

Hexagon



Corporate Plan 2023-2028



Foreword

Like the rest of the social housing sector Hexagon is facing unprecedented challenges which are causing us to pause and rethink our plans.

We have all been impacted by Covid-19, Brexit, the war in Ukraine, and the cost-of-living crisis in ways that were unimaginable three years ago. The death of Awaab Ishak as a result of prolonged exposure to mould in the family flat was a matter of great shame and caused serious damage to the sector's reputation. It too has provoked a rethink of our priorities.

“We will stabilise the business by making steady and measurable improvements to deliver core services well.”

We appointed a new Chief Executive in 2022, and her team with the Board are working together to reset, stabilise, and reenergise the business. We have reset our vision, mission, and values and have a plan to recover from the downturn experienced during the Covid years. We will stabilise the business by making steady and measurable

improvements to deliver core services well. Our ambition for growth is somewhat tempered by the current climate. We are nonetheless able to deliver 265 new homes primarily for low cost rent and shared ownership. Over the next two years we will improve our overall position so we can do more in years to come.

With deep awareness of these challenges, we will move forward with optimism and commitment to deliver our mission and decent affordable homes to current and future residents. We will work to ensure our values really do drive everything we do. We look forward to creating and managing even more homes and great services for people in South London into the future.

Simon Fanshawe
Chair of the Board





OUR VISION

Everyone deserves
a decent home

OUR MISSION

Decent, affordable homes
for lower income households
in South London

OUR VALUES

Customers at the heart
Appreciating difference
Responsible and accountable
Empowering people

Key Objectives

Good landlord services that meet customer's needs

Safe, decent, and efficient homes

Residents are supported and making a positive difference

A dynamic workforce that delivers our goals

A growing, sustainable, efficient, and viable business

Outcomes

We will increase our understanding of customers and their expectations of the services and deliver our service standards and performance targets consistently well.

We will ensure our homes are safe and well-maintained. We will increase customer satisfaction with repairs. We take a risk-based and fabric first approach to building safety. We will maintain decent homes, and continue to work toward the **2030** goal with all homes rated A-C for energy efficiency.

We will refine engagement structures to ensure residents are making a noticeable difference to how we deliver services that better meets their needs. We will provide support to help residents to improve financial wellbeing

We will build the skills, expertise, and confidence of the workforce to empower them to deliver challenging goals. We will seek out and develop new talent by providing opportunities for new entrants to the social housing sector

We will build viable and good quality homes for low-cost rent or low-cost homeownership. We will build organizational resilience and financial strength to do more and contribute to environmental sustainability.

Success Measures

>75% overall customer satisfaction

80% satisfaction with estate services

65% satisfaction with ASB case handling

60% satisfaction with complaint handling

Homes relet within 20 days

85% customer satisfaction with last repair

100% Decent Homes Standard compliance

100% landlord health & safety compliance

80% homes rated EPC A-C

70% satisfied that Hexagon listens to the tenant views and acts upon them

600 residents supported to improve their financial well-being

300 household budgets maximised

120 residents benefitting from employability support

60 residents will have secured employment

40 residents will have secured better employment

Best Companies **2** star accreditation

75% employee satisfaction

Investors in People Gold retained

265 new homes developed

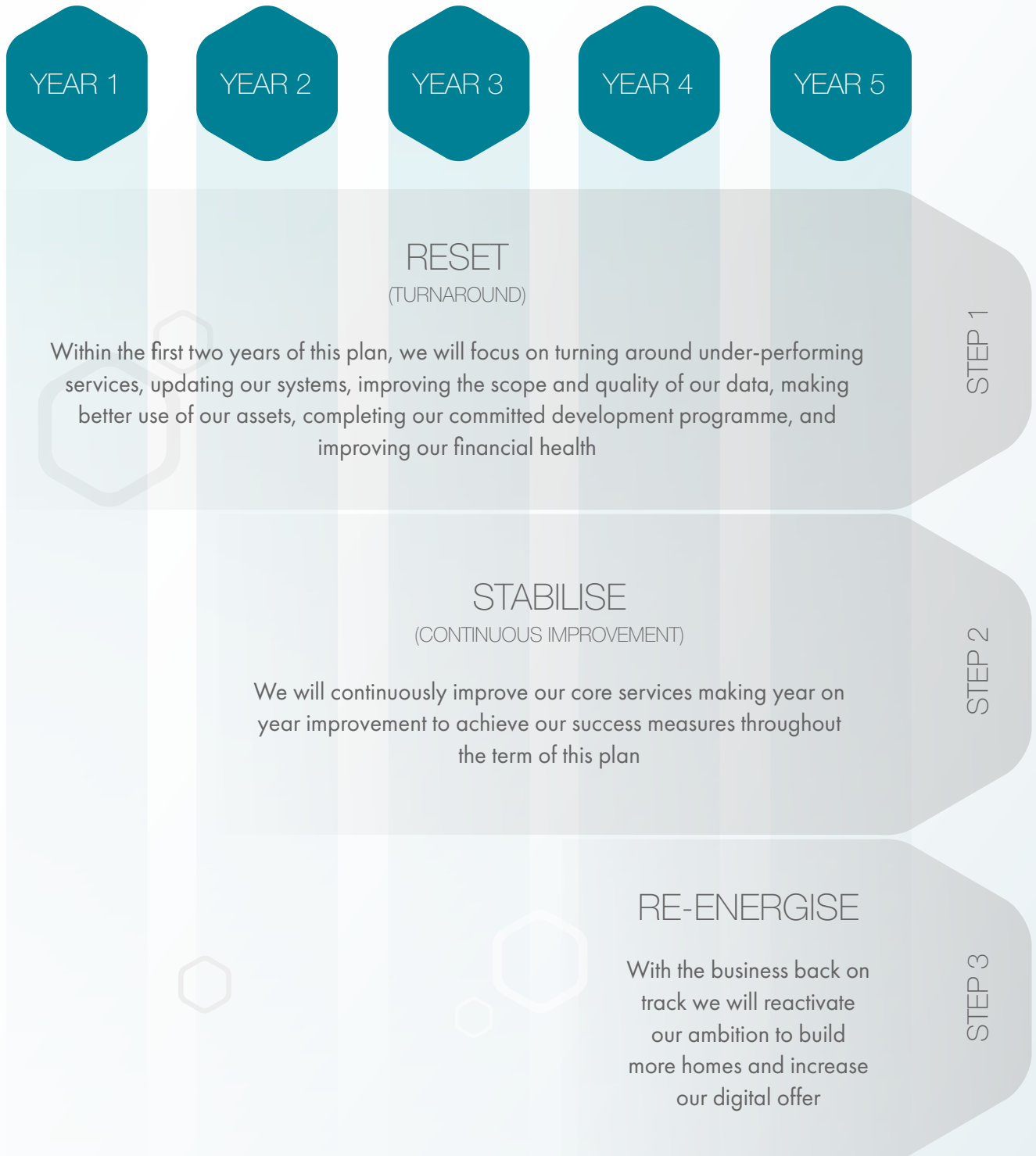
106 shared ownership and 42 market homes sold

< 5% rent arrears

> 1.10 interest cover

SHIFT Gold (sustainability) retained

Three Stage Plan



Good landlord services that meet customers' needs



WE WILL:

- Undertake a quality assessment and correct anomalies in asset, customer, and tenancy data
- Test approach for collecting customer profile information and start to populate the data
- Embed the customer relationship management system across operations
- Create a one-stop shop for all customer enquiries
- Develop the customer portal to provide block/scheme information, increase online reporting of customer service issues, and to facilitate the payment of rent.
- Build the capacity of the customer services team to resolve 60% of customer enquiries
- Establish complaint investigation team to resolve 80% of Stage 1 complaints within target times,
- Roll out a five-year programme of tenancy audits/reviews
- Procure the cleaning and grounds maintenance contract
- Improve the turnaround time for letting vacant homes and increase opportunities for tenants to move



WE WILL

- Build our customer profile data to gain insights to improve service delivery
- Develop a customer strategy that nudges residents to use digital platforms
- Build the capacity of the customer services team to resolve up to 80% of customer enquiries
- Put QR codes in place in large blocks to enable online resident feedback on estate services
- Develop a rapid response to reports of anti-social behaviour, ensuring incidents are dealt with effectively using the multi-agency model
- Roll out tenancy fraud initiatives to recover illegal sub-lets, and make homes available for people in need





RE-ENERGISE

WE WILL:

- Fully develop the customer portal enabling a range of online transactions
- Have online information for medium and large schemes



“We will work to ensure our values really do drive everything we do.”

Safe decent and efficient homes



"Work with contractors to drive up customer satisfaction with last repair to 75%"



RESET

WE WILL:

- Complete the Pennington review of landlord health and safety and implement recommended actions
- Complete backlog of outstanding fire risk assessment actions and maintain thereafter
- Complete outstanding electrical installation inspections ensuring all properties have an in-date report
- Review our approach to lift inspection and servicing to achieve LOLER compliance in dwellings
- Procure gas servicing/repairs and asbestos survey contracts and robustly manage to improve performance
- Draw up and implement a programme to complete stock condition surveys
- Update the Asset Management Plan
- Complete component replacements to maintain 100% decent homes compliance
- Introduce reporting on damp and mould to provide board assurance that timely and effective action is being taken
- Centralise planned works data on one system – CX, Lifespan or IAuditor
- Centralise landlord health and safety data onto one system
- Complete the cladding remediation projects on 18 metres+ buildings



STABILISE

WE WILL:

- Work with contractors to drive up customer satisfaction with last repair to 75%
- Undertake an annual review of the main contractor partnership to ensure continuous improvement
- Use technology to improve residents' experience with the repairs service
- Roll out a planned programme of intrusive surveys on 11 metres+ buildings
- Set and maintain the 'golden thread' requirements of the Building Safety Act
- Roll out a programme to renew asbestos survey data and update records
- Roll out a programme of property MOTs in high-risk properties
- Deliver year on year improvement in our sustainability scoring



RE-ENERGISE

WE WILL:

- Digitise repairs appointment notifications
- Prepare for the next wave of energy efficiency works to ensure all properties rated A-C by 2030
- Prepare the delivery programme for retrofit works
- Prepare our application for the Social Housing Decarbonisation Fund

Residents supported and making a positive difference



RESET

WE WILL:

- Review the resident engagement structure to streamline and strengthen our approach to consulting residents on services affecting them
- Strengthen and regularize resident scrutiny of service areas, with a feedback loop on progression of recommended actions



RE-ENERGISE

WE WILL:

- Refresh the resident voice and engagement strategy
- Refresh the community investment strategy



STABILISE

WE WILL:

- Develop bespoke engagement plans for major projects
- Deliver employment programmes to help place unemployed and economically inactive residents into work
- Provide support and assistance to help residents gain access to grants, benefits and other financial support
- Establish a programme of support for tenants referred following a tenancy review

“Develop bespoke engagement plans for major projects”

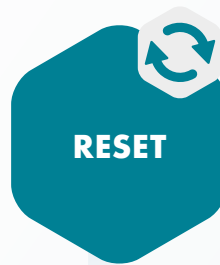


“Deliver a future leaders programme to nurture talent within Hexagon”





A dynamic workforce



RESET

WE WILL:

- Co-create and embed a high performance cultural built on our values
- Design and deliver a mandatory management development training programme
- Refresh 'customers at the heart' training to improve customer service



STABILISE

WE WILL:

- Enhance online learning tools to enable all staff to maintain compliance and job competence
- Explore ways to deliver a learning academy in partnership with an established provider to deliver continuous professional development for housing and asset management staff
- Provide opportunities for shadowing, coaching, and mentoring
- Provide opportunities for understanding and valuing difference to support staff well-being



RE-ENERGISE

WE WILL:

- Initiate a graduate intern programme
- Deliver a future leaders programme to nurture talent within Hexagon

A growing efficient, and viable business



RESET

WE WILL:

- Complete 265 new homes in key local authority areas
- Acquire 27 S106 homes
- Promote upward staircasing
- Complete the data assurance project and produce data assurance map
- Review and strengthen the risk management framework
- Introduce a robust process to ensure accuracy and timely submission of regulatory returns
- Update the IT Strategy
- Complete Project EVOLVE, ensuring CX has the required workflows and accountabilities to deliver efficient and effective services to customers
- Select and activate suitable purchase to pay software to automate financial transactions
- Successfully implement CX module for rent and service setting
- Establish new rent and service charge team, putting in controls to ensure accuracy
- Fully implement the governance action plan to regain G1 governance rating.
- Draft a merger plan as a risk mitigation for a worsening financial outlook
- Draft a stand alone rescue plan



STABILISE

WE WILL

- Build all new homes minimally to EPC band B
- Sell 160 shared ownership and 42 outright sale homes
- Provide robust budget management to achieve compliance with golden rules
- Undertake and publish our annual regulatory self-assessments
- Undertake annual governance effectiveness reviews
- Publish service performance annually including the RSH Tenant Satisfaction Measures
- Maintain investor engagement
- Optimise income from permissible charges
- Dispose of properties that are uneconomical to repair or no longer meet strategic/customer requirements





RE-ENERGISE

WE WILL:

- Review growth plan options on infill and redevelopment sites
- Acquire circa 100 additional homes through stock acquisitions and S106 opportunities
- Draft Development Plan following financial assessment of capacity to build more homes
- Restart continuous market engagement with the GLA
- Put a new Revolving Credit Facility in place

“Build all new homes minimally to EPC band B.”



Hexagon

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