



# Building brighter futures

**A strategic framework  
for Trivallis 2024-2029**



**Trivallis.**

# Introduction



We live in a rapidly evolving world. If the last few years have taught us anything, they have taught us that we need to be agile and adaptable, able to move at pace to support our tenants and communities.

Against this fast-moving backdrop, having this clear and comprehensive Strategic Framework is crucial to guide our decisions, define our actions, and clarify what we'll do and how we'll do it.

This Framework will be supported by six organisational strategies that set out our intended actions, resource allocation, and desired outcomes. These strategies will be regularly reviewed and updated to align with evolving needs. The Framework has been developed collaboratively over many months with tenants, staff, Board members and partners, and reflects our shared purpose, values and vision for building a brighter future.

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**Trivallis.**

# Who we are

Trivallis is a charitable housing association providing homes and support services to 25,000 people in Rhondda Cynon Taff and Cardiff Bay.

We are far more than just a landlord though. We operate as a Community Mutual.

We share a strong commitment to improving the wellbeing of our communities and the people who live within them, so that they can thrive.

Our commitment extends to combining the strengths of our assets, finance, expertise and staff, with the strengths of the households and areas where we work, so that together we can make a positive difference to the lives of people and communities.

Four things define us as a Community Mutual:

- Owned by our tenants
- Collaborative working
- Anchored in our community
- Active involvement

**Owned by  
our tenants**

**Collaborative  
working**

**Anchored  
in our  
community**

**Active  
involvement**



## Owned by our Tenants

We are a not-for-profit charitable organisation owned by tenants, who are our major shareholders. They elect our Board and are involved in governance.

## Collaborative Working

Being a mutual is not just a label for us. Collaborative working is at the heart of everything we do and how we do it. This strategic framework has been determined by Trivallis tenants, staff and Board working together as one community and taking account of the views of partners. There is no place for "them" and "you" at Trivallis; we are a team of equals working together as "we" and "us".

## Anchored in our community

We are deeply rooted in the communities we serve, with a headquarters in Pontypridd and most of our staff living locally. As an anchor institution, we have an enduring presence here and will remain here in the future. The communities we serve are our communities too.

We will use all the resources we possess or are at our disposal for the benefit of our communities. By joining up our work effectively as a single unified team we will maximise the positive difference we can make for people and communities.

## Active Involvement

Active involvement of people who are affected by, or have an interest in, our decisions is core to our identity as a community mutual. Our tenants, staff and communities are involved in all levels of decision making - shaping policies, plans and actions; enhancing transparency, accountability, and democratic processes - and have been involved in developing this Strategic Framework.



# What we do

Our core activities are providing affordable homes and housing support services, together with increasing the supply of affordable homes to meet housing need. To support these activities, we are a major employer and a major client for local contractors.

But as we deliver our core activities, we want to achieve much more besides:

## Community development

We will increase our impact on community wellbeing by adopting and implementing a community development approach to all our work within communities. We will harness and build on the enormous strengths and skills that already exist within communities, and work in partnership with community organisations, voluntary organisations and public services. Where needed, we will support communities to take the lead in controlling and influencing their own futures.

When we work with communities which need additional community resources, we will support the creation of new community organisations and enterprises. If there are opportunities to enhance community wellbeing by building connections and collaborations, we will bring people together and facilitate change.

## Community regeneration

We'll leverage our strong financial position and trusted partnerships with funding bodies to bring money into our communities for long-term investment. We'll also make the most of our roles as an employer, training provider, significant local buyer, property owner, and investor, to maximise the benefits for our communities and ensure investments stay and circulate within them.

## Individual wellbeing

Community wellbeing relies on ensuring the wellbeing of all those within the community. We will use a strength-based approach that takes full account of an individual's past experiences in our wellbeing work. We will work with partners to support individuals and families, and to bring more resources into communities to help improve individual wellbeing. We will work to ensure that tenants experience a seamless service that meets their needs by adopting a team around the household approach.



# What principles will we apply

**We will apply five key principles in everything we do:**

## **Being a great employer**

We cannot deliver on our ambitions without a fantastic team of dedicated staff and volunteers. We aim to be a preferred employer, offering excellent job opportunities, a welcoming and supportive workplace, chances for staff to learn and progress, and favourable conditions for all our employees. As a minimum we will pay all our staff the Real Living Wage. We will also ensure we offer a good package of support and training to volunteers, so that people who give their time to us gain something back for their contribution.

## **Sustainability**

We will ensure that our decisions support the long-term financial stability of Trivallis and work to reduce our negative impact on the climate as quickly possible. As part of our work as landlord and landowner within communities, we will work with residents to minimise the impact of climate change, increase biodiversity and reduce community impact on the environment. Our financial stability will ensure that we can provide sustainable long-term employment.



## Equality, diversity, and inclusion

Our organisational culture will be inclusive and welcoming for all staff, Board members, tenants who work with us, volunteers, partners, and contractors. We'll support equality, diversity, and fairness in everything we do, including decision-making, service delivery, working with individuals, recruitment, and managing our staff and volunteers.



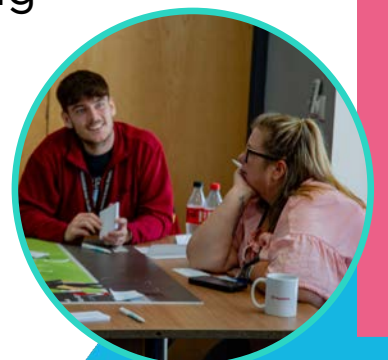
## Tackling poverty

We recognise that poverty blights the lives of many people within our communities. In our work, we'll always consider how we can reduce poverty and collaborate with partners and communities to address it in all its forms.



## Learning

We value continuous learning and improvement. We will encourage employees at all levels to acquire and apply new knowledge and skills, and promote a culture of openness, collaboration, and innovation. This will enable Trivallis to evolve, improve, and stay competitive in a rapidly changing environment. We will learn from our own innovations, pilots, and errors and from our communities. We will look for good or developing practice in promoting wellbeing from elsewhere and bring it back to our organisation and communities.



# What drives us

We are a values-led organisation. Our values underpin how we behave with each other, with partners and with the people in our communities. Like other aspects of this Framework, we have developed these values collaboratively with tenants, staff, and the Board.

We will support and embed our values through a series of defined behaviours, recruit and manage people using these values and measure whether tenants and staff are experiencing these values.



**Inclusive**



**Kind**



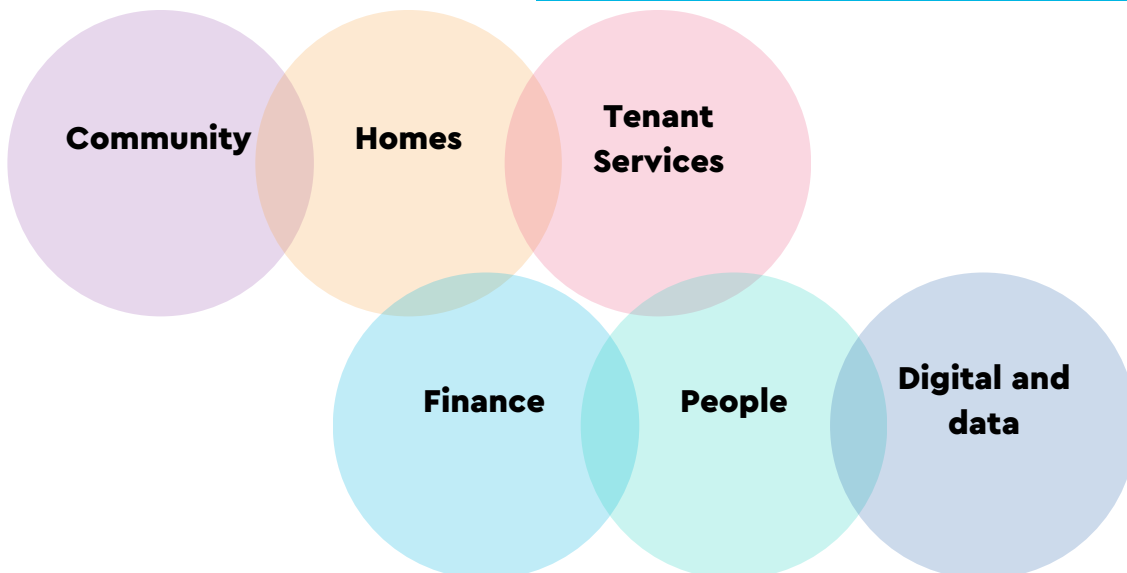
**Progressive**



**Trustworthy**

# Delivering this Framework

This Framework will be underpinned by a suite of six new strategies developed with tenants, staff and Board during 2023 and early 2024. Each strategy will integrate the principles set out in this Framework. Details may change as we work to develop them, and each strategy will be reviewed and refreshed annually to take account of changing circumstances.



# Community strategy

## Purpose

This strategy will outline how we propose to embed our work with communities, develop our community development approach, tackle poverty, and live our values as a community mutual, aligned to our core purpose of being a great landlord.

As a business, our aim is to be more than a landlord by empowering communities, working in partnership, and tackling poverty through our role as an anchor organisation. This will be delivered in collaboration, contributing to the work of others, and enabling tenants, staff, and organisations to work together to tackle common issues.

Oversight and scrutiny will be provided to the Board, reflecting the cross-cutting nature of this work.

## Principles linked to the Corporate Plan

### Sustainability

Sustainable communities are a core aim of the business and this aim will be central to the Community Strategy. The strategy will outline how our business will make a net contribution to increasing all areas of community sustainability in terms of social, environmental, and financial factors.

### Equality, Diversity and Inclusion

Outlining our approach to mutuality, the strategy will set out an approach that values and respects individuals from all backgrounds, fostering an inclusive environment where diverse perspectives are embraced. It will help us to create communities where everyone feels valued and included and will ensure the role of tenants in decision making is embedded throughout all areas of Trivallis.

### Tackling Poverty

As an organisation, we cannot do everything, and this strategy will outline the key areas of focus that will maximise the impact we can make on poverty for our tenants and communities. This will align with our core services based on the understanding that a safe, sustainable home is our biggest contribution to tackling poverty.

### Learning

Whilst all our strategies will link closely with our workforce plan, this strategy will go further and look at what skills, capacity, and services our wider communities will need, and what is our role alongside partners in developing these services.

This is also an area where we aim to work closely with academic institutions to better understand communities, so we can provide evidence-based solutions.

### The services covered in this work will be:



Area of focus	Potential Measure
Trust in Trivallis	Tenants/staff survey
Tenants who feel their views are considered	Star survey
Poverty measures	Evictions/support/income/qualifications
Organisations supported	Financially/volunteers/community benefits
Sustainable communities	Carbon footprint/£ spent locally



# Homes strategy

## **Purpose**

This strategy will outline our ambitions for improving the quality, number, and suitability of our homes to meet the needs and improve the wellbeing of our communities.

One integrated strategy will ensure we are consistent from end to end. Closely aligned to our Financial Strategy and Business Plan as the main area of spend.

Oversight and scrutiny will be provided by the Assets and Development Committee and Tenant Services Committee reflecting the cross-cutting nature of this work.

## Principles linked to the Corporate Plan

### Sustainability

This strategy will specifically tackle the issue of how our homes support sustainability. This will include our commitment to affordable warmth and decarbonisation but will also include our aspiration around mitigating the impacts of climate change and increasing our positive impact through the built environment (i.e. empty homes, community buildings, land management).

### Equality, Diversity and Inclusion

Often seen through a people lens, the Homes Strategy allows us to look at the positive impact on equality and diversity we can make through home investment. This will include adapted and specialist homes but also diversity of tenure, housing mix and the use of land and urban design to improve community cohesion.

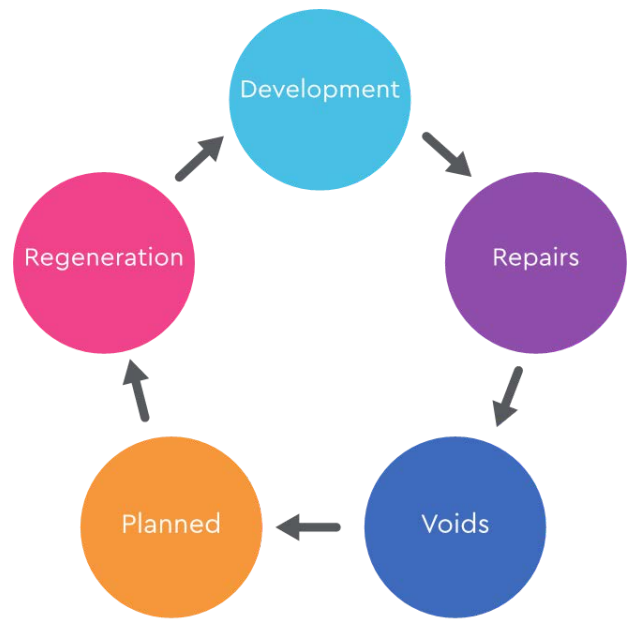
### Tackling Poverty

Our biggest impact on poverty is our core function, and the delivery of our Homes Strategy will be key in increasing supply, maintaining affordability, and improving health and wellbeing through property investment and improving affordable warmth.

### Learning

Key to delivery will be the skills needed for today, tomorrow and the future. We need to ensure we have the technical and practical knowledge to deliver on our ambition, and our Homes Strategy will align to our People Strategy. This alignment will make clear the direction of travel of investment in our homes, ensuring that the development of our teams and communities (apprenticeships/trainee programs etc) is in place to support.

### The services covered in this work will be:



Area of focus	Potential Measure
Meeting housing need	Units delivered
Affordable warmth	EPC C/B/A targets
Service to tenants	Satisfaction measures (repairs/planned/lettings)
Quality	Compliance with WHQS (2) H&S
Regeneration	Stock profiling assessment (estates and homes red amber and green – NPV and social measures)

# Tenant services strategy

## Purpose

This strategy will outline how we will deliver the satisfaction aspirations of Board, ensuring our homes and estates are well managed in line with expectation and need, and how we will work to ensure and promote individual wellbeing where we can.

Building on a team around the tenant approach, we will look to create a seamless pathway between services ensuring the needs of our tenants are met. This strategy will put people at the heart of service design, delivery, and evaluation.

Oversight and scrutiny will be provided to the Tenant Services Committee.

## Principles linked to the Corporate Plan

### Sustainability

This strategy will specifically tackle the issue of how our services will sustain tenancies and contribute to thriving communities. In this document, we will outline our ambition and approach to developing a team around the tenant service. This trauma-informed approach and strength-based approach will maximise the impact of the services we provide to all tenants, allowing them to thrive within their homes.

### Equality, Diversity and Inclusion

This strategy will play a key role in ensuring we know who our tenants are through profiling, alongside ensuring that we tailor our services to meet the individual needs of those who live in our homes and communities.

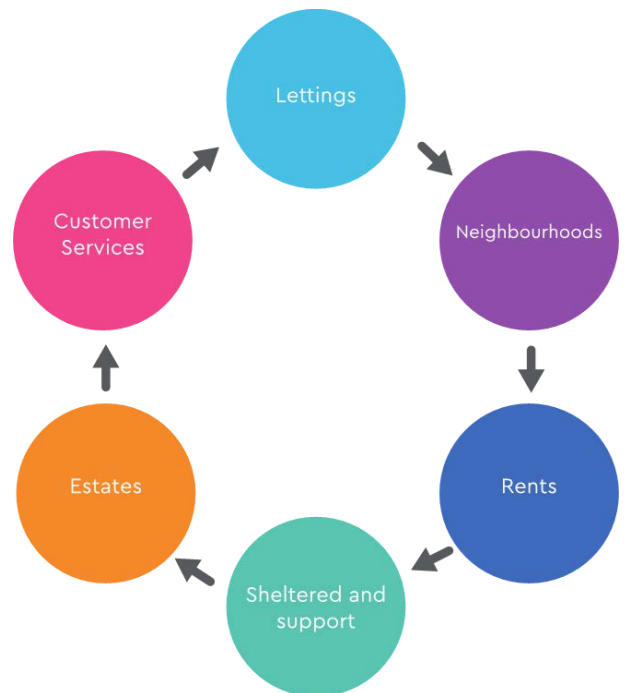
### Tackling Poverty

Fundamental to the journey out of poverty, is a safe and stable home. This strategy will provide the building blocks of our tackling poverty approach, ensuring tenants are living in stable and well-supported tenancies that meet their needs.

### Learning

Working with our tenants through a more coordinated and trauma-informed approach will mean we need to develop services and invest in our staff. Demand and expectation is increasing and as a result staff training and development will be a cornerstone in providing quality to our tenants.

## The services covered in this work will be:



Area of focus	Potential Measure
Sustaining tenancies	Turnover/evictions/s support
Customer services	Calls answered/complaints
Rents	Arrears minimised/income maximised
ASB	Satisfaction
Estates	Tenant satisfaction with neighbourhood

# Finance strategy

## **Purpose**

This strategy will outline how we will secure the resources we need to deliver our ambitions and use these resources wisely to further our ambitions and maximise the value we deliver.

Our strategy will identify the investment we have available both for building new homes and improving the affordable warmth and carbon footprint of our existing homes, towards a longer-term aim of making the organisation carbon neutral.

Oversight and scrutiny will be provided by the Finance and Investment Committee.



## Principles linked to the Corporate Plan

### Sustainability

For us to remain as a community anchor, it is essential that we have long-term financial sustainability and that our asset base remains sustainable. This includes retrofitting all our homes to meet the new upcoming requirements of the revised Welsh Government Welsh Housing Quality Standard and adapting our properties to the inevitable impact of climate change.

### Equality, Diversity and Inclusion

We will manage our procurement with an aim to ensure that all our contractors pay the Living Wage, and comply with our Equality, Diversity and Inclusion policy including the behaviours of their workforce.

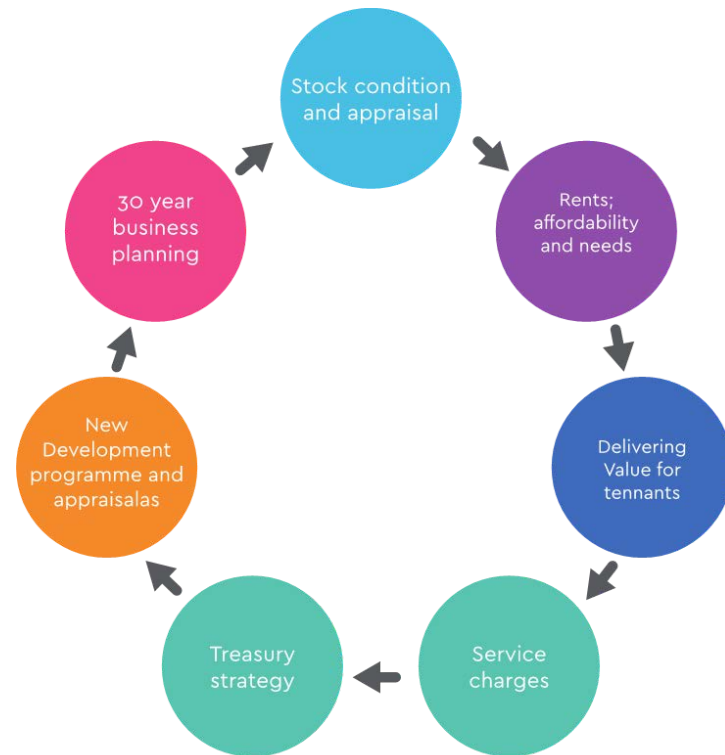
### Tackling Poverty

We want to ensure that we have resources to invest in our homes to reduce the cost of heating for our tenants to reduce fuel poverty.

### Learning

We will ensure that financial skills are widespread within the organisation so that financial resources are well used and that we learn our own lessons and from others to improve the value for tenants that we provide.

## The services covered in this work will be:



Area of focus	Potential Measure
Treasury	Cost of funds
Rents	In line with our affordability policy and consistent with sector
30-year plan	Demonstrates that we can resource the maintenance and improvement of our stock to maintain standards required of us and improve affordable warmth
Development	Number of new homes
Value for tenants	Demonstrable financial efficiencies achieved
Procurement	Value for money including social value benefits are secured from all our procurement

# People strategy

## **Purpose**

This strategy will outline our ambitions for becoming an employer of choice that supports our staff to be at their best, providing excellent service to our tenants.

Our strategy will integrate all the elements of the colleagues' experience at Trivallis and will be informed and closely aligned to our other strategies.

Oversight and scrutiny will be provided by the People Committee.

## Principles linked to the Corporate Plan

### Sustainability

Sustainability is essential for building a resilient and forward-thinking workforce. Focusing on sustainability in how we work, using our resources responsibly, and ensuring our colleagues are trained to implement new technologies will support us to meet our aspirations and identify future talent capability to achieve our plans.

### Equality, Diversity and Inclusion

Will support us to cultivate a workplace culture that values and respects individuals from all backgrounds, fostering an environment where diverse perspectives are embraced. It will help us to create a workplace where everyone feels valued and included.

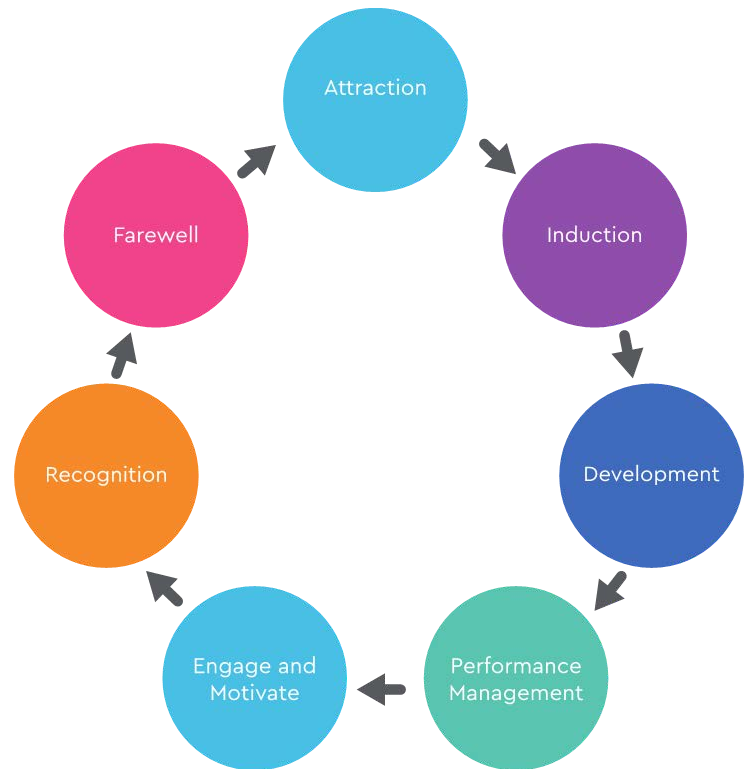
### Tackling Poverty

Our biggest impact on poverty is by supporting fair salaries, skills development and inclusive recruitment practices. We will work with our partners to develop employability schemes to support our communities into work.

### Learning

Key to delivery will be the skills needed for today, tomorrow and the future. It is essential that we have the technical expertise and practical skills required to deliver our aspirations. Our People Strategy will be aligned with other strategies ensuring that we are investing in our colleagues and have a workforce fit for the future. We will support the development of apprenticeships and trainee programmes.

## The services covered in this work will be:



Area of focus	Potential Measure
Recruitment	Improved vacancy rate, employability programme in place.
Equality and diversity	Accreditation status, improved workforce diversity
Health and wellbeing	Mind wellbeing Index Absence data
Engagement	Colleague survey outcomes
Development	TNA completed and skills gap identified with development plan in place

# Digital and data strategy

## **Purpose**

This strategy will outline how we will use ICT and data to support our ambitions, and the investment we will make in new ICT infrastructure. It will follow a review of our core Dynamics system to ensure it is fit for purpose.

This strategy will support the delivery of our Communities, Homes and Tenant Services strategies and include our ICT learning and development need for now and the future.

Oversight and scrutiny will be provided by the Finance and Investment Committee, but the Tenant Services Committee will have oversight of digital access by tenants.

## Principles linked to the Corporate Plan

### Sustainability

This strategy will ensure that our ICT infrastructure is up-to-date and secure from cyber-attack, and that we are constantly updating and adapting our software so that it is as easy to use and enables us to deliver high quality services to our tenants.

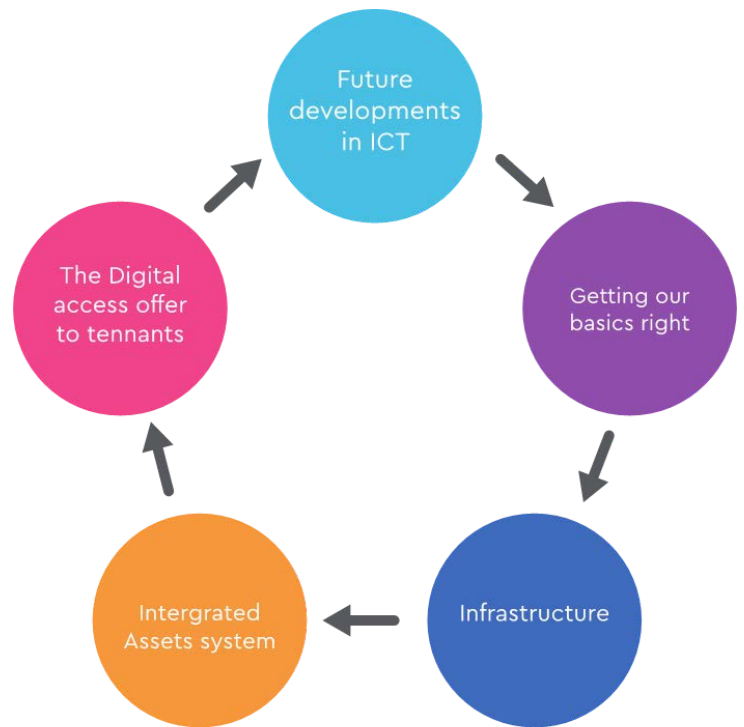
### Equality, Diversity and Inclusion

We want to promote digital self-service as widely as possible for our tenants, but we will not lose sight of the fact that not all our tenants are able to make use of digital services, and all tenants must have good access to our services. We also have staff who are less skilled at written reporting and using ICT. We will ensure that our strategy reflects this diversity and includes ways in which we will support tenants and staff to gain digital access and skills.

### Learning

Our strategy will include our approach to ensuring that all staff and volunteers have the learning they need to make full and effective use of our ICT systems.

## The services covered in this work will be:



Area of focus	Potential Measure
Integration	We have a full suite of integrated software modules with one version of the truth
Staff satisfaction	Satisfaction measures on the ease of use and reliability of our systems
Service to tenants	Satisfaction measures on the ease of use of our digital access systems and increasing proportion of our services are delivered digitally
Cyber security	External review reports high level of cyber security



# Thank you

Only with the support of our dedicated teams from across the business will we be able to deliver the work set out in this framework. Together we will build a brighter future.



**Trivallis.**