



**Grŵp Cynefin**

Mwy na thai • More than housing

## **Recruitment Pack**

**Group Director:  
Innovation & Growth**  
Where innovation  
meets opportunity



## Thank you for your interest in our new role of Group Director of Innovation & Growth.

This is an exciting time for Grŵp Cynefin as we continue a journey of transformation towards a genuinely customer and outcome focused culture.

The housing sector and our rural communities continue to face major challenges, not least those to decarbonise and provide more affordable homes. This role will play a pivotal part in looking for innovative solutions to these and in engaging stakeholders and developing partnerships to ensure that we can deliver on our ambitions and so much more than housing.



We've been providing quality, safe and affordable homes across the six north Wales and north Powys counties to over 8,000 people, since 2014 when we were created from the merger from two traditional Registered Social Landlords. We work hard to provide excellent homes and services, contribute to the development of sustainable communities and protect and promote the Welsh language with pride. We're proud of what we've already achieved, but it's not enough and with a dedicated team behind us, we are genuinely excited to welcome three new roles to our senior management and Leadership Team and to deliver even more.

With a planned investment of £84m in our homes and communities over the next few years, we are in a fantastic position to be a catalyst for positive change, supporting improvements to the health and well-being of our communities, creating life changing opportunities and shaping places that make for sustainable futures. Although we're not content in doing only that - we have much bigger ambitions.

This is a brand new role and a unique opportunity for the right leader to shape our team for the future; growing the business, accessing further funding to drive large scale positive change for our communities. We're looking for someone as ambitious as us to deliver 350 new homes into management over the next three years, galvanise others into action to live and breathe our 'More than housing' vision and create opportunities. It is important to us, that our services excel and communities thrive and we work in partnership with them and others to achieve this. This means you'll be building on our relationships and reputation as an innovative, trusted partner. You'll have a good grasp of the social, economic and political context and a strong understanding and inquisitive approach to harnessing the benefits of technology. It goes without saying that your values should reflect ours, but with a commercial mind-set and a solutions focused approach, you'll also have a track record of leading others to deliver great social and environmental outcomes and engaging others to make a difference.

This will be an exciting role which evolves over time, so your innovation, will define your future. If you share our determination, drive and the passion to make a positive difference to lives and our communities, the Board and I look forward to hearing from you.

The information in the application pack provides a taste of the work that we do, but for more information you can visit our website, or for a confidential discussion about this role please call me on 07870 975669 or Gwenda Squire, HR Manager on 07825187160.

Thanks again for your interest,

Shan Lloyd Williams  
Chief Executive



## Mwy na thai. More than housing

We're already known for doing more than just managing and building houses. We operate as a Group Structure, with expertise and resources in independent living, adaptations and support services for 16-24 year olds, older people and those living with poor mental health in our communities as well as support services for domestic violence and homelessness prevention. Our rural communities are also important to us and so is the environment, with our energy wardens project now with over a decade of experience in our communities.

We know through our award winning projects like The Shed and HWB Dinbych, that we can make a real difference to individuals and their communities. We're good at getting partners to work together to achieve more than we could individually to regenerate communities and create opportunities.



## Here's a little bit more about what we mean when we talk about More than housing...

### Quality homes that people are proud of

Our future homes will be safe and **innovative**, featuring the latest designs where you can work from home. They will be homes for life, with smart technology, cheaper to run, low carbon and be connected places with easily accessible green spaces where friends, families and children can play, grow and meet safely.

### Excellent services and experiences for our customers

We want people to want to live in our homes, to get our responses right first time and for our customers to say our services are excellent. It will be easy for our tenants to contact us whenever they want or need to.

### Improving Lives

We will make a difference to the health and well-being of the people in our communities. Our work will continue to tackle and reduce the effects of poverty [food poverty, digital poverty and fuel poverty], finding life-changing solutions and opportunities that enable people to rise out of poverty.

We will work closely with people to enable them to remain in their homes safely and independently for as long as possible, and continue to work with partners to support vulnerable and diverse groups of people and prevent homelessness and support those suffering domestic abuse.



### **Sustaining Communities**

Our communities will be thriving and we will work in partnership to facilitate and support this. We will be a catalyst for positive change in our communities, investing in improving the health and well-being of our communities while also working with agencies and groups to regenerate communities.

As well as building in urban areas, we'll also have a real focus on our rural communities where second homes are leading to the exclusion of local young people by causing them to be priced out of the market.

### **Strong and sustainable growth**

We will continue to build excellent quality, safe and affordable housing, offering housing for different tenures that meets local need, be it demographic, social or economic. Wherever possible we'll build homes to a zero carbon standard and seek out opportunities to attract grants for new builds and retrofit to improve the energy efficiency of existing homes.

We'll explore opportunities to use our expertise in housing to build for market sale in order to generate opportunities to invest in more affordable rented housing. We'll also continue to seek regional and local working opportunities by working in partnership that add value, match our values and help to build more homes.





## JOB DESCRIPTION

# GROUP DIRECTOR OF INNOVATION & GROWTH

- Team:** Executive Leadership Team
- Accountable to:** Chief Executive
- Responsible for:** Transformation Program Manager, Corporate Project Manager, Head of Development, Head of Community Regeneration, Information Systems Manager, Sustainability Officer
- Location of post:** Agile - Denbigh / Penygroes / Homeworking

### Purpose Of The Role:

To provide vision, leadership and ensure the delivery of new homes into management; identifying opportunities for further sustainable growth of Grŵp Cynefin. Drive commerciality, innovation, efficiency and partnership working across the business to ensure that Grŵp Cynefin can contribute to the need for quality, sustainable, affordable homes and can tackle inequalities, in health, housing and education of those living in social and affordable housing as well as supporting people to live safely and independently for longer. Support the Board and Chief Executive to define and deliver Grŵp Cynefin's Corporate plan, priorities and policies to enable customers and communities to thrive into the future.

### Key Accountabilities and Service Delivery

Identify, develop and establish partnerships with other organisations and deliver new streams of business, funding and growth opportunities for the Group that achieve its charitable objectives. Working through multidisciplinary teams you will engage the business, providing vision, strategic leadership and driving efficiency, social value, improvement projects and transformational activities in the following areas:

- New development and re-development programmes
- Social Value, community development, community involvement and place shaping (buildings, green spaces, skills & knowledge, community groups and services)
- Organisational development
- Performance management
- Sustainability & decarbonisation
- Technology

Oversee the delivery of the development strategy, identifying opportunities, securing partnerships and new funding to increase capacity to deliver more sustainable homes in places where there is a need. Ensuring community value is built into every development; shaping places, investing locally, providing opportunity and raising aspirations.

Collaborate with the Group Director of Resources to develop and embed a value for money culture and reporting process across Grŵp Cynefin that brings to life business efficiency and social value.

Oversee the community development strategy, identifying new funding and building partnerships to generate new opportunities or experiences for education, training, mentoring and work for those living in our communities.

Lead and oversee an organisational development strategy that encourages lean/ systems thinking and delivers transformational, modern services. Through multidisciplinary teams, lead on key projects and



transformational change programs to improve organisational performance, create high performing teams and exceptional outcomes that benefit our customers and communities.

Through authentic and inspirational leadership develop organisational culture, promote, live and embed Grŵp Cynefin's values to; be open, be respectful, be supportive, be innovative and achieve; developing high levels of engagement, involvement and empowerment of colleagues.

Develop and oversee a strong performance management reporting framework, identifying goals, and benefits with outcomes in line with the rules and charitable objectives of Grŵp Cynefin.

Establishing regular communication and review of performance across the Group, driving and achieving high standards and continuous improvement.

Develop and lead on Grŵp Cynefin's sustainability and decarbonisation strategy, shaping places, making environmental improvements, eradicating fuel poverty and enabling our communities to thrive today and in future generations.

Develop and lead Grŵp Cynefin's digital transformation strategy. Identify improvements in data management and capture, ensuring that the systems and processes are fit for purpose, enable colleagues to work efficiently and with agility, are customer centred, easy to use, and automate transactional or administrative processes.

Oversee the procurement of hardware, software and IT support for technology to ensure colleagues have the right technology to do their job. Ensure colleagues develop, adopt and embed technology and systems to drive efficiencies, accuracy and insight into performance.

Innovate, evolve and embed digital transformation across the business. Identify and Investigate housing and other technologies that add value (e.g. automate transactional activities, give fantastic customer service/ choice, provide greater data insight, promote independence, improve wellbeing or safety of our customers etc.).

Advocate for our communities and Grŵp Cynefin at a national and regional level, attending events and providing timely and insightful feedback to consultations and relevant forums to influence policy and build strong and mutually beneficial relationships with stakeholders, representing Grŵp Cynefin as a trusted organization that can deliver positive solutions.

Support and contribute to the risk management, business continuity and assurance frameworks, ensuring compliance with regulations and statutory requirements and that the health, safety and wellbeing of the people we work with is always a priority.

Make Grŵp Cynefin a great place to work; lead, inspire and develop colleagues across the Group; setting clear expectations, modelling standards of behaviour, coaching the team wherever possible to build them and create opportunities for them to grow and capacity for the future.

Oversee the continuous review of Grŵp Cynefin's projects and foster a learning culture within Grŵp Cynefin so that "traditional thinking" is challenged, curiosity and innovation encouraged and a culture of teamwork, collaboration lead to excellence.

Communicate Grŵp Cynefin's vision consistently and effectively to all stakeholders ensuring our people know how they can help to transform lives and tackle inequalities.

Promote and embed the value of equality and diversity and foster use of the Welsh language with pride.

Deputise for other members of the Executive Leadership Team and undertake any other reasonable responsibilities as and when required.

## KEY RELATIONSHIPS

### Internal

Executive Leadership Team and Senior Management Team (Heads of Service, Chief Officers & Lead Managers), Board and Committee Members.

### External

Senior Officers of Local Authorities, Social Housing Providers, Betsi Cadwalader UHB, North Wales Fire and Rescue Service, North Wales Police, the Welsh Government and other public bodies, community leaders, consultants, developers, Chartered Institute of Housing, Community Housing Cymru.



## About you

### Education and Qualifications:

- Degree level education in a relevant subject
- Health & Safety based qualification e.g. Managing / Directing Safely (ROSPA)
- CIH qualification (desirable)

### Knowledge and Experience:

- Experience of developing effective strategies, policies and plans and developing a high performing, customer focused business
- Experience of driving successful culture change
- Proven experience of delivering value for money and efficiency savings
- Experience of working effectively with executives, boards, committees, employees and wide-ranging partners and stakeholders
- Successful experience of bid writing, business cases and securing funding for housing development or innovative services
- Comprehensive project management experience in a medium sized organisation
- Experience of introducing and harnessing the benefits of technology
- Experience of managing risk management frameworks

### Skills

- Strong communication skills with the ability to constructively challenge ideas, articulate information and convince people through the mediums of Welsh and English
- Excellent networking and relationship building skills
- High levels of personal drive, committed to excellence, with the ability to drive success, seize opportunities, pursue goals and take action
- Strong problem solving skills, with the ability to generate new ideas, explore possibilities and develop tangible strategies
- Advanced leadership skills, with the ability to make great decision, direct and empower others.
- Strong business acumen and commercial awareness
- Demonstrate an ability to strategically lead multiple projects and initiatives and meet conflicting demands



## Meet the Team



Shan Lloyd Williams  
Group Chief Executive



Bryn Ellis  
Group Director Resources



Group Director Operations



Group Director Innovation and Growth



Nia Owen  
Head of Finance



Noela Jones  
Head of Neighbourhoods



Head of Development



Gwenda Squire  
HR Manager



Meilir Hughes  
Head of Asset Management



Mair Edwards  
Head of Community Regeneration



Helen Jones  
Governance and Compliance Manager



Elfyn Owen  
Chief Officer Canllaw



Geraint Williams  
Systems Manager



Dewi Maelor Evans  
Health and Safety  
Manager



Lynda Colwell  
Chief Officer Conwy and  
Denbighshire Care and  
Repair



Rhys Williams  
Programme Manager



Ceri Davies  
Corporate Project Manager





## The benefits of a career with Grŵp Cynefin

### Salary

Competitive

### Notice Period

Three months after probationary period

### Pension

SHPS Defined contribution scheme

### Holidays

33 days plus bank holidays

### Lifestyle Benefits

Access to our wellbeing programme Byd o Les during 2021

Agile working facilities and the ability to work remotely / from home if it suits.

### Personal Development

If you are professionally qualified or you pay annual professional fees to your membership body, we'll cover one of these each year to help you stay connected with the latest learning and updates from your professional body. We also want all our colleagues to enjoy the benefits of lifelong learning, so if you work with us we'll invest in you this way too!



## Application, process and dates for your diary

### To apply for the role



Complete the application form which can be found on our website and submit this to [gwenda.squire@grwpcynefin.org](mailto:gwenda.squire@grwpcynefin.org) along with;



Your covering letter of no more than three pages, telling us why you're interested in the role and why your skills, knowledge and experience means you'd be the right person for us to hire.



Please also complete and send us the equal opportunities monitoring form provided on our website. The information on the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.



## Process & Indicative Dates

**Closing date:** 18th May 2021 submit your documents by e-mail and by 12noon (we'll confirm we've received it when it arrives with us.)

**Notified if shortlisted:** 21st May 2021. You'll receive an e-mail by this date to let you know if we'd like to see you for this role.

**Screening interview date:** 25th May 2021. To keep us all safe, we're holding interviews via zoom.

**Second stage interview date:** 8th June 2021. We hope to see candidates face to face at our offices in Denbigh (coronavirus restrictions permitting), otherwise we'll hold these interviews virtually.

If you are invited to this stage you will also be asked to complete a Wave professional styles profiling assessment and prepare a short report to present at interview.

We expect to stick to these dates but they may be subject to change. Please advise us if you have any difficulty with the outlined dates. We try to offer flexibility but it may not be possible outside the advertised selection dates due to diary commitments.

## Other details

Interviews will be held bilingually, and we'll be looking for you to be able to respond in English as well as Welsh.

If you are successful in the role you will need to provide proof of identity and evidence of your eligibility to work in the UK. And offers will also be subject to a Basic DBS check.

We look forward to receiving your application.