

Chair

Recruitment pack

November 2026

CAMPBELL TICKELL

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Your application

Thank you very much for your interest in the Chair role at Shared Ownership Code Ltd (SOCL). On the following pages, you will find details of the roles and the selection process to assist you in completing and tailoring your application.

Do read this pack carefully. It is the best starting point for your own research and provides a helpful overview of SOCL and this role. After you have done that, please feel free to get in touch so that we can talk through what you would bring and get a sense of how that aligns with what SOCL is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles, including any NED posts (you can sum up earlier roles, before the last 15 years); tell us about your achievements so we get a picture of your skills and experience; try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/organisation, and you will also want to evidence how relevant what you would bring is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will see an onscreen confirmation message after submitting your application, and you should also receive a follow-up email, but if you have any issues, you can call 020 3434 0990.

The roles close at 9am, Friday 11th December. Please ensure we receive your application in good time.

I am very happy to have further discussion. Please send me an email at the address below and we can arrange a time to speak.

Kind regards,

Hayley Sheldon

Hayley Sheldon | **Search Consultant, Campbell Tickell**

Hayley.Sheldon@campbelltickell.com | 07931 432 070

Welcome to Shared Ownership Code Ltd

Thank you for your interest in becoming the next Chair of Shared Ownership Code Limited (SOCL). Our current Chair Ann Santry will be stepping down early in 2027, after having provided fantastic leadership through the inaugural phase of the Code's deployment. We are excited to be seeking a new Chair to continue to develop the good governance, uptake and influence of the Shared Ownership Code.

This is an important time for shared ownership. For many people it provides a valuable and realistic route into home ownership, but we also recognise that the experience has not always been as straightforward or consistent as it should be. Building greater confidence in shared ownership means being open about those challenges while working collectively to improve standards and, above all, the experience of shared owners.

The Shared Ownership Code provides a framework through which providers can demonstrate their commitment to transparency, fairness and good customer outcomes, while helping to create greater consistency in the way shared ownership is delivered.

We are still at a relatively early stage in our development, and the appointment of our next Chair comes at an exciting point in that journey. We have an opportunity to establish the Code more firmly within the sector, broaden its reach and ensure that it develops in a way that remains relevant to providers while keeping the interests and experiences of shared owners firmly at its heart.

As Chair, you will work closely with the Board and our executive leadership to help shape that next phase. We are looking for someone who can provide thoughtful strategic leadership, support strong and proportionate governance and bring sound judgement to the opportunities and choices ahead of us.

The Code is voluntary, and as such we need our new Chair to be ready to be a champion for the Code and make a persuasive case for adoption - using your extensive network to actively open doors and make the case will be an important aspect of the role. As such trust will be particularly important. We want providers, partners and shared owners to have confidence in the Code and in the organisation behind it.

This is not an organisation that needs to be built around complex structures. What matters to us is clarity of purpose, good decision-making and an ability to turn the principles behind the Code into meaningful and sustainable change. We therefore want a Chair who is collaborative and constructive, but who is also prepared to challenge, ask the right questions and keep us focused on the outcomes we are here to achieve.

SOCL is a wholly owned subsidiary of the New Homes Quality Board (NHQB). While each organisation operates a separate code across different housing tenures, SOCL benefits from NHQB's strong track record and deep expertise from implementing the New Homes Quality Code and the guidance, expertise and infrastructure of the NHQB is an invaluable anchor for SOCL as we expand adoption of the Code.

If you share our belief that shared ownership can provide an important route to a secure home and are motivated by the opportunity to help improve the experience of those who choose it, please speak to Campbell Tickell who are supporting us with this recruitment, we would be delighted to hear from you. Thank you again for your interest, and we hope you will consider joining us for the next stage of our development.

Warm wishes,

Andrew, Paula and Russell

Andrew Greenwood, Paula Higgins, and Russell Baldwinson | SOCL Boad members

About the Code

History

Shared Ownership Code Limited (SOCL) is the company established to support the development and operation of the Shared Ownership Code. The Code was established by the Shared Ownership Council, a cross-sector initiative created to address concerns about the shared ownership experience and help build a stronger and fairer market. It was developed through consultation, consumer research and a pilot with housing providers. Since October 2025, responsibility for operating the Code has sat with the New Homes Quality Board (NHQB), and Shared Ownership Code Limited is a NHQB subsidiary.

Overview

The Code is an independent code of practice designed to raise standards and improve the experience of people buying and living in shared ownership homes. It applies to registered housing providers across the sector, including housing associations, local authorities and for-profit providers, which can voluntarily adopt it. Its central purpose is to promote greater transparency, fairness, consistency and customer protection throughout the shared ownership journey, from initial marketing and purchase through to ongoing management and eventual resale.

The Code sets expectations for what good shared ownership provision should look like. Its requirements cover five broad areas: accessibility; exploring shared ownership; living as a shared owner; moving as a shared owner; and complaints, monitoring and data. Providers adopting it commit to practical standards around customer information, fees and charges, service charges, support, communication and the management of shared ownership homes.

Shared ownership customers

Shared ownership customers experience can be more complex than either traditional home ownership or renting, with responsibilities and costs relating to mortgages, rent, service charges, repairs and maintenance, as well as processes such as staircasing and resale. The Shared Ownership Code is designed around these customers, seeking to ensure they receive clear and consistent information before they buy, understand the costs and responsibilities involved, and are treated fairly and supported throughout their time as a shared owner.

Membership

Membership of the Shared Ownership Code is open to all registered providers of shared ownership homes, including housing associations, local authorities and for-profit providers. Adoption is voluntary, but organisations that join commit to meeting the Code's requirements and demonstrating their commitment to quality, fairness, transparency and improved customer experience. The membership currently brings together a growing group of major housing providers, with organisations such as **Abri Group, Housing 21, Karbon Homes, LiveWest, Poplar HARCA and Stonewater** as Code Adopters, alongside further providers progressing towards full adoption.

For housing providers, adoption provides a framework against which they can demonstrate good practice and improve consistency in their shared ownership services. Becoming an adopter involves reviewing policies, systems and procedures against the Code, training relevant staff, providing evidence of compliance and completing a formal attestation by an appropriately senior representative. Once activated, providers can use the Shared Ownership Code Adopter badge as a visible indication of their commitment to the standards.

Additional reading: The Shared Ownership Code can be viewed and downloaded **here.**





The Board



Ann Santry CBE - SOCL Chair

Ann worked in the social housing sector for over 35 years. Until June 2018 she was CEO of Sovereign, a top 10 housing association, where she led the growth of the business from 11k to 56k homes.

Ann has significant experience in residential property development and management. Until October 2025 she was Chair of the Shared Ownership Council and she currently holds NED positions at Simply Affordable Homes and with housebuilder Hill Group. Recent board positions also include Chair of the Barnwood Trust, Senior Independent Director of the Jersey Development Company, and Director of MOR Homes PLC.



Andrew Greenwood

Deputy Chief Executive Officer, Leeds Building Society

Andrew has worked at Leeds Building Society since 1998, joining as a solicitor but progressing into a variety of senior roles since then including Chief Risk Officer. Andrew is responsible for the Customer Division, and Property and Business Services function. He also leads on managing climate-related risks and climate transition plans moving forward into a net zero journey. Andrew is a member of the NHQB Board and the Shared Ownership Council Senior Advisory Group.



Anita Khan

Director, Sparrow Shared Ownership

Anita is an experienced housing leader with a strong track record of strategic transformation, customer-led service delivery, and organisational growth. As Managing Director of Sparrow Shared Ownership, she is focused on using long-term investment to improve customer experience and develop new, sustainable solutions for the social housing sector.

Anita also serves as Senior Independent Director at Red Kite Community Housing and brings extensive executive experience from her previous roles as Chief Executive at Tower Hamlets Community Housing and Executive Director of Customer Services at Settle.



Gavin Smart

CEO, Chartered Institute of Housing

Gavin Smart is the CEO of the Chartered Institute of Housing (CIH) the professional body for people working housing across the UK and beyond. He leads the CIH across the full range of its activities; ensuring it provides quality services and support to its members, taking forward its role to train and qualify the wider housing profession and is regularly involved its policy and good practice work, engaging with government at all levels across the UK, all of which is undertaken in the public interest as required by CIH's Royal Charter.



Gillian Cooper

Chair of the Consumer Advisory Committee, Citizens Advice

Gillian Cooper is the Director of Energy at Citizens Advice. Since 2018, she has led the organisation's role as statutory energy advocate for consumers and small businesses, including expanding its remit to heat networks. She also directs the organisation's strategy for energy advice, ensuring its services are able to meet people's changing needs. Gillian has two decades of experience representing consumers in roles across various organisations.



Paula Higgins

Chief Executive, HomeOwners Alliance

Paula founded the HomeOwners Alliance in 2012 to restore trust in home ownership by lobbying for policies and industry practices to get a better deal for homeowners and those who aspire to own.

Her website is one of Britain's most popular property advice websites, providing guidance, tools and services to homeowners and prospective buyers. She is a respected commentator and advocate for homeowners, recently quoted in the media, appearing on radio and TV.

Paula is also a board member of the Leasehold Advisory Service.



Russell Baldwinson

Executive Director of Development and Investment, Bromford Flagship LiveWest

Russell is responsible for land acquisition, new development, commercial investment, all sales and disposals activities and asset investment across the South West of BFL's geography.

He is a Chartered Surveyor with 30 years' experience working in development and property investment. Prior to joining the affordable housing sector, he worked as a valuation and development surveyor before holding senior roles for both regional and national housebuilders.

Russell is a Board Member of the Shared Ownership Code and sits on a number of sector expert panels.



Steve Moseley

Executive Group Director Governance & Transformation, L&Q

Steve leads corporate in-house teams delivering governance, strategy, communications, transformation, technology and health and safety. He also has overall responsibility for compliance with the consumer standards. He has extensive experience having worked in the housing sector since 1998.

His current role is to lead the central services directorate and ensure that good governance runs throughout the organisation so that L&Q continues to deliver on its social purpose; engaging and empowering residents and delivering much-needed quality homes and services to benefit all residents and customers.

Chair role profile

Role: Chair of the Board and Non-Executive Director

Accountable to: The Board of Directors

Role purpose

- The Chair provides leadership to the SOCL Board and is responsible for ensuring that the Board governs the organisation effectively, sets a clear strategic direction and maintains a strong focus on positive outcomes for shared owners.

- The Chair will support engagement with housing providers and other stakeholders, while safeguarding the independence and integrity of the Shared Ownership Code.

Key responsibilities

Board leadership and governance

1. Lead the Board in setting SOCL's strategic direction and overseeing its annual plans, delivery and performance.

2. Ensure that SOCL's governance arrangements remain proportionate, effective and capable of evolving as the organisation matures.

3. Preside over Board meetings, promote high standards of conduct and probity, and ensure that meetings are focused, inclusive and effective.

4. Enable all directors to contribute fully, encourage constructive challenge and support cohesive decision-making.

5. Ensure that the Board and its committees have an appropriate balance of skills, experience and perspectives, and that induction, development, succession planning and Board evaluation arrangements are in place.

6. Ensure that SOCL complies with its Articles of Association, applicable legal and statutory obligations, agreed governance arrangements and relevant organisational policies.

Strategy, performance and assurance

7. Work with the Board and executive leadership to establish SOCL's strategic priorities and monitor progress against agreed objectives.

8. Ensure that appropriate performance measures and reporting arrangements are in place and evolve as SOCL develops.

9. Ensure that the Board receives effective assurance on operational, financial and reputational risk, governance, internal controls and compliance.

10. Ensure that Board proposals are coherent, evidence-based and supported by appropriate professional advice where necessary.

11. Ensure that Board decisions consider and appropriately manage risk while supporting effective delivery and long-term sustainability.

12. Provide appropriate support, counsel and constructive challenge to the executive leadership, maintaining a clear distinction between governance and day-to-day management.

Consumers, sector and stakeholders

13. Champion the purpose and work of the Shared Ownership Code and act as an advocate for improved consumer outcomes.

14. Ensure that SOCL's activity remains focused on positive outcomes for shared owners.

15. Oversee constructive engagement with housing providers.

16. Act as a visible spokesperson for SOCL, championing the Code at sector events and in meetings with housing providers.

17. Keep abreast of relevant developments in housing policy, regulation, consumer protection and the shared ownership market, bringing this insight to the Board.

Culture, conduct and effectiveness

18. Set the tone for an open, inclusive and values-led Board culture, with high standards of integrity, accountability and transparency.

19. Promote an effective partnership between the Board and executive leadership.

20. Ensure arrangements are in place for the appraisal of directors, the Chair and the effectiveness of the Board as a whole.

21. Declare and manage actual or potential conflicts of interest and uphold confidentiality at all times.

Director responsibilities

22. As a statutory director, the Chair has the same legal duties and responsibilities as every other director of SOCL. The Chair is expected to:

23. Act independently, in good faith and in the best interests of SOCL, exercising reasonable care, skill and diligence.

24. Comply with SOCL's Articles of Association, relevant law and regulation, and all applicable policies and procedures.

25. Promote and protect the business, reputation and interests of SOCL.

26. Disclose interests promptly and avoid situations in which personal or other interests conflict, or may conflict, with those of SOCL.

27. Devote sufficient time to the role, prepare thoroughly for meetings and undertake agreed ad hoc duties when required.

28. Maintain confidentiality and handle information in accordance with data protection and records management requirements.

Chair specification

Experience and capabilities

a. Knowledge of shared ownership, affordable housing, consumer codes or the wider housing sector.

b. Experience working within a housing provider.

c. Significant leadership and governance experience, ideally gained as a Board or committee chair.

d. Well-developed networks and contacts among senior leaders within the social housing sector.

e. A strong understanding of the distinction between strategic governance and executive management.

f. The ability to lead a diverse Board, draw out different perspectives, handle challenge constructively and build consensus.

g. Sound judgement, independence of mind and the confidence to make balanced decisions in complex or sensitive circumstances.

h. An ability to understand and oversee strategy, performance, finance, risk, assurance and organisational effectiveness.

i. Excellent communication, influencing and stakeholder-management skills, with the credibility to represent SOCL externally.

j. A clear commitment to consumer outcomes, fairness, transparency and continuous improvement.

k. High standards of integrity and a demonstrable commitment to equality, diversity and inclusion.

l. Experience of working with government, regulators, consumer bodies, lenders or sector representative organisations *is desirable but not essential.*

m. Experience of leading an organisation or Board through development, change or growth *is desirable but not essential.*

Key terms and conditions

Remuneration:

Annual remuneration is £20k, plus reasonable expenses in accordance with NHQB policy.

The appointment:

The initial term will be three years. Reappointment will be subject to Board approval, satisfactory performance and organisational requirements, with a maximum overall tenure of nine years.

Time commitment:

Typically, each year there are 6 Board meetings per year. Expected commitment is 2-3 days per month, including bi-monthly board meetings, preparation, and any ad-hoc stakeholder engagement/events.

Other key terms:

- The appointment is as a non-executive office holder and does not create an employment relationship.
- The appointment will be subject to SOCL's Articles of Association and formal terms of appointment.
- The Chair must be able to devote sufficient time to Board and stakeholder meetings, preparation, engagement with directors and executive leadership, and ad hoc matters.
- The successful candidate will be expected to complete an appropriate induction and participate in ongoing Board development and evaluation.

Key dates and the selection process

Closing date: Friday 11th December at 9am

The meeting to agree longlisted candidates will take place on Tuesday 15th December. We will be in touch to let you know the outcome of your application soon after that.

Stage one: First interviews:

Wednesday 6th January 2027 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel.

The meeting to agree the shortlist of candidates will take place on Monday 11th January 2027.

Stage two: Panel interviews

Friday 22nd January 2027 | via Teams

Shortlisted candidates will be interviewed by a SOCL panel, and also have a one-to-one conversation with Emma Toms, SOCL Chief Executive.

Stage three: Final conversation

Thursday 28th / Friday 29th January 2027 (TBC) | in-person, London

Subsequent to the panel interview, one or two candidates will be invited for a final conversation with Rob Brighouse, Chair of the New Homes Quality Board, and Steve Moseley, SOCL Board member.

If you are unable to participate on any of the identified dates for interviews, please do speak to Campbell Tickell before making an application.

Chair

£20k pa | remote/ hybrid

The Shared Ownership Code has been created at an important time for shared ownership. As the sector continues to evolve, there is a real opportunity to strengthen consistency, transparency and customer experience and to build greater confidence in shared ownership as a sustainable route into home ownership. This is an exciting and unique opportunity to help drive standards for shared ownership customers nationally.

We are looking for a new Chair of Shared Ownership Code Limited who can help us realise that opportunity. As a relatively new organisation, we seek a Chair who can provide thoughtful leadership and strong governance while helping to drive forward the uptake and impact of the voluntary Code to support its longer-term success.

As a subsidiary of the New Homes Quality Board, Shared Ownership Code Limited benefits from the expertise, guidance and infrastructure of the well-established New Homes Quality Code. That depth of experience provides a strong foundation for developing a trusted and effective framework for the shared ownership sector.

Bringing strategic perspective and constructive challenge you will ensure that the organisation remains firmly focused on its purpose. As the Code's reach develops, you will help us consider how we further build its relevance and impact, strengthen our understanding of shared owners' experiences and ensure that the organisation continues to respond effectively to changes in the sector.

You will bring a genuine belief in shared ownership as a product and a deep understanding of the environment in which providers operate, alongside enthusiasm for increasing the Code's membership. An accomplished senior leader with significant leadership and governance experience (ideally gained as a Board or committee chair), your credibility and contacts within the housing sector and your ability to build trusted relationships will be critical, as will your skills at encouraging good debate and helping make clear and well-judged decisions.

Above all, we are looking for someone who inspires confidence and trust. For the right person, this is an opportunity to help shape the development of an organisation with a clear purpose and to make a meaningful contribution to improving shared ownership for both providers and most importantly, customers.

Contact Hayley Sheldon at Campbell Tickell to arrange a conversation: Hayley.sheldon@campbelltickell.com | 07931 432 070

You can download a job pack at www.campbelltickell.com/jobs.

Closing date: Friday, 11th December at 9:00am

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