

CAMPBELL
TICKELL



Chief Executive

Recruitment pack | September 2026



Investing in people's future.



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Your application



Thank you very much for your interest in the Chief Executive role at Cadarn 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.

Do read this pack carefully. It is the best starting point for your own research and provides a helpful overview of Cadarn and the 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 Cadarn 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 role close at **9am, Wednesday 4th November**. Please ensure we receive your application in good time.

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

Kind regards,

Kelly Shaw

Kelly Shaw | Senior Associate Consultant
kelly.shaw@campbelltickell.com

07900 363803





Welcome from the Chair



Thank you for your interest in the role of Chief Executive at Cadarn Group at what is a particularly important and exciting time of change for our organisation.

I have only very recently been appointed Chair of the new common Board but already I have been encouraged to find the Board to be open, constructive and deeply committed to our purpose, and colleagues across the business firmly focussed on delivering for our customers. The organisation has been through a period of significant change and reflection which is still ongoing, and our focus is on recalibration: returning to our strong shared values, rebuilding confidence, and creating a strong platform for the future. We look forward to welcoming a new Chief Executive who will bring fresh energy, insight and momentum as we continue our journey and shape the next chapter of our development as an organisation.

We are currently working closely and constructively with the Welsh Government Housing Regulation Team as we progress a substantial programme of improvement, and considerable progress has already been made. A central element of current work is our move towards a fully integrated and merged operating model - following the current financial year, we will be accounting as a single organisation rather than two registered providers, creating opportunities to simplify structures, strengthen governance and improve the way we serve our customers. It's fair to say that an enormous amount of progress will have been achieved by the time our new Chief Executive joins, but there will remain much to do. Our new CE needs to be ready to take ownership of the next phase of delivery, ensuring that we take the time to strengthen how we listen to our tenants and customers, and act upon what they are telling us.

Our current Corporate Plan runs to 2028 and provides a framework for our immediate priorities. However, we are operating in an environment of significant change within our organisation

which creates a genuine opportunity for our new Chief Executive to help define our longer-term direction, shaping a compelling vision, building on our strengths, and positioning us to meet the challenges and opportunities of the years ahead. So there is a real opportunity here for the right person to make their mark and have an enormous impact on defining and steering us towards a new, stronger Cadarn.

The opportunity before us requires an exceptional leader. While housing sector experience would be useful, what we are particularly interested in is your track record of successfully led change, transformation and organisational improvement. We need a Chief Executive who can help establish strong foundations, embed effective governance and operational discipline, and ensure that we consistently deliver what a well-led housing organisation should. Just as importantly, we need a leader with a keen sense of what good organisational culture looks like, and who can bring people together, build confidence, create a shared sense of purpose and help colleagues embrace new shared ways of working.

This role will suit someone who brings vision and energy, who has the courage to tackle difficult challenges, and the ability to inspire others to follow them. We are looking for a leader who can balance transformation with ambition, helping us look beyond recovery and improvement towards growth, opportunity and long-term success. If you are energised by challenge and are excited by the prospect of leading an organisation through a period of change whilst shaping its future direction, I would be delighted to hear from you and I hope you will consider joining us on this journey.

Warm wishes,

Debbie

Debbie Green | Chair of the Board

About Cadarn



The Cadarn Housing Group Ltd is a not-for-profit organisation dedicated to providing affordable, safe and high-quality homes and supporting sustainable communities with excellent services to tenants and customers. The Group owns and manages 5,526 homes across South Wales.

Our Values

Our guiding principles and beliefs:

Honest | Enabling | Innovative | Kind

Our Themes

We operate according to a set of key themes that drive all that we do:

- Improve the quality of housing and estate services to tenants and achieve top quartile performance levels
- Improve organisational resilience especially financial, people and systems
- Advance investment in existing homes
- Continue to develop more new homes
- Provide more community sustainment programmes to meet the non-housing needs of tenants

Current Group Structure

The Group has recently completed a simplification of its structure. Cadarn Housing Group Limited is the parent of the Group, with Newydd Housing Association (1974) Limited and Cadwyn Housing Association Limited as its registered social landlord subsidiaries. Together, the Group owns and manages 5,526 homes across South Wales.

Cadarn Housing Group Limited

Cadarn Housing Group Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014, registered with the Welsh Government. It is the parent organisation and provides Group oversight, strategic direction and support services.

Newydd Housing Association (1974) Limited

Newydd Housing Association (1974) Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 and a registered social landlord. It has charitable rules and provides affordable homes and landlord services.

Cadwyn Housing Association Limited

Cadwyn Housing Association Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 and a registered social landlord. It has charitable rules and provides affordable homes and landlord services.

Igneous Limited

A private company limited by shares and a subsidiary of Cadwyn Housing Association Limited. It provides a vehicle for market sale activity.

Further information and our team

- Our Cadarn Group Corporate Plan 2025-2028 can be viewed [here](#)
- Cadarn Group Annual Report and Financial Statements 2026 can be viewed [here](#)
- Cadarn Voluntary Undertaking May 2026 [here](#)
- The Senior Leadership Team can be viewed [here](#)
- The Cadarn Board can be viewed [here](#)



**Affordable,
safe and
high-quality
homes to all
those who
need them**



Role profile



Reports to: The Board, via the Chair

Line manages:

- Finance and Digital Director (interim post)
- Group Director of Governance & Marketing
- Housing and Communities Director
- Development & Assets Director
- People and Culture Director (interim post currently)

Key external relationships:

Welsh Government Housing Regulation Team; funders; local authority partners; local councillors; local MPs; development partners; contractors; trade and influencing bodies; Public Services Ombudsman for Wales; and peer housing providers

Key internal relationships: Board; Committees; SLT; wider staff team; tenants and customers

Role purpose

- Responsible to the Board for the overall direction and leadership of Cadarn, including the setting and delivery of the vision, values, and strategic priorities.
- Take oversight for ensuring the group's viability, and its financial and operational performance.
- Support the Board with good governance, ensuring a robust approach to regulatory compliance, risk management and assurance.
- Establish and maintains an organisational culture that is accountable, collaborative and focused on high performance to support the customer-first framework.
- Lead the SLT, encouraging collaboration and accountability, to set the tone for Cadarn staff that empowers and inspires.

Critical Success Measures - First 24 Months

- Deliver all commitments arising from regulatory engagement and improvement plans.
- Strengthen confidence with regulators, tenants, lenders and stakeholders.
- Stabilise and develop the Senior Leadership Team and build succession planning programmes.
- Improve governance effectiveness and Board assurance.
- Demonstrate measurable improvements in service delivery and tenant outcomes.
- Strengthen organisational culture and colleague engagement.
- Maintain financial resilience and compliance.
- Complete post-merger integration and establish a clear, unified organisational identity.

1. Accountability & assurance

- 1.1 Work with the Chair and members to ensure effective governance and accountability.
- 1.2 Provide appropriate information, supporting an open and transparent dialogue across executives and non-executives, with high standards of probity.
- 1.3 Work with the Board to set, review and deliver the Corporate Plan, ensuring that strategic priorities, operational objectives, and financial forecasts meet resident needs, and are aligned to the Group's capacity, risk appetite and regulatory requirements.
- 1.4 Drive the delivery of the Corporate Plan and the organisation's improvement and recovery agenda, ensuring delivery of actions arising from regulatory engagement, internal audit, external review and assurance activity.



- 1.5 Support the Chair and Committee Chairs in the recruitment, induction, and development of members.
- 1.6 Ensure that Board decisions are supported by clear evidence, options appraisal, risk assessment and assurance.
- 1.7 Protect the Group's finances and assets through strong oversight of budgets, treasury, covenants and risks.

2. Business & delivery

- 2.1 Take oversight of the organisation's policy framework and policy compliance.
- 2.2 Represent the Group with credibility and openness to stakeholders, particularly during periods of scrutiny, recovery, regulatory engagement or organisational change.
- 2.3 Maintain effective compliance with regulatory, statutory and governance requirements.
- 2.4 Take clear executive responsibility for health and safety, risk management and policy compliance.
- 2.5 Foster an environment where tenant and customer engagement and influence is valued, so that it informs service development and improvement matters.
- 2.6 Ensure an effective performance management framework, supported by data integrity and transparency in the setting of targets and on-going monitoring of progress.
- 2.7 Horizon scan, keep abreast of statutory, political, regulatory and economic trends across the broader environment, and be informed by best practice and innovation.

3. Leadership, people and culture

- 3.1 Provide visible and credible values-based leadership, creating clarity of purpose, strengthening organisational confidence, delivering organisational improvement and recovery.
- 3.2 Stabilise and strengthen senior leadership capability, ensuring the organisation has the capacity, resilience and leadership behaviours necessary to deliver sustained improvement, regulatory compliance and long-term success.
- 3.3 Lead a positive, inclusive and accountable culture that supports continuous improvement, learning, tenant involvement and service focus. Encourage innovation and collaboration including learning from others, experimentation, and a willingness to take managed risks.
- 3.4 Develop a culture and set of behaviours that encourage accountability in which concerns, risks and underperformance are surfaced early and are tackled quickly, with shared responsibility and with a "no blame" culture
- 3.5 Build organisational resilience and sustainable capability through succession planning, talent development and leadership/management development.

Person specification



You can demonstrate

- a) Senior executive leadership in a complex, regulated and values-led organisation.
- b) Experience of working constructively with regulators, Boards and stakeholders to strengthen assurance, respond to regulatory concern, deliver improvement programmes and maintain confidence in a high-scrutiny environment.
- c) Experience of leading organisations through regulatory intervention, voluntary undertakings, governance improvement programmes, recovery situations or comparable organisational improvement activity.
- d) Strong understanding of social housing, tenant accountability, governance and Welsh regulatory expectations.
- e) Experience of leading complex organisational change, merger integration or post-merger transition.
- f) Ability to lead, stabilise and strengthen a senior team, build trust and cohesion, strengthen organisational culture and maintain effective Board reporting, assurance and accountability.
- g) Experience of maintaining stakeholder confidence and organisational credibility following periods of heightened scrutiny or organisational difficulty.
- h) Ability to create a culture of transparency, constructive challenge and continuous improvement.
- i) Experience of building organisational resilience through succession planning, talent management and leadership development.
- j) Evidence of strengthening governance effectiveness and Board assurance in a regulated environment.

The following skills and experience are desirable:

- k) Experience as a Chief Executive or accountable executive in a housing association or comparable regulated organisation.
- l) Experience of leading large organisation wide change e.g. merger, group restructure or post-merger integration.
- m) Experience of leading an organisation through a Voluntary Undertaking or equivalent recovery programme.
- n) Experience leadership stabilisation within a complex organisation.
- o) Experience of working, or knowledge of: Wales, Welsh Government and Welsh regulators.
- p) Welsh language skills, or a clear commitment to developing understanding of Welsh language duties.



Leadership structure



Key terms and conditions



Remuneration:

Salary is £160K per annum

Holiday entitlement:

25 -30 Days paid annual leave per year, plus all bank holidays and three days Christmas leave.

Working hours:

Normal hours of work are 35 hours per week, with a hybrid arrangement allowing some home working.

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.

Pension and other benefits:

The option of either a DB or DC pension is available.

A range of benefits are available including a health cash plan with EAP; financial education and access to an IFA; onsite gym; x4 death in service; cycle to work and home and tech scheme; payment of professional membership fees; enhanced family friendly; and sickness absence policies.

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 Columbus House, 5 Village Way, Gwaelod-y-garth, Cardiff CF15 7NE, but travel across our operating areas is expected.

Key dates and the selection process



Closing date: Wednesday 4th November 2026 | 9am

We will be in touch to let you know the outcome of your application towards the end of the following week.

First interviews: Tuesday, 17th November 2026 | via MS Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel. There will also be the opportunity for longlisted candidates to have a virtual conversation with the Chair.

We will be in touch to let you know the outcome of the interview by the end of this week.

Final stage

Shortlisted candidates will be asked to complete a leadership psychometric assessment, and will be invited to the following:

- Stakeholder Sessions: w/c 23rd November 2026 | via MS Teams

Shortlisted candidates will be invited to virtual stakeholder sessions that will take place with a selection of residents, board members, and staff.

- Final Interviews: Friday 4th December 2026 | in person

The interview selection panel will include Debbie Green (Chair), Debra Wood-Lawson (Chair of Governance and Organisation Development Committee), and Paul Evans (Board member), with Campbell Tickell present as advisors.

Interviews will be held face to face at Cadarn's head office: Columbus House, 5 Village Way, Gwaelod-y-garth, Cardiff CF15 7NE.

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

CAMPBELL
TICKELL



Chief Executive

Cardiff | c.£160k

With homes across South Wales, Cadarn Group provides affordable, safe and high-quality homes and is dedicated to supporting sustainable communities with excellent services to tenants.

Since the coming together of our two constituent housing associations within the Group, Cadwyn and Newydd, Cadarn has been going through a period of significant change and reflection. We have a strong focus on recalibration and on creating a strong platform for the future, and we are now very excited to be seeking a Chief Executive to bring fresh energy, insight and momentum as we continue our journey and shape the next chapter of our development as an organisation.

Cadarn is at an important inflection point, and this role offers the right person a genuine opportunity to make a lasting impact: defining our long-term direction and shaping a compelling vision that builds on our strengths and prepares us for the challenges and opportunities ahead.

As such we feel that this opportunity requires an exceptional leader. We are seeking a Chief Executive who can not only help establish strong foundations, but a leader who can balance transformation with ambition, helping us look beyond recovery and improvement towards growth, opportunity and long-term success. Our new Chief Executive will also need to bring a fresh focus to how we listen and engage with our tenants and customers, ensuring that engagement is meaningful and that customer voice is strongly heard.

While we expect that you will have a background in the housing sector that is not essential, nor is prior experience as a Chief Executive. We are more interested in your track record of successfully leading change, transformation and organisational improvement, which will be critical expertise for success in this role. Just as important will be your keen sense of what good organisational culture looks like, and your ability to bring people together, create a shared sense of purpose and help colleagues embrace new shared ways of working. This role will suit someone who brings vision and energy, who has the courage to tackle difficult challenges, and the ability to inspire others to follow them.

If you are energised by challenge and are excited by the prospect of leading an organisation through a period of change while shaping its future direction, we would be delighted to hear from you.

To find out more, please contact **Kelly Shaw** at kelly.shaw@campbelltickell.com or call **07900 363803**.

You can also download a recruitment pack at: www.campbelltickell.com/jobs.

Closing date | Wednesday 4th November 2026 (9am)

CAMPBELL TICKELL

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