



Hexagon

Operations Director

Recruitment Pack
December 2025



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Welcome to Hexagon

Dear Applicant,

I am very happy that you are considering this opportunity to join our Executive Team as our new Operations Director.

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 and have a development pipeline of just under 200 homes. We have a compliant regulatory grade of G2, V2, and C2 which means there are some areas for improvement.

We are Investors in People Gold and accredited as a 'Great Place to Work' with an average score of 68%. Staff consistently say they really like working here, as I do. We have flexible hybrid working requiring a minimum of two working days based in the office.

There is a big job in a small to medium sized organisation. Just over 70 staff members, that is 62% of the workforce, work in the Operations Directorate. You will be leading a wide spectrum of housing operations, with support from three heads of service managing housing services, property services, and property safety.

Key priorities in the years ahead include:

- Building a customer contact centre that resolves 60% (rising to 80%) of enquiries at the first point of contact
- Enhancing customer data and intelligence to improve customer experience
- Refining our repairs delivery model
- Delivering our remediation programme for buildings 11-18 metres
- Delivering our Warm Homes programme
- Reducing rent arrears

You will need resilience and drive, be able to work well with others and bring people with you. We want to attract someone who is committed to delivering great customer service and knows how to translate that energy into workable solutions that benefit our customers. You will be working at a senior level in a social housing setting with a good track record of continuous improvement.

I hope we have provided you with enough information to encourage your interest in this role. If you meet the profile, we would love to hear from you.

Yours sincerely,

Sheron Carter
Chief Executive



Your Application

Thank you very much for your interest in this Operations Director role at Hexagon Housing. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with an overview of the organisation and role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what Hexagon is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 9am, Monday 12th January 2026. Please ensure we receive your application in good time.

Do call me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Alice Morris

**Recruitment Consultant, Campbell Tickell
07931 432033**

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

Appreciate difference

Be **R**esponsible (and accountable)

Empower 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 38 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.

Throughout her career, Sheron has enjoyed helping organisations through challenging times and raising organisational confidence to achieve ambitious goals.



Kerry Heath – Development and Sales Director

Kerry is responsible for overseeing the successful delivery of Hexagon's varied development programme in terms of cost, quality, and time. Kerry has a degree in Quantity Surveying and as a graduate, worked for a cost consultancy/ surveying firm, on behalf of housing associations located in the North and East of London. This is where her interest in the development work of Housing Associations came about. After 2 years she went to work

for South London Family HA as a Development Officer, working on development schemes based in the southern counties. Kerry holds an MA in Housing Studies and is an RICS Chartered Surveyor as well as a Fellow Member of the Chartered Institute of Housing.



Ali-Jarar Shah – Finance & IT Director

Ali joined Hexagon on 2 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 Lead



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: Operations Director

Responsible to: Chief Executive

Responsible for: Head of Housing
Head of Property Services
Head of Property Safety
Customer Services Manager

Grade Director

JOB PURPOSE

1. To provide effective executive leadership of operational services, creating a high-performance culture which inspires service excellence
2. To champion and be a role model for Hexagon's, mission, values, and objectives.
3. Ensure compliance with regulatory and other statutory legislative standards across core functional areas of responsibility

PRINCIPAL ACCOUNTABILITIES

Leadership

1. Work collegiately with executive colleagues and the Board to shape and deliver Hexagon's corporate and operational plans.
2. Be the executive lead reporting to the Customer Services Committee
3. Prepare reports for the Directors Group, the Investment Committee, the Customers Services Committee and the Board as required
4. Advise the Board of any key strategic matters and policy developments in a timely, accurate, and clear manner
5. Work collaboratively to improve overall business performance, embedding value for money across the directorate, and ensuring all statutory and regulatory compliance requirements are understood and fulfilled
6. Support the development and integrity of a robust corporate risk and assurance framework, ensuring compliance with internal audit and other assessment processes.
7. Contribute to the process of agreeing the annual budget and to ensure that all budget targets are achieved for all areas of responsibility
8. Be a visible presence, embodying the Hexagon values and culture, demonstrating high standards of integrity and conduct.
9. Create strong external relationships that enhance Hexagon's reputation to

deliver service excellence.

10. Support Hexagon to achieve and/or maintain staff engagement and development accreditations such as IIP or customer quality standards.
11. Champion diversity, ensuring equality and diversity is embedded in all policies, procedures, and practices.

Operations

12. Provide executive leadership of tenancy management, neighbourhood services, leasehold management, lettings, supported housing, customer accounts, customer services, resident engagement, community investment, responsive repairs, stock investment, active asset management, and landlord health & safety
13. Enable staff to work within a 'One Hexagon' ethos framework that encourages high-quality service delivery that improves outcomes for customers.
14. Work closely with Hexagon's Development Director to ensure all new homes meet the needs of our prospective residents
15. Ensure that directorate policies, procedures and working practices are reviewed and updated regularly in line with best practice, and that staff are aware of and comply with them.
16. Be positive and active in responding to customer and stakeholder feedback, including learning from complaints.
17. Ensure that the voice of customers is heard in the development of plans and in the on-going scrutiny of service performance and outcomes.
18. Take prompt corrective action to ensure performance targets are delivered.

General

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

Notes

All tasks within this job description may be carried out on behalf of Hexagon Housing Association, its subsidiaries, and any associated organisations.

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.

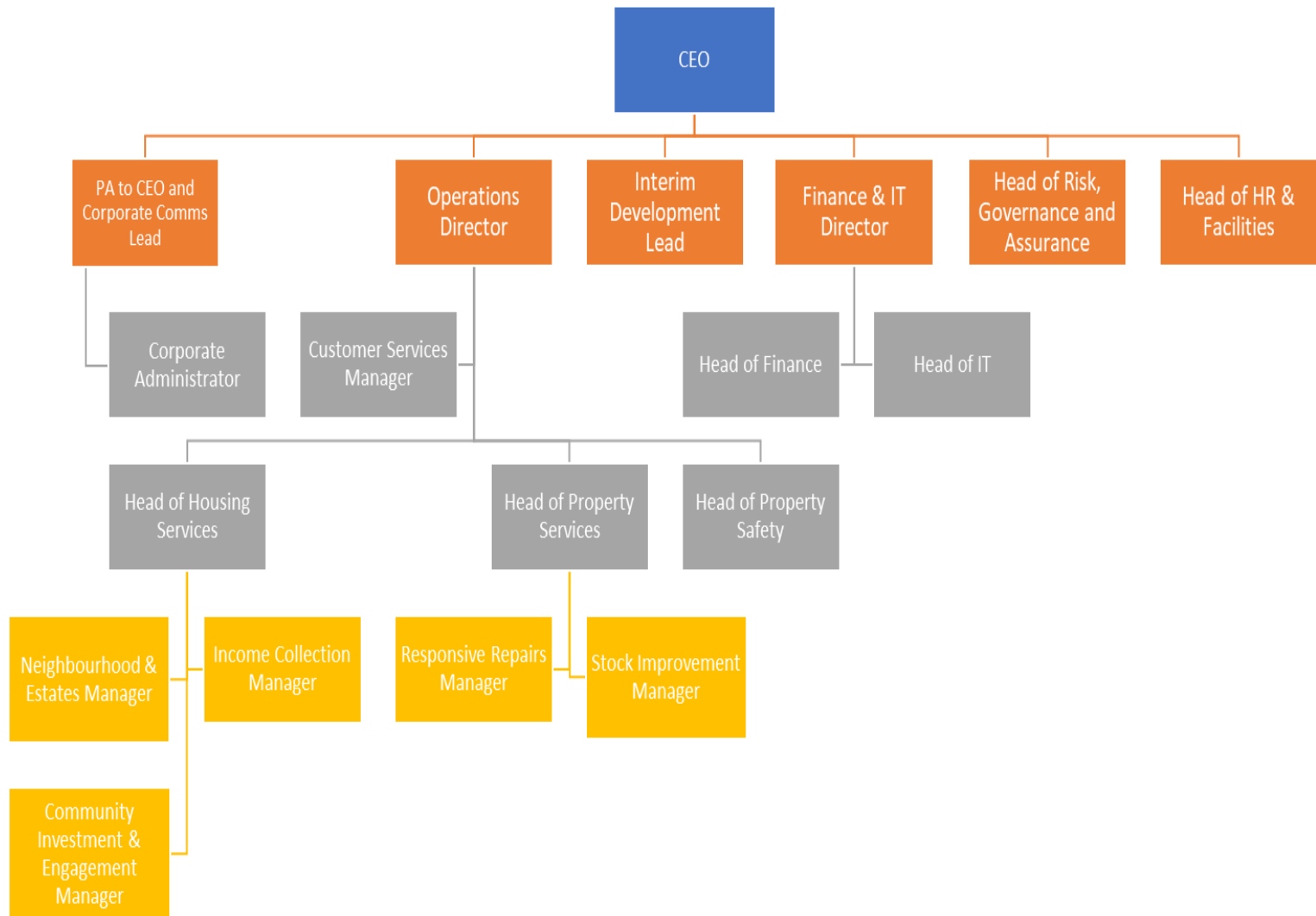
Person Specification

Skills Required	Level
Knowledge and Work Experience	<ul style="list-style-type: none">– Track record of successfully managing housing and/or property management services at a senior level.– Good understanding of housing and property legislation and regulations– Experience of managing large service budgets.– Risk management in a housing or property management context.– Experience of working as part of a senior management team.– Experience of working with boards and committees.
Qualifications	<ul style="list-style-type: none">– Relevant professional qualification in housing or property management– Evidence of continuing professional development
Skills and Abilities	<ul style="list-style-type: none">– Effective leader, able to get things done by inspiring and motivating the directorate– Able to communicate well with a range of audiences– Able to challenge, influence and persuade others whilst maintaining relationships– Able to establish credibility with the Board, committees, executive directors, and external partners– Highly literate with excellence professional writing and presentation skills– Able to analyse and interpret complex data and provide clear concise reports– Able to identify and manage risks and make sound judgements
Personal Attributes	<ul style="list-style-type: none">– Strategic thinker– Customer focused– Approachable and responsive– Acts with integrity, transparency and able to build high levels of trust.– Appreciates difference and treats all people with dignity and respect– Empowers others through collaboration and encouraging ideas– Responsible, resilient, and able to work under pressure.

Our Culture Web and CARE Behaviours

VALUES	Customers at the heart	Appreciating difference	Responsible & accountable	Empowering people
All staff	Be polite Keep your promises Communicate updates regularly Listen and show empathy Be solution focused with a 'can do' attitude Ask and act on feedback from customers	Seek to understand difference Treat people as individuals Be self-aware of own bias Be non-judgemental Be respectful	Don't blame, just explain Don't pass the buck Acknowledge and follow up emails/queries within agreed times Keep calendar presence up to date Respect others' time	Share skills and good practice Collaborate and work as a team Attend job/person centered training Be trusting and trustworthy Be constructive Ask for what you need to do your job
Managers	Embed the CATH principles Take ownership for customer experience Learn from customer feedback Listen and take action	Be aware of individual staff traits Respect different ways of working Be flexible in setting objectives Be fair and equitable to all team members	Listen to staff and explain when making changes Set intelligent SMART objectives Recognise achievements Be consistent Be results focused Put policies/procedures in place and make sure they are followed	Promote ongoing learning for team members Set clear priorities and expectations Be supportive and flexible Step in with support when resolution is needed
Directors	Consider the impact of decisions on customers Be seen to be listening Be close to the 'frontline' Be strategic, seeing the bigger picture Guide change	Be a champion and voice of diversity Be accessible and approachable Be fair in conflict resolution Set a positive performance management framework that recognises difference	Set realistic but stretching objectives Be visible and interact with staff/residents Be honest and transparent Be open to constructive feedback	Set clear direction and delegate Lead by example Get to know and value your people Provide recognition

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

Operations Director

2. Remuneration

Salary £110,589

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.

Operations Director

Hexagon

£110,589 | 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. As an organisation we are concerned with people, their homes, and communities. Today, we own and manage around 4,500 homes across South East London. We strive to continually improve the quality and range of our affordable homes and services for the benefit of the people and communities in the local areas we serve, extending opportunities and improving neighbourhoods.

We are excited to be recruiting for a new Operations Director, reporting into the Chief Executive. This is an exciting role for an accomplished operational leader who will be a part of a forward-thinking executive team working across a broad brief.

As a key member of our Executive Team, your key focus will be on improving and increasing customer satisfaction, and you will have the opportunity to lead on key projects that will directly contribute to this area. You will drive customer experience, partnerships and manage external contractors, whilst managing broader priorities.

We value a collaborative approach, and success in this role means bringing your leadership skills and innovative approaches to problem solving to inspire, motivate, and develop our talented housing and property teams, providing advice, support and guidance. Your track record of successful management of substantial property services and repairs and maintenance contracts will be key, as well as a good understanding of property legislation/regulations and sustainability in the built environment. You must also be able to evidence your experience in managing partnerships at all levels.

We are seeking a senior level housing professional with broad operational experience, across both housing management and property/asset management, gained within either a Local Authority or Housing Association setting. We understand it is likely you will have greater experience in one of these fields but will have worked at a strategic level that has provided strong insight to the benefit of these areas coming together.

We are interested in hearing from values-driven leaders who are committed to delivering exceptional services, strengthening communities, and ensuring our residents remain at the heart of everything we do.

If you want to feel proud of the contribution that you make each day, then we very much want to hear from you.

You can download a job pack at www.campbelltickell.com/jobs

Email Alice Morris at Campbell Tickell to book a call for further discussion.

alice.morris@campbelltickell.com | 07931 432033

Closes: Monday, 12th January 2026 at 9am

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.

**CAMPBELL
TICKELL**

Key dates and the selection process

Closing date:	Please submit your completed application by 9am, Monday 12th January 2026
Short listing:	The interview panel will agree the shortlist on Friday 16th January
Stakeholder Group Meetings:	Shortlisted applicant's will be invited to lead an online discussion with Stakeholders on Thursday 22nd January
Interviews & Assessments:	<p>Interviews will be held in person at Hexagon's offices in Sydenham on the morning of Wednesday 28th January and the afternoon of Thursday 29th January</p> <p>The Interview Panel will comprise Sharon Carter (Chief Executive), Sophie Tookey (Chair of Customer Services Committee) and Tracy Inniss (Head of HR & Facilities).</p>