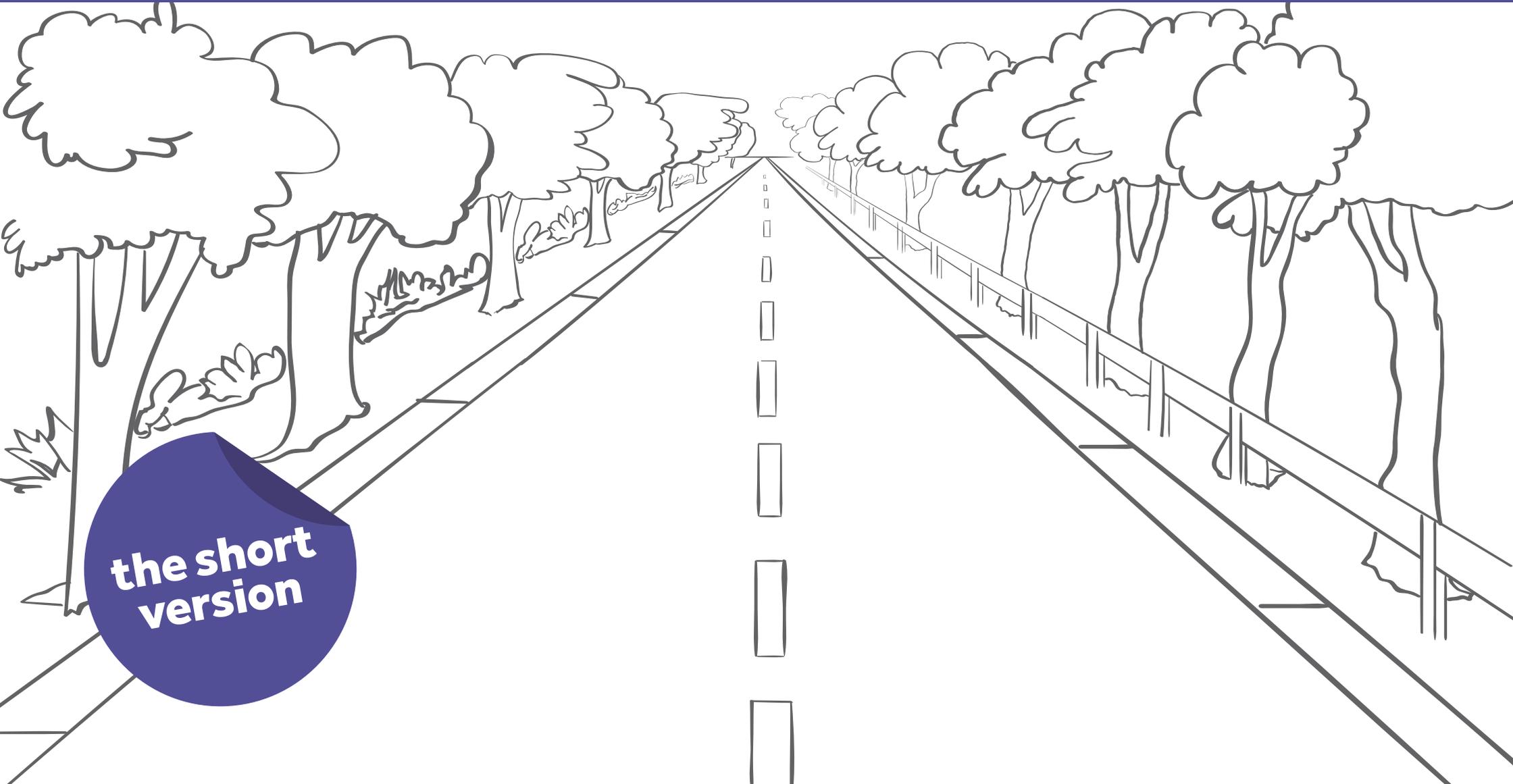


Time for transformation

Our business plan 2020 – 2025



**the short
version**

Our vision

This is a time of transformation for The Wallich.

There has never been stronger political, public and corporate will to challenge the intensifying problem of homelessness. However, we find ourselves in a situation where the sector designed to deal with these issues is outdated, fragmented and there is a significant lack of clarity about how to actually help. It is time for services to evolve based on evidence, good practice, collaboration and shared values – with everybody as equal partners (including the people affected by homelessness), understanding their role in this and to empower them to become part of the solution.

We want a Wales where people stand together to provide hope, support and solutions to end homelessness.

We are tireless in our commitment to achieving this vision alongside our staff, our partner agencies, and most importantly alongside the people we support.

Our ambition

The challenge facing us can feel overwhelming, but we retain our optimism that homelessness can be solved. We know we can't do it on our own and we know that it will take time. Our organisational values serve as our ethical compass, guiding the development and implementation of our strategic priorities between 2020 and 2025.

How we got here

This plan has been co-produced with The Wallich staff team, our service user shadow board and the people we support. Widespread consultation has taken place Wales-wide over a period of 18 months to articulate what we want to achieve over the next five years. This includes moulding the organisation we want to work in. Regional staff representatives form our Employee Consultative Group, who meet quarterly, provided particularly valuable insight and refreshing influence to shape our priorities. We are determined that this plan inspires real transformation for The Wallich and for homelessness. To make this happen, we have five strategic priorities.



Our strategic priorities - 2020-2025

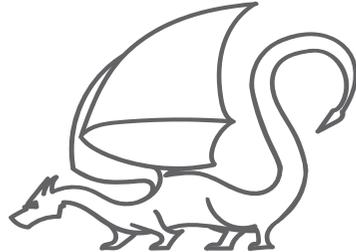
Priority 1



Community

To rebuild The Wallich Community and recover from the COVID-19 pandemic whilst retaining new ways of working and positive community partnerships

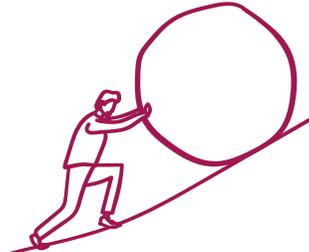
Priority 2



Courage

To use evidence, influence and communications to create an environment where homelessness can be solved

Priority 3



Determination

To serve the people we support by ensuring maximum efficiency in our use of systems, resources and financial sustainability

Priority 4



Authenticity

To respond to the needs of the people we support and our staff ensuring equality, diversity and consistency in all services across all parts of Wales

Priority 5



Compassion

To become a truly psychologically informed organisation





Community

Strategic priority 1:

To rebuild The Wallich Community and recover from the COVID-19 pandemic whilst retaining new ways of working and positive community partnerships.

Despite the enormous challenge we have faced, we remain a united community, aligned by our passion to end homelessness.

The Wallich community is characterised by our common values, our shared sense of place, our feeling of belonging to the organisation and our shared identity. This applies to our staff team, our trustees, our volunteers and, most importantly, the people we support. We are proud to be The Wallich.

We will do this by:

Delivering our COVID-19 Restoration Plan, which has five phases:

1. **Respond** – to the COVID-19 crisis through our Critical Services Delivery Plan
2. **Restore** – all of our projects and services across Wales
3. **Reassure** – and protect our staff and service users – always
4. **Reflect** – on our response to the COVID-19 pandemic
5. **Recover** – from its effects both as people and as a charity

Our goals

- We will rebuild The Wallich Community and recover from COVID-19 whilst retaining new ways of working and positive community partnerships
- We will keep our staff and service users safe by maintaining supplies and listening to evidence





Strategic priority 2:

To use evidence, influence and communications to create an environment where homelessness can be solved.

We will draw on the best available evidence and cutting-edge research to focus our efforts on delivering the biggest impact.

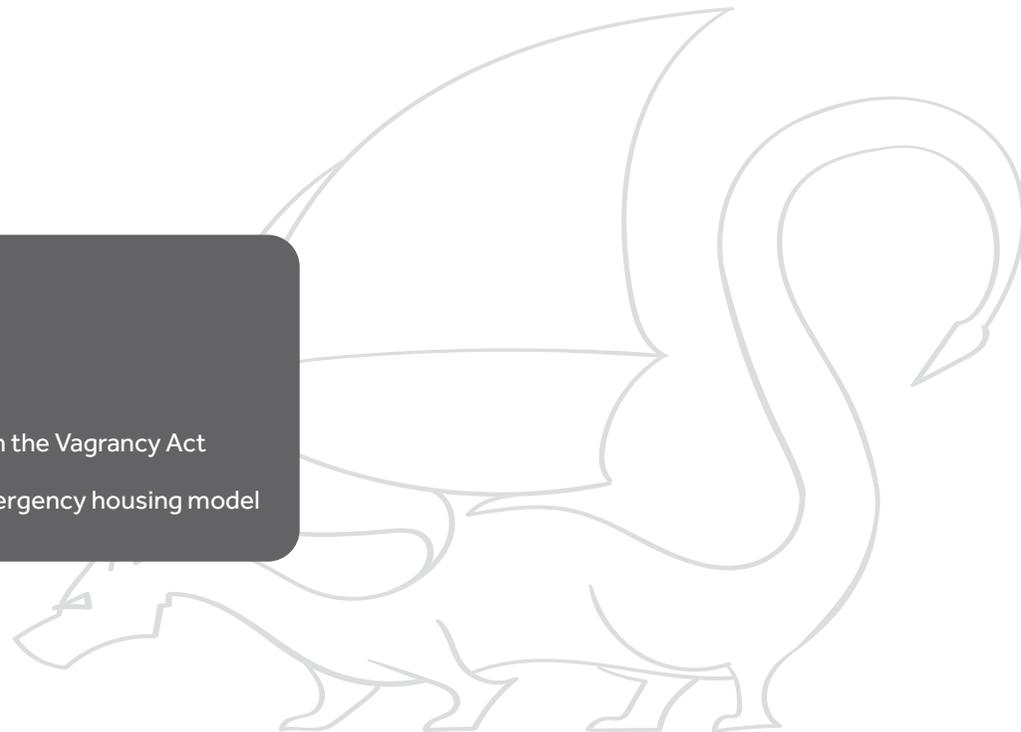
This means having the courage to open ourselves to what the evidence tells us, basing all innovation on robust needs analysis and having the integrity to recognise when something is not working.

We will do this by:

1. Securing involvement in Welsh Government strategy development
2. Developing our policy and public affairs portfolio
3. Improving data collection and statistical analysis to guide our work
4. Proactively engaging with emerging evidence, evaluation and research

Our goals

- We will develop an accurate measurement of street homelessness
- We will support the sector in the call for a 'Human Right' to a home
- We will work to end priority need, intentionality and local connection conditions and abolish the Vagrancy Act
- We will lead the sector by pioneering rapid rehousing innovation to replace the current emergency housing model





Determination

Strategic priority 3:

To serve the people we support by ensuring maximum efficiency in our use of systems, resources and financial sustainability.

We will ensure that we're delivering services to the highest possible standard so we are more effective at helping people change their lives and futures.

In terms of Charity Commission regulation of charity trustworthiness, we will be assessed on our integrity, our intent, our capability and ultimately our results. We wish to exceed these expectations beyond the minimum legal requirements. This aspect of our plan is about striving for excellence.

We will do this by:

1. Ensuring that we are delivering our services to the highest possible standard both transparently and ethically
2. Ensuring our staff team is treated fairly, rewarded appropriately and is fit for purpose to achieve our ambitions
3. Improving the employment experience of every team member – we want to stand out as an excellent and supportive employer
4. Continuing to diversify income sources, increase self-generated income and achieve full-cost recovery

Our goals

- We will ensure our people are moving on into sustainable long-term homes of good quality
- We will develop diversity indicators and provide robust equality and diversity training
- We will invest in more of our people gaining meaningful opportunities and employment
- We will launch a social enterprise to self-generate funding for core costs





Authenticity

Strategic priority 4:

To respond to the needs of the people we support and our staff ensuring equality, diversity and consistency in all services across all parts of Wales.

We will redress the balance and shout out the message loud and clear that The Wallich is a Wales-wide organisation, embracing and celebrating all the diversity that brings.

One of our favourite things about Wales is the richness of its diversity and the unique cultural blend in every community. The regional portfolios of The Wallich are geographically very different, face varying challenges and have different demographic profiles. We must do more to reach diverse communities, support those without recourse to public funds and to use our collective voice to drive out discrimination.

We will do this by:

1. Ensuring that service user involvement is at the heart of everything we do
2. Developing and maintaining regional, operational action plans and operational KPI reports detailing how we will get people off the streets, keep people off the streets and create opportunities
3. Tackling digital exclusion affecting the people we support
4. Developing and implementing our Welsh language strategy

Our goals

- We will involve our service users in recruitment, service improvement and will offer interaction with all levels of the organisation
- We will develop diversity indicators, knowledge of intersectional issues and provide robust equality and diversity training
- We will tackle digital exclusion of the people we support to meet the needs of the modern world





Compassion

Strategic priority 5:

To become a truly psychologically informed organisation.

We will integrate the PIE approach across all regions, services and departments. This is the difference that will make the difference.

Psychologically Informed Environments (PIEs) are services designed and delivered to support positive change. They deliver increased impact and sustainable benefits for users. The Wallich is not just about addressing housing need but providing a safe space for healing and building positive futures.

We will do this by:

1. Ensuring we have the expertise we need to bring this to reality
2. Adapting our approach to ensure psychologically informed housing management and support services
3. Developing a system for continuous collection of internal data and evidence to detail distance travelled, key priorities and challenges for the whole organisation and keep us at the forefront of the third sector in relation to transformative PIE culture
4. Delivering a transformational change project by introducing psychologically informed HR

Our goals

- We will change our practices to see a reduction in ambulance and police call-outs to projects
- We will launch Quality and Safety Committee to support the Board of Trustees
- We will introduce psychologically informed HR and ensure we are as compassionate towards our staff as we are to our service users



Above all, we will continue to build a Wales where people stand together to provide hope, support and solutions to end homelessness.

Through our courage, determination, authenticity, and compassion –
We are community. We are The Wallich.

