



Commercial Development Manager/Rheolwr Datblygu Masnachol

Recruitment Pack

November 2020

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A message from Anne Hinchey, Group Chief Executive

Having celebrated over 50 years of existence, now is an excellent time to join us. We have an excellent financial foundation on which to build our future and help drive improvements in the services that we provide to our customers and the wider community.

As a leading provider of affordable homes we are passionate about what we do and are proud of our culture and our dedicated, hard-working teams. We've created a fun, friendly and progressive place to work. You will be joining a company that was rated as 3 star in the 2020 Best Companies listing, ranked 5th in the UK in the not-for-profit sector and the best in Wales. We are also proud to be the first organisation in Wales to achieve the highest rating of Platinum for Investors in People.



We live and breathe our values and our culture is integral to us as an organisation and how we work. We have a strong culture of enabling and empowering our people to make decisions, understanding what we do and why we do it. We take time to listen to the people that live in our homes and use our services to understand what matters to them and design services to best suit their needs. We understand that 'one size does not fit all' and trust our staff to do the right thing.

We are always looking for people who are motivated, hard-working, flexible, full of ideas and most importantly, people who really want to make a difference. We want people that will embrace our culture and the freedom it offers and continue with the innovation in service delivery we have become known for. If you like the sound of this, then we might be the organisation for you.

I hope the information in this pack proves useful and gives you sufficient guidance to pursue your application. Further information is also available on our website:

www.wwha.co.uk.

This is an exceptional opportunity and I'm looking forward to receiving your application.

A handwritten signature in black ink that reads "Anne Hinchey". The signature is fluid and cursive.

Anne Hinchey

Group Chief Executive



The WWH Way

As a large, stable organisation and a leading housing provider in Wales, we are ambitious to make our strength tell. You will find us truly passionate to make a real and practical difference to people's lives in the way we do our business.

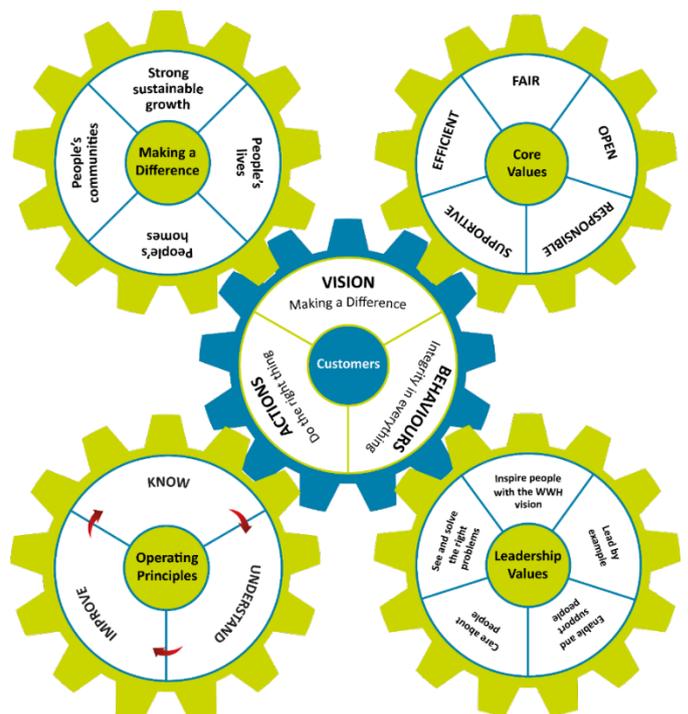
For WWH, business with a truly social purpose is business as usual. There are no profits taken or dividends paid, every penny counts towards investing in the future, providing more homes and improving and expanding services to deliver **what is important to our residents**.

Every organisation has a culture and we are very deliberate in shaping ours and making sure that customers are at the centre.

We express our culture as a series of interconnecting cogs, each working together with its neighbour to create a cohesive whole which is easy to understand and designed to be used in the real world.

The central cog has customers at the centre and summarises our culture in three segments, a Vision for 'Making a Difference', Behaviours showing 'Integrity in Everything' and Actions to 'Do the Right Thing'. They act like our head, heart and hands; the vision we see that inspires us, the values we believe that drive our behaviour and the actions we take to do the right thing for staff and customers alike.

This culture is the WWH way.



The surrounding interconnecting cogs expand on the Vision, Behaviours and Actions to give clarity on what it means to make a difference, have integrity in everything and to do the right thing.

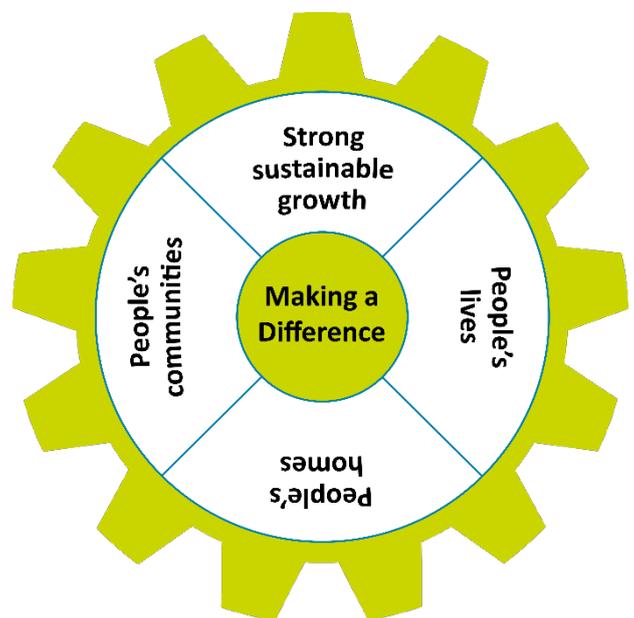
Each cog is focussed on providing practical guidance and tools centred on making our Vision a reality using our Core Values, Leadership Values and Operating Principles.

Our Vision – making a difference

We know what we stand for, you see it in our established vision of ‘Strong sustainable growth to make a difference to people’s lives, home and communities’.

There is a reality to this vision; it is a key ‘cog’ in our organisational system linking everything we do. It essentially defines our culture.

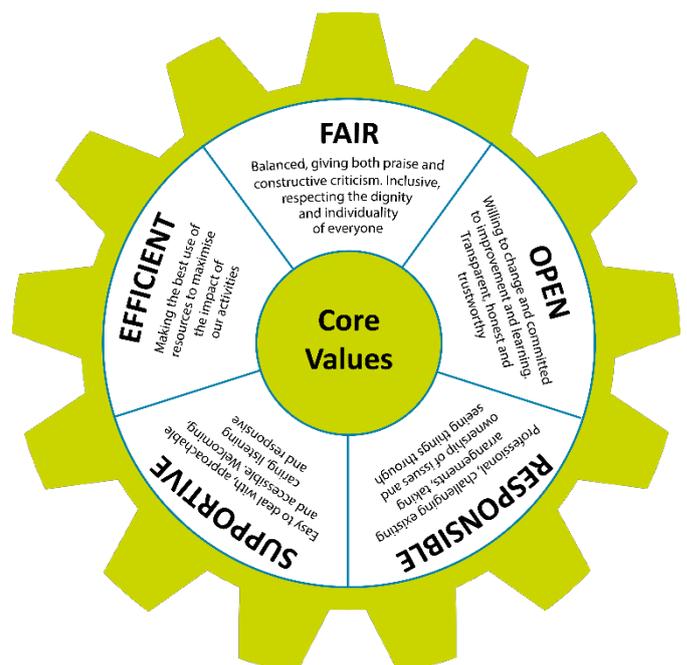
From the top to the bottom of the organisation ‘Making a Difference’ is a consistent theme, from the way we ‘buy right’, considering local and ethical manufacture, our ‘Making a Difference’ framework of grants and support for our residents through to our ambitious programme of building new homes with our ‘starting clean’ approach to setting up tenancies right, so people can set up a real home and thrive from the very start.



Our core values

The tone of the organisation is set by our longstanding and well understood **core values**, which act as our foundation and our guide to how we do what we do. ‘May the force be with you’ is a well-known quote, with the crucial difference that our **FORSE** sets out our core values; to be Fair, Open, Responsible, Supportive and Efficient.

Each value has a plain English description to set out clearly the behaviours required in a practical way.



Our leadership values

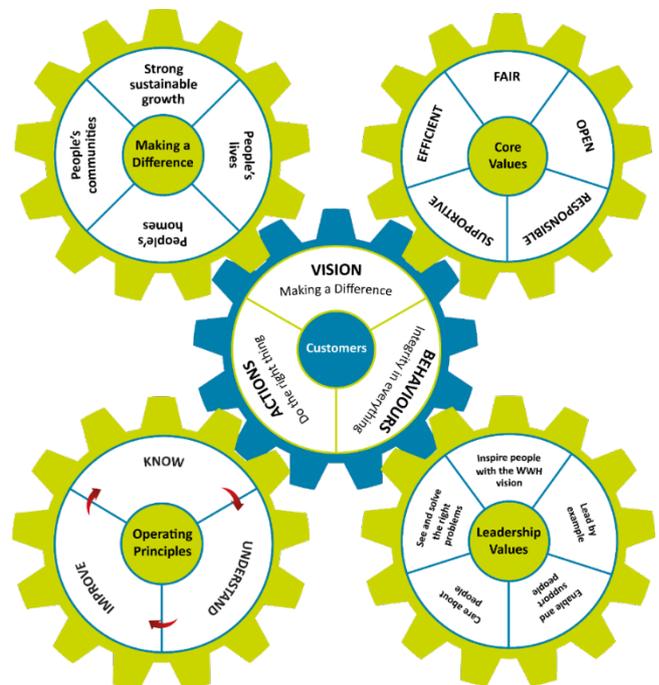
Built upon the firm foundations provided by our core values are our **leadership values**. All of our managers are leaders and use the leadership values to shape their behaviours and to support them in living out our values, making a real difference in their day to day work.

In reality, all staff act as leaders in a variety of settings with their colleagues and customers at different times and will need to understand and use the leadership values, as well as needing to understand what to expect of their own managers.

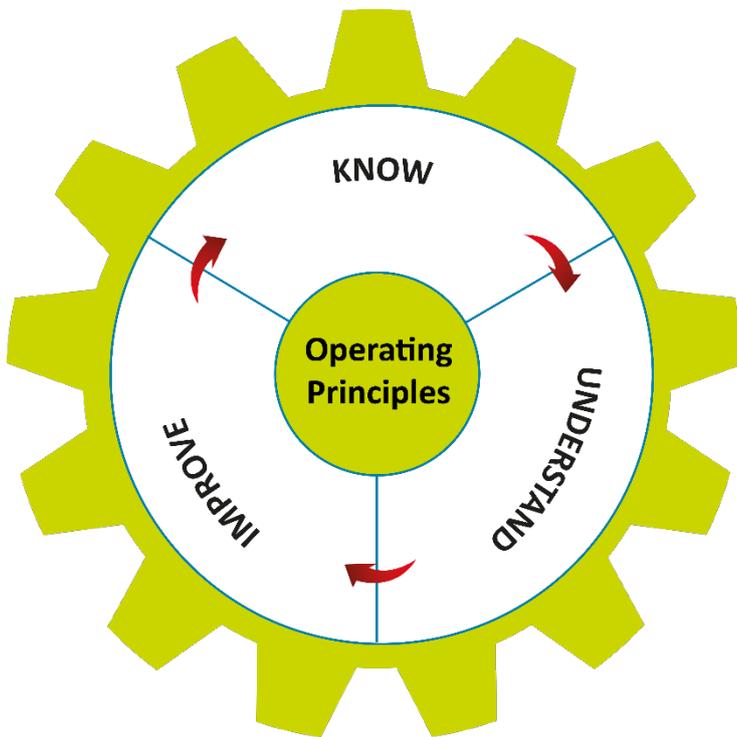


Functioning together as interlocking 'cogs', these factors define our culture and who we are. Our Investors in People Platinum award and our 5th placing in the 2020 Sunday Times Best 100 Companies (not for profit) list are testament to this.

However, our focus remains on our customers, both our residents and others who rely on our services. This has led to a growth in the range of services delivered by the Association over recent years.



Our operating principles



Our actions are guided by our Operating Principles. They are a practical tool to guide staff to 'do the right thing', using a continuous 'Know, Understand, Improve' cycle to deliver and improve services tailored to customers' needs.

Knowing what really matters to customers is the foundation to this approach as it allows current performance to be understood against a clear purpose.

Understanding the reasons behind both good and poor performance is a natural next step, allowing the underlying problems to be identified.

Potential solutions can then be understood in the wider business context, ensuring that business and wider legal requirements are met.

Improving performance is then a matter of systematically addressing underlying issues with appropriate solutions, whilst carefully measuring performance to make sure the improvement has been effective for customers.

Wales & West Housing Group

In 2010 WWH formed a group structure and in recent years has added various group companies to its family, Cambria Maintenance Services, Enfys Developments, Castell Ventures and Castell Homes.

Across the Wales & West Housing Group we have over 680 employees.

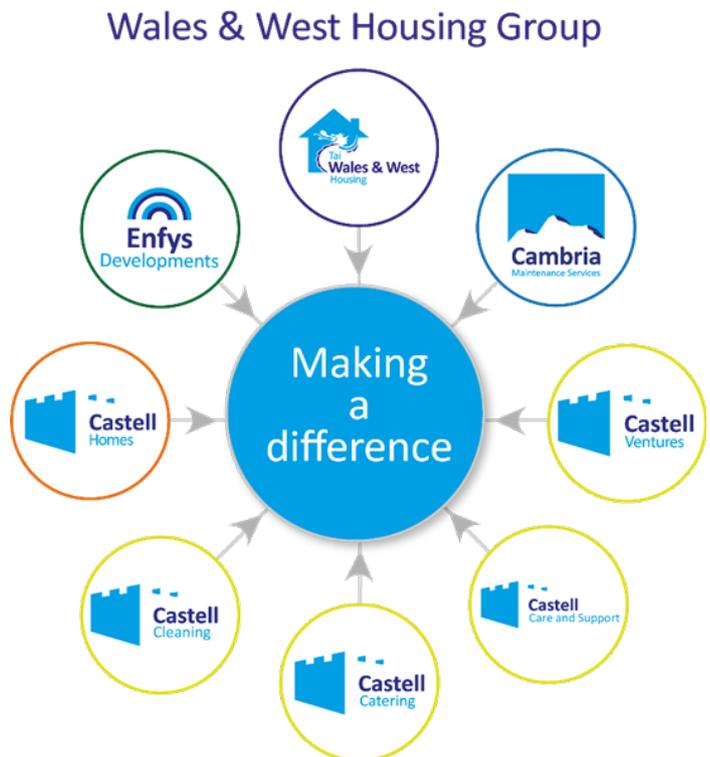
Cambria commenced trading in 2011 providing reactive maintenance services to two thirds of our homes and has since grown to encompass all WWH's homes across Wales delivering the majority of our maintenance and refurbishment work. This arrangement has provided secure local employment and investment and has led to effective, resident focussed, joined up, good value service delivery. Cambria currently employs around 170 staff.

Enfys Developments oversees the construction of the affordable housing programme which has seen almost 1,000 new homes in the last five years. Enfys procures the professional services used, and the contractors which build our homes.

Castell Ventures currently has three separate divisions, Castell Cleaning, Castell Catering, and Castell Care and Support. The first two speak for themselves as to their activity. Castell Care and Support is a fast-growing company, registered as a domiciliary care provider, providing care services in our extra care and supported housing schemes. Castell Ventures currently employs over 100 staff and delivers over 1,000 hours of care and support each week.

Castell Homes is at a very early point in its growth and will develop homes for sales in order to support additional affordable housing schemes. Castell Homes has completed two homes for sale to date, with a further three homes currently on site for 2020.

All this, the Group's culture and its growth in services, make for an exciting, open organisation full of opportunity to shape and champion customer-driven service delivery which is commercial, but with a truly social heart.



About the Opportunity

At WWH we are fortunate to be financially robust enough to continue to grow in the current climate, and we are very excited to be recruiting for a **Commercial Development Manager** to support our Development Director in delivering our programme of new homes and supporting the development of 500 homes a year, in our continued mission to **make a difference to the lives of our residents**. Working with the wider Development team, this role will play an integral part in supporting the business and staff in Wales' top not-for-profit organisation, as voted by our staff in the Sunday Times 'Best Companies to Work For' list.

What will you be doing?

Based from one of our three Head Offices (Cardiff, Ewloe, Newcastle Emlyn) you will be responsible for the management and performance of our commercial development programme, working across Wales with the established Development team to deliver homes for sale and seek out new partnering opportunities. This is an **exciting new role** that will make a major contribution to increasing the delivery of affordable homes by generating income and opportunities through the discounted and open-market sale of new homes.

At Wales and West we put our residents at the heart of everything we do, and as one of our leaders you will take responsibility for contributing towards our value led culture.

In return for your hard work, commitment and creativity, you will enjoy an environment focused on your continued growth and development, flexible working patterns and a great benefits package.

Who are we looking for?

To succeed in this role you will need:

- Relevant experience in commercial construction/residential development.
- Experience of procuring partnering arrangements and deal structures for commercially focused residential development.
- Applied technical knowledge of planning, land/property acquisition, build contracts and construction.
- Ability to foster and encourage excellent working relationships with residents, local communities and internal and external stakeholders.
- Experience of managing risk in a commercial development/construction context.
- Experience of successfully leading and managing teams and a range of commercially focused residential development projects.

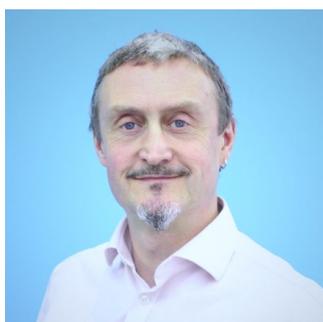
To learn more about this role please see the role profile on page 14.

Executive Leadership



Anne Hinchey, Group Chief Executive

Anne joined the Group in 1999 and became Chief Executive in 2006. She has extensive experience in the housing association, voluntary and local authority sectors in Wales, after starting as a rent collector in 1985 in Cardiff. Anne has a BA in History & Politics, an MA in Education, and is a Fellow of the Chartered Institute of Housing.



Shayne Hembrow, Group Deputy Chief Executive

Shayne joined the Group in 2006 and became Deputy Chief Executive in 2012. He has more than 20 years of experience in housing and regeneration. Shayne spent seven years in the private sector before working for a local authority and then for the Audit Commission.



Steve Porter, Executive Director (Assets)

Steve joined the Group in 2008 and became Executive Director (Assets) in 2012. He has over 20 years of experience working in housing and construction for both local authorities and the housing association sector in Wales. Steve has a degree in surveying and a professional qualification in construction.



Stuart Epps, Executive Director (Resources)

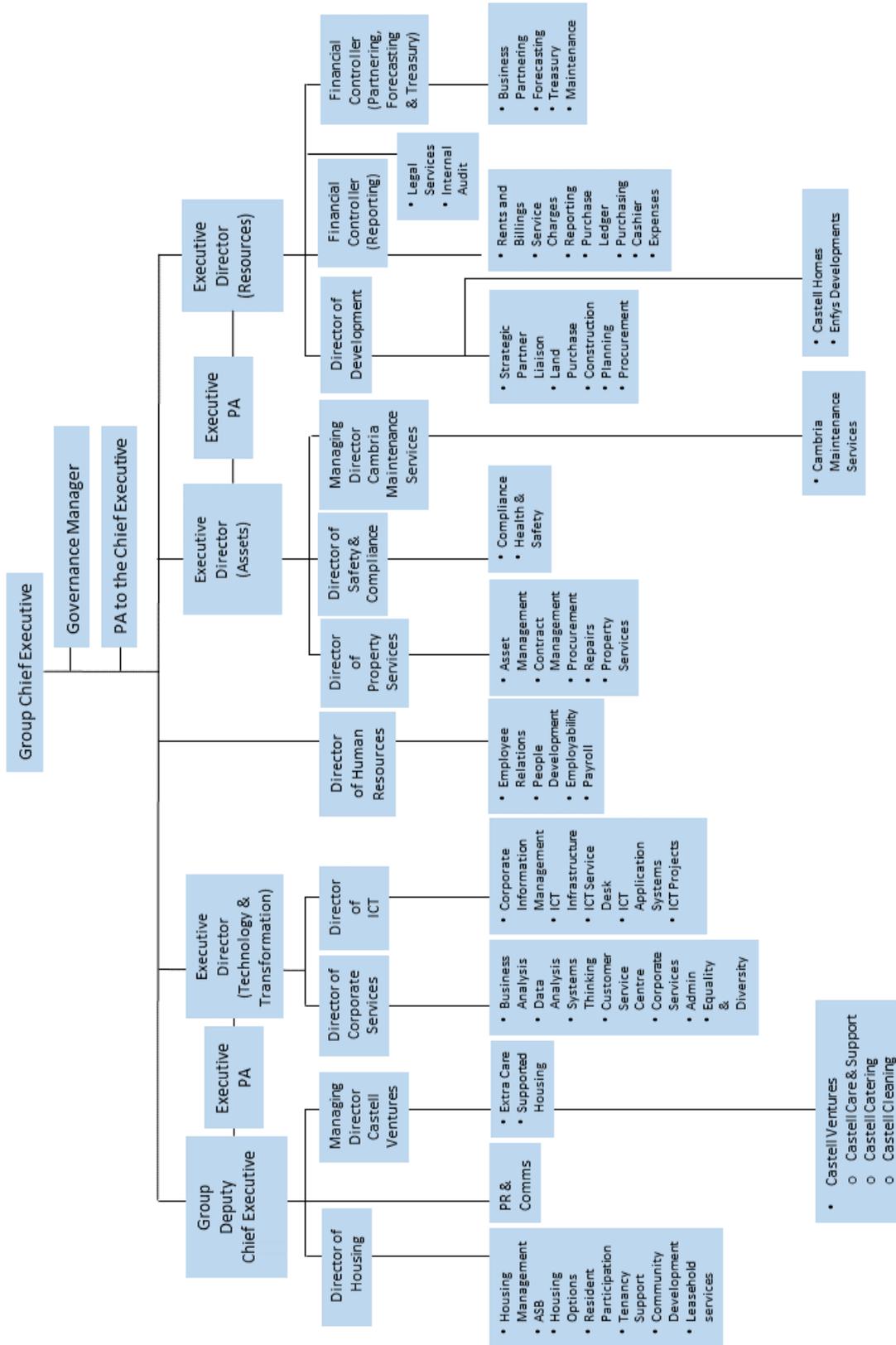
Stuart joined the Group in 2011 and became Executive Director (Resources) in 2016. He has over 20 years of experience as a senior finance professional in property development, consultancy in the built environment, audit, advertising and construction in Wales. Stuart is qualified as a Chartered Accountant.



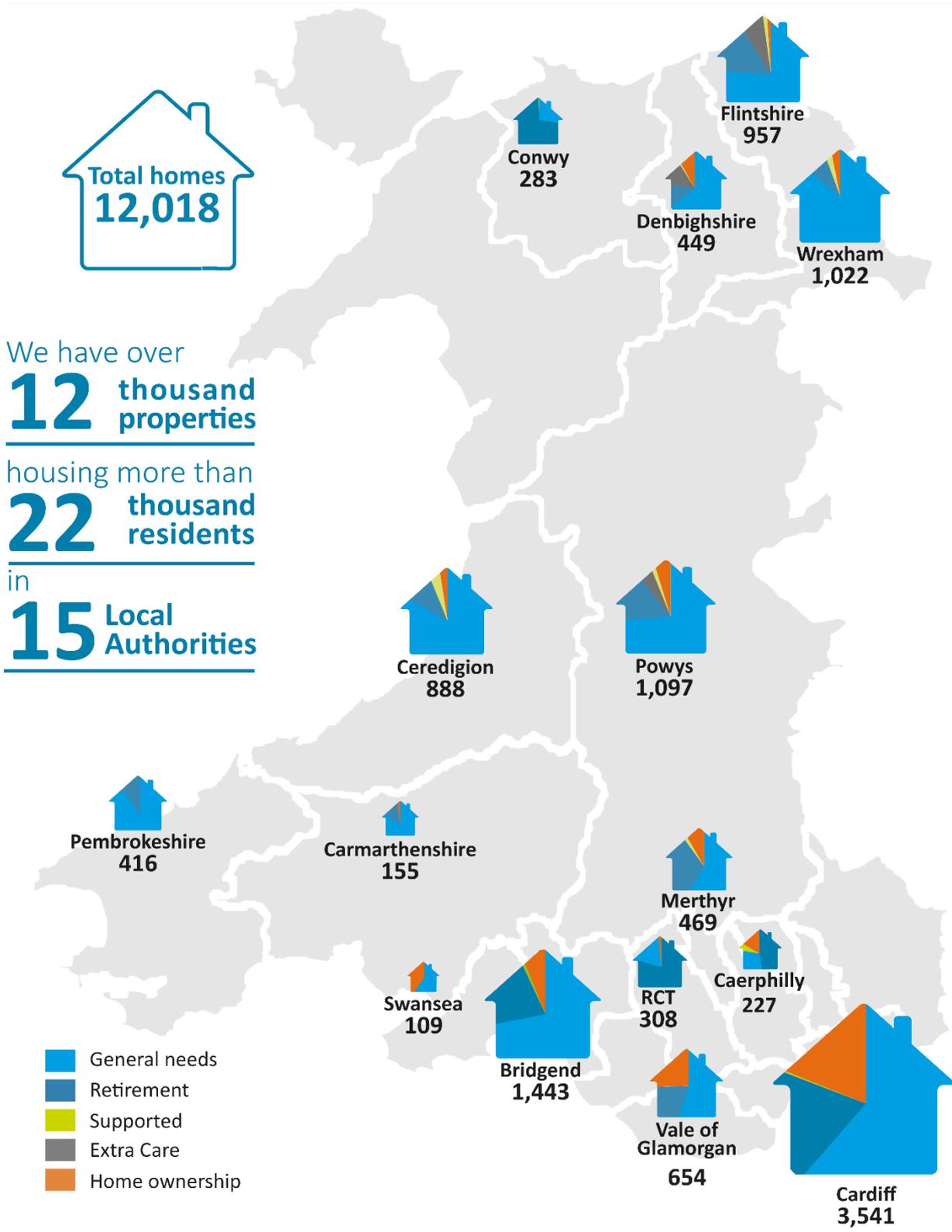
Alex Stephenson, Executive Director (Technology and Transformation)

Alex has more than 15 years' experience in housing. Having joined the finance department in 2004 as a qualified accountant, he went on to become Head of Property Services and then Director of Corporate Services before becoming Executive Director (Technology and Transformation) at the beginning of 2020.

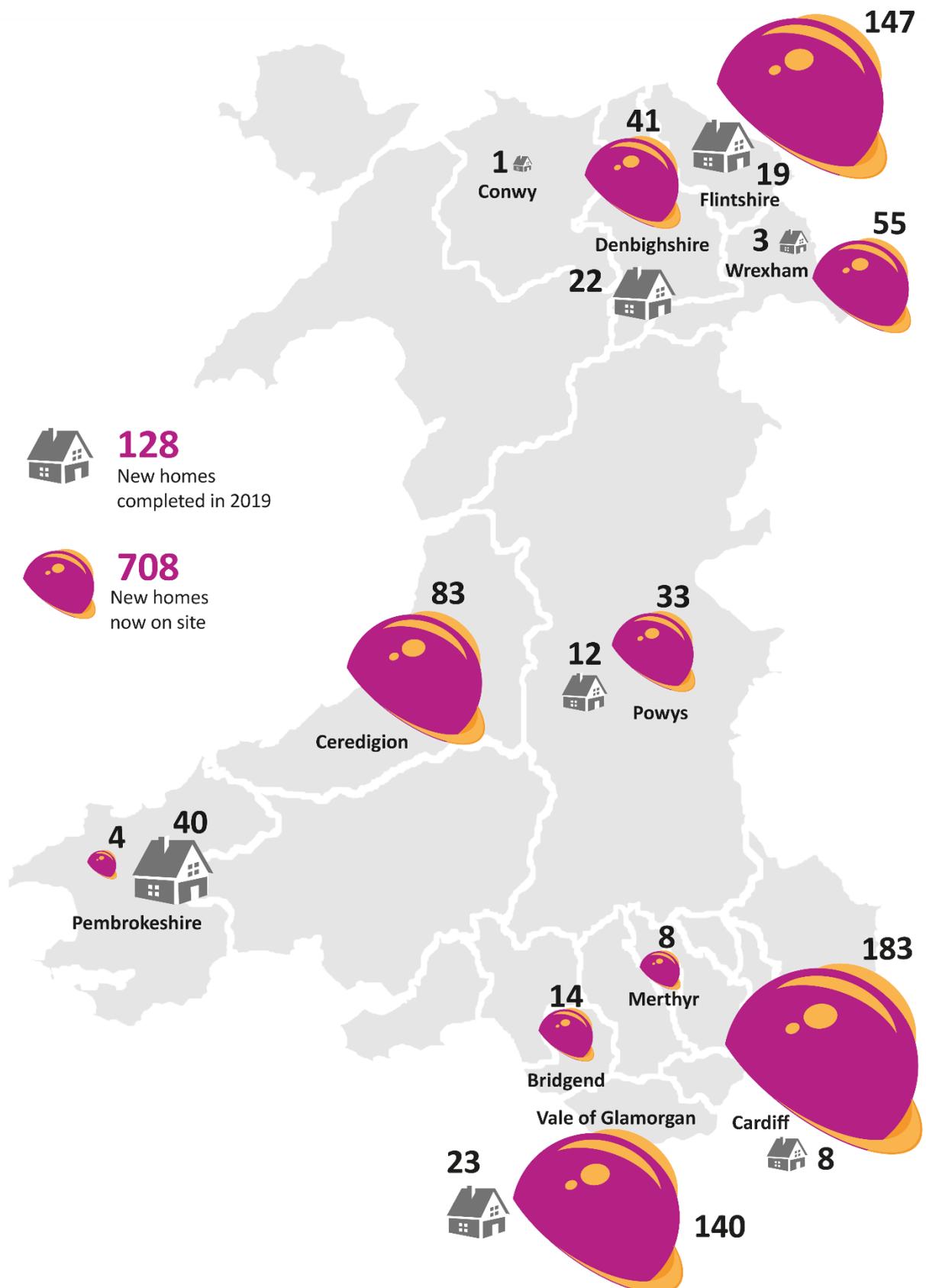
Organisation Chart



Where we operate



Where we are building



Role Profile



Job Title:	COMMERCIAL DEVELOPMENT MANAGER
Responsible to:	DIRECTOR OF DEVELOPMENT
Responsible for:	RESIDENTIAL SALES OFFICER
Band:	K

Job Purpose

- Maximise capacity and opportunity to increase the Association's delivery of new homes through the acquisition and delivery of commercial development, including homes for open market and discounted sale.
 - Seek out, design and implement new partnerships, deal structures or delivery models that support the delivery of new homes for sale or rent across all the Association's operating areas, engaging the regional teams as appropriate.
 - With support from the regional teams, oversee delivery of commercial projects from inception to completion. Ensure that commercial objectives are met and that risk, finance and cashflow, compliance, quality and delivery are managed effectively across the commercial development programme.
 - Lead and promote collaboration with key partners and stakeholders including our Long-Term Contractors, taking responsibility for creating and maintaining positive, mutually beneficial relationships that add value to the business.
 - Manage the residential sales function for the organisation, including sales of open-market and discounted properties, as well as new-build and existing stock.
 - Lead and promote a culture of learning, continuous improvement and innovation within the commercial team, but also more widely across the department and organisation.
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Responsibilities

- **Delivery:**
 - ✓ Be responsible for management and performance of the commercial development programme, including coordination of pre and post contract work. Identify, highlight and address any areas of risk or over/under performance. Ensure works are compliant with legislation and requirements from Welsh Government and WWH.

- ✓ Identify, assess and progress suitable opportunities where commercial activity will support the delivery of new affordable homes. Ensure robust market intelligence is provided to support decision-making and risk management. Work with support from the regional teams to progress schemes through feasibility, design, planning and into contract. Support the team to understand and incorporate commercial requirements.
- ✓ Contribute to the development strategy and strategic reviews. Use your knowledge and experience to influence the strategic direction. Ensure the commercial team understands the goals of the development strategy and their contribution to achieving them.
- ✓ Robustly and accurately assess, record and present the viability, financial performance and risk associated with any new opportunities and make recommendations to the Director of Development, Executive team and Board as appropriate. Ensure that approved schemes progress diligently and at pace through acquisition, design and into contract.
- ✓ Promote commercially astute practices and decision making, whilst balancing the social values and priorities of the business and ensuring that the development programme impacts positively on residents, local communities, the association and the Welsh economy.
- ✓ With support from the regional teams, manage building contract procurement and the cost, quality and timeliness of delivery for projects in contract or under construction. Produce periodic and ad-hoc reporting of commercial development programme performance. Ensure effective cost control and risk management. Identify, highlight and address any areas of risk or concern.
- ✓ Ensure that the standards of design, quality and delivery of new homes meets WWH requirements as well as legislative and Welsh Government standards as appropriate.
- ✓ Take responsibility for management of schemes beyond practical completion, ensuring post-completion contract management, a great customer experience for residents moving into newly-built homes and the effective resolution of defects. Ensure that any opportunities for learning and improvement are captured, shared and acted on.
- ✓ Work with the Residential Sales Officer to ensure that marketing reports and strategies are produced or procured as appropriate. Ensure effective, compliant management of property sales and an excellent customer experience for buyers.
- ✓ Developing and sustain excellent and effective working relationships with Welsh Government, local authorities, developers, agents, consultants and contractors, representing the Association positively at all times. Inspire and encourage a collaborative, partnership approach across the wider development team.
- ✓ Foster and encourage positive relationships with all internal stakeholders and engage with residents, local communities and colleagues on the location, design and mix of new developments as appropriate.

- ✓ Provide day-to-day support, leadership and management to the commercial team, helping each individual, and the team as a whole, with personal and professional development so that they can learn, progress and achieve their potential.
- ✓ Ensure that the procurement of contracts and services, and authorisation of payments, is managed in full accordance with internal procedures and legislation and takes account of WWH's values and operating principles.
- **Developing the team:**
 - ✓ Consistently uphold and promote the WWH core values, leadership values and operating principles.
 - ✓ Work closely as part of the Development Management Team to share knowledge and information and to contribute to the continuous improvement of the department and wider business. Support the Director of Development and all other senior managers as required.
 - ✓ Seek out and create opportunities for collaboration, learning and innovation for yourself and your team. Encourage others to do the same.
 - ✓ Ensure that regular and effective Development Conversations take place for all staff and that training requirements are met to ensure service delivery can be maintained.

General

The above responsibilities should be read in conjunction with all express contractual terms relevant to your employment and any other non-contractual Policies and Procedures published by WWH, which are amended from time to time.

In addition to the specified Job Purpose and Accountabilities all staff are expected to:

Equality

Proactively promote the principles and practices of equality of opportunity, to ensure its effective implementation within their own work and the work of team members, as appropriate and to abide by and support the WWH Equal Opportunities Policy as an integral part of all duties.

Health and Safety

Understand their personal responsibilities for ensuring the highest standard of Health and Safety towards themselves and others (e.g. colleagues, team members, residents, the public, etc.). Understand the WWH Health and Safety Policy, including details of relevant responsibilities for employees, managers and senior staff members as well as the consequences for failing to follow them.

Confidentiality

Have a duty of confidentiality to residents, staff/colleagues, and any other persons or organisations data/information that may be used or held by WWH. All data/information should be treated as confidential and should only be collected and/or disclosed on a need to know basis and where a legal basis has been satisfied in the relevant legislation.

Under no circumstances should any personal data/information or sensitive personal data/information or business sensitive data/information be divulged or passed on to any persons or organisations that are not permitted to receive such data.

Data Protection

In line with legislation, and organisational policy, all personal data/information will be processed in line with the Data Protection Act 2018. This includes how staff collect, use, retain, share and destroy personal data/information.

Value for Money and Financial Regulations

Understand that when involved in making decisions to procure goods or services, staff are responsible for doing the right thing to ensure that value for money is achieved. This may involve conversations with specialist or more senior members of staff before any commitment to purchase is made, seeking approval in accordance with the Delegated Authority List and the Financial Regulations. All purchasing decisions and any costs incurred on behalf of WWH must be reasonable, made in a responsible manner, supported by a genuine business need and represent good value, in accordance with WWH policy and procedure.

Learning and development

Attend and engage in all training identified as necessary to the role. This may involve achieving competency in specific areas to ensure legislative compliance and participating in developmental training to promote organisational culture. Staff will also be required to participate fully in the WWH performance development process and personally commit to identifying, achieving and maintaining the skills and qualities required to fulfil their role and maximise their potential.

To undertake any other duties requested by the Line Manager, which are consistent with the overall purpose of the post.

Knowledge/Skills/Experience

Essential

- Skills and experience to undertake the role and accountabilities as set out above and behaviours which demonstrate the WWH values.
- Relevant experience in commercial construction/residential development.
- Experience of successfully leading and managing teams and a range of commercial development projects.
- Experience of procuring partnering arrangements and deal structures for commercial development.
- Applied technical knowledge of planning, land/property acquisition, build contracts and construction.
- Ability to foster and encourage excellent working relationships with residents, local communities and internal and external stakeholders.
- Experience of managing risk in a commercial development/construction context.
- Ability to be adaptable and manage change, and help others do the same.
- A commitment to continuous learning and improvement, including evidence of continuing professional development.
- Understanding of social housing and the business environment/drivers of Registered Social Landlords.
- Commercial awareness and an ability to identify and assess business opportunities for the WWH Group.
- Car user, valid licence, provision of own vehicle.

Desirable:

- Ability to speak Welsh.
- Understanding of WG priorities, requirements and procedures in relation to development.
- Relevant professional qualification or membership (RICS/CIOB etc).

Summary of main benefits

Working for WWH gives you access to a great range of benefits such as flexible working, a generous annual leave entitlement, competitive salaries and a range of health and wellbeing benefits:

Great pay - We offer a competitive salary with an annual review.

Annual leave - You are entitled to 25 days leave per year, plus the designated statutory bank holidays and an extra company holiday at Christmas. In addition, your leave entitlement will increase by one day on the 1st January of each year up to a maximum of five additional days. All our annual leave benefits are calculated on a pro rata basis if you work part-time. On top of this, you also have the option to buy or sell up to one week during each holiday year.

A choice of pensions - We know that financial security has a positive effect on wellbeing whether you are close to retirement or not. We offer a choice of two pensions with the Social Housing Pension Scheme (SHPS): a CARE Defined Benefit Scheme and a Defined Contribution (DC) Scheme.

Employee wellbeing - Our staff are important to us. That's why we're committed to offering the widest possible range of working arrangements to support and promote your wellbeing. We provide information, support and initiatives to help you live the life you want (and our Cash Plan allows you) to be more health conscious by taking away some of the financial burden of healthcare for routine treatments, such as dental, optical and physiotherapy, up to an annual policy limit.

Supporting through illness – if the unfortunate happens and you are unable to work through sickness, illness or injury WWH supports you with a generous occupational sick leave scheme, role adjustments, occupational health advice and an employee assistance programme.

Flexible working - At WWH we genuinely believe in the importance of a balanced lifestyle where you can achieve your best at work and manage other areas of your life effectively. Flexible working is a widely used benefit that is enjoyed by many staff at all levels. Having a healthy and flexible work-life balance is about finding the right solution to combine work with your personal responsibilities and aspirations while providing WWH with flexibility in order to provide better services.

Learning and development - We value our people highly and want to invest in providing the right support and skills to really make a difference in the services we provide. Learning and development is an integral part of our business and we regard the development of our staff as a key responsibility of everyone's role. All staff must make a personal commitment and investment of time to access learning and development opportunities that will enhance personal growth and develop skills and behaviours. All staff attend a Corporate Induction programme and have regular meaningful 'Development Conversations' about their development and work, how it's connected to the work of others and how we work together to support WWH's values and operating principles. We also have a bespoke WWH leadership programme, which all staff can benefit from.

Annual staff survey - Another way we listen to staff is through our annual staff survey that seeks confidential feedback on how we are doing.

The little things - In addition to all these great benefits, we believe that the little things also make this a great place to work. We hold annual loyalty awards as a 'thank you' to staff who have been with WWH for many years. We provide free tea, coffee, water and kitchen facilities; free parking; corporate gym membership rates; staff social events including an annual conference and party; charity fundraising events including dress down Fridays; reasonable use of office facilities, e.g. photocopying and internet for a small monthly contribution; and an extensive range of savings and discounts from local retailers.

How to apply

Thank you for your interest in this position.

Applying is easy, just email us your CV and a cover letter explaining why you are right for the role, to hr.recruitment@wwha.co.uk.

If you require any further information about this role, please speak to Martina Melbourne, HR Admin, on **07970675480** for an informal chat.

If you have any questions about the application process please contact the Human Resources Department, on 07970675480.

For additional information about Wales & West Housing please visit www.wwha.co.uk



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 @wwha

 wwhahomesforwales



INVESTORS
IN PEOPLE

Platinum
Until 2020