

PROUD TO BE HERE.

Trivallis.



Chief Executive Recruitment Candidate Information Pack June 2017



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About Trivallis

Trivallis (Formerly RCT Homes) was set up as Wales' first housing community mutual in December 2007, following a stock transfer of over 10,000 homes from Rhondda Cynon Taf Council.

Following a brand consultation, we launched with the new name, "Trivallis" in July 2016. We then collapsed our group structure in September 2016.

Being a community mutual means we are run by our tenants, for our tenants. As well as being part of decision-making processes at all levels of the organisation – from recruiting our next Chief Executive to checking our repairs are right first time – tenants are also consulted to make sure we are doing the right things in the right places at the right time.

Our homes, which were primarily built in the 1950s and 60s, are located on more than sixty housing estates throughout the former mining communities of Rhondda Cynon Taf.

When tenants voted in favour of transferring the ownership and management of their homes to us, we embarked on a mammoth task of bringing our homes up to the Welsh Housing Quality Standard (WHQS) by the end of 2012.

Our ambitious programme involved making nearly 60,000 improvements to 97% of our properties and an investment of more than £140 million. It also included bringing more than 500 empty properties – some of which had been vacant for more than a decade – back into our housing stock. By the end of 2012 we had achieved our programme. In addition we achieved all 86 investment and service improvement Promises made to tenants at transfer. Our Planned Maintenance Programme continues to deliver improvements and maintenance to our homes.

In 2013 we embarked on our first house build programme, using traditional funding methods. We now have a development programme which is helping to develop sustainable communities and deliver on much needed affordable housing throughout the valleys.

Our multi-million pound Neighbourhood Spaces programme has been rolled out throughout many of our estates. Working closely with our tenants we plan and deliver improvements to community spaces that make a real difference to how people feel about where they live – and provide opportunities to bring the community together.

Trivallis is about more than just bricks and mortar (and kitchen sinks and bathroom suites). We also focus on the regeneration of our communities. We want to tackle poverty, regenerate communities and help people into work and training.

Since 2007 we have delivered over £12 million of social value for our customers and communities through our added value support services, charity, social enterprise, projects and volunteering.

We work with partners to deliver much-needed programmes and projects that support our communities to be stable, thriving and ambitious.

As well as offering grants and match funding for projects we deliver social value through our procurement process, ensuring local suppliers and local people benefit from contracts and job creation. Our staff are actively encouraged to take part in volunteering events and our annual Give and Gain days are a highlight in our calendar.

We were named the Business in the Community Wales' Responsible Company of the Year for the second time in 2014 and have been shortlisted again in 2017.

Our Vision is:

'To be trusted as an open and inspiring organisation that changes people's lives and communities for the better.'

Our Values define how we aim to achieve this vision, what we believe in and how we go about our work:

Listen...

...because we listen when people talk to us, and we respond to what they say. We're open, friendly, and we talk in their language. We treat people as individuals, whoever they are and whatever their background. Our experience and knowledge mean we know what we're talking about, but we don't alienate others with long words and big talk. We demonstrate our understanding through action.

Engage...

...because we make a difference to people's lives. We offer them opportunities to improve their own prospects, and we enable them to take control of their own future. Our positive attitude is infectious and reassuring, and our practical help and dedicated support makes people feel empowered to take the initiative.

Respect...

...because we're honest and transparent in the way we do things. We're seen as a credible and reliable organisation that is open to collaboration and that delivers on our promises. We're always fair in the way we conduct ourselves, and we have the utmost respect for others.

Progress...

...because we inspire others with our bold and innovative approach. We're not afraid to do things differently, to try new things, to lead the way - but we do so with humility. We're energetic, focused, and intent on making progress. We are not satisfied with mediocre and we are not content to stand still. Our energy is a powerful force for change.

Come and work with us

Hear directly from the people of Trivallis why you should choose to join Trivallis and what you can expect from working for this organisation.
(External link)



The Current Board

Claire Jones – Retiring Chair

An Independent Board Member, Claire has worked in the Housing sector in Wales for more than twenty years; during which time she has been involved in a number of renewal and regeneration projects.

Claire currently coordinates Housing Strategy Commissioning and Partnering for Neath Port Talbot Borough Council.

Claire has been Chair of the Board since 2011.



Ken Bowles

Ken is a qualified accountant and spent eighteen years working for a local authority where he became a project manager responsible for furnishing and fitting out major buildings.

He has used his skills and experience to play a central role in the selection of contractors for Trivallis' multi-million pound Planned Maintenance Programme framework.

Ken is resident of The Haven sheltered housing complex in Hirwaun.



Paul Mee

Paul is the Service Director for Public Health & Protection at Rhondda Cynon Taf County Borough Council.

He is responsible for a number of council services including Housing Strategy & Standards, Environmental Health, Trading Standards, Licensing, Community Safety, Bereavement Services and Registration Services.



Paul has worked in local government since qualifying as an Environmental Health Officer in 1991 and has held his current position as Service Director since 2007.

Kel Palmer

A former fast jet pilot in the RAF, Kel - a Tenant Board Member - rose to the rank of Group Captain. He also spent a number of years with the Ministry of Defence in Whitehall before leaving to work in the defence industry.

Since retirement to Fernhill in Mountain Ash, he has become very active in community affairs, receiving the Queen's Award for Voluntary Service in 2004.

Kel is Trivallis' longest-serving tenant board member.



Lynn Pamment

Lynn is the partner responsible for leading accountants PricewaterhouseCoopers' Government and Public Sector practice in Wales and the West.

An Independent Board Member, she has more than twenty years' experience of working with housing associations and their audit processes.



Leighton Knowles

Leighton is a Trivallis tenant and a Rhondda boy, born and bred.

Along with experience as Chair of Merthyr and Valleys Mind – the UK's leading mental health charity - Leighton has also advised organisations on equality and diversity issues.

Passionate about these issues Leighton is familiar with complex topics of funding and budget-setting as well as working with regulators.



Tom Pritchard

Tom has a degree in Business Studies and 20 years' experience in retail and commercial services, where he has maximised revenue and improved business performance for a number of organisations.

Most recently he has managed a number of projects at Director Level for Greensquare Group – a social housing group providing housing solutions to 10,000 customers.



Don Snow

Don is a partner in the Cardiff based Mandix consultancy. He has worked extensively in the field of sustainable regional and urban development following an early career with Cardiff City Council and the National Building Agency; for whom he set up office in Wales.

Don has advised businesses, government departments, the EC and OECD. He was a founding member of the Board of Constructing Excellence Wales, for whom he championed sustainable construction.



Recently he has helped Cardiff Metropolitan University develop and deliver the successful Construction Futures Wales programme on Management and Leadership.

The Executive Team

Adrian Barber - Interim Chief Executive Officer

Adrian has worked in housing for 29 years, starting his career as a Housing Officer in Tunbridge Wells, Kent.

In 2005, Adrian became a Housing Consultant and Interim Senior Manager and has since worked with a wide range of organisations including major housing association groups, ALMOs, LSVTs, Local Authorities and a representative body for all London Councils. Adrian began his career at Trivallis in February 2014 as a Housing & Repairs Director, responsible for most of the customer facing landlord services. In March 2017, Adrian took on the role of Interim Chief Executive in addition to his regular duties.



Adrian has a passion for implementing new and innovative service delivery models; using new technology, embracing fresh thinking and cutting out waste to improve the customer experience.

Maxine Wiseman - Organisational Development Director

Maxine has 11 years' experience in the Welsh housing sector.

She has re-defined the role of the Organisational Development team, which comprises of Human Resources, Learning & Development, Communications & Media and Health & Safety and is responsible for connecting plans, people and processes to make sure the business is as successful as it can be.



A Fellow of the Chartered Institute of Personnel and Development (CIPD) and a Member of the Chartered Institute of Housing (CIH), Maxine has a successful track record of supporting organisational change. She was recently awarded with Wales' Institute of Directors HR Director of the Year.

At Trivallis, Maxine is responsible for ensuring that the organisation has the committed, 'fit for the future' workforce needed to deliver its strategic ambition. She plays a vital part in ensuring that the organisation's culture, values and environment support and enhance its performance and adaptability.

Julie Vellucci - Business Development Director

A chartered accountant with over 30 years' experience in the public and housing sectors, Julie has worked in various roles at Newport City Council from Audit Manager to Head of Regeneration and Regulatory Services. Julie led on securing and the delivery of the largest Welsh Government grant award under the Vibrant and Viable Places regeneration programme.

She successfully set up the Council's property service joint venture company, as well as gaining adoption of its local development plan.

Julie joined Trivallis in May 2015 as Deputy Director of Commercial and progressed through Acting Commercial Director to Director of Business Development.

She has experience of regeneration led development, strategic asset management and continuous service improvement.

At Trivallis, Julie is responsible for the new build and regeneration programmes, asset management and service improvement.



Lynda Clarke - Finance Director

Lynda has 24 years' experience in the Welsh housing sector.

She previously worked for Newport City Homes, where she helped to manage the stock transfer and set up the organisation.

After leaving Newport City Homes in March 2016, she was an Interim Finance Manager with Powys Council, evaluating and reviewing the Finance Team to deliver improved services.

Lynda is a Fellow of the Chartered Institute of Certified Accountants (ACCA).

At Trivallis, Lynda is responsible for the Finance, Income Recovery, Governance and Informatics departments.



Bob Granville - Homes and Neighbourhoods Director

With 30 years' experience in social housing, Bob is overseeing the improvement of Trivallis' repairs service and voids services, two of the key priorities for the organisation.

He has been a member of executive teams for the past 10 years including roles as Deputy Chief Executive and Director of Operations.

A key personal driver is to improve performance whilst engaging customers in setting the standards for those services.

At Trivallis, Bob is responsible for the frontline service of the business, specifically housing management, repairs and maintenance, grounds maintenance, customer involvement and care and support services.



Role Profile

Title of role:

- Chief Executive Officer

Purpose of role:

- Work with the Board to lead and drive forward the growth of Trivallis as a community mutual housing led regeneration organisation
- Act as a positive and inspirational role model defining Trivallis' reputation for innovation and diversification
- Lead and manage the Executive Team, and through them, the organisation as a whole
- Be the primary visible face of the organisation – both internally and externally

Key Priorities:

- Immediate (first twelve months):
 - Sustain and embed current delivery of services, ensuring standards are maintained and targets/performance measures met
 - Build effective and constructive relationships, both internally and externally, necessary to undertake your role
- Medium term priorities (12-24 months):
 - Continue to deliver on an already agreed range of improvements (our two year short-term delivery plan), and the related action development plan
 - With the Board and the Executive Team, begin to flesh out a revised long term vision for the next phase of Trivallis' growth and development

Role reports to:

- Chair of the Board

Responsible for:

- Executive Team of four

Other Key relationships:

- Internal
 - Board members
 - Staff
- External
 - Regulator

- Funders
- Council
- Other public sector bodies
- Developers

Performance in role will be judged by:

- Objectively:
 - Annual appraisal by the Chair
- Subjectively
 - Feedback from both internal and external stakeholders

Person Profile

Part One:

These are the requirements, against which we will assess your written application, so please be sure to address each of them when putting your application together, and ideally providing examples of how you meet them.

Essential:

A demonstrable and proven track record of:

1. Successful, inclusive and inspirational leadership and management of at least a comparable-sized organisation
2. A clear capacity to articulate and communicate a compelling sense of ambition, vision and aspiration at every level of the organisation; one that builds confidence amongst the Board, staff, funders, our regulator and external partners
3. Significant business experience and success at a strategic leadership level in a customer-focussed organisation of comparable size, through having taken/grown a business/organisation from one level to another
4. Financial literacy; strong on financial control; strong commercial focus and financial/budget management
5. Delivering service improvement, deploying and encouraging creativity, innovation and diversification
6. Investing in, developing staff and building/delivering through teams

7. An ability to delegate and see the “big picture”, not getting embroiled in any one part of management, but also never losing sight of the fundamentals, especially re finance and performance; keeps a finger on the pulse and day to day delivery of the organisation
8. A keen, inclusive and natural relationship builder; able to work co-operatively with a range of partners and agencies to deliver services

Desirable, but not strictly essential:

A demonstrable and proven track record of:

9. Taking an already high-performing organisation and growing it to the next level; experience of ‘change’ and the inevitable related growth pains experienced by a growing organisation operating in a highly dynamic and challenging operating environment – and how these can be addressed/mitigated
10. Exceptional strengths re an understanding/awareness of business trends, and harnessing performance management, using evidence and metrics
11. A real appreciation of the role that housing can play in the interface between the NHS and social care
12. Digital awareness and the application of technology in driving service improvement
13. Knowledge and awareness of both our sector and the kind of market within which we operate, including experience of diversifying revenue streams, social finance and working with consortia and partnerships

Part Two:

If invited to interview, the criteria outlined in Part One (above) will be tested further, along with the core skills and personal attributes listed as follows.

Style, skills, attitudes, behaviours:

To survive and thrive within, as well as deliver for the organisation...

- You ‘get’ good governance; you have a demonstrable capacity to work effectively with, accept challenge from and harness the talents, knowledge and goodwill of a board; you know how to use them, and

they have learned to trust you – or at the very least, you have the capacity to develop and achieve this level of rapport

- Have the strongest commitment to rigorous performance management by objectives, and holding people to account for such
- Value and encourage innovation, strategic and lateral thinking, and are personally readily able to adapt to handle ambiguity, address problems and find the most effective solutions
- Demonstrate resilience and a capacity to respond calmly to, and deal effectively with crises, rapid shifts in the external perspective, 'events' and the unanticipated
- Have a reputation for being a driver of a business, energetic, entrepreneurial and commercially hard-headed with good business nous, always ready to swiftly seize and exploit potential opportunities – all this grounded in authenticity, natural warmth and humour - and integrity
- You have taught yourself to walk into meetings with an open mind, and not with rigid pre-conceptions
- You speak and write in clear language, without confusion
- You bring your personal values to the office – and you live them day to day; you are naturally collaborative, respectful and genuine with all – from Board member to staff to tenant
- You listen more than you speak, and you know how and when to ask probing/pertinent questions
- You foster and encourage an environment/culture of openness, transparency and trust

Part Three – Chemistry and “Fit”

We posed a series of questions on your behalf to the Board

‘In terms of the relationship with a chief executive, what are you, as a board, like to work with?’

- *We’d say that our current board dynamics/culture is:*
 - *Honest, truthful and respectful*
 - *Resilient*
 - *We’ve bonded together*
 - *We’re collegiate*
 - *We do serious business, but one can deploy a sense of humour too*
 - *Everyone is very approachable and supportive*
 - *There is a sense of trust and confidence*
- *Board meetings are regarded as being a good mix of challenge and support; a forum for both non execs and senior management for informed debate; and, hopefully, rewarding and enjoyable*
- *Board culture is, however, always ‘work in progress’, and we regularly look formally and informally at how effective we are, how well the collaboration between non-execos and execs is working and what we can do to get better*

‘So what would you ‘not’ want to see in the relationship with your new chief executive?’

- *Arrogance*
- *Doesn’t get the core social purpose of why we exist*
- *Not a ‘team player’, and not ‘collegiate’*
- *A ‘been there, seen it, done it’ attitude*
- *Patronising*
- *Doesn’t listen to/respect our contributions*
- *Isn’t straight or honest with us*
- *Drowns us with detail and avoids strategic issues*
- *Failure to keep a grip on the basics and fundamentals around delivery and performance*
- *Doesn’t invest in our reputation with partners, funders and our regulator*
- *Lack of clarity*
- *Insular and closed*
- *Talks too much and seeks to dominate proceedings/grandstand*

‘So as a board, for you the bottom line about one of the most important decisions that you’ll make for years to come?’

- *It doesn't matter what sector you have come from, you have the strongest of business/commercial heads, but you also have a social heart, and appreciate that delivering on the needs of our tenants drive this enterprise*
- *You get and harness the concept of servant-leader on a daily basis*
- *Once appointed, you'll walk into a meeting (could be tenants, staff, board members, partners or funders), they'll watch and listen to you for a while, and they'll quickly see 'why' we chose you as our chief executive – it will be that obvious*
- *Trivallis will be not only in safe hands, but has a brilliant future ahead*

'If potential candidates meet all the criteria above, then they will likely have many attractive options for their career. So why would they want to work for Trivallis?'

Any one or a combination of the following:

- ***The sector that we operate within***
 - *If you feel that it's important to try to transform life outcomes for vulnerable people, then you can have a huge impact by taking a role in the social housing sector*
 - *If, despite economic and financial constraints, you are optimistic about the future and have a belief in people's potential and want to invest in that – then there is no more meaningful and impactful place to do that than at Trivallis*
 - *You will have a chance to influence, guide and be at the forefront of developments in social housing and related services*
- ***Our region***
 - *Trivallis is and has the potential to be a major/even greater player in the Cardiff City Region*
- ***Our place***
 - *This is Wales; this is the Welsh Valleys; there is a magic about this place that energises and inspires; and if you already live here, then you know that for yourself*
 - *Even if you don't live here, perhaps you have visited South Wales in the past and fallen in love with the place and its people*

- *And perhaps you were born/grew up here, moved away, and personal circumstances now mean you are flexible on where you live, and the prospect of returning to be close to friends and relatives whilst leading a key organisation in the area is a dream come true*
- *The quality of life, and an amazing place to raise a family*
- **Our communities**
 - *The chance to be the leader of and an ambassador for an organisation that makes a real difference to people's lives out there in the community*
- **Trivallis**
 - *We are most effective at targeting and helping those in need; so if you are keen to drive and influence an organisation that is making a real difference, then this is your chance*
 - *Unlike some, we are not a basket case organisation; we have a strong reputation, we have a strong exec team and we have a capable and highly motivated/energised staff with high morale.*
 - *This is not one of those roles where you have to come and waste your first year re-structuring, change the culture and building a brand new leadership team; you'll inherit a great team*
 - *But neither is this a 'safe' role or a safe 'organisation; yes, we need always to get the basics right, but we are ambitious, we want to grow, we want to make our mark – and we need an inspirational and visionary chief executive to help us do just that*
 - *We are financially stable and have the resources to invest; the groundwork has been done – you really will be able to achieve so much, and very quickly*
 - *And again, this is a great opportunity to support those who are delivering something meaningful 'on the ground'; to do well by doing good; and to deploy that commercial and business acumen with a social heart*
- **Personal experience and growth**
 - *You recognise yourself from the person spec above – that's you!*
 - *This is a chance for you to contribute your knowledge, expertise and enthusiasm and to harness for the benefit of others the advantages and opportunities you have had - that they may not yet have enjoyed*
 - *Come here not just for yourself and your career (although you will undoubtedly grow in skills and as a person) – come here for what you will and can achieve*

- *It is an opportunity to support and further encourage the development of the Executive Team setting a tone and culture of adding real value to our staff and to our communities*
- *Succeed here, and there will not be an ambitious social housing organisation across the UK that will not come looking to headhunt you*

‘And what might they be doing now / where might they be?’

- *We’re totally open-minded*
- *You could be in any sector*
 - *You don’t have to have a history of working in the housing sector (though obviously it might be interesting if you are)*
 - *You could be in another part of the public sector such as healthcare or local government*
 - *You could be in a large not for profit*
 - *You could be in the private sector*
- *You could already be in Wales, or working anywhere in the UK (or indeed, overseas, and for whatever the reason, you’d like to cut the travel, see your family and have a more stable home base)*
- *You could be working in an organisation of comparable size and complexity, either as Chief executive or at executive board level – and ready to show what you can do in the No.1 role*
- *You could be working in a much larger organisation but would love the chance/feel ready to deploy the skills and talent you have gained in a smaller enterprise, where you can influence more readily, connect with your customers/users more closely, and see the impact of your actions more immediately*

Bottom line?

- *You are either there already, or you are ready to step up to the No.1 role*
- *You are that visionary leader*
- *You recognise yourself from the person spec above – and we’ll recognise you too*

Terms of Appointment

Nature of Contract

Permanent, Full Time

Remuneration

£135k salary plus 10% car allowance

Location

Pontypridd, South Wales

Pension

Local Government Pension Scheme (Career Average Revalued Earnings)

Annual Leave Entitlement

30 days per annum plus bank holidays

Period of Notice

6 months

Probation

6 months

How to Apply

This guidance contains important information to help with your application.

General Conditions

We recognise and welcome our responsibility to remove any barriers in our Recruitment and Selection process for disabled people. We have tried to do this, but if you have a disability and identify any barriers in the job description please tell us of these in your application. We are committed to making reasonable adjustments to the role wherever possible and it would help us to know your needs in order to do this.

To apply for this role, we would like you to provide the following:

- A motivation statement (ideally no more than 2 sides of A4), which explains why you are applying for this role and the contribution, style, skills and experience you will bring to it.
- A supporting statement, providing evidence/examples of how you match the 13 essential and desirable attributes, as outlined in Part One of the 'Person Profile'.
- A comprehensive, up to date and current CV.
- Contact details of two referees so that we are able to take up your references if you are shortlisted for final panel interview (referees will not be contacted without your permission).
- A completed Equal Opportunities monitoring form (see below). We are keen to ensure that our roles are accessible to all members of the community and use this data to monitor our progress in doing this.

The equal opportunities and monitoring form can be found on the Davidson Partners website [here](#). This is a word document that you need to complete and return to us by email.

Please ensure you return the above documents by the closing date, 17th July 2017, to **TV1056@davidsonpartners.com**

Following long listing, you will be contacted directly with an update on the status of your application.

On the following pages, there is an indicative timetable for this appointment.

Please ensure that you let us know in your covering letter if there are any specific dates that present you with a problem.

Please note this role will be subject to a disclosure check.

Indicative Timetable

Closing date:	17 th July
Longlisting:	24 th July
Preliminary interviews:	27,28,29,30 July plus dates in August
Shortlisting:	04 th Sept
Informal Meetings:	06,07,08 Sept
Assessment and Partnership Interview Panel & Final Panel Interview:	12 & 13 Sept

Confidential Discussion

If you would like to have an informal/confidential discussion about this role, please contact our advisors: Hamish Davidson on 07932 698807, Leon Ward on 07871 044649, Jack Williams on 07885 670504, or, or email them at:

leon.ward@davidsonpartners.com

jack.williams@davidsonpartners.com

hamish.davidson@davidsonpartners.com

Further Information

To assist you further in developing your understanding of Trivallis we have provide some useful links to aid your research into the organisation and the role:

[Annual Review - 2015/16](#) – Last review before re-branding, current review to be published on Trivallis.co.uk on 7th July 2017

[Financial Statements – 2015/16](#) - Last statements before re-branding, current review to be published on Trivallis.co.uk on 7th July 2017

[Welsh Government Regulatory Judgement June 2017](#)

[Trivallis Core Values](#)