



Appointment of a Southern Housing Board Member and Chair of the Treasury Committee

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Welcome to Southern Housing

Thank you for your interest in wanting to join the Board of Southern Housing.

We are amongst the top ten largest social housing landlords in the country with a long history of commitment to supporting the communities our residents call home and investing in our homes and services so people can thrive.

Southern Housing was formed just under three years ago from the merger of Optivo and Southern Housing Group. Since that time, we have worked hard on the integration of our two associations and have achieved a lot, including the awarding of a G1 governance rating by the regulator and significant extra investment in our existing homes. However, these are challenging times, and we need to do more. We will be finalising our new corporate strategy for 2026-29 later this year, for which the Board has already agreed three key goals:

- To be the Best large landlord for repairs by 2027
- To achieve C1 Consumer grading by 2028
- Recovery of our EBITDA-MRI cash interest cover by 2029.

Our Board treasury management lead and Chair of the Treasury Committee will be retiring next year so we're keen to recruit a new Board member who will provide strategic leadership at the Board and to the Committee, ensuring effective oversight of treasury management, debt and investment strategy, and financial risk.

Key attributes for the person we're looking for include:

- Significant experience as a corporate treasurer or senior finance leader with substantial treasury expertise.
- A strong understanding of debt capital markets, derivatives, and financial risk management.
- Experience of working in a large, regulated, or complex organisation; housing sector knowledge is helpful but not essential.
- An ability to provide constructive challenge and maintain a disciplined, process-driven approach.
- Capacity to set the tone of the Treasury Committee, fostering a collaborative culture and balancing robust scrutiny with support for the executive team.
- Good governance awareness: prior Board or Committee experience is advantageous but not essential where strong senior-level governance exposure exists.

This is a key appointment for us. We're looking for a Board member who, in addition to the technical skills above, shares our values and purpose, is collegiate and someone with the curiosity and nous to contribute across a range of subject matter and support the Board in leading an organisation of our size and ambitions.

If the above introduction to Southern Housing and the role is of interest to you, then we look forward to hearing from you.

Trudi Elliott

Designate Chair, Southern Housing Board





Our history and looking to the future

With roots stretching back to 1901, Southern Housing was formed from the merger of Southern Housing Group and Optivo in December 2022.

Today, Southern Housing owns and manages 80,000 homes – almost half of which are in London, with the remainder in the South East, the Isle of Wight and the Midlands.

At Southern Housing, we believe in listening to and engaging with the 167,000 people who live in our homes. Southern Housing has a well-established resident governance structure covering all regions, overseen by a Resident Strategy Group, and supported by our Resident Scrutiny Panel.

We're unique amongst large landlords in having four resident places on our main Board.

INVESTING IN EXISTING HOMES

At merger, the Board resolved to prioritise investment in existing homes. Since then, we've increased investment in repairs and maintenance by 31%. Whilst this has been necessary, it does mean less capacity for developing new homes. We're building-out our committed pipeline of 3,700 homes, but additional development is restricted until we recover 100% EBITDA-MRI cash interest cover in 2029/30.

By amalgamating our legacy businesses at the point of merger we were able to commence integration immediately – and great progress has been made – with integration now largely completed this summer. This has enabled our focus to shift from integration to the transformation of processes, systems and services.



OUR PROGRESS AND GOALS

Eighteen months from merger we had our first regulatory inspection as a new organisation. We were delighted to recover the highest G1 grading for governance and maintained our V2 rating for financial viability. Southern Housing was one of the first registered providers to be given a consumer grading. Our C2 grading was a fair reflection of progress in summer 2024. However, we're ambitious to achieve the highest C1 grading by our next regulatory inspection in 2028.

Given our constrained financial capacity and our focus on what matters most to residents, the Board have set three ambitious goals for the next three years:

- Firstly, we aim to be the best large landlord for repairs and maintenance by 2027. Our regulatory inspection confirmed what we already knew – that we need to improve our repairs service. Repairs and maintenance are the biggest drivers of resident satisfaction, the biggest source of complaints, the biggest area of failure demand and our biggest budget. We're therefore focusing our transformation resources on improving repairs and maintenance.
- Secondly, we're ambitious to achieve a C1 consumer grading by our next regulatory inspection. We know improving repairs and maintenance is one of the main drivers of the C rating. It will also improve complaint handling – which is the other major service area that needs to be improved. We're regarded as a leader for resident governance and engagement and we're confident by listening to and co-creating with residents, we will improve our Tenant Satisfaction Measures and be worthy of a C1 grading by 2028.
- Our third goal is to improve our financial strength. We'll drive more than £33 million of efficiencies out of our cost base by 2029. We'll do this by streamlining our business, focusing on the things that matter most to residents, and transforming our systems and processes to remove waste and improve resident satisfaction. Our goal is to achieve 100% EBITDA-MRI cash interest cover by 2029/30.



THE FUTURE

This is a challenging but exciting time for Southern Housing. With our three goals clearly established, we're consulting with colleagues and residents on how to achieve the outcomes we want. This will shape our strategic plan 2026-30.

If we maintain a relentless focus on our goals, continue to co-create with residents and colleagues, and ensure our transformation work is laser focused on the things that matter most, we will build the foundations for a new era of growth and opportunity from 2029 onwards.

Our HEART values



OUR HEART VALUES

You'll demonstrate our HEART values in your behaviours:

♥ Honest

Be authentic, open and transparent in your actions and words.

♥ Efficient

Believe that by working together we accomplish more, and work hard every day to improve services, efficiency, and value for money.

♥ Accountable

Take responsibility for delivering excellence and own your own actions.

♥ Respectful

Embrace difference and put our residents, colleagues and our partners at the heart of all you do.

♥ Trustworthy

Do what you say you will and be relied upon to keep your promises.

About us

OUR VISION

Our vision is to create communities where everyone has a safe home in a place where they're proud to live.

OUR MISSION

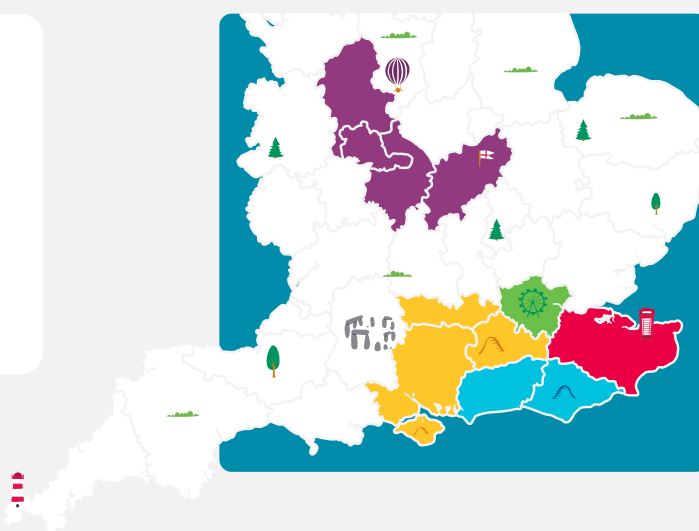
Residents are at the heart of our services, and we use our size to influence positive change in the areas where we operate.

We own and manage **80,427 homes** with over **167,000 residents**

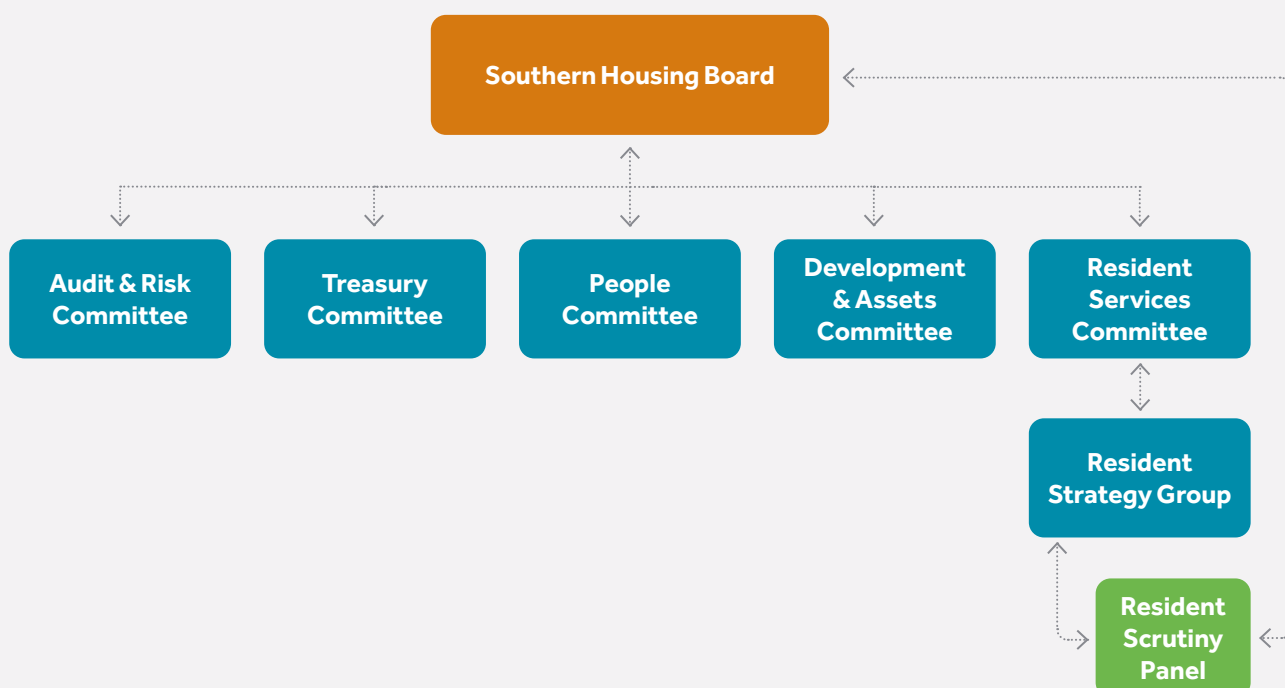
WHERE WE OPERATE

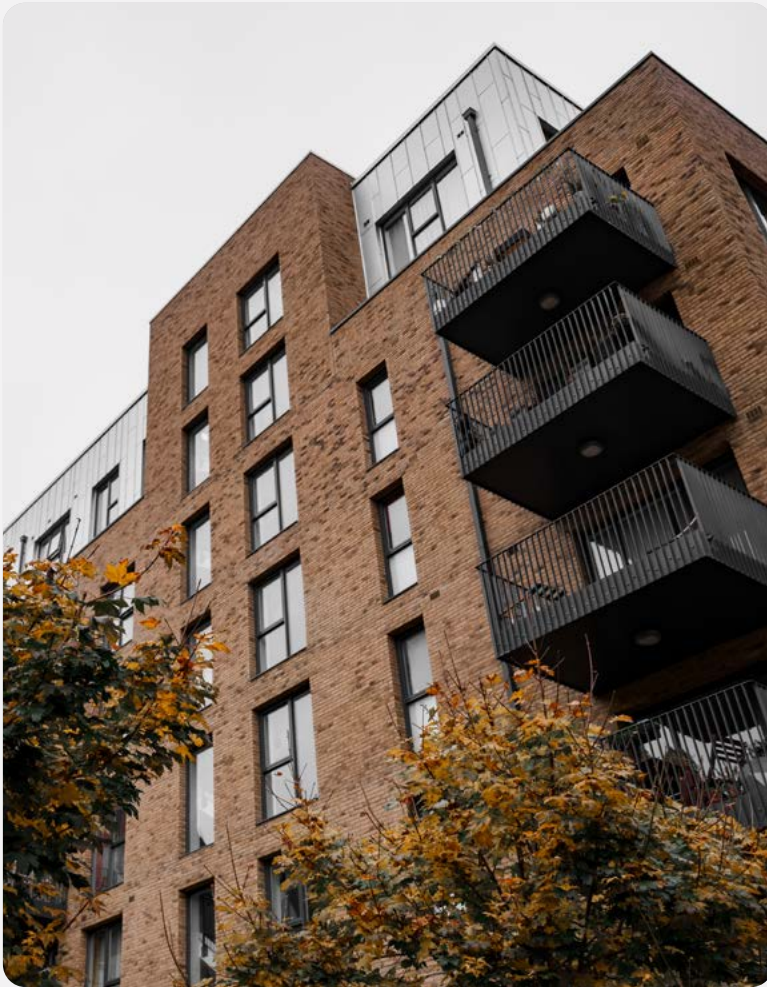
With homes across the country, most of our residents and communities live in:

- London
- Kent
- Surrey
- Sussex
- Hampshire
- West Midlands
- Isle of Wight.



OUR GOVERNANCE STRUCTURE





HOMES IN MANAGEMENT AND/OR OWNED



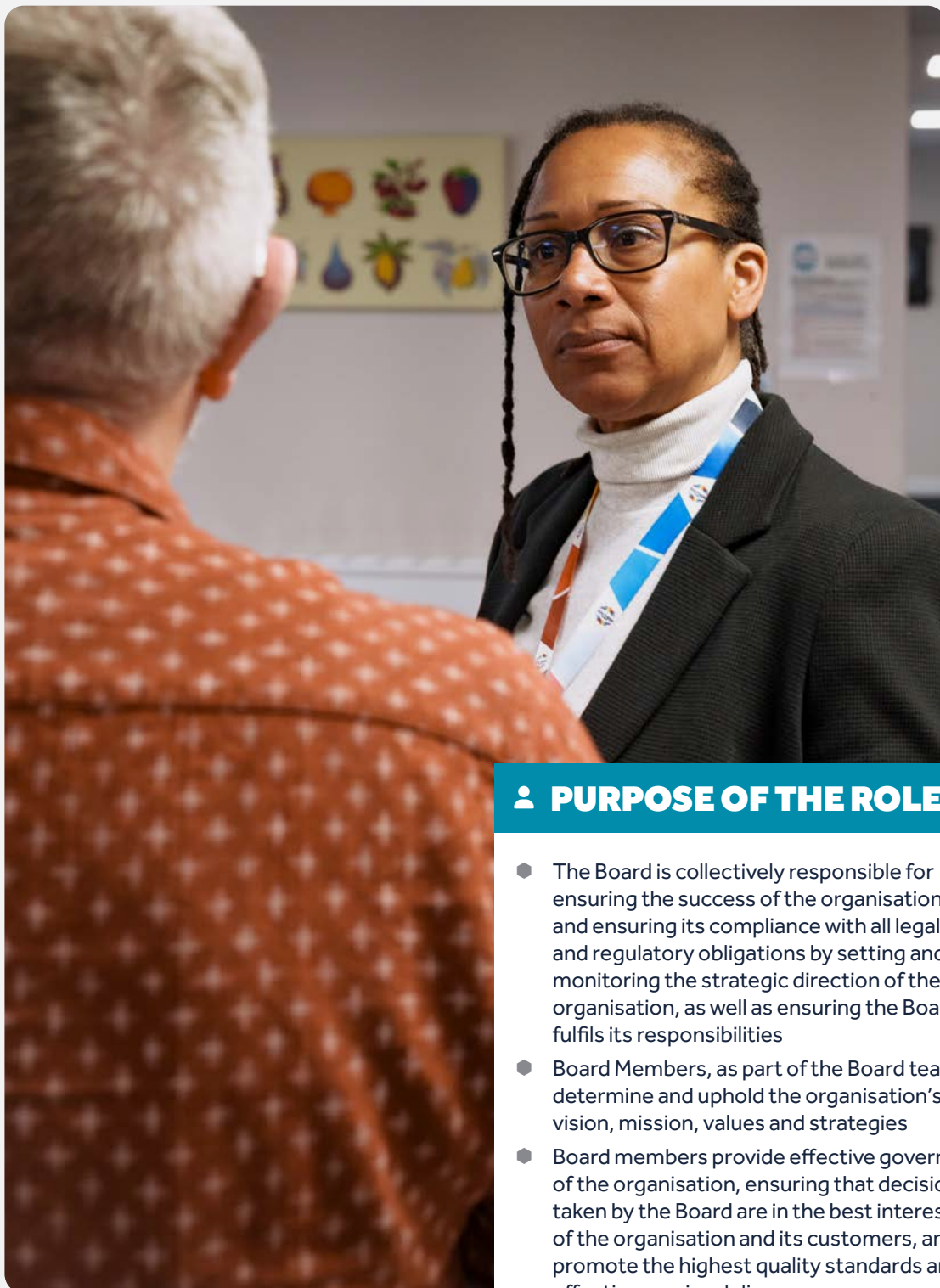
General Needs	65%
Shared Ownership	12%
Supported, Care & HOPs	9%
Leasehold	8%
Other	6%

GENERATION BREAKDOWN OF OUR RESIDENTS

Generation	Renting	Homeowning
Gen Z (up to 24 years)	2%	1%
Millennials (25-44 years)	27%	47%
Gen X (45-64 years)	43%	38%
Baby Boomers (65-74 years)	16%	8%
Silent Generation (75 years+)	12%	6%

USEFUL WEB LINKS

[Our Board](#)
[Our Executive Team](#)
[Our current Strategic Plan 2023-26](#)
[Our Annual Report](#)
[Our Resident Involvement Strategy](#)



PURPOSE OF THE ROLE

- The Board is collectively responsible for ensuring the success of the organisation and ensuring its compliance with all legal and regulatory obligations by setting and monitoring the strategic direction of the organisation, as well as ensuring the Board fulfils its responsibilities
- Board Members, as part of the Board team, determine and uphold the organisation's vision, mission, values and strategies
- Board members provide effective governance of the organisation, ensuring that decisions taken by the Board are in the best interests of the organisation and its customers, and promote the highest quality standards and effective service delivery
- Each Board member will also be a Committee member and/or Committee Chair, commensurate with your skills/experience.

KEY RESPONSIBILITIES

STRATEGIC LEADERSHIP

- Provides focused strategic leadership and direction to the work of the organisation, setting the vision, mission, values and standards for the organisation
- Promotes good governance and ensures that the organisation's affairs are conducted in accordance with generally accepted performance and propriety and that its obligations to its stakeholders and others, including its regulators, are fully understood and delivered
- Provides leadership on equality and diversity matters ensuring this is reflected in all that the organisation does.

CONDUCT OF BOARD BUSINESS

- Ensures that decisions taken by the Board are in the best interests of the organisation and its customers and promote the highest quality standards and effective service integration
- Works in accordance with the organisation's chosen Code of Conduct and Code of Governance
- Participates in reviews of Board performance, both individual and collective, attending training when required; participating in opportunities for learning and development and keeping up to date with sector matters
- Diligently prepares for and attends Board meetings, making an active contribution to discussions and decision making
- In the event of unavoidable absence from a meeting, provide comments and questions in advance on the relevant papers to the meeting Chair.

RISK AND PERFORMANCE

- Ensures that legal and social responsibilities are met, and that the organisation's affairs are conducted to accepted standards of performance and propriety.
- Ensures that social housing assets are not put at risk
- Determines the organisation's approach to risk, establishing its risk appetite and tolerances
- Approves an appropriate, robust and prudent business planning, risk and control framework and reviews its effectiveness at least once a year
- Establishes ambitious but financially prudent strategic policies and plans to achieve organisational objectives and approves each year's budget and accounts prior to publication
- Monitors the organisation's performance in relation to plans, budgets, controls and decisions, and ensures that the organisation is well run and viable
- Leads on value for money, understands the costs of the business and sets targets relating to securing value for money
- Agrees policies and make decisions on all matters that might create significant financial or other risk to the organisation.

WORKING WITH THE EXECUTIVE

- Board members are accountable to the Chair of the Board. They are expected to maintain good relationships with other members of the Board, the Executive and other key members of colleagues and with external stakeholders, particularly residents, regulators, and any other related statutory agencies.

🔑 KEY RESPONSIBILITIES



PROMOTING THE ORGANISATION

- Be an ambassador for the organisation; help build its brand and public image, ensuring an effective regional and national profile in consultation with the Chief Executive
- Represent the organisation with key stakeholders, such as regulators and decision-makers
- Attend ad-hoc meetings as required (for example, residents' meetings) and travelling as required to promote the values and purpose of the organisation.

Person Specification



EXPERIENCE AND KNOWLEDGE

- Governance, organisational leadership and management experience
- Experience at a senior level, with a relevant professional or business skill in one or more of: financial strategy, management and reporting, raising capital finance and oversight of debt portfolio, treasury management, business assurance and risk management, property development, property asset management, housing management including care and support, community, customer and stakeholder relationships, managing people and organisational change, communication, PR and marketing
- Experience of operating effectively at high levels within an organisation, and a proven ability in influencing decision making

SKILLS AND ABILITIES

- Ability and vision to lead and represent the organisation, giving a clear sense of strategic direction
- Presents views with knowledge and understanding of the wider strategic context
- Skilled in listening to others contributions, challenging in a constructive way and building consensus through persuasive discussion
- Able to make balanced and informed decisions, analysing performance, financial and other information
- Ability to ensure the commitment to equality, diversity and inclusion runs through all that the Board do
- Assesses risk and promotes risk awareness without being risk averse
- Excellent communication skills. Able to read, understand and analyse both written and numerical reports presented to the Board for decision and information and to draw out points for discussion
- IT literate and able to review and analyse large and complex data
- Able to be an organisational ambassador, operate effectively at all levels and committed to developing positive external relationships that generate confidence and respect.



PERSONAL QUALITIES

- Shared vision and values of the organisation
- A strong leader with a high degree of probity and integrity
- A commitment to the interests of current and future residents and the enthusiasm to implement change and improve services
- A decisive and effective decision maker who leads by example with an open, engaging and enthusing style
- A personal and professional credibility that will command confidence at all levels.
- Works well in a team, with a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners
- Committed to accountability, openness, transparency and equality of opportunity
- Has the necessary time commitment for the role.

Terms



TIME COMMITMENT

The equivalent of approximately 3–4 days per month.

The tenure is for six years (including past service where relevant) and subject to satisfactory annual evaluation. There is an option to extend for up to nine years in total if needed. The first year is a probationary year.



LOCATION

Board meetings are currently held in person at our London Farringdon office. There is an offsite annual Board strategy day which moves across different regions each year. Treasury Committee meetings are a combination of in person and online meetings.



REMUNERATION

£19,814 per annum.



BOARD AND COMMITTEE DATES

There are six Board meetings a year, held 1–5pm. Dates for the remainder of 2025 are:

- 7 October
Board strategy away day
- 10 December

Board meeting dates for 2026 are:

- 27 January
- 24 March
- 20 May
- 28 July
- 29 September
- 14 October
Board strategy away day
- 9 December

The Treasury Committee usually meets quarterly. The meeting date for 2025 and tentative meeting dates for 2026 are:

- 5 November
- 10 February
- 5 May
- 1 July
- 3 November

How to apply

TO APPLY, PLEASE:

- Provide an **up to date CV** of no more than three pages which shows your full career history with any breaks explained. Please also include details of all roles that are currently held.
- Submit a **Supporting Statement** of no more than two pages detailing how you meet the key criteria for this post, highlighting your most relevant knowledge, skills and experiences.
- Please provide your **up to date contact details** and let us know of any dates when you are not available or may have difficulty with the indicative schedule.
- You should also provide the names, positions, organisations, and contact details for **two referees**, one of whom should be your current or most recent position. We would not approach these referees before the shortlist stage, and only with your permission. If you do not wish us to approach your referees at any stage, please state this clearly.



SUBMIT YOUR APPLICATION AND INDICATIVE SCHEDULE



CLOSING DATE FOR APPLICATIONS

26 October



PRELIMINARY INTERVIEWS WITH NEEMARSEARCH

w/c 27 October



INTERVIEWS

w/c 10 November

Applications should be submitted by email to Hannah Smith (see contact details below) by 26 October.

Should you require a confidential discussion about this opportunity, please contact **Hannah Smith**, our advising consultant at NeemarSearch, by email at hannahsmith@neemarsearch.com or by telephone on **07399 101 755**.



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