

Exec and Non-Executive Recruitment Bulletin

Coming Soon:

- **Group Chief Executive (£TBC), emh, East Midlands**

Current:

- **Board Co-opted Member - Asset Management (£4,200), watmos, Flexible**

Article:

***Getting the Structure Right: Why Senior Leadership design matters in Social Housing
by ema's Executive Director, Ian Robertson***

COMING SOON

GROUP CHIEF EXECUTIVE

We are delighted to be working in partnership with **emh** once again to recruit to the role of **Group Chief Executive**.

Keep an eye on our social media channels for more detail.
Or if you would like an early, confidential discussion you can contact: **Anne Elliott on 07875 762029**.

BOARD CO-OPTED MEMBER (Asset Management)

£4,200K FLEXIBLE LOCATION

Watmos manages around 3,000 properties for rent in the Walsall area of the West Midlands and Lambeth in London. The majority of our properties were transferred to us in 2003 (Walsall) and 2012 (Lambeth). We also have a small development programme of around 60 properties over the next 3 years and have secured Homes England funding through the Matrix development partnership.

We now have an opportunity for a highly capable individual to join our Board.

In this **Board co-opted member** role, we are seeking an experienced Board Member who has knowledge of social housing asset management, property regeneration, and decarbonisation including retrofitting. Expertise in building safety would also be an advantage.

Our main priority is to build on our award-winning tower block project and to consider options that improve the thermal efficiency and living experience of our homes and estates. We are developing an accurate understanding of our stock condition and the energy performance of our homes, and recently commissioned a stock condition survey across all our homes.

We are also looking at the potential for major regeneration of our sheltered accommodation in London where we have access to under developed sites.

The Board plays a vital part in setting the overall strategic direction of our organisation, working closely with our leadership team to ensure that organisational performance is managed effectively and our corporate objectives are achieved. As our operational model is founded on the principles of resident control, the Board fulfils an important function in delivering our key strategic ambitions, while ensuring we retain our commitment to tailored local solutions. In this role you will share our commitment to supporting strong, sustainable communities, where those who live within them have a voice in how they are managed. And our Board plays a vital role in setting the overall strategic direction around Equality, Diversity, culture, workforce, and HR so you must relish the opportunity to make a strong contribution to these issues.

For a confidential discussion please call our retained consultant at EMA, Anne Elliott on 07875 762029.

It's important to us that our board is as diverse as the communities we serve. This breadth of perspective and life experience is invaluable in informing and challenging how we work. We particularly welcome applications from women and the Black, Asian and Minority Ethnic community who are currently under-represented on our Board.

Getting the Structure Right: Why Senior Leadership design matters in Social Housing



Over the last few years, the pace of change in the social housing sector has been relentless – from mergers to financial pressures to shifting customer expectations. At ema consultancy, we've been working closely with social housing providers to support one of the most sensitive but vital areas of all: executive restructuring.

Ian Robertson writes, it's not just about shuffling job titles or trimming the top layer of leadership. It's about ensuring organisations are structured in a way that supports their strategy, reflects their values and gives them the resilience they need for what's coming next.

Here's a closer look at the areas where we typically provide support:

1. Senior-Level Structural Design

Much of our work starts at the top. We support Chief Executives and Board Chairs in designing leadership teams that are fit for purpose. This often involves reviewing and reshaping roles across three levels:

- **Chief Executive**
- **Executive Directors**
- **Heads of Service / Assistant Directors**

We help define job roles, create or revise job descriptions, benchmark salaries and align terms & conditions and develop succession plans. It's detailed, sometimes difficult work – but getting these foundations right is critical to success.

2. Supporting Post-Merger Integration

Mergers bring huge opportunity – but also risk. Without a clear leadership structure in place, organisations can quickly lose clarity, accountability and direction.

Our role is to guide newly merged organisations through the challenge of building one unified executive structure. That includes identifying where duplication exists, reassigning responsibilities, and creating job designs that reflect the new entity's goals as well as ensuring they stack up financially and continue to deliver quality services. This can often include supporting the organisation with recruitment support with new roles and where appropriate providing coaching support

We also help boards and leadership teams navigate the legal and people risks involved in those changes whilst also underrating due diligence related to the HR issues.

3. Restructuring to save Costs

Not all change is about growth. Increasingly, we're asked to support restructures driven by cost pressures.

Whether it's National Insurance changes, rising salaries or capped rents, providers are facing some tough financial decisions. In many cases, that means reviewing existing structures and asking what's still sustainable – and what's not.

Often, this involves removing or reshaping senior roles. Our job is to help organisations make informed decisions, manage the process sensitively, and reallocate responsibilities in a way that keeps performance strong and legal risk low. We also support organisations with outplacement services, offering guidance and practical help to senior staff facing redundancy – helping them transition with clarity and confidence.

4. Rebalancing Leadership Roles

Sometimes the structure isn't broken – it's just overloaded.

It's not unusual for senior people to take on wide-ranging portfolios that eventually become unmanageable or unrealistic to recruit for. When that happens, we work with leaders to split out roles and redistribute responsibilities across the wider team.

That might mean moving development into a finance brief or giving people and culture responsibilities to an HR lead. It's about making the best use of existing talent and creating roles that people want – and are able – to do.

5. A Track Record that spans the Sector

We've now worked on more than 30 restructures, supporting a wide range of social housing organisations as well as larger public bodies and private sector organisations.

What each project has in common is the need for clear thinking, sound judgement and a steady hand. Restructures are rarely easy – but when done well, they create clarity, unlock talent and enable organisations to move forward with confidence.

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Alongside structural advice, we also offer one-to-one coaching for senior leaders navigating change – helping them adapt, lead with confidence, and bring their teams with them.

Get in touch

If your organisation is preparing for change – whether through growth, pressure or ambition – we're here to help. From structure design to practical advice on implementation, ema consultancy brings experience and expertise that's grounded in what works.

Get in touch if you'd like a conversation about how we can support you – email: [**ian.robertson@emaconsultancy.org.uk**](mailto:ian.robertson@emaconsultancy.org.uk)

If you would like to register for our candidate database, please email
enquiries@emaconsultancy.org.uk



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