



# Goleudy

Cysylltu Pobl, Cartrefi a Chyfleoedd  
Connecting People, Homes & Opportunities

# Business Plan 2020



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# Who is this document for?

This short document is for the public, our commissioners, funders, partners, regulators and stakeholders.

We are a housing charity based in South Wales. We have been established as an organisation for 45 years (formerly Caer Las), adopting our new name, values and strategy in 2020.

# What's it about?

This document is divided into two parts.

**Part 1** is a description of our new identity; by which we mean, what we stand for, our way of thinking about clients and our values.

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**Part 2** contains the four key initiatives or changes we are going to focus on.

There is a section on each one:

**1. Innovation** These are the new service areas we will be developing over 2020 and beyond, and include: making all services psychologically informed environments (PIEs), extending our homelessness prevention work, and transforming our housing provision.

**2. People and Communities** This section describes our aspirations for the kind of workplace we intend to cultivate, and how we will attract committed people to join us. It also looks at how we will connect with the wider communities in which Goleudy is working.

**3. Business Development** We recognise that Goleudy is a business as well as a charity. To keep delivering services, reaching out to the people we want to help, and continue making a difference, we need to flourish as an organisation. This section describes our growth ambitions, and how we intend to improve service quality, and diversify our offer.

**4. Communications** This section is about how we want to share our key messages, and what we hope that will lead to.

# How is Goleudy Run?

**Goleudy is a charity and company limited by guarantee. It has a Board of Trustees who are responsible for the overall running (i.e. Governing) of the organisation.**

Trustees' responsibilities include:

- The co-construction and implementation of our business plan [with the Chief Executive Officer (CEO) & Executive Leadership Team (ELT)], setting clear objectives and ensuring the charity stays focused on its mission and charitable objects.
- Scrutiny of the charity's activities:
  - Ensuring the charity has appropriate policies, processes and resources.
  - Ensuring that quality standards are met, as well as contract, legal and regulatory compliance.
- Scrutinising and ensuring financial probity and sound financial management.
- Scrutinising and ensuring the management of corporate risk.
- Providing support and constructive challenge to the CEO and ELT.

The day to day running of the charity is delegated to the CEO and ELT. The limits of that delegation are set and regulated by the board of Trustees via a schedule of delegated authorities. The ELT are responsible for all aspects of staff management and the day-to-day running of the organisation.

# Part 1

# Our Identity



# Our Focus

**Our core purpose and reason for existence is:**

## To prevent homelessness

- We are aiming to expand our activities to reach more people at risk of becoming homeless, providing support before crisis emerges and assisting them to create the lives they want to live.

## To provide housing and opportunities

- Our goal is to ensure that people who have no home, get housed as soon as possible, and receive support to help them flourish in a way that best suits them.

Going into the new decade, we are sharpening our focus towards the creation of opportunities and connections for people who experience homelessness, housing crisis or trauma. We exist for people who may be marginalised, suffer stigma, endure poor mental health, experience substance use or are leaving prison.

# Our Aspirations

**We aim to:**

Be the best at what we do

Lead on all types of homelessness prevention work

Connect people, homes and opportunities

## Our Identity

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# 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

# Our Ethos

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



### Compassion



### Innovation



### Quality



### Compliance

# Part 2

## Key Initiatives





# Preventing Homelessness

**Preventing homelessness and its harmful cycles is core to Goleudy's stated purpose. We see early intervention as critical to this. By utilising our learning, expertise and partnerships we aspire to be a leading voice in the sector on homelessness prevention.**

To do this, we will:

- Work towards the goal of zero clients leaving our projects due to eviction, abandonment or withdrawal from support
- Design our services to ensure that people don't 'fall through the gap'
- Identify specific cycles that require a different approach e.g. leaving institutions
- Develop a data set that evidences prevention and its impact
- Collaborate with partners to develop prevention protocols akin to our Housing First approach
- Develop appropriate 'upstream' community prevention initiatives



# Spaces Of Opportunity...

**This initiative will ensure that all our services are Psychologically Informed Environments (PIEs). We have identified 5 pillars; Psychological awareness (using Solution Focus Practice), environments that are inspiring and conducive to positive action, staff development, relationships and learning & enquiry.**

Our default assumptions about all human beings are that:

- They are unique
- They have strengths and resources
- They are the best experts in their own lives

**We show clients unconditional positive regard and recognise that small changes can make a big difference. We believe we must change to meet the support requirements of our clients – rather than vice-versa.**

To embed PIE over the next year, we will:

- Create a plan to coordinate PIE at an organisational level including internal communications
- Deliver PIE workshops for new starters setting out the organisation's approach to PIE
- Continue to develop our solution focus training and staff support
- Develop the solution focus team and target interventions / resources
- Roll out the PIE evaluation template and completion of '6 priorities action plan template'
- Continue to invest in reflective practice for front line staff and managers
- Collaborate and access further resources and opportunities e.g. Path / Path In Action

# Transforming Our Housing

**We own several properties across south Wales and are also the managing agent for a number of Housing Association properties. We are going to change the way we house people. We intend to provide long-term, sustainable accommodation that is of a good standard. It may take several years to fully transform all stock, working in a different way, creating more relationships with housing providers and specialists, and it may mean selling existing stock and buying different types of properties.**

To make progress in 2020, we will:

- Recruit a senior housing manager to lead the project
- Commit to a project plan
- Set a minimum standard for accommodation
- Review our existing stock
- Seek to identify a business partner to deliver build/refurbishment
- Create a clear sustainable business model that fits with our financial plans



# Recruitment

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

To reach these goals we will:

- Invest in a specialist staff resource to upscale recruitment activity and drive through required improvements including widening the reach of our campaigns
- Work to build relationships with HE/FE institutions to improve pipeline of potential applicants
- Review our reward package to ensure we are competitive
- Explore possibilities for a more flexible and fluid approach to allocating staffing resources across projects
- Review the website and job application process



## Team Goleudy: Staff Engagement

**We strive to create a working environment that embodies a positive energy and is the best it can be so that staff may flourish.**

To do this 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 HR policies
- Promote learning/development opportunities
- Review consultation arrangements and explore alternatives



# Community Fridge

**We want to maximise the potential and impact of the Community Fridge. Its 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
- Explore the acquisition of an app to simplify and improve the record keeping
- Work towards expanding its reach and impact both for individual and community beneficiaries
- Increase the number of volunteers (both from staff and external)
- Explore opportunities to improve its profile through positive PR stories
- Ensure that all of our staff contribute to this initiative and help ensure it reaches its full potential



# Service Quality

**Our aim is that our ISO9001 accredited Quality Management System (QMS) truly ensures a high standard of client experience and business efficiency. We want Goleudy's operations to be run simply, efficiently and to guide team members to focus on key areas of operational priority. Our QMS should be a driver for continuous improvement and push us towards increasing positive client outcomes.**

To reach these goals 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
- Introduce Quality Champions, who will lead quality improvements and communications between teams and organisational tiers
- Commit to resourcing the function to achieve these improvements within the life of the plan



# Business Growth

**Goleudy recognises that growth is vital. We want to grow our organisation in ways that will allow us to be more secure, more efficient and more able to be proactive in finding innovative methods to achieve our goals. Our aim is to develop business models that support flexibility, innovation and high quality services.**

To do this, we will:

- Focus growth on areas and funding streams that align closely to our strategic priorities
- Work towards expanding our geographical footprint and overall turnover (by 20% by 2023)
- Become a charity that raises funds from the public, as well as delivers government contracts, with an aim of generating funds (after costs) that will contribute 10% of our central costs by 2023
- Explore opportunities for profitable trading and investments, with an aim of generating profits that will contribute a further 10% of central costs by 2023.
- Ensure that all of our staff contribute to this initiative and help ensure it reaches its full potential





# Marketing

**A key priority for Goleudy is to raise our profile. We view this as vital to be able to manage our reputation more effectively, be more influential and attract better candidates for vacant posts.**

**Our re-branding with the name Goleudy and the strapline "connecting people, homes and opportunities" will provide us with a great chance to share our new way of being with commissioners, politicians, clients, staff and the public.**

To do this, we will:

- Build a strong Social Media presence, resource the function appropriately and measure its effectiveness at raising our profile
- Become more visible in the public eye, by developing links with media (aiming for one profile raising activity each quarter)
- Generate more consistent, clear and simple literature, papers and content and ensuring this is circulated to the correct audience (at least one publication per month)
- Run innovative and eye-catching events and campaigns (at least one each per year) linked to our strategic aims



# Sharing Our Message

**We need to 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 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 all the positive things we achieve.**

To make progress in 2020, we will:

- Seek to cultivate positive, trusting relationships with commissioners
- Attract and retain motivated and committed staff who give their best performance
- Seek to become more visible, leading to more press interest



# Influence & Persuade

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

To make progress in 2020, we will:

- Continue to develop relationships with academic partners
- Measure our effectiveness and publish the results
- Use our business intelligence to exert political influence



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