

# Join our team



# Welcome to Two Rivers Housing

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A warm and heartfelt welcome from a team that is committed to making a difference to people's lives in and around Gloucestershire, is what awaits you at Two Rivers Housing.

We are really pleased that you are considering joining the team as a Tenant Board member. This pack tells you a little bit more about the role and our organisation.



# Warm, safe, affordable homes

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Since our creation in 2003, we have been committed to increasing the availability of affordable housing in the Forest of Dean, Gloucestershire and the surrounding counties. In fact, in 2018 we pledged to build a further 1,000 affordable homes in the area by 2028.

But we want to go further.

We not only want to provide affordable homes, we want to create great homes that support communities.

Our 2021-24 organisation plan builds on what we have already achieved. It lays the path to making our community a place where everyone has access to a warm, safe and affordable home when they need it.

We focus on four key areas that will help us achieve this; Our Customers, Our Homes, Our People and Our Corporate Health. Each one of these is integral to the success of our organisation and our mission.

Garry King  
Chief Executive





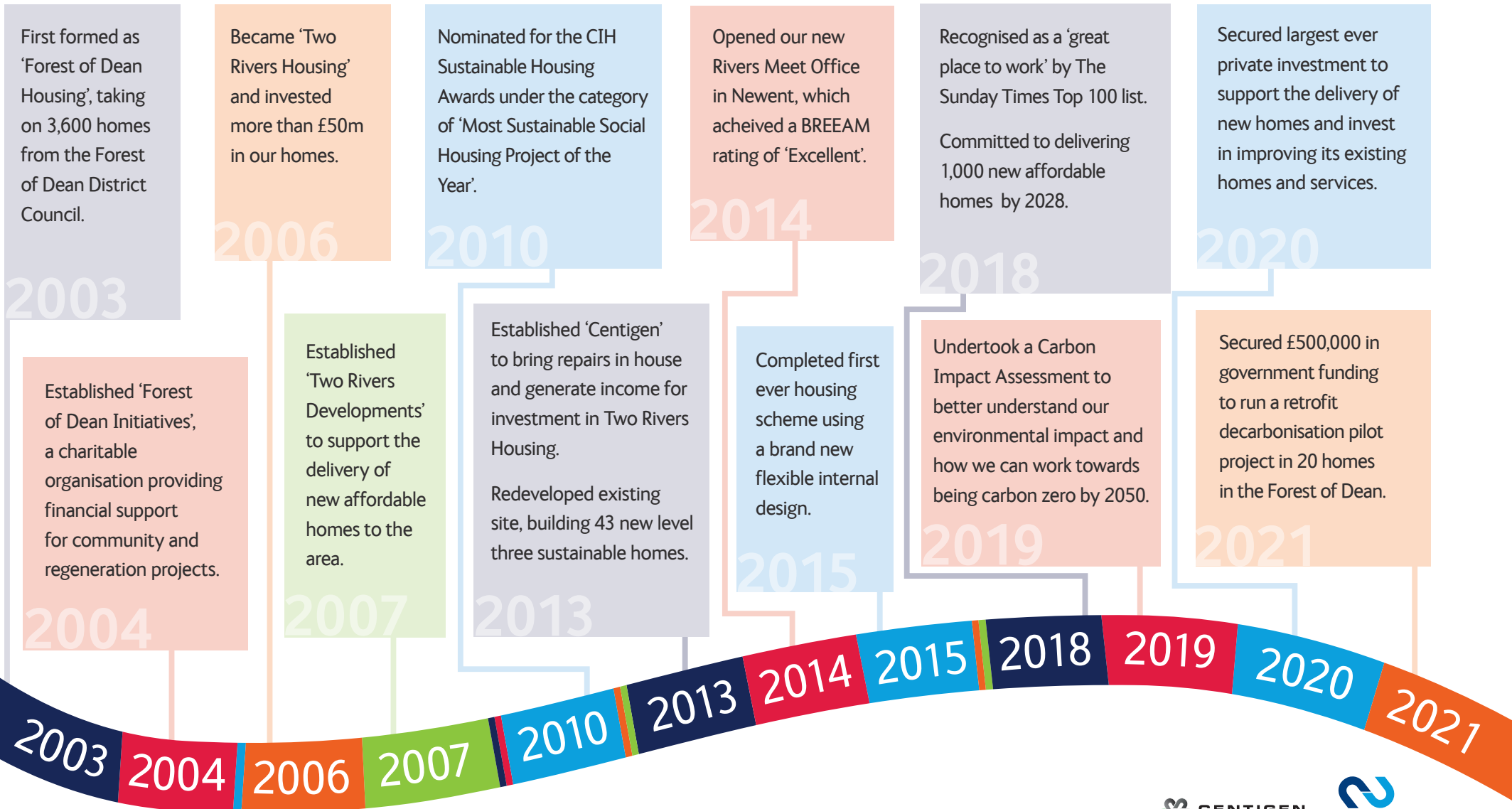
*"Everyone should have access to a warm, safe, affordable home when they need it."*

Garry King, Chief Executive,  
Two Rivers Housing



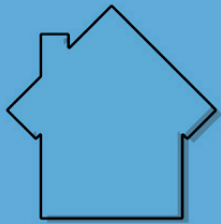


# Our history



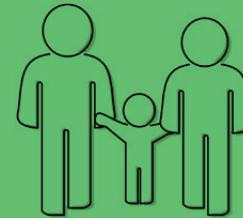
# 2021-2024 organisation plan roadmap

To support the organisation plan and help us to focus on the right things, we have developed four organisation priorities: Our Homes, Our Customers, Our people and Our Corporate Health. The work we undertake in each of these will help move our organisation forward and ensure we continue to deliver on our promise to provide great homes and support communities. Within each of these priorities are key projects that will help us deliver on our ten year vision.



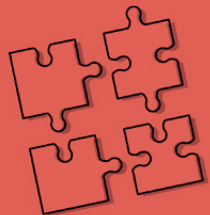
## Provide quality, sustainable homes

- We understand our assets and manage them effectively.
- We are investing in improving our homes
- We provide a great repairs service.
- We are reducing our carbon footprint.
- We have a healthy pipeline of new developments.



## Deliver a great customer experience

- We understand who our customers are, what they need and respond to them effectively.
- We provide services that are inclusive, fair, and accessible for all.
- We are engaging with our customers in new ways.
- We invest in our colleagues to deliver excellent service.



## Be a great place to work

- We are engaged, passionate, and feel valued and trusted.
- We feel empowered to make a difference.
- We have the opportunity to develop and grow.
- We are committed to being diverse and inclusive.

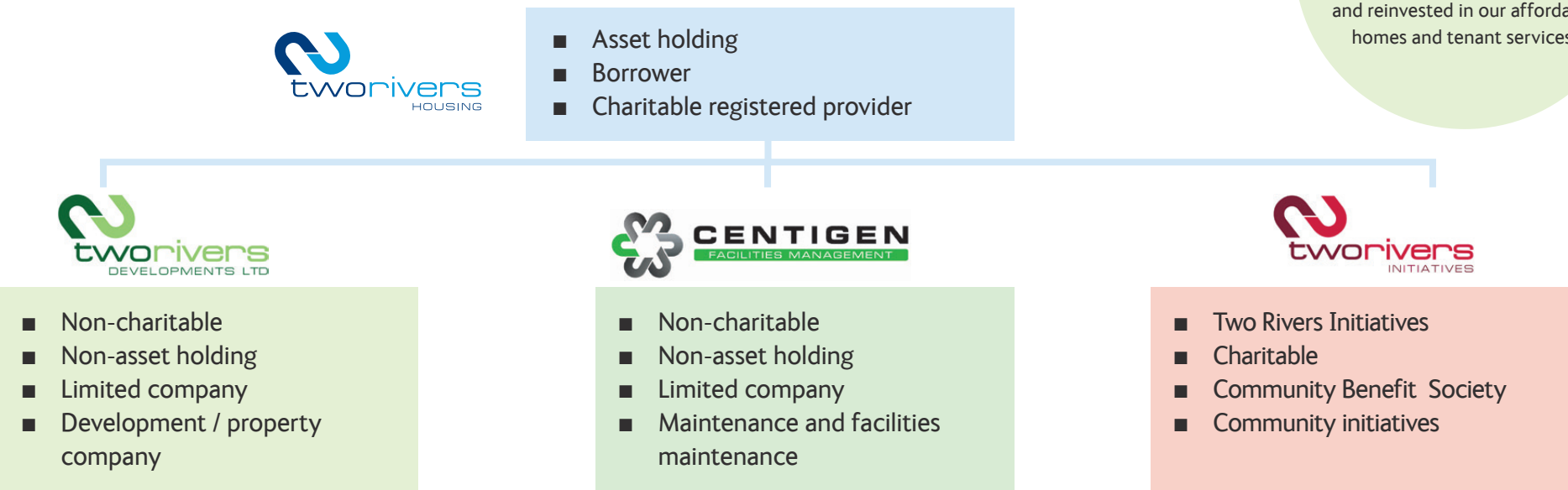


## Be a strong, viable organisation

- We understand and manage our costs
- We use data to monitor and manage performance.
- We are growing our organisation
- We are financially strong and well governed
- We make best use of our technology to drive improvements

# The Two Rivers Housing Group

The Group consists of Two Rivers Housing Association and three subsidiary companies.



Two Rivers Developments is a limited company that was created to provide design and build services to Two Rivers Housing and manage developments for private sale. The profits generated from the sale of properties in the private sector are returned to Two Rivers Housing and invested in our planned maintenance programme as well as providing new affordable homes for, and services to, our tenants.

Centigen FM is a limited company that provides a responsive repairs service to Two Rivers Housing Association alongside facilities management and maintenance services to a number of organisations across the county. Like Two Rivers Developments, the profits it generates are returned to Two Rivers Housing and invested in our planned maintenance programme as well as providing new affordable homes for, and services to, our tenants.

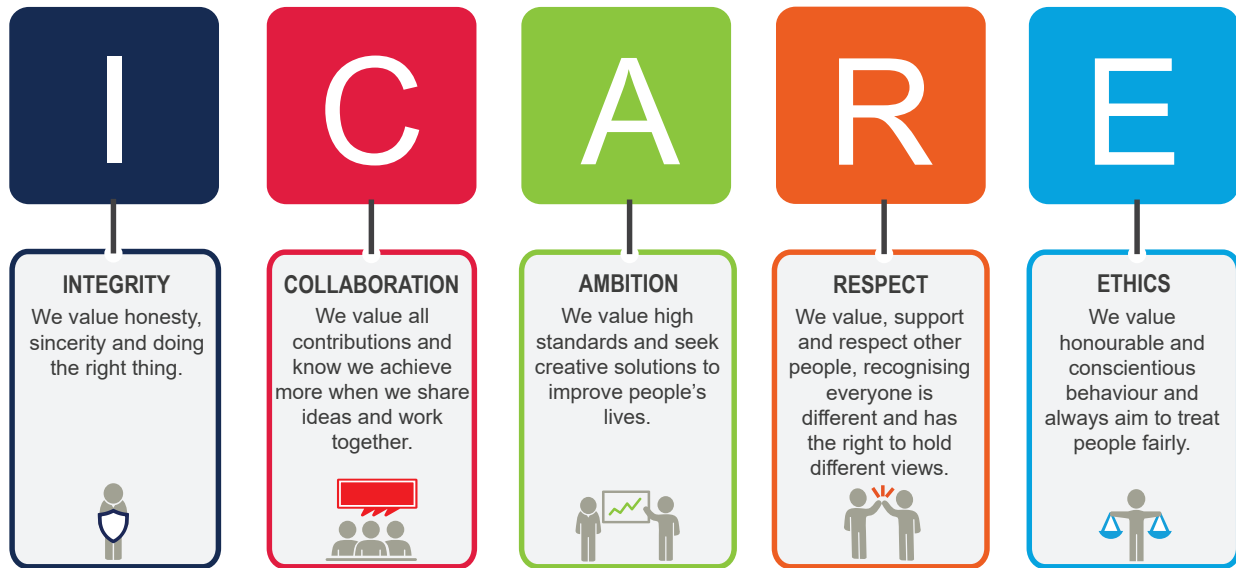
Two Rivers Initiatives is a charitable initiative, which was set up to provide grants to support projects that contribute to the regeneration of neighbourhoods, strengthens the local economy or empowers residents. It has supported several local projects over the years including the re-lining of Bathurst swimming pool in Lydney.

**Did you know?**  
 Profits generated by Two Rivers Developments and Centigen FM are returned to Two Rivers Housing Association and reinvested in our affordable homes and tenant services.

# Our values

Just as important as what we want to achieve, is how we want to achieve it.

In 2020, we launched our new organisation values. These outline the behaviours that we expect our team and contractors to demonstrate when working with our customers and each other.





# About the role

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## Role title

Tenant Non Executive Director

## Reports to

Group Chair

## Overall Purpose

To ensure that Two Rivers Housing is managed efficiently, effectively, and in line with the requirements of the law, the regulatory bodies and best practice.

To act only in the interests of Two Rivers Housing and not solely on behalf of any constituency or interest group. To uphold the reputation of Two Rivers Housing and the values, objectives, and principles for which it stands.

# Responsibilities and competencies

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## Key responsibilities

- Participate fully in the planning of Two Rivers Housing's strategic direction, setting objectives and monitoring performance accordingly.
- Participate and agree policies to guide Two Rivers Housing's work and to uphold these policies accordingly.
- Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and take part in evidence-based decision making.
- The ability to assess risk and promote risk awareness, and to understand and evaluate business risks and opportunities in a manner which allows the Group to fully embrace opportunities as they arise.
- Develop a constructive working relationship with the Chair, Executive and other NEDs, providing support and guidance in areas of your particular expertise and knowledge.
- The ability to work as a strong team member, building confidence in the Group's governance and support the values, ethos and social housing objectives of Two Rivers Housing.
- Support and promote tenant and customer involvement and maintain customer focus.
- Ensure that decisions taken by the Board are in Two Rivers Housing's best interests and that its legal responsibilities are met.
- Receive and consider reports prepared by the executive team and question these to ensure that decisions are well founded.
- Attend Board and committee meetings regularly, participate fully in discussions and share responsibility for the decision-making process.
- Contribute to the identification of personal and collective development needs and to attend development events as required.
- Treat information labelled as confidential in confidence.
- Not to do anything to undermine the work or reputation of Two Rivers Housing.
- Be an ambassador for the Group and be accountable to key stakeholders.
- Ensure commitment to Two Rivers Housing's Equality, Diversity and Inclusion Policy.
- Actively shape and role model the culture of the Group.
- Uphold the Two Rivers Housing Code of Governance and Code of Conduct.
- Operate in line with or develop your ability to work within the stated 'Boardcraft' competencies.

## Boardcraft competencies

- Interpersonal skills – members relate to others in an effective way.
- Being up to date with housing and commercial matters.
- Being committed to public service and to providing the very best.
- Being able to analyse problems and draw conclusions.
- Recognising best practice and new ideas.
- Being comfortable with the constructive challenge of the executive team.
- Recognising that you are first and foremost a team member and are comfortable operating in this way.
- Ability to challenge constructively.
- Ability to interpret information.



# Skills and experience

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## Essential skills

**We will provide training and support to help our Tenant Non Executive Director develop their skills and enable them to perform the role effectively.**

- **Customer focus:** Ability to understand and articulate the needs, priorities, and issues of customers in Two Rivers Housing community and develop respectful, open, and positive relationships with Two Rivers Housing customers.
- **Leadership:** Ability to think strategically, be held accountable and hold others to account – contributing positively to setting Two Rivers Housing’s strategic direction and the identification of emerging external factors that may impact the Group.
- **Independence:** Ability to demonstrate impartiality, objectivity, and integrity – with a focus on risk identification and mitigation and achieving long term strategic outcomes.
- **Analysis:** Ability to analyse and interpret complex information and evidence - demonstrating intellectual flexibility and sound judgment in decision making.
- **Communication:** Ability to listen, communicate, support, challenge, and influence effectively - positively giving, receiving, and acting on feedback,

articulating clear reasoning - being able to work effectively within Two Rivers Housing and represent and promote Two Rivers Housing effectively with stakeholders - developing open and positive relationships that generate confidence and trust.

- **Teamwork:** Ability to build supportive, collaborative relationships and work as a team - showing self-awareness and welcoming, valuing and showing regard to the differing views and advice of others, motivating and empowering others and inspiring trust and confidence.
- **Equality, diversity, and inclusion:** Demonstrable commitment to equality, diversity and inclusion and ability to understand and articulate discrimination and inclusion issues and a personal commitment to treating people fairly, honestly and with respect
- **Commitment:** A commitment to act solely in the best interest of Two Rivers Housing and its subsidiaries, and of the community it serves, without regard to personal interest or benefit.
- **Corporate governance:** Ability to understand the role of a non-executive – how to contribute to effective corporate governance, decision making and corporate risk and performance management.

## Desirable skills

- Interest or current strategic understanding of the housing sector and of the social, economic, and political environment.
- Resident, community, and neighbourhood involvement.
- Experience of leadership.
- Board and committee level decision making.
- Experience of organisations with stakeholders.
- Experience of wider financial issues and specific skills in audit and risk management (for potential members of the Audit Committee) and in making senior appointments.
- Experience of social housing and community issues.
- A broad experience of good governance in business, the public sector or not-for-profit organisations and an understanding of the governance issues and duties and responsibilities facing the social housing sector

# What you need to know!

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## Time commitment

- Up to six Board meetings (which can include evenings) plus two away days per year one usually with an overnight stay.
- Meetings are usually held late in the afternoon or during the early evening.
- Additional meetings may be held depending on business needs
- Time is required for essential learning to fulfil role and attendance at sector conferences and seminars encouraged.

## More information

### Compensation

- £4,000 p.a. plus travel expenses.
- If you are in receipt of state benefits, we can signpost you to advice on how this would affect your income.

### Location

- Committee meetings are held virtually via Microsoft Teams, Board meetings and away days are held in person at our Gloucestershire Offices or off site.

### Expenses

- This role is remunerated, and reasonable prearranged travel expenses will be reimbursed to in person meetings.

## Terms of Appointment

- Appointment to the Group Board will start from 1 April 2024. You will be asked to complete a training programme before this date.
- The appointment will be for one year initially, followed by a term of three years unless the Group Board agrees to set a shorter term. The maximum term will normally be seven years (one x one year for induction and two x three years).

## Who can apply?

You can apply for this role if you are a tenant, Shared Owner or leaseholder of Two Rivers Housing. There are some eligibility criteria that you also need to meet.

- You must not be employed by Two Rivers Housing Group.
- You must not be in serious breach of your tenancy agreement.
- You must not have been declared bankrupt or disqualified from being a Director of a Company or a Charity Trustee.

## How to apply

Thank you for your interest in this role. If you would like to apply please contact our community engagement team on 0800 316 0897 or by email [communityengagement@2rh.org.uk](mailto:communityengagement@2rh.org.uk).

They will be happy to talk to you about the role and provide more information and advice on the application process.

We can make reasonable adjustments to any part of the recruitment process to assist with your application, such as providing support with completing the application form.



# Equality, diversity and inclusion

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We are developing our Equality, Diversity, and Inclusion (ED&I) Strategy to help us strengthen our culture, creating an inclusive environment where colleagues and tenants feel accepted, respected and are able to be themselves. We will help colleagues understand and value people's differences, understand the importance of trust and create an environment where they can raise concerns without fear.

We will work to ensure that we serve and represent our tenants, whatever their circumstance or background and will monitor our progress and publish our performance on a regular basis, alongside an annual summary in line with the requirements of the NHF Code of Governance 2020 and work with specialists to support us on this journey.

An equal, diverse, and inclusive workplace creates a great working environment for our colleagues and the best outcomes for our customers. Our Board is committed to improving its own diversity and drive initiatives to help attract, train, and develop members who better reflect the communities that we serve.

We are committed to understanding who our customers are and their specific needs, to help us ensure our organisation reflects the communities in which we work. In doing so will provide our customers with confidence that we truly understand their needs, can identify, and remove any systematic disadvantage, and will put us in the best position to deliver on our purpose – to ensure that everyone has a warm, safe, affordable home when they need it.



# The Two Rivers Housing Group Board

Our Group Board is made up of a number of people with a wide range of skills and experience in the housing sector and related sectors. It includes a tenant member to ensure that the tenant view is always considered during the decision making process.

The Board sets our organisation's direction and culture and makes sure that decisions are made with our customers best interests at heart. It also ensures that our organisation is managed effectively, efficiently and economically by providing oversight, direction and constructive challenge to our executive team.



**Chair: Yvonne Leishman OBE**

Yvonne is a former President of the Chartered Institute of Housing and Chair of the performance management and benchmarking business HouseMark. She received an OBE for services to housing and is an experienced managing director. Joined the Board in 2017.



**Rita Jones (Retiring in April 2024)**

Rita originates from Stoke-on-Trent and has followed many varied roles throughout her career. She now lives in a Two Rivers Housing property in Bream, where she enjoys gardening, DIY, cycling and getting involved with as many community activities as she can. Joined in 2016.



**Sharon Wilkins (co-opted member)**

Sharon is the Director of Homes and Communities at Newport City Homes. She is a strategic housing professional, with more than 14 years' experience and significant expertise in the development of customer and engagement strategies. Joined in 2023



**Joint Vice Chair: Susan Holmes**

Susan has over 35 years' experience of housing, social care and the voluntary sector. She has expertise in people management, customer engagement, and developing new services. She is involved in her local community and is currently Chair at the local primary school. Joined in 2016.



**Ted Pearce**

Ted is the Director of Strategic Asset Management at Orbit Homes. He is a Chartered surveyor with 40 years experience in the property and construction industry, and a Fellow of RICS as well as RSA and RGS. Joined in 2019.



**Tim Sharpe (co-opted member)**

Tim is a Non-Executive Director and the Chair of our specialist facilities management company Centigen. He has spent his career managing businesses in the property sector and continues to provide consultancy advice to government bodies on public private partnerships. Joined in 2023



**Joint Vice Chair: Tim Jackson**

Tim is a qualified accountant who has worked in commercial, public, and not-for-profit sectors. He has held executive director positions in a number of housing associations in roles encompassing IT, HR, governance, corporate services, PR and service transformation. Joined in 2018.



**Jonathan Higgs**

Jonathan has a wealth of experience in the social housing sector and is currently Chief Executive of Raven Housing Trust. Jonathan is also a Director of PlaceShapers, a membership organisation of over 100 community based social housing landlords. Joined in 2021.



**Charlotte Marshall**

Charlotte is a serving Non-Executive Director for our specialist facilities management company Centigen. She was previously CEO for Bidvest Noonan and Senior Vice President at Iron Mountain. Joined in 2023



# Our executive team and Assistant Directors

Our executive team consists of the Chief Executive and two Corporate Directors. They are responsible for implementing the Board's policies and direction across the Group and reporting the progress made against these back to the Board.

Our executive team are supported by four Assistant Directors who oversee specific parts of the organisation.



## **Chief Executive: Garry King**

Appointed to Two Rivers Housing as Chief Executive in 2002 having led the LSVT from the Forest of Dean District Council. He completed his housing training at Sheffield Hallam University and then became a trainee with Bristol City Council, followed by senior roles in local authorities. Garry will be retiring in January 2024.



## **Corporate Director – Resources: Carol Dover**

Carol joined Two Rivers Housing in March 2019. Previously Head of Finance at Connexus in Herefordshire. She has also worked in senior finance roles at The University of Worcester, Marches HA and Wyevale Garden Centres.



## **Corporate Director – Property: Ian Atkinson**

Ian joined us in June 2023. He was Director of Estates, Facilities, and IT at Milestones Trust. Prior to this, he was Director of Assets and Property Services for Tai Calonand has also held Director level roles at Arda and Monmouthshire Housing Association. Ian is also a Chartered Surveyor.



## **Assistant Director of Resources: Lynne Dunstone**

Lynne joined Two Rivers Housing in 2020. Prior to joining the Group, she was working in Washington DC for the UK Foreign and Commonwealth Office and had also held the position of Financial Performance Manager at the University of Gloucestershire. She has also worked in finance roles at Knightstone Housing Group and Stonham Housing Association.



## **Assistant Director of People and Culture: Martin Ward**

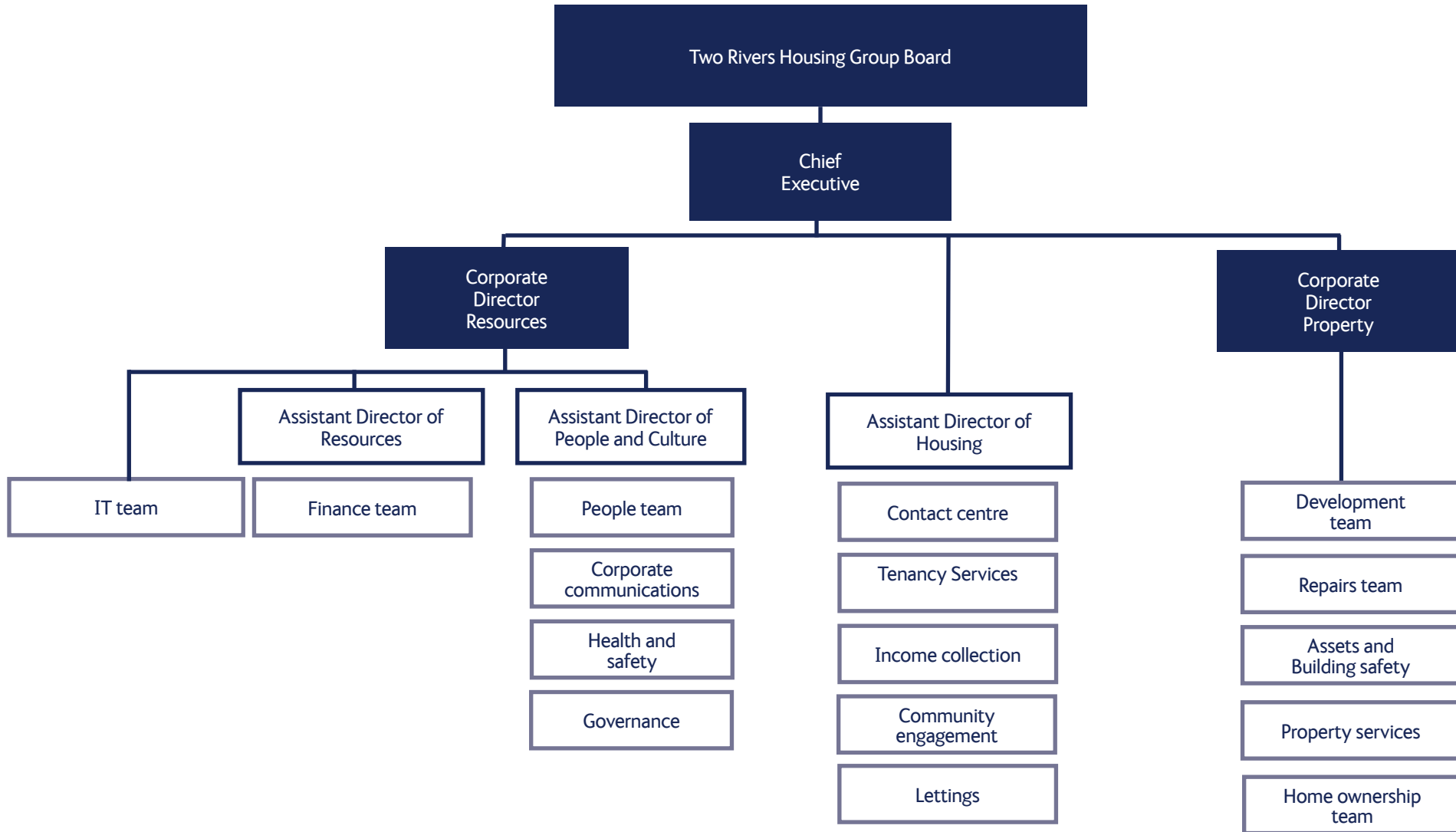
Martin was appointed to the newly created role of Assistant Director of People and Culture in 2020. Before joining Two Rivers Housing, he had held senior HR roles at Horizon Nuclear Power, Skanska UK and Wincanton. He has also worked for Belcan and Essex County Council.



## **Assistant Director of Housing: Rachel Smith**

Rachel joined Two Rivers Housing in 2003 as a Policy and Performance Officer. She has worked her way up to the position of Assistant Director and supported the organisation in a number of other roles including Business and Support Manager and Head of Housing. Prior to joining, Rachel worked with individuals and families facing homelessness.

# Our organisation structure



# More about Two Rivers Housing

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🖱 [www.tworivershousing.org.uk](http://www.tworivershousing.org.uk)

🏠 Rivers Meet, Cleeve Mill Lane, Newent, Gloucestershire, GL18 1DS

🌐 [www.linkedin.com/company/TwoRiversHousing](http://www.linkedin.com/company/TwoRiversHousing)

📘 <https://www.facebook.com/TwoRiversHousing>

🐦 <https://twitter.com/TRHousing>

Company registration number: 4263691

Homes and Communities Agency number: L4385

Registered charity number: 1104723



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