

Hexagon

Residents' Annual Report

**2025
/26**



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Sheron Carter, Chief Executive

The year has flown by since our last report. In this year's report, it is good to see an uptick in customer satisfaction, compared to the previous year, across a range of service areas.

It is particularly heartening to see that our decision to bring repairs calls back to Hexagon is paying off. Most enquiries can now be dealt with at the first point of contact and customer satisfaction with customer services increased to 77.7% in June.

There have been some changes in the senior team. Andy Vincent left us in February 2026 to take on a new role with a local authority. I was pleased to welcome his successor, Stefanie Turton, in April. Stefanie is already having a positive impact with a focus on enhancing a culture of customer service excellence. Louise Williams was seconded during the year to head up property services. She has since returned to her role as Head of Housing. Lysa Nicely has taken on a bigger role. Her team now includes all the repairs and maintenance services. We were also delighted to welcome Parris Litchmore-Bell to the newly created role of Head of Customer Experience. She leads customer services and the complaints teams.



Residents continue to have a strong role in governance. Four residents sit on the Board, and the chairs of the Resident Influence Group and Repairs Group attend Customer Services Committees. The chairs of the Resident Influence Group and Repairs Group were consulted on the annual budget and service delivery plan in February 2026. Their suggestions were included in the report approved by the Board in March 2026. Residents have also influenced the Tenancy Sustainment Strategy, Property Services Strategy, and the Environmental Sustainability Strategy. We remain committed to working closely with residents to improve services for all customers

We remain under review by the Regulator of Social Housing. We have made good progress in implementing the improvement plan whilst working through a more challenging economic environment.

I hope you enjoy reading about what we have achieved in the past year.

The story of the last year

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

The Group wanted the report to focus on our performance over the last year, and our plans for the year ahead. They felt it was important to be transparent and to acknowledge areas where improvements haven't happened as quickly as we would like and to inform residents of how we are tackling this. Members also wanted to tell the really good and positive stories of great work which has been achieved and give the resident's stories.

Our Vision:

Everyone deserves a decent home

Our Mission:

**Decent affordable homes
for lower income households
in South London**

Our Values:

Customers at the Heart
Appreciating difference
Responsible and accountable
Empowering people

**Bianca, a resident
member of Editorial Panel
tells us why the Annual
Report matters:**



// As a Hexagon resident and volunteer on the Editorial Panel, I joined because I wanted to have a more active role in helping residents have their voices heard. Living within the community gives me a personal understanding of the experiences, questions and concerns residents may have, and I wanted to use that perspective positively. Being part of the Editorial Panel gives me an opportunity to work alongside Hexagon, contribute ideas, help shape communications and make sure information shared with residents is relevant, accessible and engaging.

The Hexagon Annual Report for residents is important because it gives residents a clear picture of what Hexagon has achieved, the challenges it has faced and the work being done to improve services and communities. It helps create transparency and accountability, while also giving residents an opportunity to see how their feedback and views can influence the organisation. I believe residents should feel informed, included and empowered, and the Annual Report is an important way of keeping that connection between Hexagon and the people it serves. **//**

Our Corporate Plan priorities

Our Corporate Plan priorities for 2023–2028 are:

Key objective

Good landlord services that meet customer's needs

Outcomes

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

Key objective

Safe, decent and efficient homes

Outcomes

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

Key objective

Resident's are supported and making a positive difference

Outcomes

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

Key objective

A dynamic workforce that delivers our goals

Outcomes

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

Key objective

A growing, sustainable, efficient and viable business

Outcomes

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



Throughout this Annual Report you can read about our progress on the above objectives and our plans for the future. Our Resident Board Member, Richard and Chair of our Resident Influence Group, Mark have given their thoughts on how residents are holding us to account on these.

Richard Bradshaw,
Resident Board and Resident Influence Group Member

// As a Resident Board member and member of RIG I have noticed a real shift in Hexagon's perspective on resident engagement over the last year. Hexagon has always been keen to involve residents in its planning and consultations but lately they have moved to an emphasis on really embedding resident's voice at the heart of all it does. This has meant not only responding to our concerns in relation to issues such as repairs, anti social behaviour and service

charges but actively seeking our views on the developments of its services, listening to what good services look like from our perspective and taking on our suggestions to make improvements in the way Hexagon operates. Through my role on the Board and RIG I hope that our voice continues to be heard so that Hexagon can further improve services for all its residents. //



Mark Allan, Chair of Resident Influence Group

// This Residents' Annual Report for 2026 shows how residents and Hexagon staff and Board are working together to improve services for all residents.

I am delighted to report that Hexagon staff and Board members are consistently asking residents for our views and experiences, listening carefully to what we say, and taking actions accordingly.

This year the Resident Influence Group (RIG) are prioritising repairs responsiveness, the complaints process, and anti-social behaviour management, and together with the Repairs Group of residents and the Resident Inspectors, we are contributing detailed work to all three of these areas. We all know there is much room for improvement, and that understanding the lived experience of residents is crucial.

The Regulator of Social Housing inspected Hexagon in 2025 and recognised the strong contribution of actively engaged residents. They recommended more input from residents on strategy, and Hexagon immediately responded by the Chief Executive and Board Chair liaising with RIG on the overall delivery plan for the organisation.

Many residents are giving their time in many different ways to make a difference. 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 //



Hearing the Customer Voice

We are committed to providing information about how we are listening, learning and acting on what residents have told us about the services they receive.

We report regularly to Hexagon's Board about what we have learnt from our contact with residents and how we have either responded to improve services, or how we would like to with the Board's support.

Proportion of respondents who report that they are satisfied with the overall service from Hexagon 2025/2026 (2024/2025 48.8%)

53.5%
(2025-26)



Stefanie Turton,
Operations
Director

One Team, One Journey – Making Every Contact Count.

Our Operations Director Steff Turton gives an update on how we are listening to customers, and our new ambition to make every contact count.

I joined Hexagon relatively recently, so I read last year's Annual Report with real interest. It was good to see the progress made across the organisation over the past year – and to understand where we still need to improve. One of the main things we have heard from residents is about communication and this not being joined up.

We want every resident to have a positive, fair and consistent experience when they contact Hexagon. Over the next year, we will launch our new Customer Experience Strategy. It is about making it easier to get the help you need, communicating better and making sure we listen and act on what you tell us.

Our ambition is simple: **One Team, One Journey – Making Every Contact Count.**

Making things easier

We know you do not always experience Hexagon as one organisation. Sometimes you may need to speak to different teams, repeat information or chase us for an update. We want to change this.

Our teams will work more closely together, take ownership of your query and provide a more joined-up service. We will continue to improve our digital services too, while recognising that digital is not right for everyone. You will still be able to contact us in other ways when you need to.

Communicating better

We want our communication to be clear, accessible, respectful and human.

That means keeping you informed, explaining what will happen next and being open when things go wrong or take longer than expected.

Listening and learning

Your voice will be at the heart of how we improve. We will learn from complaints, surveys, conversations, resident groups and your everyday contact with us to understand what is working and where we need to do better.

Most importantly, we want to show you what has changed because of what you have told us.

Fair outcomes for everyone

Treating everyone in exactly the same way does not always lead to a fair outcome. We want to understand your individual circumstances and make reasonable adjustments when they are needed so every resident feels listened to, respected and supported.

GOING DIGITAL

Our MyHexagon portal

Last year, we told you about the launch of **MyHexagon**, our online resident portal. In the autumn, we added a new feature so that residents who prefer to use digital services can report most repairs online instead of calling our Contact Centre.

We had some early problems with the technology, and we have worked closely with our IT partners to put these right. I'm pleased to say this work is now complete and **MyHexagon** is working more smoothly.

You can now report most repairs through **MyHexagon**. There are some exceptions – if you have an emergency repair, please call our Contact Centre so we can make sure it is dealt with urgently.

If you haven't registered for **MyHexagon** yet, please give it a try. You may find it quicker and easier than calling us. We still have the approach of 'digital by choice', alongside existing telephone and in person services. We understand that digital is not for everyone and it's important our service continues to reflect this.

**REGISTER NOW: SCAN THE QR CODE
OR VISIT myhexagon.org.uk**



Our Regulatory Judgement and commitment to residents

In August 2025, the Regulator of Social Housing inspected Hexagon and awarded us a C2 consumer grade. This was the first time Hexagon had received a consumer grading under the regulator's new inspection programme.

A C2 grade means the regulator found that we are delivering many of the required outcomes for residents, but that there are some weaknesses and improvements are needed. The inspection considered the quality and safety of homes, tenancy services, neighbourhoods, complaints, transparency and the ways residents can influence our decisions.

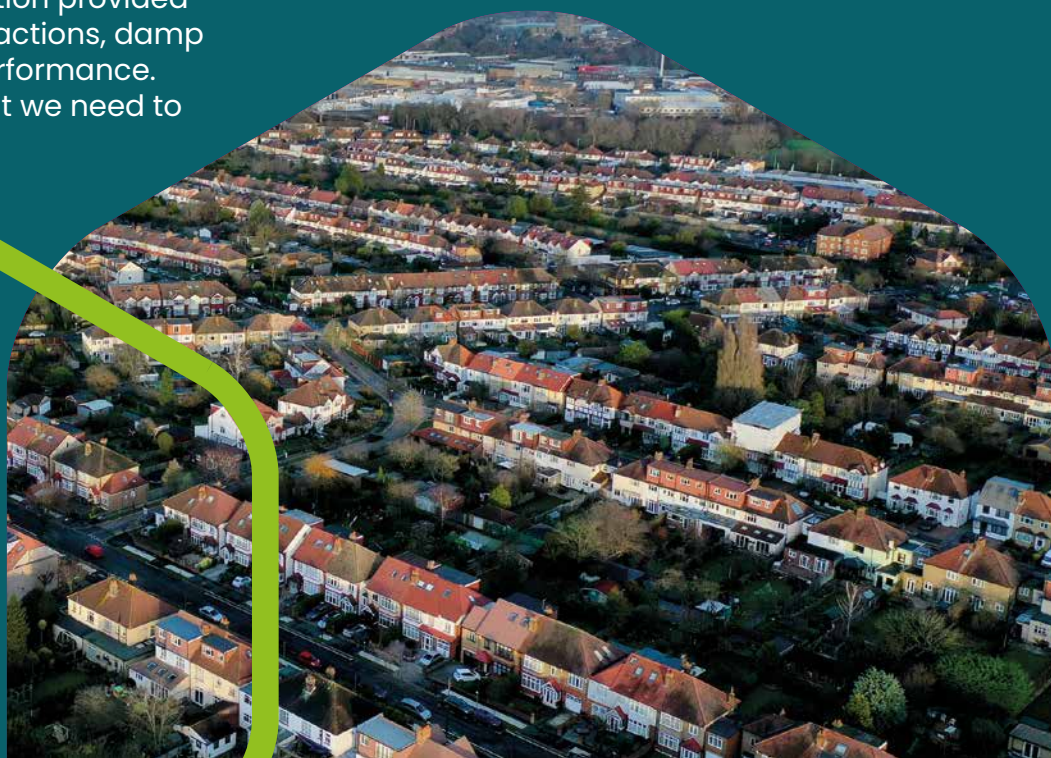
The regulator recognised a number of strengths. It found that we understand our health and safety responsibilities, report good compliance with landlord safety requirements and hold detailed information about the condition of our homes. It also found a positive culture of resident engagement, with residents helping to scrutinise and improve repairs, complaints and anti-social behaviour services.

The judgement was also clear about where we must do better. These areas include providing a more effective and timely repairs service, improving how we manage anti-social behaviour and complaints, and strengthening the information provided to our Board about safety actions, damp and mould and service performance. The regulator also said that we need to

understand residents' different needs better and use this information consistently so that services deliver fair and equitable outcomes for everyone.

We responded by developing an Improvement Plan and have since strengthened how services are managed, monitored and challenged, as well as how residents can influence strategic and Board-level decisions. Further actions are planned for the year ahead. Our focus is on listening carefully to residents, acting on complaints and feedback, and ensuring that these improvements lead to meaningful, lasting changes in residents' day-to-day experiences.

We will continue to work with residents, our Board and the regulator to monitor progress. Our aim is not simply to improve our regulatory grade, but to provide safe, reliable and respectful services and achieve consistently good and fair outcomes for every resident.



Our contact centre and repairs reporting

Part of us improving our customer service was changing what happens when you report a repair by phone.

Previously, repair calls went directly to our repairs contractor, Gilmartins, who managed the repair through to completion. This meant we did not always have the level of oversight we wanted.

We have now brought repair calls into our own Contact Centre. The change happened between January and March and is now fully in place. This gives us a better understanding of the repairs you report, the service you receive and where problems occur.

It also means we can work more closely with Gilmartins to improve the service and put things right more quickly when something goes wrong.

"Making the change to repairs calls was a direct action from residents' feedback about the level of service that they were receiving"

"We are moving in the right direction. Our overall satisfaction in June 2026 has increased to 77.7%"

The year in figures: 1st April 2025 – 31st March 2026

Total number of incoming calls received

46,223



Total number of calls answered

37,440



Overall Customer Satisfaction

68.8%



Keeping you safe in your home

Compliance snapshot

Safety area	Compliance achieved 2025/2026	Compliance achieved 2024/2025	Change from 2024/2025
Gas safety	99.3%	99.7%	Down 0.4%
Fire risk assessments	99.4%	96.5%	Up 2.9%
Asbestos management	100%	100%	Maintained
Legionella/water hygiene	100%	100%	Maintained
Lift safety	95.8%	95.6%	Up 0.2%

Resident safety remains our highest priority.

During the year, we strengthened how we kept homes and buildings safe. This included completing essential safety checks, improving how we monitored compliance, strengthening contractor oversight, improving property data and taking quicker action when issues were identified.

We maintained strong performance across the main areas of landlord safety compliance, including gas safety, fire safety, asbestos management, water hygiene and lift safety. These results provided residents with assurance that the core safety checks that protect homes were being closely managed.

We are pleased to see improvements in key areas of compliance. Fire risk assessment compliance increased from 96.5% in 2024/25 to 99.4% in 2025/26, reflecting stronger monitoring, better follow up of outstanding actions and closer oversight of remedial works. We also maintained 100% compliance for asbestos and water hygiene and continued strong gas safety compliance at 99.3%.

Lift safety compliance increased slightly from 95.6% in 2024/25 to 95.8% in 2025/26. We continued to strengthen monitoring of servicing, remedial works and contractor performance to sustain compliance and provide residents with reliable assurance.

What we're proud of

- ◆ Maintained 100% compliance for asbestos and water hygiene.
- ◆ Sustained strong gas safety compliance at 99.3%.
- ◆ Improved fire risk assessment compliance, increasing from 96.5% to 99.4%.
- ◆ Continued investment in building safety, inspections and compliance assurance.

Our focus for next year

- ◆ Sustain high compliance across all safety workstreams.
- ◆ Improve lift safety compliance.
- ◆ Embed the requirements of Awaab's Law. Read more about Awaab's Law and our damp and mould work on page 12.
- ◆ Strengthen support for residents who may need assistance in an emergency.
- ◆ Continue improving communication about safety matters and compliance inspections.

What improved this year

Better access for safety checks

Gaining access to homes remained one of the biggest challenges in maintaining safety compliance. We were grateful to residents who worked with us to allow access for inspections and servicing. Better access helped us complete more checks on time, reduce overdue cases and keep homes safer.

Earlier identification of risks

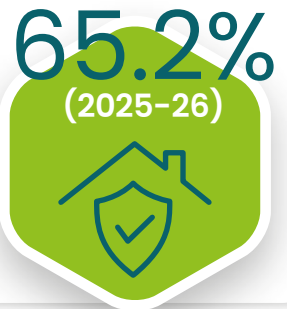
We increased property safety visits, helping us identify potential issues sooner and take preventative action before they became more serious.

Investment in building safety

Alongside routine safety checks, we continued to invest in longer term building safety improvements, including reviewing building and external wall safety, completing fire safety improvements, progressing actions from fire risk assessments and working closely with specialist contractors, local authorities and fire services.

In August 2025, we signed up to the Government's Joint Plan to Accelerate the Remediation of Social Housing, helping to speed up building safety improvements across the sector. As part of this commitment, we continue to assess and improve the safety of our buildings over 11 metres in

Proportion of respondents who report that they are satisfied their home is safe 2025/2026
(2024/2025 62.1%)



height (typically around five storeys or more). You may have noticed surveys and inspections taking place during the year. These assessments help us better understand our buildings, identify any work required and plan future improvements to ensure residents continue to live in safe homes.

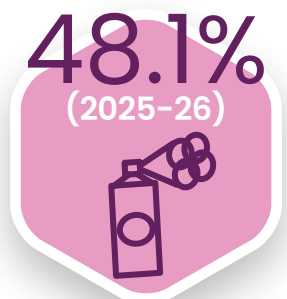
Where surveys identify that further works are needed, we will contact affected residents directly and keep them informed throughout the process. We will also provide updates to all residents on the findings of our building safety programme and the progress being made across our homes.

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.

ASB was identified as one of our Resident Influence Group's priority areas, particularly the resident experience of the ASB reporting and resolution process. RIG want to understand more about this to help support improved resident satisfaction. As a result, RIG members are working with Resolve, the UK's leading community safety experts, to carry out an independent review of the ASB service. This involves reviewing key documents, case reviews and gathering resident experience. Resolve are in the first stages of this project and will provide a findings and recommendations report by the end of 2026.

Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour
(2024/2025 48.6%)



Number of anti-social behaviour cases opened per 1,000 homes
(2024/2025 22.7)



Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes
(2024/2025 0.7)



Repairs and Maintenance

Providing a reliable repairs service remains one of the most important services we deliver.

Residents consistently tell us that repairs are one of the services that matter most to them, and improving the repairs experience remains one of Hexagon's key priorities.

During the year, we invested over £4 million in responsive repairs and completed more than 13,000 repairs across our homes.

Satisfaction with repairs

While 59.5% of residents who received a repair told us they were satisfied with the service, we recognise that this remains below where we want and need to be. In addition, 94.2% of non-emergency repairs and 93.3% of emergency repairs were completed within target, demonstrating that there is significant room for improvement.

Listening to your feedback

Residents have told us they want better communication, more reliable appointments, faster completion of repairs and greater confidence that repairs will be resolved first time. We have listened carefully to this feedback and are committed to improving the service we provide.

During the year, we strengthened our partnership approach with our repairs contractor and increased scrutiny of performance to ensure greater accountability and a stronger focus on customer outcomes. Together, we are working to improve communication,

reduce delays, increase first-time fix rates and deliver a more consistent service for residents.

Damp and mould works

Alongside day-to-day repairs, we continued to work closely with residents to address damp and mould within their homes. This included undertaking inspections, completing remedial works, installing and upgrading ventilation systems and addressing underlying building defects where identified. We are committed to identifying problems early, carrying out effective remedial works and working with residents to ensure concerns are fully resolved.

Resident scrutiny of our repairs service

In the year ahead, we will undertake a resident-led scrutiny review of the repairs service, giving residents the opportunity to challenge our performance, identify areas for improvement and help shape future service delivery. We will continue to work closely with our Repairs Group and use resident feedback, complaints, complaint themes and satisfaction data to drive continuous improvement.

Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.
(2024/2025 – 53.2%)

59.5%
(2025–26)

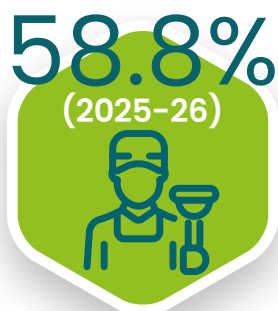


Our focus for next year

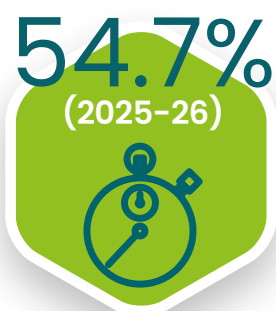
Whilst resident satisfaction has improved compared with previous years, we recognise that we are not yet where we want to be. During the coming year, we will work closely with our partnering contractor and residents to improve communication, increase the number of repairs completed on time, improve first-time fix rates and provide a more consistent customer experience. Our goal is to deliver a repairs service that residents can trust and one that consistently meets their expectations.



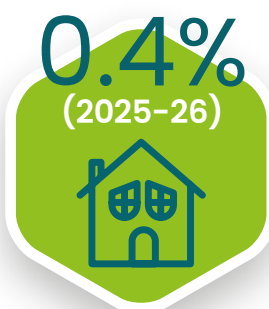
Proportion of respondents who report that they are satisfied that their home is well maintained'.
(2024/2025 – 52.8%)



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.
(2024/2025 – 48.4%)



Proportion of homes that do not meet Decent Homes Standard
(2024/2025 – 0.3%)



Improving the condition of our homes

Resident safety and comfort: investment decisions remained focused on ensuring homes are safe, secure, warm and well maintained.

Supporting independence: adaptations helped residents live more safely and independently in their homes.

Better quality control: stronger contractor monitoring, post-work checks and programme oversight are improving consistency and accountability.

Using resident feedback: feedback, complaints and service learning will continue to shape future investment priorities and improve how planned works are communicated and delivered.

Looking ahead: we will continue to improve stock data, strengthen programme planning and communicate earlier with residents before works begin.

During the year, we continued to invest in improving existing homes across our stock. Planned improvement works included kitchens, bathrooms, windows, roofs, heating systems, electrical upgrades, adaptations and fire safety measures to help ensure our homes remain safe, decent, warm and comfortable. We have also strengthened our approach to quality assurance, asset data and contractor performance monitoring to improve the way programmes are planned and delivered. Resident feedback, complaints and satisfaction data continue to shape our services, helping us target investment where it has the greatest impact and improve the overall customer experience.

Barrie Hargrove,
Chair of Repairs
Group, reflects
on the year



My thanks to all the members of the Repairs Group for their work in helping to shape a better repairs service.

Through attending bi-monthly meetings with management, these volunteers have made a difference to what they and their fellow residents can expect from Hexagon and its contractors. We have sought information, asked questions and suggested solutions for the Call Centre, Day to Day repairs, Planned Maintenance, and all the steps of Contract Management. This Repairs Group have commented on and advised on the changes Hexagon have been making to try to improve services to residents. //



12

Bathrooms
completed

20

Kitchens
completed

11

Homes had
windows
replaced

607

Boiler installs
completed

45

Adaptations
delivered

12 flats

Roof
replacement
completed

**Over
£1 million**

Invested in
fire safety
measures

£500,000

Electrical
upgrade
works

**Electrical
upgrades**

Completed as
part of our stock
improvement
programme

14

Hexagon
Housing
Association

Our complaints service

Complaints

We have 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.

We are working on strengthening our approach to complaints and customer experience, with a particular focus on teams taking responsibility, and our ability to learn from customer feedback. We know from customer feedback that residents are not satisfied with our approach to complaints handling and we have a lot of work to do to build resident trust in this area.

In 2025/26 we received 1,040 complaints in total, an average of 87 complaints per month.

These complaints were spread across our business areas with repairs, neighbourhoods and property safety seeing the most complaints as you can see in the diagram. This is very similar to the previous year. Our Customer Service team did see a 44% reduction in complaints and we hope to maintain this following taking the repairs calls in house in February 2026.

Priorities for the year ahead

In June 2026 we introduced a new Head of Customer Experience role, with responsibility for both the Complaints and Customer Services teams. Bringing these teams together under one Manager will help give us more oversight of the customer journey from start to finish and give us greater insight into customer pain points and areas of friction. This will help us identify where improvements are needed. We are also recruiting more managers for our complaints team.

We have done a detailed investigation to get a clear and accurate picture of our complaints backlog. We had 250 complaints across Stage 1 and Stage 2 in backlog and we are pleased to report that the Stage 2 backlog has now been cleared, and we are making steady progress in reducing the remaining Stage 1 complaints.

Our focus is on raising our standards. This includes improving response times and ensuring customers receive clear and effective communication.

Our aim is to make complaints an important part of how we improve the customer experience: listening to what residents tell us, resolving issues effectively and using the insight we gain to prevent problems from happening again.

	2024/2025	2025/2026
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord’s approach to complaints handling	20.8%	23.3%
Number of stage one complaints and received per 1,000 homes	104.1	161.8
Number of stage two complaints and received per 1,000 homes	35.9	47.8
Proportion of stage one complaints responded to within the Housing Ombudsman’s Complaint Handling Code timescales	50.5%	41%
Proportion of stage two complaints responded to within the Housing Ombudsman’s Complaint Handling Code timescales	25.9%	20.4%

Residents' Review of Complaints Handling

Each year the Resident Scrutiny Team carry out detailed independent investigation into one of Hexagon's service areas.

In late 2025, the Scrutiny Team selected Complaints Handling to assess how Hexagon could help improve resident satisfaction of the service.

The scrutiny inspection was in-depth and included a review of key documents, interviews with staff involved, contributions from 38 residents in a survey, staff survey and a resident focus group. We would like to thank everybody involved for your time and valuable contributions.

After reviewing the findings, the Resident Scrutiny Team made 11 formal recommendations (including 22 action points) which were presented to Directors Group and the Board. 10 of the

recommendations have been accepted and highlighted the below areas for improvement, including:

- ◆ Quality, timeliness and consistency of complaint responses
- ◆ Prioritisation, monitoring and co-ordination of actions arising from upheld complaints (particularly in more complex cases)
- ◆ Keeping residents updated throughout
- ◆ Ensuring lessons learned from complaints make a positive difference to service delivery
- ◆ Additional opportunities to improve complaint reporting and feedback

These have been built into a new service improvement plan which is being taken forward. Improving the effectiveness and resident experience of complaints is a priority.

Residents Scrutiny plays a hugely important role, and we'd like to express our appreciation to the Resident scrutiny team for their efforts

Improving the relationship with our housing co-operatives

Hexagon has a long history of working with several housing co-operatives, which together manage almost 300 of our homes.

A housing co-operative is based on the principle that the people who live in the homes take an active role in managing the properties on behalf of the landlord, Hexagon. To make sure both parties have clear expectations and responsibilities, a Management Agreement is put in place.

Work to align the different Management Agreements and bring them up to date, including reflecting changes in legislation, has been ongoing between the different parties for approximately seven

years. This work was successfully concluded in 2026, with a new Management Agreement launched at the beginning of April 2026.

This marks an important step in strengthening the relationship between Hexagon and our housing co-operatives. By working together under a shared and up-to-date agreement, we can continue to support residents who are actively involved in managing their homes, while making sure services are clear, consistent and fit for the future.

Preparing for legislation changes

Making information easier to access

New Social Tenant Access to Information Requirements, known as STAIRs, are being introduced by the Regulator of Social Housing. The scheme is designed to make it easier for residents to understand how we work, how decisions are made, how money is spent and how well our services are performing.

From 1 October 2026, Hexagon will operate a STAIRs publication scheme. This will bring together information about the management of our homes and services clearly signposted on our website, making it easier to find and use. The scheme will cover areas including our governance and decision-making, spending, management of homes, service performance, housing policies and information held in relevant lists and registers.

Some of this information is already available across our website, including our policies, annual reports, performance information, financial statements and details of our Board and senior team. We are reviewing what we currently publish, identifying any gaps and improving how information is organised and explained. We will keep the scheme under review and update published information regularly.

The aim is not simply to publish more documents. We want residents to be able to find information that is clear, relevant and useful—whether you want to understand how a service works, see how we are performing or learn more about the decisions that affect your home and community.

From 1 April 2027, a further part of STAIRs will come into effect. Social housing residents, or a representative acting on their behalf, will be able to make formal requests for relevant information about the management of their housing. We will publish more guidance before the scheme begins, explaining what information can be requested and how to make a request.

STAIRs supports our wider commitment to being open, accountable and responsive. By giving residents better access to information, we hope to strengthen trust, support meaningful scrutiny and enable residents to play a greater role in shaping and improving Hexagon's services.

Awaab's Law

During the year, we prepared for Awaab's Law, which introduced strict timescales for social landlords to investigate and address hazards in residents' homes. Phase 1 came into force on 27 October 2025 and covered emergency hazards and significant damp and mould hazards.

In preparation, we reviewed and strengthened repairs reporting, inspections, case management, escalation and resident communication. We also improved joint working between Property Services, Repairs, Neighbourhoods and Complaints teams, so hazards could be identified, prioritised and resolved as quickly as possible.

We also reviewed the next phase of Awaab's Law, which is due to come into force this year and will cover a wider range of serious housing hazards

This helped us prepare for the increased importance of proactive inspections, accurate property data, effective triage and early intervention.

What this meant for you: when damp, mould or another serious hazard was reported, we assessed the concern, kept residents informed and took action in line with the required timescales.

Personal Emergency Evacuation Plans

We also continued to develop our approach to Personal Emergency Evacuation Plans, known as PEEPs. During the year, we completed this work across our higher-risk blocks, improving how we identified residents who may need additional support in an emergency, how we recorded support needs and how this information was used in building safety planning.

Keeping your information up to date: we encouraged residents to tell us if their circumstances changed and they needed additional support to remain safe in their home or during an emergency. This included mobility issues, a disability, a health condition or any other support need.

Resident influence

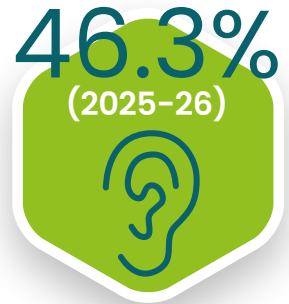
We have a number of ways residents can get involved with our services and have developed a menu of options to help residents see at a glance what could be of interest to them.

Highlights from 2025/26

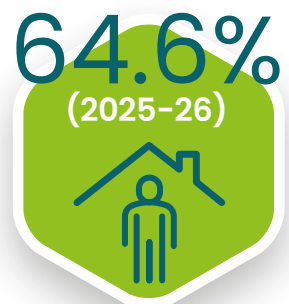
Across all of our engagement activities there have been many highlights this year, many of which you can read about throughout this report. Examples which have seen residents influence services at a local and strategic level include:

- The resident inspectors undertook a scrutiny inspection on complaints. The findings and recommendations from the inspection were presented to Board and have formed the complaints improvement action plan.
- Our Resident Influence Group (RIG) is now fully established and has a full cohort of resident members. They worked with our Chief Executive, Sheron, to influence the Annual Delivery Plan for 2026/27.
- Our Repairs Group have scrutinised our performance in taking the repairs calls back in house, and on our progress with Awaab's Law.
- In partnership with RIG, we have developed a new Engaged Residents Expenses and Incentives Policy which ensures residents time and commitment to helping us improve our services is recognised.

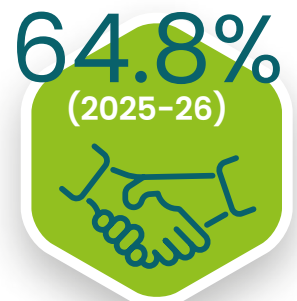
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them
(2024/2025– 41.8%)



Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them
(2024/2025– 61.5%)



Proportion of respondents who report that they agree their landlord treats them fairly and with respect
(2024/2025– 61.4%)



Our engaged residents completed a survey in May to give us their views on their engagement:

Residents rated the meaningfulness of engagement activities as an average of **8.3 out of 10.**

85% of residents said there is a culture of collaboration and respect always with engagement activities.

Most residents felt their engagement has increased their skills and boosted their confidence.

If you would like to find out more about getting involved you can visit hexagon.org.uk/get-involved/ or contact our Resident Engagement team at GetInvolved@hexagon.org.uk or call 020 8778 6699

Menu of involvement options

Resident Influence Group (RIG)

Reviews how services are performing, considers feedback from other resident groups, and make recommendations to improve services and resident satisfaction.

Repairs Group

Focuses on improving Hexagon's repairs and maintenance services. Members scrutinise repairs performance, review contractor information and customer satisfaction data.

Resident Inspectors

Carry out detailed, in-depth investigations into resident-facing services.

Estate Graders

Visit a selection of Hexagon estates to grade the condition of communal areas against agreed standards.

Estate Champions

Resident volunteers who help keep their local estates clean, safe and welcoming. They help keep estates in good order by spotting and reporting issues in communal areas and working in partnership with Neighbourhood Officers to support improvements.

Editorial Panel

Residents and staff meet quarterly to decide on the content for our Home News Magazine and Annual Residents' Report to ensure they meet the needs of residents.

Recruitment Panel

Residents are trained to sit on recruitment panels at Hexagon.

Focus/Task Groups

Short-term resident groups set up to help shape specific pieces of work, such as new policies, strategies, or the procurement of new contracts.

Surveys

Usually online, these are a chance for residents to give us feedback to help inform an area of work.

Residents helping us improve our estates

In 2022, a group of Resident Inspectors carried out a detailed review of Hexagon's Estate Services.

They looked at how we manage communal cleaning, grounds maintenance and our contractor, and made recommendations about how we could improve the service for residents.

We want to thank the residents who took part in this important work. Their feedback has helped shape changes that are continuing to make a difference across our estates.

We recognise that progress has not always been as quick as we would have liked. Changes to our contractor and staff during the early stages meant that some improvements took longer to deliver. However, over the last six months we have made good progress and are now seeking to formally close the scrutiny action plan.

So, what's changed?

Better monitoring: We have strengthened the checks carried out on our Estate Services contractor. This includes additional site inspections and checks of estate inspection reports. We have also provided further training to Neighbourhood Officers to help make sure inspections and scoring are consistent.

Clearer standards: We have developed a new photographic tool to help colleagues assess the quality of communal services consistently. A resident-friendly version has also been created, so residents can see more clearly what different service standards look like.

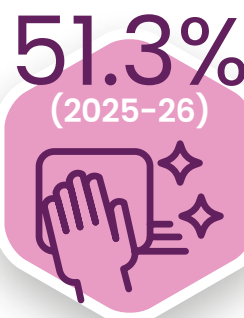
Better use of feedback: We are using complaints, resident feedback, and inspection information to identify where things are going wrong and where we need to improve. We are also looking at how we can make better use of digital information to identify trends and ensure our contractor is delivering the service expected.

Better communication: We have reviewed where communal noticeboards are needed and are progressing installation of new boards, while also looking at alternative ways of sharing estate inspection information where a noticeboard isn't available.

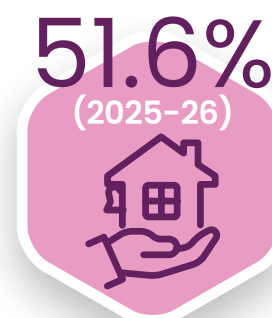
Closing the scrutiny action plan doesn't mean the work stops. Estate Services will continue to evolve as we listen to residents, monitor performance and learn from feedback.

Most importantly, this work shows what can be achieved when residents are given a meaningful opportunity to scrutinise and influence the services they receive.

Proportion of respondents with communal areas who report that they are satisfied that Hexagon keeps communal areas clean and well maintained (2024/2025 – 48.3%)



Proportion of respondents who report that they are satisfied that Hexagon makes a positive contribution to the neighbourhood (2024/2025 – 47.3%)



Estate Champions are our eyes and ears

Estate Champions are residents who volunteer to collaborate with the Neighbourhood Team help keep up the standard of communal areas, for everyone. There is no requirement for an estate to have an Estate Champion, but some residents are actively involved and choose to do so. It's a great way to help ensure we can respond to issues as soon as we know about them.

We launched our new and improved Estate Champion programme with a small number of residents trialling the new processes. A number of residents have completed their induction training and are now actively carrying out the role.

We are doing a further recruitment drive throughout summer 2026 and arranging to bring all estate champions together in the Autumn.



Carly Foley,
Neighbourhood
Services &
Estates
Manager

Some of our
estate champions
at our recognition
event in March



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.

Employment Support

Our Employment and Skills Team provided bespoke employment support for residents who are looking for employment and employed residents who are seeking employment progression.

- 31 residents secured employment
- 19 residents who secured employment sustained employment for a minimum of six months
- 15 residents accessed employment progression support
- 5 residents found better work/increased hours.
- 8 residents completed work experience placements across our Community Investment, Neighbourhood and Property Safety teams. Residents aged 16–24 continue to complete the highest number of placements, as they apply more frequently and are often graduates keen to gain work experience

We helped 505 residents with money support, an increase of 44 residents from 2024/25.



As partners in the HACT Fuel Fund scheme, we successfully applied for prepayment vouchers on behalf of 316 residents.



We supported residents to secure £593,659.60 in additional income

£593,659.60



New tenancy sustainment strategy

In 2023/24 the Resident Inspectors completed a review of the services offered by the Community Investment Team.

The team has continued working to implement the recommendations of the review. A long term impact review of the inspection is being delivered by the Resident Engagement team to be presented to RIG in August 2026.

16 recommendations from the review have been completed and 2 recommendations form ongoing programmes of work.

We are committed to listening, learning and acting on what residents tell us about the services they receive. As part of developing a new Tenancy Sustainment strategy we sent a survey to all residents, and invited residents who had received money support to 2 focus groups.

Our new Tenancy Sustainment Strategy will be published in September 2026.

100 residents received new tenancy support after being referred direct from our Allocations team. A large increase from 38 cases in 2024/25.



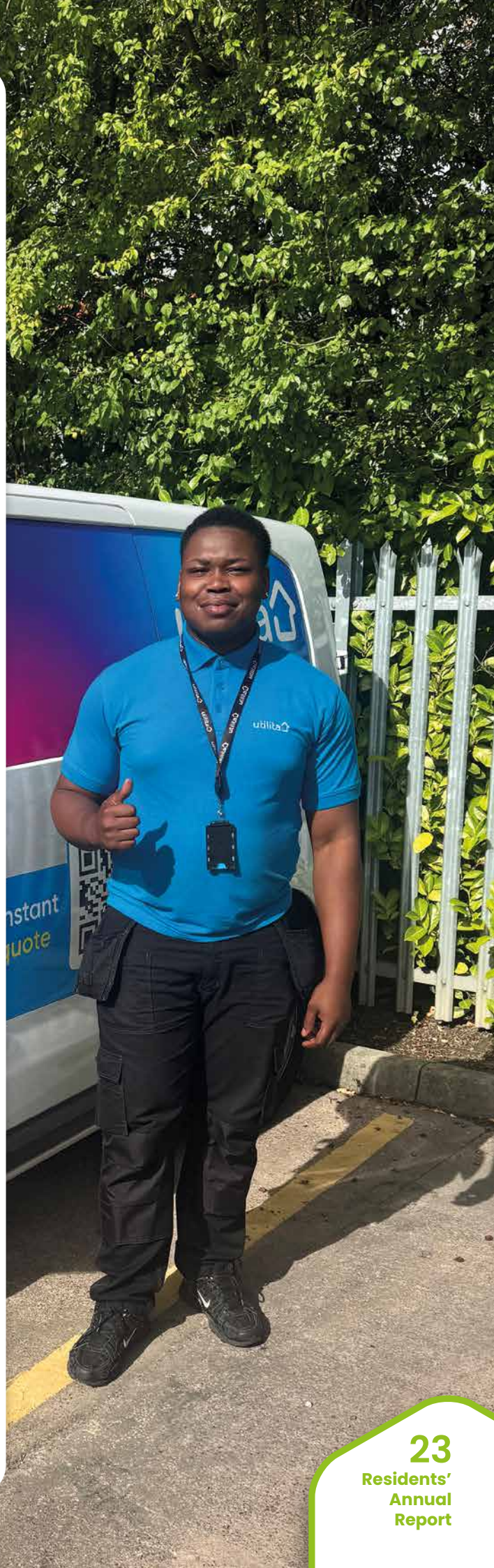
Employment Support For Residents

Jeremy, aged 19, engaged with our employment support service to secure an engineering apprenticeship. He received tailored one-to-one support to develop strong, role-specific CVs, helping him better align his applications with employer expectations. Jeremy showed determination by applying for a wide range of roles and attending an Introduction to Construction and Green Jobs workshop. He initially secured a temporary position at an Amazon warehouse, allowing him to gain more work experience and financial stability while continuing to pursue his long-term goal. Jeremy's employment advisor matched him with one of our voluntary career mentors, a building surveyor from HDWE, who provided practical advice, including using LinkedIn to identify opportunities and connect with employers. This support helped him stay focused and improve his approach. His efforts led to him reaching the second stage of interviews for an apprenticeship with Wates. Shortly after this, he successfully secured an engineering apprenticeship with Utilita. The process was highly competitive, with 50 applicants and only 8 positions available. Jeremy has been working for Utilita for over 3 months and is really enjoying his role. He has been given a company van, his own tools and is progressing well with his apprenticeship studies.

Jeremy has said

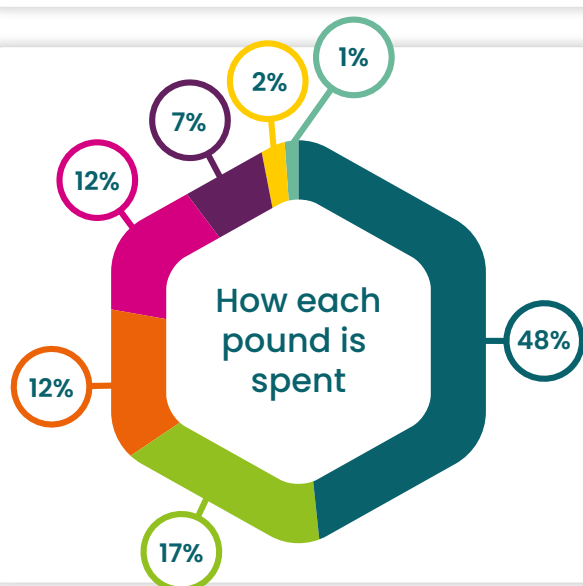
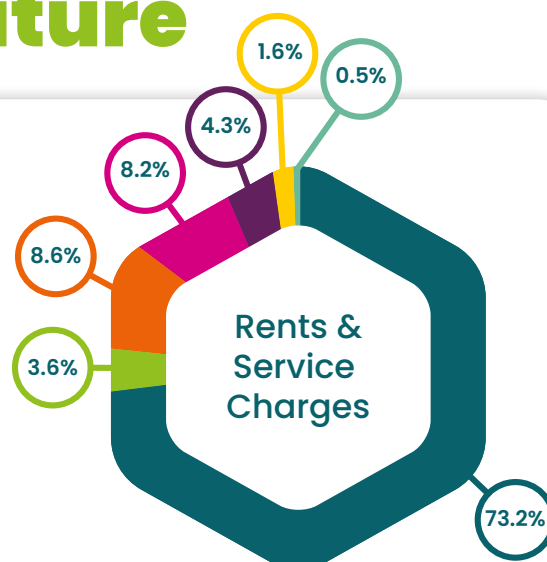


Through my journey to finding an apprenticeship in the engineering field, which can be quite competitive, it wasn't easy there were up and downs. Times where I faced many rejections, made it to the final stages of applications however still being unsuccessful in landing the job while putting the hours to prepare and put my best foot forward which can be disheartening. Despite this it was the relentless self-belief and the support team of Martyne and Anne who gave me advice and opened me up to different opportunities every step of the way which kept me moving forward. Regardless of the previous outcomes I knew there was a place for me in the industry and all it look was for someone to see the same potential in me that I see in myself. So, my advice is to always to keep a positive mindset and believe in yourself no matter your circumstance. If I can do it, so can you !! //



Income and Expenditure

Rents & Service Charges	%	2026 £m
General Needs	73.2	32.3
Supported Housing	3.6	1.6
Low-Cost Home Ownership	8.6	3.8
First tranche sales	8.2	3.6
Accommodation managed by others	4.3	1.9
Interest Received	1.6	0.7
Other	0.5	0.2
Total Income		44.1



How each pound is spent	%
New Homes & Components	48
Interest Costs	17
Management	12
Routine Maintenance	12
Service Charges	7
Planned Maintenance	2
Major Repairs	1
IT infrastructure	0
Other Costs	0

Directors Remuneration

	2026 £'000s	2025 £'000s
Executive directors' emoluments	502	450
Amounts paid to non-executive directors	84	80
Contributions to the SHPS defined contribution scheme	34	41
Total expenses reimbursed to Directors	2	

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 emoluments was £153k (2025: £149k). Pension contributions of £11k (2025: £11k), 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.

Building New Homes and Homes for Sale

We continue to deliver new homes – doing our part to provide much needed housing to the areas where we operate and, in the case of shared ownership and outright sale properties, helping to provide revenue that can be reinvested in our existing homes.

In last year's annual report, we told you about Iverhurst Close, our development in Bexleyheath of eleven 3 and 4 bed houses, which completed in early 2025. It is Hexagon's first net zero carbon project, which was designed to minimise environmental impact, promote social wellbeing and ensure long-term economic viability. Since then, we are very proud to say that at the end of 2025, it won the best Shared Ownership Housing Award from Inside Housing.

In December 2025, we have also delivered 20 new homes in Greenwich at our Chalkstone Lane development. Located in leafy Blackheath, Chalkstone combines contemporary architecture and sustainability, featuring private balconies, landscaped communal spaces and a rooftop garden, as well as a ground source heat pumps and MVHR systems to help reduce environmental impact and energy costs.

Fourteen of the homes are affordable rent and they were so popular that they were fully allocated within a couple weeks of handover. The other 6 homes are for shared ownership – with 4 of the homes now reserved.

Chalkstone is shortlisted for the First Time Buyers Awards in two categories.

Finally, Hexagon is proud to say that this Autumn we will also be delivering 52 new homes across two developments. White Post Street in Lewisham will provide 25 homes and Blackwall Lane in Greenwich will provide 27 homes.

Both of the developments are a majority of shared ownership, however there will be 5 outright sale homes at White Post and 6 affordable rent homes at Blackwall Lane. Both also provide a mixture of 1, 2, and 3 bedrooms.

New homes at
Blackwall Lane



Priorities for the year ahead

We have made progress in many areas, but we know there is more to do. These are some of our key priorities for the year ahead:

Improving our complaints service and tackling the causes of dissatisfaction

Our complaints service should be a safety net when things go wrong. It should help us put things right quickly, understand what happened and prevent the same problem from happening again.

We know our complaints service has not been good enough. We have recruited a Head of Customer Experience and a Complaints Manager and have started making significant changes to how we manage complaints.

Over the coming year, we will continue this work. We want to respond to complaints quickly and effectively, put things right when we get them wrong and learn from what residents tell us. Most importantly, we want that learning to lead to real improvements in our services.

Making MyHexagon more useful

We want to make MyHexagon more useful and give you more choice about how you access our services. Over the next year, we plan to add more things that you can do online. For example, you will soon be able to update your phone number or email address, tell us about a new household member or request permission to keep a pet.

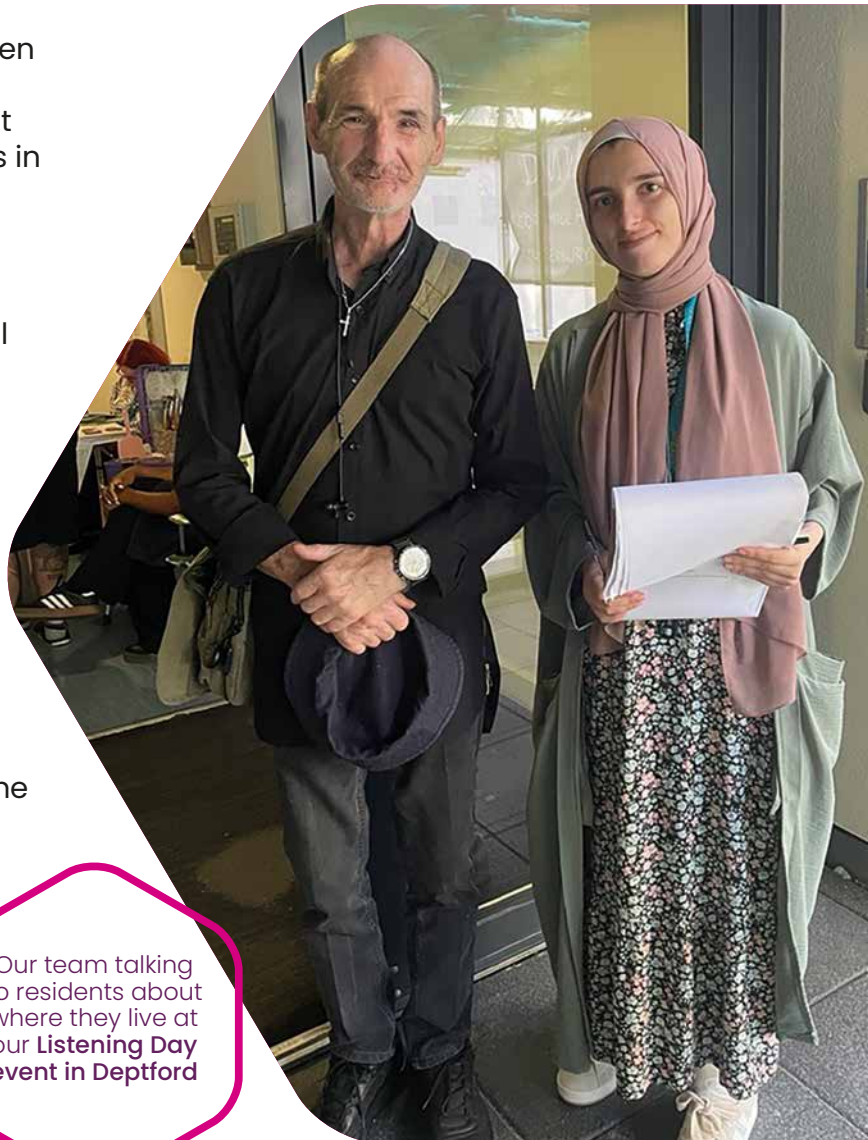
We will then look at adding further features, including giving you access to more information about your tenancy, allowing you to submit more requests online and helping us keep you updated about issues affecting your building or estate.

We know digital services are not right for everyone. You will still be able to contact us in other ways when you need to.

Improving our service for leaseholders and shared owners

We want to work more closely with leaseholders and shared owners to understand what you expect from our Homeownership service and where we can improve.

A key focus will be making service charges clearer, including explaining our management fee and what you receive for it. We will also look at whether the way we currently provide our Homeownership service meets your needs and what changes could make it better.



Our team talking to residents about where they live at our **Listening Day** event in Deptford



Hexagon

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