we also share some common traits. So, putting people first means it's important that we know the people living behind the front door, and that we treat everybody with respect, empathy, and how we'd want to be treated ourselves. Where possible, we'll tailor our services to meet the needs of our residents.

Quite simply, our business wouldn't exist without our residents, so their voice is crucial to our future success. We want to work alongside our residents, shoulder-to-shoulder, celebrating the good things and working to change the things we need to do better. It's important for us to listen to a diverse range of residents from different backgrounds, ages, and demographics to make sure we get well-rounded feedback. That's one of the reasons we'll be launching a Youth Assembly for 18–25-year-old residents to get involved in and have their say on what matters to them.

Our communications will be timely, honest, easy to understand, as well as friendly in their tone. We'll also make them available in languages or formats that our residents request. We're continuing to train our colleagues in this area and have residents helping with this work. We want to work together with residents to have adult-to-adult conversations that are respectful to both parties, and Our People Promise on page 19 allows us to actively challenge when this is not the case.

We want to be ready for challenges before they arise, anticipating the needs of our residents, foreseeing potential issues before they happen, and planning accordingly to prevent them impacting on our service delivery.

We'll continue to embrace technology and use it to help our residents receive great services, and to make sure our colleagues can deliver them. But this will never totally replace human interaction, whether that's over the phone or face-to-face, so we can keep putting people first, especially where our residents may have vulnerabilities.

Sadly, there is still a serious housing shortage across the country, and we don't have the number of homes that are needed, so the development of new homes remains key to our strategy over the coming years. We want to make sure that we're providing good quality,

affordable homes to the people who require them and in areas we believe they're needed. We'll work to build in fewer, more targeted areas to allow us to make the most impact.

Providing new homes to meet housing need should never be at the expense of our existing homes though. We're determined to make our residents proud of where they live by providing a good repairs service and timely improvements to keep them as modern and energy efficient as possible.

To do all of this, we need to make sure we remain in a financially strong and viable business, using our assets to the benefit of our current and future residents. Our rents will be set following government guidance. We'll make sure that the service charges residents pay accurately reflect the services they receive and demonstrate good value for money. We continue to face a high inflationary environment, particularly around asset management and development. Notwithstanding this, we're committed to increasing investment in our homes, and this will mean we have to make every pound of our residents' rent go further. Value for money will remain one of our guiding principles.

We have a lot to do, but we're confident that by getting back to basics and focusing on the people who live in our homes and on the people who work for our business, we'll be able to deliver some amazing things over the next five years.

It's an exciting time for PA Housing, and the team here are all focused and determined to make sure that we're always putting people first.



Michael  
Chief Executive

Suki  
Chair

## Where are we now?

We know we are not where we need to be as an organisation.

This is clear from the feedback we've received over the past 12 months and reinforced through the resident surveys conducted during September 2023. Residents told us that we need to improve the way we do repairs and the time they take, with only 56% of residents being satisfied with our repairs service. They also told us we need to improve the cleanliness and standard of communal areas.

A common message we hear every day is the need to improve how we proactively communicate with our residents. The quality of communication frustrates residents, with 28% expressing dissatisfaction with how we communicate. We must get better at this.

We also know the importance of value for money and how we spend residents' money. Service charges have been a significant cost for many. Our residents have said to us that we need to be more transparent on charges and how costs have been calculated. Value for money in this area is critical.

We know our residents often have to wait too long for us to answer the phone and we're not customer friendly in terms of our opening hours. However, we recognise our challenges – which are many – and over the last 12 months, we've worked hard to build the foundations for being a successful organisation. This has involved numerous changes including the appointment of a new repairs contractor, an internal reorganisation which increased resources in resident-facing teams, a focus on communication, and resetting our culture to put residents first. In our discussions with residents, there's a clear message from many of them that things are improving slowly and that there's change in our openness and desire to respond to service failures. 76% of our surveyed residents said that they felt that they're treated fairly and with respect. This is an encouraging start.

Our Corporate Plan is about the future and building on what we've done so far. It's grounded in reality rather than a strategy that promises the world but delivers little. We'll use this plan to help us navigate the next few years so it will be refreshed annually. This doesn't mean we'll follow the plan blindly; we'll continue to listen to the voice of our current and next generation of residents to adapt and change as we go because we want to ensure that both PA Housing and the strategy remain relevant.

# Where do we want to be?

We want to create places where residents are at the centre of our communities, and we want our communities to be places where people live and prosper, they can be themselves, and their differences are cherished. In these places, our residents will respect their homes, our colleagues, and each other.

Our homes must be warm, safe, and well maintained. We also want to ensure that residents are clear on our service standards, including what is our responsibility and what is theirs. The PA Home Standard, which will be introduced once the backlog of planned maintenance has been completed, will set out what residents can expect from the quality of their home and the level of services they receive from us. The standard will be delivered and understood by all, resulting in better homes for all residents.

We plan to 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 should be proactive, respectful, and honest. This means we will have to say no on occasion, but we'll always explain why.

We want our new homes to be modern and welcoming. They will be sustainable and issue free. We'll make the experience of moving into new homes joyous and easy. We'll build homes in locations that make sense for PA residents. That will be our guiding principle.

Our new build homes need to be places where individuals and families can thrive, so we'll create great places to live rather than simply building bricks and mortar.

Another aim is for our Neighbourhood Team to know the people behind our front doors so we'll know our residents and they will

know us. Our services will have a face and personality and we'll be known in the areas where we operate by the people who live in the communities.

We'd like our residents to know our Neighbourhood Coordinators and to see them as a way to get challenging issues resolved.

Also, our resident-facing colleagues should be supported by efficient back-office services that keep residents' information safe. Our ambition is to provide residents and colleagues with live updates on the services they're receiving.

Our colleagues must all understand what we do and why it matters. They will know how to communicate and know our services. Working with our colleagues will be a positive experience which recognises that we are one team. Whoever people speak to at PA, it will be a consistent level of service.

We want to be financially strong, but only to allow us to invest more into services, homes, and communities. Our financial strength will have purpose.



## Working in partnership

We're an organisation that wants to learn and collaborate. To be the best we can be, we have to learn from the best organisations we can find, both within and outside the housing sector.

We're open to sharing resources or entering joint ventures. Our decisions will be driven by residents and whether we can deliver better outcomes by working more closely with other organisations. As part of this, we'll consider how we work with third parties, including suppliers, recognising that the current models used across the sector are strained and not delivering the outcomes that residents and we want.

We'll look to find likeminded organisations to work with, who share our values and principles. This means, at times, we may be the partner rather than the lead. This requires trust and sensible cooperation, recognising the outcome is what matters, not organisational egos.

In delivering our strategy over the next few years, we'll think about new models to collaborate across the housing sector. We believe that local services are key and this is reinforced by everything our residents tell us. Our thinking will be anchored around this principle, and we believe this is one that can transform the housing sector if likeminded organisations collaborate rather than compete.

In looking at alternative models, we're open to considering different funding and management models. This will require strong relationships with our funders and potential investors.

We're also willing to shape discussions rather than simply follow, and technology will enable our service. This means we're prepared to leap forward in how we use technology to deliver outcomes.

# Our history, heritage, and inclusivity

We're proud of our rich history and how we joined together to create a diverse and vibrant organisation. We'll continue to celebrate our past and never forget where we've come from, but we'll live in the present and look to the future as we continue to do the best for everybody.

We are one organisation who operate as one team, and that is how we'll deliver services to our residents and be led by our senior leaders.

## Our residents

We'll celebrate our communities through supporting them where we can. This will be done through our community fund and our PA on Tour events. We'll ask our communities to invite PA colleagues to their events so we can celebrate with them, and our Neighbourhood Coordinators will be part of our residents' community.

Our residents will represent the communities in which their homes are located, and we'll operate fair and equitable lettings policies which support this. We know there is a significant shortage of social housing. We're committed to doing our part in building more homes and we'll have to make choice on where to build. This means we'll have to say no in some instances to development opportunities.

We'll be an organisation that responds fairly rather than one that listens to the loudest voice, and we'll champion safe communities and work with other agencies to help deliver this.

Where residents abuse other residents because of their race, religion, sexual orientation, disability, and other protected characteristics, we'll adopt a zero-tolerance approach. This does mean we have to follow guidelines set by other organisations, but we will do our part quickly, efficiently, and with empathy.







## *Our* people

Our workforce will represent the communities in which we operate. We'll embrace all strands of diversity and provide a culture where our people can be themselves at work. We'll cherish our differences and use our diversity to enrich our thinking and outcomes. We'll continue to be an advocate for improving diversity within the housing sector.

As part of our recruitment, we'll strive to ensure our panels are diverse and welcoming of all backgrounds to provide candidates with an environment to perform. We'll challenge ourselves to recruit differently and measure this through our Annual Report. We'll look at recruiting through non-traditional routes to support a more diverse intake. This could include recruiting from within our communities or partnerships with local schools and colleges.

To celebrate our diversity, we'll hold four Coming Together events each year for colleagues which showcase the richness and diversity of our communities.

# 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 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.



# Investing in *our* people

Our residents and broader stakeholders recognise we're a business that relies on high performing talented individuals to deliver great outcomes to the people who live in our homes. We want to be an organisation that people aspire to join and are proud to work at; one of our core beliefs is to help all our colleagues be the best version of themselves they can be. Our colleagues buy-in to what we stand for and our ambition.

## To help us achieve this, we'll do the following:

- We'll reward our colleagues based on collective and individual performance.
- There will be some roles where we pay above market rate to attract and retain the right people.
- In addition to core pay, we'll reward exceptional performance in year through one off payments.
- We'll invest in skills, both of a technical nature and "softer" people skills which are paramount in the delivery of our business.
- Our performance management framework, structured around Investors in People (IIP), will provide a fair and transparent model which is aimed at improving performance at all levels.
- We believe that everyone, however well they are performing, can get better.
- Each member of staff will have clear goals and objectives which align to our Corporate Plan.
- Everyone will know the role they play in delivery of PA's strategies.
- We will offer more flexible working arrangements which will include compressed hours and the ability for staff to take bank holiday entitlement when they wish, rather than on pre-set dates.
- We'll offer more part-time working as we extend our opening hours. This will mean, for example, that a member of staff could work two days a week for us, which could be over the weekend.

# Our focus

## Over the next 12 months, we will:

- Complete the Tenant Satisfaction Measures survey in September 2024.
- Complete interim surveys with residents throughout the year across our neighbourhoods, meaning that each resident should be surveyed three times every two years.
- Ensure each neighbourhood has a dedicated Neighbourhood Coordinator.
- Develop a hybrid repairs model which uses national, local, and in-house workforces to deliver repairs.
- Define The PA Home Standard.
- Spend £10m per annum more on planned maintenance.
- Achieve the Decent Homes Standard by the end of February every financial year.
- Have started all fire safety remediation by March 2025.
- Refresh our approach to resident engagement with a new Resident Assembly being in place by April 2024 and a Youth Resident Assembly by July 2024.
- Replace our current scrutiny process with performance improvements panels.
- Complete a root and branch review with residents of both our complaints and antisocial behaviour processes by September 2024.
- Improve the wait times for residents telephoning us by ensuring 95% of calls are answered within 15 minutes. In the following year, we will look to bring this down to under 10 minutes.
- Extend our opening hours to 8am - 8pm during the week. During 2024, the business will start to open on a Saturday morning between 8am and 12:30pm.
- Start to improve our My PA app during 2024 with a view to replace it in 2026.
- Achieve Investors in People (IIP) accreditation in 2024.
- Start building up to 1,000 new homes, funded through the Greater London Authority (GLA) and Home England programmes.
- Work with residents to agree and introduce variations to our service delivery approach where this will improve value for money on service charges.
- Introduce a programme of business process and policy reviews, with resident input where applicable, to streamline how we work, reduce cost, and increase organisational capacity.
- Ensure we have financial capacity for the next two years of development by April 2024.
- Reduce resident queries on service charges by at least 20% year-on-year compared to the 2023 baseline.

# How are we going to do it?

We're focusing on the basics and making sure that we're able to deliver good services to our residents. To do that, this strategy looks at our business in different individual areas. These areas help to define our focus and show how we're putting people first to ensure they're at the centre of our decision making.

## Residents

Our residents, their homes, and the communities in which they live will be at the centre of PA Housing and the decisions we make.

### Priorities for year 1:

- Knowing the people behind the front door. This will be achieved by allocating one dedicated team member to a neighbourhood. In many cases, this is already in place but by 1 April 2024, this will be in every neighbourhood.
- Ensure Neighbourhood Coordinators spend a minimum of 80% of their time in their communities to ensure residents know who they are, know how to access services, and that this is delivered consistently – irrespective of demographics or location. This will be measured through the TSM survey.
- In 2023, we piloted three community events across our regions called PA on Tour. These were a resounding success and, in 2024, we'll aim to host ten further events.
- Undertake four performance improvement panels with residents, looking at what we do and how we can improve. The four areas will be chosen by the Resident Assembly and the results will be published, including the agreed actions moving forward.
- Refresh our complaints process through a root and branch review. The new Resident

Assembly will oversee our work in this area. This will be completed by July 2024.

- You've told us we need to improve how we deal with antisocial behaviour. This is a priority for us and, as with complaints, this will be subject to a root and branch review to be completed by April 2024.
- We'll continue to provide assistance to residents through our financial support scheme and will allocate in excess of £1m to our work in this area. In addition, we'll look to secure an additional £6m of financial support for residents by working alongside other agencies.
- Opening hours for our Customer Services Team will be extended initially to 8am - 6pm before extending further to 8am - 8pm on weekdays and 8am - 12:30pm Saturdays. This is in addition to our existing out of hours service.
- Reduce call wait times by ensuring 90% of calls are answered within 15 mins. A new telephony system will be introduced to support this. This will be measured monthly and reported on our website.

### Priorities for years 2-5:

- Understand the characteristics of our residents so we can provide truly tailored services to individuals and communities where appropriate. We know that this needs to improve, so it will be done through our regular surveys. This will start in 2024 and will be a central component of our approach to engage with residents every year.
- Work with residents to create and agree a Neighbourhood Plan for each of our communities. These will identify what our residents see as the priorities where they live, recognising that we cannot do everything and have competing priorities. The first ten plans will be completed during 2025, and a further fifteen each year.
- PA on Tour events will continue with a minimum of ten events a year.
- During 2025, we'll increase our community-based investment and allocate £100,000 each year to this area of our work.
- Continue the performance improvement panel reviews across the business with a minimum of four per year.

## Resident Engagement and Communications

To provide the best possible services, we need to listen to the voices of our residents and act on their feedback. Resident engagement is not just about formal meetings, but every conversation we have across all the communities we work in. We also need to ensure we're communicating clearly, concisely, consistently, and proactively in ways that all can access.

### Priorities for year 1:

- Neighbourhood Coordinators hold monthly meetings in their communities.
- A refresh of the Resident Assembly to ensure it is inclusive and represents the broader views of residents by April 2024. A report to residents from the Assembly will be published each year in June as part of the Resident Impact Report.
- Launch a Youth Resident Assembly for 18–25-year-olds by July 2024 to help inject younger voices into our engagement activities with residents.
- Establish a Disability and Vulnerability working group with residents to ensure engagement and communication are accessible to all residents by April 2024.
- Publish the PA Home Standard by July 2024.
- Host a virtual call to all residents by the end of February 2024, giving an update on PA and an opportunity for residents to ask questions. If this is valued by residents, we will do this every six months.
- Launch a newly designed website which is easy to access and navigate for residents, and that serves as a showpiece for our brand by July 2024.
- Review all existing letter and leaflet templates being used to ensure consistency and tone-of-voice are appropriate by March 2025.
- Provide specific, tailored communications training to frontline services including our Customer Services Team, Neighbourhood Coordinators, Complaints, and Service Charge teams on a quarterly basis, starting in April 2024.
- Refresh our brand guidelines and ensure colleagues understand the changes.

### Priorities for years 2-5:

- Relaunch a newly designed app which puts the resident in control of their interactions with PA.
- Promote bespoke engagement opportunities to residents based on where they live and their needs, published across our media channels.
- Annual reviews of all templates and branded items to ensure they remain accurate.
- Work alongside suppliers to ensure the letters they're sending on our behalf meet our tone-of-voice guidelines and brand.
- Ensure communications training is a rolling programme of activity for colleagues and that it's included in the induction of new starters.
- Refresh our social media channels and strategy to ensure it remains relevant.



## Asset Management

Our residents' homes are not simply assets or properties we own, they must be treated with respect. How those homes are looked after and invested in is central to our residents' experience so we need their help to look after them and allow us access when needed.

### Priorities for year 1

- To increase our investment in asset management by £10 million compared to the 2023 / 2024 spend.
- To maintain high levels of performance in respect of landlord safety checks including gas safety, asbestos, and electrical testing.
- To improve the management of our contractors to deliver better outcomes for our residents.
- To improve our proactive communications surrounding repairs so that residents are never left in the dark. This work will be overseen by the Resident Assembly.
- To begin the planned maintenance programme on 1 April 2024 to ensure 70% of investment is completed by November 2024.
- Procure and mobilise a new repairs model to deliver all repairs and empty homes work across London and the South East – to go live by June 2024.
- By 1 April 2024, have a directly employed repairs services covering all of the Midlands. This will be supplemented by specialist contractors where required.
- To continue the Plentific (maintenance and property management software) trial to deliver repairs and report back on this to residents by September 2024.
- Refresh our handyman service by undertaking three pilots: one in the Midlands, one in London, and one in the South East. The pilots will be evaluated in October 2024 and feedback will be shared with residents.
- Introduce in-house cleaners by undertaking five pilots: two in the Midlands, two in London, and one in the South East. The pilots will be evaluated in October 2024 and feedback shared with residents.
- Produce and publish a 4-year programme of communal refurbishments for Independent Living – to start in the first quarter of 2024.
- To complete the retrofit of one hundred homes in Leicester where we have secured part government funding. From an environment perspective, these homes are some of our most poorly performing.
- Develop an improvement plan for each neighbourhood by October 2024. This will be led by Neighbourhood Coordinators and will be based on conversations with residents. Each improvement plan will be published..
- Review and publicise the PA Home Standard by July 2024.

### Priorities for years 2-5:

- To maintain high levels of performance in respect of landlord safety checks including gas safety, asbestos, and electrical testing.
- Complete a full stock condition survey of our homes every 5 years.
- For all homes to achieve Energy Performance Certificate (EPC) band C rating before the end of 2029.
- Employ a range of trade apprenticeships by partnering with training centres to provide local employment opportunities.
- Investigate responsive repair communication systems that can deliver progress updates to residents in real time.
- Complete the external wall fire remediation work at all our schemes by summer 2025.
- Relaunch an updated My PA in 2026 to provide a comprehensive view of residents' homes and live updates for repairs, improvements, and reminders about landlord safety checks.

We're committed to improving the environmental standard of our residents' homes. By March 2025, we will have:

- replaced 390 windows with more modern UPVC ones which means homes will be warmer and less draughty, helping to reduce energy bills;
- replaced insulation in a further 933 homes, reducing heat loss through the roofs;
- our ongoing boiler replacement programme which will see 895 old, less efficient boilers replaced with new ones;
- 70 of our worst performing homes in Leicester will be modernised from an energy efficiency perspective;
- a further 711 homes meet EPC C rating.

For the remainder of this plan, we'll continue to carry out improvements and by 2029, we will have:

- replaced a further 2,495 windows;
- installed new loft insulation into 3,598 homes;
- replaced 4,896 old, outdated boilers;
- a further 3,397 homes meet the standards for EPC C rating;
- 132 homes with solar panels installed;
- a further 1,805 homes receive retrofit work to modernise them.



## Growth

We need to build the right homes in the right places. This means we need to listen to our residents and our colleagues, making sure they can influence location and design so that our new neighbourhoods are places we can all be proud of.

### Priorities for year 1:

- We'll complete 600 new homes in 2024 / 2025. This will consist of 400 rented homes and 200 shared ownership homes.
- We will aim for all new homes to go ahead without unforeseen problems. While this is our ambition, it is inevitable that once people move into their new homes, some issues will be identified. We'll work with residents and homeowners to resolve these issues within an agreed timescale. There will be no outstanding issues after 3 months of someone moving in.
- We're committed to completing all homes that are currently under construction. Moving forward, we will build in fewer local authority areas and be led by creating sustainable, vibrant communities where people are proud to live.
- There are currently three construction sites where contractors have gone into liquidation. All three sites will be back under construction in 2024, creating an additional 161 new homes.
- In considering new development projects, our thinking will be shaped by our existing residents' experience of living in our homes. We will actively consider how homes will respond to the changing needs of their occupants. Our test will be whether we're proud of what we've built in ten years' time.
- We will consider transferring some of our homes to other landlords where both our residents and we agree that it's the right thing to do to provide a better level of service.
- We'll also consider disposing of empty homes where the cost of meeting environmental standards is excessive. The proceeds of these disposals will be reinvested in existing homes.
- We'll establish a new set of social value requirements for contractors with a focus on resident benefits by July 2024.

### Priorities for years 2-5:

- We'll ensure all our new homes mirror the same 'fabric first' approach as our existing homes through meeting the Future Homes Standard 2025.
- To identify larger development sites where we may not be the lead developer but can deliver a significant number of affordable homes.
- To develop better and longer-term relationships with a small number of construction firms who share our values and desire to build high-quality, affordable homes.
- We will increase the number of rented homes in our development programme to a minimum of 70%. Where possible, we will build family accommodation to enable families in over-occupied homes to move and free up smaller homes for others in need of housing.
- To continue to review the location and condition of our existing homes. Transfer to another provider when that is in the best interests of our residents or dispose of them if the costs of maintaining them are too high.
- Develop our New Homes Sustainability Standard and Tall Buildings Policy as part of the Growth Delivery Plan.
- Liaise with GLA and Homes England about the need for flexibility in the delivery profile and funding flexibilities around regeneration and S106 schemes.





## People

Our focus is to do better for our residents – improving services, being easier to deal with and investing more. Residents tell us consistently that our biggest asset is our people, so we must make sure we're investing in them and developing a team who understand and buy-in to our purpose.

### Priorities for year 1:

- Our people will be visible in the neighbourhoods and communities we operate in. They will be accessible, friendly and share our residents' passion to improve their homes and where they live.
- Our teams will be empowered to make decisions and resolve issues at the first point of contact to prevent delays and improve outcomes.
- Our People Promise will be understood and lived across PA.
- We will communicate proactively and more regularly, recognising that this is a key area for us to improve.
- We'll help our people to be the best they can be by providing training, coaching, and support focused on colleagues' development, health, and wellbeing.
- Review and refine our recruitment and retention practices to attract and retain a more diverse, high-performing workforce. This will include the introduction of new channels for attracting external talent by December 2024.
- We will work to develop our services towards 24/7 in key teams, and expand our opening hours to be more accessible for our residents and create greater flexibility for colleagues.

### Priorities for years 2-5:

- To achieve Investors in People Silver accreditation.
- To be an employer of choice, where our people are proud to work, and others want to join.
- To maintain modern, flexible working practices to retain and recruit the best people in our sector.
- To be an organisation that continuously invests in our people to develop their skills which, in turn, will produce better outcomes for our residents.



## Finance and Value for money

Ensuring the value for money of our activities is a critical component of the service improvement journey.

- We will manage our financial resources in a way that maintains our resilience as a social housing provider and allows us to maximise investment in the right areas.
- We will be accountable for how much the delivery of our services costs. Service Charges are an area where residents rightly challenge us to get the balance correct between service level and price. Working with our residents, we will look to better understand what this balance is so we can better reflect what matters most to our residents. This review will be carried out by December 2024 in order to influence the 2025 / 2026 service charges.
- We will set out service standards so that all residents will know what to expect in regards to communal cleaning and grounds maintenance.
- We will review how we manage external suppliers and contractors plus all areas of significant spending. This will be completed, working in partnership with residents, by September 2024.
- We will report on our progress in improving value for money in June of each year as part of the Resident Impact Report.
- We will continue to comply with guidelines produced by central government which determine our rent levels.
- In building new homes and investing in existing homes, we will look at the lifetime costs of components which may mean we spend more at the start to reduce ongoing costs.
- We will set up a performance improvement panel focused solely on value for money which looks across all our activities. This will be a permanent group which will be attended by PA's Director of Resources and will be in place by 1 July 2024.

# What will PA Housing look like *in 5 years' time?*

## What will our residents say?

- You listen to us.
- Our views shape your decisions.
- You do what you say you will do.
- If you get it wrong, you say sorry and fix it.
- We love our homes and communities and are proud of where we live.
- Our service charges are fair and accurate.
- It's easy to talk to you.
- We understand our responsibilities.
- We treat PA colleagues how we want to be treated.

## What will our colleagues say?

- I'm proud to work at PA.
- I know my role, how it fits in, and I feel empowered.
- I know what matters to our residents by listening to them.
- I make a difference to residents every day.
- I'm part of one team.
- We talk to each other in a respectful, mature, adult-to-adult way.
- I work flexibly, managing my work and life effectively.
- We shout about our successes and learn from our mistakes.
- I'm the best version of myself I can be.
- We celebrate and learn from our differences.
- We're all leaders.

## What will our homes look like?

- Homes are safe, warm, and are well looked after.
- We'll exceed Decent Homes standards.
- We have achieved an EPC rating C on all our homes.
- We invest in our homes based on need, rather than on the number of years since we last invested.
- Communal areas are modern, clean, and welcoming.
- Independent Living homes are welcoming and inviting.
- We're a fast follower on sustainability rather than an innovator.

## Where will we be building?

- Our development programme is people and community led.
- We build as many affordable homes to rent as possible.
- We will build more larger homes to allow us to move families and free up smaller, one and two-bedroom homes.
- We build in areas where we're supported by local authorities.
- We are a strategic partner for Homes England in our own right.
- The Greater London Authority (GLA) see us as a key partner.

## Looking to *our* future

We hope you enjoyed reading our Corporate Plan. We're excited about PA's journey and the difference we can make working hand in hand with our residents, shared-owners, leaseholders, and stakeholders. We know from our conversations with many residents that we want the same thing: safe, warm, affordable homes in communities that we're proud of. We recognise that we haven't always got it right, but we will be better. That's our promise to you.

It won't be easy. Rightly, you expect more from us than ever. We need to remember why we exist as an organisation. Our teams are focused on our purpose and being the best version of themselves they can be. So, we'll need to invest in our people. Our commitment to improving our residents' homes is unwavering and can be demonstrated by the additional spend of £10m per year in this area for the next four years. This means that we'll spend at least £50m annually on home improvement over the life of the corporate plan.

We'll build more homes as England faces a desperate shortage of affordable housing. We won't be able to build everywhere, but we're committed to doing what we can.

We also want to extend our opening hours to reflect the feedback given to us. This will happen over time, as will further investments to improve how we answer your calls and our My PA app so that it's as easy as possible for you to contact us and can get things done. The resident voice is critical and my personal commitment to you is that we will listen and act on your feedback. This doesn't mean we can do everything, and sometimes we'll have to say no, but we'll explain the choices we make and why.

We ask for your continued patience as we continue improving as an organisation.

Together, we can build an organisation that we're proud of.

*Our* business is not  
about properties.

It's about the  
people who live in  
our homes and the  
communities they  
live in.



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