Hexagon

Property Improvement Policy

Document Owner	Head of Property & Building Safety
Prepared by	Stock Improvement Manager
Approved by	Directors Group
Approved date	
Date of next review	
Monitoring, Auditing and Reporting	1. Planned works programme delivery and budget monitoring by the Stock Improvement Manager 2. KPI reporting to the Board 3. Internal audit or independent review as determined by the risk-based internal audit programme 4. Annual review of asset management strategy delivery

Version	Date	Updates
1	June 2026	Policy introduced

1. Purpose

1.1. This policy sets out Hexagon Housing Association's (Hexagon's) approach to maintaining, improving, and investing in its homes and communal areas. It supports Hexagon's commitment to:

- Ensure homes are safe, compliant, and fit for purpose;
- Sustain asset quality across all tenures;
- Achieve environmental sustainability and decarbonisation objectives;
- Improve tenant and leaseholder satisfaction;
- Achieve cost efficiency and value for money; and
- Reduce avoidable reliance on reactive and emergency repairs through planned, preventative and risk-based investment.

2. Scope

2.1. This policy applies to all of Hexagon's residential stock, including General Needs housing, supported housing, co-operatively managed properties, Leasehold properties (including shared ownership), communal areas, and medium and High-rise buildings. However, Hexagon's responsibilities vary depending on tenancy and lease agreements.

2.2. Where homes or communal areas are managed by a co-operative, managing agent, superior landlord or freeholder, Hexagon's responsibilities may vary according to the lease, management agreement, ownership structure and applicable law. Hexagon will take reasonable steps to understand its responsibilities, work with relevant third parties, and communicate clearly with affected residents.

3. Policy Principles

3.1. **Asset Sustainability and risk-based prioritisation:** Hexagon will maintain its homes in line with the Decent Homes Standard. We will use planned, risk-based investment and maintenance programmes to support asset longevity, prevent deterioration, and reduce avoidable reliance on reactive and emergency repairs.

3.2. **Compliance and safety:** We will prioritise meeting all statutory and regulatory obligations for building safety, fire safety, and structural integrity.

3.3. **Value for money:** Hexagon will apply whole-life costing principles and effective procurement and contract management to support value for money. We will use robust forward planning to minimise avoidable unplanned major works.

4. Property Improvement Framework

4.1. **Stock Condition Data and Investment Decisions:** Hexagon will maintain a comprehensive, accurate and up-to-date asset management database informed by a robust programme of regular stock condition surveys (minimum 5-year cycle of all stock) and maintain accurate, up-to-date and evidenced individual property level data. Property-level data will include, as a minimum:

- Component age, condition and lifecycle;
- Decent Homes Standard compliance;
- Energy performance (EPC and SAP where applicable);
- Building safety and statutory compliance information.

4.2. Data quality will be regularly validated and used to inform investment decisions, risk management and long-term financial planning.

4.3. Investment decisions will be informed by Decent Homes requirements, building safety risk, cost-benefit analysis, component failure risk, and the identification and mitigation of serious hazards.

4.4. Hexagon will plan and prioritise investment to ensure its homes meet the requirements of the new Decent Homes Standard in time for when it comes into force.

4.5. **Planned Maintenance Programme:** Hexagon will maintain a rolling 30-year investment programme, using lifecycle modelling to forecast future investment needs. The programme includes:

- Kitchens, bathrooms and internal components
- Windows, roofs and external fabric
- Mechanical and electrical systems
- Fire safety and building safety systems
- Communal areas and environmental works.

4.6. Programmes will be prioritised based on condition, risk, compliance requirements, customer impact and value for money.

4.7. **Cyclical Decorations:** Hexagon will deliver a 7-year rolling cyclical decorations programme for external redecorations, associated repairs, internal communal areas and fencing where applicable. Programmes will be coordinated with major works to avoid duplication and support value for money.

4.8. **Major Works Delivery:** We programme major works based on lifecycle need and risk. We will:

- Bundle works where appropriate to achieve economies of scale;
- Procure works through long term contracts and frameworks;
- Apply strong programme and cost management controls;
- Ensure quality assurance through inspection regimes;
- Delivery will align with asset management objectives, customer expectations and regulatory requirements.

4.9. **High-Rise and Higher-Risk Buildings:** Hexagon will take a proportionate, risk based approach to the management and investment of high rise and higher risk buildings, in line with the Building Safety Act 2022 and associated regulations. This will include:

- Maintaining safety case information and Golden Thread records;
- Ensuring ongoing compliance with fire and structural safety requirements;
- Prioritising investment to manage identified risks;
- Undertaking enhanced inspection and assurance regimes.

4.10. All relevant buildings will be managed in accordance with landlord legal responsibilities and best practice.

4.11. **Environmental Sustainability and Decarbonisation:** Hexagon will align decarbonisation and retrofit works with lifecycle replacement programmes and other planned maintenance activities wherever practical to minimise disruption to residents and avoid duplication of works.

4.12. This includes improving energy efficiency and environmental performance through coordinated investments in measures such as insulation, window replacements, roofing, ventilation and other fabric and energy-related improvements. These will collectively contribute towards improving Energy Performance Certificate (EPC) ratings, support our net-zero carbon ambitions, reduce fuel poverty, enhance resident comfort, health and wellbeing, and ensure homes remain sustainable, resilient, and fit for future regulatory and environmental requirements.

5. Procurement

5.1. Hexagon will use effective procurement and contract management to support value for money, quality assurance and delivery of planned works.

5.2. Hexagon will use strategic procurement routes (frameworks, partnerships) and:

- Drive efficiencies through economies of scale;
- Monitor contractor performance and cost benchmarks;
- Deliver social value through contracts.

5.3. All procurement activity will comply with relevant legislation and demonstrate value for money.

6. Service Charge Considerations

6.1. **Fairness and Affordability:** To support fairness and affordability, Hexagon will use forward planning and, where permitted by the lease, sinking fund arrangements to reduce the risk of large, unexpected charges. Sinking fund contributions will be informed by lifecycle costing and reviewed periodically. We will consider affordability impacts when programming works.

6.2. **Engagement:** Hexagon will provide clear information about the scope, timing, likely impact, costs and available options for major works. Where consultation is required, residents and leaseholders will be given appropriate opportunities to comment before decisions are finalised. Hexagon will provide feedback after major works where appropriate, including learning from resident feedback and project delivery.

6.3. **Section 20:** Where planned works or contracts trigger statutory consultation requirements, Hexagon will consult leaseholders in accordance with Section 20 of the Landlord and Tenant Act 1985 and associated regulations. Dispensation will only be sought where appropriate and in line with legal requirements.

7. Customer Experience and Satisfaction

7.1. Hexagon will set clear service standards and performance indicators for maintenance and planned works. We will monitor contractor performance through inspection, quality assurance and performance reporting, with a focus on reducing repeat repairs, defects and avoidable service failure.

7.2. Hexagon will provide clear, timely and accessible information to tenants and leaseholders about service charges, including how charges are calculated, what services are covered, and how residents can query or challenge charges.

7.3. Affected residents will be given clear timescales and kept informed at key stages. Where timescales change, Hexagon will explain the reason and provide updated information.

7.4. Feedback from completed works will be used to improve future planning, delivery and resident experience.

8. Equality and Diversity

8.1. We understand that residents have diverse needs and we aim to deliver fair and equitable outcomes under this policy. We commit to considering reasonable adjustments in the delivery of our services to accommodate the diverse needs of residents and their household members.

8.2. This Policy will be enacted in line with our Vulnerable Residents and Reasonable Adjustments Policy and in compliance with our obligations under the Equality Act 2010 and the Regulator of Social Housing's Consumer Regulations.

9. Review

9.1. This policy will be reviewed every 3 years, or sooner if regulatory requirements change and / or significant stock or operational changes occur.

10. Related Policies

10.1. Section 20 Policy

10.2. Service Charge Policy

10.3. Asset Management Strategy

10.4. Environmental Sustainability Strategy

11. Relevant Legislation and Regulations

11.1. Landlord and Tenant Act 1985

11.2. Building Act 1984 and Building Regulations 2010

11.3. Building Safety Act 2022

11.4. Housing Act 1985 and Housing Act 1988

11.5. Decent Homes Standard

11.6. Regulator of Social Housing’s Consumer Standards