

Trivallis.

Connecting communities strategy.



www.trivallis.co.uk

Introduction

This strategy shows how we'll turn our goals from the 2024–29 Strategic Framework (Building Brighter Futures) into real actions. It's about making big changes to Trivallis so we can be a community-focused organisation that lives up to our values.

In the Strategic Framework we set out our main purpose which is:

To improve the wellbeing of communities and the people who live within them so that they can thrive.

We'll do this by combining our strengths with those of households and partners in the areas we serve.

Getting the basics right

As we work towards our big goals, we won't forget the basics:

- Providing safe affordable, and energy-efficient homes with good housing services.
- Providing housing for those who need it.
- Making sure our employees have meaningful jobs and get support for personal growth.
- Making equity, diversity, and inclusion a part of everything we do.

Strategy development

This strategy and our other strategies are based on ideas and feedback from everyone within Team Trivallis. We've listened to involved tenants, staff, senior leaders, and the Board. We have looked for and used the most up-to-date and successful practices in the housing and wider public sector. Our approach to community development is based on that used in other places around the world.



Culture change

The biggest change we need to make is in how we think and work. This change will affect everyone – staff, leaders, the Board, and tenants. We will need to change how we talk, be open to learning new ways, and let go of old habits and processes. We will also work together more and do things differently. Training and support, along with updates to our ICT systems, will help us make these changes.



What we will do

Our new approach has four elements. These elements are meant to make sure we live up to our values of being kind, inclusive, progressive and trustworthy. We also want to fully embrace Equity, Diversity, and Inclusion, so our services can better meet the needs of all our tenants.

1.

Community development: change how we work with communities and partners to support community well being

We will use an Asset-Based Community Development approach, focusing on what communities want and helping them shape their own future. This means working closely with tenants and residents to tailor our efforts to each community's needs. We aim to build and strengthen trusting relationships with community organisations, leaders, and influencers to support this process.

We will launch a programme to create inclusive community plans with residents. These plans will help communities decide what they can do on their own, what they can do with our support, and what they need us or other partners to handle. To measure progress, we will develop tools to assess connections within our communities and evaluate the outcomes of these plans.

We will re-establish a staff volunteering scheme, allowing all staff to spend time volunteering in our communities. Additionally, we will maximise the community benefits from our procurement efforts and work with other large businesses to increase what our communities receive.

To further support our communities, we will set up a charitable subsidiary to raise funds for services and investments we can't directly provide. We will also help communities establish organisations and facilities where none currently exist and make the best use of our vacant land for community purposes.

Where possible, we will create a community budget so that each community can decide on their priorities with our financial support. We will explore using this budget as match funding for community volunteer time. Lastly, we will develop methods to map and capture the networks and assets within our communities and use measures of community wellbeing to track progress.

2.



Community involvement: change how we enable tenants and our shareholders to influence our priorities and our work

We will create a method to measure and report the results of our community involvement work at both the Corporate and local levels. We plan to hold an event for all our tenants every other year to connect and share updates.

We will review and redefine the role of Trivallis members to make it more meaningful and influential, and we will encourage tenants to become members. We will also work to establish a local voice for our tenants in every community, ensuring we receive feedback on our services and homes from a localised perspective.

To make sure our Tenant Action Panel (TAP) is inclusive and representative, we will refresh and expand its membership, removing any barriers that prevent participation. We want the TAP and its working groups to play an influential role in our decision-making. Additionally, we will seek out the views of diverse groups, especially those whose voices are often unheard, by building connections with local organisations that represent these groups and working with them to gather their input on our services and future direction.

We will strive to provide volunteering opportunities for all our tenants and their households within their communities. We will also explore the benefits that can be offered to tenants who participate in our involvement activities. Lastly, we will promote the various ways tenants can get involved in our work and highlight the impact of their involvement both within the organisation and to the wider public.

3.



Community regeneration: change how we contribute to community wealth within our communities.

We will design our contracts to attract local contractors, including small businesses, and work with them to ensure they pay their workers a living wage. We will also seek to increase the capacity of local suppliers, helping them win contracts and involving them in our trainee and apprentice recruitment processes.

We aim to secure cheaper renewable electricity for our tenants, possibly by generating renewable energy ourselves under the new Welsh Housing Quality Standard. This will help offset the cost of upgrading homes to EPC A. We will also explore expanding the range of work our in-house staff can perform, reducing our reliance on contractors.

We are committed to ensuring equal access to our jobs, training opportunities, tenant involvement, and volunteering programmes. We will invest in the personal development of our tenants, volunteers, and staff. Additionally, we will work in partnership with the University of South Wales and Further Education colleges to develop skill-building programmes, especially those needed to make homes more energy-efficient.

To further support our community, we will explore options for developing a digital access programme to ensure all tenants can use our digital services. We will also assist organisations with fundraising efforts and use our charitable subsidiary to bring more charitable and public funding to the Borough.

Our Homes Strategy includes other actions focused on community regeneration.

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4.

Community voice: advocating for policies which benefit our communities

We will partner with Community Housing Cymru and other stakeholders to influence policies at the national and UK levels, making sure policymakers understand how these policies affect our tenants, communities, and Trivallis. We will support tenants to advocate for their own interests and advocate on their behalf where required.

We will work with the Welsh Government to shape policies that balance reducing homelessness and meeting housing needs with the goal of creating sustainable communities. We will also work nationally and regionally to improve the connection between health and housing services.

Additionally, we will collaborate with our academic partners to embed research and learning into our business. This will help us improve our services and support the broader environment.

What we expect to see

Our community development approach

We don't yet have a clear way to measure the benefits of community development. Many factors beyond our control will affect how communities develop.

To track our progress, we will use:

- **Tenant satisfaction measures:** We will look at existing surveys about neighbourhood satisfaction, participation, and how well we listen to tenants. We will compare these results between communities and see how things change over time. We have over 500 volunteers providing feedback, and we plan to expand this group to get regular input on how tenants are experiencing the changes.
- **Community connection measures:** We will create ways to see how connected tenants feel within their communities and how much they feel they can influence their own futures.
- **Community-specific measures:** We will work with specific communities to understand how they want to measure progress.
- **Partner feedback:** We will get feedback from partners working in communities about our work and how well we are connecting with them.



Community involvement

We have a method to measure the impact of tenant involvement and will track this throughout 2024-25. We will publish a report on this impact and continue to do so annually.



Economic and environmental impact

We will set up ways to measure and report our overall economic and environmental impact, including our carbon footprint and how we are addressing climate change. This will be included in an annual report.

Staff satisfaction

Change might temporarily lower staff satisfaction as new methods are put in place. However, we aim to improve staff satisfaction over time as employees see their impact in the community. We will conduct staff surveys and smaller pulse surveys to track progress and expect to see:

- Increased staff satisfaction as new methods are established.
- Better staff health and wellbeing, and fewer sick days.



How we'll keep track of progress

This is a big change for us, so the Chief Executive will give regular updates to the Board at each meeting.

We will create a basic set of measures to record where we are starting from.

We will work with the Board to develop a dashboard that tracks our progress.

How much will this cost?

We have set aside money in the 2024-25 budget to support the early changes, including training programmes and new roles for community development.

We will need to balance this approach with other important tasks, like providing key landlord services and keeping our homes in good shape.

In future budgets, we might direct more resources to this plan, but we don't expect it will need a lot of extra funding.

Risks and challenges

- There's a risk that we might take on too much and lose focus on our main role as a landlord, especially with our limited resources. To avoid this, we need to fully understand what's happening in the communities we work with.
- This new approach will give more control to communities, which means how we measure success will vary in different areas. We may not be able to measure the results of all our work, which is a challenge in a sector that values consistent measurements.
- We can help households and communities thrive, but there are other factors we can't control, like the cost-of-living crisis and problems with the benefits system. Because of this, community wellbeing might not improve, even with our efforts.
- As we manage these changes, we might see more staff turnover, increased sickness, and lower staff satisfaction for a while as people adjust to the new way of working.
- Changing our organisational culture is a big and long-term job. It will need strong leadership, and there's a risk we might not focus enough on it to make sure it becomes a normal part of how we work.

Conclusion

This strategy outlines how we'll bring our aspirations from the 2024-29 Strategic Framework (Building Brighter Futures) to life. By following this plan, we aim to enhance the wellbeing of communities and the people living in them, helping them to thrive. We will achieve this by combining our strengths with those of the communities where we work and our partners.

By improving our connections with tenants and communities, actively listening to them, working more efficiently, and focusing on strengths, we will create a larger positive impact, building on what's strong, not just addressing what's wrong.

Our actions will be guided by the principles of equity, diversity and inclusion and by our values: kindness, trustworthiness, progressiveness, and inclusiveness. By staying true to these principles, we will support communities in shaping their own futures, creating a brighter and more connected future for everyone involved.

Trivallis.

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