



Hexagon

# Involving Everyone

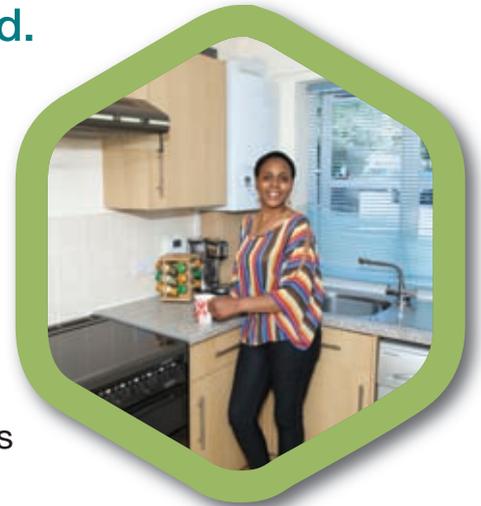


# Welcome...

## An introduction from

Welcome to Hexagon's Annual Report for residents, covering April 2012 to March 2013. It tells you where Hexagon has improved its service to you, and also shares plans for the year ahead.

Hexagon worked with a group of residents known as the Annual Report Group to devise and plan this report. So everything you see in it has been agreed by residents. This year, the group has focused on how Hexagon is dealing with the challenging times many residents face today, and in the future.



Involving Everyone



## Introduction from the chair...

This report shows how Hexagon has been working really hard to improve all key areas of our service to residents.

Over the past year, we have made several changes to how we do things. For example, we have changed how we handle phone calls to ensure we are more customer focused. We have also been working in partnership with our repair contractors to improve the service we deliver to you. You can read more about this in this report.

A number of initiatives have taken place over the last year which have reduced our costs. At the same time, the Hexagon Board is focused on ensuring that we drive improvements to the services we provide so that we are getting the most out of each pound we spend.

The changes in welfare benefits are starting to affect our residents. In response to this we have been working hard to ensure that any adverse impact of these changes are minimised for our residents. We have done this by focusing on good clear communication with those affected, with a focus on solutions.

The resident annual report group has worked very hard in producing this report in partnership with Hexagon and the Hexagon Board is very grateful for their hard work and dedication. It is with their help that we can really put residents at the heart of everything we do.

**I hope you enjoy reading this report.**

Roy Coulter  
Chair of the Board.

Hexagon

# the Annual Report Group



We're pleased to report that, rather than shying away from the issues being faced by Housing Associations, Hexagon is tackling them face-on. There's a very interesting article on welfare reform on pages 4 and 5. It gives useful information on Hexagon's new Financial Inclusion Advisor who's offering advice to residents on financial issues.

Through resident involvement, changes have been made to the way Hexagon delivers its service. A project involving residents inspecting Hexagon estates, for example, has resulted in repairs to communal areas being completed and Hexagon has acted on suggestions made by residents to improve shared garden areas.

Hexagon continues to ensure that residents' views are at the heart of everything it does. This is underlined by the introduction of two new scrutiny projects. One group is looking at the performance of Hexagon's repairs service, which is always of paramount importance to all residents.

The second group is working on a Reality Checker, looking at how day-to-day queries are managed by the organisation. On page 11 you'll find details of all these projects, and how you can become involved in influencing how Hexagon delivers its service to you in the future.

Among the other successes in this report, we're pleased to see that the Hexagon Academy is going from strength to strength with a number of people who've used the Academy's services finding employment. Details of this are on page 12.

We hope you enjoy reading this Annual Report and find it informative. I think you'll agree it shows that Hexagon continues to work with residents to shape the future of the organisation. The Annual Report Group feels that Hexagon looks at the bigger picture at all times, and that our communities are working together with Hexagon for a better future.

*Resident Annual Report Group*

# >>> Welfare Reform

## Changes in benefits affect

The Government's welfare reforms have started to pose great challenges for some residents living in Hexagon properties. And nearly everyone getting any kind of benefit or tax credit is seeing the impact in their pockets. During 2012/13, we ran a campaign to inform you about the impending changes and to help you cope with them.



### 280 tenants affected by the bedroom tax

We identified that 280 of our residents receiving housing benefit were living in homes that, according to the Government's criteria, were too big for them. This meant they'd be facing a 14% or 25% cut in the amount of rent eligible for housing benefit. The change began in April 2013 and, in the run up to this, our housing staff had a conversation about the benefit reduction and its implications with over 80% of those due to be affected.



### Mutual exchanges and other moves

We made sure they knew how much they were going to lose in benefits and what their options were. For those who were prepared to downsize, we explained how to arrange a mutual exchange with another social housing tenant.

Over 40 of our residents did a mutual exchange during the year. A few people were also able to downsize by transferring to another Hexagon property.

We've also reviewed our policy on allowing people who owe us rent to move in certain situations. Then people affected by the bedroom tax won't find themselves trapped with escalating rent arrears in a property that's too large for them.

### Help applying for funding

The government's offered a discretionary housing payment to cover the shortfall in housing benefit for people who fit certain criteria. We made sure residents affected by the bedroom tax knew about the criteria and helped eligible people to apply. Over 40 Hexagon residents applied and, by May, about a third had already been successful.



### Lodgers

For some residents, taking in a lodger is a good option to help avoid the bedroom tax and supplement their income. We produced a leaflet about getting a lodger, and a few of our residents have chosen to go down this route.

# 280

Hexagon households  
will be affected by  
the bedroom tax.

# t Hexagon residents

## Help getting work

Of course, getting employment is the best way to reduce dependency on benefits. Our employment coordinator and the Hexagon Academy have been providing help in a wide variety of ways to improve residents' employability and find work experience and work.

## Other changes in benefits

It's not just residents affected by the bedroom tax that are finding it harder to make ends meet. Other changes to benefits are having an effect too. Council tax benefit has been scrapped and most people now have to pay something towards their council tax. Benefits generally were uprated in April by just 1% rather than the rate of inflation. And Disability Living Allowance is being replaced by Personal Independence Payments for some.

## More changes to come

**The benefit cap will affect a few Hexagon residents – mostly large families. It started in April in Croydon and Bromley and will start everywhere else in August.**

The biggest change for most people, however, will be when Universal Credit comes in. This replaces most common benefits and tax credits. It's unlikely to affect any Hexagon residents until 2014 but, because it's such a big change, you need to start getting ready for it now.



You'll have to make your claims online, so it's really important that you can use a computer and understand how to fill in forms online. We can help with this.

Payments, including for housing costs, will be made monthly into a bank account to one member of your household. So, if you haven't got one already, you'll need a bank account. It also means you need to get used to budgeting monthly rather than weekly. And you need to work out how you're going to pay Hexagon your rent. You'll be getting the money for your rent direct from the Department for Work and Pensions (DWP) and will then be responsible for paying it to Hexagon.



## Financial advice

To help with these big changes, Hexagon now has a financial inclusion adviser, Jason Herbert, who'll help you with everything from getting a bank account to monthly budgeting, paying rent and getting the best deal on utilities.



# >>> Who we house

## How Hexagon's homes were let

A big part of Hexagon's work is letting our vacant homes. During the year 2012/13 we let a total of 160 homes, including 46 new homes being let for the first time.

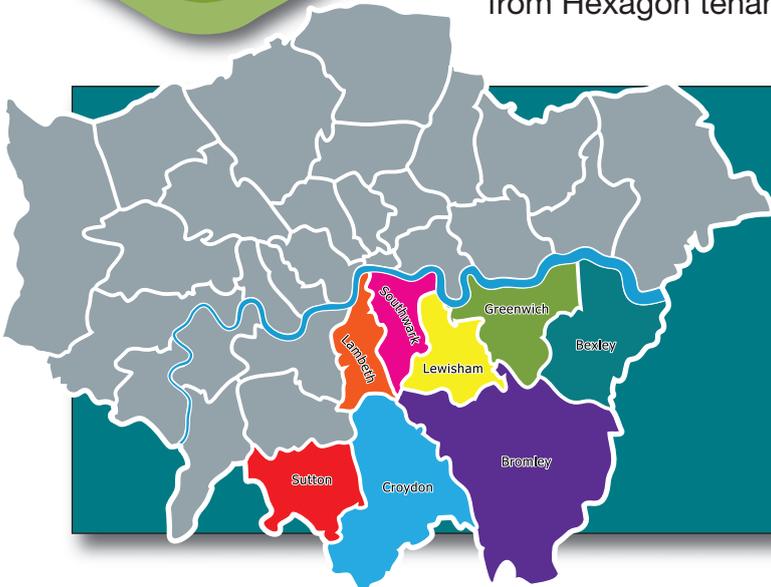
Of all the lettings, 50 were let at market related rent levels, with the average rent for these being £189.43 per week. The average rent for Hexagon's homes, let at a social rent level, was £123.52 per week. Our market related rent properties were refused more often than our social rent properties, but it's unclear if this was always because of the higher rent.

20% of all lettings this year were to existing Hexagon tenants transferring from one Hexagon home to another. This is slightly lower than our target – we aim to let 25% of our homes to existing tenants.



The most successful way for tenants to move home continues to be by doing a Mutual Exchange, where one tenant swaps their home with another. 44 Hexagon tenants moved via a mutual exchange during 2012/13. Doing a Mutual Exchange is a good option if you have a home which is bigger than you need and you are receiving a reduced level of housing benefit as a result. If you'd like more information about how a mutual exchange could work for you, please contact your Housing Officer.

The reasons we were slightly below target are that we had fewer new homes being let (these always encourage people to move) and we had several vacant homes (one-bedroom flats in particular) for which there was no demand from Hexagon tenants.



### Where our houses are located

Bexley	242	Lewisham	1,204
Bromley	11	Southwark	1,417
Croydon	132	Sutton	12
Greenwich	401	Swale	10
Lambeth	7	<b>Total</b>	<b>3,436</b>



## Improving your homes

To enable us to assess which properties need improvements, we surveyed 895 homes this year, and got access to 89% of the homes we aimed to as part of this work. Our consultants did many surveys in the evenings and at weekends to ensure we offered times suitable for residents. This took a lot of resources but contributed greatly to us achieving an 89% access rate, which is the best result we've had.

## Making life easier for you

**We're always looking for ways to enable residents to stay in their homes, where possible, even if their circumstances change. Often, it doesn't need to be large-scale change. At Mrs Nevard's home, for example, we installed a shower and a door entry system.**

*She says, "I'm very happy with my new shower. For some time I've been finding it difficult to use my bath; I'm unable to get in and out of it because of my arthritis. I've had to make do with washing myself in the basin. But since the shower was fitted, I'm able to sit and relax in my new shower. The shower has made such a*

*difference to me. I feel much happier knowing that I'm able to sit down and take my time. The door entry system has also helped me a lot by allowing me to answer my door quickly without tackling the stairs. I would like to thank everyone who helped me get this shower installed, particularly the contractor and operatives."*



# >>> Saving Money

## Hexagon gets energy efficient

**You may be aware that the Government is encouraging the inclusion of more energy efficient features in UK homes by setting targets for us and other landlords to hit.**

The aim is to reduce the amount of energy used in homes, which will cut down on fuel consumption and reduce the cost of heating them.

We're working towards achieving the Government's targets by improving the energy efficiency of our homes. At the same time, this will help residents to reduce their energy bills.

Over the past year, Hexagon has made improvements to residents' homes in Ledbury Street and Goldsmith Road in SE15. We've worked with Southwark Council and Climate Energy and have added features such as extra loft insulation, solar panels and external and internal wall insulation.

We're now monitoring the effect of the additional insulation on the heating costs for these homes, and hope residents will see a reduction in their fuel bills.

We also installed double glazed window replacements to 43 homes this year, including some timber window replacements in conservation areas. And we secured £30,000 of funding to put solar thermal heating (solar panels) in 20 of our properties in Abbots Close, SE28. Plus, wherever we do major works, we're careful to install energy efficient fittings such as aerated taps and showerheads.



We'd like to extend this kind of energy efficiency work to other properties, and are partnering with a funder to try and secure the additional funding we need for it.

£30,000

of funding secured for  
solar thermal heating at  
Abbots Close, SE28

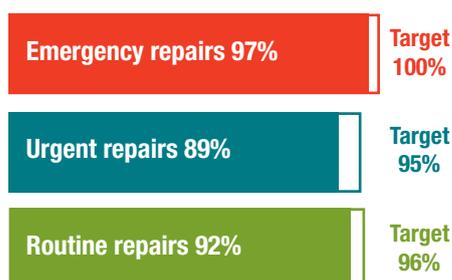


# Maintaining your homes

## Responsive Repairs Performance 2012 – 2013

This year was the first full year of activity for both our major contractors, MHS for the repairs and electrical activities and BSW for all our gas servicing and boiler replacement works.

Despite a good first half of the year things slipped during the second half resulting in performance figures for the year that were below our targets as indicated below.



In November & December we worked hard with both contractors to address the issues that were starting to show, and increased our meetings with their directors to make sure we got their commitment.

## Better Value for Money

Despite the temporary setbacks we continued to focus on the value for money aspects of our service and as a result managed to save 6% on our overall budget. This was in the main achieved by better purchasing and therefore has helped us to add more works into our planned replacement programmes such as windows, kitchens, bathrooms and roofs for the 2013-14 financial year.

As a result we were able to agree what they were going to do to deal with the problems and additional resources were put in place by both companies.

**This has resulted in:-**

### MHS

- A new supervisor for the contract who is based at Hexagon's offices 5 days per week.
- Changes to their call centre so we can gain quicker access to their workforce appointment diary
- An improved IT system to enable quicker follow ups and appointment bookings
- Meetings with those who carry out the repairs to share with them all the issues and concerns and to explore new ways of working to improve the service.

### BSW

- A new contract manager in place
- A dedicated supervisor working in our offices one day a week
- Additional staff in place to meet demand during the autumn and winter months
- A new spare parts manager and van stock co-ordinator

We have continued to meet more regularly with both contractors to ensure that the action plans set for them are not only maintained but the performance starts to hit the agreed targets.

**Since the end of 2012/13 we are seeing more positive results.**

**Finally a big thank you to all of our residents who have allowed us into your homes to undertake works, servicing and surveys as without that co-operation we would struggle to meet our obligations or indeed improve our services.**



# >>> Customer Service

## Phone system changes improves service performance

**In December 2012 we changed how we route calls to our customer services team to improve our response times and the service we provide.**

You can still use any of our existing phone numbers, so that's not changed. But now, whichever number you call, you get the following four options:

- **Option 1** for gas
- **Option 2** for repairs
- **Option 3** tenancy
- **Option 4** for any other query

We've also opened up the lines so the whole Customer Services Team can now answer any line and deal with the full range of queries, from calls about repairs and tenancies to general switchboard enquiries.

As anyone can now answer and deal with any call, we're picking up the phone faster and fewer customers are abandoning calls before we get to them. And, because we're being much more efficient, customers' problems are getting resolved much faster.



**The figures below, for the last two quarters of 2012/13, show how our performance increased after we made these changes in December 2012:**

**Quarter 3 (Oct, Nov & Dec 12)**

**- Prior to making the changes:**  
16,170 calls were answered and 2119 (10.64%) were abandoned.

**This gave us a service level of 63.69%\*.**

**Quarter 4 (Jan, Feb & March 13)**

**- After making the changes:**  
14,985 calls were answered and 1115 (6.69%) were abandoned.

**This gave us a service level of 73.08%\*.**



Hexagon  
Customer  
Services  
Team

**10%**  
increase in  
service level

*\*We've set an 80% target for our service level, which equates to answering 80% of all of our customer's calls within 30 seconds.*

# Resident Involvement

## really makes a difference

Resident feedback and scrutiny during 2012/13 has made a big difference in helping us improve the service we provide. It's enabled us to put things right where our service was falling short, tailor our service to suit your needs, and set challenging performance targets for our contractors.

There are a wide range of activities you can get involved in and many opportunities to make your views known. Different activities require different levels of involvement and time commitment, but it's entirely up to you how and when you take part, depending on how busy you are and how involved you'd like to be.

Two new ways we developed for residents to hold us to account are, **Reality Checker and the Repairs Group**. Reality Checker involves up to 50 residents reporting back to us on their experiences when dealing with Hexagon over the phone. This helps us measure how well we perform when residents request a service, as well as identifying if we've got something wrong or haven't provided a service to a high standard.

The Repairs Group is very new and was developed out of the scrutiny work. The Repairs Group has already met with one of our contractors, BSW, and asked them to account for the service they've provided. This has already led to an improvement in their service, and the Repairs Group will continue to monitor BSW's performance for the whole of the coming year.

### Residents Involvement activities for 2012/13

Over the last year, residents could get involved in the following activities:



- Annual Report Group
- Care & Support feedback forums
- Contractor Selection Panel
- Co-op Residents Annual Seminar
- Estate Champions
- Estate Grading Group
- Estate Open Meetings
- Performance Review Group
- Readers Panel
- Reality Checkers\*
- Repairs Group\*
- Residents Day
- Residents Design Panel
- Residents Focus Group
- Tenant Board Member
- Residents Forum
- Residents Inspectors
- Tenants & Residents Association

\*new in 2012/13

Last year, just under 300 residents got involved in our Resident Involvement activities and, in doing so, helped to monitor our performance and influenced the way we deliver our services.

If you're interested in helping us to raise our standards further and ensure we get it right first time, why not call 020 8768 7980 or email [getinvolved@hexagon.org.uk](mailto:getinvolved@hexagon.org.uk) to find out how you can get involved.

We support residents who get involved through individual and team training, and our Residents Training Programme, launched in May 2013, offers a wide variety of interesting, informative and free training sessions to all residents. The sessions aim to give you the skills and knowledge you need to help you get involved with Hexagon in whatever way you choose.

# >>> Community Investment

## Helping residents into work

**Hexagon's Community Investment team has continued to concentrate its efforts on boosting residents' employability.**

As part of this, The Hexagon Academy provides a package of support tailored to suit individuals. This includes work experience placements, CV workshops, job search advice, interview tips and skills and training courses.

### The year in numbers

#### Over the year:

- We helped 22 residents into employment.
- 7 residents secured employment with Hexagon.
- 1 resident won a three-year apprenticeship with BSW.
- 27 residents did work experience placements (20 with Hexagon and 7 with other organisations).
- 25 residents completed training courses.
- 2 residents were supported in setting up businesses as part of our partnership with Greater London Enterprise.
- Hexagon led the organisation of the South London Jobs Fair and over 1000 people attended.
- More than 50 residents benefitted from one-to-one Information, Advice and Guidance sessions.

## Success story...

### Resident wins three-year apprenticeship



Academy Participant Ciaran Donovan applied for and won a three-year Plumbing and Gas Maintenance Apprenticeship with Hexagon's gas contractor BSW, and began work at the beginning of May 2013.

Ciaran had previously benefitted from voluntary work experience arranged via the Academy and Eva Blume from the Development Team. He began measuring windows at Paynes & Borthwick, which gave him a real experience of what it's like to work on a very big building site.

Ciaran said, "I'm really excited and eager to start this apprenticeship and learn about plumbing and gas maintenance. I'm chuffed my part-time night shifts at Tesco are over and now I can move on and start my career with great prospects. I have to travel a long distance from where I live in Greenwich, but I know it'll be worth it in the long run."



Olly, BSW's Contracts Director, said, "We're delighted to have the opportunity to support Hexagon's local community. Following an advert in Hexagon Home News, Ciaran's been successful in securing the apprenticeship with BSW Heating, created by the strong Partnership we have with Hexagon. Ciaran's shown a good aptitude to succeed. We're looking forward to working with him and developing his skills in conjunction with M.I.T skills in Surrey, which will facilitate his college placement."

The three-year apprenticeship will see Ciaran take plumbing qualifications and go on to a full Gas apprenticeship. At the end of this, he'll be a fully qualified Gas engineer.

# Care & Support

## Giving great care

**Hexagon manages three mental health rehabilitation services offering high levels of care and support.**

In the year 2012-13, both our Townley Road and Woodcote Road services were successful in passing unannounced inspections by the Care Quality Commission (CQC). The reports showed that, on the aspects audited, they were meeting 100% of the Essential Standards of Quality and Safety.



### Comments from the reports include:

*'People who live at the home are able to influence service developments.'*

*'There are effective systems for maintaining and improving the quality of the service.'*

*'People were observed to be treated with respect by staff and to have their privacy and dignity respected.'*

At our Newstead Road service it was a year of dynamic change as we introduced an innovative new support and staffing model. This provides a service that addresses the essential areas of risk assessment and care planning while allowing residents to choose how best to pursue their personal interests and hobbies.

Residents, relatives and other stakeholders were consulted and involved throughout the implementation of the changes and a service user representative was fully involved in recruiting the new staff team, which includes specialist new roles to support rehabilitation and recovery.

A key feature of the new service is an emphasis on activities around the garden, animal care and the creative arts.

### The aims of the new model are to:

- Give residents the opportunity to develop skills for independent living.
- Provide a service with a high level of mental health expertise.
- Give residents the opportunity to improve their self-esteem.

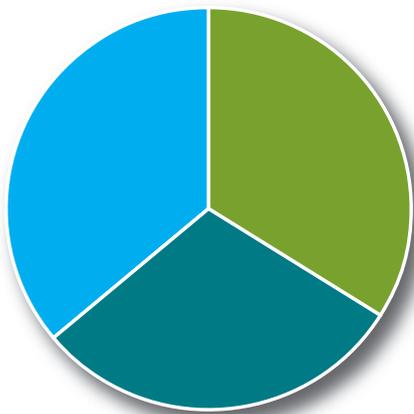
The new service went live in May 2013 so it's still early days, but the changeover has gone smoothly and so far feedback is very positive.

# >>> When things go wrong

## Improving our complaints procedure

We received 483 complaints during the year and responded to 77% of them within the 15-day target time we set. This was disappointing as we'd hoped to improve on the previous years' performance. However, our performance did improve towards the end of the year and we're now responding on time in over 90% of cases.

When we investigated the complaints, we found the outcomes were as follows:



- Failure of service 34%
- Partial failure of service 30%
- No failure of service 36%

### What we've learnt and are doing differently

Three out of four complaints are about our responsive repairs service. In our constant

drive to improve this service, we review every complaint to see what we can learn.

#### Three examples are:

Problem	Action
Disruption caused by damp-proofing works undertaken in the first six months after the resident had moved in	All Surveyors have been given damp meters, so they can routinely check empty properties for damp when specifying works to be carried out between changes in tenancy.
Gas repairs not completed at the first visit.	Our contractor, BSW, has recognised a shortfall in its service and has increased both the numbers of supervisory staff and the availability of parts on its vehicles to address this issue.
Repairs to communal areas not being carried out on time.	We've introduced service days at three of our larger schemes. On a regular day each week, a repairs operative is on site undertaking repairs to communal areas. This work is then checked by our surveyors and signed off before any payment is made.

We monitor our complaints weekly and all our surveyors are working hard, listening and learning from both our customers and our contractors to prevent problems being escalated into complaints.

## Complaints resolved first time

We resolve over 95% of complaints the first time they're reported to us. Only a handful go on to the later stages of our complaints procedure. The government wants complaints to be resolved locally, wherever possible, without going to the

Ombudsman and has encouraged the setting up of local tenant panels to try to resolve complaints. Members of Hexagon's Residents' Forum discussed whether they wanted to set up such a tenant panel, but decided not to as the

panel would have very few powers. Local councillors and MPs are taking on the role of a local "designated person" as the Government calls them to try and resolve complaints.

# Decisive action on Anti-social Behaviour

Hexagon received and responded to 124 reports of anti-social behaviour during 2012/13.

As usual noise was by far the most common cause for complaint, with about half of all complaints being noise related.

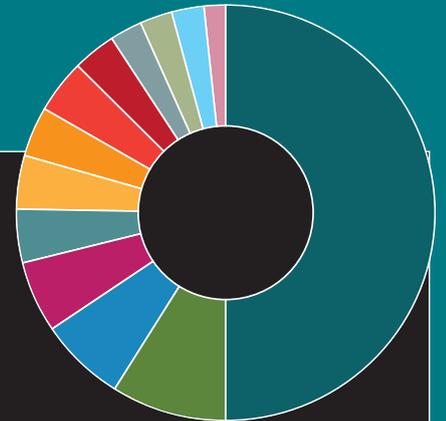
Other problems reported included domestic abuse, mis-use of communal areas, and problems to do with pets or car parking.

Hexagon's service to people reporting anti-social behaviour is an area we've been keen to improve. So, during 2012/13, we asked an expert from another housing association to review the way we work and make some recommendations for improvement. We've been working through the recommendations, which included a training programme for our Housing Officers and some changes to the way we do things. The service is now faster, clearer and more decisive. Where we don't think we can help or get involved we say so sooner and where we can get involved we aim to act swiftly and firmly.

We've also bought some specialist noise nuisance recording equipment. This is specially designed to measure noise levels over an extended period of time so it can capture noise nuisance when it happens. We've used this equipment many times and it's proving extremely useful in helping Hexagon staff to come to clear conclusions about the best action to take.

## Types of ASB cases reported to Hexagon

● Noise	61		
● Domestic abuse	11		
● Misuse of communal areas/loitering	8		
● Alcohol-related	7	● Litter/fly-tipping	4
● Hate-related incidents	5	● Vandalism/property damage	3
● Pet or animal nuisance	5	● Drugs-related	3
● Garden nuisance	5	● Criminal activity	3
● Physical violence	5	● Vehicle nuisance	2



## Hexagon tenant evicted for homophobic harassment

During 2012/13, Hexagon took legal action against a tenant who had been harassing her neighbour with homophobic abuse. This had been going on intermittently for a few years and the victim had been very patient and tolerant, but in the end enough was enough.

Before taking legal action we worked hard with the perpetrator, offering her support and advice, including a referral to an external support agency. Unfortunately, she didn't take up this opportunity, continued to deny that she was homophobic and failed to recognise the distress she was causing.

At court the judge listened to evidence from Hexagon staff, the victim and other neighbours who had witnessed the abuse and had no hesitation in making a Possession Order. She was evicted a few weeks later.



# >>> Giving you great value

## What we mean by value for money

**One of Hexagon's corporate objectives is 'to be cost-effective, efficient and competitive' – i.e. to offer good value for money in the way we provide our services.**

**To improve the value for money we provide, we did all of the following and more in the last year:**

- Agreed a new repairs contract with MHS Homes. This saved £339,000 on our responsive repair budget – a 17% reduction on the cost per home compared to 2011/12 due to the average cost per repair being lower.
- Worked with a consortium of housing associations to tender planned roofing repairs and renewals. This saved us £144,000 in 2012/13.
- We made some changes to the phone systems in our Customer Service Centre (see page 10); as a result the proportion of calls we lose has dropped from 16% in March 2012 to 6% in March 2013.
- Reduced the number of people employed in our head office support services (Finance, HR and administration) by 16%, while maintaining an improved quality of service.
- Upgraded our anti-virus software with a newer more comprehensive software that's £3,023 a year cheaper.
- Set up a resident-based repairs group that helps scrutinise our maintenance contractors' performance and holds them to account. This supplements the existing Performance Review Group's work, enabling the latter to spend more time on other areas.



### How every £1 was spent



- Planned maintenance and home improvement
- Responsive repairs
- Interest on loans
- Housing management and tenant participation
- Community development

## Providing even better value for money

Our 2011-14 strategy to improve value for money focuses on areas where we spend the most money and where we think we could be more efficient.

### In particular, it looks at the following areas:

- Building new homes.
- Responsive repairs.
- Planned maintenance and our home improvement programme.
- Managing supported housing properties.
- Interest costs on the money we have to borrow to build new homes.

### By 2014, we want:

- Our newly developed homes to be more energy efficient, with a SAP rating of at least 90, and incorporating the features you value.
- To secure a lower interest rate on our borrowings so we have more funds to build new homes and improve existing ones
- A home improvement programme that incorporates more input from residents.
- Improve our average SAP (energy efficiency) rating from 64 to 70, with no more than 130 homes having a rating of lower than 50.
- Fewer home components to fail before their expected useful life.
- A more streamlined and efficient repairs process, with repairs being completed within 8 days of them being reported, on average.

## What we plan to do

- Complete our two-year programme of reviewing and re-tendering all of the costs to run our main office in Sydenham.
- Improve our response to residents reporting defects in new properties.
- Reduce the time that properties are empty, especially in supported housing.
- Continue our programme of tenancy audits to ensure that our homes are being used by the tenants to whom they were let.

## How we compare

Hexagon's rents are generally lower than other housing associations' rents in the same areas. We subscribe to several benchmarking services, so we can compare our costs, services and resident satisfaction rates with those of other housing providers. This enables us to show you how we compare with others and focuses our attention on where we need to improve. **The latest benchmarking results (March 2012) are below. (Source: Housemark)\***

Cost comparison	Quality comparisons		
Responsive repairs	😊	% of residents satisfied with the way landlord deals with repairs & maintenance	☹️
Major works and cyclical maintenance	😊	% of residents satisfied with the general condition of their property	☹️
Housing management	😊	% of rent arrears	😊
		% residents satisfied with the service provided	😊
		Average time to re-let empty properties (days)	☹️
		Tenancy turnover	😊
Estate services	😊	% residents satisfied with their neighbourhood as a place to live	😊
Overhead cost per property	😊	Percentage of staff turnover in the year	☹️

😊 **Very good** Hexagon's results were better than 75% of other landlords in the sample.

☹️ **Below average** Hexagon's results were below average.

## Income and Expenditure Account

for the year ending 31 March 2013

	2013 £000's	2012 £000's
Turnover	24,605	25,781
Cost of sales	(1,578)	(4,215)
Operating costs	(15,280)	(15,092)
Operating surplus	7,747	6,474
Interest receivable	5	8
Interest payable and similar charges	(3,746)	3,802)
Surplus on sale of properties	1,452	898
Surplus for the year	5,458	3,578

## How you can help us do better

You can help us improve our value for money, so we have more money to spend on your homes, by:

Telling us your email address. Later this year, we plan to start using email for a lot of our written communications with residents because it's much cheaper and quicker.

Paying your rent by direct debit. That way it costs us 40p per payment compared with more than 51p per payment if you pay at the Post Office or a Pay Point Shop. If your bank account doesn't have a direct debit facility, contact us and we'll advise you.

Letting us know if you can't make an appointment you've made with us or our contractors to save a wasted journey.

Getting rid of large rubbish items in the way your local council requests. It adds to your service charge bill if we have to pay to clear up any mess or abandoned rubbish.

\*Hexagon's services cost less than the average for London housing associations of our size. Our performance is better than average for rent arrears, time to re-let empty properties and residents' satisfaction with their neighbourhood and with the housing management service. Our staff turnover was high because our direct labour team moved to MHS Commercial. And we're working with our resident repairs group to improve satisfaction with our repairs service and homes, and to speed up re-let times.

# Who Governs Hexagon >>>

## Providing a clear direction

Our board has overall responsibility of Hexagon’s direction, reviewing our performance and making strategic decisions about the future. It does not get involved in the day-to-day running of operations. Since October 2011, board members have been paid and our chief executive has been a member of the board since September 2011. We’ve had 12 board members during 2012/13, each with a special area of responsibility:



**Erhire Akpovrare**  
Chair of audit, efficiency and value for money  
*Occupation: Area Asset Manager, Lambeth Living*



**Debbie Bankole-Williams**  
Financial Management and forecasting  
*Occupation: Executive Director of Finance & It, MCCH*



**Matt Campion**  
Partnerships and relationships  
*Occupation: Director of Social Impact, Viridian Housing Association*



**Roy Coulter**  
Chair of the board  
*Occupation: Retired from local government*



**Jacqueline Esimaje-Heath**  
Vice chair and responsible for performance management  
*Occupation: Director, Moat Housing Association*



**Dermot Finn**  
(Joined September 2012)  
Financial inclusion and community investment  
*Occupation: Self employed web application developer*



**Danny Gray**  
Repairs and stock improvement  
*Occupation: Team Leader, Capital Development, Guys and St Thomas NHS Trust*



**Steven Hodges**  
Innovation and development  
*Occupation: Self employed Electrician*



**Ian Mansell**  
Vice-chair of audit, efficiency and value for money  
*Occupation: Self employed Management Consultant*



**Tom McCormack**  
*Occupation: Chief Executive, Hexagon Housing Association*



**Gaius Vincent**  
Resident involvement & scrutiny  
*Occupation: Self employed Production Manager*



**Adenike Williams**  
Human resources and employee relations  
*Occupation: GP Practice Manager, Acorn & Gaumont House Surgery*



# Shared Ownership >>>

## Shared Ownership Service Charges – what's included?

**We now have several developments where shared ownership leaseholders are neighbours with rental tenants. And, sometimes, we're asked why the service charges they pay are different.**

This is because a tenant's rent already covers some of the items shared ownership residents have to pay for via their service charge. As well as covering communal services such as block cleaning and gardening,

leaseholder service charges also pay for items such as buildings insurance, repairs to communal areas and a contribution towards future major repairs. These items are all included in a tenant's rent, so they pay a lower service charge.



Hexagon



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