



Hexagon

Corporate Plan  
2020-2023



# **Corporate Plan 2020 - 2023**

## ***1.0 Introduction***

This Corporate Plan is a three-year plan that provides the framework for Hexagon's activities for 2020-2023.

It begins with a basic overview of Hexagon and a review of recent performance. It then moves on to explain our mission, our values, and our corporate plan framework.

The Plan then looks at the external operating environment in the context of future changes in the housing association world and lastly, it sets out a number of corporate plan objectives. We also outline our approach to Value to Money. We have also provided a financial plan with some key financial data that supports our objectives and targets contained herein.

In addition to this plan, our corporate objectives are supported by detailed departmental work plans which set out more detailed action plans and targets and these are reviewed annually to ensure that we achieve what is outlined in this document. These plans also outline the initiatives we are undertaking to ensure the targets are met.

Our Corporate Plan is driven by the priorities of our residents. We utilise a number of methods to identify their priorities, and this plan has been largely shaped by what they communicated to us. In developing the plan, we have utilised feedback from our monthly tenant phone surveys, feedback from our Residents Advisory Group, Resident Board Members, and monitoring of complaints about service delivery.

We have a clear framework underpinning all of our corporate objectives. First, we have established a robust Risk Assessment Framework to support us in moving the organisation forward which concentrates on the risks that stand in the way of achieving corporate plan objectives. Second, we have a commitment to equality and diversity in the provision of housing and related services, recruitment and selection, our Governance structure, and in our procurement of services with external bodies. Hexagon values and celebrates diversity and this informs everything that we do.

## ***2.0 Overview of Hexagon***

Hexagon is a charitable not for profit Housing Association which is based in South East London. We are a community based association working primarily in the five boroughs of Lewisham, Southwark, Greenwich, Bexley, and Croydon. Our local focus means that we are in the business of working with people to build sustainable communities and not just new homes. This focus is reflected in our resident and service-user involvement, and community investment work.

Hexagon was formed in August 1990 from the merger of Shackleton and Solon South East. Since that time, Hexagon has tripled in size and today manages circa 4,500 homes across several London boroughs.

Our core business is permanent homes for general needs tenants. We also provide a wide range of other housing choices for tenants and service-users including shared ownership housing for first time buyers. We also develop a limited amount of housing for outright sale via a non-charitable subsidiary called Horniman Housing Association. The purpose of this work is to create cross subsidy to support the rented housing. We provide care services to enable those with mental health needs to live with dignity in the community and we also ensure that support is provided to Hexagon's most vulnerable residents via a number of agencies taking on this role via a support contract with our Local Authority partners.

Hexagon is committed to involving our residents and service-users in service delivery and this takes many forms. One of the most significant involves the direct management by tenants themselves through housing co-operatives. This currently accounts for approximately 7% of our housing provision.

Hexagon employs 136 staff in the provision of housing and related services.

### **3.0 *Review of Performance***

Hexagon has met with significant success in recent years and the following list gives a sample of our achievements to date. These successes provide a solid foundation on which to move the organisation forward for the benefit of our existing and future residents.

- Residents Satisfaction with Repairs at an all-time high (94.6% versus 88% target).
- Responsive Repairs spend being controlled within the budget target.
- Emergency repairs – 100%, achieving target.
- Gas servicing certificates – 100% as per target.
- Properties with a current Fire Risk Assessment – 100% as per target.
- General Needs Voids Turnaround – at 21 days (below 28 days target).
- Void Rent Loss at 0.43% (below 0.7% target).
- Shared ownership rent arrears at 0.7% (below 1% target).
- Supported Housing rent arrears at 4.2% (below 4.8% target).

- Customer Service Level at 81% (exceeding 80% target).
- Response to repairs emails at 100%, hitting target.
- Office sickness at 2.4% (versus 2.5% target).
- Gearing ratio at 58.5% (versus 63% target and 70% maximum).
- EBITDAR-MRI 173% (versus greater than 148% target).
- Continued good engagement with our Residents' Scrutiny Panel (Performance Review Group).
- Good progress with the establishment of a new Residents' Advisory Group to ensure residents feed into strategy and policy decision.
- Continued momentum with our Residents Inspection Programme, including training and completion of inspections in areas such as aids and adaptations and defects.
- New Asset Management Strategy agreed by the Board, with particular emphasis on a clear disposal strategy for voids deemed to be uneconomic to repair.
- Spent £13.4m improving existing homes in the last 3 years.
- Resident Estate Champions have received training to assist us with improving standards on our estates.
- Good progress with our Community Investment initiatives (for every £1 spent on employment initiatives, we achieved a social value of £9.19).
- Very good progress against our Love London Working initiative targets (£414 enrolments and 137 job starts).
- Cost effective financial inclusion service (£175k of income generated in the form of Housing Benefit/Universal Credit/Discretionary Housing Payments).
- Good support to residents re: developing digital skills and getting on line (13 Digital Champions recruited, 347 residents completing basis digital skills assessments, 36 accessing sustained digital skills support).
- Board approval for a £1m energy efficiency programme over four years (for 267 homes).
- Strong and ongoing commitment to training around Hexagon's 'Customers at the Heart' programme.

- Successful implementation of Phase 1 of our new Cx housing system.
- Decent Homes target of 100% achieved.
- Fully resourced corporate training and development programme to help drive forward performance on key objectives.
- Replacement of core IT infrastructure (storage and host services) to ensure we meet continued demands of the business.
- Successfully delivered the VFM targets around restricting operating costs for social housing units and restricting growth of interest costs for social housing units.
- Success in delivering the new build development programme within the Board approved financial parameters.
- Good progress on delivering the 2018/22 New Homes Programme (82% are either on site, or secured as at March 2020).
- New Homes Programme being delivered within the Board approved financial parameters (currently using 95% of the Board approved subsidy).
- Currently operating well within the Board's capital at risk limit (£822k versus £4.6m).
- Working well within the outright sale cap (£7.49m versus £12.3m cap).
- Achieved outright sales surplus target (£523k versus £500k).
- Achieved Sustainable Homes Index for Tomorrow – Gold assessment and 'Most improved Landlord Ever'.
- Retained the highest grading possible for Governance and Financial Viability (G1 and V1, including a rating obtained following an In-Depth Assessment carried out during the life of the Plan).
- Successful completion of all site investigations and remedial works at Brickfield Cottages where all residents settled and returned by early January 2019. (Efforts to recover costs via legal means progressing with chances of recovery remaining favourable).
- We continue to retain our Investor in People 'Gold' status reflecting our commitment to training and developing our staff.
- Our award winning levels of Employee Engagement continue to be sustained (89% in 2016 and 2018, 88% in 2020).

## **4.0 Hexagon's Mission**

Hexagon's Mission Statement is defined as follows:

"To meet housing needs in South London through our commitment to existing and future residents, local communities and the environment".

## **5.0 Hexagon's values**

Our Mission Statement is underpinned by our values which we have identified as follows:

1. We place the interests of our residents and service-users at the heart of what we do and aim to treat people with respect.
2. We value our staff and are committed to them achieving their potential.
3. We foster equality of opportunity and embrace diversity in everything we do.
4. We are committed to ensuring affordability of all our homes and services.
5. We strive to be open and accountable to our customers and partners.

## **6.0 Corporate Objectives Framework**

We have identified six Corporate Objectives that form the framework and guide our activities. These objectives are listed below. They do not appear in priority order.

1. To continually improve the quality and range of our affordable homes and services through innovation and best practice.
2. To be cost effective, efficient and competitive.
3. To be amongst the best in the provision of housing and related services.
4. To be financially secure.
5. To develop, motivate, and retain staff
6. To be socially responsible in the way we run our business, and in particular, to focus our efforts on promoting environmental sustainability.

## **7.0 The context for future changes**

We see six major themes underpinning the external operating environment. Many of these changes are reflected in Government policy, either directly or indirectly and they will affect the way that Hexagon operates in the future.

These changes present both threats and opportunities for Hexagon, but they underscore that these changes require the development of innovative and creative solutions to address the growing housing needs in our communities.

## **Fire Safety**

Nothing is more important than the safety of Hexagon's residents in their homes. We have always had a clear focus on fire safety, but in the post-Grenfell environment, we have responded by putting additional resources in terms of people and money into this important area and that trend is going to continue during the course of this plan.

We have already begun responding to this area by increasing the number and frequency of fire risk assessments that we carry out. Aligned with this, we are spending significantly more money on the actions arising from fire risk assessments in an environment where fire risk assessors are being particularly vigilant about any deficiencies.

In addition to that work, we will spend significant additional funds to comply with Building Note 14 on one of our properties affected. In addition to that financial challenge, we are also responding Building Note 21 on the use of combustible materials on balconies, and once again we anticipate additional expenditure both in terms of money and people to satisfactorily resolve those issues.

The Grenfell Inquiry will also result in significant changes to the way that fire safety works and once again, we anticipate additional spend to ensure we comply with the Grenfell Inquiry Phase 1 conclusions and recommendations. The Government has yet to legislate on this area, but during the life of the plan we expect them to action all of the recommendations. We are beginning to action many of the recommendations prior to Government legislation.

Lastly, the Government have reported that they intend to implement a series of recommendations arising from the Hackitt Review and as this new regulatory regime develops, we will need to ensure that we are fully compliant. Once again, we anticipate additional costs in this area, both for new buildings and existing dwellings, so we will need to ensure that we make financial provision for this important area going forward as the sums involved are finalised.

## **Climate Change**

Hexagon has long been a pioneer in implementing our dual objectives of reducing carbon emissions, whilst reducing energy running costs for our residents. We have made significant strides in this area achieving both a Gold SHIFT award and an award for being the 'most improved landlord ever' in respect of our sustainability work.

As we enter this new plan, the world is poised on something of a paradigm shift in relation to climate change. Many are now persuasively arguing that we have a "climate emergency" that must be tackled, with significant additional resources being committed.

Hexagon's main aim in this area is to minimise the harm that our work does to the planet and therefore during this plan we will revisit our efforts to reduce carbon emissions in all areas of our work, including the building of new homes and in the energy performance of our existing housing stock. Our intention is to ensure we are doing everything possible to contribute to reducing carbon emissions.

It is becoming increasingly clear, that in the future, relying on fossil fuels for domestic heating solutions will no longer be an option. During the life of this plan, we will develop a clear strategy for making the shift from our current reliance on gas boilers to alternative energy sources including technologies using air and ground source heat pumps, photovoltaic panels, and centralised district heating systems.

We also intend to carry on with our current plan to increase the SAP ratings of our worse performing properties by targeting our resources so that we get the best value for money out of every pound we spend.

### **Digital Communications**

Hexagon has recently invested a significant amount of money in a new ICT system called Cx. This moves us away from a 'property centred' IT environment to one which is much more 'customer centred'.

Over the life of this plan, this investment will see us working with our residents to create a digital revolution in the way that we engage. A self-service facility via a tenants' portal enabled by a Cx system is just one of several options we will advance. We also intend to make better use of e-mail and text depending on customer preference.

Hexagon currently empowers some of our staff to work more effectively and efficiently by utilising mobile devices. This ensures they have better information to hand when out in the field, to help them better serve our customers. The investment in Cx provides a platform for us to improve our mobile working initiatives.

Where our residents express a preference to use digital communications with us, we will respond to that demand and work with them to provide it. At the same time, we recognise that a significant portion of our residents will choose not to access the digital communication options, so a range of options will need to be retained for example, telephone contact, as we move forward.

### **Resident Empowerment**

Hexagon has long been committed to resident engagement and empowerment and this is reflected in the wide range of opportunities we provide to residents to engage with us to improve service delivery for all.

We provide a wide range of activities ranging from the filling of an occasional transactional satisfaction survey, to residents taking complete control over their delivery of housing services by providing this option via a housing co-op. There are also a large variety of options within that broad spectrum to ensure people can engage in ways that suit them.

It is very clear that changes are afoot in the external operating environment in relation to resident engagement. One major driver for that is the experience of Grenfell residents who felt shut out and not listened to. This in turn has resulted in a Government Housing Green Paper which is aimed at ensuring that tenant voices are clearly heard in the social housing sector. We anticipate and welcome changes in the regulatory environment that put residents at the heart of housing providers working practices.

At the time of writing, the National Housing Federation area currently piloting an initiative called 'Together with Tenants'. We are very supportive of the principles behind this and we look forward to further details being unveiled as the pilot progresses so that we can inform our own approach.

During the life of this plan, we will improve the way that we deal with complaints. It's important that our complaints procedures provide residents with a chance to have their complaint resolved, but it's also an opportunity for Hexagon to learn from what residents are saying.

It is also important that we are open and transparent with residents on what we are spending, how we are performing and whether we are providing them with value for money. We are spending their rents on service delivery, so we will review how we communicate with residents in all these areas to ensure we are doing the best job possible.

## **Housing for Sale**

Grant funding for housing associations continues to be at an all-time historic low. The generous grant regimes that we enjoyed for circa 40 years have disappeared over the last decade. Grant rates are currently circa 22% of development costs meaning that we need to raise about 78% of our development costs by other means.

Although Hexagon can borrow some of these funds, the total amount that we can borrow is constrained by the level of rent which we can charge. Hexagon is committed to ensuring our rents are affordable and we have therefore chosen to charge London Affordable Rents as part of our partnership with the GLA.

This leaves a significant gap in funding. One option would be to simply abandon the building of new homes. Hexagon's Board does not see this as an option given the housing crisis faced by many South Londoners, so we have tried to be as innovative and creative as we can in closing that gap.

One solution has been to utilise a stream of income generated by commercial activity, namely housing for outright sale. All of the profits from these activities are used to close the subsidy gap to allow us to provide genuinely affordable rented housing.

This commercial activity has been successful to date, however, it is not without risk. We can only make profits from outright sale if the market allows. At the current time, we are seeing a significant slow-down in house price growth in London and some falls in prices.

To be successful, our Board will be focused on controlling risk. This included putting an absolute cap on any investment in housing for outright sale we are willing to take on at any given time.

We are currently facing other Brexit-related uncertainties including an impact on the cost of importing building materials for constructing new homes and the affordability of labour in the context of the skills shortage. All of this will need to be carefully managed in addressing housing needs over the life of this plan.

### **Universal Credit**

Hexagon now has about a quarter of its residents in receipt of benefits on Universal Credit. It is very clear that this creates challenges both for our residents in managing their finances, and for Hexagon in increasing rent arrears arising from people moving from housing benefit to Universal Credit.

During the life of this plan, we will take a two-pronged approach. First, we will provide focus and resolve to ensure that rent collection within Hexagon remains a top priority. At the same time, we will focus resources to our financial inclusion work so that residents moving onto Universal Credit can avail themselves of a support service from Hexagon. This will help them manage their money, and ensure that their Universal Credit claims are properly progressed.

## 8. Corporate Plan Objectives for 2020-2023

I.	To put Residents at the heart of what we do	Targets and Initiatives
a.	To show continuous improvement on residents' satisfaction with the Repairs and Maintenance Service by focusing on good communication with residents.	<p><b>Target</b> - Customer Satisfaction with repairs service: 95%</p> <p>Introduce a CRM system via Cx Phase 2 that will ensure consistent communication and updates by Hexagon staff and contractors at all times.</p> <p>Improving Contractors' Communication:</p> <ul style="list-style-type: none"> <li>• Investigate costs and benefits of directly linking contractors and Hexagon's repairs IT system</li> <li>• Regular updates on progress of work until completion</li> <li>• Advance notification of attendance within 1 – 2 hour slot</li> <li>• In developing new contract, look at contractual obligation to sign-up to Hexagon's customer service standards</li> </ul> <p>Investigate possible alternatives/enhancements to the two existing methods used to capture customer satisfaction repairs.</p> <p>Introduce a performance indicator for first call resolution and set a challenging target based on industry benchmarks.</p>

b.	To drive up satisfaction levels with estate services by focusing on the things that matter most to residents	<p>Aim for improvement on 62% satisfaction in last survey. Appreciating that estate satisfaction isn't simply about cleaning and ground maintenance – range of initiatives and interventions</p> <ol style="list-style-type: none"> <li>1) Key sites reviewed as part of priority estates group</li> <li>2) Proactive identification of 'estate champions'</li> <li>3) Performance management on ASB satisfaction, and compliance with estate inspection</li> <li>4) Working alongside Property services to drive up standards on communal repairs</li> <li>5) Effective contract monitoring making use of data from iauditor</li> </ol>
c.	To drive up satisfaction levels with all leaseholders by focusing on consistently high quality communications and services.	<p>Many areas of services similar for leaseholders and tenants (see estate satisfaction above). In addition</p> <ol style="list-style-type: none"> <li>1) On-going service charge improvement project to improve accuracy and transparency of service charge information</li> <li>2) Clear protocols between Stock Improvement and Rent and Service Charge seem on section 20 consultation</li> <li>3) Improving communication on key sites through residents meetings at key times in the year</li> <li>4) The establishment of a leaseholder forum to assist in service development</li> <li>5) Ensure Leasehold Officer service around staircasing, lease extensions and enquires effective though 121 monitoring</li> <li>6) Carry out a leaseholder satisfaction survey in 20/21.</li> </ol>
d.	To work closely with the newly established Residents' Advisory Group to ensure that the residents' voice is reflected in the development of strategy and policy.	We will support the development of the Residents' Advisory Group and ensure the smooth transition from an independent Chair to a Chair elected from their number, by the end of the first year of the group

		<p>We will provide an annual programme of training for the group</p> <p>We will support the Residents' Advisory Group to reflect resident's priorities and thereby influence the policy context of Hexagon decision making.</p>
e.	To maximise opportunities for effectively communicating with all our residents by accurately capturing their concerns and working flexibly with them to drive forward improvements.	<p>We will deliver an annual programme of Estate Events and capture and respond to residents issues arising from each estate event</p> <p>We will facilitate the Performance Review Group in making recommendations to the Board on operational performance</p> <p>We will revive the Repairs Group which will give voice to residents' concerns around the repairs service by delivering closer scrutiny of contractor's performance.</p>
f.	To work with our residents in developing a Digital Strategy that ensures our communications with residents are as efficient and effective as possible and reflects their preferences.	<p>We will consult with residents and canvas ideas as to what digital services would make a difference to them. (March 2020)</p> <p>We will formulate requirements for inclusion and investigation in the Strategy and produce an initial draft. (April 2020)</p> <p>We will define priorities and ensure they are aligned with the Phase 2 Project Plan (April – May 2020)</p> <p>We will publish our Digital Strategy (May 2020)</p> <p>We will ensure the Digital Strategy is referenced in new tender exercises and opportunities to ensure our partners are delivering a valued digital service to our customers.</p> <p>Annually we will review the progress of the strategy against priorities and new initiatives and technologies.</p>

g.	To get things right the first time, or if we don't, to listen to our residents to understand their concerns and to respond efficiently and effectively to complaints.	Achieve current response time targets (100%) and meeting service standards across the business. Specific projects in 20/21 include  <ol style="list-style-type: none"> <li>1) As part of RI strategy seek to improve the way the residents voice is heard across Hexagon</li> <li>2) The use of PI's to drive performance</li> <li>3) Depending of role of Cx phase 2 develop mechanism for capturing resident satisfaction with complaints handling.</li> <li>4) Continued focus on CATH</li> </ol>
h.	To further embed 'learning from complaints' across the organisation by analysing patterns so that underlying systemic solutions can be identified and implemented.	Develop a methodology and report that analyses the nature and pattern of complaints so that systemic solutions can be more pro-actively considered by Managers and Directors.
i.	To ensure full compliance with all statutory and best practice regulations relating to landlord health and safety requirements.	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Valid Gas Safety Certification: 100%</li> <li>• Blocks with current Legionella Risk Assessment: 100%</li> <li>• Blocks with satisfactory EICR: 100%</li> <li>• Number of Overdue Lift Servicing Visits: 0</li> <li>• Outstanding and overdue servicing visits for Disabled Lifts and Hoists: 0</li> <li>• Properties with current FRAs: 100%</li> <li>• Properties with current asbestos surveys/inspections: 100%</li> </ul> <p>Centralised resources and It system focussed on all building safety/health and safety requirements.</p>

		<p>Compulsory health and safety training courses for staff responsible for centralised focus on compliance/health and safety.</p> <p>Providing suitable cost-effective platform(s) to share relevant compliance information with residents.</p>
j.	To ensure all Fire Risk Assessments (FRAs) are carried out in a timely manner and that all actions arising are implemented without delay.	<p><b>Target:</b> Continue with 100% completion of rolling risk-based programme for FRAs and actions arising based on Hexagon’s fire safety policy/strategy.</p> <p>Complete all fire risk assessments (FRAs) of the current three year rolling programme that ends in 2020/21.</p> <p>Adhere to Hexagon’s fire safety policy/strategy and continue with the risk-based rolling programme for FRAs for all blocks.</p> <p>Robust project management of all actions generated by FRAs through use of True Compliance. These actions will be monitored and reported regularly to the Directors’ Group and Board.</p>
k.	To ensure all Hexagon buildings comply with all Government fire safety guidance and regulations, and where they do not, that remedial action is taken.	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Compliance with fire safety guidance and regulations: 100%</li> <li>• Notice of Fire Safety Deficiencies/Enforcement Notices: 0</li> </ul> <p>Ensure centralised resources are in place to focus on full fire safety compliance.</p> <p>Have comprehensive and accurate data of all buildings on True Compliance.</p>

		<p>Regular training of staff responsible for fire safety and respond to all new fire safety regulations and good practice from the government with the support of external fire safety experts.</p> <p>Develop a comprehensive and integrated plan that responds to all new regulations and good practice and ensure its implementation is robustly managed and reported regularly to the Directors' Group, Board and residents/resident groups.</p>
I.	<p>To ensure Co-ops and supported housing managing agents manage and maintain Hexagon properties meet the required standards for all Hexagon residents.</p>	<p>For Coop Housing - We will regularly undertake a risk-based monitoring of co-ops' performance to ensure that it matches or exceeds the levels for that of directly managed homes.</p> <p>We will ensure that all managing agents provide up to date gas safety certificates and carry out associated actions arising from Fire Risk Assessments.</p> <p>We will carry out a residents' satisfaction survey of all Co-op managed residents subject to BI team capacity in 2021 and ensure that any action plan arising from this delivered on by the co-ops.</p> <p>For supported agency schemes; We will maintain regular liaison and carry out monitoring to ensure the managing agent's comply with Hexagon's standards for key areas including :</p> <p>fire safety, health and safety, maintenance, tenancy management including possession action, rent setting, complaints and consultation.</p>

m.	To ensure excellence in the provision of high support schemes	<ul style="list-style-type: none"> <li>• Implement tools to gather stake holder’s view through survey- Target 85% satisfaction November 2020</li> <li>• Keep or Improve with CQC and local authority grading- Target – Good and ‘A’ respectively.</li> <li>• Implement process to gather care service resident feedback- Target 80% Overall satisfaction</li> </ul>
n.	To ensure we support our residents via our Community Investment activities including employment training, financial inclusion, digital engagement, and by building community spirit.	<ul style="list-style-type: none"> <li>• We will engage a minimum of 50 residents in fire safety awareness and fire safety arrangements.</li> <li>• We will work with the Neighbourhoods Team to seek to measure the impact of our fire safety activities and whether it reduces the level of reactive management required.</li> <li>• We will improve residents satisfaction by at least 50% through our work as part of the Priority Communities Programme</li> <li>• We will provide employment support for 80 residents each year</li> <li>• We will support at least 20 unemployed or economically inactive residents to secure employment each year.</li> <li>• We will support at least 25 employed residents to secure employment progression each year.</li> <li>• 100 residents will report improved digital skills each year</li> <li>• We will successfully deliver our Love London Working programme to the end of March 2023 when the programme comes to an end.</li> <li>• At least 80 residents experiencing financial difficulties will receive 121 support from our Financial Inclusion Team each year.</li> <li>• At least 100 residents per annum report a financial saving or other positive outcome as a result of accessing the preventative financial inclusion support offer.</li> </ul>

o.	To keep the promises we make to residents and to provide excellent customer services and communication by continuing to embed our 'customers at the heart' training programme.	<p>We will provide refresher guidance and training to our Managers on embedding the CATH principles and managing under performance against these principles.</p> <p>We will consistently promote Customers at the Heart throughout the Organisation, via the Customers at the Heart (CATH) Working Group Action Plan.</p> <p>We will continue to ensure new staff are inducted into 'Customers at the Heart' principles.</p> <p>We will provide Customers at the Heart refresher training for all staff bi-annually.</p> <p>We will include selection assessments/interview questions at recruitment stage to test candidates' commitment to excellent customer service.</p>
p.	To provide money advice and other suitable support to residents moving onto Universal Credit to help them sustain their tenancies.	<p>The achievement of revenue objectives of maximising income and sustainability through</p> <ol style="list-style-type: none"> <li>1) The on-going 121 support for residents around financial inclusion and digital skills</li> <li>2) The delivery of the Hub model to provide intensive assistance to resident when they transition to UC</li> <li>3) On-going reporting of revenue reporting, and review of Hub outcomes to achieve continuous improvement</li> </ol>

II.	<b>To change our ways of working to achieve maximum Value for Money by working Smarter.</b>	
a.	To minimise our rent arrears and maximise our rent collection.	Arrears targets to be confirmed based on year end outcome. Range of initiatives underway to meet the challenge of universal credit. Other areas currently on target.
b.	To minimise void loss in general needs and supported housing homes.	Continue with agreed targets general needs. Develop separate targets for supported schemes that meet specialist long term needs, and those where referral routes brisk. Current performance is good, and continue with the measures to achieve this. Continue the 'group sign up' approach for new handovers.
c.	To exercise strong control over the day to day repair budgets.	<p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• % above day-to-day repairs budget: 0%</li> </ul> <p>Ensure there are robust workflows for all key repairs service activities in Cx, such as authorisations of variation orders, and eliminating any manual intervention.</p> <p>The Responsive Repairs Manager (RRM) holds monthly budget review meetings with the Finance Manager and team members.</p> <p>The RRM regularly reviews expenditure of all trades and other areas of work so as to inform strategic responses and/or planning by utilising intelligent reports from the IT system(s). This will include linking repairs service to planned maintenance work undertaken by the Stock Improvement Team in order to achieve Value for Money.</p> <p>Full adherence to all relevant finance/Value for Money-related contractual terms through robust contract management.</p>

		<p>Through a robust procurement process, introduce a new sustainable repairs contract/service that offers Value for Money and high customer satisfaction.</p> <p>Responsive repairs team members are trained on financial management to raise commercial awareness and are assigned finance-related personal performance indicators.</p>
d.	To work with our contractors to ensure both good quality and sustainable components are utilised in our repairs service	<p>Review the asset management strategy, sustainability strategy and design guide to reflect Hexagon’s appetite on good/excellent quality components and also environmental impact of supply chain and materials whilst achieving Value for Money and meeting the aspirations of Hexagon and its residents.</p> <p>Incorporate the above-mentioned principles and residents’ aspirations in the procurement of a new repairs service.</p> <p>Include an assessment criterion in post-works inspections, which looks at the above-mentioned newly adopted quality of components.</p>
e.	To implement the Asset Management Strategy, including an agreed methodology for measuring the performance of our assets, including both their financial and social value, to inform when property disposals might be appropriate.	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Annual NPV analysis of individual properties across Hexagon’s entire portfolio: 100%</li> <li>• Options appraisal, inclusive of social value assessment, of poor performing properties: 100%</li> <li>• Continue to manage properties with negative NPV: 0</li> </ul> <p>Review the asset management strategy and ensure it incorporates the statutory, environmental and Hexagon’s relevant corporate objectives and values.</p>

		<p>Expand the functionalities of Lifespan and link all asset management-related IT systems, which include an NPV toolkit with an overlay of the relevant corporate objectives and values agreed with Hexagon's Board. This will underpin a new stock options appraisal process that achieves Hexagon's corporate requirements.</p> <p>Introduce an industry-accredited social value calculator for the stock options appraisal process</p>
f.	To ensure the Service Charges Project Group implements the agreed action plan for improving all elements of our service work, including budgeting, recording of expenditure, maximising recovery, and communicating effectively with all affected tenants and leaseholders	Delivery and embedding the action plan across the business, and monitoring of progress. Developing Service charge PI's to monitor performance.
g.	To monitor the on-going financial viability of agency managed supported housing schemes and to develop alternative uses as appropriate where schemes are no longer financially viable.	<p>Review of any voids and delivery of options appraisals. Where NPV outcomes poor liaise with SIP on reporting to DG.</p> <p>On-going review of supported housing voids and identification of schemes that are experiencing significant void loss.</p>
h.	To implement Phases 1b and 2 of the Cx Implementation to improve efficiency and effectiveness and to ensure staff have the best tools to improve communication with residents	<ul style="list-style-type: none"> <li>• Look at the lessons to learn from Phase 1 – this will include some external input;</li> <li>• Plan Phase 1b which relates to rent setting and service charges;</li> <li>• Develop Plan and roll out Phase 2 which will include <ul style="list-style-type: none"> <li>○ Mobile working;</li> <li>○ Work flow;</li> <li>○ ASB, complaints and related case management;</li> <li>○ Document management</li> <li>○ Resident portal/website.</li> </ul> </li> </ul>

i.	To ensure our Business Improvement Team undertakes reviews of service areas where improvements are needed to drive up resident satisfaction and improve efficiency and effectiveness.	<p>Ensure the roll out of Cx phase II focuses on agreed priorities for improving performance.</p> <p>Post Cx phase II, identify priorities and timescales for subsequent projects and roll out accordingly.</p>
j.	To ensure the Board keeps our strategic approach to merger and partnership working under periodic review.	Board to undertake strategy review in light of any major changes that emerge during this plan.
k.	To keep our IT infrastructure up to date to support the demands of the business and maintain resilience against threats.	<p>We will ensure our infrastructure is constantly reviewed, giving focus on improvements that can be made, upgrades that are required and end of life equipment replacements.</p> <p>Security is a key factor in protecting Hexagon's IT assets and data and annually a Penetration Test (November) will be undertaken to ensure known vulnerabilities cannot be exploited and Hexagon's IT perimeter is protected.</p> <p>In order to demonstrate best practice in relation to security we will gain a Cyber Security accreditation.</p>
l.	To ensure we obtain good Value for Money from our Community Investment spending by using the HACT methodology to measure the social value outputs for every £ spent.	For every £1 we spend, we aim to generate at least £7 in social value.
m.	To develop an annual, clear Value for Money Strategy that focuses both on costs and outputs, and monitor performance annually against agreed targets.	<p>We will produce an annual VFM strategy, which addresses the key VFM themes in this corporate plan and takes account of how we perform compared to our peers</p> <p>We will report outcomes from the annual VFM Strategy in our financial statements</p>

		<p>We will use the VFM measures set by our Regulator to compare our performance with that of others, and publish this in our financial statements.</p> <p>We will report outcomes from the annual VFM Strategy to our Board and to our residents</p>
n.	To ensure that our quality of data is sufficient to provide a high level of assurance to the Board and directors in relation to compliance matters, particularly health and safety matters.	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Discrepancy in asset data across all IT Systems: 0</li> <li>• Compliance work undertaken outside True Compliance: 0</li> <li>• Changes to data on IT systems signed-off by a manager: 100%</li> </ul> <p>Ensure centralised resources are in place to focus on compliance/safety-related work that also manages quality of data recorded on Hexagon’s IT system, i.e. True Compliance.</p> <p>Have comprehensive and accurate data of all buildings on True Compliance, which should be linked to other relevant internal IT systems.</p> <p>Introduce a robust ‘change control process’ for all data entered into the IT database(s) used by Property Services Department.</p>
<b>III</b>	<b>To respond proactively to the Climate Change Emergency by minimising the harm our business does to the environment in respect of Carbon Emissions</b>	
a.	When we develop spending priorities for improving existing homes, we consider how we can help residents to reduce their energy bills and reflect that objective in our overall programme.	<p><b>Target:</b> Completion of improvement works to bring 267 dwellings with a SAP rating below 65 to SAP 65 or better: 100%.</p>

		<ul style="list-style-type: none"> <li>Hexagon will continue to use its asset database, Lifespan, which has an energy module that recommends areas of energy upgrades that aim to improve the energy performance of dwellings based on the Standard Assessment Procedure (SAP) energy rating system. This process will be linked to the revised sustainability and asset management strategies.</li> </ul> <p>When either internal or external component replacements are due, as per Lifespan’s data, surveyors will also capture enhancement works that will help residents lower their fuel bills.</p> <p>The Stock Improvement Team will work with the Community Investment Team to provide one-to-one advice to residents on ‘fuel switching’ and general changes, which can reduce fuel costs. Both of these teams will work on promoting the video on Hexagon’s website, and any other new material, which provides energy saving advice.</p> <p>Hexagon has data on all its poor energy performing stock, i.e. a SAP rating below 65. Hexagon will continue with its four year energy performance improvement programme that focusses at improving the energy efficiency of 267 dwellings through minor and major works.</p>
b.	To begin the process of transitioning away from fossil fuel boilers in existing homes	<p><b>Target:</b> By 2022 to pilot one of the non-fossil-fuelled option(s) after a successful cost-benefit analysis.</p> <p>Hexagon to actively partake in discussions with peers and industry experts on how it can switch from fossil-fuels to low/zero-carbon energy sources for its office(s) and residents’ heating requirements.</p>

		Hexagon will also liaise with Worcester Bosch, its current supplier of gas boilers, on its research and development into hydrogen boilers. This will need to be done with reference to the wider energy supply industry and also progress of market maturity of new products. Other cleaner energy sources such as air source heat pumps (Not NIBE systems); Infrared radiators; Electric radiators should be considered.
c.	To respond positively to the climate emergency by designing new homes which incorporate meaningful carbon reduction measures and that minimise fossil fuel heating	<p>Where we are leading on the design on schemes we will adopt a 'fabric first' approach</p> <p>We will incorporate 'non fossil fuel' installations into projects wherever possible</p> <p>We will build homes which are aligned with</p> <ul style="list-style-type: none"> <li>• Government's targets as set out in the Future Homes Standard</li> <li>• GLA's requirements set out in the London Plan</li> <li>• Local borough sustainability targets required through planning.</li> </ul> <p>We will align our Development activity with the Sustainability Strategy, where possible</p>
d.	To minimise the harm the running of our office does to the environment (i.e. by reducing waste, increasing recycling, reducing energy consumption, and encouraging sustainable transport options for staff)	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Office Carbon Dioxide (CO<sub>2</sub>) emissions: 34 tonnes</li> <li>• Hexagon Essential Care Users with non-fossil fuelled vehicles: 10%</li> <li>• Contractor(s)' fleet with non-fossil fuelled vehicles: 10%</li> <li>• SHIFT Performance Standard for the office: Upper Quartile</li> <li>• SHIFT Points for waste generated by the office: 1</li> <li>• SHIFT Points for office consumables responsibly sourced: 2</li> </ul>

		<ul style="list-style-type: none"> <li>• SHIFT Points for waste diverted from landfill: 2.4</li> </ul> <p>Review the Sustainability Strategy and commence its implementation with an emphasis on new cost-effective technology and change in culture.</p> <p>Replace gas boiler at the office with a suitable low/zero carbon heating system and also move to an electricity supplier with zero carbon energy source(s).</p> <p>Offer incentives/higher essential car user allowances to staff who use electric/hydrogen-powered cars for business purposes.</p> <p>More utilisation of video conferencing to reduce car/public transport travel.</p>
e	To respond positively to the climate emergency by designing new homes and improving existing homes to enable residents to lead zero-carbon lifestyles	<p>To consider rolling out initiatives such as:</p> <p>Electrical infrastructure to allow provision of vehicle charging points</p> <p>Bicycle storage in secure and convenient locations</p>
<b>IV.</b>	<b>To ensure that Hexagon Continues to Grow in a financially, socially, and environmentally sustainable manner</b>	
a..	To provide new homes for those in housing need.	We will use Hexagon operating surplus not to exceed a rate of £6,554/home to subsidise new rented homes under the GLA funded 2018-2022 programme in combination with surpluses derived from outright sales and shared-ownership sales.

b.	To provide subsidised rented housing to those for whom home ownership or market renting is not financially possible.	<p>We will identify and acquire land or s.106 opportunities to deliver the balance of rented homes required for the funded programme achieving a start on site by March 2022.</p> <p>We will identify and acquire land for future development within the framework of the land investment policy</p> <p>We will take part in a future bidding programme with the aim of securing grant funding from the GLA to deliver rented homes.</p>
c.	To meet the housing needs of those who wish to become home owners, but who cannot afford to purchase outright in the open market by providing shared ownership homes.	<p>We will identify and acquire land or s.106 opportunities Identify to deliver the balance of shared ownership homes required for the funded programme achieving a start on site by March 2022.</p> <p>We will identify and acquire land for future development within the framework of the land investment policy</p> <p>We will take part in any future bidding programme with the aim of securing grant funding from the GLA to deliver shared ownership homes.</p> <p>We will sell shared ownership homes to qualifying purchasers within 6 months of build completion and handover.</p> <p>We will work within the Board's overall capital at risk target of £4.6m.</p>
d.	To keep our new build rents affordable by producing additional cross subsidy via developing housing for outright sale, whilst carefully managing the risks that accompany such commercial activity.	<p>We will secure and deliver outright sale homes to support the 2018/2022 rented programme, by working within the Investment Policy and the Board's risk appetite.</p> <ul style="list-style-type: none"> <li>• We will utilise the £12.5m available for investment</li> <li>• We will deliver a minimum return of 15%</li> </ul>

		<ul style="list-style-type: none"> <li>We will work within the Board's capital at risk target of £2.8m</li> </ul> <p>We will support new opportunities with independent robust sales and marketing advice</p> <p>We will keep abreast of housing market changes and the impact on sales risk.</p>
e.	To focus on the design and quality of new build homes so as to improve resident satisfaction, minimise defects, and thereby reduce complaints.	<p>Our target is to achieve 95% resident satisfaction with new homes by 2023</p> <p>Our target is to achieve 89% resident satisfaction with the defects service by 2023</p> <p>We will establish a pool of specialist defect contractors to ensure capacity and reactivity to respond when the main contractor breaches the defect service standard.</p>
f.	To ensure we work with construction partners who are financially robust, embrace diversity, and are committed to our social values objectives (supporting apprenticeship, offering training opportunities, and embracing our environmental sustainability ambitions).	<p>We will work with experienced partners who are Constructionline Registered 'Gold' members, and willing to work with us to deliver on our social value and environmental commitments</p> <p>We will utilise RP Frameworks alongside the SEC Framework to select appropriate partners.</p>
g.	To ensure full fire safety compliance in relation to the use of non-combustible materials and in the installation of properly installed fire safety breaks that ensure proper compartmentation between dwellings.	<p>We will embed our new evidence based quality inspection regime required of Clerks of Work, Employer's Agents and Contractors</p> <p>We will keep our Project Brief up to date and aligned with Government guidance.</p>

		<p>We will implement requirements of new Building Safety Bill when enacted.</p> <p>We will explore the use of Building Information Modelling to assist with improved our building design and long term asset management, and establish which system best serves our needs.</p> <p>We will complete balcony fire risk assessments for buildings on site and in defects.</p> <p>We will oversee the completion of the fire safety remedial works at Parkspring Court.</p>
h.	To pilot a new build scheme using a suitable Modern Method of Construction and to evaluate its applicability across the wider programme.	<p>We will assess the Island Yard site's suitability for MMC, taking account of VFM and existing residents' needs.</p> <p>We will consider MMC solutions when assessing new site opportunities.</p>
i.	To deliver the Island Yard estate infill project	<p>We will work within the Board approved Resident Consultation Strategy to develop the scheme design</p> <p>We will aim to secure planning consent during 2020/21 and start works during 2021/2022.</p>
j.	To maintain our position as a GLA Investment Partner that delivers on our promises.	<p>We will meet our GLA delivery targets for the 208/22 programme</p> <p>We will start 84 homes on site by March 2022</p> <p>We will achieve satisfactory compliance audit assessments each year.</p>

<b>V.</b>	<b>Other Cross cutting work and activities</b>	
a.	To ensure that our lettings, our staffing and our Board composition reflects the diversity of the communities that we serve.	<p>We will implement our Equality and Diversity Action Plan and further develop our Performance Indicators across all diversity strands</p> <p>Progress will be drive forward by our Equality and Diversity Group and progress will be reported annually to the Board</p>
b.	To ensure that the housing regulator maintains a high level of confidence in Hexagon.	To retain G1 and V1 ratings in relation to Governance and Financial Viability
c.	To ensure that we communicate clearly and effectively with a wide range of stakeholders that have an interest in Hexagon's business, our performance and our achievements working with residents.	We will implement an annual Communications Action Plan via our in-house Communications Group
d.	To ensure full compliance with all Data Protection requirements, including the protection of information we hold about residents	<p>Promotion of data protection through M&amp;D's and DP Working Group</p> <p>Provision of expert guidance on compliance to teams/DG through support of external DP consultant</p> <p>Self-assessment by each team against DP checklist to develop team specific action plans on area of non-compliance, and action plans to address.</p> <p>Promotion of the IT Security Policy and good working practices around how to minimise breaches by using links, not responding to phishing emails etc.</p> <p>Note- Known areas of non-compliance around paper file systems to been addressed via phase 2 Cx.</p>

e.	To work with our legal advisors to recoup the unanticipated expenditure arising from the rehousing and remediation costs arising at Brickfield Cottages.	We will work with our legal advisors to progress the claim as expediently as possible. Our aim is to secure a settlement payment during 2021/22
f.	To gather business intelligence as the external operating environment changes to inform any key strategic decision-making.	To report to each Board meeting as required on any changes in the external operating environment that impacts on delivering the objectives in this plan.

## 9.0 Value for Money

Hexagon's approach to value for money (VFM) has 7 strategic themes:

- Controlling operating costs (including all major repairs) per social housing unit
- Controlling growth of interest costs per social housing unit
- Making the best use of our properties
- Maximising development (within our capacity)
- Improving resident satisfaction
- Delivering social value
- Addressing climate emergency

The Board has agreed a suite of high level measures which allow progress to be tracked on each of the themes and cover all of the Association's activities.

The Board sets a target for each of the measures ahead of each financial year, taking into account both past performance and likely future demands on the Association.

Performance is then tracked during the year and reported in the financial statements.

The table below sets out the themes and measures, together with the targets for the first year of the corporate plan.

Theme	Agreed measures	Target for 20/21
Controlling operating costs (including all major repairs) per social housing unit	Operating cost per social housing unit	£4527
	Operating cost per social housing unit, excluding exceptional items	£4314
Controlling growth of interest costs per social housing unit	Interest paid as a percentage of average borrowings	2.7%
Making the best use of our properties	Void loss % on rented homes	1.1%
	% of homes with positive net present value	100%
Maximising development (within our capacity)	Affordable units developed as a percentage of units owned	2.3%
	Rolling average three-year surplus on outright sales	£240k
Improving resident satisfaction	% satisfied with last repair	95%
Delivering social value	Annual social value delivered per £ spent on employment initiatives	£7
Addressing climate emergency	Average energy efficiency rating of properties	73.7

## 10.0 Our Financial Plan

Hexagon's three-year detailed financial plans are summarised below. We have outlined the key assumptions that underpin the changes planned to both our balance sheet and income & expenditure account. During the period of this plan, our borrowing will increase to £229m and our gearing ratio will increase to 66.3%, which is within the Board's risk appetite of 67% and our lenders' limit of 72.1%.

Surpluses on property sales form an important part of our activities. These comprise initial sales of new homes for shared ownership and market sale, shared owners increasing their stake in their home, and a handful of empty homes that are uneconomic to repair. The resulting surpluses represent 61% of our annual surplus over the three year period. Sales surpluses are reinvested into the development of new social housing for rent. Our interest cover at the lowest point is 271% which is well above the 110% required by our lenders and leaves sufficient headroom if sales do not complete as planned.

Hexagon will remain committed to providing new homes, and carrying out improvements to existing homes – improving fire safety, upgrading for energy efficiency and modernising kitchens and bathrooms as these become due for replacement. Expenditure for the period includes at £6.7m for fire safety works.

The data below shows that we can achieve continued growth in homes in management over the three years.

The levels of surplus will contribute to a sustainable financial position for Hexagon and will allow us to optimise the balance between our obligations to existing residents, new customer and our lenders.

Our financial plan is reviewed on a regular basis, and stress- tested at least once year. Source: 30 year financial forecast as per February 2020.

<b>Summarised Statement of Financial Position</b>	Mar-21	Mar-22	Mar-23
	£'000	£'000	£'000
Property assets (cost less depreciation)	519,064	521,733	528,887
Other fixed assets	3,632	3,479	3,280
Current assets less current liabilities	17,297	19,184	17,139
Loans	227,557	228,598	224,661
Grant	222,572	221,662	221,177
Fair value provisions	17,691	14,801	13,411
Provisions and other long term creditors	12,186	10,573	9,719
Reserves	59,986	68,761	80,340

Projected income and expenditure

	£'000	£'000	£'000
Income from social housing lettings	29,722	31,828	32,979
Amortisation of social housing grant	2,050	2,095	2,105
Income from sales of properties:			
Shared ownership first tranche	9,007	5,335	1,537
Properties developed for outright sale	2,419	6,681	18,395
Shared ownership staircasing	2,989	3,021	3,707
Empty properties not economic to repair	1,681	1,740	1,792
Income from other social housing activities	1,096	5	5
Income from non-social housing activities	298	304	312
Total income	<u>49,261</u>	<u>51,010</u>	<u>60,832</u>
Expenditure on social housing lettings:			
Management, service and support costs	6,644	6,959	7,165
Maintenance costs	5,791	8,126	8,302
Rent losses from bad debts	761	796	823
Depreciation charge	7392	7801	7977
Other	133	136	139
Total expenditure on social housing lettings	<u>20,721</u>	<u>23,817</u>	<u>24,405</u>
Cost of sales:			
Shared ownership first tranche	8,185	5,102	1,537
Properties developed for outright sale	1,968	5,417	13,833
Shared ownership staircasing	1,963	1,959	2,495
Empty properties not economic to repair	248	246	245
Total costs of sales	<u>12,363</u>	<u>12,724</u>	<u>18,110</u>
Other social housing costs	1,939	1,417	1,412
Non-social housing costs	190	196	202
Total operating expenditure	<u>35,213</u>	<u>38,155</u>	<u>44,128</u>
Surplus before interest	<u>14,048</u>	<u>12,856</u>	<u>16,704</u>
Net interest payable	-5,486	-6,970	-6,516
Annual surplus	<u>8,562</u>	<u>5,885</u>	<u>10,188</u>
Homes in direct management	4,475	4,542	4,548
Interest cover ratio	339%	271%	300%
Gearing ratio	66.3%	65.4%	62.2%
Surplus on property sales as a percentage of annual surplus	32.6%	46.2%	63.2%

Key assumptions

Development completions (all tenures)	175	74	81
CPI inflation	2.10%	1.90%	2.10%
Rent increases (general needs and supported housing)	2.7%	3.1%	3.1%
Average interest rate for variable loans (before margin)	0.80%	1.15%	1.44%

## **11.0 HEXAGON'S SENIOR MANAGEMENT TEAM**

**Tom McCormack (Chief Executive)** has worked in the social housing field for over 34 years, 29 at Executive Director level. He joined Hexagon as Chief Executive in September 2000. Prior to working at Hexagon he spent 10 years at Sanctuary Housing Association where he was the Group Commercial Director, following a period running the London area as the London Divisional Director. He holds a Masters in City Planning (MCP) degree from the Massachusetts Institute of Technology (MIT) in Cambridge Massachusetts.

**Izzet Dizdar (Finance & IT Director)** joined Hexagon Housing Association in September 2020 and was appointed as Finance & IT Director in October 2020. He has responsibility for delivering a successful finance, treasury and IT functions. He is a fellow Chartered Certified Accountant. Izzet has been in social housing for over 20 years holding senior management as well as non-executive board management roles. He has worked in private and public sectors and has extensive experience of finance, treasury, financial modelling and compliance. Prior to joining Hexagon, Izzet worked as Head of Finance & Business Planning at B3Living. More recently he worked at M&G Investments Limited and Standard & Poor's Credit Rating Agency as Associate Director, carrying out due diligence and credit rating analysis on entities seeking funding from capital markets.

**Rebecca Outram (Housing Services Director)** joined Hexagon in May 2021. She leads our Housing and Supported Housing teams, and our Resident Involvement, Community Investment, and Care Services. Rebecca has worked in social housing since 1994, and has worked in local authorities housing teams, an Arms-Length Management Organisation (ALMO) and two housing associations (Guinness and more recently, Aster). Rebecca has an honours degree in Geography and is a member of the Chartered Institute of Housing. Rebecca has a background in customer service, business improvement and housing management. Rebecca has a real passion for making sure data and customers are at the heart of decision making.

**Kerry Heath (Development Director)** has worked in Hexagon's Development Department since July 1996, when she joined as a Development Officer. She went on to become Senior Development Officer 2 years later, Development Manager in 2001, and Development Director in 2007. Kerry is responsible for overseeing the successful delivery of Hexagon's varied development programme in terms of cost, quality and time. Kerry has an honours degree in Quantity Surveying and as a graduate, worked for a cost consultancy/ surveying firm, on behalf of housing associations located in the North and East of London. Kerry also holds a MA in Housing Studies. She is a member of the Royal Institute of Chartered Surveyors and is a Corporate Member of the Chartered Institute of Housing.

**Charles Mtakati is our Property Services Director** and joined Hexagon in January 2020. He is responsible for our repairs service, asset management, investment in our existing portfolio and the Customer Service Centre. Charles is also responsible for overseeing Hexagon's Sustainability Strategy. Prior to joining Hexagon, Charles was Operations Director at Soho HA and before that he held senior management positions at Places for People, Network Homes and L&Q. Charles has varied experience in housing, which has included asset management, property management, business transformation, maintenance services and placemaking.

## 12. BOARD MEMBERS PROFILE

Name	Length of Service	Employer	Occupation
Mark Allan <sup>1, 4</sup>	5½ years	Chisel	Co-ops & Tenants Officer
Roseann Ayton <sup>1</sup>	6 months	Self-employed	Complaints Handling Specialist/Trainer
Ruth Chambers <sup>2, 3</sup>	6½ years	Self-employed	Campaign & Public Policy Consultant
Simon Fanshawe Chair <sup>3</sup>	2 years	Self-employed	Company Director, Writer & Broadcaster
Jeanette Kenyon <sup>3</sup>	7½ years	Self-employed	Property Development Consultant
Tom McCormack	9½ years	Hexagon HA	Chief Executive
Louise Richardson <sup>1, 4</sup>	2½ years	Bird College Conservatoire for Dance and Musical Theatre	Academic Assessments and Policy Co-Ordinator
Denise Senner <sup>1</sup>	3½ years	Self-employed	Horticulturalist
Ian Watts <sup>2, 3, 4</sup>	7½ years	PA Housing	Executive Director of Assets
Claud Williams	6 months	Dream Nation	Founder
Paul Williams <sup>2</sup> Vice Chair	2 years	N/A	Retired

<sup>1</sup>Resident Board Member

<sup>2</sup>Audit & Risk Committee

<sup>3</sup>Remuneration Committee

<sup>4</sup>Performance Management Committee