



People • Homes • Communities

Chief Executive Recruitment Pack



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Introduction from the Chair of the Board

Thank you for your interest in becoming Chief Executive of Caredig. This is an important appointment for us, and I am delighted to introduce you to our organisation, our purpose and the opportunity to lead the next stage of our journey.

Caredig is an ambitious, independent housing association with strong local roots across South West Wales. Since becoming Caredig, meaning 'kind' in Welsh, in 2021, we have continued to build on our proud history and strengthen our commitment to tenants, service users, colleagues and communities. Our vision, *The Caredig Way – Together we proudly create great places to live and work*, guides how we lead, make decisions and deliver services.

The next Chief Executive will join us at a significant point in Caredig's development. We have a strong foundation, clear values and real ambition for the future. The role offers the opportunity to shape our next chapter, strengthen organisational performance and ensure we continue to make a lasting difference for the people and communities we serve.

The Board is looking for a visible, values-led and commercially aware leader who can provide clear strategic direction while staying closely connected to people. We are seeking someone who brings sound judgement, emotional intelligence and the confidence to lead change, build trusted relationships and support colleagues to perform at their best.

Just as importantly, we are looking for someone who shares our belief that housing, care and support services can change lives. Our next Chief Executive will listen well, understand the needs and experiences of tenants and service users, work constructively with partners and help Caredig balance social purpose with long-term financial resilience.

I hope this pack gives you a clear sense of who we are, what matters to us and the exciting opportunity this role offers. If our purpose, values and ambition resonate with you, we would be delighted to hear from you. We look forward to receiving your application.



Kirsten Achtelstetter

Chair of the Board

A handwritten signature in blue ink, which appears to read 'K Achtelstetter'.

About Caredig

Established in 1975, Caredig is an ambitious and well-established independent housing association with strong local roots across South West Wales. We manage over 2,900 affordable homes and provide housing, care and support services that help people live independently, safely and with dignity. Our work is shaped by a commitment to high-quality services, listening to tenants and service users, and making a positive difference in the communities we serve.

Caredig offers a wide range of housing solutions for individuals, families, older people and people who need support to maintain their tenancy. We also work in partnership with statutory and voluntary organisations to provide specialist housing and support services for people experiencing mental ill-health, older people with support needs and people who are at risk of homelessness.

We continue to invest in our homes, services and communities, with a focus on sustainability, quality and long-term social impact. Our development programme and future pipeline support our ambition to provide more safe, secure and affordable homes, while our wider work reflects The Caredig Way: together we proudly create great places to live and work.

Our Areas of Operation

As at March 2026 the Association has just over 2,900 homes in management with the number of homes per Local Authority distributed as follows:



Vision and Values

Our vision and values shape how we lead, make decisions and work with people. They are central to The Caredig Way and provide an important foundation for the Chief Executive role.



Our Values

Our behaviour demonstrates what we value – our values determine how we behave towards our customers, our colleagues, our partners and our work; our values influence the decisions we make as individuals and as an organisation.



Kind

We recognise that relationships are at the heart of everything we do, at the heart of good relationships is kindness



Trusting

We trust people to do the right thing, and through mutual trust and respect we want everyone to feel that they belong



Innovative

We continuously strive to be the best we can, constantly seeking creative ideas to improve and grow



Accountable

We accept the responsibility of our role and recognise the importance of being held accountable for our actions

Our Strategic Direction

Caredig is guided by *The Caredig Way – Together we proudly create great places to live and work*. Our strategic direction turns this vision into a clearer sense of where we are heading, what we will prioritise and how we will make decisions over the next few years.

Our direction is grounded in a people-centred approach. We want to be more than a landlord, using our understanding of housing, care and support needs to help people thrive across South West Wales. Through our blend of general needs housing, support and extra care, we will continue to build our role as a trusted partner and sustain and grow our impact for the communities we serve.

For the next Chief Executive, this means leading an organisation that is ambitious, values-led and focused on delivery. The role will require clear strategic judgement, the ability to align people behind shared priorities and the confidence to make decisions that balance social purpose, customer outcomes, financial resilience and long-term sustainability.

Caredig's current objectives help translate our strategic direction into practical priorities. They are designed to focus effort, support accountability and make progress visible through clear key results. For 2026/27, these objectives are:

- **Safe** – we provide a safe environment for all.
- **Reliable** – tenants can easily access reliable services.
- **Effective** – we deliver results through effective systems and use of data.
- **People First** – we support staff to be themselves, strive to be their best and share success.

These objectives give applicants a clear sense of what matters now. The next Chief Executive will be expected to champion this direction, strengthen performance against these priorities and ensure that progress is understood by colleagues, tenants, service users, Board members and partners. This includes maintaining strong governance and assurance, improving services, using data and systems well, developing leadership and culture, supporting staff engagement and wellbeing, and continuing to build Caredig's impact across South West Wales.

Our Board Members

Role	Board Members
Chair of the Board	Kirsten Achtelstetter
Senior Independent Director and Vice Chair	Christina Hirst
Chair of Audit and Risk Committee	Marc Leppard
Chair of People and Customer Experience Committee	Max Humber
Chair of Development and Asset Management Committee	Wiard Sterk
Responsible Individual	Steffan Phillips
Board Members	Amie Chapman, Sarah Gee, Marc Penny, Daniel Lewis, Nuria Zolle
Board Co-Optee	Henry Apsey
Committee Specific Member (Audit & Risk)	Mark Eldridge

Our Executive Team

Executive Role	Post Holder
Chief Executive (retiring)	Marcia Sinfield
Director for Property and Assets (Deputy CEO)	Stephen Evans
Director for Finance and Governance	Mair Pugh-Jones
Director for Growth and Development	Gareth Davies
Director for People and Culture	Ceri Wilmott
Director for Customer, Support and Improvement	Emma Morgan

Who we are looking for

We are looking for a visible and inspiring Chief Executive who can combine strategic vision, commercial acumen and strong people leadership. You will be able to lead a complex organisation, build trusted relationships, foster an inclusive culture and translate ambition into meaningful results for tenants, service users, colleagues and communities.

Caredig has a clear direction and a set of objectives that give focus to the next stage of its development. The successful candidate will need to work with the Board, Executive Team, colleagues and partners to keep this direction alive in day-to-day decisions, organisational priorities and service delivery. This will require someone who can create alignment, maintain momentum and ensure that performance, culture and resources are all focused on what matters most.

The successful candidate will be strategic and forward-thinking, financially and commercially astute, experienced in leading change and improvement, an excellent relationship builder and ambassador, passionate about people and inclusion, and committed to creating positive social impact. Housing sector experience is welcomed but not essential; what matters most is your ability to lead with purpose, strengthen

What you'll do

As Chief Executive, you will provide clear, values-led leadership for Caredig, working with the Chair and Board to set direction, deliver the strategy and ensure the organisation is well governed, financially sustainable and focused on positive outcomes for customers, colleagues and communities.

You will hold overall executive responsibility for Caredig's performance, culture, services, compliance and long-term sustainability.

What we expect from you...

We want you to live our values through your attitude and behaviours towards colleagues, tenants, and stakeholders. It is essential that you champion and demonstrate these Values in all you do.

The Caredig Way – Together we proudly create great places to live and work.

People – by ensuring that we are easy to communicate with and treat people as individuals.

Homes – by building and maintaining sustainable, affordable homes where people feel safe and secure.

Communities – by encouraging people to feel supported and connected to the communities they live in.

Together we are:

Kind – We recognise that relationships are at the heart of everything we do, and at the heart of good relationships is kindness.

Trusting – We trust people to do the right thing, and through mutual trust and respect we want everyone to feel that they belong.

Innovative – We continuously strive to be the best we can, constantly seeking creative ideas to improve and grow.

Accountable – We accept the responsibility of our role and recognise the importance of being held accountable for our actions.

All employees are expected to ...

- Keep up to date with changes in systems, policies, procedures and working practices.
- Take ownership for your own personal safety and of those around you.
- Take the opportunity to develop your skills and knowledge.
- Take responsibility for the integrity of the data you use
- Contribute to a happy and positive workplace.
- Treat everyone with respect and adopt a positive approach to diversity and inclusion.



What you'll be responsible for

Main Duties:

Leadership, governance and delivery

- Provide clear strategic leadership, working with the Board to deliver Caredig's strategy, objectives, performance, governance and long-term sustainability.
- Ensure effective financial management, regulatory compliance, risk management, internal control and assurance are in place and reported appropriately.
- Lead improvement, innovation and change so services respond to customer needs, business priorities and the wider operating environment.

People, culture and customers

- Provide visible, values-led leadership, developing a positive, inclusive and high-performing culture across Caredig.
- Lead and develop the Executive and Senior Leadership Teams, ensuring colleagues are supported, accountable and clear on direction.
- Keep customers at the heart of decisions, service design and improvement activity.

External leadership and decision-making

- Represent Caredig with credibility and build strong relationships with regulators, funders, local authorities, partners and other key stakeholders.
- Use external insight and political awareness to identify opportunities, risks and partnerships that support Caredig's purpose and sustainability.
- Make decisions within delegated authority, balancing commercial judgement, customer impact, organisational risk and Caredig's values.

Other requirements

- Work flexibly, including outside standard office hours when required, and undertake duties appropriate to the seniority of the role.

About you

This person specification sets out the experience, skills, knowledge and leadership behaviours required for Caredig's next Chief Executive Officer. The successful candidate will be a visible, values-led and commercially aware leader who can provide clear strategic direction, strengthen organisational performance and support Caredig to grow its impact for customers, colleagues and communities. They will also need to lead delivery against Caredig's current objectives, ensuring that the organisation remains safe, reliable, effective and people-first in the way it works and the outcomes it delivers.

Skills, Knowledge, Experience	Essential Desirable
Strategic and organisational leadership	
Proven ability to lead an organisation at Chief Executive, Director or equivalent senior level, with accountability for whole-organisation performance, culture, governance and delivery.	
Strong strategic judgement, with the ability to set a clear vision, translate it into practical plans and maintain focus on delivery.	
A visionary and forward-thinking leader who is curious about the world beyond Caredig and beyond the housing sector, bringing fresh insight, challenge and opportunity.	
Demonstrable experience of working effectively with a Board, supporting strong governance, providing strategic advice and ensuring compliance with regulatory and statutory obligations.	
Financial and commercial acumen	
Financially astute, with the ability to understand complex financial information, make sound decisions and ensure long-term financial sustainability.	
Experience of driving efficiencies, improving value for money and identifying and delivering sustainable opportunities for growth, income generation and long-term organisational resilience.	
Ability to balance commercial discipline with Caredig's social purpose, ensuring decisions support both financial resilience and positive outcomes for customers and communities.	
Delivery, performance and impact	
Strong track record of executing results and delivering organisational priorities in a complex operating environment.	
Confident in setting expectations, strengthening performance management and creating a culture of accountability, learning and continuous improvement.	

	Essential	Desirable
Highly impact and outcome focused, with the ability to use evidence, insight and performance data to support better decisions and demonstrate progress.	✓	
Experience of managing organisational risk and assurance frameworks, ensuring appropriate controls, regulatory compliance and organisational resilience.	✓	
Strong commitment to understanding customer needs and ensuring services are designed and delivered around customer experience and outcomes.	✓	
Transformation and change		
Experience of leading transformation, change management or significant service improvement at organisational level.	✓	
Able to bring people with them through change, communicating clearly, listening well and building confidence across colleagues, customers and stakeholders.	✓	
Comfortable making difficult decisions where needed, while maintaining trust, transparency and alignment with organisational values.	✓	
External leadership and partnership		
Confident being visible and leading from the front, representing Caredig with credibility, warmth and professionalism.	✓	
Proven ability to influence senior stakeholders, policymakers, regulators, funders and strategic partners.	✓	
Politically aware and externally focused, with an understanding of the wider operating environment and the opportunities and risks facing organisations like Caredig.	✓	
People and culture		
A multiplier of the team: someone who gets the best from others, builds confidence and creates the conditions for people to perform at their best.	✓	
Strong commitment to inclusive, values-led leadership, with the ability to build a positive culture across the organisation.	✓	
Emotionally intelligent, resilient and approachable, with the confidence to challenge constructively and the humility to keep learning.	✓	
Full driving licence and access to transport, or the ability to meet the travel requirements of the role.	✓	

Desirable criteria

Essential Desirable

Experience in housing, care, public service, charitable, not-for-profit or another regulated, customer-focused sector.



Understanding of the Welsh operating context, including regulation, partnership working and the needs of communities in Wales.



Experience of organisational growth, business development or creating new opportunities that strengthen long-term sustainability and impact.



Ability to speak Welsh.



Why Join Team Caredig

We want all staff to feel valued, motivated, and developed, also that their health, safety, and well-being are looked after, as they play a key part in ensuring the success of the organisation. If you want to be part of something special and make a positive difference to people's lives apply today.

Salary £140,340

Our Benefits are:

- Agile Working, a hybrid approach with a minimum 2 days in the office
- Excellent annual leave (28 days, excluding Bank Holiday increasing to 33 over 5 years)
- Contributory Pension Scheme
- Life cover x3
- Long service awards
- Free Healthcare cash plan

How to Apply

For an informal discussion and further information about this role, please contact Kelly Shaw on 07900 363803 or kelly.shaw@campbelltickell.com who can also arrange a conversation with Chief Executive, Marcia Sinfield, or Chair of the Board, Kirsten Achtelstetter.

Visit www.campbelltickell.com/jobs to download a recruitment pack and apply with an up-to-date CV and supporting statement.

Closing date for applications: 24th August 2026

Stage 1 - Interview with Caredig	Date to be agreed
Stage 2 - Assessment day with Caredig	21st September
This will be a full day and include a formal panel interview, along with other assessment sessions.	



For further information about Caredig please visit our website at www.caredig.co.uk

#TeamCaredig

Empowering People
Creating Homes
Thriving Communities

Caredig

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