

Residents Annual Report 2024/25



**Your Voices,
Your Homes,
Our Future**

Hexagon

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Sharon Carter, Chief Executive

Firstly, I would like to thank Richard and all involved residents for working diligently to review the resident engagement structures. We anticipate this will make board members and officers more accountable to residents and bring clarity to actions taken because of what residents have said.

We have seen improvements in the past year in keeping homes safe. This includes the checks and servicing for gas, electric, fire safety, water safety, asbestos and lifts. Most repairs are done within our target times. Neighbourhood Officers are doing more estate inspections, so we stay on top of the maintenance of estates. And we have improved the time it is taking to resolve complaints, but are aware that we need to improve further.

This year we are examining customer satisfaction to look at how we can communicate better and be more responsive. We know we don't always get it right, but we have made it an organisation wide priority and will recognise and reward staff who are making a positive difference.



Richard Bradshaw, Chair of Resident Influence Group (RIG)

I'm delighted to jointly introduce this Resident Annual Report for 2025 which demonstrates the strong collaborative work already taking place between residents and Hexagon to improve services, their responsiveness and satisfaction for all of us.

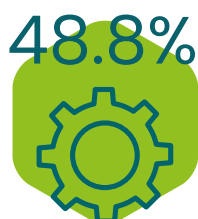
Though there is always room for improvement, in the last year we have seen better complaints handling and improved overall satisfaction of residents with the services Hexagon provides. Whilst acknowledging this progress, in the next year, Hexagon needs to redouble its current efforts on those issues which continue to be of concern to residents especially in the areas of repairs responsiveness and anti-social behaviour management. Later in this report you will see how the currently engaged resident groups have worked with Hexagon to strengthen our voice and ensure that residents' priorities for improvement continue to be the focus for all of Hexagon's efforts. If you would like to become a more involved resident in supporting and challenging Hexagon to improve, please contact the Resident Engagement Team email getinvolved@hexagon.org.uk or tel 020 8778 6699

Producing this Annual Report: Telling the Story

This report was produced by an Editorial Group made up of residents and staff.

In the development of this report, the Editorial Group have worked to produce something that is meaningful, transparent and an account of Hexagon reporting to you, our residents, how we have performed over the last year, and our plans for the year ahead.

Proportion of respondents who report that they are satisfied with the overall service from Hexagon



In 2023, the Regulator for Social Housing introduced a regulatory standard for landlords – the Transparency, Influence, and Accountability Standard. An important part of this new standard is a new series of measures designed to help residents assess how their landlord is performing. These measures are called the Tenant Satisfaction Measures (TSMs) and are made up of a combination of satisfaction surveys and other performance information.

Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them



In last years Residents' Annual Report, we provided updates on how we were laying the foundation to continuously improve services. We acknowledged the need for a reset to ensure our structures, systems, and processes were fit for purpose. In this years report, we know, and these results show, that we still have work to do.

We have included different TSMs throughout this report, alongside commentary about our performance and our priorities for the year ahead.

Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them



We also recognise that the cost of living continues to affect many households. The Editorial Group were very keen for us to tell the story of where our income comes from and how we spend the money, including actions we take to secure the best value for money and service.

Proportion of respondents who report that they agree their landlord treats them fairly and with respect



Hearing the Customer Voice is something we are passionate about, we have a long history of resident engagement, and over the last year we have worked to further strengthen this work area to ensure we listen, learn and improve. We hope this is reflected in this report.

Signed
The Editorial Group



Adrian Ingram,
Chair Editorial
Group

Income and Expenditure

Hexagon Housing Association Financial Year 2025 Overview

This section shows you where our income comes from and how we spend it. We are a charitable, not for profit housing association. This means every penny goes back into homes and services.

Total Income: £35.9 million

Growth of **7.5%** from the previous year (£33.4m) highlights strong performance in rental and service income across all housing categories.

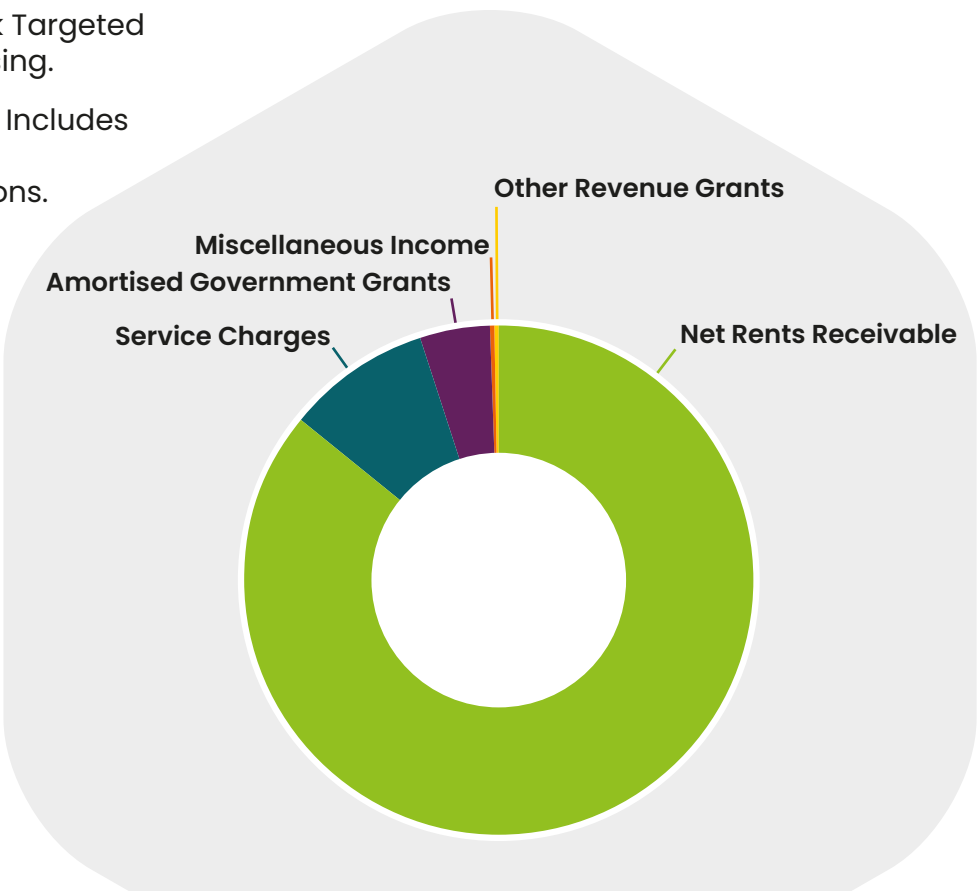
Where the Income Came From:

- ◆ **Net Rents Receivable:** £30.4m (85%)
 - General Needs: £26.9m
 - Low-Cost Home Ownership: £2.3m
 - Supported Housing: £1.1m
- ◆ **Service Charges:** £3.5m (10%) Payments for cleaning, grounds maintenance, and communal services.
- ◆ **Amortised Government Grants:** £1.8m (5%) Ongoing capital support for affordable housing development.
- ◆ **Other Revenue Grants:** £111k Targeted funding for supported housing.
- ◆ **Miscellaneous Income:** £3k Includes ad hoc service fees and housing-related contributions.

How Each Pound Was Spent

◆ For every £1 of income received:

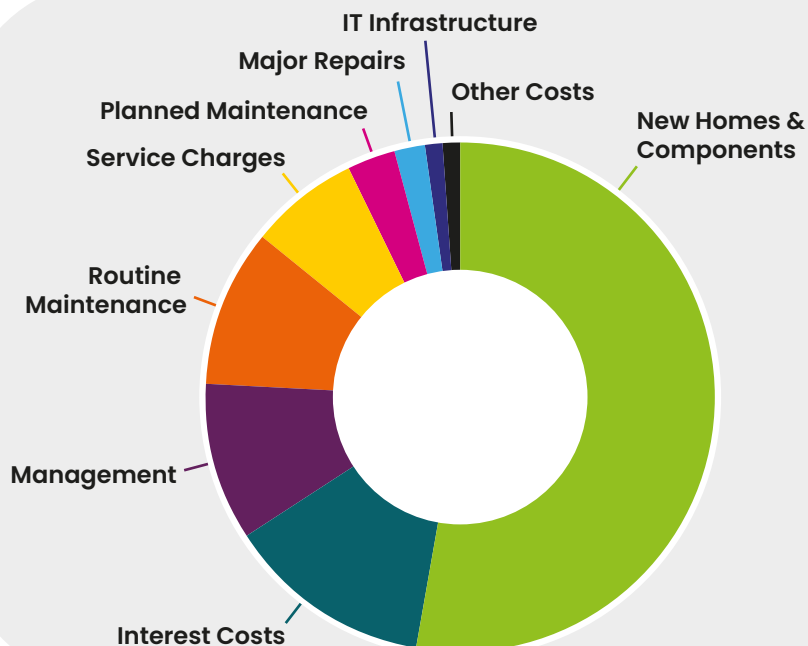
Category	Share of Each £1
New Homes & Components	£0.53
Interest Costs	£0.13
Management	£0.10
Routine Maintenance	£0.10
Service Charges	£0.07
Planned Maintenance	£0.03
Major Repairs	£0.02
IT Infrastructure	£0.01
Other Costs	£0.01



53p invested in expanding and upgrading housing stock

20p maintaining homes and delivering core operations

27p in strategic support services and long-term financial management



Value for Money (VFM) Statement

At Hexagon Housing Association, we remain committed to delivering high-quality services and making the most of every pound we spend.

Activities During the Year That Supported VFM

- **Implemented a new Purchase-to-Pay system** to improve procurement efficiency, increase transparency, and reduce processing time and costs.
- **Negotiated improved supplier contracts**, securing better value and service quality across several key areas.
- **Carried out continuous post-inspections** to ensure estate works meet the required standards, preventing costly rework and safeguarding long-term asset value.
- **Monitored and controlled overheads**, ensuring resources are directed to frontline services.
- **Focused on arrears management**, keeping bad debts low and income collection high.

These initiatives demonstrate our drive to embed value for money into day-to-day operations, while delivering safe, decent homes and responsive services for residents.



Directors Remuneration and management cost

The directors and key management personnel, as defined in FRS 102 are defined as members of the Board, the Chief Executive and other Directors.

The total amount payable to the Chief Executive Officer, who was also the highest paid director in respect of salary was £148k (23/24: £141k). Pension contributions of £11k (23/24: £10.5k), were made to the SHPS defined contribution scheme on their behalf. The Chief Executive Officer is an ordinary member of that scheme. No enhanced or special terms apply, and the Chief Executive Officer has no individual pension arrangement to which the Group makes a contribution. There were 4 directors in the defined contribution scheme.

	24/25 £'000s	23/24 £'000s
Executive directors' salaries*	450	544
Amounts paid to non-executive directors	80	79
Contributions to the SHPS defined benefit scheme		
Contributions to the SHPS defined contribution scheme	41	77
Total expenses re-imbursed to Directors		

*Change was due to restructure of Executive Team.

Managing contracts and procurement

We seek the best value for money and operational performance from the contractors we employ to deliver services to you, our residents.

We have a management framework which defines how our contracts are managed with a greater focus on the most expensive and most impactful services; for example the repairs, gas servicing and ground maintenance contracts.

We go through a competitive process to recruit contractors to provide services on our behalf. In many cases we ask residents to support us with the recruitment process to ensure we are asking questions that reflect your priorities. Examples include the recruitment process for Gilmartins, Just Ask and Smith and Byford.

In 2025/26 we will be recruiting some new contractors. For example, to undertake electrical safety tests and fire safety works – more detail to follow in Home News.



We want to give you a great customer experience

We launched MyHexagon, our residents’ portal at the end of 2024.

This was our first step on our digital journey, we have exciting plans for the year ahead to further develop services digitally to improve the customer experience.

We aim to provide a service which is digital by choice, we are introducing digital services alongside existing telephone and in person services, we recognise that digital is not for everyone and it is important our service offer reflects this.

Just over 1000 residents have registered to use MyHexagon. We are aware that there have been some teething issues with registrations, particularly around trying to recover access through multi factor authentication methods but rest assured, we are continuing to work with residents who are experiencing issues and the providers of our platform. In the year ahead, we hope to increase the number of registrations to double the number of registrations.

We will continue to encourage residents who choose to access services digitally to register for MyHexagon. We also want to learn from your experiences and over the year ahead we want to have more conversations with you to learn from your experiences and hear your ideas of what other information and services we could provide through MyHexagon to help you access Hexagon at a time that works for you.

Contact Centre

We have a dedicated Contact Centre where all our telephone calls are received. The Contact Centre aim to resolve as many queries at the first point of contact, and have been working hard to build their knowledge and understanding so they can resolve most queries at this first point of contact.

We continue to fully integrate the Customer Relationship Management System (CRM) across the organisation – ensuring all interactions via the phone, face to face, by email and letter are centrally recorded. This allows everyone at Hexagon to have a holistic and complete overview of a resident in one place.

The year in figures: 1st April 2024 – 31st March 2025

Total number of incoming calls	45,599
Total number of calls answered	40,685
Service level	70.53%
Abandoned Calls	11%

Improving the Repairs Reporting Experience

We know there have been issues getting through to Gilmartins to report and follow up on repairs. We know there has been many requests for us to offer a digital service to report repairs and book appointments

We have listened, we are taking action

We are excited to be adding a new feature to MyHexagon in Autumn 2025, the ability to report repairs and book appointments. You will receive more information on this new feature as the time gets closer. We are especially pleased to be adding this new feature as we know this is something that has been requested by residents many times.

We have heard the concerns you have raised regarding difficulties reporting repairs, and we are now taking steps to return the repairs calls to Hexagon.

Over the coming months we want to have more conversations with you to better understand your frustrations and to help us design a repairs reporting service that better meets your needs.

This work will take time and we aim to move the repair reporting service back to Hexagon in February 2026.

MyHexagon

Keeping you safe

With your support, we have continued to demonstrate strong performance across key property safety areas outlined below.

These figures reflect our ongoing commitment to compliance, resident safety, and operational excellence. We remain focused on improving lift safety checks to bring them in line with our other outstanding results.

Safety Measure	Completion rate
Proportion of homes for which all required gas safety checks have been carried out	99.7%
Proportion of homes for which all required fire risk assessments have been carried out	96.5%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%
Proportion of homes for which all required legionella risk assessments have been carried out	100%
Proportion of homes for which all required communal passenger lift safety checks have been carried out	95.6%

What we do

Property Safety plays a vital role in protecting the wellbeing of you as our Residents and the communities you live in. We want to make sure you are safe in the building you live in. It's why we're doing everything we can to comply with all the Government guidance and regulations to ensure all our buildings meet the required standards.

Our team ensures that all buildings meet regulatory requirements through routine inspections, fire risk assessments, external wall reviews, and ongoing monitoring of safety systems. We work collaboratively across departments and with external experts to identify risks and implement preventative measures.

What we are doing to Improve

This year, we're placing an even stronger focus on proactive risk management and data-driven decision-making. We're:

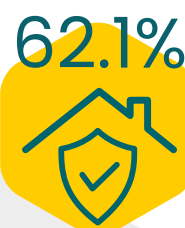
- Increasing our on-site presence through dedicated more intrusive property inspections
- Strengthening partnerships with fire services and local authorities for better coordination
- Reviewing all buildings over 11m high for safety and consistently monitoring compliance as well as increasing estate inspections.

What's stopping us getting there

Despite progress, we continue to navigate complex barriers:

- Legacy design issues in older buildings can be difficult and costly to remediate
- Evolving legislation often requires rapid adaptation and resource reallocation
- Limited competent contractor availability has delayed upgrades in certain areas
- Access being provided into residents' homes has impacted on our achieving sustained compliance

Proportion of respondents who report that they are satisfied that their home is safe



Our priorities for the year ahead

Looking forward, our top priorities include:

- Improving our communication with you with updates to keep you informed and following through.
- Addressing high-risk blocks with targeted remediation plans, consulting with you and keeping you informed
- Boosting resident awareness through accessible safety campaigns and digital updates
- Embedding a culture of safety across every team – making safety everyone's responsibility
- Delivering transparent reporting and updates to residents at regular intervals

What are we proud of?

We're especially proud of our progress in completing external wall assessments across our buildings over 11 metres , and progressing over 85% of priority actions identified during last year's fire risk assessment reviews.

By working closely with our Residents, we achieved 100% compliance for most of the year across all of our compliance areas and improved our access rates by 5% which meant we completed an additional 800 service inspections.

Anti-Social Behaviour and Domestic Abuse

We know how much anti-social behaviour (ASB) can impact daily life. Feeling safe in your home is essential, and tackling ASB remains a priority for us.

This year, satisfaction with how we've handled ASB remained at 48.6%, and we know there's more to do. Residents have told us they want quicker updates, clearer communication, and more visible outcomes. In response, we're reviewing how we manage cases and how we keep residents informed throughout the process.

This year, we secured the eviction of a long-term perpetrator involved in serious drug related ASB. We've also worked closely with the Police and support services to protect families at risk from gang-related violence, helping them to move to safer homes.

Challenges remain, especially when it comes to gathering evidence or resolving complex cases quickly. We're looking at how we can support residents better through the process and make reporting concerns easier.

We also continue to support those experiencing Domestic Abuse. No one should feel unsafe in their own home. We've helped

residents access specialist support, create safety plans, and move to new homes when necessary.

We're proud of the care our teams show and their ability to be responsive in a timely and sensitive manner when concerns are raised.

In the year ahead, we'll focus on improving how we respond to and communicate about both ASB and domestic abuse cases.

Proportion of respondents who report that they are satisfied with Hexagon's approach to handling anti-social behaviour	48.6%
Number of anti-social behaviour cases opened per 1,000 homes	22.7
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.7

Investing in and Maintaining Your Homes – Responsive Repairs.

At Hexagon, we recognise that a responsive, reliable repairs service is central to our residents' experience. The Responsive Repairs team is dedicated to ensuring your home remains safe, functional, and well-maintained. This year, we've continued to invest significantly in the service, delivering essential repairs and maintenance across our stock.

In 2024–25, our responsive repairs service represented an investment of over £4 million, reflecting our commitment to maintaining the quality of your homes.

We completed over 13,000 repairs, the majority of which were delivered within target timescales.

We've consistently met or exceeded most of our Key Performance Indicators (KPIs), with areas of real progress and others we are actively working to improve.

While these figures show positive trends, resident satisfaction remains an area we are determined to improve. This year's overall satisfaction stood at 53.2%, below our 95% target. We acknowledge this gap and are taking it seriously. We know that numbers alone don't capture the full resident experience, and we are committed to turning this around.

We are taking steps for the repair reporting calls to return to Hexagon. In the year ahead, we want to reach out to residents who have reported dissatisfaction with the service to try and learn from their experiences and identify areas for improvement.

We will continue to work closely with our Repairs Group who provide unique insight into resident experiences and help us understand where things are going wrong and how we can improve.

Sunil Mahadeo,
Responsive
Repairs Manager



Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.



Improving the Repairs Service

We know there is more to do. Listening to residents is critical to how we shape and improve the service. Over the last year, we have worked more closely with our Resident Repairs Group, whose insight has directly influenced operational changes. Their feedback has led to clearer communication around appointments, improved call handling scripts, and trials of text updates for scheduled works.

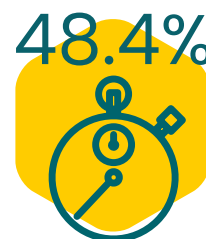
We are proud of the collaboration that has taken place across teams and with residents.

Looking ahead, we are launching a Hexagon-owned joint repairs tracking system, MyHexagon, improving how information from our systems, including customer relationship management system (CRM), feeds into day-to-day repair management. This will improve internal visibility and accountability, while making joint working with contractors smoother and more effective.

We are also exploring a new Resident Panel for repair satisfaction reviews, offering regular insight from those who use the service most. This will support us in prioritising improvements that matter to you.

Our priority remains ensuring every resident receives a high-quality, timely repair service they can trust.

Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair



Thank you to all residents who've shared feedback with us—we are listening, and we are acting.

We are also working more closely with residents, through our Repairs Group and satisfaction surveys, to ensure concerns are addressed early and effectively. The addition of the MyHexagon portal hopefully will increase satisfaction and resident interaction.

Our goal remains clear: deliver a prompt, reliable repairs service that prevents issues escalating to formal claims.

Proportion of respondents who report that they are satisfied that their home is well maintained



Barrie Hargrove



Adrian Ingram

Barrie and Adrian Reflect

Throughout Adrian and Barrie's tenure chairing the Repairs Group, a primary concern for residents has been the contractor's performance across service, customer liaison, and repair quality. Following persistent advocacy from the Repairs Group and other active residents, Hexagon developed its internal capacity to better oversee this contract. This has brought about noticeable and positive changes. Despite these strides, further improvement is necessary, particularly with a critical focus on call handling and enhanced post-works after-care.

Barrie Hargrove, Adrian Ingram
Co-Chairs of Repairs Group

Investing in Your Homes

Over the past year, our Stock Improvement Team has delivered 1,479 planned maintenance projects, making homes safer, warmer, and more comfortable for our residents.

Completed works 2024 – 2025.

- ◆ **Safer Homes:** New windows, doors, and entry systems enhance security and peace of mind.
- ◆ **Warmer Living:** Upgraded boilers and energy-efficient upgrades help lower heating bills, also helping reduce carbon footprint.
- ◆ **Better Interiors:** Renovated kitchens, bathrooms, and WCs to offer more comfort and usability.
- ◆ **Inclusive Design:** 54 homes now feature Aids & Adaptations to support mobility needs.
- ◆ **Cleaner Outdoors:** Tree work, fencing, and pigeon control have improved communal spaces.
- ◆ **Proactive Maintenance:** Fewer emergency repairs mean more stability and reassurance.

Raising Standards

All works supported our mission to meet the **Decent Homes Standard**, ensuring residents enjoy modern, safe, and dignified housing. Whether it's a new roof, a fully functional kitchen, or reduced energy costs, we're proud to support better everyday living.

Reaching Every Home

Behind the scenes, the Stock Improvement Team has gone above and beyond to ensure no resident is left behind, even in properties where access can be challenging. Whether due to resident availability, complex building layouts, or logistical barriers, these homes required extra planning and teamwork.



23 homes had windows & doors replaced



25 kitchens, 20 bathrooms, and 2 WCs renovated



11 tree jobs, 4 fencing repairs, and 7 pigeon control works



54 aids and adaptations installed



18 boilers replaced

Rumana Khair,
Stock Improvement Manager



What It Took:

- **Resident Engagement:** We scheduled works with care, clearly explained the benefits, and to build trust.
- **Multi-Team Coordination:** Neighbourhood Officers, Maintenance teams, and specialists solved logistical issues.
- **Flexible Scheduling:** Extended hours and repeat visits made sure everyone received service.

Lasting Impact

- More residents now enjoy equal access to comfort, safety, and savings.
- Stronger community trust was built through fairness and inclusion.
- Compliance and upgrade targets were successfully met across more homes.



Disrepair Claims

Disrepair claims are legal complaints made by residents who believe that Hexagon has failed to carry out necessary repairs within a reasonable time, often under the Landlord and Tenant Act 1985.

We have seen a moderate increase in disrepair claims over the last year. This trend reflects a wider national pattern, partly driven by claims management companies targeting residents with offers of compensation. Unfortunately, a proportion of these are not supported by evidence or are submitted before a formal complaint or repair request has been made. These “no-win-no-fee” claims can divert time and resources away from frontline repairs.

That said, valid disrepair claims have also highlighted areas where we can improve. In several cases, we’ve improved communication and strengthened case tracking.

To reduce future claims and raise satisfaction, we are investing in better training, refining our repairs triage process, and increasing the use of follow-up contacts with residents after domestic works have been completed.

Building New Homes and Homes for Sale

Why we build

The majority of the income we receive comes from the rent that residents pay to live in their homes, although we also earn money in other ways, including selling new homes

During the year we built 39 new homes across two schemes;

Eleven 3 and 4 bed houses for shared ownership in Bexleyheath and 28 apartments at a scheme in Purley comprising 12 shared ownership and 16 for open market sale.

Iverhurst Close is our first net zero carbon project. It is designed to minimise environmental impact, promote social wellbeing and ensure long-term economic viability. Iverhurst Close has been shortlisted for Sustainable Development of the Year by the British Home Awards’.

In addition, the homes are affordable to working families. In London, shared ownership houses are in high demand but there’s a low supply. 25% of these homes were sold to Bexley residents and all were under offer within four months of launch.

All homes have been awarded A-rated energy performance certificates (EPCs), reflecting their exceptional energy efficiency which will help minimise household bills for residents.

At John George apartments, the homes are split across two blocks to allow for a landscaped area and welcoming entrances between the buildings. These apartments are designed to be affordable.

The shared ownership values ranged from £360,000 to £500,000 and each was available to buy at a minimum 25% share.

Residents can expect household bills to be minimised too. The apartments were built following the principles of:

- ◆ Airtight construction.
- ◆ Passive solar design (taking solar gain, shading and thermal mass into consideration).

And, with an EPC B rating, they have sustainability and energy efficiency built-in.

The shared ownership homes on both sites received grant funding from the Mayor of London, covering 20-30% of the costs of building these new homes. The rest of the costs are covered by sales receipts and rental income from the shared ownership which supports the loan finance required to fund the projects.

The income from our market sale homes contributes towards the delivery of new rented homes which make up approx. 40% of the current development programme of 317 homes.



What happens when things go wrong

We employ a dedicated Complaints Team. When residents are not happy with Hexagon's services, the Complaints Team is here to help. Their role is to provide an impartial review when things go wrong with other services and recommend what Hexagon can do to make things right.

The Complaints Team completed a major transformation in 2024/25. At the start of the year, there was a backlog of over 200 complaints awaiting a response. One year later, that backlog has been eliminated, and the average time it takes for us to respond to a new complaint has fallen dramatically. Despite our progress, we know that too many residents still wait too long to get a response to their complaint, so we are continuing to improve.

We now respond to more than 50% of complaints within our target time of 10 working days, and by the end of 2025/26 we will push that up to 75% and beyond.

While it is important to get a quick, efficient response, we know that is not all that matters to residents. It is equally important that, when they engage with the Complaints Team, residents are satisfied with the service they receive. Our surveys show that, far too often, this is not the case. To fix this, we are listening to residents who tell us that they are not happy with our service, and changing how we approach our work as a result. This includes spending more time on the phone understanding the issue behind a complaint, and clearly explaining how we make decisions when we respond. It also involves working much more closely with our

colleagues in the operations teams to make sure that, after a complaint is resolved, any remedial work or other follow-up actions are promptly completed. We have established regular meetings with all of the other service areas, as well as with our main contractors, to help support this effort. Hexagon's team of Resident Inspectors are also currently conducting a scrutiny project of the Complaints Team, to help us further improve resident satisfaction with our services.

After the Complaints Team has investigated and responded to a complaint, we know it is important to learn lessons from the complaint, so that the same failings don't happen again. We have begun to communicate these lessons to colleagues in other teams, and are placing a much greater emphasis on this in 2025/26, to make sure that all teams in Hexagon continue to learn from and improve in response to feedback from our residents.

The Complaints Team is here to act as an internal voice for residents, and to help make sure that our other services live up to the standards our residents expect. It cannot do that when the Complaints Team itself is not working well, but now that we have built an efficient, competent, and well-trained Complaints Team, we look forward to being an even more effective advocate for residents in 2025/26.

Resident scrutiny under the spotlight

Collaboration between Hexagon and residents is essential to ensuring that service improvements meet residents' needs and make a positive difference to everyday life.

Resident Scrutiny gives the opportunity for Hexagon residents to examine the services that are most important and make a positive difference for everyone.

Employment and money support

In 2024, the Resident Inspection Team chose to review the Community Investment Team (CIT) which provides money and employment support for residents. As many people are struggling with the continued increased cost of living, this was a key area to make sure we're getting it right. The inspection made 11 recommendations to improve communication, awareness, earlier identification of need and future-proofing. As a result, the team have been working on 26 actions to improve the service from a resident's perspective. Each will continue to be monitored in detail and some of the headlines so far are below.

- It is now standard practice that all new residents are sent CIT information and offered support from the go.
- Support can include budgeting, setting up utilities and accessing benefits and grants.
- There is also a plan to pilot pre-tenancy calls to offer support even earlier.
- There are new processes for us respond to referrals from existing residents within 24/48 hours and more Hexagon staff are given the tools to connect residents to CIT.
- There is a new CIT leaflet, information is in every Home News and the CIT web pages are being re-designed (due for completion by the end of the year).
- Key Hexagon contractors are now required to provide employability support and promote vacancies.

"The inspection was a positive experience for our team because it highlighted some things we weren't aware were an issue and allowed us to truly focus on areas that were priorities for our residents and enable us to improve the service we deliver to them."

Martyne Callender,
Senior Employment Adviser



Martyne
Callender,
Senior
Employment
Adviser

Making a difference

Resident engagement needs to make a difference to be meaningful and we are working on ways to increase the transparency of resident influence and ensure that Hexagon is held to account. In 2024, the Resident Inspection Team also carried out an Influence Assessment of their 2021 review of our Anti-Social Behaviour (ASB) offer and decided that it had an influence score of 56%. As a result of this process our ASB Team have refreshed ASB communications on our website and with colleagues; and by producing leaflets and information for existing and new residents. We now have an expanded model of how to evidence the influence of resident involvement which gives us a good foundation to learn from and build on as we move forward.

Improving the resident experience of the complaints process

The Complaints service has been a focus area for Hexagon in the past year and there have been notable improvements in the response time and number of cases open, however there is still a way to go to improve resident satisfaction with the service. With this in mind, in 2025 we are launching a new scrutiny approach which will bring together Resident Inspectors and a wider group of residents who have experienced the complaints process to answer the question "How can we improve resident satisfaction in the complaints handling process?"

"I've been a Resident Inspector for 10 years, with my last inspection being Community Investment. Recommendations have been received well but evaluation and monitoring is vital to make sure it makes a difference. Inspections are very in-depth and I'd also like to see a way more people can easily be involved."

Sarah Cully,
former Resident Inspector.



Sarah Cully,
Former Resident
Inspector

Hearing the Customer Voice

At Hexagon, we are committed to embedding a 'Hearing the Customer Voice' culture which will see us actively listen to our residents and to use themes from your contact to shape positive improvements in the services we deliver to you.

Hearing the voice of our customers isn't just about making change to our services but also about communicating with you that through active listening to your feedback, we have made positive change.

Neighbourhood Action Days

This year, we introduced Neighbourhood Action Days – a new way for us to be more visible, accessible, and responsive in your communities.

These events take place in communal spaces and bring together staff from different departments such as Housing Management, Estate Services, Resident Voice and Engagement and Property Safety. The aim is simple: to make it easier for residents to raise concerns, ask questions, and get things sorted.

While it's still early days, we've already seen encouraging signs. Residents have told us they value having a face-to-face presence and the chance to speak to staff directly without needing an appointment.

We've also taken on board wider feedback – like the need for clearer communication, quicker follow-ups, and support with complex issues. These conversations are helping shape how we deliver services in the future.

As we continue to roll these events out, we'll keep listening and learning. Our goal is to build stronger relationships and deliver more joined-up, visible support in your neighbourhood.





RE360 to Residents Influence Group (RIG)

In September, the Resident Engagement 360 Review Group (RE360) started their work to redesign how resident engagement groups and activities could be improved with the aim of increasing the quality and quantity of opportunities for residents to influence Hexagon at every level. The group was made up of residents, staff and board members, who came together to complete this important piece of work.

The 360 Review project aim was to regularize resident scrutiny of service areas, establish a clear feedback loop on the progress of the implementation of recommended actions and embed a solid and refined resident engagement framework to provide the essential foundations for the delivery of the strategy.

In March the Board approved our plans for the new Resident Influence Group (RIG) which was established in April 2025.

RIG will oversee, co-ordinate and commission resident engagement and scrutiny activities, to enable the generation, delivery and monitoring of resident driven recommendations for service improvement aimed at influencing and improving resident services outcomes, experience and satisfaction.

We aim to achieve the following outcomes over the year ahead:

- An increase in the number of resident-led scrutiny activities as commissioned by the RIG.
- An increase in the number of residents involved in engagement activities.
- An increase in the number of resident-led recommendations aimed at improving service delivery and planning.
- Evidence of the positive impact of resident engagement, voice and influence on service improvement and resident satisfaction.
- Evidence of an increasingly efficient, effective and influential resident engagement structure.
- Evidence of how the work of the RIG, in partnership with the Resident Voice and Engagement Team, supports Hexagon's work with the Regulator of Social Housing and with Tpas as we work toward Tpas Landlord Accreditation.

Estate Services: Supporting Pride in Your Community

Keeping shared spaces clean, safe, and well-maintained plays a vital role in creating places residents are proud to call home.

Our Estate Services team is at the heart of this effort – and over the past year, we've taken clear steps to improve how these services are delivered.

Funded by Residents, Focused on Value

Estate Services are funded through your service charges, which cover key areas such as communal cleaning, grounds maintenance and window cleaning. We recognise the importance of delivering real value for money. That's why we're constantly working to ensure services are delivered to a high standard and in a way that reflects what residents need and expect.

What Happens When Things Go Wrong?

We know missed services can be frustrating. When something doesn't go as planned – for example, if a cleaner misses a visit or a landscaping task isn't completed, we take swift action. Our teams investigate the issue, follow up with contractors, and ensure missed work is rescheduled. Your feedback plays an important role here, helping us hold contractors accountable and raise expectations.

What's Improved This Year?

We've made a number of changes to improve both how we monitor performance and how we respond to issues:

- ◆ **More regular and reliable inspections:** Our Neighbourhood Officers now carry out routine digital estate inspections, capturing performance scores and identifying issues early. In 2024/25, 99.2% of inspections were completed on time – a significant improvement on previous years.
- ◆ **Higher standards across estates:** 96.4% of estates scored 75% or higher in inspections, showing that most areas are performing well. Where scores fall short, we take action quickly and re-inspect to ensure improvements are made.
- ◆ **Resident involvement:** We will be re-introducing joint inspections and estate walkabouts, giving residents the opportunity to meet with their Neighbourhood Officer, raise concerns, and shape priorities. We hope this will help improve communication, strengthen accountability, and help us better understand local needs.
- ◆ **New Estate Champions:** We will also be re-launching a much improved Estate Champion programme, inviting local residents to act as our eyes and ears on the ground. Champions help us stay on top of issues like fly-tipping, dumped rubbish, and communal maintenance.



Carly Foley,
Neighbourhood
Services &
Estates
Manager

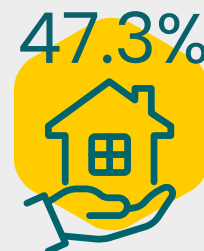


Bianca George,
Estate
Champion

Proportion of respondents
with communal areas
who report that they are
satisfied that Hexagon keeps
communal areas clean and
well maintained



Proportion of respondents
who report that they are
satisfied that Hexagon makes
a positive contribution to the
neighbourhood



What's Next?

In the year ahead, we're focused on building momentum and continuing to raise standards. Our priorities include:

- Re-launching the Estate Champion programme, so more residents can get involved and help shape local improvements.
- Continue using resident feedback and inspection data to drive contractor performance and ensure your service charges are being used effectively.
- Offering more walkabouts and engagement opportunities, so residents have a stronger voice in how estates are managed.

Looking Ahead

We understand that great estate services are built on more than just checklists – they rely on listening, acting, and staying connected with what residents experience day-to-day.



Anita South,
Repairs Group
Member

Rent Collection

The Customer Accounts team have been continuing to work hard throughout 24/25 financial year and were able to show an overall arrear reduction from 8.04%, down to 7.6%.

This has only been possible with the engagement of you, our residents talking to us through our arrears collection process, which in turn, enables us to understand the barriers individuals face in being able to pay their rent. This information is vital for your Customer Accounts Officer as this then allows them to make informed decisions and work with you to ultimately set a formal arrangement to clear arrears from accounts which prevents legal action.

Despite all of the team's best efforts to seek engagement through our process, we still do have occasions where we have no alternative but to make the required court applications, which is something we always try to avoid. We had to make 68 court applications during 2024/25, which was an increase on the previous year's requests of 33 – over 100% increase, with a total spend of £26,588.00 for court hearings.

Of those 68 cases that had a court hearing take place, 15 moved through the process to formal eviction stage, which incurred a total spend of £2,145.00. We carried out 12 evictions in total, with lost rental income of £116K, which is a significant amount of money for Hexagon to lose. This money would have gone back into the business to help provide services to our residents such as repairs, estate improvements and so on – so we do not see this as a success but a lost opportunity to help residents sustain their tenancies.

What we would like to view as a success is the 13 residents who continued to work with us through the arrears process and were able to successfully bring their account up to date. This was done in various ways

but demonstrates that by continuing to work with the Customer Accounts Team, even when your case has reached a legal stage, there are likely to be options available to see your arrears reduce and eviction avoided.

If you are having difficulties in paying your rent, please do speak with your Customer Accounts Officer who will be able to provide help and assistance in trying to get you back on track with your rental payments.

Keep Me Cosy

We worked in partnership Keep Me Cosy, a volunteer network which aims to provide essential items to help pensioners stay warm during the colder months. Tailored care packages included: Warm clothing and slippers; blankets; jumpers; hot water bottles; energy-efficient electric blankets. 18 residents benefitted from these packs.



Money and Employment Support

Our dedicated Money Support Team offers a range of money guidance including benefits, savings, utility bills, hardship grants, universal credit, how to generate extra household income and reduce expenditure.

Hexagon Welfare Fund

We distributed funds totalling £5,998.06 to 11 residents. All residents who access the fund are required to produce 3 months bank statements and an application form which is completed by the Money Support Team alongside the resident, money support is always offered alongside funds.

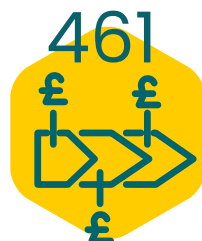
We've supported residents to secure £541,277.84 in additional income.

£541,277.84



In the year ahead, we will be promoting this fund to help us reach more residents. This fund is offered alongside support from the Money Support Team, helping residents to overcome the immediate financial pressure and work towards improving their financial health.

We helped 461 residents with money guidance



As partners in the HACT Fuel Fund scheme, we successfully applied for prepayment vouchers on behalf of 144 residents, securing a total of £33,195 in fuel vouchers.

144



Employment Support

Our Employment and Skills Team provide bespoke employment support for residents who are looking for employment and employed residents who are seeking employment progression seeing:

- 158 accessed employment support.
- 41 secured employment
- 33 secured employment sustained employment for six months or more
- 25 secured employment progression

We helped 10 residents clear their energy debt totalling £5,722.95

£5,722.95



Martyne Callender,
Senior Employment
Advisor presenting
Erica with her
laptop

Employability
Day 2025



23

Residents
Annual Report



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