

Hexagon



RESIDENTS' ANNUAL REPORT
2015/16

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Pictured:
(cover) Neil; Chris; Pamela; Nilufa;
Joanne; Cecilia. Members of the
Customer Service Team
(inside cover) View of The Shard from
Hyacinth House, one of our properties
in Southwark.

Welcome

an introduction from the Chair

This year Hexagon has had to respond to the many changes that affect how we work as an organisation. As we've responded to these changes we have kept in mind our core mission, to meet housing, care and support needs in South East London, and assist with economic and social regeneration.

One of the most significant changes we've faced is the Government's withdrawal of funding grants for building housing for rent by Housing Associations. We believe that we can remain true to our cause and to the service we offer our residents by building some homes for sale and using the profits from this to fund our core activity of building rented housing.

We've made advancements in technology, with our new phone system being installed in June 2015. It's a major and positive change for us as an organisation. Calls are now handled better by Hexagon staff and internal reporting for managers is also easier, which in turn means we can fine-tune the system to meet the level of demand. We are now embarking on buying a new IT system that will improve our service to residents by incorporating an

interactive web portal and other customer-friendly features.

After recognising the improvements that needed to be made to our repairs service, we confirmed the appointment of three companies to ensure that we are not reliant on just one contractor to do the repairs needed. We also awarded new grounds maintenance and cleaning contracts. This was in response to your feedback on the two contractors and to drive up standards and achieve better value for our residents' money.

We've had some significant successes in 2015/16, with the improved service being supplied to residents at the Kirkwood Road supported living service; securing funding through the 'Love London Working' scheme; the continued success of the estate grading project and an improvement in the average time taken to do repairs, down from 19 days to 11.6 days.

We would like to extend our thanks to all the residents that get involved, in one way or another, to improve our service to you. Special thanks to our Annual Report Group residents Wendy, Tony and Robbiann who have worked hard to produce this report.

*Roy Coulter,
Chair*



Positive change timeline

Jun 2015	Nov 2015	Dec 2015	Feb 2016	By Apr 2016
Upgrade of telephone system	Estate grading by residents	Kirkwood Road Supported Living Service open	New Responsive Repairs Contractors started	88 residents received 1:1 money advice

New Phone System

Brings Improvements in Customer Service

It's been a year of advancements in technology for Hexagon, and we have seen ourselves well and truly brought into the 21st century with our new phone system. It's a major and positive change for us as an organisation.

In June 2015 all incoming lines were upgraded from a digital to a Voice over Internet Protocol (VoIP) system, with a company called IPFX. VoIP allows you to make telephone calls over the internet. One of the great strengths of Internet Telephone networks is that they can do so much more than ordinary telephone networks.

The skills of our staff have been improved to respond to this new system and as all calls are brought up on a digital display, our staff can see who is calling and the number they are calling from.

All Hexagon staff can login to the phone system from anywhere and they have their own profile which they can update. This means they can set their "status"

leaving a message to say that they are in a meeting, out of the office or on annual leave. This status is visible to all in the Customer Service Team, meaning time is saved when residents call in as they can be told straight away if a staff member is available or not.

The new technology means that all callers that identify they have a gas service enquiry, by using their touch keypad, are directed straight through to our gas company, for them to deal with the enquiry directly, effectively taking out the "middle person" and speeding up their response to residents enquiries.

We also introduced an amazing piece of new technology which can recognise the telephone you are calling from. If we hold this number within our database and it is associated with your address a screen will 'pop up' with your details and we will know it's you calling. This works in a similar way to the way your mobile phone works with caller ID but is a bit more advanced as we get details of your address. This adds a more impressive level of customer service and helps to speed up our handling time. We continue to actively encourage all of our residents to provide us with their up to date contact details.

Emails from residents about repairs are entered into the phone queuing system as if they are a phone call. The integration of repairs emails into the system has transformed the service overnight – emails received previously were effectively offline, and a member of the customer services team had to designate a set period of their working day going through just those emails and responding to them. Now the emails are placed in the queue to be responded to in line with phone calls. Currently we have been seeing a response time to emails about repairs of just 1 day, well within our target of 5 days.

The benefits to residents are that the response times are reduced; this in turn builds trust in us. We have seen, as a business, the increase in email communication year on year and we can now respond consistently to that change.



Customer Service Delivery

We put continuous investment into improving the skill-set of our staff to directly impact on the service our residents receive. Hexagon recognise that every area of our business needs to have good customer service, not just those that are directly customer facing. In 2015, all Hexagon staff went on a refresher training course to improve their customer service skills.

All calls to our Customer Service Team are recorded, this means any complaints can be dealt with appropriately, and it also aids Hexagon in up-skilling our staff and responding to the changing needs of our residents.

Every 6 weeks a call is chosen to be analysed and assessed. Any feedback is given to the staff member who took the call to improve how future calls of this nature are handled and to recognise best practice. A series of coaching and mentoring of staff is regularly given, focusing on what our residents tell us needs improving and also on industry standards.

We aim to give an outstanding service on every level and for our call response times to be consistently good. The issues with the repairs contractor last year led to more complaints, but this is returning to normal now.

We saw a reduction of just over 7,000 calls being presented to us last year due to a combination of reasons. During 2014/15 we faced some challenges from our repair contractors which caused a lot of repeat calls regarding repairs, which in turn led to complaints and requests to liaise with our housing officers. We also started to see an increase in the number of emailed requests over 2015/16 which had a small impact on the amount of calls we handled.

We can see that our call lengths increased slightly in 2015/16 as queries have become more complex due to some of the changes to welfare reform that took effect during the year.

What is a Service Level?

This is a measure widely used in contact centres and the customer service industry. In Hexagon the service level is that we aim to answer a minimum of **80% of all calls within 30 seconds**; in 2015/16 we answered 75.61% of calls within this target.



	2014/15	2015/16
Calls presented	77,829	70,621
Calls answered	68,586	64,124
Service level	77.25%	75.61%
Repair calls presented	31,716	28,684
Repair calls answered	27,329	23,750



Pictured:
(left) Customer Services Advisor, Chris.
(above) Customer Service Manager,
Neil Nasser.

Timeline:

2014	Repair contractor went into administration
Apr 15	Temporary contractors used in the Repairs Service
Oct 15	Official procurement for contracts begins
Nov 15	Permanent contracts awarded
Feb 16	KNK & Lakers BMS contracts starts
Apr 16	P&R's contract starts
Nov 16	Target for reporting of performance from new electronic system
Jan 17	Target for Residents' Repair Group scrutiny of contractors

Key stats:

Average time from resident reporting to completion of the repair

11.6 days

(Target: 10 days)

100% of emergency repairs done within target time

80% of residents satisfied with recent repair

(Target: 88%)

100% of gas checks completed on time

The Responsive Repairs Journey

In the Autumn of 2015, after fully evaluating the repairs service that Hexagon offers and the challenges we had faced, we began the process of putting in place a 5 year contract with 3 companies for our repairs services.

Residents may have already been familiar with two of the firms, KNK Building Services and P&R Installations; both had been working successfully with Hexagon on a temporary basis. A company new to Hexagon, Laker BMS, was awarded the third contract. Members of the residents Repairs Group attended a short training course which enabled them to work alongside Hexagon staff to assess tenders and sit on the panel that interviewed contractors. Hexagon extends its appreciation to Pam, Barbara and Sharon for getting involved in selecting the contractors.

KNK work across housing in the west side and cover locations such as Croydon, Peckham and Sydenham, while P&R look after properties in the east such as Dartford, Erith and Lewisham. Laker BMS work across all of Hexagon's stock, providing communal repairs and working on our vacant properties where more extensive work is needed.

With these new contracts in place, we also have a new electronic link between the contractors and ourselves. This has already cut down on administration and is proving to be a really useful tool. That's not to say it is fully implemented as we have faced some initial teething problems. However, once it is fully functional it will be an invaluable tool in reporting on our performance, which will enable us to further improve the repairs service to residents.

At the moment we use two methods to collect feedback from our residents; residents are asked their opinion by the contractors who carry hand-held devices with them when they attend to carry out a job, and we also use an agency to carry out telephone interviews for us. The plan is eventually to move to one method which will be a revised (much shorter) questionnaire on the hand held devices. We will do this once we are confident that the feedback from the hand-held devices is reliable. Whilst we know there are still improvements to be made we have been encouraged by the positive feedback from some of the surveys.



New Housing Developments

Since 1974, the Government has generally supported the building of rented housing through the provision of grants to Housing Associations. The Government has announced their intention to terminate this funding and concentrate on assistance for people wishing to buy a home.

This is a very major change of Government policy and direction. As a result of this change we expect to deliver an increased number of shared ownership homes to help first time buyers, as we will be able to continue to access Government funding for these types of homes. There is a strong demand for these affordable homes and we have been successful in delivering shared ownership in recent years.

Hexagon's core mission is to provide affordable rented housing. In that context, our Board has determined that our Mission and Values will remain intact despite the changes in Government policy, but our delivery mechanism for rented housing will have to change in the absence of Government subsidy. We are planning to build housing for sale on the open market in order to generate some profits which we can feed back into building social housing.

The Government's definition of 'affordable' rented homes includes homes that are rented for up to 80% of the market rate.

Despite these challenges, one thing that won't change is the important role that residents play in designing our new homes. Hexagon have a group of residents on our Design Panel that meet to discuss proposals for new schemes. They make an input on the design of a new scheme by making suggestions for improvements. We take on board these suggestions and anything that can be changed is, whilst also taking comments on board for future projects.

The Resident Design Panel were consulted on 8 new development projects over 2015/16, providing helpful feedback and leading to improved design. They made recommendations such as the relocation of bin stores to more appropriate positions, improved security measures, improved ventilation to kitchens and improved communal garden provision.

Hexagon completed 54 homes for affordable rent and 9 shared ownership homes during 2015/16; Brickfield Cottages in Greenwich and Cheval House and Cuthered Mews in Croydon.

In 2015/16 we let 10 of our new homes to existing residents. 32 were let through Croydon where we give 100% of nominations to the Local Authority. Of the remaining new homes we let the target 25% to Hexagon residents.



Pictured:
(above) Cuthered Mews
housing development.

	Weekly rent
Private market rent	£299
Government guideline (80% of market rent)	£239
Hexagon's affordable rent	£217
Hexagon's social rent	£118

Table illustrates weekly rent of a 2 bedroom home in Lewisham

Right to Buy

It has been announced that Housing Association tenants will have the right to buy their home. However this scheme is not yet in place and it is still being piloted. There is more information available on our website at www.hexagon.org.uk/right-to-buy-am-i-eligible

Pay 2 Stay

The Government also announced that social landlords, like Hexagon, could charge higher rents to tenants on a higher income. The good news is that Hexagon decided not to do this.

Hexagon awards Grounds Maintenance and Cleaning Contracts

Challenges were faced for the grounds maintenance and cleaning services in 2015/16.

Our contractors carry out cleaning of communal areas and grounds maintenance to keep our blocks and estates in good order. These works are carried out either weekly, fortnightly, quarterly or every six months, depending on the task.

Contractors place information on noticeboards informing residents of when they will visit and what they will be doing. This means residents have clear warning, and can evaluate the service as appropriate. Resident feedback is invaluable in helping us improve standards on our sites.

We were dissatisfied with the service being given by one of our contractors and quickly recognised that having someone within Hexagon dedicated to evaluating and monitoring the work of the contractors would benefit us and the service given to residents.

Julieanna was appointed as Contracts Monitoring Officer in 2014/15, tasked with evaluating the contractors and the service they are giving on an ongoing basis. This was initially a 12 month contract, but we've seen the real value in this role, and it is now a permanent position. Action is taken to ensure contractors meet their obligations and timescales are agreed to bring estates up to a high standard.

Looking forward

On 1st June 2016 Hexagon formally awarded two new grounds maintenance and cleaning contracts.

Special thanks to our residents Carol and Rachel who took part in the selection of the contractors by attending site visits and interviews.

The two successful contractors are 'Clean Green' and 'Cleanscapes' and they will carry out the majority of the grounds maintenance and cleaning on our sites. Their contracts will run for an initial three year period with the option to extend to a further seven years.



Resident Scrutiny Activities

Estate Grading

Estate Grading at Hexagon has been running for four years, and involves residents visiting and inspecting our estates against a set criteria.

When grading an estate, residents look at shared areas such as gardens and they also check cleaning, communal repairs and the noticeboards to give a view on the general appearance and upkeep of the estate. The estates



Turkish Oak
Park Court
James Court
Maxim Court



Gordon Road
Canal Grove
Mayfair House
Malibu House
Reader House
Redshank House
Cobbs Court



No bronze awarded

In 2015/16
255 residents
contributed
to shaping the
service.

The Resident Inspectors

The Resident Inspectors finalised an action plan for our Community Investment Team following their evaluation of the service.

are then given a grade of either Gold, Silver or Bronze, with Gold being the highest.

In November 2015, three residents; Fatima, Chris and Carol took the lead in completing the sixth round of this successful project.

The collaborative work between residents, Housing Services and Repairs teams at Hexagon has seen the standard of Hexagon estates improve from mainly Silver and Bronze estates to all Silver and Gold estates in the latest grading exercise, a great achievement for all involved.

This project will continue to run twice a year and is a wonderful example of Hexagon and residents working together, making Hexagon estates a better place to live.

Improving your Homes

86
new boilers

72
new roofs

183
Homes with new windows

260
communal areas fitted with LED bulbs

186
homes improved SAP rating to over 65

A SAP rating scale range is between 1 to 100. It is a calculation of the annual energy cost of a home. The higher the score the lower the running costs, with 100 representing zero energy cost. Our average SAP rating is now 70.4.





Helping Residents into successful employment

The Hexagon Academy provides a package of support tailored to fit residents, including work placements, training courses, information advice and guidance, CV workshops, interview skills, work tasters, job searches, business start-up and other support as identified by the Employment Support Advisor.

The service also offers apprenticeships, work experience placements and work tasters for Hexagon residents within Hexagon's operation, and through our contractors.

The resources of the Academy will effectively be doubled over the next 3 years as the Love London Working funding bid has been successful. Love London Working is a partnership of Housing Associations led by Affinity Sutton and funded by the European Social and Innovation Fund (ESIF). Its purpose is to deliver an employment support programme to individuals who are long term unemployed or economically inactive. The ESIF award has provided Hexagon with over £180,000 of funding.

Last year the Academy helped 30 residents to find work, 21 gained work placements in Hexagon and 56 of our residents accessed free career advice sessions.

Work experience placements

Work placements are at the core of the Academy offer. This real work experience is a key factor in the progression of the participants building confidence,

raising self esteem and being part of a team. Residents often tell us the work experience placement was a key factor in them securing employment.

Internal work placements are generally accepted as part of the 'Hexagon way' of doing things. Residents are welcomed to the organisation and during their placement are very much treated as part of the staff team. 14 internal work experience placements were delivered within 5 Hexagon teams during 2015/16.

External work experience placements are also available; these are secured through our contractors. Last year, 4 external work experience placements took place.

Another way we support our residents in gaining successful employment is through our work on digital inclusion; we offer a four session course in basic IT skills. On completion of the course residents get a refurbished laptop and a dongle with 12 months access to the internet. A survey undertaken for the course participants in 2014/15 found that all but one remained online after 12 months.

Hexagon continues to adapt to the changing employment market, whilst continuing to support our residents into work through our Academy, work placements and work skills courses, such as the IT Training.

*Pictured above:
Lionne (left), appointed January 2016,
with Denise (right), Hexagon resident*



Case Study

Denise, a Hexagon resident shares how the employment support from Hexagon has helped her reach her full potential, remain in work and start an exciting new job role.

"I've been a Hexagon resident since 2007. I first completed a Customer Services workshop through the Hexagon Academy. I applied for a work placement at Hexagon, 6 months afterwards I applied for the Customer Services "bank staff" role. When the contract ended I contacted LIONNE, Hexagon's Employment Support Adviser. LIONNE has given me assistance with improving my CV, identifying my transferable skills and selling myself to employers. I've now secured a job working within the NHS as a receptionist and administrator, with the opportunity to develop this role further. I'm grateful for the support I've received from Hexagon, especially Neil Nasser (Customer Services Manager) and LIONNE."

30 Residents helped into work last year

56 Residents accessed free career advice

21 Work placements in Hexagon

Increasing Independence

On 21st December 2015, Townley Road Care Home closed its doors after 25 years in East Dulwich.

As one door closes another one opens. Our new Supported Living Service at Kirkwood Road in nearby Nunhead has in fact got many doors as it houses 12 residents in their own self-contained flats. Four residents from Townley Road along with the staff team moved to this modern rehabilitation service for residents with mental health needs. The other six residents moved on to suitable placements.

During its time, Townley Road gained a reputation for excellent mental health rehabilitation and had been home to 130 residents over 25 years, the majority of whom successfully moved on to accommodation with a reduced level of support.

The main reason for this change was to offer people a better living environment with greater independence and choice in their own self-contained flats. There is still 24-hour onsite support with all areas of day to day living, such as cooking meals and paying bills, and specialised support for managing their own mental health needs. Residents are

responding really well and have settled in. Early feedback is that residents much prefer the new environment. They have more privacy and more of a say in what they do, such as choosing when to socialise with the other residents and when and what to cook.

A variety of activities take place in the communal area such as table tennis, relaxation groups, art therapy, bingo and coffee mornings. Most importantly, community links are being made with other groups and services in Southwark which residents can continue to be involved with when they move on to independent flats after about 2 years.

The new manager Martha Garcia joined Hexagon a month before the move took place and says, "I originally started alongside Norma Smellie (the previous Service Manager) and worked to prepare residents and ensure good levels of support were maintained during and after the move. The move was very emotional for the staff but there was time to say goodbye,



and thank you to Norma who had joined the service at the beginning back in 1991. It's still early days but I am very happy with the progress made so far. New projects are exciting with the opportunities they bring, and everyone is committed to building a truly person-centred and effective rehabilitation service at Kirkwood Road."

Hexagon were tasked with saving money whilst also improving the service given to residents. In these austerity times, people say you cannot do more for less – but Hexagon have achieved that and now residents have better accommodation and a greater sense of independence.

The future looks bright at Kirkwood Road.

Pictured: (top) Martha, Service Manager, pictured in one of the self-contained flats at Kirkwood Road. (left) Retiring Manager Norma.



Here is what residents and staff are saying:

*"We are back in the real world.
We have to pay bills – and
that's real"*

Anthony (resident)

*"Residents have more decision
making. They are now leading
and we are following"*

Felicity (Recovery Worker)

Welfare Reform

...and what it means for our residents

In 2015/16 the new Government brought in many changes that affected all of us, not least the changes to benefits that have affected many, including a number of our residents.

Universal Credit

Over the next 3 to 4 years Housing Benefit will stop and benefits will all be paid in one monthly payment. This is known as Universal Credit and it means that rent and all other financial commitments will need to be budgeted out of this one payment.

Whilst we've been talking about this change for some time, it is now a reality for many of our residents, with the first Hexagon resident moving on to Universal Credit in October 2015. By April 2016, 17 residents were on the new Universal Credit.

Universal Credit Top Tips

- It's important to tell the Job Centre that Hexagon is your landlord
- If you're going to the Job Centre it's sensible to know what your rent payment is
- There is a 7 week wait for the first payment on Universal Credit
- If you are struggling to meet any financial demands then contact Hexagon, we will do all we can to help

Benefit Cap

The Benefit Cap has now been in place for three years, having been introduced in 2013. The cap limited the amount any household could receive in benefits to a maximum of £26,000 per year, or £500 per week.

In the Summer of 2015, the Government announced that the cap would be further reduced to a maximum of £23,000 for households in London, including all of those families that receive between £23-26,000 in benefits currently. Fourteen Hexagon families were affected in 2015/16 by the existing Benefit Cap and many more will be affected by the new lower cap including all of those families that receive between £23-£26,000 in benefits currently.

It will be much harder for larger families who are out of work to manage financially with these cuts being brought in. Hexagon will offer help to support residents with these changes, and the main way we can help is by assisting claimants into work.

Bedroom Tax

Bedroom Tax is here to stay. A total of 232 residents were affected by this in 2015/16 and some of them have been helped to make rent payments with a Discretionary Housing Payment. However it is unclear how long this extra funding will be available. We do know that it is going to get tougher for people that are affected.

Hexagon are helping residents who want to downsize to avoid the Bedroom Tax, through a transfer or mutual exchange.

What is a Discretionary housing payment (DHP)

A DHP is an extra payment to help people who claim Housing Benefit and are struggling to pay the rent. Your council may award you a DHP if for example you're affected by the Bedroom Tax or Benefit Cap. You can also apply for a DHP if you are getting Universal Credit to help pay your rent. It's important to remember that DHPs are only paid for a limited period so they are not a long term solution.

£125,000
Value of benefits received or money saved as a result of advice given

88 residents received 1:1 money advice



Pictured:
(left) Hexagon offices.

Case Study

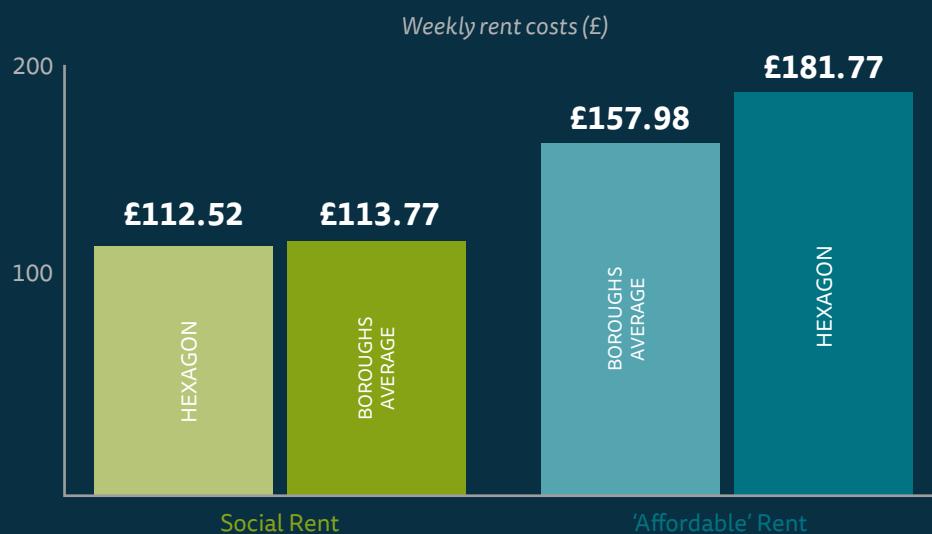
"I've worked with a number of residents affected by Welfare Reform. I've been working closely with one family in particular, very heavily impacted by the recent Benefit Cap. They lost over £100 per week in benefits, and on top of their pre-existing arrears their tenancy was in real danger. Hexagon worked with them to arrange a Discretionary Housing Payment which lifted the immediate threat to their housing. We are working with them still to try and find a long term solution."

Jason Herbert, Financial Inclusion Advisor

Rent Matters

On average Hexagon's social rents are a little lower than those of the south London boroughs that we provide homes in.

'Affordable' rents are set at up to 80% of the private sector rent and are charged on almost all new homes built since 2011, and about half of our existing homes when they are relet.



99.3%
Rent collected
(target 100%)

5.0%
Social rent arrears
(target 4.5%)

4.5%
Market related
rent arrears
(target 4.5%)

1.4%
Home ownership arrears
(target 1%)

100%
Home ownership rent
collection

Value for Money

For Hexagon, Value for Money (VFM) is about making the best use of our resources; getting good quality results and is not simply about cutting costs. The Government announced in the summer of 2015 that we will have to reduce rents for the majority of our residents for 4 years from 2016 onwards.

This means there is pressure on us to reduce our costs but we are determined to do this without adversely affecting the quality of our front-line services. In 2015/16, we had some successes in achieving VFM:

- We reduced the average cost of the loans we take on to build new homes by from 3.32% to 3.25% and met our target
- We reduced the time it took to relet an empty home (from 40 days) by 6 days which enabled us to help the poorly housed or unhoused quicker
- We reduced the amount of rent we lost when our Supported Housing homes were empty and met our target
- We made the following savings on the programmes for renewing kitchens, bathrooms and roofs:
 - Internal works – 10.1%
 - Windows programme – 11%
- We improved resident satisfaction with the cyclical decorations programme to 91% and met our target
- We have recruited from the Hexagon Academy to some of our administrative roles, which not only provides a route into employment for some of our residents, but also saves money on recruitment costs
- We took part in a cross London partnership bid for European funding bringing in £180,000 over three years to enhance our service for supporting residents into work
- We retendered the estate services contracts – keeping service costs down for residents

We are facing rising costs in our estate services from constantly having to clear dumped bulk refuse. In order to keep our estates clean and tidy residents will need to make their own arrangements with the local authority to remove bulky items.

Comparisons with other London housing associations 2014/15

The comparisons in the table show how Hexagon is doing compared with other London housing associations using "Housemark" data.

1: Figures relate to 2014/15. We appointed new estate services contractors in 2015/16

2: Figures relate to 2014/15 when our main repairs contractor went into administration. During 2015/16 we appointed three new repairs contractors.

 Best 25% of Housing Associations in London  Middle 50% of Housing Associations in London  Worst 25% of Housing Associations in London

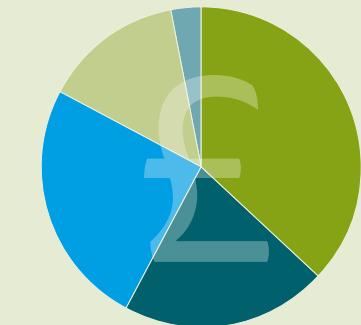
Cost Comparison		Quality Measure	
Housing Management (cost per home)		% of rent collected	
Costs of estate services per home		Residents satisfied with the overall service	
Repairs – managing the service (cost per home)		Resident satisfaction with estate services	 ¹
Cost of repairs per home		Residents satisfied with repairs service	 ²
Cost of carrying out cyclical painting and gas safety work		Gas safety record during the year	
Central costs – IT, Finance and HR (per home)		Staff Sickness	

Our Finances

How every £ of rent
was spent

Income and Expenditure Accounts

for the year ended 31 March 2016 (operating results*)	2016 £000s	2015 £000s
Turnover	34,769	32,068
Cost of sales	(3,356)	(3,300)
Operating costs	(20,804)	(19,512)
Operating surplus	10,609	9,256
Surplus on sale of properties	5,230	3,325
Interest receivable	83	23
Interest payable and similar charges	(4,323)	(4,000)
Surplus for the year before tax	11,599	8,604
Taxation	(3)	(18)
Total comprehensive income for the year	11,596	8,586



*These are the operating results without the "fair value" adjustments shown in the full accounts, which can be found on our website.

Our Board

In September 2015, the Board welcomed back Dermot Finn after his re-election to the Board for another 3-year term.

In November 2015, the Board said goodbye and thank you to Gaius Vincent who had served on the Board for just over 4 years. This followed a previous 3-year term between 2005 and 2008.

¹ Audit & Risk Committee;

² Remuneration Committee;

³ Resident Board Member

Name	Service	Employer	Occupation
Debbie Bankole-Williams¹ Vice Chair	4 years, 4 months	MCCH	Executive Director of Finance & IT
Ruth Chambers	1½ years	Self-employed	Campaign & Public Policy Consultant
Roy Coulter, Chair²	5½ years	n/a	Retired
Kellie Elmes^{1,3}	2½ years	Self-employed	Holistic Massage Therapist
Dermot Finn^{2,3}	3½ years	Self-employed	Microsoft Web Application Developer
Jeanette Kenyon²	2½ years	Self-employed	Property Development Consultant
Martin Large¹	1½ years	n/a	Retired
Ian Mansell^{1,2} Vice Chair	7½ years	Self-employed	Management Consultant
Tom McCormack	4½ years	Hexagon Housing Association	Chief Executive
Gaius Vincent³	4 years, 9 months	Self-employed	Production Manager
Rosalind Watson³	1½ years	n/a	Retired
Ian Watts^{1,2}	2½ years	Paragon CHG	Managing Director

Hexagon

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INNOVATION
THROUGH
POSITIVE
CHANGE