



# Goleudy

Cysylltu Pobl, Cartrefi a Chyfleoedd

Connecting People, Homes & Opportunities



## Business Plan 2023 – 2026

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# PREAMBLE

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## Who is this document for?

This is a public document. It is for people who use our services, people who finance or commission services, and everyone who works for Goleudy. It is for potential partners and associates, for trustee board members, company directors, managers and leaders, project staff and volunteers.

## What's it about?

This plan describes our identity: why we exist, the services we deliver, what we stand for, our way of thinking, and our values and ethos. It describes our objectives and aspirations for the next three years.

## Primary Objectives

The primary objectives documented in this plan are the main aspirations we have for the next three years:

1. Being Informed by People
2. Creating Spaces of Opportunity
3. Strengthening our community

## Our people

This plan outlines our goals in terms of staff recruitment, retention, and development, how we will create a 'people strategy' to attract the right talent and ensure that staff flourish and develop.

## Corporate Services

This plan describes our Corporate Services functions that will support and enable service delivery and the achievement of our three primary objectives. This section describes how we plan to use our quality management system to improve services, and how we will measure and evidence the impact of the work we do.

## Communication

This plan describes the need to manage our reputation, and how this will impact on our ability to influence and persuade, attract staff, and how we aim to cultivate the identity of a fundraising charity.

# We are a charity based in South Wales. We have been established since 1975.

- We prevent homelessness
- We provide housing and opportunities
- We tackle poverty and social exclusion

Our job is to improve the lives of people who are threatened with homelessness, experience rooflessness, housing crisis or trauma. We exist for people who experience poverty, food insecurity, may be marginalised, suffer stigma, endure poor mental health, experience substance use, or are leaving prison.

We provide housing related support services, temporary accommodation, community services and health and well-being services.

## Our Values

These are fundamental to our work; they are the statements against which we measure our behaviour and all our interactions:



### Respect

Showing respect for everyone



### Accountability

A team ethos, everyone contributes, every day



### Fairness

Treating everybody justly



### Resilience

Supporting each other to keep going, even when it gets tough

# ABOUT GOLEUDY

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## Our Ethos

The character of our organisation is built on a foundation of:



Compassion



Innovation



Quality



Compliance

## Governance

Goleudy is a charity and company limited by guarantee. It has a Board of Trustees who are responsible for the overall governance of the organisation. Their responsibilities include:

- Ensuring Goleudy's activities are in line with its 'charitable objects'
- Ensuring the charity has a Business Plan
- Ensuring the charity has appropriate policies, processes, and resources
- Ensuring that quality standards are met, as well as contract, legal and regulatory compliance
- Ensuring the charity's money is used for its intended purposes
- Ensuring the charity identifies and manages its major risks
- Providing support and constructive challenge to the CEO and Executive team

# PRIMARY OBJECTIVE - 1: BEING INFORMED BY PEOPLE

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## Background

'Informed by people' is Goleudy's method of creating a 'Psychologically Informed Environment' (PIE). This initiative has been designed based on the input from two research studies carried out by Liverpool University Management School 'An evaluation of tenancy support and mental health service experience' (2019) and 'Promoting Innovation in Homelessness and Mental Health Service Design: Summary Report (Goleudy)' (2022). We have also been guided by a piece of consultancy carried out by 'Working Conversations' – 'The Making of a PIE (People Informed Environment)' (2019).

## What does this mean?

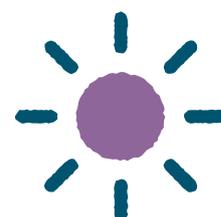
- That listening, clarifying, and understanding are at the forefront of our work
- That our thinking, actions, and behaviours should be informed by the network of people and relationships that make up the organisation
- 'Informed By People' is the acquisition of knowledge and skills for staff that positively influence the way services are delivered
- 'Informed by People' is the Goleudy way of working, that puts relationships at the very heart of what we do, this includes how we are with each other in the workplace

## The Vision

To amplify impact of our work by paying close attention to the voices of people who use our services.

We will:

- Continue to work in a solution focused way - modelling our support conversations on the skills and assumptions of solution focus practice, guided by the standards set by the UKASFP (United Kingdom Association for solution Focus Practice)
- Continue to provide staff training, development, and reflective practice to help them to be more able to support clients to achieve their goals, even when this is difficult or challenging
- Use the rigour of our academic partner (Liverpool University Management school) and bona fide systems of measurement to evidence the efficacy of our work
- Utilise our partnership with 'Working Conversations' to
  - provide the Let's Keep Talking – solution focus, telephone service to clients
  - provide the best possible quality training (sfp) for staff,
  - and to continue to work with Liverpool University Management school (as above)
- Create 'spaces of opportunity' – physical environments that will support human flourishing [detailed in the next section of this plan]
- Create a people strategy that facilitates useful relationships between leaders and staff/staff and clients



# PRIMARY OBJECTIVE - 1: BEING INFORMED BY PEOPLE

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## Reach & Impact

For many years the UK has seen it's more vulnerable citizens experience poverty and social exclusion. Our intention by delivering on this plan is to help our clients make positive changes in their lives that have meaning for them.

We will endeavour to foster an organisational culture that supports human flourishing, for people who use and work in our services. We will equip staff and volunteers with skills training and reflective spaces, we will provide them with the best possible environment to carry out their work.

A supportive conversation held in a suitable space, by a skilled worker, communicating compassion and empathy, treating the client as the very best expert in their own life, has been proven<sup>1</sup> to facilitate lasting change for people.

## The Journey so Far

This way of working is already making a difference:

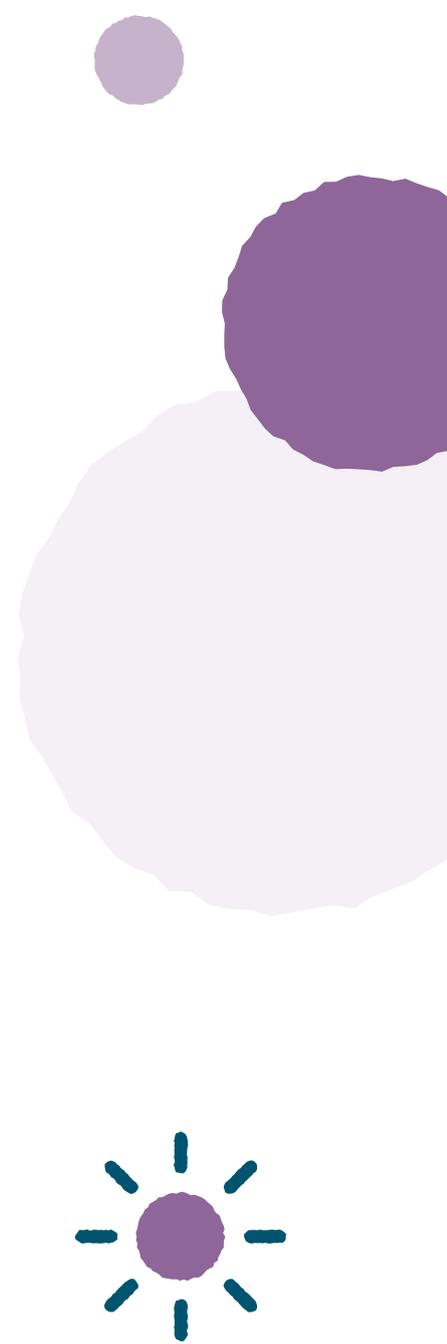
- Staff are provided with training in solution focus practice, and this way of working has been prevalent in Goleudy for over a decade
- Being 'Informed by People' is a pragmatic way of bringing our ethos and values to life
- We have provided reflective sessions for staff for the past three years
- Staff already recognise that trauma plays a part in peoples' lives and follow the approach of "what has happened to you and what do you want instead, not what's wrong with you"
- There is good practice already being implemented; staff already embrace the mindset of doing with rather than doing for, and to look at the story behind the person we support

## Next Steps

- Utilising our partnership with 'Working Conversations' to reinstate 'in-person' solution focus training and support for front line staff.
- Creating a 'people strategy' that shifts our culture and our way of being, so this isn't just how we work with clients but how we work with each other
- Fostering safe spaces are for staff, which are as important as they are for the person being supported
- Ensuring that this is a whole organisation approach and is about how we build trusting relationships with each other, clients, and other professional
- Cultivating leadership and management behaviours that ensure people feeling valued, respected, and are shown empathy and compassion
- Creating a sense of connection, so that staff and clients experience unity and belonging

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<sup>1</sup>SF is now practiced across the globe in areas such as education, criminal justice, social work, housing related support, mental health, and substance misuse services. As of October 2017, there were more than 2800 publications annually in English and at least 12 other languages. Currently 10 meta-analyses; 7 systematic reviews; 325 relevant outcome studies including 143 randomised controlled trials showing benefit from solution-focused approaches with 92 showing benefit over existing treatments. Of 100 comparison studies, 71 favour SFP. Effectiveness data are also available from over 9000 cases with a success rate exceeding 60%; requiring an average of 3 – 6.5 sessions of therapy time.



# PRIMARY OBJECTIVE - 2: CREATING SPACES OF OPPORTUNITY

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## Background:

'Spaces of opportunity' is the term we used in the business plan to describe the importance of physical buildings (houses, project spaces and workspaces) as part of a Psychologically Informed Environment (PIE). This initiative is integral to the success of our 'informed by people' approach.

## What does this mean?

Goleudy plans to use the strength of its balance sheet to develop its buildings. We will continue to use our financial reserves to replace our stock of shared, community, terraced, properties with purpose built, modern, fit for purpose accommodation, such as single person flats.

We will also continue to develop the Customs House to create a Community Hub that accommodates both front line services and staff teams.

We will also seek to develop our other project spaces (even those we don't own), in support of our 'informed by people approach'.

## The Vision

That the physical assets we own and manage are transformed into spaces that are:

- Aspirational
- Fit for Purpose
- Safe and Compliant
- Something to feel proud of

## Reach & Impact

The creation of 'spaces of opportunity' throughout the business will potentially improve the wellbeing and improve outcomes of all our clients. The creation of the Hub will significantly drive our Community Development aspirations [detailed in the next section of this plan], helping us to tackle poverty and social exclusion and promote positive, sustainable, health and well-being.

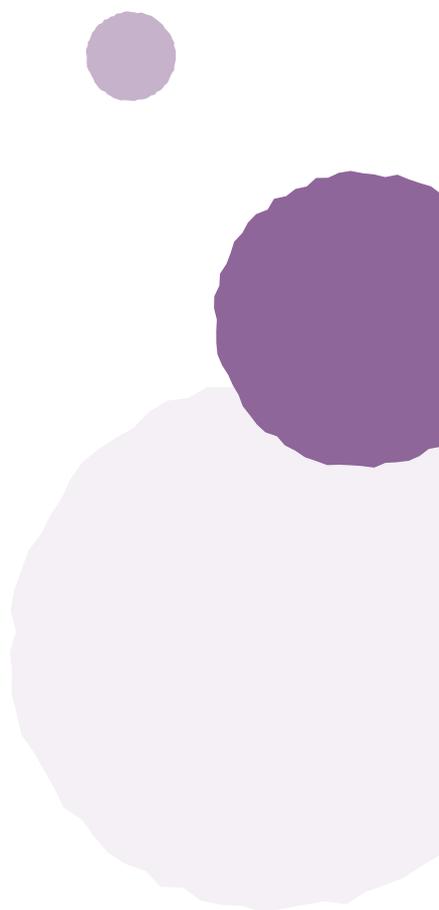
## The Journey so Far

### Housing and project spaces

At the beginning of 2020 (the start of the previous plan), we owned twelve properties across Carmarthenshire, Swansea and Neath, Port-Talbot. Having reviewed our stock, we planned to replace all the shared houses that we owned with purpose-built housing.

We have focussed initially on the stock we own outright. We have created a high-level strategic partnership with Linc Cymru.

Three units have been sold/decommissioned. We have invested in improving the maintenance and compliance across our remaining units, whilst we seek replacements. The learning from the pandemic has shown that shared community housing has limited utility and is not part of a coherent solution



## PRIMARY OBJECTIVE - 2: CREATING SPACES OF OPPORTUNITY

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to homelessness. Linc have purchased land in Swansea and have secured capital funds and political support to construct 20 flats. These will replace our Swansea shared houses.

As well as owning several properties across South Wales we are also the managing agent for several Housing Association properties. We also intend to develop and improve these spaces wherever possible.

### Community Hub

Goleudy owns the Customs House, our central HQ in the Marina area of Swansea. The ground floor has been used to accommodate the Connect Project for over 20 years, and in the last three years it has been home to our Community Fridge. In March 2021 we revised our business plan to include the development of Customs House in Swansea. The upper floors of this building are used as our head office, and the ground floor is used for client services.

We are in the process of completely re-purposing the ground floor into a flagship Community Hub and flexible space for client activities. The development of our community/training kitchen is almost complete, providing an impressive addition to the community fridge. We plan to ensure Customs House has an influential role in Swansea's approach to building community resilience.

### Next Steps

The transformation of our housing will require careful sequencing, modelling, and sourcing of appropriate alternatives with Housing Association development partners. Though the strategic plan is to replace our stock, we will be mindful that while the plan is implemented, we will also improve our current stock for the benefit of our residents.

Creating our Community Hub will rely on strong partnership working between Goleudy's senior leadership team, skilled designers, and contractors. This will be a significant investment requiring the sourcing of appropriate finance and will demand budgetary transparency and control. Managing the Hub development while needing to use the building for projects and workspaces will also be planned carefully.

Likewise, transforming Project Spaces will require detailed and pragmatic management, with a real focus on the client's experience of Goleudy's services. We will prioritise making improvements that will have an immediate and lasting impact on those using the space.

Each element of the project will require appropriate resourcing at each stage, and a dedicated focus on authenticity, transparency, and clarity of vision.



# PRIMARY OBJECTIVE - 3: STRENGTHENING OUR COMMUNITY

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## Background:

'Strengthening our community' describes Goleudy's work on 'community development'. This initiative has been designed based on findings from The Bevan Foundation, The Food Foundation, and our own data collected over the past three years.

Key Findings for Wales: Bevan Foundation - Snapshot of Poverty Report in Summer 2022:

- 45% of Welsh households never have enough money for anything other than the basics (figure was 33% in May 2021)
- More children are going hungry than in November 2021
- Cost of living crisis is affecting health – 43% say it affects their mental health and 30% say there's a deterioration of their physical health
- Majority of people are cutting back on essential items (heating/electricity/ water, clothes, transport, food)

Our own stats and data show:

- A dramatic increase in demand for our Community Fridge service – over 500 regular users.
- An increase of 45% in number of customers in 2022 compared to 2021
- A wider demographic of Community Fridge customers – a significant number of university students access the service regularly.
- Schools and community groups engaging with us.
- Poor nutritional habits are a common feature.
- Social isolation is a recurring issue.

## What is community development?

The UN defines community development as: "a process where community members come together to take collective action and generate solutions to common problems."

## The Vision

To boost social capital and build social infrastructure we will:

- Create a vibrant and inclusive Community Hub at Customs House where people can come together.
- Run it with a team of staff and volunteers, and work with partners from other agencies.
- Engage with the community to ensure that we provide services, activities and opportunities that are wanted and needed and help enable people to flourish.
- Nurture the concept of reciprocity, where everyone can contribute and benefit.
- Demonstrate and cultivate positive environmental behaviours and actions.

Through the above, we will help build community resilience and cohesion.



# PRIMARY OBJECTIVE - 3: STRENGTHENING OUR COMMUNITY

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## Reach & Impact

The reach of this initiative already covers: Connect Members, Community Fridge Customers, Goleudy projects, Goleudy clients, and Goleudy Staff.

More than this, we now serve: local residents, local social landlords, Schools/ Universities, charity groups, and community groups.

We want to help tackle the issues faced by people in our community through providing opportunities for people to learn skills that will help them achieve better physical and mental wellbeing.

Throughout the life of this plan, we will offer:

- Community Fridge
- Connect project
- Cooking space
- Healthy eating advice/workshops
- Growing space
- Meeting space

We will also explore with the community what other potential services and projects they would like us to deliver from the hub, and to then establish the feasibility of any suggestions. We envisage that these may include services/projects such as: a membership-based food scheme (for ambient food); community eating events/community café; clubs/activities for families; gardening/food growing related activities; environmental initiatives; well-being related activities; community social space, etc.

## The Journey so Far

We developed our Community Fridge over three years ago on the basis that it is one of the reasons why we exist. It's our purpose, as set out in our charitable objects:

"...the objects for which the Association is established is the relief of poverty..."

We have successfully built up the community fridge, ensuring that the service was available throughout the pandemic. With the recent rise in inflation, supply chain problems and rising fuel and living costs, demand for the services has increased significantly. We are encountering poverty on an industrial scale, constantly refining, and developing our approach to ensure that we can keep a significant amount of food out of landfill whilst providing nutritious food for people experiencing food insecurity. Alongside this, we have undertaken some bespoke projects, for example to address holiday hunger for children, basic cooking skills for adults, etc.



# PRIMARY OBJECTIVE - 3: STRENGTHENING OUR COMMUNITY

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## Next Steps

We see the 'Strengthening Communities' initiative as a fast-growing aspect of our service offer, we anticipate that we will have success in attracting new sources of revenue, as well as aligning with Welsh and UK government strategies and policies.

Our approach throughout the life of the plan will be:

- To embrace the concept of the Circular Economy
- To be 'people-led' and 'people informed'
- To be strengths based
- To be connected & collaborative

We want to maximise the potential and impact of our Community Development work. The Community Fridge's ability to save tonnes of fresh, edible food from landfill has been proven. To make sure this grows and continues we will:

- Invest in posts and/or apply for grants, to ensure it is resourced properly
- Review and adapt our offer as necessary to ensure it continues to meet the needs of the community
- Build and expand on existing partnerships and seek opportunities to create new ones
- Increase the number of volunteers (both from staff and external)
- Explore opportunities to expand its profile through positive PR stories



# OUR PEOPLE

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## Joining Team Goleudy

We aim to fill all our vacancies with the right people. It is vital to our success that we attract candidates committed to our values, who will help us drive continuous improvement and increase positive client outcomes.

We will:

- Create a new 'people strategy' to bring our 'Informed by People' initiative to life, and resource the HR function to support it
- Invest in staff resources to upscale recruitment activity and drive through required improvements including widening the reach of our campaigns
- Continually review our reward package to ensure we are competitive
- Explore possibilities for a more flexible and fluid approach to allocating staffing resources across projects
- Continue to invest in SEO (search engine optimisation) and review the website and job application process

## Giving Staff the best Experience

We recognise that this line of work can be a challenge to our resilience, so we will continue to strive to create a working environment that embodies a positive energy and is the best it can be so that staff may flourish.

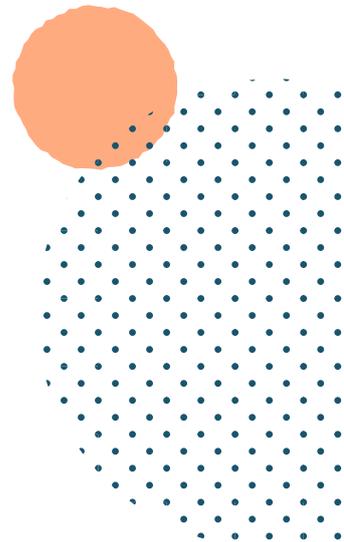
We will:

- Ensure that safety and wellness in the workplace is prioritised, and improve the physical environment wherever possible
- Focus on employee well-being initiatives
- Provide opportunities for staff to contribute and feel valued, with a focus on communication
- Recognise exceptional performance and outstanding contributions
- Ensure that justice and fairness are cornerstones of all policies
- Review consultation arrangements & explore alternatives

## Learning and Developing

We will:

- Promote learning/development opportunities
- Improve staff onboarding and induction
- Offer more engagement opportunities
- Offer a wide range of training opportunities



# CORPORATE SERVICES & COMMUNICATIONS

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## Driving Service Quality

Our aim is that our ISO9001 accredited Quality Management System (QMS) truly ensures a high standard of client experience and business efficiency. The QMS will guide staff to focus on key areas of operational priority, ensuring simplicity and efficiency.

We want Goleudy's operations (housing and support services, and community projects) to be run to the best possible standards.

Our QMS should be a driver for continuous improvement and push us towards increasing positive client outcomes.

We will:

- Measure the effectiveness of our work instructions, identify areas for development or elements not adequately covered by the system, then drive through the required improvements
- Develop a robust internal audit function, which drives compliance and continuous improvement
- Commit to resourcing the function to achieve these improvements within the life of the plan

## Expanding our Horizons

Goleudy recognises that growth is vital. We want to grow our organisation in ways that will allow us to widen the reach and impact of our services. In so doing we aim to be more secure, more efficient, and more able to be proactive in finding innovative methods to achieving our three primary objectives.

We will:

- Focus growth on areas and funding streams that align closely to our three primary objectives
- Work towards expanding our geographical footprint, creating services where they are needed most
- Become a charity that raises funds from the public, charitable trusts, and grant awarding bodies as well delivering government contracts.

# CORPORATE SERVICES & COMMUNICATIONS

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## Measuring and Evidencing

Given that one of our cornerstone values is accountability, we need to evidence the efficacy of our work and publish results that show that our use of charitable funds can make a meaningful difference to people's well-being.

We will use a variety of methods to measure and evaluate our work, including:

- Continuing our research partnership with Liverpool University Management school
- Using the Warwick and Edinburgh Mental Health and Well-Being Scale
- Using the Welsh Government's revised outcomes framework
- Defining metrics that support our three main initiatives: e.g., numbers of beneficiaries, tonnes of food distributed, emissions reduced.

The things that we report on, or publish, will be supported by robust methods of data collection, so that we can analyse our activities and their effectiveness based on reliable evidence. We will invest in our information and technology systems to support this endeavour.

## Influencing and Persuading

We believe that to have an influence over public policy and the commissioning landscape, we need evidence the efficacy of our work.

We will:

- Continue to undertake research projects with our academic partner (Liverpool University Management School)
- Measure our effectiveness and publish the results
- Use our business intelligence to exert political influence

# CORPORATE SERVICES & COMMUNICATIONS

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## Telling our Story

We need to be able to manage our reputation more effectively, be more influential and develop an identity as a fundraising charity. We must have a connection with our stakeholders whereby we amplify areas where our vision and theirs overlap.

Therefore, we need to improve our communications. We need to have a profile that helps us to raise awareness of our work, attract funding, attract potential staff, extend our activities, and connect with politicians and commissioners. We need to sell our positive messages more and encourage a focus on our achievements.

We will:

- Seek to cultivate positive, trusting relationships with commissioners
- Attract and retain motivated and committed staff
- Seek to become more visible
- Raise public awareness of the work we do
- Generate more consistent, clear and simple, content and ensure this is shared with the right audience
- Run innovative and eye-catching events and/or campaigns linked to our primary objectives

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