

# Exec and Non-Executive Recruitment Bulletin

## Current

- **Chief Executive (£140,457 plus car allow), WHA, Warrington**
- **Head of Housing and Customer Service (c.£60k), Heylo, Leeds**

## Coming Soon

- **Group Chair, emh Group**

### *Article:*

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

# Proud of our past. Ambitious for our future.

## Chief Executive

Salary circa £154,000

Warrington Housing Association (WHA) is a provider of quality homes and housing solutions, based in North West England. We own and manage just over 1,500 homes, including leasehold and shared ownership properties, and our customers include families, older people and people with additional support needs.

After half a century of serving our residents – and with a recent (November 2025) assessment of G1/V1 from RoSH – we're as passionate now as we have ever been about making Warrington a great place to live, in which the potential of individuals and communities can be realised.

The retirement of David Cummins in 2026 creates an unmissable opportunity to become our new Chief Executive. You'll inherit an organisation with a great reputation and an outstanding record of consistently high performance. And you'll be joining a professional, expert and customer-focused team of colleagues who are determined to make a difference.

We want to hear from candidates with the experience, vision and ambition to build on our success to date, working collaboratively and energetically with partners and customers to help us achieve our vision and to deliver our priorities.

For further information, please visit [www.WHAjoinus.co.uk](http://www.WHAjoinus.co.uk)

For an informal discussion, please contact Ian Robertson at ema on 07947 126329.

Closing date: 6 February 2026





heylo

# Head of Housing & Customer Services

c. £60k • based Leeds

For a confidential conversation  
about this role, please contact Ian  
Robertson at **ema** on 07947 126329.





# COMING SOON

## Group Chair, emh Group

The campaign to recruit the new **Group Chair** for emh Group will commence early in the New Year.

For an early discussion about the role, please contact Anne Elliott at ema on **07768 027837**.



# 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](mailto:enquiries@emaconsultancy.org.uk)



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