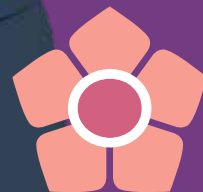
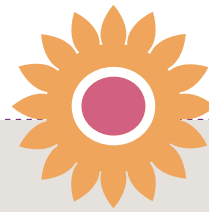


Trevi is a nationally award-winning women's and children's charity

# CEO Recruitment Pack



**trevi**  
where life begins



## A word from our Chair



On behalf of the Board of Trustees, I am delighted to extend a warm welcome to you as you consider the opportunity to become the next Chief Executive Officer of Trevi. This is an exciting and pivotal moment in our organisation's history, and we are thrilled to be embarking on the search for a leader who will guide us into our next phase of impact.

Over the past six years, Trevi has experienced significant growth and transformation. What began as a single service has evolved into a dynamic organisation with four distinct services and two impactful outreach programs. Today, we are proud to support over one thousand women each year, offering life-changing assistance to those who need it most. Our work has not only expanded in scope but also in recognition; Trevi has become a well-respected and trusted brand across the Southwest of England and beyond.

As a leading voice in the fight to end male violence against women and girls, Trevi has made great strides in our campaigns and advocacy efforts. We are committed to being at the forefront of this critical work, influencing change and creating safer communities for all.

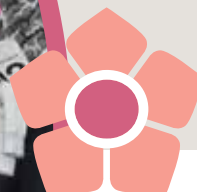
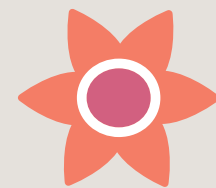
We believe that with the right leadership, Trevi can build on these successes and continue to make a profound difference in the lives of women and their families. We are seeking a woman CEO who shares our passion, vision, and commitment to our mission — someone who will inspire our teams, engage our partners, and lead Trevi to even greater success.

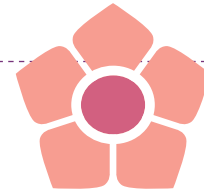
Thank you for considering this unique and rewarding opportunity. We look forward to the possibility of working with you to shape the future of Trevi together.

With best regards,

*Gina Connelly*

(Chair, Board of Trustees)





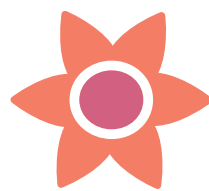
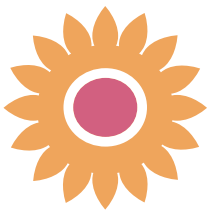
## A little about us...

Trevi is the leading women's organisation in the Southwest of England. In just 30 years, service provision has grown from one centre supporting approximately 28 women and children, to four centres and two outreach projects supporting more than one thousand women and children every year.

Our vision is for a society where all women in recovery can access good quality, psychologically informed, gender-based interventions without apology. Our mission is to provide safe and nurturing spaces for women and their families to heal, grow and thrive.

When a woman faces a tough crossroads or crisis, our compassionate team offers the support and treatment to help her break free, giving her a fresh start in life. Research shows clear links between a woman's trauma and substance misuse, yet most services aren't designed with her unique needs in mind. We aim to change that, prioritising women and understanding their journeys so they can rebuild their lives as women and mothers.

Since 1993, we have helped transform the lives of thousands of women and their children. From rehab and health to housing and employment, we help any woman in recovery move from 'surviving' to 'thriving'.



## Our work is delivered across four centres and two outreach programs:



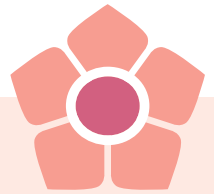
Formerly Jasmine Mother's Recovery (Trevi House), Jasmine Mother & Child is a unique residential family centre in Plymouth, Devon.

We offer specialist parenting assessments for mothers with substance abuse issues.

Our program offers treatment for mothers to address substance use while enhancing parenting skills, allowing them to remain primary caregivers for their children.

Jasmine Mother & Child recognises that for many women, the use of substances has been a mechanism for coping with traumatic life events, including childhood trauma / abuse.

The service has Ofsted registration and is regulated by CQC who rated the service Good overall, and outstanding in the domains of caring and responsiveness.



Our Sunflower Women's Centre is the only women's day centre in the heart of Plymouth, providing a safe hub for connection and hope.

Every year, Sunflower supports and empowers more than 500 local women, many with complex needs and experience of trauma and abuse.

Sunflower offers an umbrella therapeutic service for women in the city. This could include mental well-being, health, criminogenic behaviours, addiction, domestic abuse and social isolation.

Our compassionate and aspirational team of Sunflower Practitioners ensures a personalised package of support which includes group work, counselling, creative therapies, drop-in women's space, parenting support and more.

Our co-located partners, including Probation services, Department of Work and Pensions, and other third sector agencies, ensure we offer the range of support needed.




## daffodil

FAMILY CENTRE

Daffodil Family Centre is a parenting assessment centre which provides focused, purposeful, time limited residential assessments. Daffodil provides a safe and nurturing environment for families in order to ensure that each parent has a fair assessment of their parenting skills and capacity.

Dedicated to ensuring the best outcomes for children, Daffodil places the child at the centre of its work with a trauma informed approach. The team works with a range of professionals to provide each family with individualised support, in line with their abilities, needs and background. The safety and welfare of the child is paramount. Whilst our assessment will consider and support the needs of the parents, the focus will be on the child, with a view to facilitate care planning for the child's longer-term future.

Daffodil's ambition is that whatever the outcome of the parenting assessment, the experience of the family will be one of transparent working, respectful practice and collaboration.

Daffodil Family Centre is registered with Ofsted, rated good overall.



Blossom Women's House is a place where women can find rest, peace and security and take positive steps in their journey of recovery from trauma and abuse.

Women have space to address their trauma and understand how it manifests so that they can move forward in life.

Without this safe space, women are trapped or sofa surfing in unsafe perpetrators' homes, sometimes locked into a world of drugs and substance misuse, at a continuous and high risk of domestic and sexual violence.

### Blossom outreach

Alongside the residential support provided by Blossom Women's House, an outreach program is delivered by Assertive Outreach Practitioners, with the support of a dedicated team of volunteers. Blossom's outreach is a crucial component, assisting women who are homeless and often involved in on-street prostitution. Stakeholders have praised this service as the 'glue' that connects and unifies other services across the city.




## blossom

WOMEN'S HOUSE

Blossom Women's House opened in October 2023. Our Blossom Women's House is new, safe, trauma-informed, women-only accommodation based in the centre of Plymouth.

Blossom offers two crisis beds (known as guest suites) for women on the streets to access rapidly and seven beds for women to access and stay for up to 12 months.

Blossom supports and treats women with a high level of complex needs – those who often get labelled as 'too chaotic' to support and are therefore forgotten.

## Pause Plymouth

We also run the Pause Plymouth practice (the first social outcomes contract under Plymouth City Council), supporting hard-to-reach women who have had two or more children removed.

As well as being award winning – GSK Impact Awards (2020), Howard League Penal Reform (2020), Westcountry Women's Awards (2022), Chartered Institute of Fundraising Southwest (2024) - we're often called upon to contribute to regional and national strategies. This includes the Female Offender Strategy (2018), Women's Health Strategy for England (2022), Plymouth Violence Against Women and Girls Commission (2022) and the Pornography Review (2024).

We are a founding member of the Peninsula Women's Alliance and acted as a Southwest grant administrator for the DCMS under the final Tampon Tax fund.

## our workforce

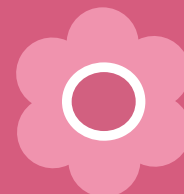
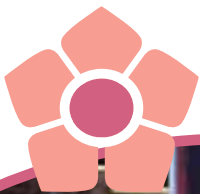
We have 78 paid employees and 31 volunteers.

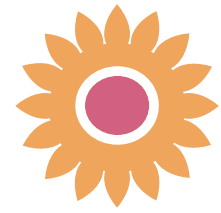
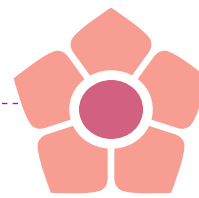
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## our budget

Our 2024-25 expenditure budget is £3.95 million.

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# our values



aspiration

We want the very best for the women and children we support. We want to see them achieve the best possible future. A future that is fulfilling.



tenacity

We will never stop fighting for the rights of women and children. We will work tirelessly to ensure that women and children get the best possible opportunity to have a better life.



integrity

We hold ourselves to high standards in our practice. As staff, students and volunteers we will conduct ourselves with professionalism at all times and promote by our behaviours the values of Trevi.



compassion

We offer compassionate care that is person centred. We do not judge women.



courage

We will stand up against injustice. We will have the courage to make difficult decisions. We will put the children at the heart of our decisions.



collaboration

We will work alongside women and their children. We will work in partnership with stakeholders and the community. We value coproduction and will try to ensure that the people who use our services are involved in the design.

# our strategic pillars

## Strategic Priority 1: Supporting & developing our people

Our team are our strongest asset.

Trevi will attract and retain great people at all levels of our organisation.

We will improve the terms and conditions of employment, employee well-being and opportunities for staff recognition.

We will value difference and be proactive in our approach to inclusion.

We will ensure development opportunities for staff and volunteers, including Trustees, utilising supervision, training and appraisals.

## Strategic Priority 2: Consolidation after growth

After a period of organisational growth, we will ensure that the infrastructure within Trevi is shored up to withstand any future developments.

We will ensure that we build upon best practice that we have implemented during the pandemic, in terms of digital developments and working practices.

We will keep our values at the heart of our practice and thinking.

We will continue to improve our governance mechanisms.

## Strategic Priority 3: Future Sustainability

We will maintain target occupancy within our residential homes.

We will continue to explore opportunities to reduce our reliance upon grants, such as building individual giving.

We will explore alternative income streams and potential trading opportunities.

## Strategic Priority 4: Safer spaces for women and their families

We will keep children safe.

We will ensure that our residential homes meet and exceed regulatory requirements.

We will continue to explore alternative opportunities for providing women's accommodation.

## Strategic Priority 5: Learning and Improving

We will learn from the people that we support.

We will use our learning and expertise to improve practice more widely.

We will develop a culture of learning in order to become a centre of excellence.

We will ensure the effective use of key systems for monitoring, evaluation and learning and improvement.

We will understand our Impact

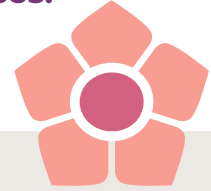
### COMMUNICATION IS KEY

We will continue to develop our external and internal communications ensuring clear and consistent messaging; we will shine a light on issues affecting women and we will amplify the voices of the women who use our services.



# our impact

Trevi supported over 1,000 women during 2023-24 across all services.



## jasmine

MOTHER & CHILD



every  
**15 minutes**

a child is taken into care

Current statistics indicate that a child is taken into care every 15 minutes<sup>1</sup>. Four out of ten cases involve mothers who are care leavers and struggling with a range of complex issues including substance misuse and domestic violence<sup>2</sup>.

Over the past financial year, we received 416 inquiries, with approximately 367 of those meeting the criteria suitable for our program. 191 inquiries and / or referrals were from Local Authorities.

In that time, Jasmine supported 45 mothers and their children, with almost nine out of ten children leaving the service with their mother.



## sunflower

WOMEN'S CENTRE

Over the past financial year, 530 new women were referred to Sunflower. Our Warwick and Edinburgh assessments told us:

- **93%** said Sunflower has helped them feel optimistic about the future
- **87%** said Sunflower helped them feel useful
- **92%** said Sunflower has helped them feel more relaxed
- **98%** said Sunflower has helped them deal with their problems better
- **92%** said Sunflower has helped them to think more clearly
- **90%** said Sunflower has helped them to feel more connected to others
- **92%** state that Sunflower has helped them make up their own minds



*'I have found that the support I have felt as a result of coming to Sunflower has helped me so much to feel validated, and I am very grateful for that.'*

(Sunflower woman)

1. <https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions/2023>

2. <https://www.nuffieldfoundation.org/project/vulnerable-birth-mothers-and-recurrent-care-proceedings>



During 2023-24, we received 773 inquiries with almost 400 of those meeting the criteria suitable for our program. 531 inquiries and/or referrals were from local authorities. The majority of placements were from Plymouth, Cornwall, Devon and Torbay.

Over the past year, 89% of our decisions were supported by the courts; 11 out of 18 families left together and of those who continue to parent in the community, 73% have remained together.



Our interim report on Blossom has just been published. Recognised as a potential alternative to prison, the service is making an impact already with 23 women residents to date and 305 women supported through the Blossom outreach program.

*'If Blossom didn't exist, I'd be dead on the street, because I'd literally be in dangerous places. Drug dens probably, alcohol, places where people are always fighting, the street.'*

(Blossom woman)

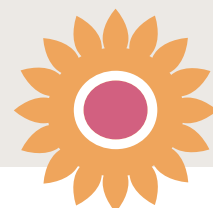
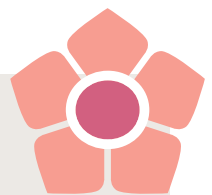


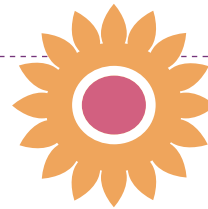
## Pause Plymouth

To date, Pause Plymouth have now worked with 103 women across 4 communities.

Those 103 women have had 301 children removed from their care along with a further 67 pregnancies that we know of. No women have re-entered proceedings and there have been no further removals of children for any of these 103 women.

You can also access our last published impact report [here](#).

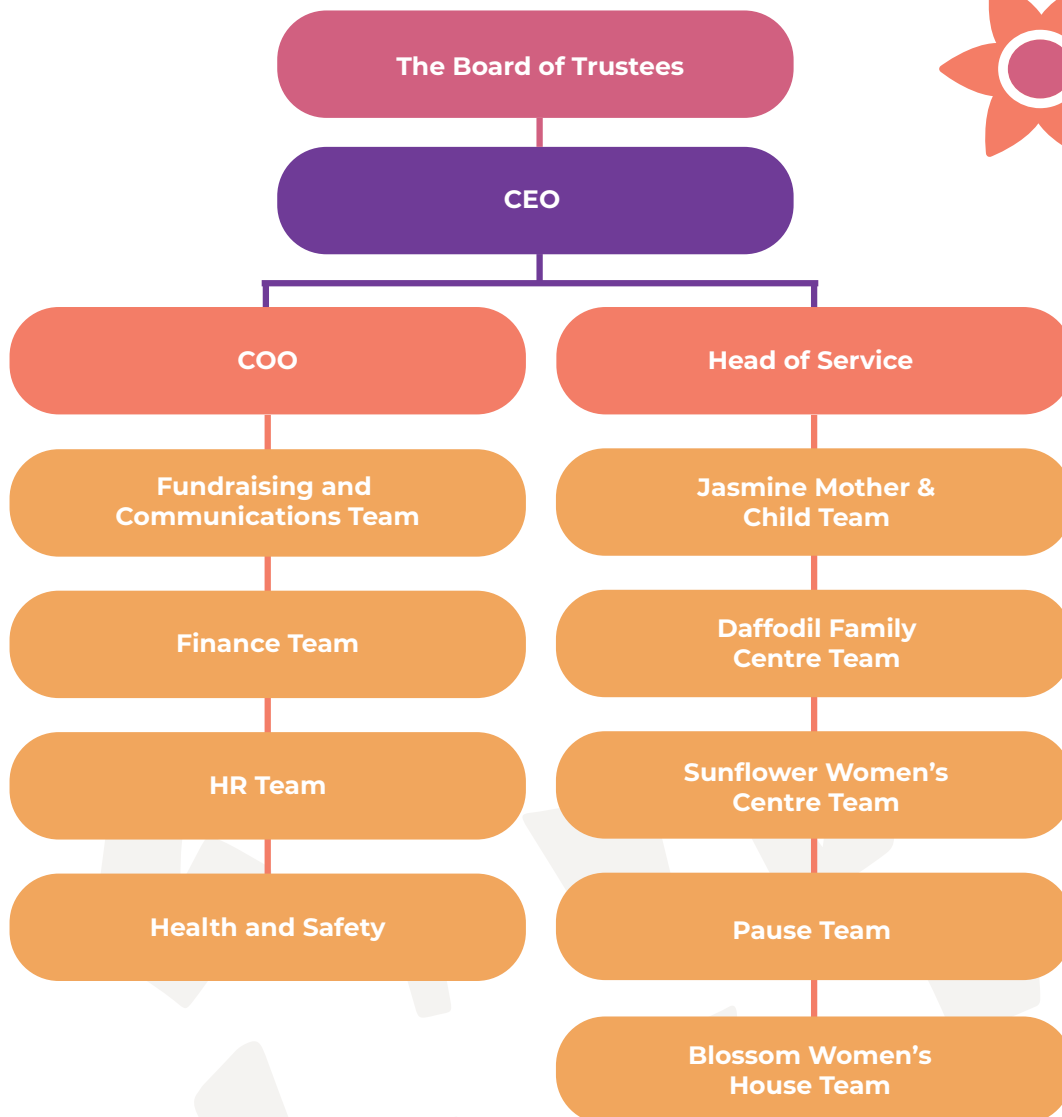
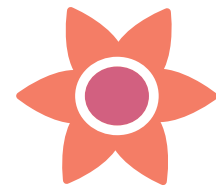
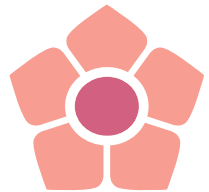




# our board

Our eight Trustee board members bring their individual skills and professional experience which are invaluable to both the staff and resident families of Trevi.

You can find out more about each of our Trustees [here](#):



## The role



Trevi is seeking an inspirational and visionary Chief Executive to lead one of the most prominent women's charities in the Southwest of England. This pivotal role involves working closely with the Board of Trustees to shape and steer the charity's direction and leadership. The Chief Executive will be responsible for driving the organisation's growth, ensuring exceptional service delivery, and upholding Trevi's core values and strategic goals. Additionally, the CEO will serve as the public face of Trevi, acting as a passionate ambassador for the charity while offering strong support and guidance to the senior management team.

**Reports to:** Chair of the Board of Trustees

**Salary:** £65,000 per annum.

Salary negotiable for candidates with exceptional experience.

**Contract:** This is a permanent full-time appointment. We are open to other working patterns, please get in touch to discuss.

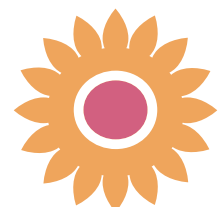
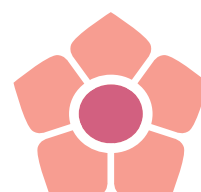
**Location:** Flexibility required in meeting demands principally at our Cobourg office and across our services based in Plymouth City Centre. The role requires regular travel throughout the UK.

Due to the nature and sensitivity of the charity's beneficiaries, the post holder must be a woman as permitted under Schedule 9, Part 1 of the Equality Act 2010.

## Main responsibilities

### Strategic Leadership and Management

- Work with the Board of Trustees to review Trevi's strategic objectives, vision, mission, and values at least every three years, ensuring beneficiary engagement.
- Ensure processes and benchmarks are in place to regularly monitor and report on the delivery of the objectives and the impact of the strategic plan with a view to continual improvement.
- Ensure that the strategic plan is linked to a viable long-term financial strategy and business plan, approved by the Board of Trustees
- Provide inspirational and enabling leadership, creating high performing services that embody Trevi values and strive for continuous improvement.
- Be flexible and adaptable in a changing environment.
- Ensure health and safety compliance - oversee and enforce policies, promoting a strong culture of safety across the organisation.



## People Management and Development

- Be a role model of values-led leadership, empowering, encouraging and supporting staff to reach their full potential.
- Ensure that appropriate HR, training and development, and performance management systems are in place to support Trevi's strategic objectives.
- Provide leadership, direction and coaching for direct reports to ensure they work to the optimum of their effectiveness, undertaking performance reviews against agreed key performance indicators and ensuring individual training and development needs are met.

## Operational and Financial Management

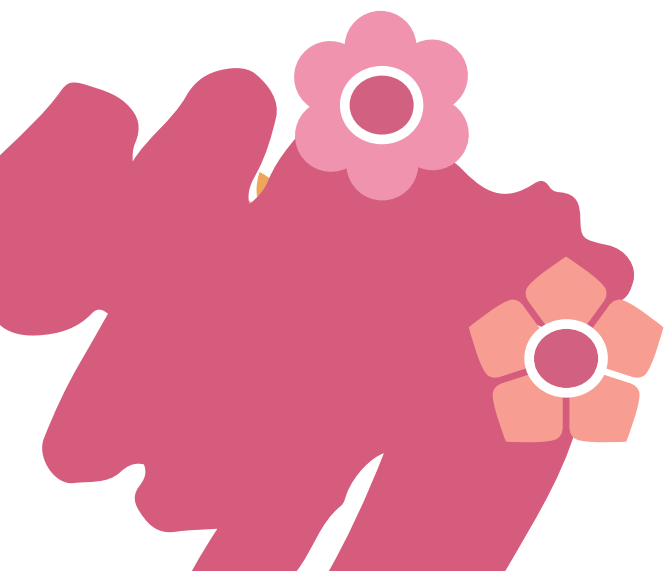
- Ensure high standards across all Trevi services in line with regulatory requirements (e.g. Ofsted)
- Maintain an informed overview of Trevi's finances, including strategic financial forecasts and resultant plans of action, and expenditure plans so as to ensure financial sustainability, and advise the Trustee Board accordingly.
- Liaise with the Trustee Board to ensure that the timing and presentation of financial information continues to meet the Board's needs.
- Ensure that appropriate financial controls, clear accountability, review mechanisms and management information exist to manage the operational and long-term financial performance of Trevi.

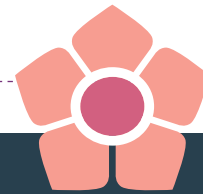
## Governance

- Report to the Trustee Board any risks factors that may compromise compliance and any breaches of legislation.
- Ensure compliance with all relevant legislation and financial requirements.
- Hold overarching responsibility for health and safety oversight within Trevi, maintaining and promoting a healthy and safe environment for staff, women, children, volunteers and visitors.
- Ensure effective governance for Trevi and the provision of ensuring high quality professional advice and appropriate information and reporting to the Trustee Board.
- Ensure appropriate risk management systems are in place and a risk register is approved by or on behalf of the Trustee Board.
- Ensure adequate insurance cover whilst maintaining value-for-money.
- Maintain an awareness of all Trevi's governing documents, policies and procedures, and ensure they are reviewed as and when appropriate.
- Attend meetings of the Trustee Board and any other meetings as requested by the Trustees in an advisory capacity.

## Stakeholder Relationships

- Develop and maintain strong relationships and partnerships with external stakeholders.
- Act as an ambassador for Trevi, continuing to develop a positive image of the charity with service users, stakeholders and the local community.
- Maintain, develop and utilise networks which are beneficial to the organisation.
- Be flexible and adaptable in a changing environment.
- Understanding the market – partnerships, government changes, our place in the market and upcoming trends.





# Essential qualities for the role

## Educational

- Educated to degree level or possesses relevant professional experience
- Professional management qualification or relevant professional experience
- Continuous personal and professional development

## Knowledge and experience

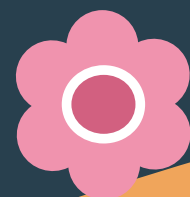
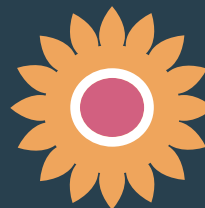
- Three years executive level management experience in a charity or public sector body
- Experience of developing, implementing, evaluating and monitoring strategic, operational and business plans
- Proven expertise in strategic financial management, with a deep understanding of budgeting and financial forecasting
- Strong commercial acumen and experience of managing diverse portfolios with alternative income streams
- Exceptional track record of securing statutory grant funding and commissioning contracts
- A track record of forging successful partnerships and engaging with a wide range of internal and external stakeholders
- Experience of leading and operating effectively in an environment often characterised by complexity
- Extensive people management, leadership and team building skills
- Significant experience of change management

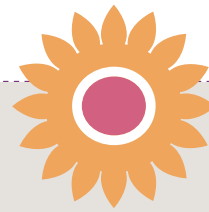
## Skills

- Ability to lead, mentor, develop and support continual professional development of a senior management team
- Cultural sensitivity and commitment to equality and diversity
- Ability to innovate and empower others to manage change
- Highly effective negotiating and influencing skills
- Outstanding communication skills including public speaking at a range of levels and across different mediums
- Effective organisation and time management skills

## Personal qualities

- Self-awareness and positivity
- A commitment to feminist values
- A commitment to anti racist practice
- Enthusiasm and flexibility
- Resilience and commitment
- Thorough knowledge, understanding and commitment to trauma informed practice
- Integrity and high standards





## How to apply

If you are interested in this opportunity, we encourage confidential conversations with our recruitment partner, Anna Jay, MD of Public Leaders Appointments in advance of your application.

You can contact Anna at: [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com) and 07904 236348.

Your application should consist of a CV and covering letter – of no more than 3 sides of A4 - outlining your motivations for applying (affinity for our vision and mission etc.) and highlight how your skills, knowledge and experience meet the requirements for our new Chief Executive.

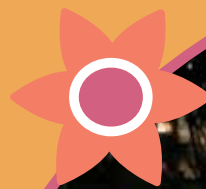
**Applications should be sent to [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com) by 12 noon on 23 October 2024 with reference 'Trevi'.**

Following consideration of applications and shortlisting, we will invite selected candidates to for interview.

**Interviews are scheduled for 18 November 2024 at Cobourg House, Plymouth.**

Thank you for your interest

If you'd like to find out more about us, please go to our website where you will find lots more information [www.trevi.org.uk](http://www.trevi.org.uk)



**trevi**  
*where life begins*

t 01752 255 758  
w [www.trevi.org.uk](http://www.trevi.org.uk)  
e [communications@trevi.org.uk](mailto:communications@trevi.org.uk)

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