



ANNUAL REPORT 2021

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“As a small association we pride ourselves on being able to provide a much more supportive and personal service to our tenants.”

Chair's Introduction



2021 has continued to be a very difficult and challenging time for us all. There have been considerable changes to our home and working lives with the cost of living seeing its largest rises for a number of years. We recognise that the difficulties facing many of our residents have been significant.

As a local association we are able to adapt and tailor our management and housing services to support our residents through these difficult times and strive to make our homes safe and as affordable for residents to live in as we can.

In 2021 we approved our climate and environmental strategies which will guide us through the next 5 years and beyond in making improvements to the energy efficiency of your homes and ensuring we maintain modern homes through replacement kitchen and bathroom programmes.

Finally we have been delighted to see that our customer satisfaction over the last year has maintained its high levels and I would personally like to thank colleagues for supporting our residents in these tricky times. What we do in times of crisis and adversity continues to astound me and I am proud to be the Chair of such a forward thinking and caring organisation.

John Cogbill
Chair of the Board

99.5%

of tenants satisfied with
**repairs maintenance
service**

Chief Executive's Report

Even before the impact of Covid 19 across the country, our operating environment was challenging. The team at PHA Homes has been totally focused on supporting our tenants and their families through these challenging times for everyone.

We have discussed our service to our tenants during lockdown with members of the Tenants Engagement Panel (T&P). I'm delighted to be able to report that they unanimously agreed that the service provided was good and they had no recommendations for change should we face a similar situation in the future.

Going forward we also need to address the significant challenges of environmental and climate change. This will be a long term project for us all at PHA Homes. During 2021 we developed our strategy to tackle the demands of implementing the necessary changes to existing stock and ensure that new stock meets legislative requirements. Reducing our impact on the environment has never been more important and this will be a priority at PHA Homes in 2022 and beyond.

We also remain totally committed to ensuring the health and safety of all our residents. This work is continually monitored and we are 100% compliant with legislation relating to:

- Annual gas servicing
- Electric certification
- Fire risk assessments
- Legionella risk assessments
- Asbestos surveys
- Unvented cylinder inspections

There were no health and safety incidents during 2021

Our commitment to providing excellent services and good quality affordable homes remains strong and unwavering. Our Board members, tenants, contractors and staff remain central to our success and we will continue to invest in them. I would like to thank them all for their continued support and hard work during a particularly challenging year.

Denise Rajchel
Chief Executive



94%

of tenants satisfied
with **value for
money
rent**

A close-up photograph of a man and a young girl. The man, on the left, has a beard and is looking down at the girl. The girl, in the center, is holding a sandwich with lettuce and is about to take a bite. The image is framed by large, overlapping pink and purple geometric shapes. The text 'A home they can be proud of...' is in the top right corner.

**A home
they can be
proud of...**

Governance

The National Housing Federation (NHF) code of Governance

During 2021 PHA Homes adopted the new Code of Governance and is fully compliant. The new code of governance is designed to help housing associations achieve the highest standards of governance and Board excellence.

The code is built around the key values that good governance is based on – accountability, integrity, openness, and equality, diversity, and inclusion. At its heart are four core principles which shape the content of the code, each with a set of requirements for organisations to adopt:

one

Mission and values

All housing associations, regardless of size, should be able to engage with their residents in a meaningful way.

two

Strategy and delivery

The new code places a greater emphasis on financial, environmental and social sustainability.

three

Board effectiveness

The board should have regard to the skills and diversity needed to run the organisation effectively.

four

Control and assurance

The board's role in obtaining robust assurance around the effectiveness of controls.



93%

of tenants satisfied with
**landlord service
overall**

“

I am proud that PHA Homes continues to grow and evolve, whilst ensuring that we maintain our focus on the quality of our homes, the services to our tenants and retaining our roots in the local community.

”



The code is designed to cater for the diversity within the housing sector, and those adopting it should apply it in a way that fits the size, complexity, and scale of their organisation.

Corporate Strategy 2022 – 2025



During the year the Board and staff reviewed the Corporate Strategy 2022 – 2025 to ensure that we continue to comply with the National Housing Association's Code of Governance.

88%

of tenants satisfied
with **quality of
home**



OUR VISION

PHA Homes strives to provide good quality, affordable homes, and excellent services.



OUR CULTURE

Our culture is inclusive and caring, we respect each other and our differences, support and empower everyone to have a voice and are passionate about what we do.



OUR VALUES

At the heart of our organisation and shaping the way we deliver our services are our five values:

1

Our personal approach

Being proactive, friendly, and approachable

2

One team

Everyone playing their part

3

Working with integrity

Being trusted and trusting

4

Open to innovation & embracing change

Creatively bringing new ideas forward

5

Equity and flexibility

Being balanced in our approach

Our Performance in 2021

PHAs performance overall against peers is good and satisfaction levels remain high. 2021 performance results are shown below.

Financial data: The regulator of Social Housing has set out seven 'compulsory' metrics with which to measure economy, efficiency, and effectiveness on a comparable basis across the sector.

Regulator for Social Housing compulsory metrics	PHA Homes	Acuity median	HouseMark median
Operating margin %	36	20	89.8
EBITDA MRI Interest cover %	204	256	86
Gearing %	34	11.75	n/a
New supply delivered	8	0	n/a
Reinvestment %	1	2.2	n/a
Return on capital employed	4	2.7	n/a
Headline social housing cost per unit	1,914	4,847	n/a

We remain open and honest about our business; what we do and how we do it.

SERVICES

Annual Benchmarking Data	PHA Homes	Acuity median	HouseMark median
Average re-let times (calendar days)	15.60	29.54	52.30
% current tenant arrears of rent	0.68	2.83	3.55
% tenants satisfied with landlord service overall	93.00	89.00	82.00
% tenants satisfied that landlord listens to views & acts on them	84.00	74.20	67.30
% tenants satisfied with quality of home	88.00	88.00	81.00
% tenants satisfied with neighbourhood	88.00	86.70	82.00
% tenants satisfied with VfM for rent	94.00	88.55	85.00
% rent loss from empty properties	0.40	1.41	1.33
% think that their landlord is easy to deal with	91	88	77
% tenants satisfied with repairs maintenance service	99.5	95	89.9
% tenants satisfied that their home is safe & secure	93	93	80.8

Acuity = National benchmarking data for smaller housing associations managed by Acuity
HouseMark = National benchmarking data for all housing associations. Acuity is part of HouseMark. HouseMark is jointly owned by the National Housing Federation and the Chartered Institute for Housing.

During 2021

Refurbishments



We completed the refurbishment of the communal kitchen at East Lodge, a sheltered scheme in Rogate.

We also completed the refurbishment of two bedsits into a spacious 2 bed flat in the centre of Petersfield.



Reletting our properties

Only a small number of properties become available for reletting each year. The majority of our homes are let to people who are registered for social housing with the local authority. We relet 21 properties in total over the year (27 in 2020).

Our average relet time, the time between one tenancy ending and another starting, was 1.4 weeks or 9.6 days. Our target is 2 weeks or 14 calendar days.

Our empty property standard aims to ensure that our properties are safe, secure, clean and in good repair when residents move in. These standards have been reviewed and approved by our Tenant Engagement Panel (TEP) during 2021.

Legislative & Regulatory Compliance

PHA Homes has a robust approach to ensuring legislative and regulatory compliance.

Performance regarding compliance is reported quarterly to the Board. At the end of 2021 PHA Homes was 100% compliant across all areas including gas, electric, fire safety, legionella and asbestos.

The association manages a comprehensive compliance database which holds records on each property file on the Associations computer network. Compliance was subject to an internal audit in 2019 the outcome of which was a 'substantial degree of assurance that the Association has good controls for the areas reviewed'.

Day to day repairs

Tenant satisfaction with the responsive repairs service was 99.5% throughout the year.

Planned maintenance – During the year we installed:

- 9 x kitchens
- 1 x communal kitchen
- 6 x bathrooms
- 1 x communal area toilet
- 6 x patio doors
- 37 x new smoke detectors
- 10 x new boilers
- 10 x new fuse boards

In addition:

- 2 x communal areas were redecorated.
- 2 bedsits were converted into a large 2 bed flat.
- 44 x electrical test & inspections were carried out.

Tenant satisfaction with the planned maintenance service was **98.8% throughout the year.**

Complaints

During 2021 we received 9 complaints of which 7 were resolved at stage 1 of our complaints policy. There were no complaints with the Housing Ombudsman.

We regularly review all complaints we receive and use that information to improve services.

We also received 21 compliments from our residents.

During the year we carried out **668** REPAIRS

97%

were completed
**within target
times**

Resident profiling

We also undertook a comprehensive resident profiling exercise which shows that...

Ethnic Origin

87% of our current tenants are white British.

3% are white Irish.

7% are 'other', which is mostly eastern European.

3% of our residents are mixed race, Black African or Caribbean.

Employment

38% of our tenants are employed on a full-time basis.

17% of our tenants are employed on a part-time basis.

28% of our tenants are currently unemployed and either seeking work or unable to work.

17% of our tenants are retired.

Disabilities

86% of our tenants are not disabled.

2% are disabled physically.

8% are disabled mentally.

4% are both mentally and physically disabled.

Benefits

42% of our tenants are not in receipt of any benefits at all.

41% of our tenants are in receipt of the housing element of Universal Credit (26%), or in receipt of full or partial housing benefit (15%).

17% of our tenants are in receipt of other benefits such as disability benefit, personal independence payment (PIP), carers allowance, or similar.

Age profiles

13% of our tenants are aged between 19-30.

63% of our tenants are between 31 and 60.

10% of our tenants are between 61-70.

14% of our tenants are over 70.

Dependants

59% of our tenants either live alone or have no dependants (children under the age of 18 or disabled persons living at the property).

12% have one dependant.

18% have two dependants.

8% have three dependants.

2% have four dependants

There is one household that has five dependants.

We use this information to ensure that our services remain appropriate for all our residents.

Occupancy

86% of our tenants are not over/under occupying their property according to their housing need.

7% of our tenants are over occupying their property and therefore considered to be overcrowded.

7% of our tenants are under occupying their property according to their housing need.



Summary of Accounts for 2021



93%

of tenants satisfied
that their home is
safe & secure

Where our money comes from

£

Rents	1,797,233
Service charges	78,132
Interest receivable & similar income	126
Other income	49,163
Amortisation of capital grants	100,258
Total	2,024,912

Where our money goes

£

Property maintenance	389,908
Housing management	451,867
Depreciation	364,730
Interest payable & similar charges	329,100
Service charges	78,275
Loss on disposal of components	-91,946
Other	18,284
Total	1,540,218
Surplus for 2021	484,694

Balance sheet at 31/12/21	2021 (£)	2020 (£)
Tangible assets	22,918,359	22,761,110
Current assets	£	£
Debtors	32,796	28,285
Cash at bank and in hand	1,242,112	1,400,636
Creditors: amounts falling due within one year	(1,075,940)	(975,560)
Net current assets	198,968	453,361
Total assets less current liabilities	23,117,327	23,214,471
Creditors: amounts falling due after more than one year	(14,312,917)	(14,937,324)
Provision for liabilities	(173,000)	(239,000)
Net assets	8,631,410	8,038,147
Capital and reserves	£	£
Called up share capital	8	7
Revaluation Reserve	199,534	175,967
Income and expenditure reserve	8,431,868	7,862,173
Total equity	8,631,410	8,038,147
Income & expenditure for the year ended 31/12/21	£	£
Turnover	2,024,912	2,042,524
Administration expenses	(1,211,244)	(1,225,568)
Operating surplus	813,668	816,956
Interest receivable & similar income	126	14,212
Interest payable & similar expenses	(329,100)	(326,741)
Surplus for the financial year	484,694	504,427
Revaluation Reserve	23,567	175,967
FRS 102 Pension provision	85,000	(69,000)
Total Comprehensive income	593,261	611,394

The Board of Management

John Cogbill **Chair**

John has worked in the housing sector for over 30 years specialising in Asset Management, development, procurement, and portfolio management. John has worked at Director and Executive levels for a number of housing associations across the country and until recently was the Chief Commercial Officer for Your Housing Group located in the North West. Prior to that, John spent several years working as a consultant for Savills operating around the country as an advisor or acting as an interim. John also has extensive experience as an executive and non-executive Board member for a number of Joint Ventures and smaller Associations.

Kevin Smith

Kevin is a Partner and Head of the firm's Commercial and Commercial Property Departments at MacDonald Oates solicitors in Petersfield. Kevin is a Company Commercial, Commercial Law and Commercial Property specialist. As well as practicing in Construction and Engineering Law, Kevin is also a highly experienced Residential Property lawyer. Kevin is a Fellow of the Chartered Institute of Arbitrators and a Member of the Royal Institution of Chartered Surveyors. He is also a Member of Hampshire Incorporated Law Society.

Graham Norris **Chair of Audit and Risk Committee**

Graham worked for 29 years as an Operations Manager for a multinational advertising company, working his way up to UK Technical Manager responsible for procurement, product development and Health and Safety. He is now a full-time carer.

David Thompson

David is a retired Chartered Surveyor, whose particular specialisation has been in development and property management within the social housing sector. David worked at a senior level within the sector and was responsible for development programmes, property management, routine maintenance and asset management including re-investment into the existing stock. David also managed all aspects of providing new social housing through acquisition of land for the construction of new buildings and purchase of property for renovation and repair. David was also a founding member of the Wickham Community Land Trust (WCLT), set up in 2008.

Qamer Yasin

Qamer is currently Contract Performance Manager with Two Saints Ltd and a qualified Executive Coach and Mentor. She has over 30 years' experience in the social housing and homelessness sector. She brings extensive senior and strategic management experience and has a track record of successfully delivering front line services. She is a Fellow Member of the Chartered Institute of Housing and Associate Member of the Association of Coaching.

Denise Rajchel

Denise has been Chief Executive of PHA Homes since 2008. She has worked in the housing sector for more than 25 years within local authority, a LSVT organisation and national housing associations. Denise is a member of the National Housing Federation's sounding board and also a member of the National Housing Federation's national panel of smaller housing associations. She is a Chartered Member of the Chartered Institute of Housing.

Steve Dennis

Steve is Chief Executive of Saxon Weald, a housing association based in Horsham, West Sussex, who own 7,000 homes across Sussex and Hampshire. Steve has worked in the social and affordable housing sector for over 25 years. After starting his career in information technology he has worked in a variety of roles including Property Director and Housing Director before becoming Chief Executive in 2018.

At the end of the year there
was one vacancy on the Board.



PHA Staff

DENISE RAJCHEL – CIHCM
Chief Executive

PAUL SHERGOLD
Director of Operations

LAUREN PARRETT – CIHM
Head of Services

CLAIRE CORNEY
Finance Manager

DAVID SILVESTER
Maintenance Officer

ELEANOR DORN
Housing Officer

CAROLINE CRAFT
Finance Administrator

CAROLYN BRICKELL
Services Administrator



Tel: 01730 263589

Web: www.phahomes.co.uk

Address: PHA Homes, 32 Dragon Street,
Petersfield, Hampshire GU31 4JJ



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