



Paragon Asra

PA Housing

Hurst Lane, East Molesey, Surrey



Fixed Income Investor Presentation

April 2021

Disclaimer

The information contained in this investor presentation including the presentation slides and any related speeches made or to be made by the directors or management of Paragon Treasury Plc or Paragon Asra Housing Limited (together, "PA"), any questions and any answers thereto or any related verbal or written communications in respect thereof (the "Presentation") has been prepared to assist interested parties in making their own evaluation of PA. This presentation is believed to be in all material respects accurate and does not purport to be all-inclusive.

This Presentation and its contents are strictly confidential, are intended for use by the recipient for information purposes only and may not be reproduced in any form or further distributed to any other person or published, in whole or in part, for any purpose. Failure to comply with this restriction may constitute a violation of applicable securities laws. By reading this Presentation, you agree to be bound by the following limitations. Neither PA nor any of its representative directors, officers, managers, agents, employees or advisors or their respective affiliates, advisors or representatives, makes any representations or warranty (express or implied) or accepts any responsibility as to or in relation to the accuracy or completeness of the information in this Presentation (and no-one is authorised to do so on behalf of any of them) and (save in the case of fraud) any liability in respect of such information or any inaccuracy therein or omission therefrom is hereby expressly disclaimed, in particular, if for reasons of commercial confidentiality information on certain matters that might be of relevance to a prospective purchaser has not been included in this Presentation.

No representation or warranty is given as to the achievement or reasonableness of any projections, estimates, prospects or returns contained in this Presentation or any other information. Neither PA nor any other person connected to it shall be liable (whether in negligence or otherwise) for any direct, indirect or consequential loss or damage suffered by any person as a result of relying on any statement in or omission from this Presentation or any other information and any such liability is expressly disclaimed. This Presentation includes certain statements, estimates and projections prepared and provided by the management of PA with respect to the anticipated future performance of the group. Such statements, estimates and projections reflect various assumptions by PA's management concerning anticipated results and have been included solely for illustrative purposes. No representations are made as to the accuracy of such statements, estimates or projections or with respect to any other materials herein. Actual results may vary from the projected results contained herein.

This Presentation is made to and is directed only at persons who are (a) "investment professionals" as defined under Article 19 of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005, as amended (the "Order") or (b) high net worth entities falling within article 49 (2) (a) to (d) of the Order (all such persons together being referred to as "relevant persons"). Any person who is not a relevant person should not act or rely on this Presentation or any of its contents. Any investment or investment activity to which this Presentation relates is available only to and will only be engaged in with such relevant persons.

The information presented herein is an advertisement and does not comprise a prospectus for the purposes of Regulation (EU) 2017/1129 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 (the "EUWA") (the "UK Prospectus Regulation") (as amended or superseded, the "UK Prospectus Regulation") and / or Part VI of the Financial Services and Markets Act 2000. This Presentation does not constitute or form part of, and should not be construed as, an offer to sell, or the solicitation or invitation of any offer to buy or subscribe for, bonds in any jurisdiction or an inducement to enter into investment activity. No part of this Presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. Any purchase of bonds should be made solely on the basis of a final prospectus to be prepared in connection with the bonds (which will supersede the Presentation in its entirety), which will contain the definitive terms of the transactions and be made public in accordance with the UK Prospectus Regulation and investors may obtain a copy of such final document from the National Storage Mechanism.

Solely for the purposes of the product approval process of the manufacturers (if any), the target market assessment in respect of the proposed offering of bonds (the "Bonds") has led to the conclusion that: (a) the target market of the Bonds is eligible counterparties and professional clients only, each as defined in the Markets in Financial Instruments Directive 2014/65/EU ("MiFID II"); and (b) all channels for the distribution of the Bonds to eligible counterparties and professional clients are appropriate. Any person subsequently offering, selling or recommending the Bonds (a distributor) should take into consideration the manufacturers' target market assessment; however, a distributor subject to MiFID II is responsible for undertaking its own target market assessment in respect of the Bonds (by either adopting or refining the manufacturers' target market assessment) and determining appropriate distribution channels. Solely for the purposes of each manufacturer's product approval process, the target market assessment in respect of the Bonds has led to the conclusion that: (a) the target market for the Bonds is only eligible counterparties, as defined in the FCA Handbook Conduct of Business Sourcebook ("COBS"), and professional clients, as defined in Regulation (EU) No. 600/2014 on markets in financial instruments as it forms part of domestic law by virtue of the EUWA ("UK MiFIR"); and (b) all channels for distribution of the Bonds to eligible counterparties and professional clients are appropriate. Any person subsequently offering, selling or recommending the Bonds (a distributor) should take into consideration the manufacturers' target market assessment; however, a distributor subject to the FCA Handbook Product Intervention and Product Governance Sourcebook (the "UK MiFIR Product Governance Rules") is responsible for undertaking its own target market assessment in respect of the Bonds (by either adopting or refining the manufacturers' target market assessment) and determining appropriate distribution channels.

The Bonds are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the European Economic Area (the "EEA"). For these purposes, a retail investor means a person who is one (or both) of: (i) a retail client as defined in point (11) of Article 4(1) of MiFID II; or (ii) a customer within the meaning of Directive (EU) 2016/97 (the "Insurance Distribution Directive"), where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II. Consequently no key information document required by Regulation (EU) No. 1286/2014 (as amended, the "PRIIPs Regulation") for offering or selling the Bonds or otherwise making them available to retail investors in the EEA has been prepared and therefore offering or selling the Bonds or otherwise making them available to any retail investor in the EEA may be unlawful under the PRIIPs Regulation. The Bonds are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the UK. For these purposes, a retail investor means a person who is one (or both) of: (i) a retail client, as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of domestic law by virtue of the EUWA or (ii) a customer within the meaning of the provisions of the FSMA and any rules or regulations made under the FSMA to implement the Insurance Distribution Directive, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of UK MiFIR. Consequently no key information document required by Regulation (EU) No 1286/2014 as it forms part of domestic law by virtue of the EUWA (the "UK PRIIPs Regulation") for offering or selling the Bonds or otherwise making them available to retail investors in the UK has been prepared and therefore offering or selling the Bonds or otherwise making them available to any retail investor in the UK may be unlawful under the UK PRIIPs Regulation.

The distribution of this Presentation and other information in certain jurisdictions may be restricted by law and persons into whose possession this Presentation or any document or other information referred to herein comes should inform themselves about and observe any such restrictions. Any failure to comply with these restrictions may constitute a violation of the securities laws of any such jurisdiction. This Presentation and any materials distributed in connection with this Presentation are not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident or located in any locality, state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction. PA does not accept any liability to any person in relation to the distribution or possession of this presentation in or from any jurisdiction.

Presenting Team



Dilip Kavi – Chief Executive

Dilip has led PA (and previously, Paragon) since 2011. He has worked in the housing association sector since 1995, including senior roles at other HAs and as a regulator. His earlier career was in the automotive industry.



Simon Hatchman – Resources Director

Simon joined asra in 2016, shortly before the creation of PA. He has worked in the housing association sector since 1995, including roles at several HAs, as a regulator and working for a lending intermediary.



Chris Whelan – Development and Sales Director

Chris joined Paragon in 2007 and has worked in housing for over 30 years, having moved across from the construction sector in 1991. Chris also oversees our corporate health and safety frameworks

Contents

Introduction & Overview	5
Environmental, Social & Governance	16
Operational Performance	20
Development Strategy	24
Finance & Treasury	30
Transaction Overview	37
Appendix	39

Two Six Six, Balham, London



Introduction & Overview

PA Housing's Credit Highlights

Geographically Diverse Portfolio

- 23,000 homes across London, Surrey and the East Midlands

Significant Housing Demand in Operating Areas

- Average PA rent to market rent is ~49%* in top six local authority areas

Core Focus on Affordable Housing

- Growing shared ownership portfolio, no private sales aspirations

ESG is at the Core of PA Housing

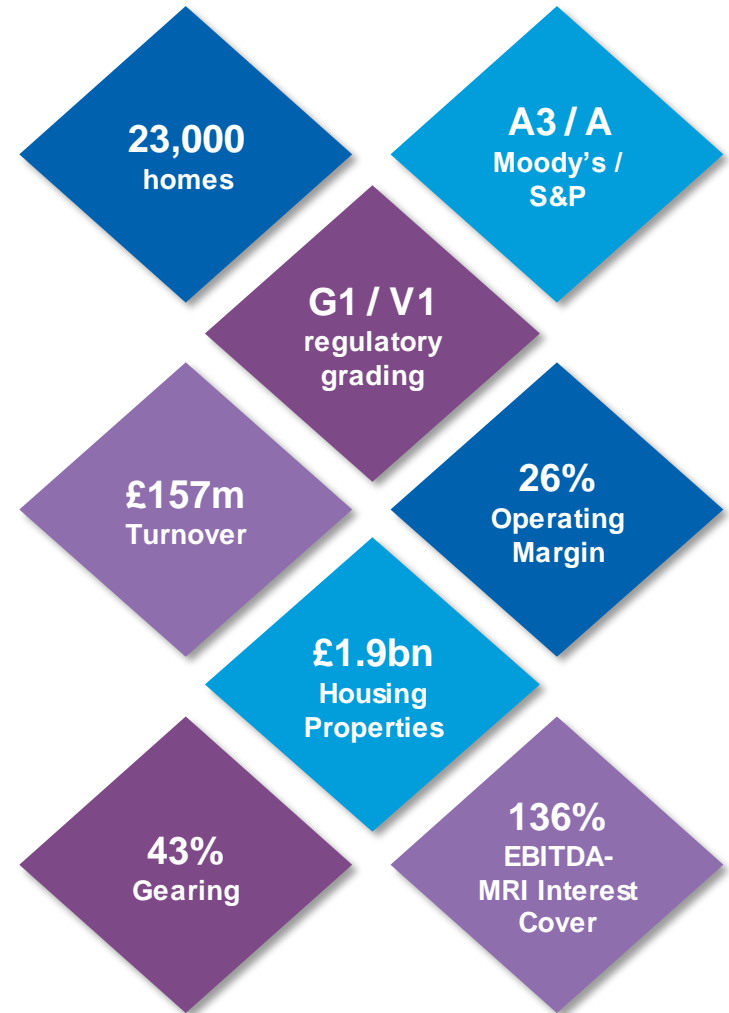
- New Sustainable Finance Framework & ESG Sector Standard adopter

Strong External Credentials

- Rated A3 / A by Moody's and S&P and G1 / V1 by the Regulator

Experienced and Diverse Senior Management Team

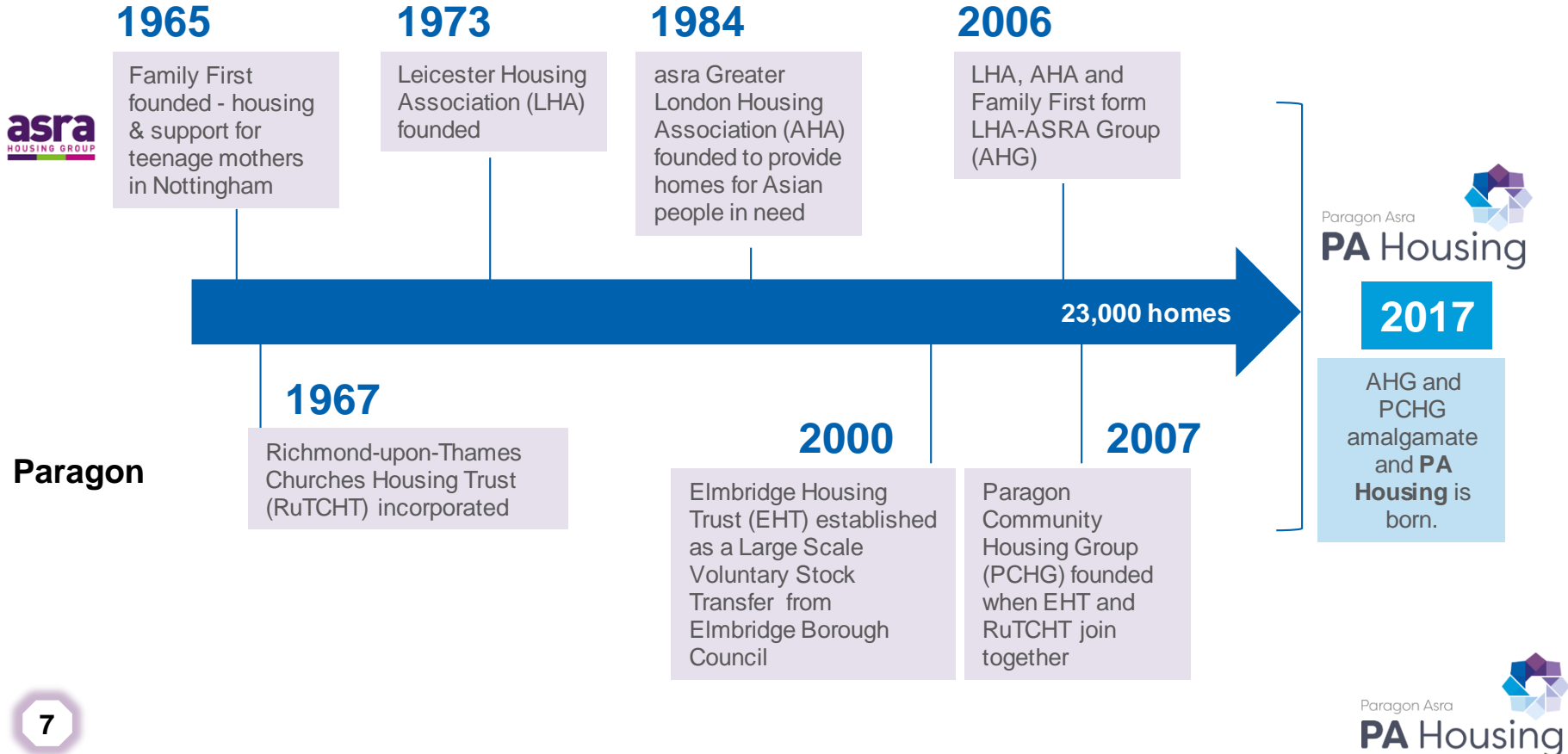
- Longstanding Executive team and diverse Board member experience



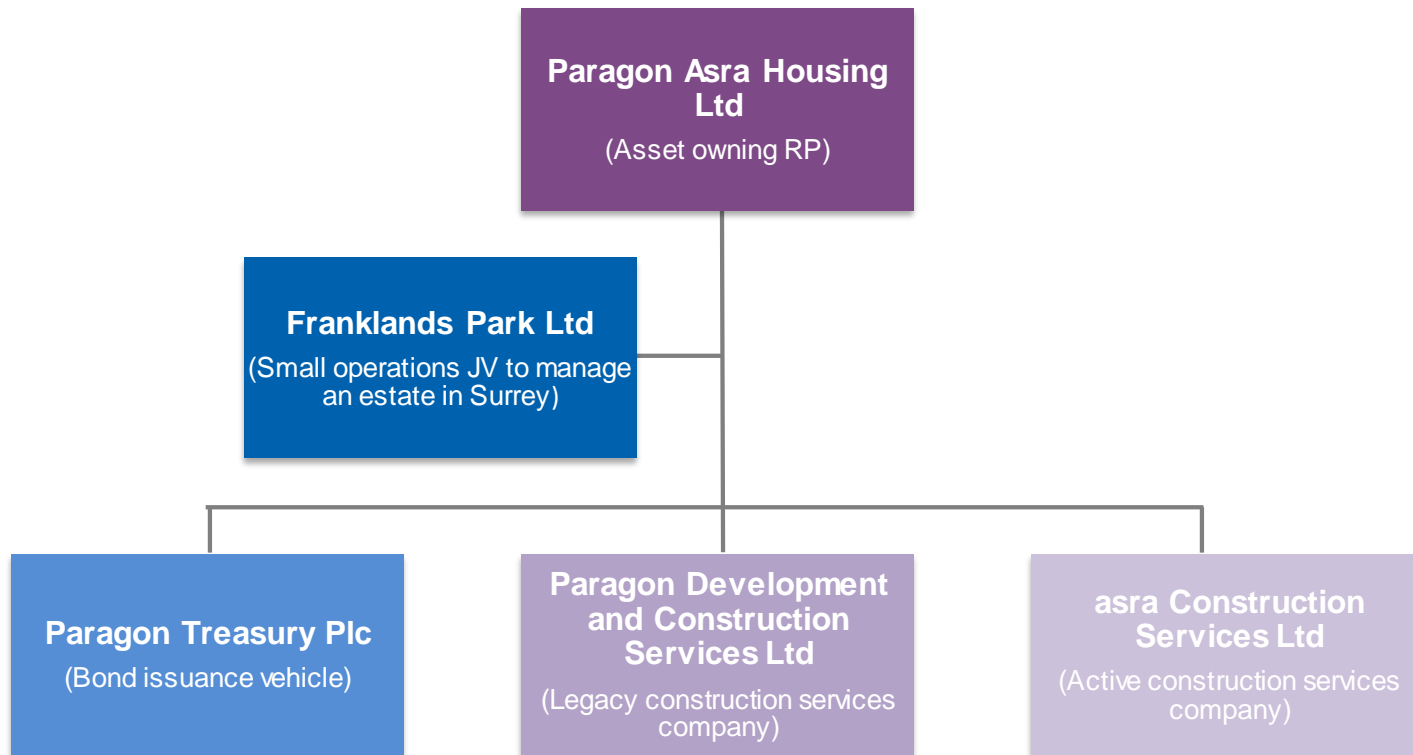
Where We've Come From

Our Heritage – celebrating quality, diversity and inclusion

asra (Hindi word for 'shelter') was created as a Black and Minority Ethnic organisation: this history and legacy, alongside equality, diversity and inclusion more widely, remain at the core of PA



A Simple Corporate Structure



- PA Housing is a G1 / V1 rated organisation (reaffirmed in December 2020)
- Our diverse Board comprises 12 members (42% women and 58% men), with a variety of skills and experiences
- The Board also complies with the 2020 National Housing Federation Governance Code and the National Housing Federation's 2012 Code of Conduct
- As at April 2020, our mean Gender Pay Gap was 17.3% and the median was 12.4%. We have an active programme of work to reduce both gender and ethnicity pay gaps over time

Robust Governance Framework

Group Board

Audit & Risk Committee

- Internal controls
- Risk management
- Financial statements review

Development & Assets Committee

- Development programme
- Investment in existing assets
- Asset investment appraisals

Customer Service Committee

- Effective and efficient delivery of services
- Feedback from residents
- Promoting high standards

Nomination & Remuneration Committee

- Board structures and appointments
- Remuneration
- Working arrangements

Financing Group*

- Financing requirements in line with liquidity forecasts
- Investor relations and credit ratings
- Hedging activities



Board Members



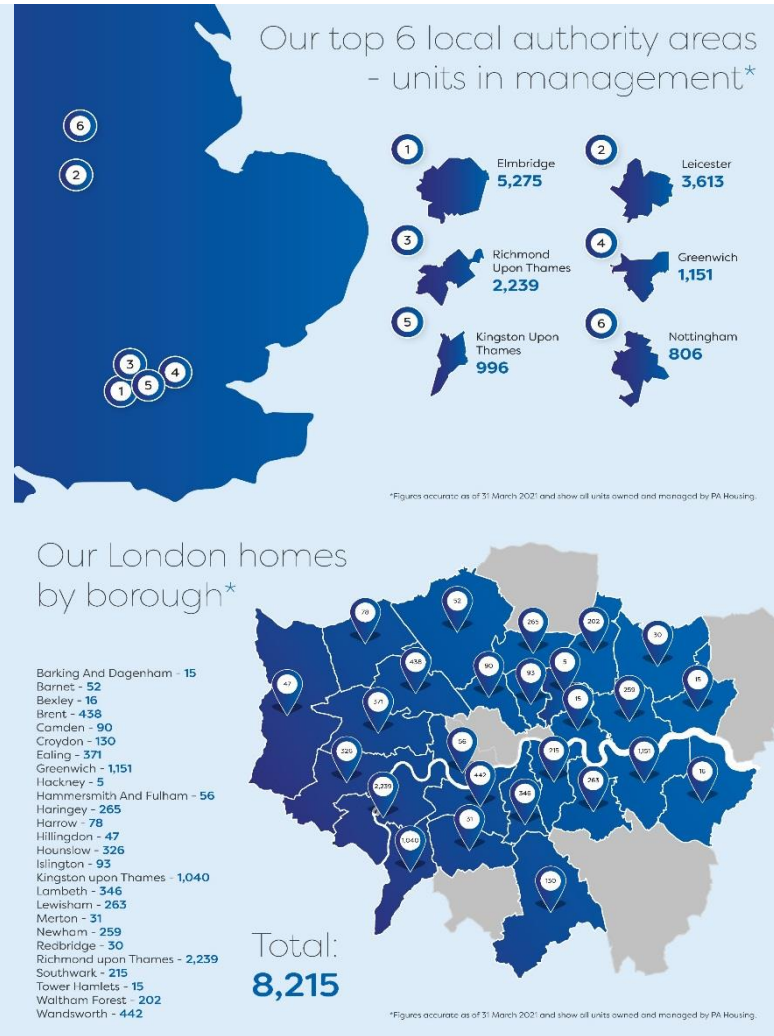
Senior Management Team



PA Housing and Accent Group

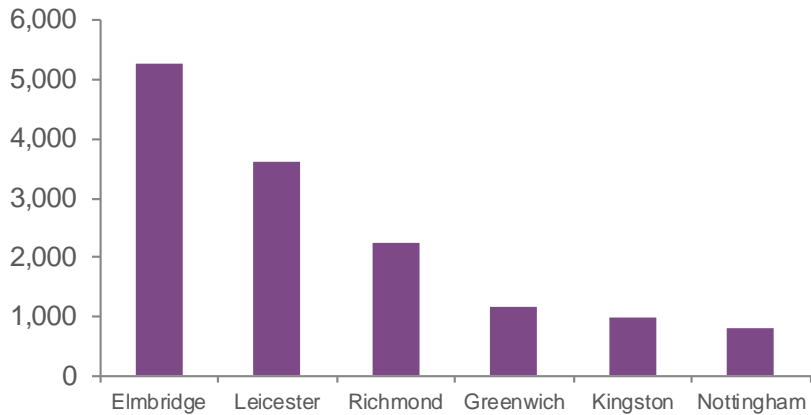
- On 23rd March 2021 PA Housing and Accent Group announced that we are exploring partnership opportunities
- Accent owns and manages 20,700 homes in the North, Midlands and the South East*
- Due diligence is ongoing and the final business case will be submitted to the PA Housing Board in September 2021
- We believe PA and Accent already have a range of things in common and an opportunity exists for us to create an organisation whose combined strengths can do even more for our residents
- If approved, the partnership completion is expected to be in April 2022

Focussed Areas of Operation

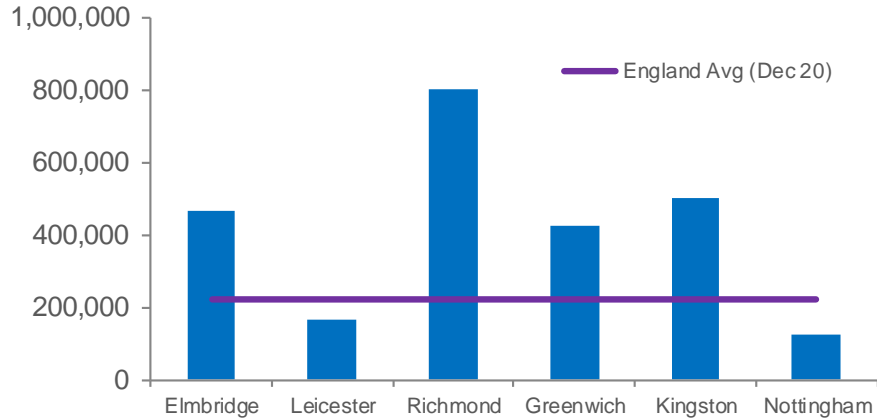


Demand for Homes in Key Localities

PA Units: ~60% of homes located in top 6 Local Authorities

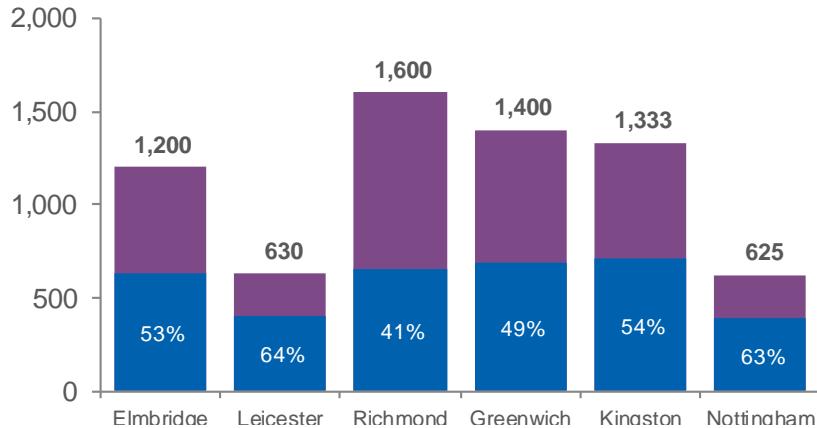


Median Terraced House Price (£s)



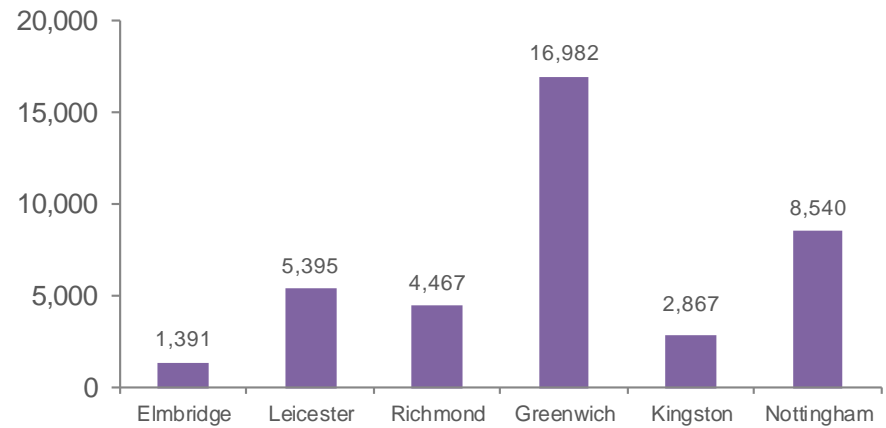
Source: ONS data as at December 2020

Median Two Bedroom Monthly Rent vs PA Average (£s)



Source: ONS data as at September 2020

Waiting List Numbers



Source: gov.uk data as at March 2020

New Corporate Plan 2020-2023

Our Strategic Objectives and Goals

Our approach for the next three years is underpinned by six clear objectives, each with measurable goals

1. Providing great services to customers
2. Positive relationships in our neighbourhoods
3. Sustainability strategy to deliver net zero-carbon before 2050
4. Increase construction of affordable and social homes
5. Maximise our capacity to deliver
6. Our people – developing our people to deliver the strategy

Our Vision

To connect with customers in every community we serve, providing quality homes and services, creating places where people thrive and are proud to live.



Molesey Park, East Molesey, Surrey



Environmental, Social & Governance

ESG is at the core of PA

Our Sustainability Strategy

- The overarching goal of our Strategy is to embed sustainability into each element of our services, modernising our everyday activities to reduce our environmental impact and deliver better outcomes for our customers. Our strategy comprises three pillars:
 - **People:** Enabling and encouraging sustainable living, working and travel practices among our customers and our colleagues.
 - **Property:** Improving the environmental performance of our new homes, our existing homes, our estates and our offices.
 - **Partners:** Working with our contractors and external partners such as local authorities, the GLA and Homes England to achieve wider sustainability goals together.
- PA is an early adopter of the Good Economy's **Sustainability Reporting Standard**
- Our new **Sustainable Finance Framework** sets out how the proceeds from future funding exercises will be allocated and reported on, in line with UN SDGs

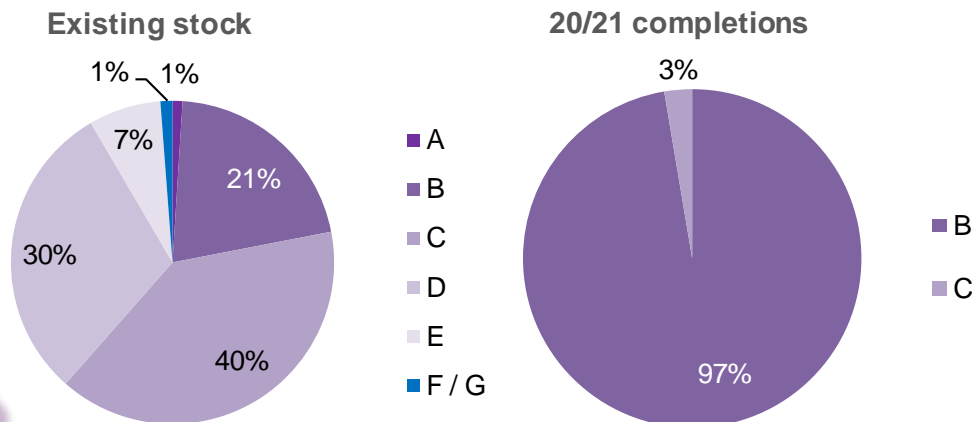
Our ESG Credentials



Improving our Environmental Impact

- We are committed to achieving high energy efficiency in our new homes, both to reduce our impact on the environment and to reduce energy costs for our customers
- We are addressing the 38% of our homes that are rated EPC band D and below, with a target for all homes to attain EPC band C or better by 2030. Our 2021/22 operating budget includes £9m of relevant investment for 1,600 homes
- We have provided for investment of **£230m** to work towards net carbon neutral status, a figure that will be refined as we complete energy efficiency reviews of our stock
- A range of investments will be considered, including improved insulation to roofs and walls, upgrades to heating systems and windows and the production of on-site renewable energy where possible
- We have invested in new energy efficiency assessment software that will enable us to target our investment to the most effective measures on a property by property basis

EPC Ratings on existing stock and completions in FY 20/21



Case Study: Thames View House, Walton



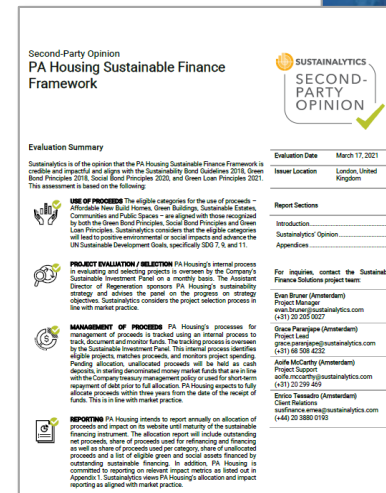
- 35% additional carbon reduction above Building Regulations
- Efficient centralised heating plant
- Renewable energy generation through solar panels
- 50% of parking spaces enabled for EV charging
- Biodiverse planting including 48 new trees
- Improvements to local park and public transport

Our Sustainable Finance Framework

- Aligned to our People, Property and Partners Sustainability Strategy, PA has developed a Sustainable Finance Framework to support Green, Social and Sustainable debt issuance
- Sustainalytics has independently verified the framework and provided a Second Party Opinion
- Until the maturity of any Sustainable Bonds issued, PA is committed to annually publishing an ESG Report on its website, which will include an allocation and impact report

Use of Proceeds Overview:

Eligible Project Category	Eligibility Criteria	Relevant UN SDGs
Affordable housing	Financing construction, modernisation and acquisition of affordable homes	1, 7, 10, 11
Green buildings	Financing construction & modernisation of green buildings achieving minimum EPC 'B' rating and including investment in renewable energy, waste recycling and water reduction	1, 7, 9, 11, 13
Clean transportation	Financing establishment of electric vehicle charging points	7, 11, 13
Affordable basic infrastructure and essential services	Financing creation or improvement of parks & public spaces to support wellbeing, and improving access to public transportation	3, 11



Team Purple colleagues



Operational Performance

Operational Update

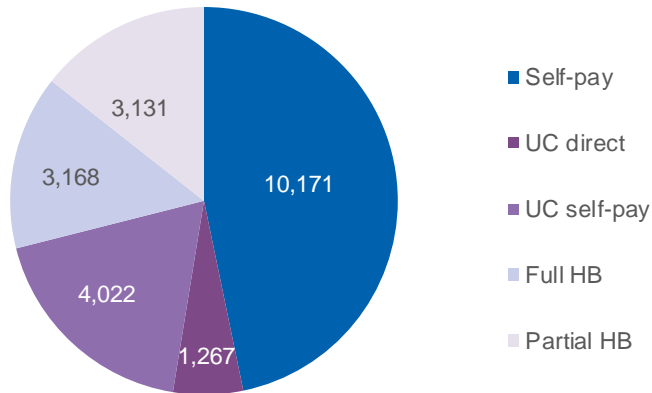
- **COVID-19 support** – 6,000 welfare calls made, delivered 330 food parcels and donated £50,000 to food banks
- **Development** – initial closure of sites March 2020, all reopening by late July but capacity c.30% down on normal
- **Maintained regulatory and credit ratings** – G1 / V1 reaffirmed in December 2020
- **New 2020 - 2023 Corporate Plan approved** – includes £230m expenditure commitment to achieve net carbon neutral by 2050 and new growth target of 6,000 new homes between 2020 and 2030
- **Digital Offering** – 12,200 residents registered on My PA (as at March 2021)
- **Rent Collection:**
 - Arrears stabilised after some modest increases in the early weeks of COVID-19 and now starting to reduce
 - Void loss has increased, however average re-let times have now stabilised
 - £2.3m of additional income was secured for over 2,200 residents in 2020/21 through our Tenancy Sustainment team

	FY 2020/21 (Unaudited)	FY 2019/20	FY 2018/19	FY 2017/18
Gross Rent Arrears	4.6%	4.4%	3.7%	3.6%
Void Rent Loss (core social)	2.9%	2.1%	1.0%	0.9%
Re-Let Time (general needs)	88	56	29	30

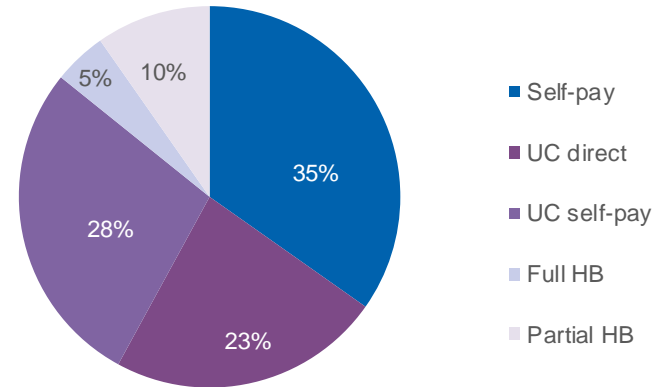
Key Sector Considerations

Rent collection (data as at March 2021):

Payment source



Arrears balance

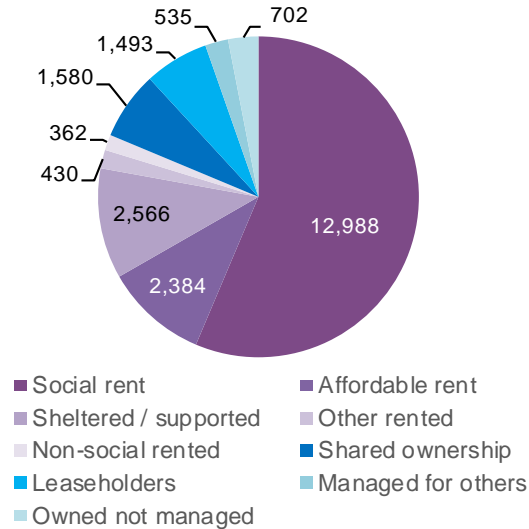


Fire & Safety investment:

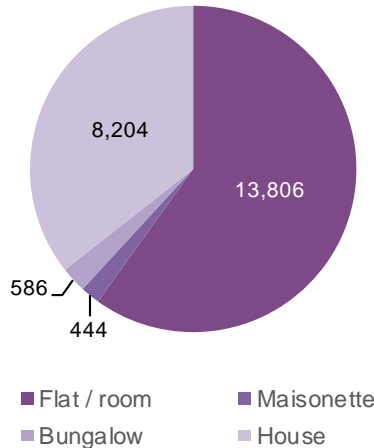
- 53 'high rise' buildings – 27 owned, 26 where PA has a leasehold interest
- 11 blocks requiring works, 7 of these are 'high rise'
- Surveys of three to five storey properties ongoing on a risk-based approach
- Cost estimate range £23m gross reducing to £2m best case scenario if government grants and contractors recovery is maximised
- PA's position is to meet unrecoverable cost rather than pass on to residents (incl. waking watch)
- Ongoing operational spend in line with evolving building safety environment, including increased expert in-house resources

Our Stock, Tenant & Colleague Profile

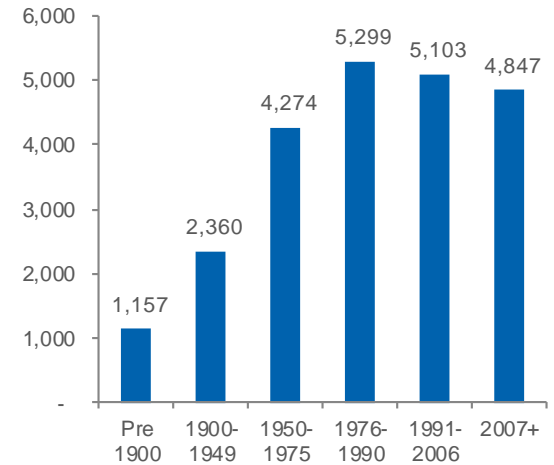
Tenure Mix



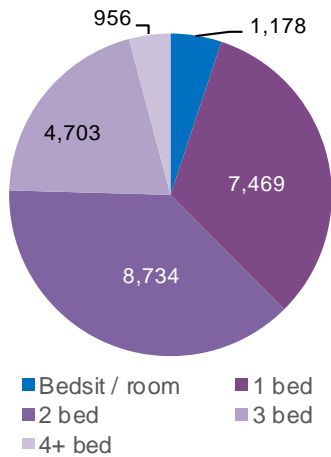
Properties by Type



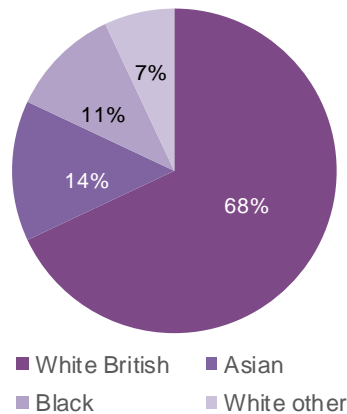
Property Age



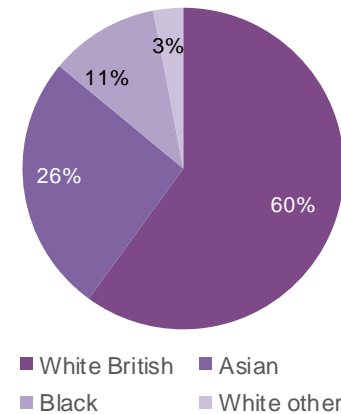
No. of Bedrooms



Residents by Ethnicity



Staff by Ethnicity



Anvil Road, Lower Sunbury, Surrey



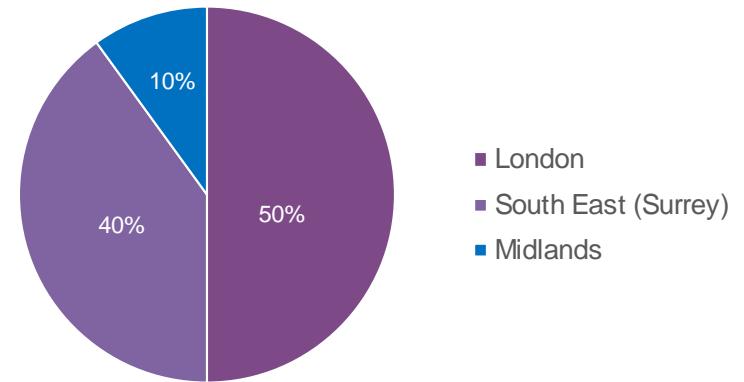
Development Strategy

Development Programme

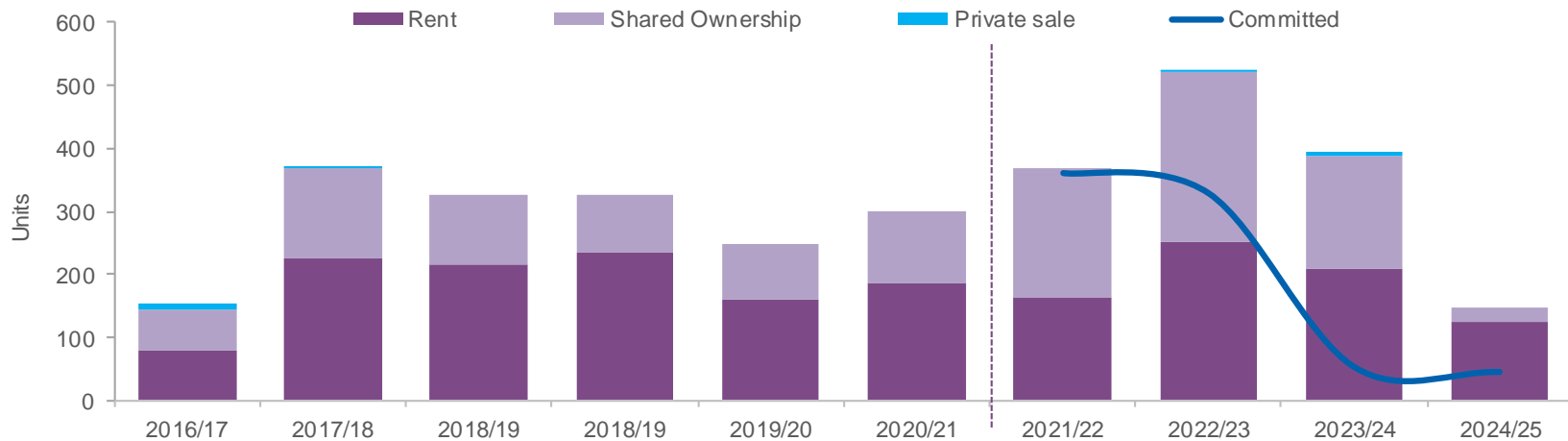
Projected Programme and Considerations

- Targeting 6,000 new homes between 2020 to 2030
- Maintaining geographic diversification – limited activity in Central London (mostly outside of zone 2) and some schemes in the East Midlands
- Supply and demand fundamentals remain positive
- Mortgage availability remains strong in our localities, although some delays in 2020/21 due to COVID-19 and EWS1 surveys
- Liquidity impact of a depressed sales environment is rigorously tested and monitored and closely monitored by the Board and Executive team

Target Split by Location



Development Completions 2016/17 to 2024/25

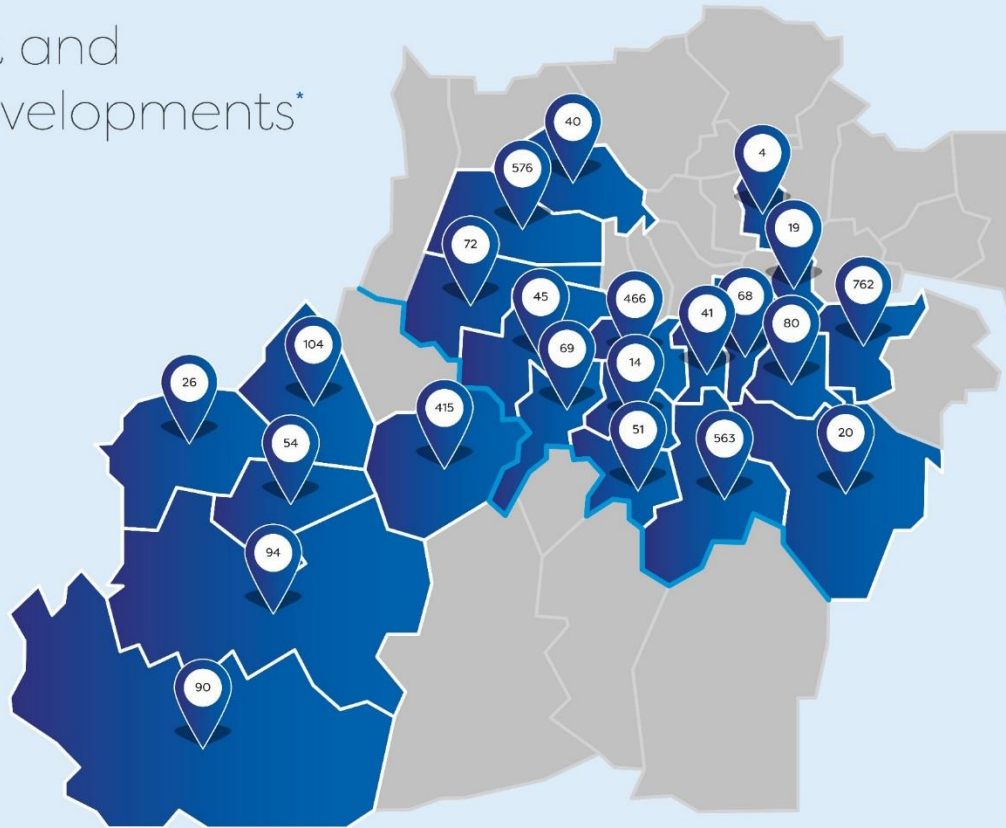


Pipeline Focussed on London and Surrey

Our current and pipeline developments*

- Brent - 40
- Bromley - 20
- Croydon - 563
- Ealing - 576
- Elmbridge - 415
- Greenwich - 762
- Guildford - 94
- Hackney - 4
- Hounslow - 72
- Kingston - 69
- Lambeth - 41
- Lewisham - 80
- Merton - 14
- Richmond - 45
- Runnymede - 104
- Southwark - 68
- Surrey Heath - 26
- Sutton - 51
- Tower Hamlets - 19
- Wandsworth - 466
- Waverley - 90
- Woking - 54

Total:
3,803 Units**

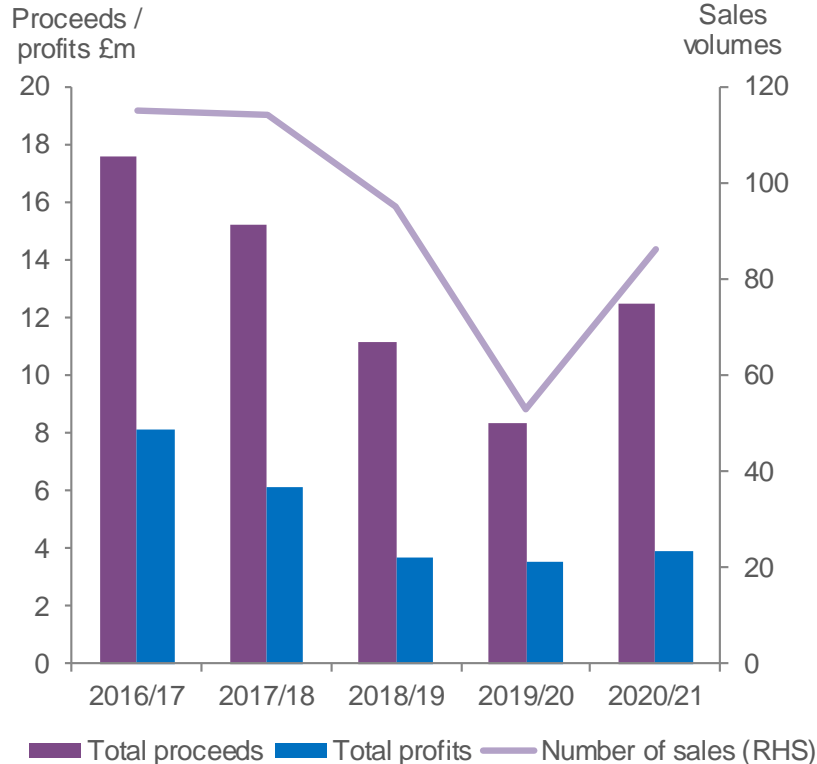


*Figures accurate as of 31 March 2021 and show all new build and pipeline developments by PA Housing.
**Total figure includes developments in the Midlands (Corby 32, Mansfield 45, Rushcliffe 53).

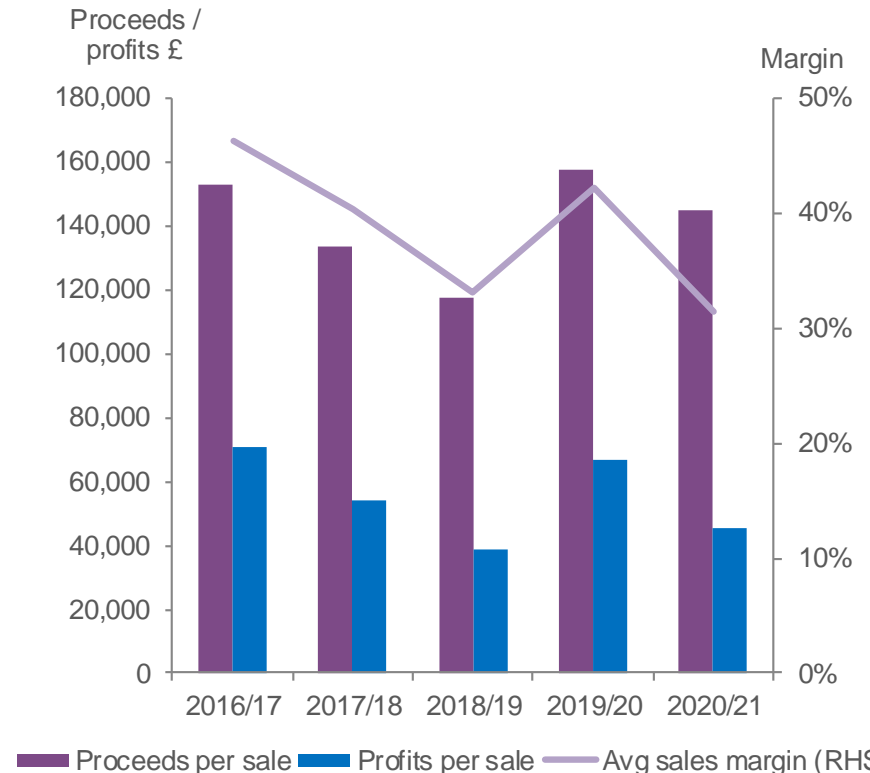
Shared Ownership Sales Track Record

- We have an intricate understanding of local demand dynamics and a strong track record of shared ownership sales
- Shared ownership profit margins continue to perform well - consistently between 31% to 46% over the last five years
- Shared ownership sales supplement PA's core social housing lettings income source, enabling us to develop more new homes for social / affordable rent

Total Contribution to PA



Proceeds and Profits per Sale



Shared Ownership Update

- COVID-19 lockdown restrictions and some EWS1 delays led to shared ownership completions being behind our FY 20/21 budget
- Performance has improved in the second half of the FY 20/21, with 86 sales completed in the year and 114 unsold units as at year end – of which 61 only achieved build completion in the final quarter of the year
- Focus remains on high demand areas in Surrey and select London Boroughs, where PA has a strong understanding of local market dynamics
- Predominantly diversified smaller sites rather than large single sites

Status as at 31 March 2021

	Reserved	Available	Unsold < 6 months	Unsold > 6 months	Remaining Sales Value
London	37	37	38	36	£15.6m
Surrey	30	10	36	4	£1.4m
Totals	67	47	74	40	£17.0m

Select Case Studies



Sandra & Radnor, East Molesey

- Scheme cost £13.5m
- 50 mixed tenure units incl. six short-stay rented flats with office



Strathmore Centre, Teddington

- Site purchased from LB Richmond to include a new nursery as part of the agreement
- Scheme cost £8.1m
- 24 rented and 6 shared ownership units



Malgavita, Southall

- Scheme cost £13.3m
- 63 affordable and social rented units



Derby Road, Nottingham

- Office conversion
- Scheme cost £1.25m
- 8 rented units

Walton Green, Walton-on-Thames, Surrey



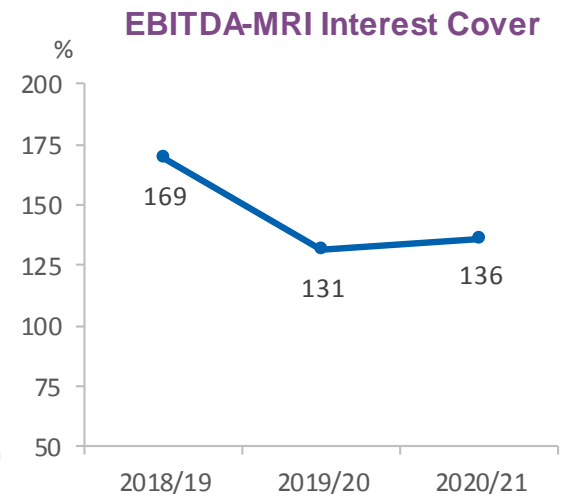
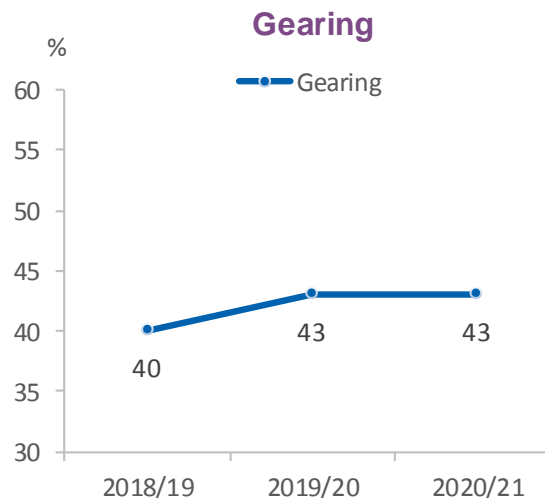
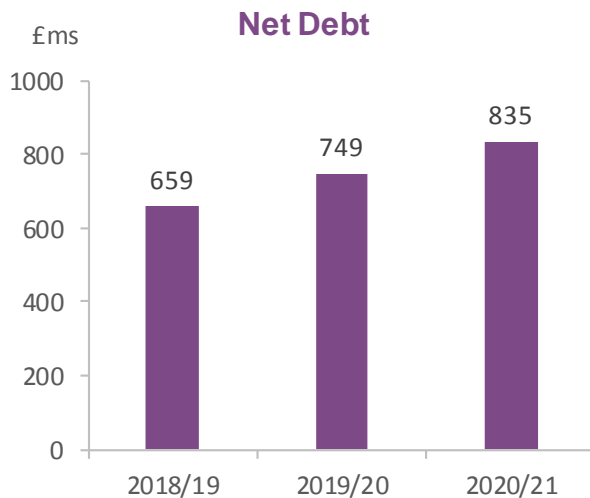
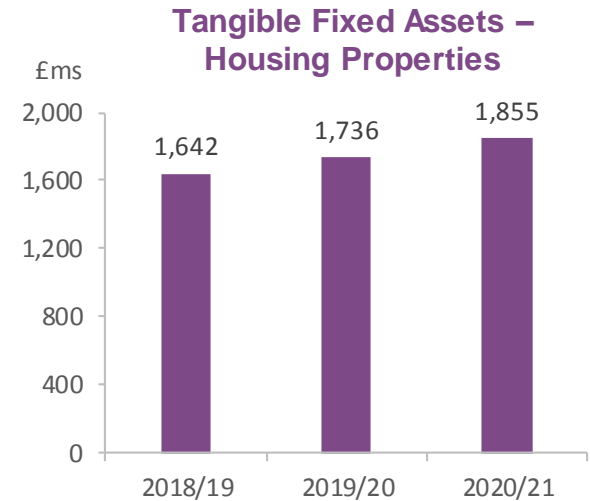
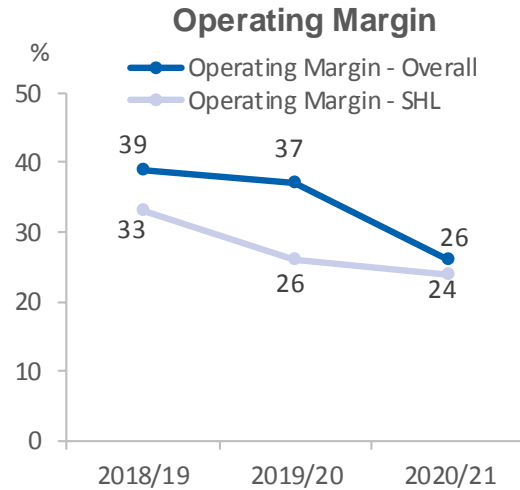
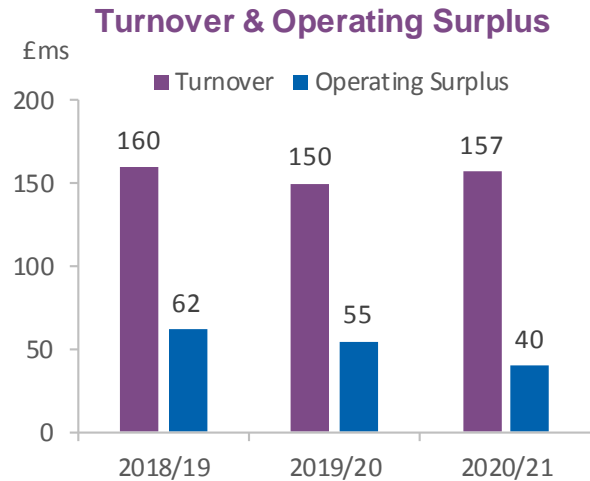
Finance & Treasury

Financial Performance Update

- Results reflect a stable and resilient business which can absorb external pressures – COVID-19, Brexit, building safety agenda
- Board is taking a medium term planning view during COVID-19 – some volatility within individual financial years due to income and expenditure impacts
- Rental income consistently comprises the majority of our turnover and will continue to in the future
- Total available liquidity £264m as at 31 March 2021

	FY 20/21	FY 19/20	FY 18/19
Turnover	£157m	£150m	£160m
of which Sales	£12m (8%)	£8m (5%)	£11m (7%)
Operating Surplus	£40m	£55m	£62m
Operating Margin (Overall)	26%	37%	39%
Operating Margin (SHL)	24%	26%	33%
Total Comprehensive Income	£28m	£29m	£19m
Tangible Fixed Assets – Housing Properties	£1.855bn	£1.736bn	£1.642bn
Total Loans & Borrowings	£877m	£796m	£709m
Cash & Cash Equivalents	£41m	£46m	£50m
Gearing	43%	43%	40%
EBITDA-MRI Interest Cover	136%	131%	169%

Historic Financial Performance



Financial Golden Rules

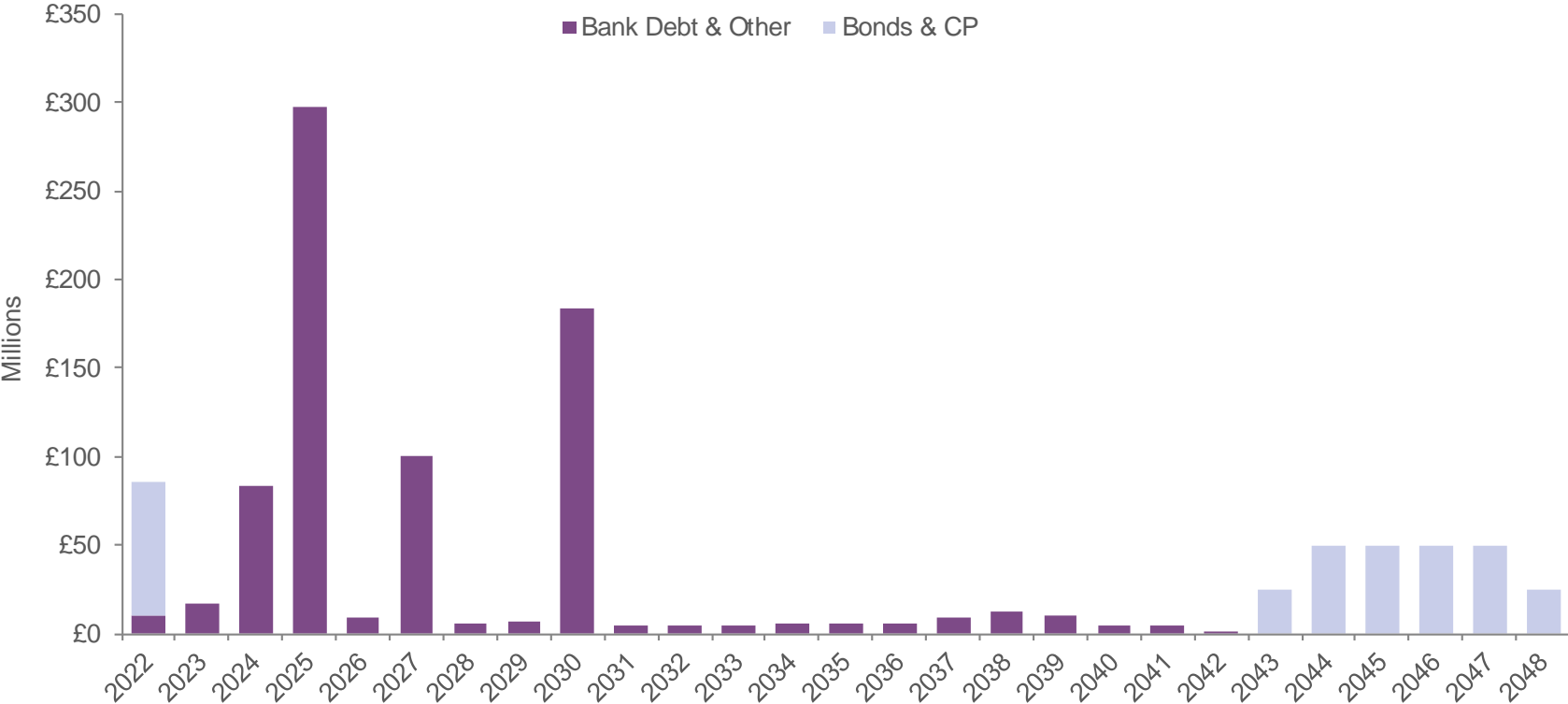
- Our Golden Rules underpin PA's approach to financial management and are aligned to our corporate objectives
- Recognition from the Board in our 2020 Financial Statements that COVID-19 would have a short term impact on financial performance, potentially compromising ability to hit all golden rules during the year.
- Main COVID-19 impacts have been on new build completions and re-letting homes – income reduced by c.£3.3m combined
- Operating margin slightly below golden rule as a result but all other rules met
- Our free cash rule demonstrates ability to generate cash and drive value from the core business. The calculation is before the additional investment in fire safety.
- Taking a more prudent approach, in 20/21 we replaced our overall operating margin golden rule, which included surplus from property sales, with the operating margin on social housing lettings only

Rule	Target	2020/21 Outcome	Comments
Operating margin (SH lettings)	At least 30%	24%	Not met due to COVID disruption and one-off fire & safety costs
Free cash	At least £10m	£13.9m	Met – excludes additional fire safety investment
Interest cover	At least 150%	151%	Met
Gearing	No more than 55%	43%	Met
Hedged debt	50% to 90%	63%	Met
Liquidity	At least 18 months	> 24 months	Met
Social Housing Grant	No reliance	No reliance	Met
Property sales % of turnover	No more than 25%	8%	Met

Current Debt Composition

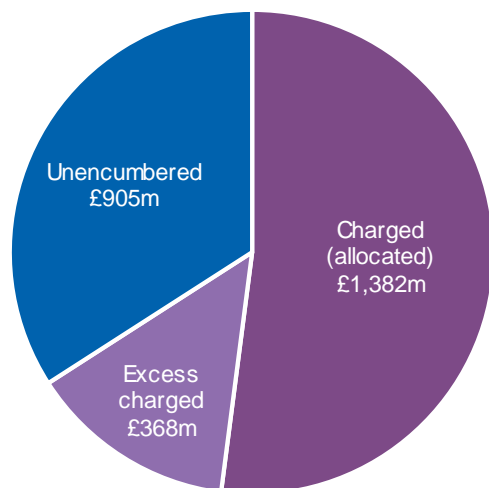
- Our weighted average cost of debt is **3.2%**
- Our current weighted average maturity is **11 years**

Debt Maturity Profile

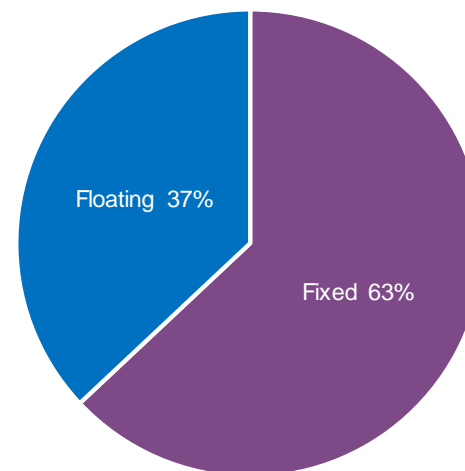


Security and Hedging Positions

Security Position - £2,655m*



Interest Rate Exposure



Valuation of Charged Stock by Region (£m)

	EUV-SH	MV-T
Elmbridge	147	599
Greenwich	34	203
Kingston-upon-Thames	16	154
Leicester	41	377
Nottingham	14	97
Richmond-upon-Thames	12	392
All other areas	90	1,042
Total:	354	1,396

	Amount (£m)	Proportion
Bond issue	250.0	
Debentures	35.7	
Embedded swaps	105.5	
Standalone IRS	160.0	
Fixed-rate	551.2	63%
Floating-rate	330.3	37%

Shared Ownership owners, Walton-on-Thames



Appendix

Board Members



Hattie Llewelyn-Davies (Chair)

- Long career in housing / homelessness
- OBE for services to homeless people
- Sunday Times Non-Exec of the Year 2019



Rahul Jaitly

- IT specialist with 25 years' experience
- NED at an NHS Foundation Trust
- Senior roles at L&Q, Kuoni and the Financial Times



Anne Turner

- Was FD at Orbit HG for many years
- Sits on two other large HA Boards
- Member of SHPS Employers' Committee



Katie Lyons (Chair Nomination & Remuneration Cmee)

- Solicitor and Notary Public
- Works in local government
- Earlier career at Canary Wharf Group / Airbus



Andrew Carrington (Chair ACSL / PDCSL)

- Chartered Surveyor, 25 years in property sector
- 15 years at Countryside Properties
- Land and development expertise



Steve Amos

- Former Head of Social Housing at Barclays
- 30 years sector financing experience
- Served on Board at Funding Affordable Homes



Chris Cheshire (Chair Devt & Assets Committee)

- Chartered Construction Manager
- Over 30 years in HA / property sector
- Now runs his own consultancy



Curtis Juman (Chair Audit & Risk Committee)

- Qualified accountant, currently FD at Ofcom
- Previous roles at Deloitte, Westminster Abbey
- Board experience at other HAs and elsewhere



Kim Francis

- PA shared ownership resident
- Professional background in arts / heritage sector
- Active involvement in PA resident forums



Seetle Patel

- Designate Board member
- Professional background in HR
- 20 years experience in a range of sectors



Kathleen Harris-Leighton

- PA rented resident
- Lecturer and adult literacy specialist
- Resident engagement experience at two HAs



Dilip Kavi (Chief Executive)

- See pen portrait on slide 3

Senior Management Team



Dilip Kavi (Chief Executive)

- See pen portrait on slide 3



Simon Hatchman (Resources Director)

- See pen portrait on slide 3



Chris Whelan (Development & Sales Director)

- See pen portrait on slide 3



Ian Watts (Customer Services Director)

- Responsible for ensuring quality customer service
- Member of the Chartered Institute of Housing
- Board member at Hexagon Housing Association



Rachael Smart (Housing Services)

- Responsible for supporting residents
- Experience in housing management
- Member of Chartered Institute of Housing



Charles Ellis (Asset Management)

- Responsible for delivery of property investment works, gas servicing and breakdown service
- 25yrs experience in social housing



Maria Frawley (Property Services and Repairs)

- Responsible for responsive repairs and voids service
- Worked in social housing since 1995
- Member of Chartered Institute of Housing



Robert Greene (Programme Delivery)

- Responsible for new homes programme
- Experience in senior roles at various HAs
- Member of RICS



Suzannah Taylor (Regeneration & Partnerships)

- Responsible for regeneration schemes
- Leads business-wide Sustainability Strategy
- Experience in Local Authority sector



Pete Beggan (New Businesses)

- Responsible for securing land and planning to meet the business Corporate Plan
- Worked in HA sector since 2005



Emma Macnish (HR & People Strategy)

- Worked in social housing since 2003, and held HR roles at BT and Samworth Brothers
- CIPD qualified



Richard Carter (Finance)

- Responsible for financial services team
- 10yrs+ experience in housing finance roles
- Fellow Member of ACCA



Ian Kerr (Treasury & Financial Planning)

- Responsible for treasury operations
- Worked in an array of corporate treasury roles
- AMCT qualified



John Stemp (Corporate Affairs & Company Sec.)

- Responsible for delivery of Corporate Plan
- Worked in both HA and Local Authority sectors
- Corporate Member of Chartered Institute of Housing

