

# Y Pwyllgor Cymunedau, Cydraddoldeb a Llywodraeth Leol

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Lleoliad:  
**Ystafell Bwyllgora 1 – y Senedd**

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Dyddiad:  
**Dydd Llun, 31 Mawrth 2014**

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Amser:  
**16.00**

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Cynulliad  
Cenedlaethol  
Cymru

National  
Assembly for  
Wales



I gael rhagor o wybodaeth, cysylltwch â:

**Sarah Beasley**

Clerc y Pwyllgor

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## Agenda – Dogfennau Ategol

### Pecyn Atodol

Noder bod y dogfennau a ganlyn yn ychwanegol i'r dogfennau a gyhoeddwyd yn y  
prif becyn Agenda ac Adroddiadau ar gyfer y cyfarfod hwn

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**2 Ombwdsmon Gwasanaethau Cyhoeddus Cymru: Sesiwn dystiolaeth  
gyda'r ymgeisydd a ffefrir (16:15–17:15) (Tudalennau 1 – 8)**

## **Communities, Equality and Local Government Committee**

### **CELG(04)-11-14 Paper 1**

#### **Nicholas Bennett: pen portrait**

Nicholas has spent the majority of his career within the public sector. His early career had a strong focus on policy and economic development which culminated in his appointment as a Cabinet Special Advisor in 2000. He remained in post for a further two years before deciding to establish his own economic development and public affairs consultancy.

He joined Community Housing Cymru as their Group Chief Executive in 2006. Under his leadership, the Housing Association has quadrupled its turnover, transforming a loss-making organisation into a profitable one.

In addition to his executive roles, Nicholas has held a number of non-executive roles such as Member of; OFCOM Advisory Committee, Welsh Language Board and Glas Cymru. More recently Nicholas has been appointed to the Co-operative and Mutuals Commission and the "Williams" Public Services Commission.

## Curriculum Vitae

**Nicholas Bennett BSc. Econ, MBA**

**A leader who has operated successfully across the public, private and not for profit sectors in Wales, but with an international outlook enriched by working with EU institutions and Harvard leadership training.**

**My most recent success has been transforming CHC from a failing organisation into a profitable, successful, influential, high performing social business. I am seeking a new challenge.**

### CAREER

#### **Group Chief Executive Community Housing Cymru (July 2006- Present)**

- Developed a social enterprise into a group structure with three subsidiaries including Care and Repair Cymru and the Centre for Regeneration Excellence Wales.
- Quadrupled turnover (£3.5m) and staffing (49) and awarded Gold Investors in People standard.
- Turned a business which had been making losses over 4 years into a surplus which has risen consecutively over the past seven years.
- Instigated an independent review of the regulation of the housing sector which gave significant freedoms and reforms to RSL boards as social enterprises serving tenants.
- Lobbied successfully for additional investment of approximately £300m over past 5 years against trend.
- Successfully led formation of the Welsh Housing Bond- 17 RSLs collaborating to borrow over £100m and build over 1000 homes.
- Launched and championed a range of anti-poverty initiatives including Moneyline Cymru which has provided affordable credit to 7000 borrowers, Your Benefits are Changing Campaign and "Don't get bitten by Loan Sharks" campaign.
- Nominated by staff for a "Leading Wales" award for inspirational leadership.
- Attended JFK School of Governance Innovations in Governance programme at Harvard.

#### **Director**

#### **Bute Communications (May 2004- July 2006) and *darpar* economic development and policy consultancy (December 2002- July 2006)**

- Co-founded and subsequently sold interest in Bute Communications, a company specialising in public affairs - Wales's fastest growing public affairs company in 2006, with clients across the public, private and voluntary sectors.
- As an independent economic development consultancy *darpar* successfully delivered economic development studies to a range of clients.

#### **Cabinet Special Adviser Welsh Assembly Government (November 2000– October 2002)**

- Special Adviser to the Deputy First Minister attending Civil Service Senior Management Executive Board and Cabinet.
- Briefed Ministers in preparation for Cabinet, Assembly Business and external meetings such as Council of Ministers, Joint Ministerial Council and Whitehall bi-laterals.
- Provided professional and political input into Ministerial portfolios including Economic Development, Wales Abroad, Rural Development, Culture, Sport and the Welsh Language.
- Negotiated weekly whipping advice and the budget planning round and Comprehensive Spending Review and Deputy First Ministers return to cabinet.

**Director of Development  
Newidiem Economic Development Consultancy (January 1 2000 – November 2000)**

- Project director and manager, senior policy adviser on EU issues. Corporate responsibility for marketing the company, building and sustaining strong and successful client relationships, winning and delivering contracts from a diverse range of clients.
- Developed strong project management and team leadership skills.

**Regional Policy Adviser  
Wales European Centre, Brussels (July 1995- December 1999)**

- Helped expand and strengthen WEC sponsorship. Advised a wide and diverse sponsorship on influencing the institutions of the EU and on EU institutional development and policy developments across the regional policy brief which included the structural funds, urban, transport and spatial planning policy.
- Influenced the development of the new Regional Policy Map in Wales, which provided the key to achieving Objective 1 status for West Wales and the Valleys and also succeeded in amending Structural Fund regulations in the European Parliament.
- Instigated WEC policy presentations papers and seminars around Wales in order to keep member organisations abreast of main policy developments and to bring greater “buy-in” from the sponsorship

**Economic Development Officer  
North West Wales (September 1992 July 1995)**

- Co-ordinated and initiated economic development and planning department policies for rural communities in Gwynedd. Advised the Chief Executive on economic development issues. Established Anglesey Council’s first capital grant available to small firms.
- Led a bid for a five year grass roots rural development programme, attracting one million pounds worth of European Commission support. Wrote the first comprehensive economic development strategy, ensuring that it functioned as a key corporate planning document for both internal and external purposes.

**Parliamentary Research Assistant, Richard Livsey M.P. House of Commons  
(November 1991- April 1992)**

- Speech writing and candidate briefing, drafted parliamentary questions and early day motions, pre-election planning and special assistance in target seats.

**EDUCATION**

**University College of Wales, Aberystwyth, 1987-1991**

- Master of Business Administration 1991
- B.Sc.Econ (Hons) Political Science 1990

**Ysgol Gyfun Llangefni Comprehensive School, 1980-1987**

- 1985- 9 0 levels
- 1987- 3 A levels

**OTHER INTERESTS**

- A member of the OFCOM Advisory Committee for Wales from 2004- 2011.
- A member of the Welsh Language Board 2007-2012.
- A member of the All Wales Convention on further powers for the National Assembly for Wales in 2008/09.
- Appointed a member of Glas Cymru in 2008.
- Appointed to the Co-operative and Mutuals Commission and the “Williams” Public Services Commission in 2013.
- A regular contributor to both written and broadcast English and Welsh language media.
- Married, three children. Born 29/04/69. Fluent English and Welsh.
- Likes running, keeping fit, golf, walking the dog and indie rock.

## Nicholas Bennett BSc Econ MBA

### Personal Statement for the post of Public Services Ombudsman for Wales

#### Introduction

I have spent the past 22 years in public policy roles spanning the public, private and third sectors in North West Wales, Cardiff, London and Brussels. I wish to submit the following personal statement as part of my application for the post:

**i. A strong commitment towards upholding the rights of the ordinary citizen and an understanding and commitment to equality of opportunity**

My current role as Chief Executive of Community Housing Cymru is to advocate greater investment in social and affordable housing. However, I have always tried to undertake that role through advocating on behalf of the citizen – be it the tenant or individual facing housing need rather than a narrow “producer interest”.

For this purpose we have long advocated the Essex Review and subsequent commitment to “co-regulation” which empowers local boards- and local tenants – who make up, on average, 35% of housing association boards.

With the onset of Welfare Reform, CHC has led work on the award winning “your benefits are changing campaign”- to ensure that tenants are fully aware of their welfare rights. This campaign has received broad support from Housing Associations but also local authorities.

This commitment to the citizen has gone beyond simply housing need - to broader community campaigns supporting financial inclusion including the “Don’t get bitten by loan sharks” campaign and the establishment of Moneyline Cymru as an affordable credit vehicle which has saved 8000 people from the clutches of the loan shark or doorstep lenders.

My interest in citizens’ rights also includes bi-lingualism (as a former member of the Welsh Language Board), digital exclusion (Ofcom Advisory Committee for Wales), constitutional “equality” (the All Wales Convention) as well as citizen centred co-production (Co-operatives and Mutuals Commission/ Williams Commission).

I have an understanding of, and commitment to upholding the equality of opportunity – as an employer- and as a representative of service providers.

**ii. A demonstrable track record of influencing and negotiating at a senior level**

I have, throughout my career demonstrated an ability to influence and negotiate: reaching out beyond narrow silos and to work across different communities of geography or of interest where necessary.

As a Regional Policy Advisor in Brussels I organised a Wales wide lobby of the EU institutions which encompassed local government, the CBI, Wales TUC, Higher and

Further Education, the then WDA, TECs, Wales Tourist Board and the Voluntary sector so that Wales could press the case for Objective 1 funding with one voice.

As a Cabinet Special Adviser I was also able to work well with coalition partners and also opposition parties as well as officials in order to deliver the Partnership Agreement but also in order to create broader support for specific Wales-wide initiatives – such as greater support for the Welsh Language at a time of great political sensitivity.

As Chief Executive of CHC I have helped shape a “coalition of the willing” to support greater investment in social housing, greater private borrowing from Housing Associations (borrowing has increased by £400m over the past 4 years) and a new fit for purpose regulatory system which support local autonomy and accountability. This has required stakeholder management with members, civil servants, ministers, opposition spokespeople, private lenders, tenants groups and local government.

I have also worked well with politicians from across the political spectrum at Wales and local level in order to increase the support for social housing and the investment needed to meet greater housing need and also to promote regeneration and anti-poverty measures.

This approach was critical in getting ministerial support for change – and in achieving a key outcome - the One Wales Coalition target of 6500 additional homes over 4 years.

Public policy outcomes that I have been directly involved in include:

- Establishing Menter Môn Rural development agency
- Advising on the new Structural Fund map which ensured Wales got Objective 1 funding
- Establishing Assembly Learning Grants
- Cabinet agreement for Iaith Pawb and increased funding for the Welsh Language
- Better regulation and funding for housing- leading to the achievement of the 6500 One Wales target
- Developing the Housing Revenue Grant - or Welsh Housing Bond which has borrowed over £100m from the bond market and will deliver over 1000 affordable homes.

I currently represent the housing sector of the UK on the European Housing network.

### **iii. Excellent intellect and independence of judgement**

I am a double graduate who has also benefited from leadership training at JFK School of Governance Harvard. I have exercised independent judgement in a number of areas, most recently in participating in the recent Williams Review. I have always sought to make decisions that are based upon evidence and merit.

As a consultant I have experience of applying methodologies such as “Delphi” techniques in order to avoid band wagon effects when considering public policy conundrums.

**iv. Strong interpersonal, analytical and communication skills**

I have strong interpersonal skills for a whole variety of different settings: with staff, clients and stakeholders. My analytical abilities include qualitative and quantitative analysis of economic data and broader stakeholder analysis as a successful economic development and public affairs consultancy director. I have well-honed communication skills- written and oral – and am able to communicate confidently in committee, in the media and from the public stage in either English or Welsh.

As part of my current role I have given evidence to House of Commons Select Committees as well as National Assembly Subject Committees. I regularly give interview on BBC Wales radio and TV, ITV and appear as a guest on “Y Sgwrs” as well as content for the Daily Post, Western Mail and social media.

**v. Strong strategic leadership and managerial skills**

My MBA and more recently my experience at Harvard have assisted my ability to provide strategic leadership. This has been demonstrated in my management of staff and resources. During my tenure CHC has been transformed from a failing organisation to an influential one. Poor staff morale has been transformed in Gold Investors in People status. Four years of deficit have been replaced with seven consecutive years of financial surplus. As well as improving staff morale - the staff complement has increased from 12 to 49.

**vi. An ability to inspire confidence with senior figures in public life in Wales, including the Welsh Government, local government and the health sector**

My experience of the political and stakeholder context has been developed at local, Welsh, UK and EU level. I currently represent the UK on the European Housing Network and also represent the social housing sector on the Housing Regulatory Board for Wales.

I believe my ability to inspire the confidence of senior figures can be demonstrated by the range of my public appointments: I was appointed to the All Wales Convention by the First Minister and then Deputy First Minister; to the Williams Commission by the First Minister; to the Co-operatives and Mutuals Commission by the Business and Economy Minister; to the Welsh Language Board by the then Culture Minister and to the Welsh Government’s Efficiency and Innovation Board by the Finance Minister.

I have briefed the whole of the senior civil service on partnership good practice.

At Chief Executive level I exercise “leadership beyond authority” to the 40 chief executives and the many board members who run Housing Associations in Wales and pay membership fees to CHC. This role also requires me to sustain the confidence of senior figures in both local government and the health sector.

**vii. Knowledge of local government and /or the NHS**

The whole of my career has demanded some form of relationship with local government. I worked in local government for three years and in the Wales European Centre I also held the local government “contract” for relationship management. My clients in the private sector included a range of local authorities. More recently my experience of the Williams Commission updated my knowledge of both local government and health performance. Local authorities and Health Boards are key

Housing Association stakeholders. I have put resources into breaking down barriers between social housing and the NHS. This has included commissioning research by the Kafka Brigade to look at new opportunities for collaboration between Housing and Health as we face the challenge of an ageing population. The initiative has had ministerial support with both Housing and Health Ministers attending the launch of the report and has led to the Aneurin Bevan Health Board forming a new initiative with local housing agencies. More recently CHC has seconded policy staff to the NHS confederation to further break down barriers. .

**viii. An understanding of and commitment to Nolan’s Seven “Principles of Public Life” and experience of meeting these standards**

I have always insisted that CHC as a charity complies with the Nolan principles of public life – and I have also understood and complied fully with them in the context of all public appointments I have undertaken.

**ix. Commitment to improving performance while managing within constrained resources**

I have initiated, operated and grown businesses - both micro enterprises and small firms in the private and social enterprise sectors often in very constrained circumstances.

In a public policy context I am tenacious in ensuring that public value is achieved. I have always ensured that clarity of accountability and expectation has been a key aspect of my behaviours to staff and also my own authorising environment and this has been a key aspect of performance improvement.

**Desirable**

- i. I am a fluent Welsh speaker
- ii. My knowledge of the system of devolved government administrative law began with the constitutional and business law aspects of my politics degree and MBA and have been enhanced by my career in Brussels and as a Cabinet Special Adviser – I was privileged in having a “ring side seat” to decision making and public policy contexts at EU level and also in the emerging devolved context.

Nick Bennett  
February 2014



Mae cyfyngiadau ar y ddogfen hon