



Chief Executive

Recruitment pack



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CAMPBELL
TICKELL

October 2025



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Your Application

Thank you very much for your interest in this Chief Executive post at Hafod Housing Association. 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 one of us, so that we can talk through your offer and get a sense of how that aligns to what Hafod Housing Association 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, why this role/ organisation, and you will also want to evidence 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 **9am on Monday, 1st December**. Please ensure we receive your application in good time.

Do contact one of us 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,

Kelly Shaw

Senior Associate Recruitment Consultant
Campbell Tickell
Kelly.Shaw@campbelltickell.com
07900 363803

Jim Green

Head of Executive Search and Selection
Campbell Tickell
Jim.Green@campbelltickell.com





Welcome to Hafod

Dear Candidate,

Thank you for taking the time to find out about Hafod and this exciting role leading our organisation. Hafod is a dynamic, value-driven not-for-profit organisation committed to making lives better through homes, care, and community. With our vision to connect people, partners, and communities and help them thrive by hearing voices and giving support when it matters, we believe that together we can build a sustainable, meaningful future.

Our mission is clear, to deliver outstanding affordable housing, care, and support services that empower our customers to live with independence and well-being, whilst reinvesting our resources into strong, healthy communities. But we operate in a complex and challenging environment. The housing and care sectors are undergoing rapid change, and the needs of our customers and communities are evolving. That makes this moment both demanding and full of opportunity.

In 2024 through collaboration with customers and colleagues, we co-produced our new missions and since then we have had a year of operational resetting while internally embedding these missions. We will be using the

remainder of this financial year to look forward to 2026 to set out what this means in delivering our ambitions for the future.

So our new Chief Executive will be joining at an interesting time, as you will have the opportunity to shape the implementation of our new strategy. While we are very aware that, like all social housing providers, there will be more challenges ahead we feel that we are in good shape as an organisation, and ready for the next stage in our growth and development, and you will have a central role in taking forward and delivering on our plans for the future.

We seek a dynamic sector leader with executive experience in our areas of operation who brings the strategic vision to help us chart

our future course and deliver on our ambitions, but also the honed leadership skills to inspire our teams to deliver excellence and go the extra mile for our all of our customers and colleagues.

As Chief Executive, you will also work closely with the Board - we have a strong mix of skills and experience around the Board table, and we are committed to delivering our mission and ensuring the organisation is fit for a sustainable future. We are excited to find a new Chief Executive who shares that commitment, brings energy, and a track record of strategic leadership as we look ahead to the next chapter for Hafod.

If you are passionate about social housing and you are inspired by what we do at Hafod then I look forward to meeting you. Please do speak with Campbell Tickell, who are supporting us with this recruitment, to learn more.

Neil Davies

Neil Davies
Chair of the Board







About Hafod Housing Association



Hafod Housing Association Ltd (Hafod) is one of the leading providers of housing, care and support in South Wales. Working across eight local authority areas in Wales, Hafod has c. 6,200 homes and helps over 16,000 people each year. We employ over 1,200 colleagues and have an annual turnover in excess of £80 million.

As a mission-led, values-based, not-for-profit organisation, Hafod is focused on delivering our vision, building communities and making connections. We provide a range of high-quality, affordable homes and offer support

for people to maintain their tenancies, independence and well-being for as long as possible, including through advanced supported accommodation, residential care or nursing homes.

Our work goes beyond housing and care, we strive to create lasting social value by connecting people and partners, promoting independence, and responding to the evolving needs of the communities we serve. We believe in collaboration and innovation, embracing new

ideas and technologies to offer a meaningful difference in people's lives.

We remain steadfast in our founding purpose to provide quality, affordable homes, essential care and associated support, that empowers people to live independently and thrive in their communities and choices.

Vision and mission

Our vision: To play our role in helping communities thrive by hearing people's voices, giving support when it matters, on the terms people want.



Our missions:

Get the basics right

- We will provide the best housing, care and support we can.
- We will listen and work hard to improve.
- We will develop our ways of working but keep our personal touch.

Connect with you

- We will be more visible in our communities.
- We will be easier to contact and faster to respond.
- We will help customers and communities achieve what they care about.

Invest for a better future

- We will invest in customer and colleague well-being.
- We will provide healthy and eco-friendly homes
- We will secure the future of the organisation with focus on the areas that matter.

Our group structure

We operate a group structure in which Hendre Limited is the parent organisation. The other parts of the group are Hafod Housing Association Limited, Hafod Resources Limited, Foundation Housing Tai Sylfaen, and Yellow Wales which is a subsidiary of Hafod Housing Association Limited.

You can read more about our group structure and legal status **here**.

Other key information

- Profiles of our Board members and Executive Team can be found **here**.
- The latest Report and Financial Statements for Hendre **here**, and Hafod **here**.
- 'We are Hafod' Mission Statement can be found **here**.



Role profile

Role:

Chief Executive Officer (CEO)

Responsible to:

The Hendre Board

Purpose of the Role

The CEO provides strategic leadership to ensure Hafod delivers high-quality services across Care, Support, Homes and Communities. They will safeguard financial sustainability, create long-term value for customers and stakeholders, and strengthen community impact. The CEO will drive innovation, uphold strong governance, and foster a high-performance culture aligned with Hafod's vision and mission.

Key Responsibilities

Strategic & Organisational Leadership

1. Lead the organisation to deliver excellent services with a strong customer and community focus.
2. Shape long-term strategy, ensuring innovation, efficiency, and commercial sustainability.
3. Promote a positive, accountable culture where people are engaged, developed, and motivated.
4. Ensure compliance with all legal, regulatory, and financial obligations.

Stakeholder Engagement

5. Build and maintain strong, collaborative relationships with key partners including government, regulators, health boards, local authorities, businesses, and communities.
6. Act as a visible ambassador for the organisation, representing its interests and values.

Governance & Board Partnership

7. Work closely with the Chair and Board to shape strategy, provide operational insight, and enable effective decision-making.
8. Ensure transparent reporting and robust monitoring of organisational performance.
9. Serve as the Board's principal professional advisor on all aspects of the organisation's work.

People & Culture

10. Lead, inspire, and develop a high-performing Executive Team, Senior Leadership Team and wider workforce.
11. Foster an inclusive, culture of belonging, aligning to our mission, where colleagues are empowered and accountable.
12. Provide clarity of direction and encourage collaboration across all functions.

Risk, Finance & Compliance

13. Safeguard the organisation's financial health and assets through effective strategies, budgets, and controls.
14. Ensure robust risk management and audit processes.
15. Maintain organisational resilience and long-term sustainability.
16. Uphold health, safety, and wellbeing responsibilities for staff, tenants, and partners.

The duties in this job description are not exhaustive and may be altered at any time to reflect the changing needs of Hafod.

This post is subject to enhanced disclosure as provided by the disclosure and barring service, an executive agency of the home office.

Disclosure is a means for the association to check the background of job applicants to ensure that they do not have a history that would make them unsuitable for posts that involve working with vulnerable people. The association will only request disclosure from those that have been offered employment

Person specification

Qualifications

- a) Degree-level qualification or equivalent experience.
- b) Formal management qualification (MBA, DMS or similar) desirable.

Experience

- c) Proven senior leadership experience in a complex, customer-focused and commercially minded organisation.
- d) Strong track record of delivering business growth, service excellence, and cultural transformation.
- e) Experience of governance, regulation, and audit in a comparable sector.
- f) Board-level engagement and leadership experience.

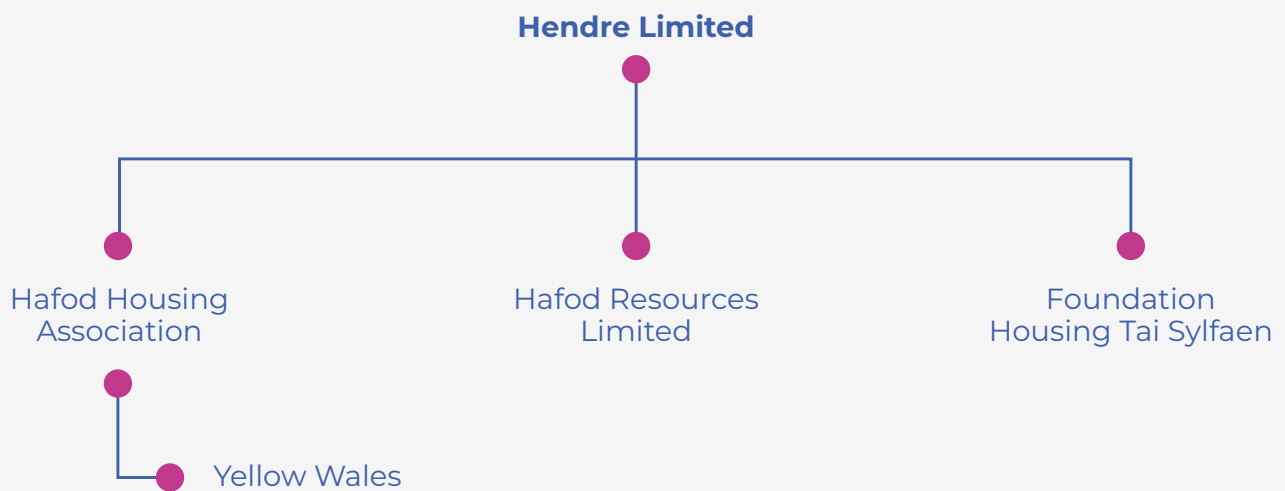
Personal attributes

- g) Inspirational leader with strong communication and influencing skills.
- h) Commercially astute, with the ability to balance social purpose with business performance.
- i) Skilled in building relationships and partnerships with diverse stakeholders.
- j) Resilient, innovative, and comfortable leading through change.
- k) Strong commitment to organisational values, inclusivity, and community impact.

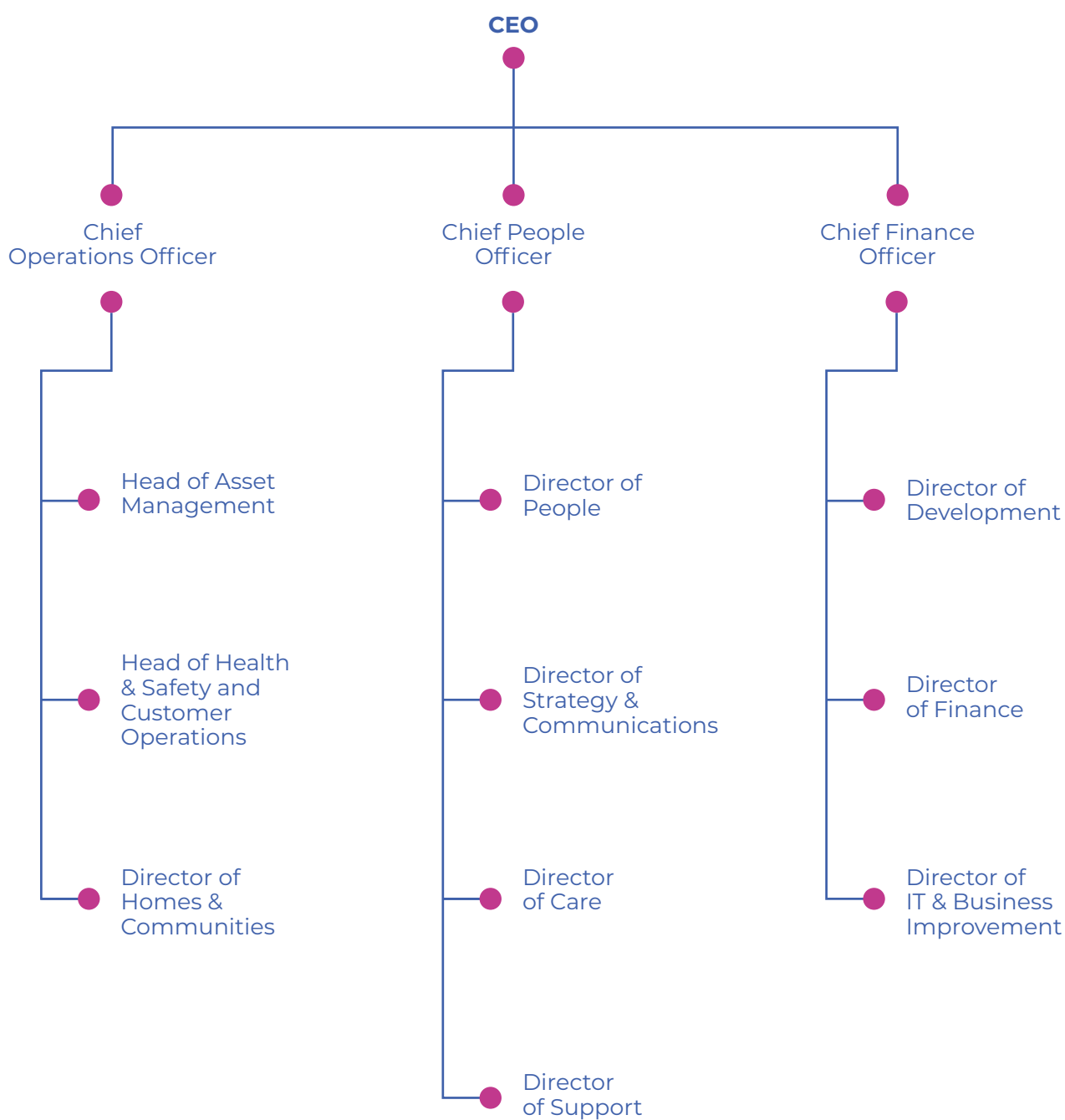


Group structure

For more information about our group structure, click [here](#).



► Hafod Leadership structure





Key terms and conditions

Salary and package:

Salary is £160,000 per annum.

Holiday entitlement:

28 days paid annual leave per year, plus all bank holidays.

Working hours:

Normal hours of work are 36 hours per week. There is also the option of a 9-day fortnight.

However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post.

Attendance at evening meetings will be required from time to time.

Probation and notice periods:

The probation period for the role is 6 months.

The notice period after probationary is 12 weeks.

Location:

Your normal place of work will be at St Hilary Court, Copthorne Way, Culverhouse Cross, Cardiff CF5 6ES, but travel across our operating areas is expected.

Benefits:

We offer a range of benefits, including a generous pension contribution, Medicash - cashback health plan, Employee assistance programme and well-being resource available 24/7, a range of shopping perks, activity discounts, and cashback options.

Key dates and the selection process



Closing date:

9am on Monday, 1st December

The client meeting to agree longlisted candidates will take place on Wednesday, 10th December. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews:

Tuesday, 16th December

Longlisted candidates will be interviewed by a Campbell Tickell panel. There will also be the opportunity for longlisted candidates to have an informal conversation with the Chair on the same day.

Interviews will be held virtually via MS Teams.

Final stage:

The meeting to agree the shortlist will take place on Friday, 19th December. Shortlisted candidates will be asked to complete a psychometric assessment, and will be invited to the following:

Stakeholder sessions:

Thursday 8th January 2026

- These will take place online via MS Teams
- This is an opportunity to meet with a range of stakeholders, including members of the Board, Hafod customers and residents, and senior Hafod colleagues.

Final panel interview:

Wednesday 14th January 2026

- These will take place in-person at Hafod's office in Cardiff.
- The panel will be led by Neil Davies, Chair, and will include Theresa Beggs, Vice Chair, and Emma Eccles, Director of People.
- Campbell Tickell will also be in attendance.



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Chief Executive

£160k pa | Cardiff

Connecting people, partners, and
communities, and helping them thrive

Hafod Housing Association Ltd (Hafod) is a leading provider of housing, care, and support in south Wales. Founded in 1968, they have grown from modest beginnings into a major not-for-profit organisation with c. 6,200 homes, delivering services that make a real difference to people's lives and communities across South Wales. Throughout their growth they remain committed in their founding purpose to provide quality, affordable homes, essential care and associated support that empowers people to live independently and thrive in their communities and choices.

Working across eight local authority areas, Hafod supports more than 16,000 people each year, employs over 1,200 colleagues, and has an annual turnover exceeding £80 million. As a mission-led, values-based, not-for-profit organisation, Hafod is focused on delivering its vision by building communities and making connections. They provide a range of high-quality, affordable homes and offer support for

people to maintain their tenancies, independence and well-being for as long as possible, including through advanced supported accommodation, residential care or nursing homes.

Hafod's work goes beyond housing and care, they seek to create lasting social value by connecting people and partners, promoting independence, and responding to the evolving needs of the communities they serve. They believe in collaboration and innovation, embracing new ideas and technologies to offer a meaningful difference in people's lives.

They are now excited to be seeking a new Chief Executive to lead the organisation into its next exciting chapter, building on the proud history while shaping future direction and impact. You will either be an established Chief Executive or an ambitious senior leader with a wealth of experience, ready to take the next step, bringing strategic vision to help us chart our future course and deliver on our ambitions. You will be able to demonstrate proven ability to

lead through influence, inspire confidence, and engage effectively with residents, colleagues, and stakeholders.

Hafod's new Chief Executive will find that they already have much to celebrate with strong foundations and a dedicated team. You will be excited to harness this strength, bringing energy, innovation, and compassion to shape the next stage of Hafod's evolution and deepen their impact across South Wales.

If you share our passion for housing, care, and community, and are motivated by the opportunity to lead an organisation with genuine social impact, we would love to hear from you.

Contact **Kelly Shaw** at Kelly.Shaw@campbelltickell.com to arrange a conversation.

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

Closing date | Monday, 1st December at 9am



CAMPBELL TICKELL

+44 (0)20 8830 6777

+44 (0)20 3434 0990 (Recruitment)

info@campbelltickell.com

www.campbelltickell.com

