



Hexagon

## Head of Customer Experience

### Recruitment Pack

May 2026

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# Welcome to Hexagon

Dear Applicant,

I am very happy that you are considering this opportunity to join our leadership team as our Head of Customer Experience.

Hexagon is an ambitious organisation, keen to do all we can to meet housing need in South London. We provide 4,500 homes across six key boroughs, but we want to do more as the need is ever growing. Equally important is our commitment to keeping our existing homes safe, decent, and efficient.

Staff consistently say they really like working here, as I do. We have flexible hybrid working and family friendly policies. But we do need to strengthen our internal controls and improve data quality and our processes.

This is a newly created post arising from a review of our Operations structure to ensure we are fit for the future. You will be leading the provision of customer focused, regulatory compliant services across complaints and customer services.

You will be joining the organisation at a time of change and opportunity. We have created the new role of Head of Customer Experience to lead the transformation of our Complaints and Customer Service Centre functions to improve service delivery. Main priorities include developing a knowledge management system that empowers staff to handle enquiries at first point of contact, and developing a robust framework for handling complaints in accordance with Housing Ombudsman expectations.

To support delivery, we want to attract someone who is committed to working collaboratively across the organisation and knows how to translate that energy into workable solutions which strengthen our service to customers and regulatory/legislative compliance. You will have a successful track record of managing customer experience services (including a customer contact centre) in social housing or a regulated environment and significant experience of leading and developing teams.

This is a great moment to bring your experience to bear at Hexagon, and to have a significant impact on services. I hope that you will find the information in this pack informative and interesting. I look forward to receiving your application.

Yours sincerely,

**Stefanie Turton**

**Operations Director**



## Application Guidance

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.

With our commitment to great housing and support 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 25<sup>th</sup> May 2026.

You will be contacted within ten working days of the closing date to advise whether you have been shortlisted for interview.

Applicants must fully complete our online application form and attach CVs (as a word document please).

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 4500 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, in Southwark, Croydon, and Lewisham. We are expanding our shared ownership and leasehold portfolio is expanding. We have slowed the pace of development to manage the economic headwinds but we plan to continue to grow in the future.

Our homes include all types ranging from modern purpose-built blocks of flats, through to Victorian houses and flat conversions. We generally manage small estates/blocks, our largest comprising 100 flats.

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. We support residents into work and help them to sustain their tenancies.

Hexagon is a not-for-profit organisation and is regulated by the Regulator of Social Housing (RSH), the Building Safety Regulator and the Financial Conduct Authority.

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 an certified Great Place to Work with IIP Gold. All 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



## Executive Team



### **Sheron Carter – Chief Executive**

Sheron joined Hexagon in June 2022. Sheron is an experienced executive with a strong track record spanning 40 years in social housing and the charity sector. Sheron previously led three housing associations as Chief Executive and a charity as its Managing Director. Sheron's leadership roles have given her a good grasp of social housing operations, customer service, resident engagement, diversity and inclusion, governance, regulation, corporate strategy, business planning, and strategic partnerships.



### **Stefanie Turton – Operations Director**

Stefanie joined Hexagon in April 2026.

Stefanie has worked in the Social Housing sector for almost 20 years in a variety of roles across supported housing, leasehold, general needs, and mixed tenure stock portfolios. Stefanie's most recent roles have included working for large organisations leading the Housing and Neighbourhoods teams, as well as overseeing colleagues in Property and Customer services to ensure excellence in service delivery for customers in London. Stefanie is passionate about Social Housing, leading and supporting teams and putting customers at the heart of all we do.



### **Ali-Jarar Shah – Finance & IT Director**

Ali joined Hexagon in January 2024. Ali is a qualified accountant with significant financial experience in the social housing sector. He has held roles with Catalyst Housing, Buckinghamshire Housing Associations and was most recently the Director of Finance at Teachers' Housing Association where he was responsible for a range of disciplines including finance, IT and human resources. Ali currently sits as Chair of the Audit and Risk Committee at Innisfree Housing Association. Ali formerly worked in the auditing field including a stint with one of the big four accountancy firms. He also worked with the Regulator where he led the process for designing and implementing the new financial viability assessment that is used to evaluate the financial viability of all registered providers within the sector.



**Jennifer Currier – Interim Development & Sales Director**

Jennifer joined Hexagon in November 2024 from Qualis Commercial where she was Head of Development.

Jennifer has extensive housing development experience having worked in local authorities and housing associations.

Jennifer is responsible for providing excellent leadership to the Development and Sales Teams, ensuring all on site projects are delivered on time and within budget.

# Job Description

**Job title:** Head of Customer Experience

**Responsible to:** Operations Director

**Responsible for:** Complaints Manager, Customer Services Manager

**Grade:** Head of Service

## **JOB PURPOSE**

1. Provide clear, visible, and effective leadership aligned to our values of customer at the heart, appreciating difference, responsible and accountable, and empowering people.
2. Lead the development and strategic direction of our customer services and complaints functions ensuring high quality customer focused services.
3. Shape how customers interact with our services and drive continuous improvement.
4. Shape and deliver our customer communication strategy ensuring customer touchpoints reflect our core values.

## **PRINCIPAL ACCOUNTABILITIES**

### **Leadership**

1. Provide strategic leadership across Customer Services and Complaints ensuring alignment with corporate priorities and long-term organisational strategy
2. Work collegiately across directorates to support Hexagon's corporate and operational plans.
3. Lead a high performing team, adopting a coaching style to support and motivate the team and colleagues to deliver to the best of their ability and seize opportunities to develop their full potential.
4. Set and monitor clear and stretching targets for the customer experience teams to ensure corporate success measures and service standards are met.
5. Contribute to internal audit and other assessment processes in a timely manner, and ensure recommendations are implemented within agreed timeframes

6. Champion a culture of accountability, continuous improvement, and customer centered service delivery.

### **Operations**

7. Work alongside the Operations Director to lead and oversee service improvement for the customer experience function, focusing on service transformation and long-term performance improvement.
8. Provide leadership of customer experience, devising and delivering a customer experience strategy.
9. Lead the development of policies and procedures in relation to customer service and complaints areas and ensure the organisation responds to relevant changes in legislation.
10. Actively engage residents when setting, reviewing, and monitoring service strategies and standards to drive continuous improvement.
11. Lead the development and delivery of annual service plans, budgets and performance frameworks for customer services and complaints.
12. Lead the formulation of the Customer Experience service, ensuring the teams possess the right mix of skills and experience.
13. Ensure the MyHexagon customer app is developed in line with the customer experience strategy and delivers a high-quality customer-centred service.
14. Ensure the highest standard of compliance with the Housing Ombudsman Complaint Handling Code, data protection and all relevant legislation/regulations.
15. Act as the principal point of contact with the Housing Ombudsman and engage with other regulatory stakeholders as required.
16. Contribute to strategic and operational risk management by ensuring all risks within the customer experience remit are effectively managed, mitigated and escalated appropriately.
17. Prepare high quality reports, insights and recommendations to the Board, Customer Service Committee, Executive Team and involved residents' groups as required.

### **General**

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

## Notes

1. All tasks within this job description may be carried out on behalf of Hexagon Housing Association, its subsidiaries, and any associated organisations.
2. This Job Description does not form part of the post holder's contract. This job description may be periodically reviewed to take account of changing demands. The post holder will be consulted before amendments to this job description are made.

# Person Specification

## Head of Customer Experience

Skills Required	Level
<b>Qualifications</b>	<b>Essential</b>
	Relevant professional or degree level qualification
	CIH level 4 or willingness to undertake this qualification
<b>Knowledge and Experience</b>	<b>Essential</b>
	Successful track record of managing customer experience services (including a customer contact centre) in social housing or a regulated environment
	Significant experience of leading and developing teams
	Experience of transforming poor performing services
	Successful track record of implementing value for money initiatives and managing large departmental budgets
	Proven experience in using data to identify, implement, and measure service improvements.
	<b>Desirable</b>
	An awareness of the challenges facing housing associations and their residents
	Understanding of the Housing Ombudsman Complaint Handling Code
	Knowledge of social housing consumer regulation and tenant satisfaction measures
<b>Skills and Abilities</b>	<b>Essential</b>
	An effective leader with good interpersonal skills
	Able to challenge, influence and persuade others whilst maintaining relationships

Able to coach, support and motivate colleagues

Highly literate with excellence professional and customer friendly writing skills

Able to develop a business case and contribute to new business proposals

Excellent presentation skills

Strong digital fluency, including experience navigating CRM systems and AI-powered knowledge management tools

**Essential**

**Personal Attributes**

Team player with a positive 'can do' attitude

Customer focused

Approachable and responsive

Acts with integrity, transparency and able to build high levels of trust

Empowers others through collaboration and encouraging ideas  
Appreciates difference and treats all people with dignity and respect

Responsible, resilient, and able to work under pressure

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

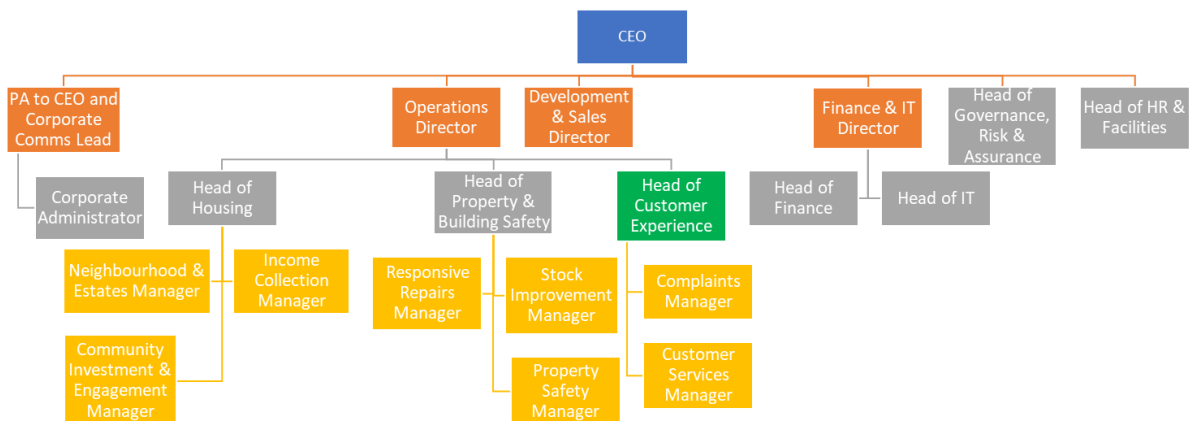
# Our CARE Behaviours

VALUES	Customers at the heart	Appreciating difference	Responsible & accountable	Empowering people
<b>All staff</b>	<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 centered training</li> <li>Be trusting and trustworthy</li> <li>Be constructive</li> <li>Ask for what you need to do your job</li> </ul>
<b>Managers</b>	<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>
<b>Directors</b>	<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>

# Our Culture Web



# Organisation Chart – Leadership Team



## Key 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

Head of Customer Experience

#### 2. Remuneration

Salary £89,876

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

##### Core Benefits

- SHPS Defined Contribution Pension scheme with 3 x life assurance.
- Private Medical Insurance
- Excellent Employee Assistance Programme (EAP)

##### Work life balance

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

##### Other Benefits

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

##### 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. Minimum expected office attendance is 2 days per week.

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

Full time – 35 hours per week



*A workspace at our Sydenham Road Office.*

## The Advertisement

# Head of Customer Experience

**£89,876**

## 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 and 120 staff, 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.

Reporting to the Operations Director, the new role of Head of Customer Experience will be a key member of our Operations Directorate and Leadership Team. You will lead the development and strategic direction of our Complaints and Customer Services functions ensuring high quality customer-focused services. Championing a culture of accountability, continuous improvement and customer centered service delivery, you will also shape how customers interact with our services.

You will bring a successful track record of managing customer experience services (including a customer contact centre) in social housing or a regulated environment. You will also have experience of transforming poor performing services and using data to identify, implement and measure service improvements. a strong track record of developing and delivering financial reporting information and analysis to a range of stakeholders.

This role presents a brilliant opportunity to further your career with a dynamic company that 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 have a relevant professional or degree level qualification, are driven by great customer service, 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.

You will be joining a Great Place to Work accredited organisation with IIP Gold. We will offer you training and supervision to help you achieve your full potential, with an excellent package including private medical insurance, pension scheme with 3 x salary life assurance, flexible hybrid working – 2 days per week office based, and 26 days annual leave rising one day per year to 31 days.

If you think you have the skills to do all this and more, we want to hear from you.

For further details about the role please visit our website [www.hexagon.org.uk/careers](http://www.hexagon.org.uk/careers)

**Closing Date for applications – Monday 25<sup>th</sup> May 2026**

**Stakeholder Panel (online) – Thursday 4<sup>th</sup> June 2026**

**Interviews will be held in person on Tuesday 9<sup>th</sup> June 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>Monday 25<sup>th</sup> May 2026</b>
Short listing:	<b>Wednesday 27<sup>th</sup> May 2026</b>
Stakeholder Panel:	<b>Online on Thursday 4<sup>th</sup> June 2026</b>
Interviews:	<b>Face to face interviews to be held at our offices in Sydenham SE26 on Tuesday 9<sup>th</sup> June 2026</b>  <b>The Interview Panel will comprise Chief Executive, Operations Director and Head of HR &amp; Facilities.</b>