

Exec and Non-Executive Recruitment Bulletin



Current:

- **Chief Executive (£168k) - Broadacres - North Yorkshire**

Coming Soon:

- **Non-Executive Directors / Committee Chairs & Members**

Article:

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

October 2025

CHIEF EXECUTIVE

£168K, NORTH YORKSHIRE

Broadacres owns and manages more than 6,800 homes in the market towns and rural areas across North Yorkshire and beyond. Our operating area is one of the most beautiful and desirable places to live, it's also a place with complex challenges, especially around cost of living and affordability.

The role of Broadacres is crucial in helping local people to remain in the communities they are connected to, by delivering more high quality, affordable homes, helping those who need extra support and making positive contributions to the communities we serve.

Our vision is to be **'the best rural housing association in the country'** and this vision is underpinned by our primary objectives of delivering **great homes** and **great customer experiences** in **great communities**.

We are looking for a new Chief Executive who can build on our achievements to date and look to the future with optimism and purpose.

You will already be operating at an executive level with a good understanding of social housing or similar regulated industry. Through a values led and inclusive leadership style, you will engage at all levels to ensure that everyone feels connected to our strategic goals and colleagues feel empowered to play their part in making it happen. Importantly, you will operate with energy and determination, with the leadership skills to inspire confidence among customers, colleagues and stakeholders.

Your experience will have equipped you with a deep understanding of the value of putting customers at the centre of service design and decision-making. You will be open minded and approachable in your leadership style, encouraging the contribution of others and drawing on the diverse expertise and experiences of your team.

Broadacres values inclusivity and diversity. As Chief Executive you will promote this commitment – recognising the value and contribution of different experiences and perspectives that inform and enrich our work.

www.JoinBroadacres.co.uk



Please visit www.JoinBroadacres.co.uk to find out more or contact Anne Elliott at ema on 07875 762029 or Ian Robertson on 07947 126329 for a confidential discussion.

Closing date: 7th November



COMING SOON!

Non-Executive Directors / Committee Chairs / Members
(£Remunerated)
(Location:Various)

ema works with a diverse range of organisations across the UK, supporting them to attract the very best leadership talent.

We will shortly be advertising for a range of roles, including NED's / Committee Chairs and Committee Members.

If you would like to register for our Executive or NED Databases please send your CV to enquiries@emaconsultancy.org.uk



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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