



Hexagon

## Complaints Manager

## Recruitment Pack

March 2026



# Contents

	<b>Page</b>
Welcome letter	3
About Hexagon	4
About the Complaints Team	5
Job description	6
Person specification	9
Our Cultural Matrix & Care Behaviours	11
Organisation chart	12
Principal terms and conditions of service	13
The advertisement	15
Key dates and selection process	17

# Welcome letter

March 2026

Dear Candidate

## Complaints Manager

Thank you for your interest in working for Hexagon Housing Association.

If you require a copy of this document in an alternative format, please contact us on the details below.

As a provider of high-quality housing and care services, we believe it is important to recruit talented individuals who share our vision to be the provider of choice.

We know that attracting and keeping the best people is the most effective way to build a successful business, so we are committed to investing in you and your future, offering a competitive remuneration package and providing extensive learning and development opportunities throughout your career.

This pack gives background information on Hexagon and the role you are applying for. Please make sure your application reaches us by **Monday 6<sup>th</sup> April 2026**.

You will be contacted within ten working days of the closing date if you have been shortlisted. If we do not contact you, then please assume that you have been unsuccessful on this occasion.

Please note we do not accept CVs. Applicants must fully complete our online application form.

Good luck!

### Hexagon Human Resources

**Tel:** 0208 768 7941

**Email:** [recruitment@hexagon.org.uk](mailto:recruitment@hexagon.org.uk)

**Web:** [www.hexagon.org.uk/careers](http://www.hexagon.org.uk/careers)

## About Us

Hexagon Housing Association owns and manages approximately 4200 homes in south-east London and Kent. Most of our stock is general needs housing but our portfolio of shared ownership and leasehold housing is growing. We also have over 300 homes in Supported Housing schemes, about two thirds of which we manage ourselves and one third is managed by Supported Housing agencies. Co-operative managing agents manage about 300 of our general needs rented homes.

Our partner boroughs are Southwark, Lewisham, Greenwich, Bexley and Croydon, with a small number of homes in Bromley and Kent. We are building new homes for rent and shared ownership, currently mostly in Southwark, Croydon and Bexley. Our shared ownership and leasehold portfolio is expanding and is expected to continue to grow in the future.

Our homes include all types ranging from modern purpose built blocks of flats, through to Victorian houses converted into flats and houses. We do not manage any large estates – our biggest single estate is 100 flats – but we do manage a number of small estates and blocks.

As an organisation, we are concerned with people, their homes and communities. We make good quality, affordable housing and services available to people in South London, and work to extend opportunities and improve the neighbourhoods they live in.

Like all housing associations, Hexagon is a not-for-profit organisation and is regulated by the Regulator of Social Housing (RSH).

Hexagon currently employs 120 staff. We recognise the importance of making Hexagon a great place to work and are committed to continuously improving staff engagement. We are a certified Great Place to Work organisation with IIP Gold. All of our staff are based at our office in Sydenham SE26 and although the office will be your place of work, our expectation is that office and home working is blended to ensure that it works for both staff and the organisation.

**Our values are designed to enable us to:-**

Put our **C**ustomers at the heart of what we do

**A**ppreciate difference

Be **R**esponsible (and accountable)

**E**mpower our people



# The Complaints Team

## Information sheet for Complaints

Thank you for your interest in the Complaints Team Manager role. Set out below is some background information about Hexagon, the department, and the role, which we hope you will find useful.

### About Hexagon

Based in Sydenham, Hexagon is a community-based housing association with 4000 homes for rent or low-cost home ownership across in 5 boroughs in South London.

We are actively developing new homes and are committed to delivering an excellent service for our residents. We aim to put residents at the heart of everything we do. This means involving our residents in the way we deliver the service. It also means a commitment to delivering consistent levels of excellent customer service.

### What the Complaints Team Does

Hexagon aims to deliver a great service every time, but we know that sometimes things don't go according to plan. When this happens, we welcome feedback from our residents, including formal complaints.

When we receive a complaint, it is investigated by Hexagon's complaints team. We perform an independent and impartial investigation. We work closely with our residents, as well as with colleagues in all parts of the organisation to understand what happened and determine whether Hexagon has failed to deliver the service it aspires to.

If so, we also decide how we should make things right. We also help Hexagon to learn from complaints, by identifying trends in the complaints we receive, and working with our colleagues across the organisation to ensure that the same mistakes don't happen again, and so to continually improve Hexagon's services.

### The Team

The new role of Complaints Manager will set the strategic direction for complaints management and will be the senior authority on all complex, high-risk and escalated complaints, including those at Stage 2 and those referred to the Housing Ombudsman.

Day-to-day operations of the team are managed by the Complaints Team Leader. The team includes three Complaint Investigation Officers, and an Administrator

# Job Description

**Job title:** Complaints Manager

**Responsible to:** Customer Service Transformation Lead

**Responsible for:** Complaints Team Leader

**Purpose:**

1. To set the strategic direction for complaints management, leading a high-performing complaints team.
2. To champion a culture of continuous improvement and service excellence.
3. To drive transformational change ensuring that Hexagon exceeds the standard set by the Housing Ombudsman Complaint Handling Code.
4. To assist services to resolve issues and promote shared learning, leading to service improvements.
5. To embody our values of customer at the heart, appreciating difference, responsible and accountable, and empowering people.

**Principal Accountabilities:**

1. Implement the complaints policy ensuring alignment with regulatory requirements, Hexagon's values and compliance with Housing Ombudsman regulations including accurate annual statistical returns.
2. Act as the senior authority on all complex, high-risk, and escalated complaints, including those at Stage 2 and those referred to the Housing Ombudsman.
3. Lead, inspire and develop the complaints team, fostering a high-performance culture and ensuring the team is equipped to deliver outstanding results.
4. Champion a culture of continuous improvement, using complaints data and root cause analysis to identify systemic issues and drive transformational change across the Organisation.
5. Lead cross-departmental initiatives to address recurring challenges, enhance service delivery and embed best practice in all aspects of complaint handling.

6. Oversee the development and implementation of policies, procedures and training programmes that raise standards across the Organisation.
7. Ensure the highest standard of compliance with the Housing Ombudsman Complaint Handling Code, data protection and all relevant legislation/regulations.
8. Oversee robust quality assurance processes, ensuring all complaints are resolved efficiently, fairly, and in a manner that enhances customer trust and organisation reputation.
9. Maintain a high level of data management and data input into reporting systems. Work with the Data Quality & Performance Manager to build clear reports on complaints performance and improvement initiatives.
10. Undertaking regular quality assurance checks to ensure policies and procedures are being correctly applied and to improve quality of responses.
11. Build and maintain influential relationships with internal and external stakeholders including senior management and regulatory bodies.
12. Work collaboratively with the Resident Voice and Engagement Team to ensure residents are informed of improvements made because of complaints and feedback.
13. Oversee the financial management of complaint related compensation, ensuring funds are allocated fairly and appropriately in line with regulatory guidelines.
14. Monitor customer satisfaction with the complaints service, and take steps to improve customer satisfaction.
15. Identify patterns and emerging trends in complaints data, translating insights into actionable service improvement plans. Collaborating with teams to implement changes that enhance customer experience and reduce repeat issues.
16. Adopt a coaching style, embodying our values, to support and motivate the team to deliver to the best of their ability and to seize opportunities to develop their full potential.

#### **General**

1. Act always in accordance with Hexagon's published policies and procedures.
2. Maintain high standards of probity and confidentiality.
3. Take responsibility for self-development, attending training, supervision, appraisals, team meetings and staff conferences as required.
4. Carry out all other duties as may be reasonably be assigned

## Notes

1. All tasks within this job description may be carried out on behalf of Hexagon Housing Association Ltd, its subsidiaries and any associated organisations.
2. Post holders will always be consulted before job descriptions are amended.

## Person Specification – Complaints Manager

Skills Required	Level
<b>Work Experience</b>	<p><b>Essential</b></p> <p>Significant experience of working in complaints management ideally within the social housing sector (E)</p> <p>Proven experience of leading and developing a team (E)</p>
<b>Skills/Knowledge/Abilities</b>	<p><b>Essential</b></p> <p>Strong understanding of the Housing Ombudsman Complaint Handling Code</p> <p>Able to organise, prioritise and plan workloads for self and colleagues to meet deadlines and targets, in a demanding, high volume, customer facing context</p> <p>Excellent written &amp; verbal communication skills, with ability to communicate empathetically with customers, challenge, influence and persuade others</p> <p>Excellent IT skills, familiarity with MS Office (Word, Excel) and demonstrated ability to quickly learn and adapt to new systems.</p> <p>Strong analytical skills with experience in identifying trends and driving service improvements</p> <p><b>Desirable</b></p> <p>An awareness of the challenges facing housing associations and their residents</p> <p>Knowledge of social housing consumer regulation and tenant satisfaction measures</p>
<b>Personal Qualities</b>	<p><b>Essential</b></p> <p>Professional, organised and methodical approach to work</p> <p>Approachable, responsive, and able to effectively support the development of others</p> <p>Acts with integrity, transparency and able to build high levels of trust</p>

Open to feedback, focused on developing and improving, demonstrates a 'can do' attitude to overcoming challenges and resolving problems

Empowers others through collaboration and encouraging ideas

Appreciates difference and treats all people with dignity and respect

Responsible, resilient, able to work under pressure, and demonstrates high levels of drive and determination.

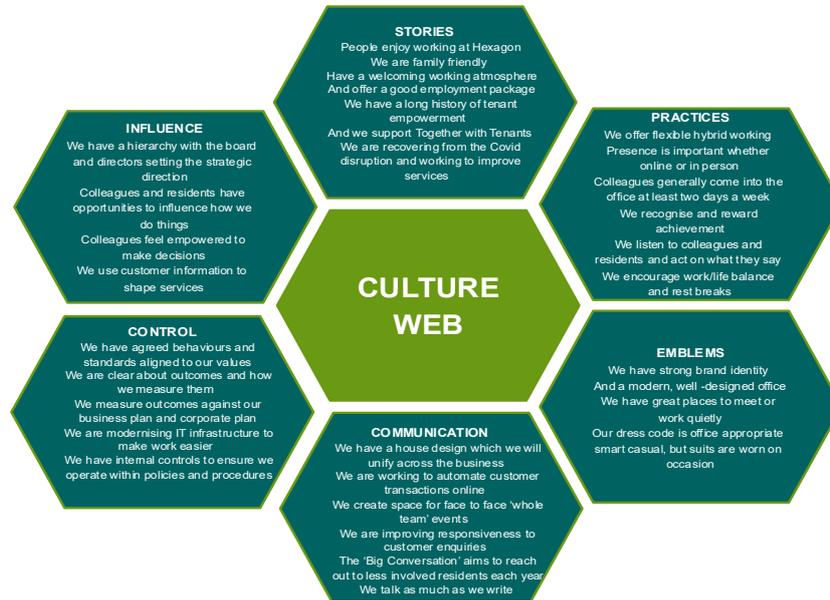
**Qualifications**

**Essential**

CIH Level 4 or willingness to undertake this qualification

**You will only be short-listed from the details written on the application form if you meet all of the criteria ranked as Essential.**

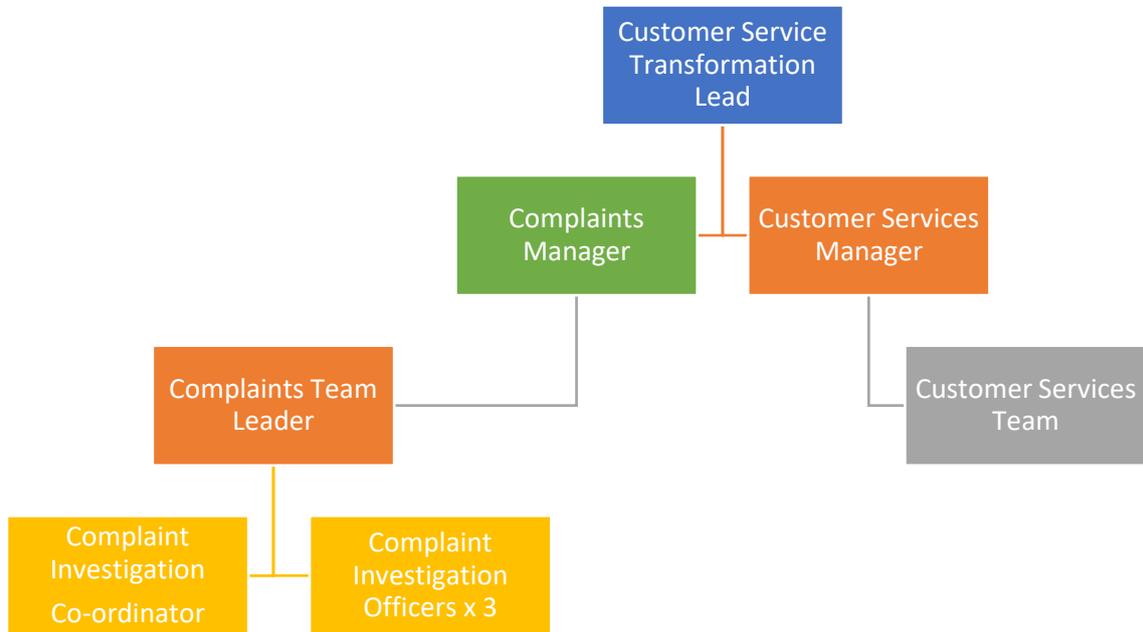
# Our Culture Web and CARE Behaviours



## Cultural Behaviours Matrix

Values	Customers at the heart	Appreciating difference	Responsible & accountable	Empowering people
All staff	<ul style="list-style-type: none"> <li>Be polite</li> <li>Keep your promises</li> <li>Communicate updates regularly</li> <li>Listen and show empathy</li> <li>Be solution focused with a 'can do' attitude</li> <li>Ask and act on feedback from customers</li> </ul>	<ul style="list-style-type: none"> <li>Seek to understand difference</li> <li>Treat people as individuals</li> <li>Be self-aware of own bias</li> <li>Be non-judgemental</li> <li>Be respectful</li> </ul>	<ul style="list-style-type: none"> <li>Don't blame, just explain</li> <li>Don't pass the buck</li> <li>Acknowledge and follow up emails/queries within agreed times</li> <li>Keep calendar presence up to date</li> <li>Respect others' time</li> </ul>	<ul style="list-style-type: none"> <li>Share skills and good practice</li> <li>Collaborate and work as a team</li> <li>Attend job/person centred training</li> <li>Be trusting and trustworthy</li> <li>Be constructive</li> <li>Ask for what you need to do your job</li> </ul>
Managers	<ul style="list-style-type: none"> <li>Embed the CATH principles</li> <li>Take ownership for customer experience</li> <li>Learn from customer feedback</li> <li>Listen and take action</li> </ul>	<ul style="list-style-type: none"> <li>Be aware of individual staff traits</li> <li>Respect different ways of working</li> <li>Be flexible in setting objectives</li> <li>Be fair and equitable to all team members</li> </ul>	<ul style="list-style-type: none"> <li>Listen to staff and explain when making changes</li> <li>Set intelligent SMART objectives</li> <li>Recognise achievements</li> <li>Be consistent</li> <li>Be results focused</li> <li>Put policies/procedures in place and make sure they are followed</li> </ul>	<ul style="list-style-type: none"> <li>Promote ongoing learning for team members</li> <li>Set clear priorities and expectations</li> <li>Be supportive and flexible</li> <li>Step in with support when resolution is needed</li> </ul>
Directors	<ul style="list-style-type: none"> <li>Consider the impact of decisions on customers</li> <li>Be seen to be listening</li> <li>Be close to the 'frontline'</li> <li>Be strategic, seeing the bigger picture</li> <li>Guide change</li> </ul>	<ul style="list-style-type: none"> <li>Be a champion and voice of diversity</li> <li>Be accessible and approachable</li> <li>Be fair in conflict resolution</li> <li>Set a positive performance management framework that recognises difference</li> </ul>	<ul style="list-style-type: none"> <li>Set realistic but stretching objectives</li> <li>Be visible and interact with staff/residents</li> <li>Be honest and transparent</li> <li>Be open to constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Set clear direction and delegate</li> <li>Lead by example</li> <li>Get to know and value your people</li> <li>Provide recognition</li> </ul>

## Organisation Chart – Complaints Team



# Principal terms and conditions

*(For information purposes only)*

## Working for Hexagon

We pride ourselves on providing a working environment which allows people to enjoy what they do, develop their skills and fulfil their potential. We are accredited by Investors in People with Gold status, demonstrating our commitment to the development of our staff. We offer excellent conditions of employment, and training programmes.

### 1. Position

Complaints Manager

### 2. Remuneration

Salary £52,066 - £58,577 dependent on experience

### 3. Our generous range of benefits includes:

#### Core Benefits

- Defined Contribution Pension scheme.
- Career break scheme.
- Excellent Employee Assistance Programme (EAP)

#### Work life balance

- Hybrid Working/TOIL.
- Maternity, paternity & shared parental leave.
- Adoption Leave.
- Carers Leave.

#### Other Benefits

- Salary Sacrifice – Gym Membership Scheme.
- Salary Sacrifice – Car Leasing Scheme.
- Salary Sacrifice – Computer Scheme
- Season Ticket Loan
- Cycle 2 Work Scheme
- Private Medical Insurance

#### Rewarding our staff

- A comprehensive corporate training and development plan.
- Fully comprehensive induction and training for all employees.
- Staff Excellence Awards.
- Social Events.

#### **4. Annual Leave**

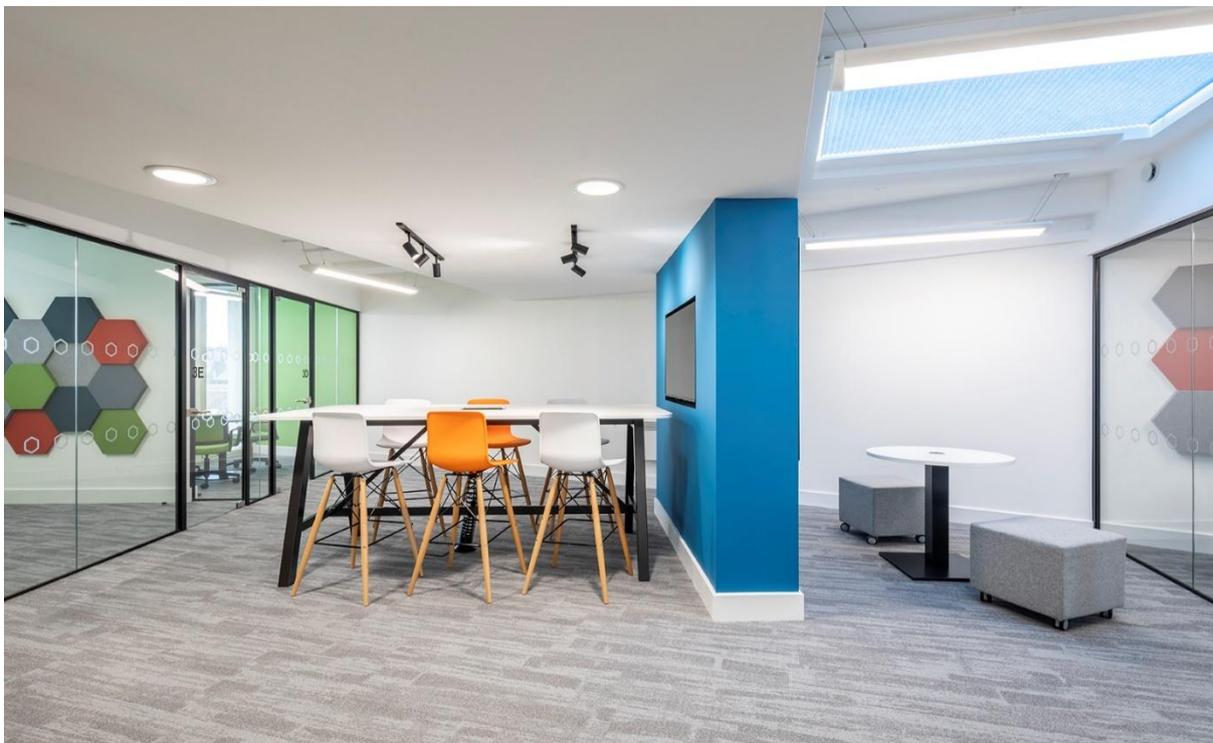
26 days plus 8 public holidays increasing by 1 day per annum up to 31 days.

#### **5. Location**

Your normal place of work will be our head office at 130-136 Sydenham Road Sydenham, London SE26 5JY. Arrangements for Hybrid Working (office/home) will be discussed with the successful candidate.

#### **6. Working hours**

Full time – 35 hours per week



*A workspace at our Sydenham Road Office*

## The Advertisement

### Complaints Manager

Salary £52,066 - £58,577 dependent on experience

Full-time – 35 hours per week

South East London - Hybrid

Hexagon is an innovative and responsive housing association working in partnership with a range of local authorities to meet housing needs across Southeast London. With a turnover of £40m, 120 staff and over 4,000 homes, Hexagon is continually improving the quality and range of our affordable homes and services.

As an organisation we are concerned with people, their homes, and communities. We make good quality, affordable housing, and services available to people in the local areas we serve, and work to extend opportunities and improve the neighbourhoods they live in.

To advance our commitment to delivering excellent customer service we have created the new role of Complaints Manager. This role will set the strategic direction for complaints management, leading on driving excellence in how we respond to and learn from complaints across the organisation. You will drive transformational change ensuring we exceed the standard set by the Housing Ombudsman's Complaints Handling Code and sector best practice.

This is a unique opportunity to make a positive difference for our customers by influencing change across the Organisation and driving service improvement.

With a proven background of leading and developing a team, our ideal candidate will also have:

- Significant experience of working in complaints management ideally within the social housing sector
- Strong understanding of the Housing Ombudsman Complaint Handling Code.
- Excellent written & verbal communication skills, with ability to communicate empathetically with customers, challenge, influence and persuade others
- Excellent IT skills, familiarity with MS Office (Word, Excel) and demonstrated ability to quickly learn and adapt to new systems
- Strong analytical skills with experience in identifying trends and driving service improvements
- CIH Level 4 or willingness to undertake this qualification

Knowledge of social housing consumer regulation and tenant satisfaction measures is desirable but not essential.

This role presents a brilliant opportunity to further your career with a dynamic Great Place to Work accredited company with IIP Gold, that is committed to employee engagement, values its staff and provides a work environment that is built on flexibility, empowerment, and a commitment to support you to be the best that you possibly can. If you want to work with a fantastic team and feel proud of the contribution that you make each day, then we very much want to hear from you.

We will offer you training and supervision to help you achieve your full potential, and an excellent package including private medical insurance, pension scheme with 3 x salary life assurance, flexible hybrid working (minimum expectation is 2 days per week office based), and 26 days annual leave rising one day per year to 31 days.

**Closing Date: Monday 6<sup>th</sup> April 2026**

**Interviews will be held in person on Tuesday 14<sup>th</sup> April 2026.**

We are committed to building a diverse workforce and making Hexagon an inclusive place to work where everyone can be themselves and feel valued for their contribution.

### **Accessibility and Adjustments**

We are committed to providing reasonable adjustments throughout the recruitment process to ensure inclusivity. If you have any specific requirements, please contact [recruitment@hexagon.org.uk](mailto:recruitment@hexagon.org.uk)

## Key dates and the selection process

Closing date:	<b>Please make sure your application is submitted by – Monday 6<sup>th</sup> April 2026.</b>
Short listing:	<b>Wednesday 8<sup>th</sup> April 2026</b>
Interviews:	<b>Will be held face-to-face at our offices in Sydenham SE26 on Tuesday 14<sup>th</sup> April 2026</b>  <b>With Panel members (Chief Executive and Head of HR &amp; Facilities)</b>