

Job description

Group Director of People and Insights:

Responsible to: The Group Chief Executive Officer

Responsible for: Barcud Group Board

Direct reports (subject to review): Assistant Director of ICT and Business Improvement, Assistant Director of Customer Services and Partnerships, Assistant Director of HR & Communications

External: Tenants, Barcud Tenants Participation Group, Customers, Regulator of Social housing Wales, Welsh Government, CHC, TPAS, Media Channels

Internal: Colleagues, Executive Leadership Team, Board and Subsidiary Chairs

Team: Group Performance, HR (People Team), ICT (Digital), Customer Services, Tenant Involvement, Communications

Overall Purpose:

- To provide strategic leadership, and executive responsibility for delivering a programme of change, which creates an environment of improved decision making, based on insights across all points of customer contact, and through the use of technology, to improve service delivery across the group
- To ensure that Barcud have the right culture, systems and process to make this happen whilst demonstrating effective listening.

Key Responsibilities:

Strategic Leadership:

- Lead on the business and strategic planning across the People and Insights directorate, establishing an effective performance framework, regularly monitoring, and analysing trends, gaps and risks across the Group to create relevant insights
- Lead on supporting and promoting a focus on truly putting the tenant at the heart of all we do. A strong leader, able to set a clear vision for the future which creates platforms to help deliver the best possible outcomes for our tenants
- Lead people and high performance across the Group, contributing at a strategic level to the successful operation of Group business as a key member of the Executive Leadership Team
- Promote and support a culture where people and communities achieve and thrive

People:

- Develop and implement a People and Culture strategy that will set the tone for how we deliver our strategic objects and business plan aspirations through our people
 - Identify strategic talent management and people development goals and ensure they are reflected in the People & Culture strategy
 - Ensure that our values, behaviours and expectations for all staff are aligned, embedding these throughout Barcud through HR and management processes, making use of technology as an enabler and performance insight and data to drive change and continuously improve operations and performance
 - Champion the benefits of Equity, Diversity and Inclusion (EDI) as an integral part of the organisation's culture and strategy, ensuring it is firmly embedded into all of the organisation's
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activities and plans

- Ensure that the strategy is appropriately translated into operational management and delivery of people agendas and best in class practices covering talent attraction, retention, performance management, and organisational / cultural change and development

Tenant Voice:

- Lead on all functions of customer services and tenant involvement with a focus on innovation and new ways of working, offering a top-class service, committed to resolving issues at the first point of contact
- Set a vision and strategy for delivering excellent tenant experience and ensure our practices and processes deliver high levels of satisfaction, reflecting the views and needs of tenants, ensuring that tenant feedback and insights are used to shape and inform our strategy and decision making
- Review responses to tenant complaints, and insights from all tenant interactions across the Group, ensuring associated service delivery improvements are implemented robustly and tenants are made aware of the impact they have had on Barcud's operation
- Foster a strong performance culture and commitment to customer care, driving improvements with a focus on customer centric metrics
- Lead, direct and oversee all aspects of Barcud's tenant experience service, including the development and implementation of a tenant involvement strategy, ensuring that the tenant voice is heard, respected and valued throughout Barcud and our methods of engagement and involvement provide a menu of choice appropriate to individual needs of tenants and customers
- Oversee an approach to digital transformation to continually adapt and modernise the tenant and customer experience

Insights

- To influence the continuous improvement of the overall operational performance at Barcud by monitoring performance against KPIs and insight to inform decision making and add value to drive improvements in terms of efficiency, cost, quality, and productivity. Support Achievement of VfM and customer satisfaction to continuously improve operations and outcomes.
- To corporately manage performance and report to the CEO and Board on strategic progress against delivery of Strategic Objectives, recommending adaption and change where appropriate.
- Ensure the right performance measures, analysis and review(s) are in place to deliver current and future performance outcomes across the group
- Make use of all available data, analysing trends to identify baseline performance levels and identify areas for development
- Ensure alignment between operational plans and strategic priorities. Making sure that operational teams are measuring what matters most, at a frequency that drives business improvement
- Regularly review forecast vs actual performance with a view to learn and continually improve
- Foster a strong culture of delivery and accountability

Digital & Communications:

- Oversee the development of a digital strategy enabling colleagues to work smarter with live data, providing insights to support informed decision making and enhancing and elevating our tenant engagement through digital platforms where this is the offer of choice
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- Ensure that the Barcud is making best use of technology to innovate and work as efficiently as possible
- Responsible for all aspects of internal communications, external affairs and marketing, maximising every opportunity to promote Barcud, acting as an ambassador internally and externally

This job description is not intended to be an exhaustive list of procedures and tasks carried out by the post holder. In view of the changing demands of the service, the duties may need to be reviewed and revised as deemed appropriate by the Group Chief Executive Officer.

Person specification



All criteria are essential unless indicated otherwise

Qualifications:

- A degree level qualification in a relevant subject or equivalent experience is essential
- Evidence of continually developing professional knowledge
- A relevant management/professional qualification (L5+) (Desirable)

Experience:

- Experience of colleague engagement strategy development and implementation demonstrating delivery of key outcomes together with experience of formulating and implementing successful workforce and talent development strategies
- Senior level communications experience in an organisation with a high public profile, advising at senior level with proven ability to develop and deliver high quality and innovative strategic communication campaigns internally and externally across a range of channels, with a track record in evaluation to ensure efficient and effective use of resources
- Significant customer or community engagement experience, ensuring that the customer voice is heard, delivering customer focused services and implementing innovative performance strategies to transform operational delivery
- Track record of setting and delivering high standards of performance and using compliance, metrics, and benchmarking to provide insights to raise standards and support delivery of corporate business plans
- Identify and act upon risks, trends and growth opportunities ensuring robust strategies and plans are agreed and managed to deliver great outcomes for the community
- Proven ability to deliver organisational change, including cultural change and delivering a positive and inclusive culture that embraces EDIB with outstanding results
- Significant experience of working at a senior level
- Excellent and visible leadership skills with a track record of leading high performing, engaged and empowered teams
- Comprehensive appreciation of corporate governance and the requirements of operating in a highly regulated environment
- Extensive experience of working effectively with boards and stakeholders to ensure regulatory and legislative compliance, deliver strategic objectives, identify and manage organisational risk, including Health & Safety

- Credibility and experience of building successful relationships with key partners
- Financial and commercial awareness; able to understand and evaluate budgets, business plans, annual accounts, treasury management and value for money metrics. Able to balance financial efficiencies with delivering the best services and outcomes possible to tenants and communities.
- Proven ability of leading large complex teams
- Understanding of the challenges of delivering key services to rural communities and an appreciation and commitment to the key role which an anchor organisation such as Barcud plays in the community

Knowledge/Skills:

- An inspiring, visible, and motivational leadership style
- Creates strategic partnerships and builds positive relationships with all stakeholders
- Strategic thinking: horizon scans, anticipates and is proactive
- Track record of leadership translating plans into action, guiding and empowering people through and delivering positive change
- Influence and impact; excellent inter-personal skills with the ability to communicate, persuade and influence key decision makers, both internally and externally
- An excellent communicator, able to listen, give and take feedback well, present complex issues and ideas to different audiences in a clear manner, both verbally and in writing. Comfortable with public speaking and representing at a national level, open, approachable, and tactful
- Ability to interpret and analyse complex information and data
- Welsh language ALTE level 3 (Desirable)

Leadership and Management:

- Trusts that people want to do a great job
 - Establishes an environment where people feel they belong and can be their best
 - Inspires others through confident, positive, and visible leadership
 - Coaches, trusts, and empowers whilst holding themselves and others to account
 - Committed to offering a great place to work as the basis of great service
 - Values diversity of people and thought
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Personal Qualities:

- Identifies closely with the communities served by the Group and the organisation's values and vision
 - Displays high personal standards, probity, integrity, and empathy
 - Visionary and ambitious for the organisation and our communities
 - Embraces organisational learning and continuous professional development
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