***Corporate Plan Objectives for 2014-2017***

**I.** **TO PUT RESIDENTS AND SERVICE-USERS AT THE HEART OF WHAT WE DO**

|  |  |  | **As at September 2016** | |
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|  | **Objective** | **Targets and Initiatives** | **Target achieved?**  **(Y for Yes, N for No, or P for partially achieved)** | **Comments** |
| a. | To show continuous improvement on residents’ satisfaction with the Repairs & Maintenance service. | Our target is to be in the top quartile on “satisfaction with the way the landlord deals with repairs and maintenance” for our London peer group. | N | Customer Satisfaction surveys have been carried out by an external agency (MEL) since August 2015.  The Q2 2016/17 results are as follows:  P&R = 85%  KNK = 84%  BSW = 89%  These figures fall short of the targeted 88% set out in the contract for this year. However overall satisfaction has been 84% in the year to date, an improvement on the 80% recorded in 2015/16 and higher than any of the previous 4 full years. |
|  |  | Our target is to ensure we continually improve our overall satisfaction target year on year, and incorporate best practice in the way we deliver our repairs. | N | Although the picture is improving the service is still in Quartile 4. Work is underway to transfer customer satisfaction surveys away from MEL to the contractors so that the survey can be carried out via a PDA immediately after the repair has been completed. This will give us a better understanding of what causes dissatisfaction and enable us to turn this around quickly. |
| b. | To increase and improve the ways that residents can work with Hexagon to help us improve services. | Support residents on the Performance Review Group (PRG) to monitor performance and targets to improve service delivery, accountability and value for money. | Y | Scrutiny training being delivered on an annual basis.  PRG completed internal review and will be focusing on the recommendations from the review. |
|  |  | Roll out a programme of at least two residents’ inspections a year which will assess the process of service delivery from a residents’ perspective. | P | For the 2016/17 year, residents inspected and reported on the Customer Service. The inspectors have identified the defects service as the next area for inspection and they will undertake this from Jan 2017. |
|  |  | Develop the Residents’ Repairs Group so that residents scrutinise the delivery of the repairs service with the aim of driving improvements to the service | N | Since the start of the new contract there has been no performance data provided to the Repairs Group for the main contractor. In addition, the scrutiny training for scheduled for Sept 2016 has been deferred to such time when performance information is provided to the Group, which is not expected before the end of 2016/17. |
|  |  | Provide and publicise new involvement activities which are geared towards scrutinising performance delivery. | P | Involvement Matters info flyer scheduled to be mailed out to all residents in Jan 2017. |
| c. | To get things right the first time, or if we don’t, to deal better and more efficiently with complaints. | In 2014/15 at least 90% of complaints are responded to on time and do not escalate (rising to 92% in 15/16 and 95% in 16/17). | N | 59% in 2015/16 in responding on time  91% were resolved at first contact  Complaint numbers reduced in 15/16 to 40% of 2014 level |
|  |  | To log all complaints within 24 hours of receipt. | Not known | No performance measure and task is now done at within each department. |
| d. | To ensure all our homes are subject to an ongoing home improvement programme. | We will ensure that 100% of our stock is fully embedded into our Lifespan Data tool. | Y | Yes, but ongoing to keep data refreshed. 87% of the stock has survey dates of 2010 or earlier. 13% of the stock were handed over post 2011  Genero replacement is due to be synchronised with Lifespan and aims to update new handover information currently a manual process. |
|  |  | A rolling 5 year programme of activity is refreshed annually making adjustments for Stock Condition Survey results. | Y | The annual Stock Improvement programme is primarily derived from the results of the stock condition surveys. The programme is refreshed annually through ‘Lifespan’ based on actual surveys carried out and updated with works completed |
|  |  | 20% of our stock will be inspected / reviewed every year to ensure all properties are benefitting from improvements. | Y | Stock data for blocks and units handed from 2007 to 2010 have been completed. Ongoing issue to ensure we refresh our data with accurate on site information |
| e. | To ensure all our homes meet statutory health and safety regulations. | We will ensure all of our contractors meets all relevant H&S requirements (including Gas Safety) and be able to advise us of any H&S issues identified during the course of their activities. | Y | Gas Safety for Hexagon properties has remained at 100% since November 2015 (10 consecutive months) and since February 2016 for Co-op properties (7 consecutive months). Overall our gas contractors BSW continue to perform well and they were successful in the procurement process for the current contract in 2015.  H&S is a standing item on all operational contractor meetings to ensure that concerns are raised and any changes to procedures can be explained. |
|  |  | We will ensure that all relevant Fire Risk Assessments are up to date with actions identified completed within acceptable timescales. | Y | PI reporting is working well; Lifespan reports on action plan and review dates - good tool for compliance audit. SI monitoring the completion of FRA reviews by HS staff /Coops staff. All action point are recorded on Lifespan and tracked to completion by administrator. |
|  |  | That all properties are surveyed and clearly identified for potential asbestos where relevant undertaking removal if required. | P | Last tranche of surveys to be completed by the end of November – subject to access. Asbestos monitoring and reporting for compliance audit are working well – one significant finding in Jun 16 was actioned immediately. There have been 3 clear audits prior to June 16. |
|  |  | We will have less than 2 statutory notices per year maximum. | Y | Since the beginning of this financial year (2016/17) we have received no statutory notices. |
| f. | To improve residents’ satisfaction with Estate Services. | Our target is to carry out annual satisfaction surveys of our cleaning and gardening services and aiming for a minimum of 75% satisfaction by 2017, increasing throughout the life of this plan to 65% in 2014, 70% in 2015 and 75% by the end of 2016. | N | There was no improvement in the 2015 survey results and overall satisfaction had dropped to 54%. Underlying this were some significant performance issues with one grounds maintenance contractor who has subsequently ceased working for Hexagon. New contracts are now in place effective from June 2016. The current year satisfaction survey has been delayed until quarter 4 by which time the new contracts should be fully bedded in. |
|  |  | We will implement the recommendations of the Estate Services Review by the end of 2014/15. | P | New contracts have been let from June 16. A mobile App is being trialled as a contract monitoring tool to provide up to date performance information for the monthly contract meetings |
| g. | To ensure all Co-ops meet Hexagon’s standards. | Maintain the risk-based monitoring of managing agents’ performance to ensure that it does not fall below the levels for Hexagon managed homes. | Y | Quarterly monitoring in place. Schedule of annual monitoring visits for 2016 in place and due to be completed by Nov.  Governance and probity concerns have been raised with BTC. This led to the co-op commissioning 2 independent reviews, the recommendations from which form an action plan which the co-op are delivering on. |
|  |  | Ensure that all managing agents provide up to date gas safety certificates and carry out Fire Risk Assessment (FRA) reviews. | Y | Co-op gas safety certificates are in place. Two Breach Notices have been served to date for 2016/17.  All co-op FRA Reviews up to date. |
|  |  | Carry out a residents’ satisfaction survey of all agency managed residents. | Y | Survey completed summer 2015 and results reported on. This showed that overall satisfaction amongst Co-op residents has increased from 67.5% in 2011 to 82%. |
| h. | To provide excellent care services which are highly rated by service users and regulators. | When inspected, CQC registered services will meet all assessed standards, and our Supporting People regulated service will achieve Level A. | Y for both Nursing Homes  Y for one SH scheme | In June 2015 Woodcote Road had an unannounced inspection and fully met all of the assessed standards. The report stated ‘People told us they felt safely supported by staff at  Woodcote Road. One person said, “I am ok here. It’s much better than where I was before.”  Townley Road was last inspected in June 2015 when it met all assessed standards. The report stated ‘People said staff treated them with respect, kindness and dignity. Care records confirmed that people had been given the support and care they required to meet their  needs.’  Newstead Road was last inspected by the local authority under the Quality Assessment Framework in August 2016 when it was assessed as overall A where the report said *The ‘My Time’ budgets accessible for service users are a key quality of the scheme and assists service users with accessing activities they are interested in as well as support to access these activities.’* |
|  |  | To achieve a service user satisfaction rating of 80%. | Y | In our high support services in July 2015 overall Satisfaction was 80%, and in July 2016 it was 89% our highest rating yet. |
| i. | To innovate and invest in Community Investment initiatives. | We continue to invest in the Hexagon Academy, supporting residents back into employment. | Y | Hexagon is one of 16 partners in a new pan London project, Love London Working funded through the European Social Fund over the next 3 years. Love London Working is an Employment and Skills Project supporting individuals who are unemployed or economically inactive into employment. This has effectively led to the doubling of our resources available for this work and opened up many opportunities for collaborative working with other Housing Associations and partners supporting residents into employment resource |
|  |  | 65% of residents registered with the Academy to report a positive outcome (further learning, employment, volunteering, new business start up). | P | Average 60 to 65% of residents report positive outcome. |
|  |  | At least 20 residents into employment each year. | Y | 45 residents secured employment. people (June 15 to Sept 16)  85 new registrations with the Academy (56 adults and 29 young people)  17 residents completed Business Start Up Training. Feedback from course participants found that 58% of participants said they were not feeling very confident about starting their own business before the course.  At the end of the course, participants reported that 42% were very confident, with 100% of respondents saying they were either confident or very confident about starting their own business. |
|  |  | To achieve Fair Train Work Experience Quality Standard Gold level by 2015/16. | N | We currently hold the Silver Level Quality Standard for Work Experience Placements. We planned to improve our level from Silver to Gold this year however this work has been delayed. Our goal is to achieve this in 2016/17. |
|  |  | To launch a new Youth Employment programme in 2014/15 providing employability support and training for young residents aged 15 to 24. | Y | An average of 50% of young people referred to an apprenticeship gain some positive outcome. During the last year, 24 young people were referred to apprenticeship or traineeships. Of the 24 young people, 3 secured apprenticeships, 2 secured employment, 6 secured Traineeships, 1 decided to go to University.  10 young people withdrew from the programme, and despite several attempts to reach them, we have been unable to do so. 2 young people were forced to withdraw as they were in custody. Our experience has found that some of the young people we are supporting have a number of issues they are dealing with which is taking them away from their employment goal - we also find that despite intensive work with some young people, they disappear without trace. |
|  | To support our low-income residents to ensure they are maximising their income and help reduce their spending | We will continue to provide general and 121 money advice to help residents receive income they are entitled to. | Y | 122 residents (not including returners) accessed 121 financial inclusion support.  £189519 of income generated for residents, of which £177581 came directly to Hexagon as DHP/HB. |
|  |  | To work closely with residents to enable households to make changes to reduce household expenditure e.g. by learning new DIY skills. | Y | Circa 50 residents attended Moneyopoly – money advice at Residents’ Day designed to offer practical ways to reduce household expenditure.  18 residents attended sewing courses in partnership with WEA held. Courses have an element of learning new skills to help save money i.e. take up curtains, repair clothes.  Furniture upcycling and DIY painting courses arranged in partnership with Bell Group. But demand was very low and courses not held. |
|  |  | To support residents to get online in order to benefit from on-line purchasing with a target of 40 in 2014/15 | Y | The Digital Inclusion Programme is our main programme for supporting residents to get online. The programme provides the opportunity for residents to learn the skills, understand the benefits, get a refurbished laptop an internet dongle with 12 months free internet access. On completion of the course, residents are also able to access an online learning portal and a free telephone helpline. This sustained support is seen as key to helping people stay online  75 residents completed the ‘Introduction to computers’ training. A survey of previous participants found all barring one resident remained online after the 12 months free internet access expired. |
|  |  | To develop in 2014/15 a ‘Pennywise Power’ programme to help residents reduce their spending on fuel. | Y | Worked in partnership with Stock Improvement to deliver Winter Warmth and Green Doctor schemes. 200 residents benefitted from energy advice and measures. |
| j. | To work closely with our residents to ensure a smooth transition for Welfare Reforms, especially Universal Credit. | To implement the welfare reform response plan with a focus on improving digital inclusion in 2014/15. | Y | Welfare reform response plan being implemented. 74 residents are on Universal Credit |
|  |  | To develop in 2014/15 more pro-active, partially automated arrears management tools. | Y | Rentsense was implemented in January 16. This provides an automated way of prioritising which rent accounts our housing officers need to take action on. |
|  |  | To promote our partnership with the London Plus credit union. | Y | 15 residents signed up to Credit Union |
|  |  | To investigate in 2014/15 the cost-effectiveness of new rent payment methods for residents moving onto UC. | Y | Investigation was done but no changes made to date although watching brief being maintained on market |
| k. | To develop our Customer Contact Strategy to drive improvements in the way we engage with residents, including increased use of digital communications | Strategy agreed by the Board in summer 2014. | Y | Strategy was agreed by Board in May 2015. Some minor changes made since and others await implementation of new CRM and HM systems which are currently being procured. |
|  |  | Engagement with residents to agree new service standards for digital communications during 2014. | Y | Resident engagement led to a new service standard for email and text contacts |
|  |  | Develop internal systems and staff capabilities to allow greater use and recording of emails, texts and social media communications over life of the plan. | P | Some enhanced capabilities with new telephone system but most of this is dependent on new CRM and HM system now being procured |
|  |  | Increase residents’ use of digital communications, with targets outlined in the Board approved strategy. | P | Residents’ use of email is increasing.  The strategy did not set out numerical targets |
| l. | To respond innovatively to the needs of Hexagon’s tenants who are overcrowded. | Our target is to increase the numbers of overcrowded tenants we re house by pursuing under occupation initiatives that release larger homes that are subsequently available to Hexagon transfer applicants. This will include tenants affected by bedroom tax. | P | The introduction of the bedroom tax has had no noticeable impact on the demand for smaller properties form under-occupying tenants. Consequently this has not increased the supply of properties suitable for over-crowded households. |
|  |  | Should there be any opportunities for loft conversion, these will be targeted at overcrowded households. | P | 2 instances of overcrowding issues have been addressed by the conversion of a large room to two smaller rooms to allowing families to continue to live in their homes. |
|  |  | We will strive to maintain our 25% share of new lettings and re-lets and target these at overcrowded households. | P | 25% nomination rights remain in place for family size properties. Relet turnover remains low while demand for rehousing continues to be high. This is particularly the case with larger properties. This supply and demand mismatch has prevented any real progress on specific measures to address over-crowding amongst Hexagon tenants within the context of other high priority urgent housing demands. |
| m. | To determine and implement the approach to the Government’s ‘Staying Put’ proposals. | Proposals to be put to Hexagon’s Board once details of Government’s approach are available. | Y | We are not implementing the Pay to Stay and it is not mandatory for HAs. |
| n. | To utilise our Stock Improvement funding to leverage additional funding that will help residents fight fuel poverty. | To ensure that a minimum of 45% of the budget is spent on energy efficiency improvements across the programmes. | Y | The current Carbon in Homes Assessment information has updated the Parity report(CHROM of May 2015). This provides cost and total and minimum works required for our under Sap 65 homes to plan our programmes to target these homes. |
|  |  | To meet the objectives set out in the sustainability action plan. | P | All objectives are being progressed with targets monitored and reported to the Board on an annual basis. |
|  |  | To meet the objectives set out in the Greening of the stock action plan. | Y | Progress with the plan is on track; 186 Homes improved to now meet or exceed 65 SAP that were previously not achieving this objective. Remaining properties under 65 SAP identified with plans being developed for those unable to meet this target, economically. |
|  |  | To work closely with Resident Involvement in developing Green Champions and beacon homes. | Y | Progress with Green Champions has been slow in 16/17. A further training programme is planned for January 2017, in conjunction with Resident Involvement and Groundworks, to further develop their role and objectives. |
| o. | To further roll out and embed our ‘Customers At The Heart’ programme. | We will consistently promote Customers at the Heart throughout the Organisation, via the Customers at the Heart (CATH) Working Group Action Plan. | Y | The CATH Group working has met regularly and implemented all of the actions as planned. |
|  |  | We will develop a ‘Customers at the Heart’ Induction Session for all new employees by July 2014. | Y | CATH Induction session held quarterly for all new starters. |
|  |  | We will provide Customers at the Heart training for all Care Homes staff by June 2014. | Y | A further one day session has been held for new Care Homes staff. |
|  |  | To consistently maintain a service level of 80% for telephone responses in Customer Services. | P | We achieved 78% in Q1 and 79% Q2 16/17. We were very close to meeting our target in these quarters for calls. Both Q1 and Q2 16/17 for emails we achieved 100% against our target responding to all repair emails within one working day |
|  |  | To implement by the summer of 2014 a call recording system in Customer Services and Housing Services to monitor the quality of service delivery on the telephone. | Y | Fully implemented and in use for monitoring. Call assessment for a part of the 1-2-1 process, with coaching a development coming off the back of the results if required. |

II. TO CHANGE OUR WAYS OF WORKING TO ACHIEVE MAXIMUM EFFICIENCY

|  |  |  | As at September 2016 | |
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|  | Objectives | Targets and Initiatives | Target achieved?  (Y for Yes, N for No, or P for partially achieved | Comments |
| a. | To minimise our rent arrears and maximise our rent collection. | Our target is to ensure that Hexagon’s performance for rent arrears is in the top quartile for the London peer group. | N | Rent collection figures at the end of Q2 for 16/17 stood at 99.6%. The GN arrears % at the same point was 5.2% but fluctuates in line with HB 4 weekly payment cycles. |
|  |  | We will develop the use of partially automated rent arrears management tools to streamline rent collection and arrears actions, so releasing resources for more individual casework as preparation for the introduction of UC. | Y | The Rentsense arrears management tool was implemented in November 2015 and its impact will be reviewed after one year of operation. |
|  |  | We will review staffing structures to ensure we are working as efficiently as possible in readiness for the introduction of UC. | P | The slowdown in the roll out of UC has meant that by Oct 2016 current UC claimants made up only 2.1 % of all Hexagon households. The current major problem experienced with UC claimants are payment delays due to DWP administration issues. Claimant numbers still remain relatively low and the UC roll out programme has initially impacted lower risk claimants rather than long term benefit dependent households. Staffing structure was reviewed in 15/16, at which point it was decided existing structures were still appropriate but that the situation should be kept under review. |
| b. | To minimise the number of days it takes to re let our general needs homes. | To keep void losses below 0.8% of the rent roll, with the aim of continuously improving each year during the life of the plan. | Y | Void loss has been within target for each of the last four quarters. |
|  |  | To ensure our general needs void turnaround target of 33 days is achieved (i.e. within the top quartile). | N | The end of year average turnaround figure for 15/16 was 34 days which was an improvement on the performance of the two previous years but is still outside the top quartile target. The decision to freeze all lettings to accommodate the decanting requirements for Brickfield Cottages will provide a one off negative distortion to the current year turnaround figure. |
|  |  | We will work with LAs to obtain multiple nominations to void units as much as possible. | Y | These arrangements are in place |
|  |  | We will develop improved systems for monitoring and managing performance at key stages within the allocations process. | Y | A performance monitoring spreadsheet is in place which can highlight performance for each key stage of the void process. |
| c. | To minimise the number of days it takes to re let our supported housing homes | We will minimise rent loss from voids (which are not funded by commissioners) and achieve our voids target of 4.3% in 2014/15 and continuously improve over the life of this plan. | Y | Void loss on SH units a the end of 15/16 was down to 4.1% |
| d. | To maximise the recovery of service charges | Our target is to recover 100% of service costs, including staff costs. | N | Service costs greatly exceeded budget again in 2015/16 largely because of under-budgeting of the communal repairs elements of service charges. We are reviewing the way we are dealing with service charge budgeting as the current system needs an overhaul. |
| e. | To develop alternative plans for low demand supported housing where this becomes an issue or where accommodation is no longer strategically relevant. | We will explore options and remodel schemes where it is financially feasible to do so. We will dispose of schemes assessed as not viable. | Y | Issues with the two identified low demand schemes were addressed in 14/15. No other schemes are currently considered unviable due to demand issues. |
| f. | To exercise strong control over day to day repair costs. | Our target is to deliver the responsive repairs spend within budget each year. | N | The position as at the end of P6 (2016) is that the day to day spend is £95k overspent. Stronger controls are in place in the form of the interface and additionally all orders over £500 are authorised by the RRM and scrutinised weekly with the team. Work is continuing to control costs however there are two unknowns that may impact on the year end accounts. One is that there is a backlog of P&R orders to be processed and the final amount of these orders is not yet known. The other is the amount to be recharged from Communal Repairs budget once the service charge element has been removed. |
| g. | To implement the 3-year ICT strategy, including the Information Flow (IF) Project. | Deliver the benefits of the IF Project in line with the programme timetable.  Deliver key infrastructure improvements by the end of March 2015:   * implement a new phone system * implement a virtual PC environment and upgrade our Office software   Deliver the IT aspects of the Customer Contact Strategy in line with the timetable outlined in that strategy.  Deliver business efficiencies by providing:   * an integrated arrears management system (by March 2015) * electronic document management for new tenancy records (by March 2015) * tablets for Housing Officers and the Responsive Repairs team (by September 2014) * other business software as required by the ICT Strategy | P  Y  N  P | Despite improvements to the complaints system, it has proved to be difficult to use and we have reverted to a simpler spreadsheet system as an interim solution until we implement our new housing system in 2017. The service charges, defects and repairs functions continue to be used.  The new phone system went live in July 2016 and has been very effective, particularly the staff presence (availability) function. Incoming emails to Customer Services are now queued and dealt with in the same way as phone calls.  Virtual PCs have been deployed since July 2015, giving significant performance improvements compared to the previous PCs, and resolution of the intermittent connectivity problems at the Homes.  Email and texting from Genero have not yet been delivered. The target date is March 2017.  The Rentsense arrears tool went live in Jan 2016.  EDM will be implemented as part of the new housing system.  Surveyors are using laptops to raise orders, review VOs and update inspections off-site.  Housing officers are using tablets off-site to assist with tenant queries on rents and repairs, saving paper and improving customer service.  Call recording, Sun upgrade and BACS system all implemented.  A new repairs interface has been implemented with our three main responsive contractors, since February 2016 (April for P&R). This has automated our controls on orders outside variation thresholds and is delivering more detailed performance information including the contract KPIs and in the second phase, dashboard reporting for the repairs team. |
| h. | To implement the Asset Management strategy. | We will review the strategy’s performance annually with the board, refreshing it every three years in line with the corporate objectives and ensuring it is a live document and supports all cross cutting activities such as the sustainability strategy, greening the stock and our disposal requirements. | Y | Strategy and Objectives reviewed annually with the Board.  The previous Asset Management Strategy expires in 2016 and a new strategy is to be drafted by the newly appointed Property Services Director and completed by the end of March 2017 |
| i. | To support our staff with first class training to deliver our objectives. | During each year of this plan we will develop a detailed training plan for the Organisation, which includes training objectives and costings. | Y | Training Plan Sept 16 – Aug 17 agreed. 6 month review due April 17. |
|  |  | Our target is to provide funding for all training that is identified as necessary to achieve our corporate objectives outlined in the plan. | Y | Training identified in Training Plan has been delivered and evaluation obtained. |
|  |  | During each year of this plan, we will develop a formal annual review of the training plan, including outcomes, to ensure that our training is effective and provides value for money. | Y | Formal annual review considered by DG . |
| j. | To renew and refresh our Investor in People status. | Our objective is to achieve Investor in People Gold Status at our next Review in 2015. | Y | Review undertaken May 15. IIP Gold Standard achieved. |
|  |  | We will implement the SMART targets arising from the previous IIP Review in 2012, and continuously communicate progress with staff members. | P | New two year Action Plan developed for 15 – 17. Currently being implemented. |
| k. | To carry out an annual programme of service quality improvements which focus on trouble-shooting service areas that require innovation and improvement. | Review three areas a year, which require improvements, throughout the life of the Corporate Plan and implement the Action Plan arising from the findings. | N | Since agreeing this Plan, we have changed our entire approach by creating the Business Improvement Team who are now primarily focusing on the implementation of the new IT system. |
| l. | To be open-minded about new ways of working and organisational structures if this will assist in improving service delivery to residents. | We will assess any possible merger opportunities that arise during the life of this Plan against what such a merger would do to benefit existing and future tenants. | Y | Following the Board’s decision in March 2014, we received an approach from Southwark & London Diocesan Housing Association. The Board agreed to respond to their tender invitation. Although we were shortlisted to the final three, we were not selected as the successful tenderer made several financial commitments which we were unwilling to match. |

1. TO ENSURE THAT HEXAGON CONTINUES TO GROW IN A FINANCIALLY, SOCIALLY, AND ENVIRONMENTALLY

SUSTAINABLE MANNER

|  |  |  | **As at September 2016** | |
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|  | **Objectives** | **Targets and Initiatives** | **Target achieved?**  **(Y for Yes, N for No, or P for partially achieved** | **Comments** |
| a. | To use our existing assets to continue to grow and provide new homes for those in housing need. | Secure grant funding from the GLA for the 2015/18 development programme to deliver 200 new homes. 120 of which are for rent (60 at discounted rents and 60 at capped rents) and 80 of which are for shared-ownership sale. | P | grant was secured to deliver the 15/18 programme – to date 182 units have been secured: 2 sites for the additional 18 units have been identified and we are working towards securing these. The balance between rent and S/O is 96 rented homes and 104 S/O homes (not in accordance with the bid. |
|  |  | Deliver the remaining 253 new homes in the existing programme (11/15 & the Mayor’s Covenant, Building the Pipeline). | P | The two remaining BTP schemes (Virgo & Mticham rd) are soon to complete, Nov 16 & Jan 17 respectively. The GLA has approved both schemes to be reforecast so grant loss is mitigated. |
| b. | To provide a range of subsidised rented housing to those for whom home ownership or market renting is not financially possible. | Develop 120 rented homes over the 2015/18 GLA funded development programme period: 60 at discounted rents and 60 at capped rents. | P | The balance of units between rented and S/O that will be delivered is 96 rented and 104 S/O. of the rented, there will be a 50/50 split between capped and discounted homes. |
|  |  | Deliver the remaining 194 rented homes from GLA funded programmes. | P | The programme has been secured although 33 units remain subject to planning deals. The GLA has recently approved the programme changes proposed as it’s been fluid up until recently. firmed We are confident these can be delivered. |
| 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. | Secure grant funding from the GLA for the 2015/18 development programme and deliver at least 40% / 80no. shared-ownership homes, subject to market conditions. | Y | we have secured grant funding for a programme of 8o S/O homes under the 15/18 programme. We will develop a programme of 104 S/O homes which exceeds the target. (note number of rented homes has reduced) |
|  |  | Deliver the remaining 49 shared ownership homes from existing GLA funded programmes. | Y | The final shared ownership schemes in the BTP programme have reached PC to allow the grant claims |
| d. | To meet the housing needs of those with larger families. | Secure grant funding from the GLA for the 2015/18 development programme to deliver 36% of rented units as 3 bed (or more) sized homes. | P | 41 of the 96 homes that will be developed for rent will be 3 bed units. This represents 43% of the rented programme. However, we are delivering a programme of 96 rented homes and not the originally bid for programme of 104 rented homes. |
|  |  | Deliver the remaining 72 three bed homes from existing GLA funded programmes. | P | There are 19, 3 bed homes outstanding caused by the delays at Virgo & Mitcham rd |
| e. | To produce additional cross subsidy for our new build social housing programme by developing housing for outright sale. | Identify and secure land to develop circa 30 homes for outright sale during the 2015/18 development programme period, in line with our investment policy. In recognition of the risks to Horniman HA, our non-charitable subsidiary this activity will be subject to rigorous market assessment. | P | we have secured 7 plots or outright sales homes at Biggin Hill Croydon. Construction of these homes has now commenced. |
| f. | To build mixed, sustainable communities. | Seek to deliver mixed-tenure developments where more than 25 units are constructed on one site: Provided the market conditions for home ownership development are right and in accordance with Local Authority priorities and requirements | P | Aside from one site (Dartmouth rd forest hill), this aspiration has been met. At Dartmouth road it was not financially viable to deliver a mixed tenure scheme and the development of 27 homes is therefore all S/O. All other schemes in the 15/18 programme where there are more than 25 homes are mixed tenure |
| g. | To be an efficient and effective house builder. | Our target is to deliver all our new schemes on time, on budget & in accordance with internal approvals. | Y | 15/16 schemes- Total scheme costs as % of that approved by Risk Appraisal Panel at start on site equates to 98.84%. This is within our target of 100% or less. We have successfully negotiated reforecasts for Mitcham Road & Virgo. |
|  |  | We will use annual assessments of contractors & consultants to achieve high quality service & deliver continuous improvement. | Y | We continue to use a suite of KPI that inputs into the annual review. In addition, our Project Brief now includes a requirement for a Performance Bond as standard for contractors |
| h. | To maintain our position as a GLA Investment Partner that delivers. | Our target is to achieve all our annual GLA targets, including expenditure, starts on site & completions and achieve delivery forecast dates and to specifically deliver 11/15 funded schemes by 31st March 2015, Mayor’s Covenant schemes and MHC 15/18 funded schemes by March 2018  2. Our target is to achieve the conversion income required to fund our MHC 15/18 funded programme & existing programmes by:   * Reletting a proportion of our existing properties at ‘market related’ rents and * Disposing of a proportion of our existing properties   Our target is to provide a minimum of 5 apprenticeships under the MHC 15/18 funded programme and existing programmes. | P  Y  P | 1 **11/15 AHP**  100% of the reduced 213 unit programme was completed by 31st March 2015  **MHC BTP**  66% of this programme is complete (105 of 160 homes. Two schemes are still on-site and have suffered delays (Virgo F and Mitcham Rd). Completion is due December ’16 / Feb ’17 respectively. The GLA have been kept informed.  **MHC 15/18**  148 units (74%) are on site and 6 have completed (3%).  All 200 units are identified.  33 units await planning consent so are not yet secured.  Due to delays to planning, some schemes will deliver after March 2018, but the GLA are aware.  Our Q2 overall Performance across the 2 ‘live’ programmes Expenditure – 60%  Starts on site - 80%  Completions – 100%  2 **11/15 AHP** - We have generated the required pro rata'd conversion income for this programme.  **MHC BTP** - We have generated the required pro rata'd conversion income for this programme.  **MHC 15/18** - We have generated the required conversion income for this programme.  3 **11/15 AHP** - We secured 1 apprentice placement across 2 schemes (Davidson and Virgo F)  **MHC BTP** - We secured 2 apprentice placements (London Rd and King’s Highway).  **MHC 15/18** – We have so far secured 1 apprentice placement at Brampton Rd 2 and are working with CIT to secure further opportunities via a revised approach. |
| i. | To build homes that are environmentally sustainable. | Our target is to build 171 homes to Code for Sustainable Homes (CSH) level 4 and 72 to CSH 3 under the existing programmes | Y | The target is anticipated to be met with the completion of the MHC BTP programme, once Virgo & Mitcham complete. |
|  |  | Our target is to achieve the GLA CO2 reduction target of 40% above 2010 Building Regulations in our MHC 15/18 funded programme. | Y | Our project brief identifies that developments should be designed in accordance with the London Plan energy hierarchy which also targets a CO2 reduction of 40% above 2010 Building Regulations. |
| j. | To work with our NHS and Local Authority partners re: innovations in the provision of care. | We will review the models of care in our care homes and more widely explore ideas and opportunities for Hexagon to contribute to the NHS and Social Care transformation agenda e.g. personalised services, enabling people to live as independently as possible in their communities. | Y | We have developed a new mental health peer mentor service in Southwark (The Athena Project) to support sustainability of residents in independent living.  We have closed the Townley Road care home and successfully moved the service to Kirkwood Road as a supported living service to support sustainability and independent living. |
| k. | Maintain good working relationships with our Local Authority partners. | Our target is to have representation at relevant HA group meetings and to complete and submit LA performance information forms on time. | Y | We are responsive to requests from local authorities and Councillors and maintain a presence on the LA liaison groups. |
| l. | Provide good quality homes that our residents want to live in. | Our target is to improve resident satisfaction with the defects service by 5% between 2014 and 2017. | P | The most recent survey carried out by Development based over 4 recent schemes shows 11% of residents are very satisfied, 27 % satisfied and 25% neither satisfied or dissatisfied with defect service being provided.  Defect reporting has moved into the Customer Service team providing residents with increased accessibility for reporting issues by giving providing more staff coverage and availability. |

IV. CROSS CUTTING WORK/ACTIVITIES

|  |  |  | As at September 2016 | |
| --- | --- | --- | --- | --- |
|  | **Objectives** | Targets and Initiatives | Target achieved?  (Y for Yes, N for No, or P for partially achieved | Comments |
| a. | To implement our Equality and Diversity Policy. | We will implement our Equality and Diversity Action Plan, and develop our Performance Indicators across all diversity strands.  Progress will be monitored and driven forward by our Equality and Diversity Working Group, and progress will be reported to the Board annually. | P  Y | PIs developed and timetable agreed. Work continuing on extending collection of data across all diversity strands (completed for job applicants and staff, but to be actioned for customers), and agreeing targets.  Progress reported to Board January 16. Action Plan 16/17 drawn up and monitored by DWG. |
| b. | To maximise Value for Money. | Having implemented the 11-14 Value for Money Strategy, we will develop a further 3 year strategy for 14-17. This strategy will again contain a suite of SMART targets for services where benchmarking indicated that we can do better in terms of cost, quality and return on assets. All targets are to be achieved within the timescales given in the Strategy. | P | 14-17 VFM strategy was approved by the Board in May 14.  By March 16 (2 thirds of the way through the strategy), 18 out of 45 interim targets had been met and some improvement had been made on 7 further targets.  A report on actions to be taken in 16/17 to effect further improvements in VFM was agreed by the Board in September 2016. |
|  |  | We will report progress on the Value for Money Strategy every year, both to the Board and to our residents. | Y | 14-17 VFM strategy was approved by the Board in May 14.  By March 16 (2 thirds of the way through the strategy), 18 out of 45 interim targets had been met and some improvement had been made on 7 further targets.  A report on actions to be taken in 16/17 to effect further improvements in VFM was agreed by the Board in September 2016. |
|  |  | We will undertake and publish an annual self-ssessment of how Hexagon delivers value of money, in full compliance with the Regulatory Standard. | Y | Self-assessments have been published on Hexagon’s website in September for the last three years, with a summary in the financial statements.  As far as we are aware, these assessments meet the Regulatory Standard. |
| c. | To pursue joint procurement activities wherever possible with other Housing Associations where this assists with economies of scale and savings. | To work closely with our peer groups on opportunities to save VAT, increase purchasing power, framework procurement exercises and e auctions where appropriate. | Y | All 3 main large value contracts for roof/windows/internal works have been market tested via SEC Framework |
| d. | To minimise the harm that our business does to the environment. | We will maintain a sustainability strategy that is designed to minimise our impact on the environment, meeting annual targets and objectives approved by the board. | Y | The targets in the strategy have been met to date. Hexagon received a Shift Gold award in 2014 for sustainability and submission was made in summer for the 2016 award. Hexagon has also been shortlisted for 3 sustainability Shift awards which are due to be announced in November 2016. |
| e. | To ensure that the Housing Regulator maintains a high level of confidence in Hexagon. | Our target is to continue to achieve the highest HCA ratings possible in relation to governance and financial viability. | Y | The HCA viability review issued in March 2015 confirmed that we have retained our V1 rating and our Governance rating has remained at G1 (both highest possible grades). |
| f. | To ensure we communicate clearly and effectively with the wide range of stakeholders that have an interest in Hexagon’s business, our performance, and our achievements. | We will implement an annual action plan arising from our Communications Strategy via our in-house Communications Working Group. | Y | The Communications Working Group meets regularly to ensure the Communications Strategy is implemented as planned and we have delivered the entire plan, including for example, the launch of the new website. We are currently in the process of launching the reviewed Intranet. |