

CAMPBELL
TICKELL



Director of Organisational
Development and Business
Improvement

January 2025



Your application

Thank you very much for your interest in this Director of Organisational Development and Business Improvement post at Cynon Taf Community Housing Group. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what Cynon Taf Community Housing Group is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, and why this role/ organisation, and you will also want to evidence of how relevant your offer 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 receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 9 am, Monday 17th February 2025. Please ensure we receive your application in good time.

Do call me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Sewa Adebayo

Recruitment Consultant
075 0899 7839

Contents

Welcome to Cynon Taf Community Housing Group	4
About Cynon Taf Community Housing Group	5
Role Profile	7
Structure chart	13
Key terms and conditions	14
Key dates and the selection process	15
Media Advert	16



Welcome to Cynon Taf

Thank you for expressing an interest in what we believe is a fantastic and unique opportunity to join our Executive team at Cynon Taf Community Housing Group. We are currently recruiting for three key Director roles: Director of Assets, Decarbonisation and Growth; Director of Housing and Communities; and Director of Organisational Development and Business Improvement.

These appointments come at an exciting time for our group, as we look to build on our strong foundations and drive our mission forward to provide housing and support for the people and communities we serve. We have recently undertaken a thorough review of how we deliver our services across all areas which has helped us see exactly what is working well and where we need to look again at how we do things. So, as a result of the work we have already done to date, we now have a clear view on where change needs to happen and a clear direction of travel. We are in the process of shaping our new strategic plan which is set to launch in April 2025. This new plan will outline our refreshed corporate vision, values, and key objectives, serving as a roadmap for our strategic priorities and guiding our efforts moving forward. These new director posts, as part of the Executive Team, are responsible for leading and delivering this new strategic plan, which is being shaped collaboratively with staff, tenants, and stakeholders.

Each of these new roles represents a critical area of focus for us. As we continue to grow and adapt, we are seeking talented and passionate individuals to help us deliver on our ambitious goals. Whether leading the charge in transforming our property portfolio and embracing decarbonisation, strengthening our community impact and housing services, or enhancing organisational performance and culture, these roles represent an integral part of our newly established Executive leadership structure, offering an exciting opportunity to shape the future of our group.

Today, our work is more important than ever, as we navigate emerging challenges and embrace opportunities in an evolving world. Each of these new Directors will play a key role in ensuring we remain at the forefront of innovation and excellence in housing, learning, adapting, and sharing what we've learnt. We are proud of our history, and we are also ambitious about our future. We know that our people are at the heart of our success, and we are looking for leaders who can inspire and empower our teams while building strong relationships with tenants, stakeholders, and partners. We welcome leaders already operating at this level and we are also open to step-up candidates. What matters to us is that you are committed to delivering meaningful change, and bring fresh ideas, enthusiasm, and a collaborative approach.

At Cynon Taf Community Housing Group, we place great value on collaboration, inclusivity, and respect – principles that underpin all our relationships and guide the way we work. As someone who has recently joined the organisation myself, I have been deeply impressed by the dedication, welcoming and supportive culture across the whole group and I'd like to invite you to learn more about this opportunity and encourage you to explore whether your skills, experience, and leadership style align with our aspiration.

If you are excited by the opportunity to contribute to an organisation that is making a tangible impact on people's lives, we would love to hear from you. Please read on to find out more and be inspired.

With all good wishes,

Auriol Miller

Chief Executive

About Cynon Taf

Cynon Taf Community Housing Group comprises three organisations, detailed below. We are registered under the Co-operative and Community Benefit Societies Act 2014 with Charitable Status No. 30399R. Cynon Taf Community Housing Group is based in Abercynon in the heart of Rhondda Cynon Taf in South Wales.

Cynon Taf Housing Association manages around 2,000 homes across the Cynon and Taf valleys, a mix of mainly general needs housing plus sheltered and supported accommodation. The association employs more than 70 people who support and deliver our core services, ensuring that tenants' homes are safe, warm and affordable. Our team also support tenants to pay their rent and other bills and help them to develop new skills or strengthen existing ones.

Cwm Taf Care & Repair has offices based in both Rhondda Cynon Taf and Merthyr Tydfil. It forms part of the wider national Care & Repair movement in Wales, which supports clients in privately-owned homes to live safely, warmly and as independently as possible. Cwm Taf Care & Repair works closely with the Cwm Taf Morgannwg University Health Board, local authorities and other partners who fund their services including their dedicated dementia service and handyperson service.

Down to Zero is a community benefit society that aims to actively engage and work alongside the community to mitigate climate impact locally. It operates across two sites, Pontyclun, and Mountain Ash, in Rhondda Cynon Taf. The project provides training and volunteering opportunities for our Housing Association tenants and the wider community to support their wellbeing.

Above all, we are a people-based organisation, passionate about providing great services and support, being a good employer, and a respected partner in our region and across Wales.



We are in the process of shaping our new strategic plan which is set to launch in April 2025. This new plan will outline our refreshed corporate vision, values, and key objectives, serving as a roadmap for our strategic priorities and guiding our efforts moving forward. These new director posts, as part of the Executive Team, are responsible for leading and delivering this new strategic plan, which is being shaped collaboratively with staff, tenants and stakeholders. We have outlined our current strategic goals, vision and values below:

Our Strategic Goals

Our current strategy (2021-2025) is built around five key priorities that shape our approach to housing and community development:

1. Providing quality homes and services: Ensuring our homes are safe, affordable, and well-maintained, with a strong focus on tenant satisfaction.
2. Tackling climate change and decarbonisation: Reducing carbon emissions through energy-efficient housing and sustainable practices to support a greener future.
3. Strengthening communities: Empowering residents through engagement, support, and opportunities to help build resilient and vibrant neighbourhoods.
4. Growing our impact: Expanding our reach through thoughtful development and partnerships, delivering more homes and services that meet evolving needs.
5. Developing our people: Investing in our staff and fostering a culture of collaboration, innovation, and inclusion.

OUR VISION

We want to be part of happy, healthy, and prosperous valley communities where everyone has a chance to live well.

OUR PURPOSE

We're here to provide great homes and support for the people who make up our communities.

Our Values

- PASSION – We care passionately about what we do
- RESPECT – We treat everyone with respect
- RESPONSIBILITY – We take responsibility for our actions
- INTEGRITY – We carry out our roles with honesty and sincerity
- EXCELLENCE – We always do our very best

Key documents: for more details, read our [CTCHG-Annual-Report-2023-24.pdf](#)



Role profile

Reports to: Group Chief Executive

Responsible for: Head of IT, Senior Business Partner & Business Improvement, Senior Business Partner, People & Culture

Main Purpose of the Role

With the CEO, lead the development of a Group culture which promotes and supports excellent service delivery, and staff well-being, embedding our organisational values alongside a proactive approach to managed risk-taking.

Drive People and Culture, Business Improvement, Communication, and IT and Systems Strategies that enable the organisation to meet its Strategic Objectives, learning from its experience.

Provide strategic leadership to the organisation's People and Culture, Business Improvement, Communications, and IT and Systems teams, and provide leadership for key organisational development and communication activities.

Make a significant contribution to the strategic and corporate direction of the business as a member of the Executive Team.

The Group operates in two local authority areas with a portfolio of c2,000 homes and an annual turnover of £14.5m. Our 120 staff provide a comprehensive range of services including social housing development, ongoing management of our homes, resident support, and independent living for older people.

The Director of Organisational Development and Business Improvement has oversight of all budgets relating to the role and a team of 13.

Duties and Responsibilities

Strategic Leadership

1. Provide visible, inspiring, and engaging leadership, direction, and decision-making for the Organisational Development and Business Improvement Directorate and within CTCHG as a whole.
2. Build an open, innovative, collaborative, diverse, and inclusive culture across teams to enable delivery of the portfolio.
3. Represent the portfolio and technology risks, opportunities, and challenges to the Executive Team to ensure informed and effective decisions can be made.
4. Contribute to the development of wider organisational strategy and objectives as a member of the Executive Team.
5. To provide timely information and support to the Board to ensure delivery of the strategic corporate plan and to shape the future direction of the organisation.
6. Lead on risk management for the directorate, ensuring risk strategy, policy, and process are embedded within the teams.
7. To create and support a high-performance culture that enables and drives both customer and colleague satisfaction.

People and Culture

8. Work collaboratively with fellow Directors and other senior leaders to ensure that skills, behaviours, and styles of communication and participation allow for effective and constructive contributions and outcomes.
 9. Provide leadership to the People and Culture team and ensure that the organisation is supported through socially driven, commercially minded, professional, and technically competent staff.
 10. Take action to be an employer that promotes equality, diversity, and inclusion through effective practices and policies to create a fully inclusive organisation offering great work-life balance.
 11. Support heads of service, managers, and teams to operate effective working practices that enhance the contribution of individuals for the achievement of overall individual and organisational goals.
 12. Introduce and embed workforce planning, recruitment, and retention practices that enable the optimum workforce to be in place.
 13. Ensure that employee relations issues are an integral part of the overall People Strategy to reflect our commitment to engaging effectively with our workforce.
 14. Design and implement a pay and rewards strategy which underpins the organisation's values, teamwork, and productivity.
 15. Develop and implement a successful talent management and succession strategy for supporting and developing colleagues in their roles.
 16. Ensure a Learning and Development plan is in place and delivered.
-

Organisational Development, Business Improvement and Communications

17. Provide leadership to the Business Improvement team and ensure it provides insightful information, benchmarking, and timely performance reporting to the organisation.
18. Oversee the provision of specialist reporting services to internal and external stakeholders to meet both regulatory and ESG requirements, from multiple sources.
19. Oversee the provision of an effective complaint and compliment's function.
20. Fulfil the role of Data Protection Officer for the Group, responsible for internal compliance, and the Group's data protection obligations, and act as the senior contact point for data subjects and the Information Commissioner. Oversee the day-to-day work of the data protection and corporate support officer.
21. Lead and implement the Group's data strategy and hold responsibility for the Data Asset Register for the whole Group including subsidiaries.
22. Oversee the coordination, implementation, and follow-up of all internal audits and recommendations, working collaboratively with colleagues across the Group and liaising with Barcud Shared Services as the independent internal auditor.
23. Establish an organisational development and business improvement programme to implement our new strategy and oversee all major projects, with expert business change input and project management discipline.

24. Ensure effective and sustainable implementation of each change project, with changes embedded and benefits realised.
 25. Ensure clear Key Performance Indicators are set, and team performance is monitored in line with these standards.
 26. Lead on improving the health, well-being, and effectiveness of the organisation through improved communication and better ways of working; creating a culture of continuous improvement and an engaged workforce.
 27. Oversee the design and delivery of a comprehensive communications and influencing strategy and plan to take colleagues on the change journey and implement the strategic plan successfully.
-

IT and Infrastructure

28. Lead and deliver the IT and systems strategy.
 29. Lead an innovative, agile, and high-quality technology, digital, and data-driven service.
 30. Provide assurance to the Board and other stakeholders that IT, digital, and data services are efficient, effective, and compliant with relevant standards and regulations.
 31. Ensure clear Key Performance Indicators are set, and team performance is monitored in line with these standards.
 32. Develop and promote a customer-centric, performance-focused team capable of delivering continuous business improvement, initiatives, and a culture that supports the delivery of our strategic ambitions. Leadership, engagement commercial focus.
 33. Actively contributing to Business Continuity Planning, holding membership of the Incident Management Team, and leading on ICT disaster recovery.
-

Key Measures of Performance

34. Delivery of People, Data, and IT Strategies Delivery of the directorate's contribution to the corporate plan, focusing on the well-being of our Colleagues, Communities, Finances, and Governance.
35. Creating a culture that delivers tenant satisfaction with a focus on enabling staff to continuously learn from our data and evidence.
36. Shaping the directorate to ensure that it is positioned to meet the challenges of the future.
37. Delivery of value for money ensuring it is embedded within the directorate.
38. Effective Budget Management.
39. Delivering compliance and assurance with the Regulatory Self-Assessment framework.

Key Capabilities

40. Strategic thinking: Leading the organisation's overall strategy and vision for the directorate.
41. Inspiring: Engaging the teams to deliver their shared objectives.
42. Innovative: Instilling a culture of innovation and transformative services.
43. Progressive: Always looking for new ways to improve how we deliver for our communities.
44. External focus: Engaging with key partners to share learning and deliver against our shared strategic outcomes.

Person specification

Key Attributes

- Member of an appropriate professional body or educated to degree level or equivalent.
- Ability to lead on strategic vision and see the bigger picture.
- Work collaboratively across the organisation to deliver organisational objectives. Proven success in building effective partnerships and team working .
- Programme and project management experience.
- Effective management of service budgets and resources.
- Experience in leading and managing employees across different teams.
- Senior leadership role leading strategic planning and change management and systems improvements.
- Experience in successfully inspiring, leading, driving, and developing modern, high-quality, responsive and customer-focused services.
- Personal influence; working effectively with boards, committees, and stakeholder groups.
- Experience in the Welsh Housing sector.
- Developing policies and practices that improve service quality.
- Live our values through attitudes and behaviours.
- Promoting equality and diversity in relation to employment and service delivery.

Technical Abilities

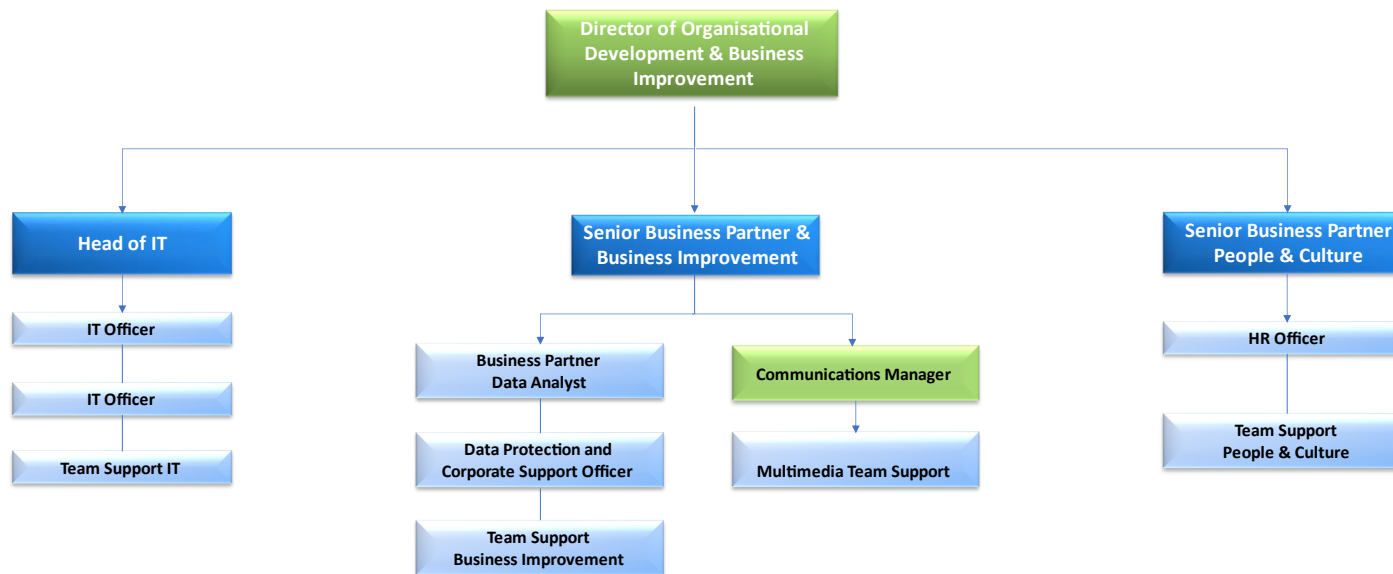
- Change management.
- Managing complex data and data strategies.
- Highly developed written communication skills including report writing (up to and including Board Reports) and delivering presentations to a variety of audiences within and outside of the organisation.
- Ability to communicate complex business information to a variety of audiences.
- A wide range of skills and abilities essential to be able to lead and develop a business at an executive level such as inspiring, influencing, persuading, and negotiating to achieve successful business outcomes.
- Experience in embedding equality and diversity principles.
- Good understanding of ICT and how effective systems support the capacity, development and efficiency of organisations.

It would also be beneficial for the post holder to have:

- CIPD membership.
- PRINCE 2 or equivalent e.g. Association for Project Management (APM) Qualifications.
- Strong, up-to-date, professional knowledge of social and affordable housing, relevant Welsh government policy, Welsh regulatory framework, and regional and local networks.
- Written and spoken Welsh language skills.
- Welsh Housing Sector experience.
- Communications experience.
- Experience in developing IT systems to support organisational effectiveness.
- Up-to-date knowledge of legislative frameworks for HR, Data Protection Act 2018.



Structure chart



8-Jan-25 Organisational Structure AD

Key terms and conditions

Remuneration

£85,526

Annual holiday entitlement

25 days annual leave, plus all public holidays, plus 4 complimentary days. This rises to 30 days (1 day per year) after five years' service.

Working hours

Normal hours of work are 35 hours per week based around the usual business working week. However, due to the seniority of this post, there is a requirement for flexibility in meeting the full responsibilities of the post.

Probation

The probationary period for the role is six months, after which the notice period is three months.

Other Benefits

Access to a package of benefits to support staff well-being including Trust Clock – empowering employees to manage their time effectively, providing flexibility to balance work responsibilities with personal and home commitments; discounted gym membership; employee assistant programme; contributory pension scheme with Life Insurance Cover; Learning and Development opportunities; yearly paid Professional subscription and 2 dedicated volunteering days each year to support a charity, serve on a board, or contribute to a local initiative that matters to you.

Location

Your normal place of work will be our office at Cynon Taf Community Housing, Unit 4, Navigation Park, Abercynon, Mountain Ash CF45 4SN, but occasional travel across all our operating areas is expected. We operate a hybrid working environment and are happy to discuss this with interested candidates.

Key dates and the selection process

Closing date: Monday 17th February at 9 am

The client meeting to agree on longlisted candidates will take place shortly after the role closes. We will be in touch to let you know the outcome of your application by the following week.

First interviews: Wednesday 26th February | Thursday 27th February | Friday 28th February

Longlisted candidates will be interviewed by a Campbell Tickell panel. We will be in touch to let you know the outcome of the interview the following week.

Interviews will be held online via MS Teams.

Stakeholder conversations: w/c 10th March 2025 | via teams

Shortlisted candidates will have the opportunity to have conversations with senior staff, a selection of tenants, and other partners.

Final interviews: Tuesday 18th March | Wednesday 19th March | Thursday 20th March

Shortlisted candidates will be interviewed by a panel led by Auriol Miller (Chief Executive) and including Tina Gabb (Interim Director of Organisational Development & Business Improvement), and a member of the board, with Sewa Adebayo (Campbell Tickell) observing.

Final interviews will be held in person at Cynon Taf Community Housing Group. This will include a presentation.





Director of Assets, Decarbonisation and Growth
Director of Housing and Communities
Director of Organisational Development and Business Improvement

Wales | £85,526

Cynon Taf Community Housing Group is in the heart of south Wales and manages around 2,000 homes across the Cynon and Taf valleys, a mix of mainly general needs housing plus sheltered and supported accommodation. With a strong commitment to sustainability, innovation, and growth, we are embarking on an exciting new chapter in our journey.

To help us achieve our ambitious goals, we are looking to appoint three key Director roles: Director of Assets, Decarbonisation and Growth, Director of Housing and Communities and Director of Organisational Development and Business Improvement to join our team to share in the delivery of our new strategy from 2025.

Director of Assets, Decarbonisation and Growth:

We are looking for a dynamic and strategic leader to drive our asset management strategy, champion our decarbonisation agenda, and lead our development and growth plans.

Director of Housing and Communities:

We're keen to attract a dynamic and experienced leader to lead the delivery of high-quality housing services, champion tenant engagement, and oversee community initiatives that create meaningful and lasting change.

Director of Organisational Development and Business Improvement:

We are seeking a strategic leader who is innovative, visible, and driven to deliver organisational development initiatives, who can inspire, learn and deliver impactful solutions.

Please contact [Sewa Adebayo](#) at [Campbell Tickell](#) to arrange an informal discussion at sewa.adebayo@campbelltickell.com or on [07508997839](tel:07508997839).

A job pack is available at www.campbelltickell.com/jobs
Closes Monday 17th February at 9am

CAMPBELL TICKELL

Telephone 020 8830 6777
Recruitment 020 3434 0990

info@campbelltickell.com
www.campbelltickell.com