



Appointment of a Southern Housing Independent Member of the Treasury Committee

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Welcome to Southern Housing

Thank you for your interest in wanting to join Southern Housing's Treasury 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 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.

We're keen to recruit a new independent member of our Treasury Committee to complement the Committee Chair and other members of the Committee by bringing specialist expertise and market insight.

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

- Technical depth in one or more of the following areas:
 - Debt capital markets (e.g. banking, advisory or corporate treasury)
 - Interest rate risk management and derivatives
 - Financial planning or risk management in related industries such as utilities, transport or infrastructure
- Ability to bring fresh perspectives and insights that add value beyond the existing in-house treasury expertise
- Engagement and reliability, with a commitment to thorough preparation and active contribution at meetings
- Independence of thought, providing challenge and guidance in a way that supports and motivates the executive treasury team
- No prior committee experience is required; this role is well suited to individuals currently working in markets who wish to broaden their exposure and contribute their expertise in a non-executive capacity.

This is a key appointment for us. We're looking for a Committee member who shares our values and purpose and is collegiate in their leadership style.

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

Michelle Dovey

Board member and Chair of the Treasury Committee





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

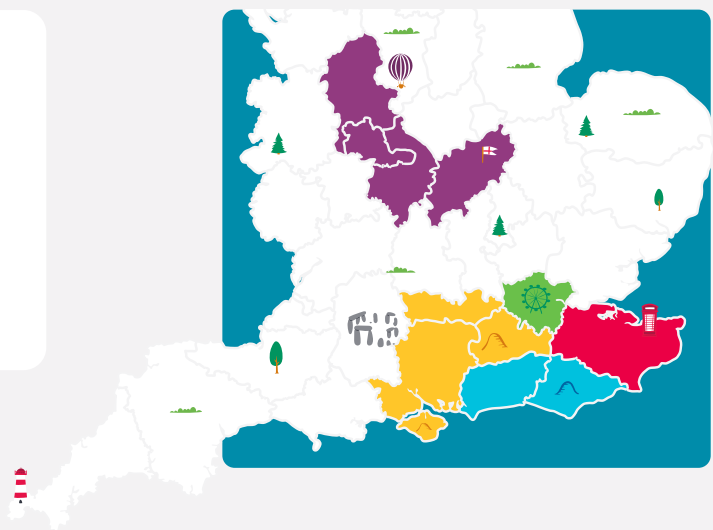
Residents are at the heart of our services, and we use our size to influence positive change in the areas where we operate.

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

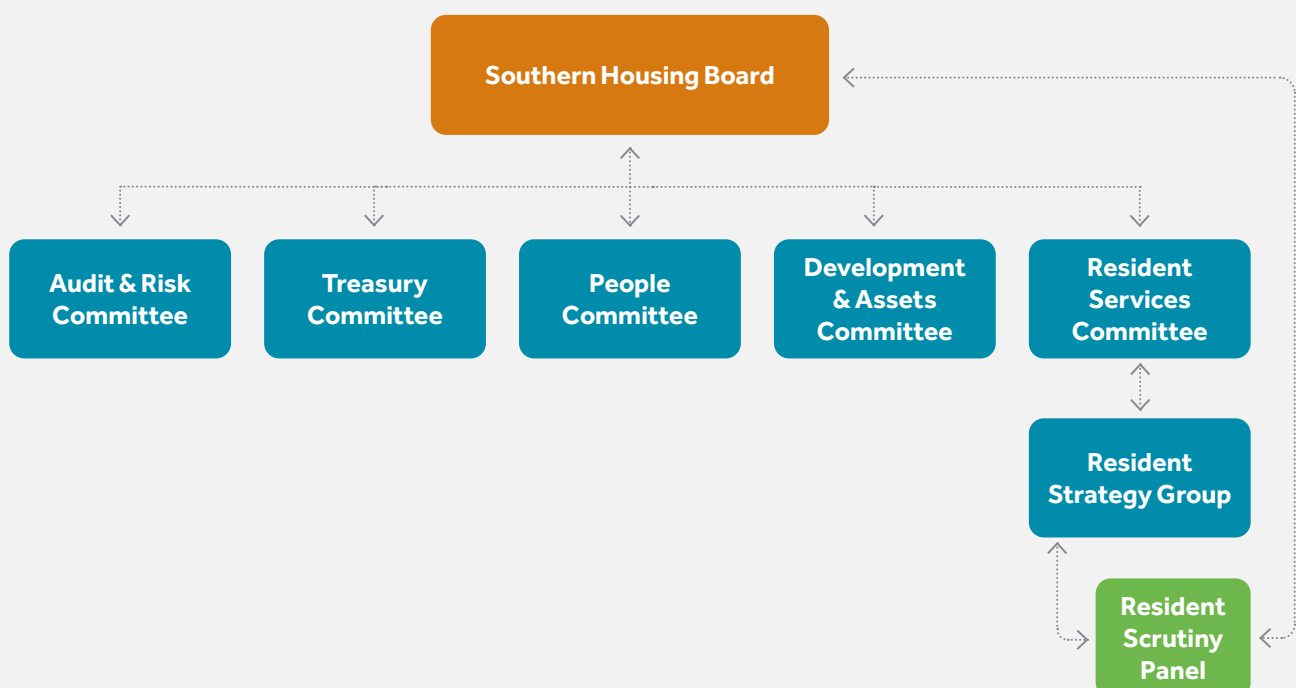
WHERE WE OPERATE

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

- To work with other members of the Committee to support the Board of Southern Housing by undertaking the duties as set out in the Committee'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, 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 AND CONDUCT

- Acts in the best interests of Southern Housing 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 Southern Housing when requested
- Be aware of, and keep up to date with, sector issues.

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 the following:
 - financial strategy
 - management and reporting
 - raising capital finance and oversight of debt portfolio / treasury management
 - pensions
 - business assurance and risk management
 - property development
 - property asset management
 - environmental sustainability
 - building safety
 - 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 of comparable complexity, and a proven ability in influencing decision making
- Empathy with the purpose of 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 of Social Housing.



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/Board 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/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 1 day 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

Meetings are a combination of in-person meetings at our London Farringdon office, and online meetings.



REMUNERATION

£5,355 per annum.



TREASURY COMMITTEE DATES

The Treasury Committee usually meets four times per year. Dates for the remainder of 2025 are:

● 5 November

Tentative Treasury Committee meeting dates for 2026 are:

● 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 24 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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