



# RESIDENTS ANNUAL REPORT

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# 2024

Great homes & services, affordable rents helpful people at the heart of our community

An aerial photograph of a campus, likely a university, featuring a large river in the foreground, a dense cluster of buildings in the middle ground, and rolling hills in the background. The entire image is overlaid with a dark green tint.

# Our Mission is Simple

To make this a great place for everyone to live, learn, work and grow with a shared sense of belonging.



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# Building a Sense of Belonging

## Welcome to our 50th Annual Report



### Community & Collaboration

We love being a community based organisation, truly knitted into the fabric of our local area.

We were originally formed 50 years ago by local people who came together to do something about homelessness. Today, most of our staff and board members have a local connection and we maintain our deep tradition of community partnerships and collaborative work.



### Listening to Residents

We launched our 'Big Listen' programme this year and managed to make a face to face connection with about half of our residents.

Many of you came to our coffee mornings or to our evening meal, and it was great to see so many of you at our 50th anniversary party at Petersfield Museum.

These gatherings sparked more open and personal conversations which we hope we can learn from and find opportunities to do more to help.



### Great Homes & Services



The Board keeps a close eye on the quality of homes and services we provide for residents.

This year, we invested more than ever in repairs and improvements and our tenant satisfaction and performance measures showed that our services compare well with other landlords.



## Your Satisfaction

The Board was delighted that 93% of residents were pleased with our overall service and that you noticed real improvement in repairs, complaints and anti-social behaviour responses.



## Our Plan

Our new business plan sets out steady investment to help us deliver on our mission.

We're putting more into frontline staff so you get the personal attention and knowledge you value, while also investing in our homes and systems.

In the years ahead, we aim to grow our positive impact in the community, being not just a good landlord, but also a good neighbour and partner, and to increase the number of homes we can offer.



## Your Safety

**Safety is always our top priority. The board reviews safety performance at every meeting, making sure that checks are carried out on time and any follow up action is completed.**

We had no major issues this year and all of our gas, electric, asbestos, water and fire checks and certifications were kept up to date. We are never complacent about this, so if you ever have any concerns, do let us know.



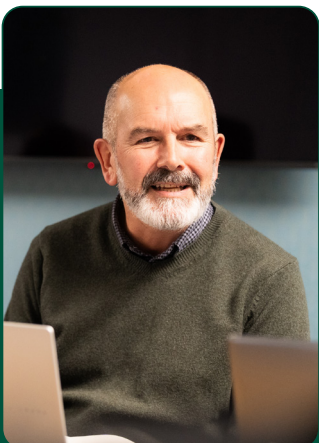
## Your Voice at Board



We were sorry to say farewell this year to Graham Norris (include a pic) who stood down after many years of service as a Board Member. Graham has been an amazing advocate for residents and made sure that we always think about the impact of our decisions. His keen eye and honest challenges will be missed.



We are delighted to welcome Kerry Lockyer to the Board in his place. Kerry is enthusiastic about being a voice for residents at Board level and we look forward to benefiting from her experience and passion over the coming years.



A big thank you to my fellow Board members, our dedicated staff, and all our partners, contractors, consultants, and advisers for their continued support. We're excited about the future and the role PHA can play in making this a great place for everyone to live, learn, work and grow with a shared sense of belonging.



*Steve Dennis, Chair*

# Delivering Our Goals

We have four main goals to guide us in making our community a place where everyone can live, learn, work, and grow with a shared sense of belonging.

## A Shared Sense of Belonging

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### Providing Safe, Warm & Affordable Homes

In 2024, we invested **£750,000** to make our homes safer, warmer, and more affordable.

In 2024, we:

- ◆ **Improved 50+ homes**, nearly half with major upgrades such as new kitchens, bathrooms, fuseboards or fire doors.
- ◆ **Tackled damp & mould**, adding mechanical ventilation in 20+ homes to improve air flow and prevent future issues.
- ◆ Spent **£200,000+ on safety** with 100% of properties passing legal and safety checks.
- ◆ **Boosted energy efficiency** with new loft insulation, heating systems, solar PV units with battery storage and our first air source heat pump.

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### Services that Feel Personal

This year, we've worked to get to know residents better, so we can focus on **what matters most to you**.

In 2024 we:

- ◆ Acknowledged issues of loneliness & isolation → committed to helping residents stay connected
- ◆ Launched **'The Big Listen'** drop-in events and connected with over half our residents.
- ◆ Used your feedback to shape our priorities, **improving communication** and increasing investment to **cut repair times by 25%**.
- ◆ Responded to cost of living pressures by distributing **£15,000+ in grants** and built partnerships to continue to bring in funding.
- ◆ Acknowledged your feelings of **loneliness or isolation** and committed to helping people **stay connected** in future (please let us know if you are struggling).



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## Connecting & Contributing in Our Community

We had a fantastic 50th anniversary celebration, using it as a chance to connect with the wider community and showcase how our work supports **local wellbeing**.

In 2024, we:

- ◆ Worked with children from **The Petersfield School**, producing a film & artwork inspired by the local community.
- ◆ Exhibited artwork at **Petersfield Museum & Art Gallery**, where an archive of local photographs were also displayed.
- ◆ Welcomed all **East Hampshire District Council** residents to a new drop-in hub at our office, for advice and support.
- ◆ Worked with **Food Bank, Kings Arms and HomeStart**, to provide small grants and practical help to residents.
- ◆ Created new business plan to extend our support to more **local charities** and **community organisations** in future.

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## Maintaining Strong Foundations

We can only keep delivering **great results** for residents and the community with stable finances, strong governance, inclusive leadership, and a committed team.

In 2024, we:

- ◆ Updated our business plan to boost long-term investment in improving existing homes.
- ◆ Upgraded our back-office systems and added more frontline staff to improve everyday services.
- ◆ Modernised our website with a user-friendly tenant portal.
- ◆ Reviewed the culture residents experience, making changes to strengthen repairs and complaints handling.
- ◆ Ensured our Board stays closely involved in meeting all regulatory and legal standards, including the Housing Ombudsman Code and safety checks.



## Safety Compliance



Gas Safety  
Checks

100%



Fire Risk  
Assessments

100%



Asbestos  
Surveys

100%



Legionella  
Water Safety

100%





## Learning from complaints

In 2024, 11 customers made a total of 21 complaints. Six were upheld (28.5%) and two were partially upheld (9.5%).

Most of the complaints we upheld were still about repair delays or the fact that we came back more than once or did not personalise the service to your needs. Although we have made real improvements in resident satisfaction with repairs, we know that this is the area we need to continue to focus on in 2025.

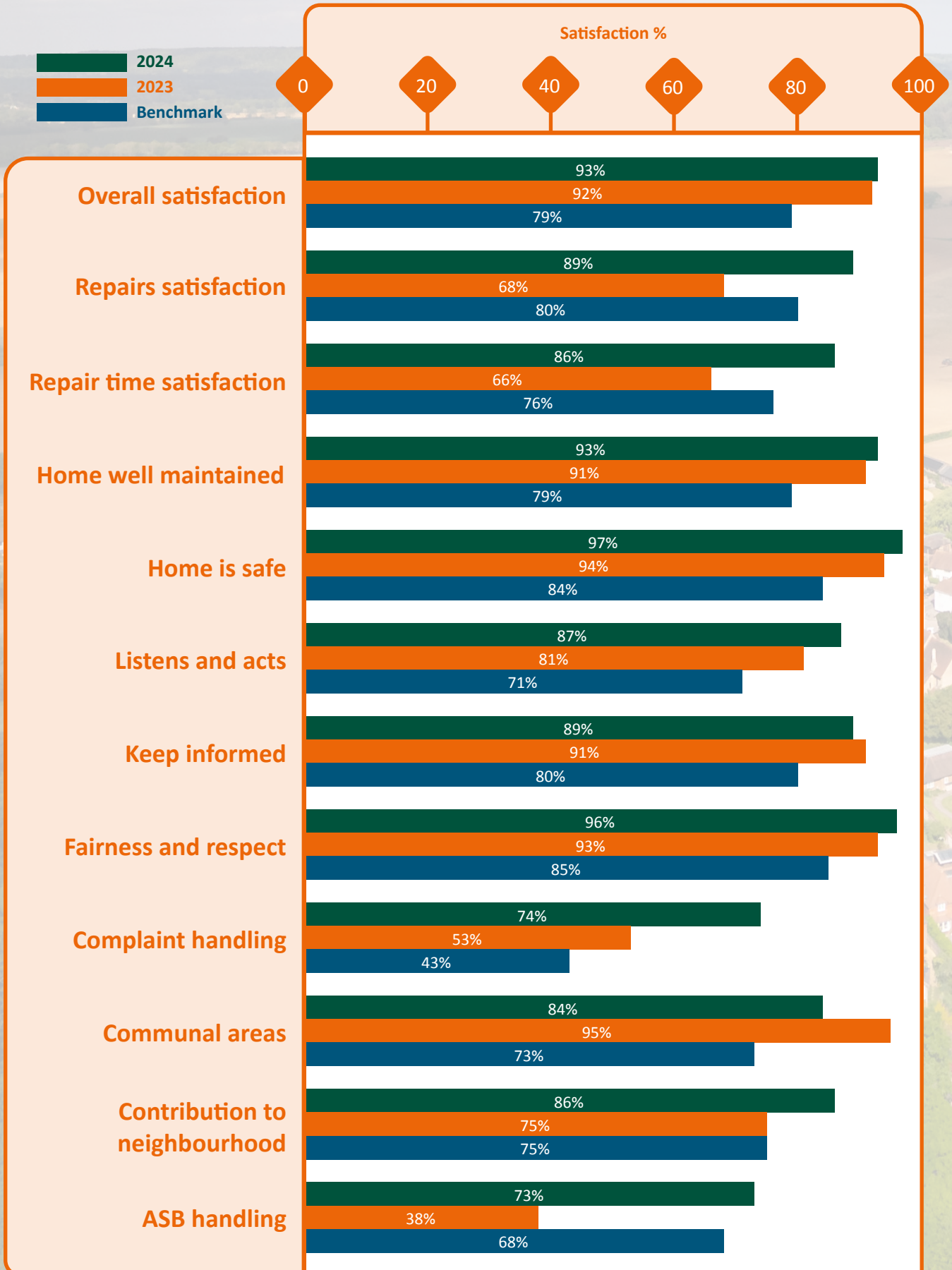


We received two findings of maladministration and service failure from the Housing Ombudsman, both involving the same case. These highlighted issues with our complaints handling, record keeping, and service delivery. The Board has reviewed the lessons learned and agreed actions to improve.

Feedback from complaints, alongside a Knowledge & Information Management report from the Ombudsman, led us to invest in better IT systems. Our new housing management and finance system, launched in early 2025, will support stronger record keeping, better service tracking, and more 'self-service' options for residents.



# Our Tenant Satisfaction Measures





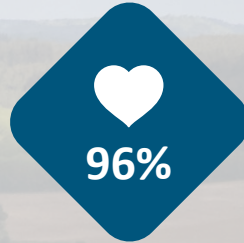
In May, we asked nearly all residents to share their views in a survey that lets you see how we compare with other landlords. Around 85% of you took part, thank you!

We're pleased our results remain strong across the board. Last time, you told us repairs needed to be faster and communication clearer, and that we could do better handling complaints and anti-social behaviour. It's great to see real improvement in these areas.

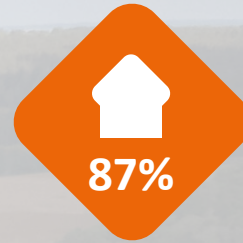


## Satisfaction of communal areas

We were disappointed to see satisfaction with common areas fall to 84% in 2024. Our updated plans include more people and more investment to focus on these areas in 2025.



Feel treated with fairness & respect



Feel safe in their homes



Overall Satisfaction



## Keeping you informed

Keeping you informed fell very slightly from 91% to 89%. This is a key priority for us so we will be working hard to keep this score high in 2025.

## Management Metrics vs Benchmark

Performance Area	Measure	Benchmark	2024	Results vs Benchmark
Repairs	Non-emergency repairs on time (%)	87.8	91.3	↑ Better than benchmark
Repairs	Emergency repairs on time (%)	99.1	100	↑ Better than benchmark
Complaints	Stage 1 complaints (per 1,000 homes)	37	66	↓ Below benchmark
Complaints	Stage 2 complaints (per 1,000 homes)	5.5	9	↓ Below benchmark
Complaints	Stage 1 responses on time (%)	100	100	→ On benchmark
Complaints	Stage 2 responses on time (%)	98.5	100	↑ Better than benchmark
ASB	ASB cases (per 1,000 homes)	23	78	↓ Below benchmark
ASB	Hate-related ASB (per 1,000 homes)	0.3	0	↑ Better than benchmark

We had more complaints and ASB cases than average but this reflects our very small stock. Resident experience of our management of these issues was above average.



# Money In & Money Out

PHA Homes is a charitable organisation and any surplus that we make is reinvested in our homes and our services.

We have to continue to make surplus in order to be a viable business that can continue to keep homes in good repair, pay our loans and provide services to our customers.

Property Size	PHA Home (inc. s/c)	Petersfield Average	% Market
1 Bed	£118	£225	52%
2 Bed	£146	£275	53%
3+ Bed	£162	£450	36%



Most of our work is in providing social rented housing for people who need homes in Petersfield and nearby areas. Our homes are let at substantially lower rents than those in the private market.



## Where our money comes from and where it goes: Housing Income & Expenditure

Income Social Lettings	Per Week*
Rent	£134.56
Service Charge	£5.73
<b>Total from residents</b>	<b>£140.29</b>

\*Excludes sheltered housing, temporary social housing & market rent

Spend Social Lettings	Per Week*
Maintenance & Compliance	£23.00
Improvements/Reinvestment	£24.00
Staff, Mngt & Office Costs	£74.00
Service Costs	£8.00
Other Housing Costs	£2.50
Bad Debts & Void Loss	£1.00
<b>Total</b>	<b>£132.50</b>

\*Net of loan repayments & depreciation





## Value for money

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**We love to get good value for money, but we know that isn't always the same as getting the lowest cost.**

We work with a wide range of smaller local contractors and suppliers and we get a great service from them, which our residents really like.



Although we may not get the very lowest price, we are confident we are offering value for money in terms of the balance between economy, efficiency and effectiveness.

Our value for money also compares favourably to other landlords with a headline cost per unit of £4,778 compared to an average of £5,851 (82%).

Our average costs are rising, but this reflects a positive decision to spend more money on our existing homes.



# Working from Our Values

We want our values to be more than words on a wall. This year, the Board commissioned an audit to see how well they show up in everyday service. It found we could do more to show empathy and tailor our approach when residents face challenges like complaints, mental health issues, or debt.

We've built these lessons into staff training, using real examples to help us live our values and deliver the best for residents and the business. The Board will keep reviewing our culture, with resident feedback at the heart, to make sure your experience matches the standards we set.



## Social Value

As a small local provider, we can offer a responsive, personal service.

Most of our homes are within two miles of our office, so it's easy for residents to pop in for a face-to-face chat. Many of you value knowing our team personally, and recognising the local contractors we've worked with for years.

We're a small team where everyone wears many hats, sharing information daily about homes, residents, and any risks or concerns. Our staff take pride in going the extra mile to support residents facing practical challenges or hardship.



# Our Values In Action



## Supporting Families with complex medical needs

This year, we supported a family with complex medical needs to move to a more suitable home.



## Financial Support to over 40 households

We provided over £15,000 in energy and other grants to more than 40 households, including through the Housing Association Charitable Trust (HACT).



## Supporting Individuals in transforming living conditions

We helped one resident improve their living conditions by bringing together practical and emotional support from several agencies, alongside upgrade works to their home.



## Supporting New Parents to build skills and confidence

We connected two families with the HomeStart programme, helping new parents build skills and confidence.



We genuinely want to know if you're finding things difficult, and we hope the trust we've built gives you confidence that we'll always do our best to help.



# Thank You



Linda Wallace  
Chief Executive



Steve Dennis  
Chair



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