



**Appointment of a Southern  
Housing Board Member  
and Chair of Development  
Committee, and Independent  
Member of the Development  
Committee**

**NeemarSearch.**





# Contents

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- 01 **Welcome to Southern Housing**
- 02 **Our history and looking to the future**
- 03 **Our HEART values**
- 04 **About us**
- 05 **Role profile and person specification**
- 06 **Terms**
- 07 **How to apply**

# Welcome to Southern Housing

**Thank you for your interest in wanting to join Southern Housing in one of the following roles:**

- **Board Member and Chair of the Development Committee**
- **Independent Member of the Development Committee**

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 new and existing homes and services so people can thrive.

Southern Housing was formed just over 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 G1, C2 and V2 governance ratings by the Regulator of Social Housing and significant extra investment in our existing homes.

However, these are challenging times, and we need to do more. We are introducing our new corporate strategy for 2026-30, for which the Board has agreed three key goals:

- To deliver a repairs service that is highly rated by our residents and efficiently delivered by us, by 2027
- To provide smooth, professional and responsive services to our residents, by 2028
- To be an efficient and high performing resilient organisation that builds capacity for investment in building new social homes, by 2029.

We're keen to recruit to these roles to bring specialist expertise and insight in development, regeneration and construction both on the Board and on our Development Committee.

Key qualities for the people we're looking for are listed on the following page.



ROLE	<b>Board Member and Chair of Development Committee</b>	<b>Independent Member of the Development Committee</b>
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>● Senior leadership background in construction</li> <li>● Experience overseeing major development, regeneration or capital delivery programmes</li> <li>● Strong commercial and procurement experience</li> <li>● Understanding of the operating context for housing associations and long-term development investment.</li> </ul>	<ul style="list-style-type: none"> <li>● Senior experience in either construction delivery or regeneration programmes</li> <li>● Experience reviewing development appraisals, procurement strategies and contracting structures</li> <li>● Exposure to large capital programmes and complex project environments.</li> </ul>
<b>SKILLS</b>	<ul style="list-style-type: none"> <li>● Ability to Chair the Development Committee and operate effectively at Board level</li> <li>● Capability to support and challenge the Executive Team</li> <li>● Strong commercial judgement and strategic thinking</li> <li>● Ability to oversee development strategy, programme risk and delivery performance.</li> </ul>	<ul style="list-style-type: none"> <li>● Ability to scrutinise construction delivery, programme risk, cost and contractual structures</li> <li>● Commercial understanding of development agreements and procurement routes</li> <li>● Ability to assess development viability and delivery strategy.</li> </ul>
<b>ATTRIBUTES</b>	<ul style="list-style-type: none"> <li>● Mature judgement and high emotional intelligence</li> <li>● Supportive leadership style that enables effective discussion and challenge</li> <li>● Ability to maintain strategic oversight rather than operational involvement</li> <li>● Confidence to contribute independent perspectives within Board discussions.</li> </ul>	<ul style="list-style-type: none"> <li>● Practical, delivery-focused perspective with real project experience</li> <li>● Comfortable providing commercial challenge within Committee discussions</li> <li>● Collaborative approach when working with Executive development teams.</li> </ul>
<b>BOARD EXPERIENCE</b>	<ul style="list-style-type: none"> <li>● Highly desired. Candidates should ideally have prior non-executive or Board experience, with the personal capability and credibility to Chair a Committee.</li> </ul>	<ul style="list-style-type: none"> <li>● Not essential. Strong technical and commercial expertise in construction or regeneration is the priority.</li> </ul>

These are key appointments for us. We're looking for individuals who share our values and purpose and are collegiate in their leadership style.

If the above introduction to Southern Housing and the respective roles are of interest to you, then we look forward to hearing from you.

**Trudi Elliott**  
Chair of the 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 over 80,000 homes – almost half of which are in London, with the remainder in the South East, the Isle of Wight and the Midlands.

As we celebrate 125 years, we continue the legacy of our founders. Our charitable purpose remains to provide homes for those in housing need, now and long into the future.

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 Experience Committee, 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. 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.

Integration has now completed. This has enabled our focus to shift to the transformation of processes, systems and services.



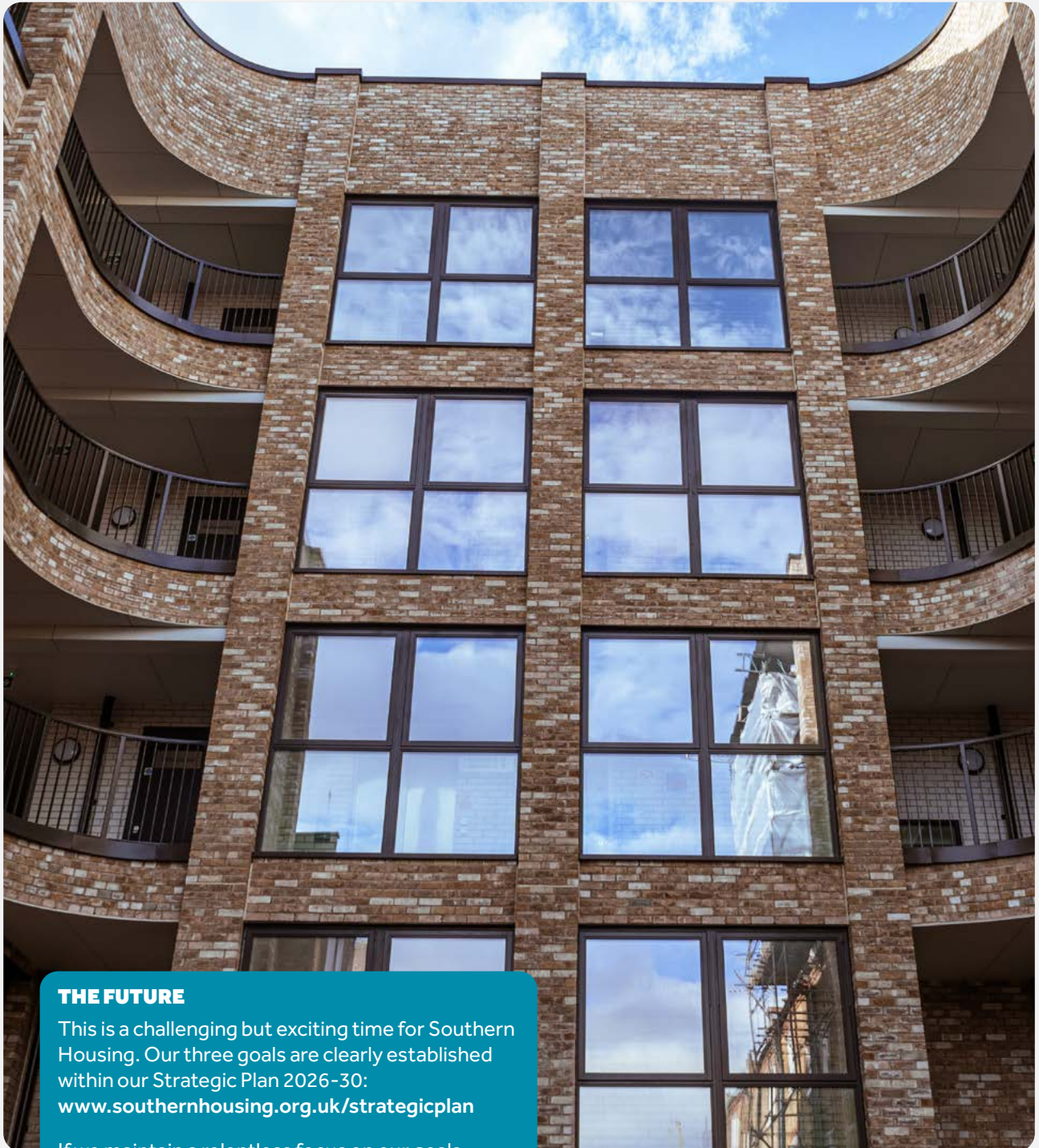
## OUR PROGRESS AND GOALS

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 deliver a repairs service that is highly rated by our residents and efficiently delivered by Southern Housing and our contractors 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 £30 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. Our three goals are clearly established within our Strategic Plan 2026-30:

[www.southernhousing.org.uk/strategicplan](http://www.southernhousing.org.uk/strategicplan)

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

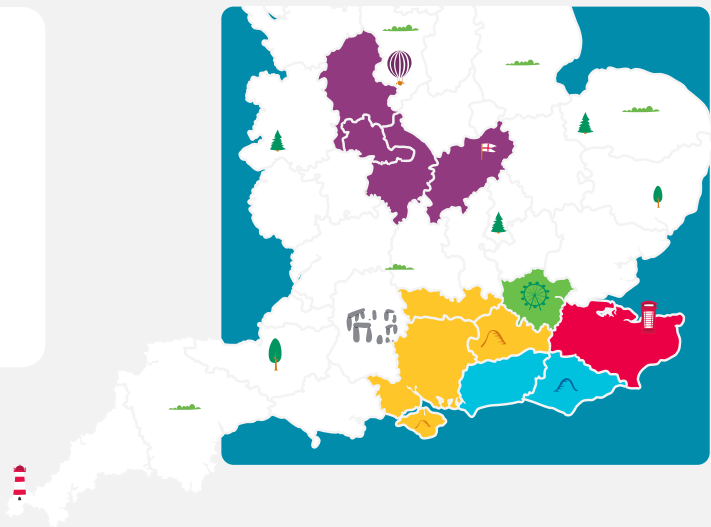
Residents are at the heart of our services, and we use our size to influence positive change in the areas where we operate.

## WHERE WE OPERATE

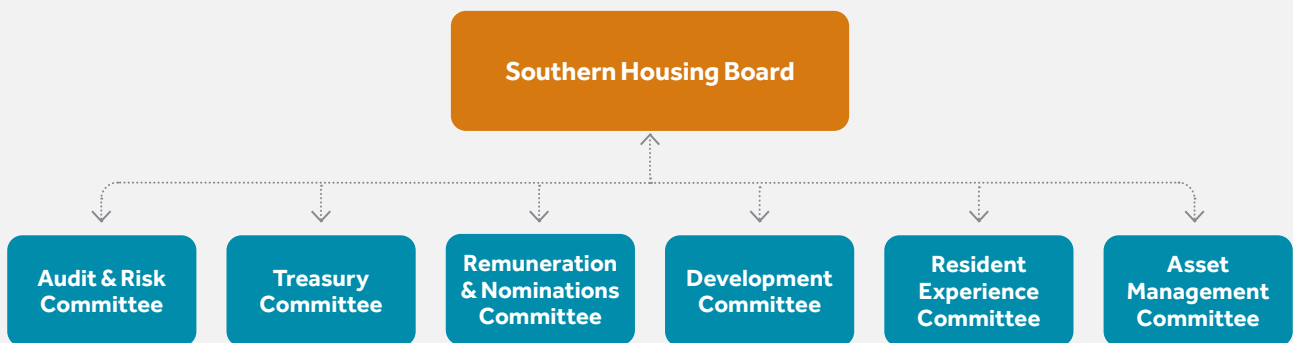
With homes across the country, most of our residents and communities live in:

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

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



## 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](#)

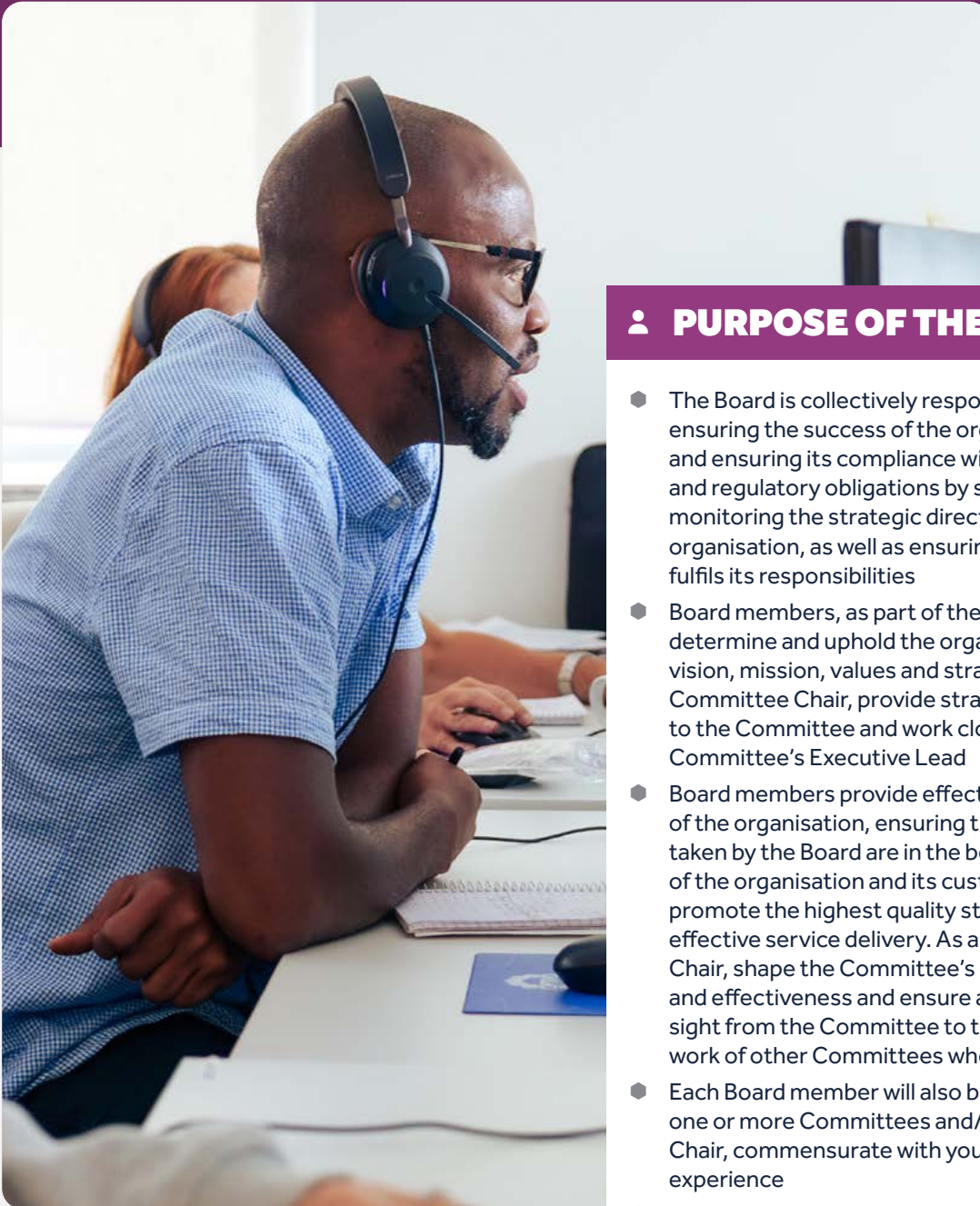
[Our current Strategic Plan 2026-30](#)

[Our Annual Report](#)

[Our Resident Involvement Strategy](#)

# Role Specification

## Board Member and Chair of Development Committee



### 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. As a Committee Chair, provide strategic leadership to the Committee and work closely with the Committee's Executive Lead
- ◆ 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. As a Committee Chair, shape the Committee's development and effectiveness and ensure a suitable line of sight from the Committee to the Board and work of other Committees where needed
- ◆ Each Board member will also be a member of one or more Committees and/or Committee Chair, commensurate with your skills/ experience
- ◆ Board members may be asked to attend and observe regional resident panel meetings as 'Board Links' to help the Board stay connected with the resident voice.

## 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/COMMITTEE BUSINESS

- Ensures that decisions taken by the Board/Committee are in the best interests of the organisation and its customers and promote the highest quality standards and effective service integration. Chair meetings effectively and ensure members have an opportunity to express their views
- Works in accordance with the organisation's chosen Code of Conduct and Code of Governance
- Participates in reviews of Board/Committee 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/Committee meetings, making an active contribution to discussions and decision making. Ensure the Committee receives professional advice when needed from senior colleagues or external sources
- In the event of unavoidable absence from a meeting, provides comments and questions in advance on the relevant papers to the meeting Chair and Company Secretary.

### RISK AND PERFORMANCE

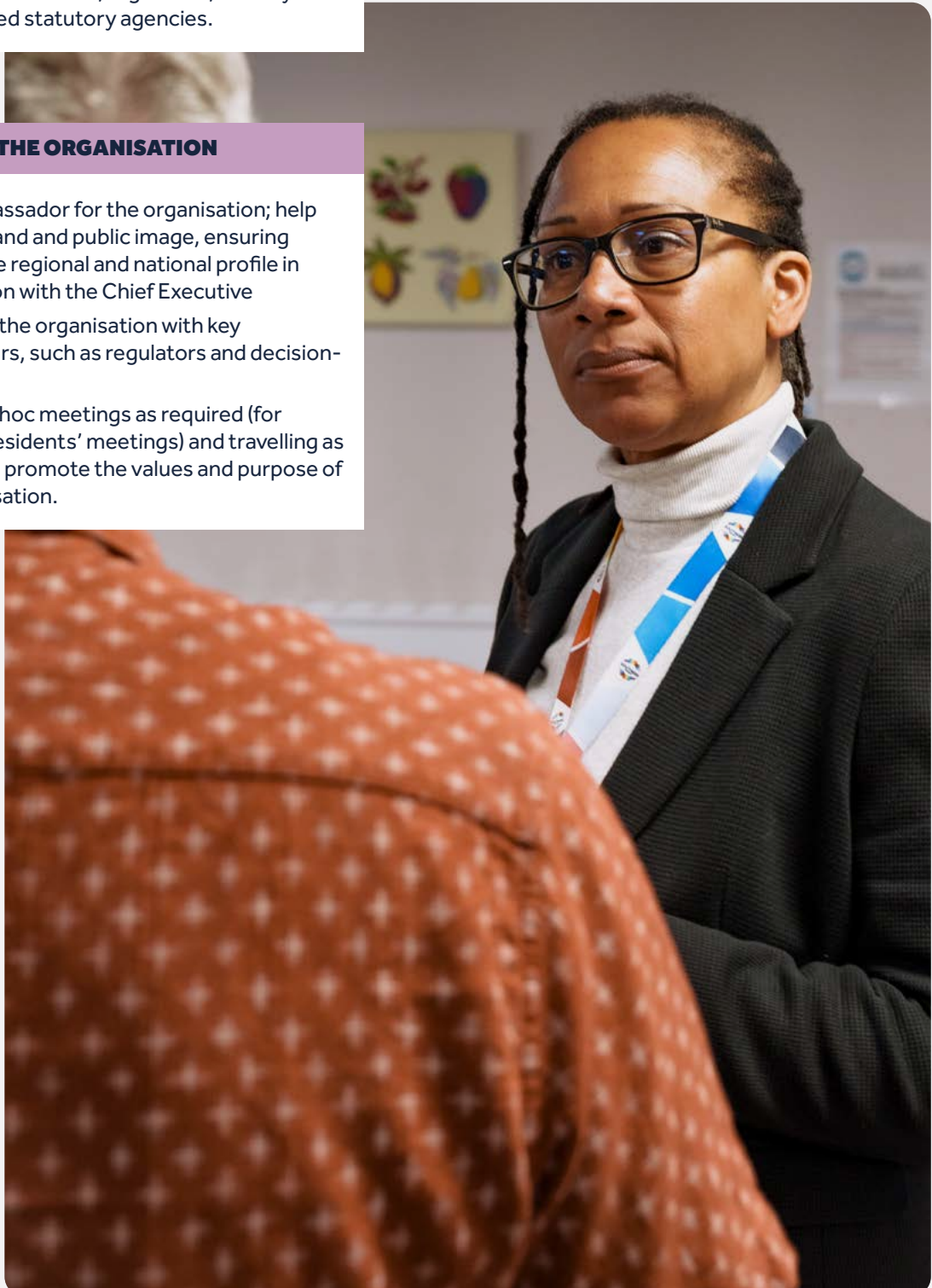
- Ensures that legal and social responsibilities are met, and that the organisation's affairs are conducted to accepted standards of performance and propriety
- Ensures that social housing assets are not put at risk
- Determines the organisation's approach to risk, establishing its risk appetite and 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
- Considers the skills and experience of Committee members and takes an active role in recruitment and succession planning
- Ensures regular individual and collective appraisal of the Committee and members
- Focuses on the development of the Committee, carrying forward the outcomes from appraisal and other performance mechanisms.

### 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.

### 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

## Board Member and Chair of Development Committee



### 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: property development, construction, regeneration and commercial management
- Experience of operating effectively at high levels within an organisation, and a proven ability in influencing decision making
- Experience of chairing Boards or Committees and working effectively with a wide range of stakeholders, including customers and communities
- Empathy with the purpose of the social housing and/or direct experience of working in the sector with knowledge of the regulatory environment in which the organisation operates and the expectations of the Regulator.



### 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/Committee 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.

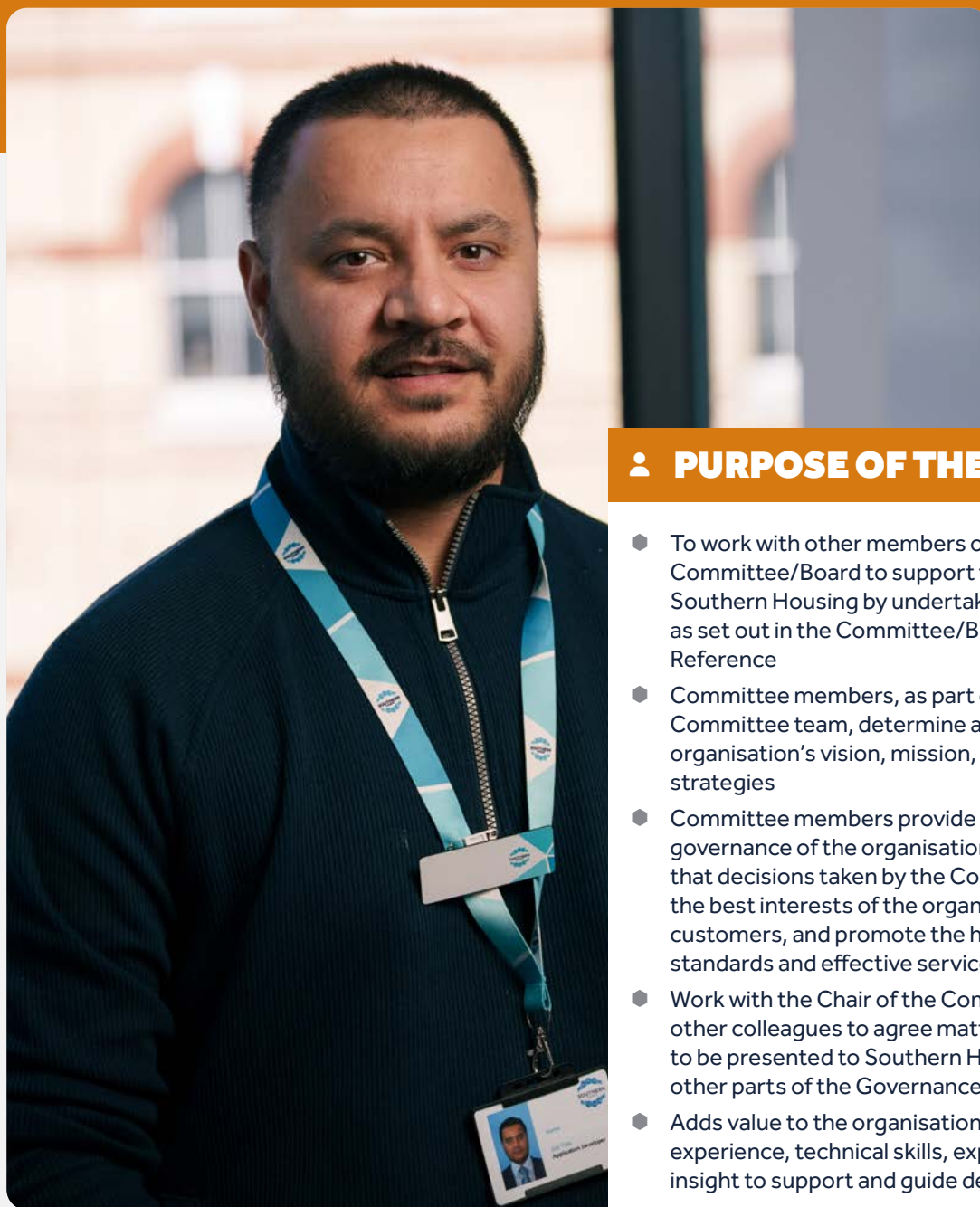


## PERSONAL QUALITIES

- 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 collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners
- 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.

# Role Specification

## Independent Member of the Development Committee

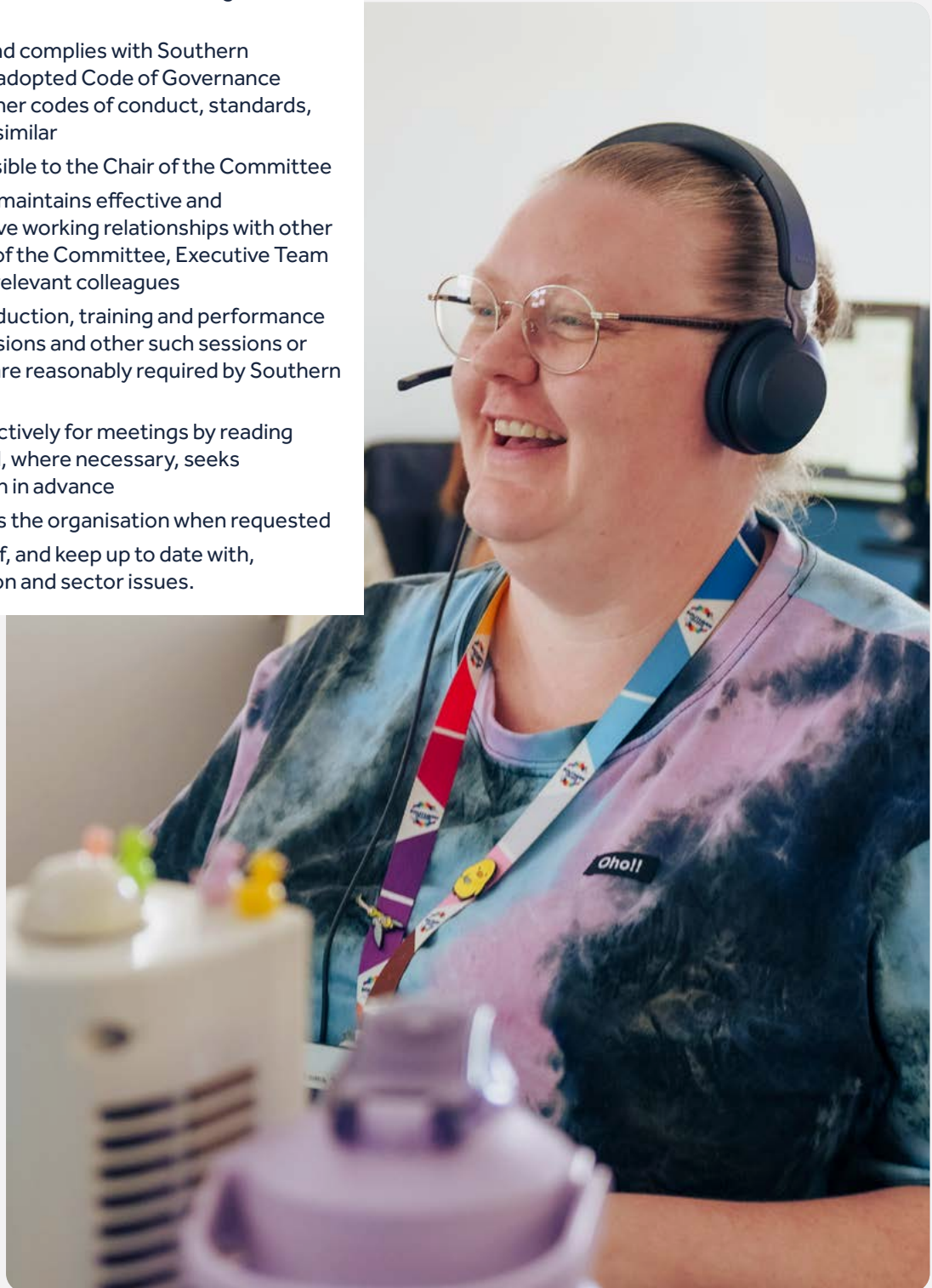


### PURPOSE OF THE ROLE

- To work with other members of the Committee/Board to support the Board of Southern Housing by undertaking the duties as set out in the Committee/Board's Terms of Reference
- Committee members, as part of the Committee team, determine and uphold the organisation's vision, mission, values and strategies
- Committee members provide effective governance of the organisation, ensuring that decisions taken by the Committee are in the best interests of the organisation and its customers, and promote the highest quality standards and effective service delivery
- Work with the Chair of the Committee and other colleagues to agree matters that need to be presented to Southern Housing Board or other parts of the Governance structure
- Adds value to the organisation by contributing experience, technical skills, expertise and insight to support and guide decision-making
- Scrutinises the performance of the organisation (relevant to the Committee) in meeting agreed goals and objectives and monitor the reporting of performance.

## 🔑 KEY RESPONSIBILITIES

- Acts in the best interests of the organisation always
- Upholds and complies with Southern Housing's adopted Code of Governance and any other codes of conduct, standards, probity or similar
- Be responsible to the Chair of the Committee
- Builds and maintains effective and constructive working relationships with other members of the Committee, Executive Team and other relevant colleagues
- Attends induction, training and performance review sessions and other such sessions or events as are reasonably required by Southern Housing
- Prepares actively for meetings by reading papers and, where necessary, seeks clarification in advance
- Represents the organisation when requested
- Be aware of, and keep up to date with, organisation and sector issues.



# Person Specification

## Independent Member of the Development Committee



### 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: construction delivery, capital programme risk, cost and contractual management and routes to commercial procurement
- Experience of operating effectively at high levels within an organisation, and a proven ability in influencing decision making
- Empathy with the purpose of the social housing and/or direct experience of working in the sector with knowledge of the regulatory environment in which the organisation operates and the expectations of the Regulator.



### SKILLS AND ABILITIES





- Presents views with knowledge and understanding of the wider strategic context
- Skilled in listening to other contributions, challenging in a constructive way and building consensus through persuasive discussion
- Able to make balanced and informed decisions, analysing performance, financial or other information
- Ability to ensure the commitment to equality, diversity and inclusion runs through all that the Committee does
- 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 Committee 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 collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners
- 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

 <p><b>ROLE</b></p>	<p><b>Board Member and Chair of Development Committee</b></p>	<p><b>Independent Member of the Development Committee</b></p>
 <p><b>TIME COMMITMENT</b></p>	<p>The equivalent of approximately 3-5 days per month.</p>	<p>The equivalent of approximately 1-2 days per month.</p>
 <p><b>TENURE</b></p>	<p>Six years (including past service where relevant) and subject to satisfactory annual evaluation. The first year is a probationary year.</p>	
 <p><b>LOCATION</b></p>	<p>Meetings are generally in-person at our London Farringdon office.</p>	<p>Meetings are a combination of in-person meetings at our London Farringdon office, and online meetings.</p>
 <p><b>REMUNERATION</b></p>	<p>£20,408 per annum</p>	<p>£5,515 per annum</p>
 <p><b>UPCOMING DATES</b></p>	<p><b>Board dates</b></p> <p>The Board usually meets six times per year and has two strategy away days. Dates for the remainder of 2026 are:</p> <ul style="list-style-type: none"> <li>● 22 April (away day)</li> <li>● 20 May</li> <li>● 29 July</li> <li>● 30 September</li> <li>● 10 November (away day)</li> <li>● 9 December.</li> </ul>	<p><b>Development Committee dates</b></p> <ul style="list-style-type: none"> <li>● The Committee usually meets three times per year and also holds occasional ad hoc meetings as required. Dates for the remainder of 2026 are:             <ul style="list-style-type: none"> <li>● 22 July</li> <li>● 2 December.</li> </ul> </li> </ul>

# 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

4 May 2026



### PRELIMINARY INTERVIEWS WITH NEEMARSEARCH

w/c 18 May 2026



### INTERVIEWS

w/c 8 June 2026

Applications should be submitted by email to Hannah Smith (see contact details below) by 4 May 2026.

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



**Neemar**Search.