

Time for transformation

Our business plan 2020 – 2025



“ [Although] Their attitudes may not always meet with our approval ... it is love that each and every one needs, and in his own way demands ”

“ The consistently homeless, be they individuals or families, who are the homeless of my world, are an indictment of all of us who – through ignorance, lack of interest or failure to be concerned – permit a welfare state to be structured around us like a soft cocoon cutting us off from the crying needs of our fellow men ”

Anton Wallich Clifford
No Fixed Abode, 1974



Foreword from the Chief Executive

At the time of writing, The Wallich is facing unprecedented challenges as we battle the COVID-19 pandemic. We have risen to this challenge well and I couldn't be prouder of our teams, who have demonstrated unwavering commitment and resilience. The unique socio-political environment contextualising the first year of this plan provides opportunities to tackle homelessness that have never been feasible before. Both Westminster and the Senedd have made resources available to the sector on an inspiring scale, with £10 million directed towards bringing rough sleepers inside and a further £20 million committed to making this sustainable post-lockdown. The result is that during COVID-19 lockdown, our local authority partners have been able to provide high-quality temporary accommodation for 900 rough sleepers across Wales. The number of rough sleepers in our major towns and cities has dramatically reduced. We don't want to go back.

We cannot squander the learning, the positive changes, the intense partnership working, the speed of decision-making and the collective community spirit that has been achieved during this pandemic. We have found new ways of working, more effective ways of communicating and seen teams come together on a scale I have never previously witnessed. The world won't be the same after COVID-19. The Wallich won't be the same either.

During 2019/20 The Wallich provided support to 9,664 people, a 22% increase on the previous year. Generally, we are seeing more people, presenting with more complex challenges and a poorer state of health. A clear focus has been set at Ministerial level, with the Minister for Housing and Local Government, Julie James AM, setting goals to substantially increase access to social housing in Wales – changing the emphasis from the myth of “affordable housing”.

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.

It is beyond the scale of this plan to deal with the underlying biopsychosocial causes of homelessness and we take comfort in the knowledge that other partners such as the Welsh Government, local authorities, Community Housing Cymru, Cymorth Cymru, Crisis and Shelter are leading on addressing these challenges. It is the intention of this plan to clarify the role of The Wallich in dealing with the emergency as it presents now and to complement wider influencing strategies to drive change. We are ambitious and we make no apologies for it.

I extend my warmest thanks to the staff team and service users who co-produced this business plan.



“It is time for our organisation to transform so we can realistically contribute to ending homelessness.”

A stylized, handwritten signature in white ink that reads 'Lindsay Cordery-Bruce'.

Dr Lindsay Cordery-Bruce, Chief Executive



Our charity

We are The Wallich. We're doing something about homelessness in Wales.

We believe that everyone deserves the right to a home, but more than that, that everyone deserves the right to feel safe, to feel valued and to feel positive about their future.

The Wallich operates under three core objectives: getting people off the streets; keeping people off the streets; and creating opportunities for people.

Our mission

1. Getting people off the streets

Our Rough Sleepers' Intervention Teams (RSIT) continue to help the most at risk and chaotic homeless people on our streets by providing outreach in the form of hot food, advice, referrals and pathways out of homelessness.

2. Keeping people off the streets

Our accommodation and support consists of residential projects in which we temporarily support people in accommodation that we also manage.

These include direct access hostels, emergency night shelters and accommodation for people with specific issues such as substance misuse or mental health issues.

We also offer floating support which provides benefits, budgeting and tenancy advice to help people stay in their home once they are housed.

3. Creating opportunities for people

Our learning and employment projects are a range of services to encourage the people we support to use their current skills or gain new ones in order to get back into volunteering, education or employment.

We provide training courses, volunteering opportunities and practical workshops to support people to become work-ready.



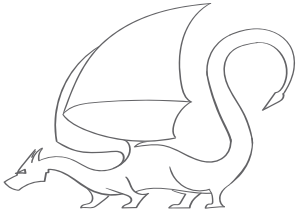
Our vision

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.

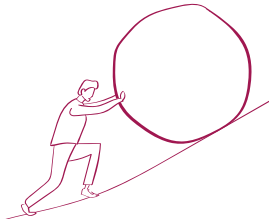
Our values

At The Wallich We Are:



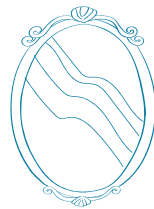
Courageous

We speak truth to power, we challenge ourselves and each other. We fearlessly pioneer new initiatives. We and our service users have the courage to drive change.



Determined

We will not stop. We will continue to strive to make big changes, not only for our charity but for the people we support. We will not lose passion or focus, even when it's hard.



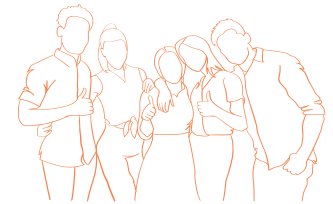
Authentic

We are genuine in our intentions, working on the front line with the people who need us. We walk the path alongside people and use peer experience to inform everything we do.



Compassionate

At all times – always. No matter how many times someone comes to us for help, we will listen, be empathetic and greet them with kindness.



Community

Everybody deserves to belong somewhere. As a team we are family and we embrace partnership. We strive for inclusion and acceptance of those affected by homelessness.



Our people and services

Our achievements between April 2018 – March 2019

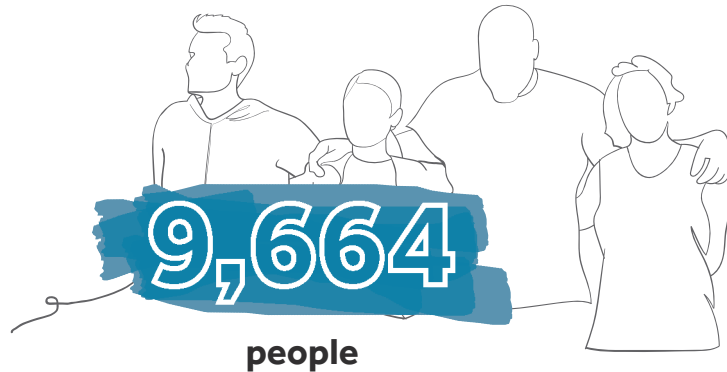
We delivered

We supported



projects

71 projects in 18 Welsh local authorities.



people

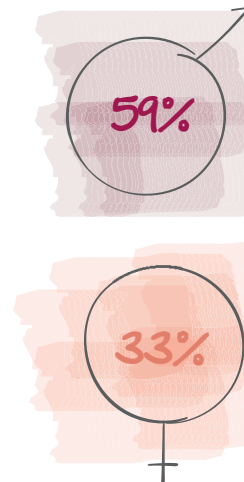
From offering a roof over someone's head to upskilling for the future.

Age

We saw clients of all ages, but the most common age range were:



Gender



Our **Rough Sleepers' Intervention Teams** in Bridgend, Cardiff, Newport, Swansea and Wrexham supported:



-10.4%* on 2018/19

** Reporting systems have changed during the time period and we anticipate a discrepancy in data in this area.*



Our finances and resources

The Wallich has faced increasing demand for services consistently over the past five years, often without the resources to match it. Innovation was required to provide the standard of care needed, without allowing our costs to escalate, and we have met this challenge robustly. We have strengthened and consolidated our finances and we are now well positioned to overcome the financial pressures of the current COVID-19 pandemic and beyond. However, there is still more to do to ensure that our rate of residential voids improves and to bring down our spend on temporary staff.



Our financial journey since 2017

	2017/18	2018/19	2019/20	% Increase
Income	£13,338,601	£14,410,297	£15,282,737	14.5%
Investment gains / (losses)	£35,830	£185,354	(£186,615)	
Expenditure	£13,377,834	£14,664,159	£15,371,971	15.0%
Annual deficit	(£3,403)	(£68,508)	(£275,849)	
Annual operational surplus	(£39,233)	(£253,862)	(£90,306)	
Total staff costs	£9,014,366	£9,893,432	£10,304,907	14.3%
Temporary staffing costs	£1,213,328	£1,741,427	£1,526,482	25.8%
Temporary staff % of total staff costs	13.5%	17.6%	14.8%	
Residential voids	6.7%	8.0%	8.1%	22.0%

Our income has increased over the last three financial years by 14.5% due to securing new contracts and successful fundraising through grants and donations. However, an increase in expenditure of 15% over the same period has resulted in us recording financial deficits for the last three years.

A major contribution towards these the deficits has been the 25.8% increase in temporary staffing and the increase in residential voids (empty accommodation spaces) of 22% over the period. These are two of the areas where we will be looking to make significant savings over the duration of this business plan.

We were on course to record a surplus of around £200k for financial year 2019/20 but the financial markets crash at the outset of the COVID-19 pandemic led to a fall in our investment portfolio of nearly £500k between February and March. It is encouraging to see significant improvement in investment performance since then, but The Wallich remains sensitive to global market fluctuations.



Our financial future

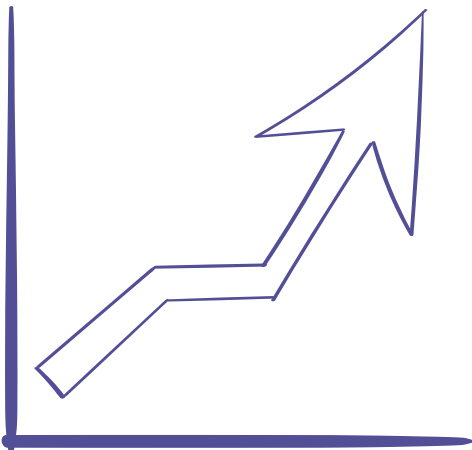
We have planned carefully and prepared for potential changes to funding over the next five years. We currently receive 60% of our income from Supporting People Grants and Housing Prevention Grants. However, these are due to be amalgamated from April 2021 and renamed as Housing Support Grants (HSG). We don't expect this change to have any significant impact on our funding streams.

As new evidence for tackling homelessness emerges, The Wallich is preparing to adapt our operating model to give people the best chance of achieving change. We anticipate working with partners and local authorities over the next five years to phase out the hostel, nightshelter and emergency accommodation system. We look forward to using the best evidence and research to replace it with a modern, rapid rehousing model. We will pioneer this change alongside the people we support to drive sector-wide change. As things stand at the time of writing, this may affect only 4.8% of our business, which equates to approximately £700k in income. However, it also presents exciting opportunities for delivering new services within a rapid rehousing model and achieving a greater impact for ending homelessness in the long term. This is an opportunity not a threat.

We are well positioned to overcome anticipated challenges that the next five years may present, and have robust plans in place to manage the potential financial risks that may lie ahead, including:

- **Increase in salary costs**

During year one, a job evaluation exercise will be completed to ensure we are well placed in the market; not only as an employer of choice but to attract the skills needed to realise the ambition of this plan. Annual increases in salary costs are forecasted which will help us to professionalise our workforce as well as improve recruitment and retention of staff. This will, in turn, reduce the reliance upon temporary staff to cover vacancies and ensure consistency in support services. We will reduce the costs of temporary staff by 50% from £1.5m spent during year 2019/20 to £750k by the end of year 3. This will be achieved by reducing the annual cost by 20% each year during Years 1 and 2 and by a further 10% in year 3.



- **Efficiency savings**

Part of our transformation requires us to measure success differently. Our new KPI dashboards will provide staff with current and accurate data, enabling more informed decision-making. This will lead to reductions in expenditure of 1% per annum. Voids at residential projects have increased from 5% to 8.1% between 2015-2020. Over the coming five years, we plan to reduce the position at the end of five years to no greater than 5%.

- **COVID-19 related expenditure**

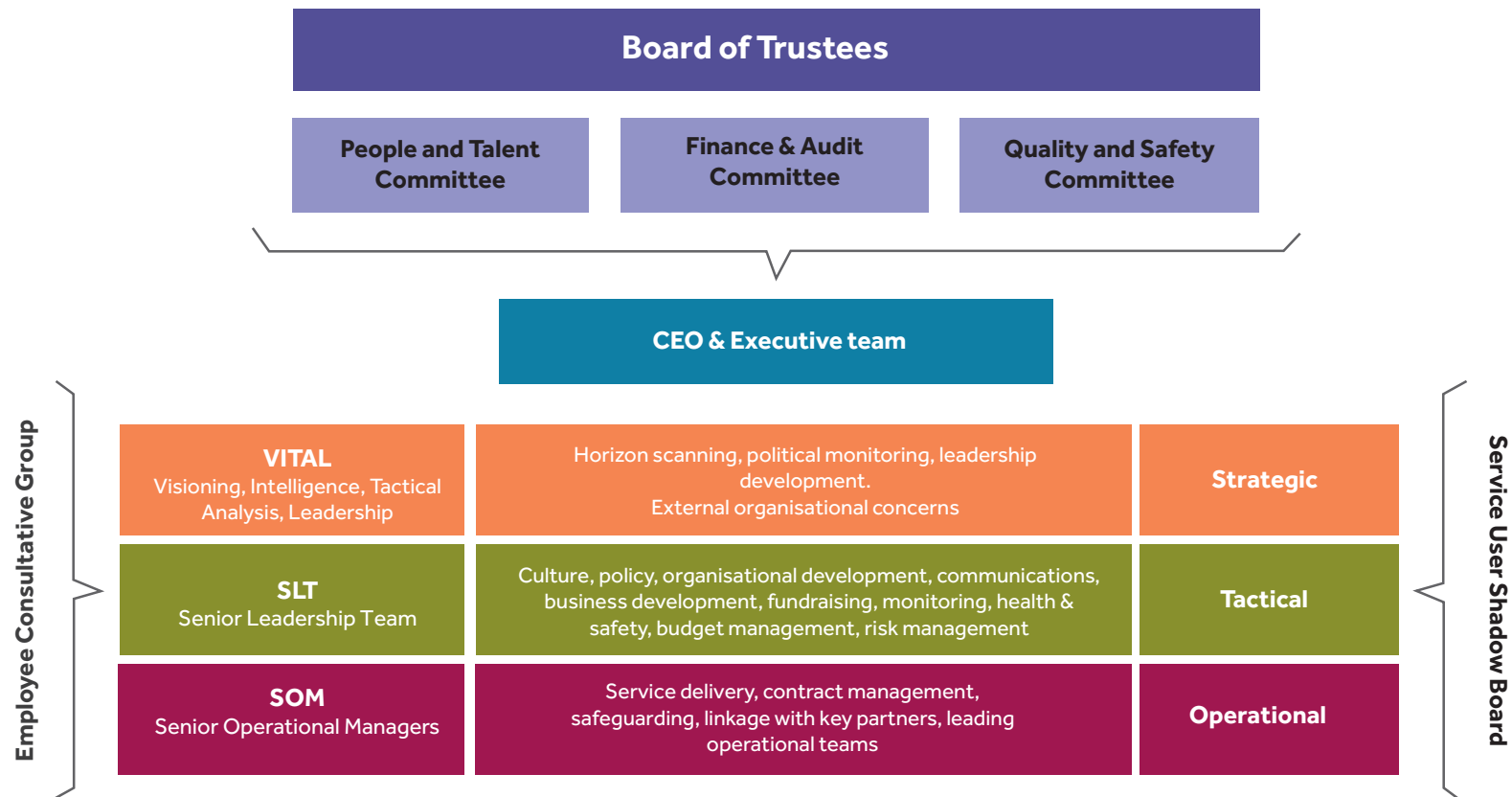
The nature of how the organisation is funded means that we are well placed to see through the financial difficulties arising from the COVID-19 pandemic in comparison to other charities who may have a greater reliance upon public donations. Expenditure in relation to COVID-19 was captured separately, and much of the extra spend has been recovered from sources such as the Welsh Government, local authorities and private donors. The financial impact of COVID-19 on the organisation will be minimal in relation to our annual turnover during 2020. The longer-term economic ramifications of COVID-19 are currently unknown.



Our governance

The Wallich is governed by a board of volunteer trustees, with up to 12 members. Servicing the board are three Committees, covering People and Talent, Finance and Audit and Quality and Safety. The Chief Executive and Executive Team oversee the delivery of the VITAL strategic group. VITAL stands for Visioning, Intelligence, Tactical Analysis and Leadership – this is about horizon scanning, keeping abreast of new evidence, political analysis and keeping up to date with best practice in leadership. VITAL's major focus is looking at the environment outside of The Wallich. The Senior Leadership Team focusses on applying the learning from VITAL so it can be implemented tactically as internal actions. The focus of the Senior Leadership Team is to set the policy and performance management framework to achieve the strategic priorities. The Senior Operational Management Team is responsible for delivering our services on the ground, ensuring contract compliance, risk management, safeguarding, data collection and driving innovation.

The whole governance framework of The Wallich is supported by invaluable input from our Employee Consultative Group, who represent staff members and champion their interests. The Service User Shadow Board ensures that the people we support are fully integrated into the way we run our charity, the way we design and deliver services and the way we hold ourselves accountable for delivering excellence.

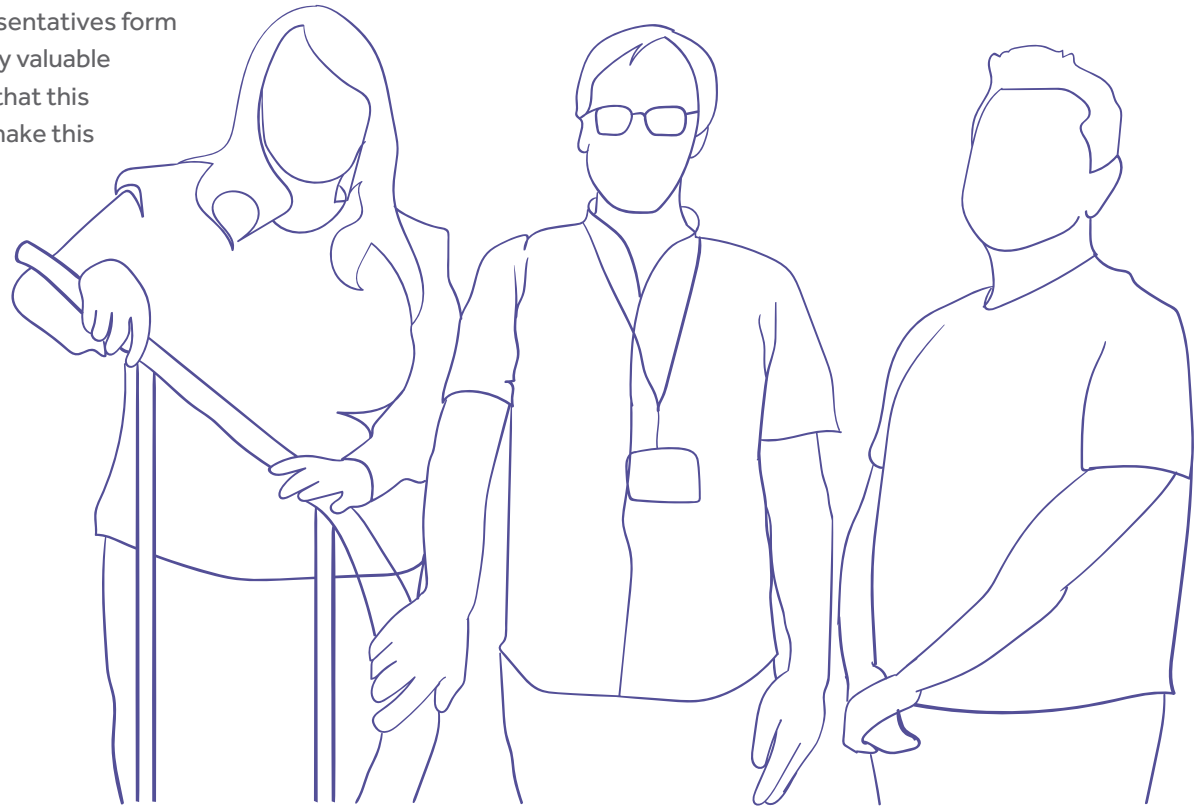


Our ambition

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

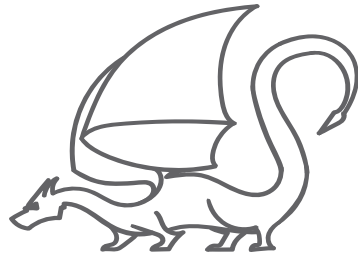
Priority 1



Community

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

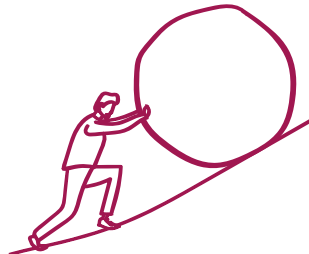
Priority 2



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

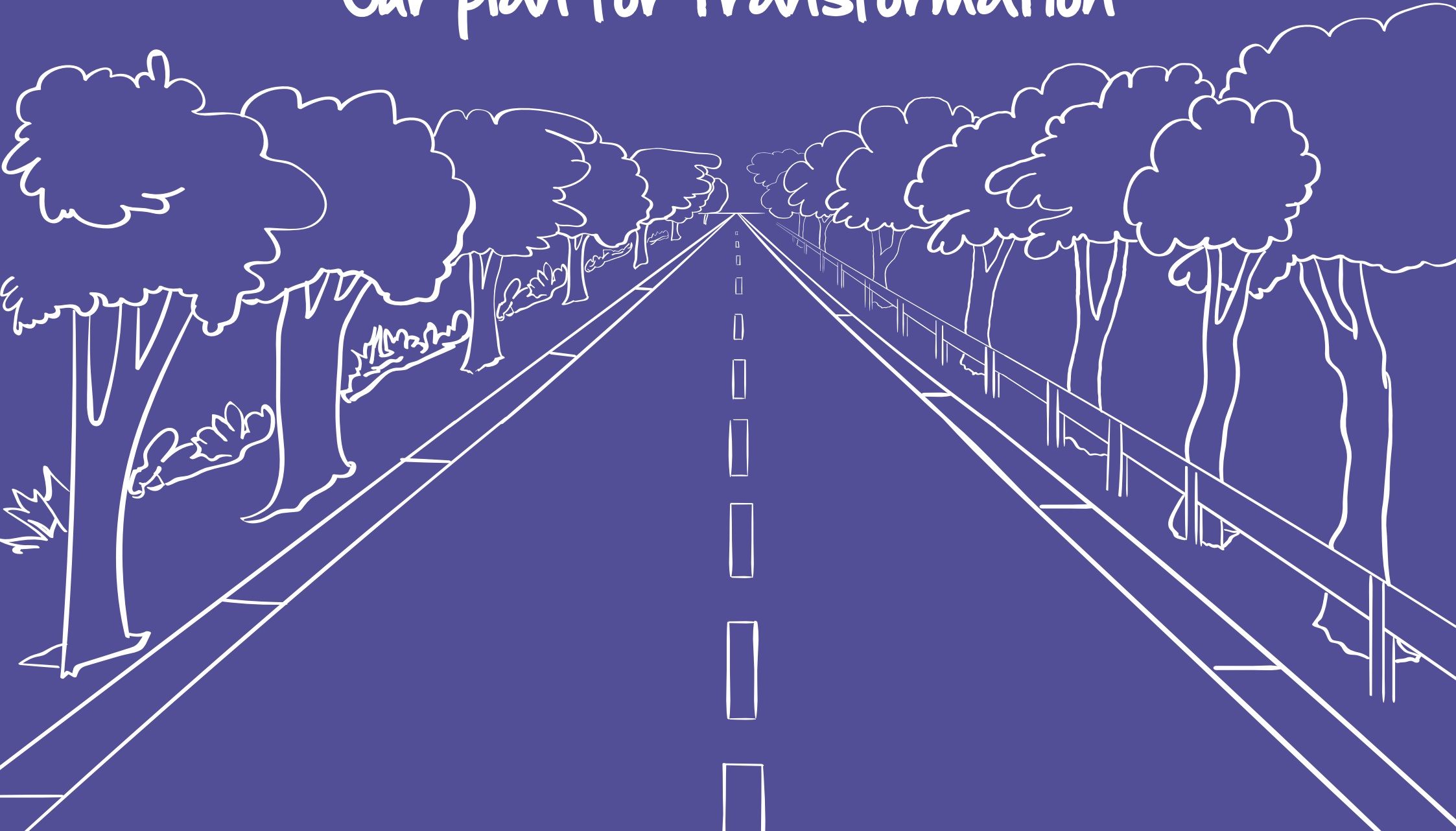


Compassion

To become a truly psychologically informed organisation



Our plan for transformation





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.

During the initial three-month COVID-19 lockdown period, we achieved amazing things including:

- Keeping 24 key services open 24/7
- Enabling all residents to isolate safely during lockdown
- Securing and distributing more than 100,000 PPE items
- Supporting more than 3,500 people in housing need
- Connecting 345 people to the internet, who were previously digitally excluded
- Delivering 13,000 hot meals throughout Wales

We have a lot to be proud of from the way we responded during this crisis, but the fact remains that we must now restore our services and recover from the personal and business impacts of COVID-19. For some of these goals, we are simply unable to set timescales.

We will do this by:

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

Action	Further detail	Person / Team responsible	Timescales	Measure of success
Continue to Respond to the COVID-19 crisis through our Critical Services Delivery Plan	Maintaining and monitoring our COVID-19 KPI dashboard on the In-Form system	COVID-19 Taskforce / SLT	During Year 1	24 critical services stay open and safely functional COVID-19 spread is minimised and contained





Community

Action	Further detail	Person / Team responsible	Timescales	Measure of success
Begin to Restore all our projects and services as and when changes to lockdown restrictions are announced	Phased reopening services which are currently closed as and when it is safe to do so	COVID-19 Taskforce / Operations	During Year 1	Safe delivery of Restoration Plan to Purple Phase – All operations restored
Reassure and protect our staff and service users – always	<ul style="list-style-type: none"> Keep our team and service users safe by maintaining PPE supplies, hygiene and sanitation protocols and constant updates as the evidence evolves Enhance and resource The Wallich wellbeing staff program with immediate effect 	Facilities / Operations	During Year 1	Staff satisfaction as all frontline staff return to client-facing work
		HR	During Year 1	Delivery of The Wallich wellbeing plan
Take time to Reflect on our response to the COVID-19 pandemic and plan how we can Recover from its effects both as people and as a charity <i>The financial market crash at the beginning of the COVID-19 pandemic led to a loss in the value of our Investment portfolio by £500k. Our expenditure on COVID related costs during the peak of the COVID-19 pandemic averaged £22k a week.</i>	<ul style="list-style-type: none"> Develop and implement our COVID-19 evaluation tool Implement report recommendations Recover our reserve funds to our pre-COVID-19 position 	COVID-19 Taskforce / SLT	During Year 1	Report with recommendations produced by end Q1 Year 2
		COVID-19 Taskforce	Year 2-3	KPIs met by end Year 3
		Finance / Fundraising	Years 1-3	13.5 weeks of unrestricted reserves attained
Recognise our staff who have gone over and above during this pandemic to ensure that vital support is still being delivered to those who need it most	Launch and implement the COVID-19 Awards for staff	HR / Communications / Operations	During Year 1	Number of COVID-19 Awards received by staff





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.

The Centre for Homelessness Impact says “We need to work across disciplines, sectors, and life experiences. We need to address the root causes rather than the symptoms.” (SHARE Framework 2019).

There are a lot of myths about homelessness and subsequently a lot of well-intentioned but ineffective community activity. The collective good will of the community must be harnessed and directed so that it does not go to waste. We welcome Welsh Government’s recent commitment to this in their Phase 2 Plan.

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.

This comes with the adage that if we are going to truly contribute to tackling the causes of homelessness, our contribution needs to be bigger than our organisation. Our communications must be more impactful, addressing the underlying causes and most importantly, conveying hope.

We will do this by:

1. Securing involvement in Welsh Government strategy development

Action	Person / Team responsible	Timescales	Measure of success
Develop key messages and direct asks of the Government i.e. housing as a human right, harm reduction approaches to substance use management, PIE informed commissioning, the strength of mobile provision	CEO / Communications / Operations	Years 1-3	Engagement levels with external communications regarding policy asks monitored quarterly
Continue to represent The Wallich on the Ministerial Homelessness Action Group	CEO	Year 1	Co-producing four reports for the Minister for Housing and Local Government with the Homelessness Action Group



Action	Person / Team responsible	Timescales	Measure of success
Bi-annual meetings with the Minister for Housing and Regeneration Organisational representation in key groups i.e Homes For All Cymru, Housing First Network, Substance Misuse Network and other operational groups	CEO / Communications	Years 1-5	Increasing our presence in strategic groups and workstreams by 25% by Year 3
Quarterly communication updates for Ministers and Welsh Government team	CEO / Communications	Years 1-5	Audit trail from communications sent and number of engagements with the piece

2. Developing our policy and public affairs portfolio

Action	Person / Team responsible	Timescales	Measure of success
Recruitment of Policy and Public Affairs Coordinator	Communications	Year 1	Policy and Public Affairs Co-ordinator recruited and inducted
Daily updates and intelligence from Positif	Communications	Years 1-5	Updates at SLT and VITAL meetings



3. Improving data collection and statistical analysis to guide our work

Action	Person / Team responsible	Timescales	Measure of success
Deliver the Street Homeless Information Network (SHIN) pilot	Business Systems and Development	Year 1	Pilot report and analysis submitted to Welsh Government
Adopt the SHIN system as a Wallich data collection tool	Business Systems and Development / Operations	Year 2	Integration with current In-Form system

4. Proactively engaging with emerging evidence, evaluation and research

Action	Person / Team responsible	Timescales	Measure of success
Re-launch of VITAL at The Wallich (Vision, Intelligence, Tactical Analysis, Leadership) including a knowledge transfer partnership among the SLT	CEO / SLT	Year 1	Quarterly VITAL meetings and dissemination of VITAL communications to stakeholders
Developing a rolling program of service evaluation	CEO / Operations	Years 2-5	One major evaluation report produced each year for scrutiny by the Board





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

Action	Person / Team responsible	Timescales	Measure of success
Assess the standard of the accommodation we provide in compliance with Wales Housing Quality Standard	Facilities / Operations	Year 2	Produce evaluation of findings with improvement plan by the end of Year 2
Re-align all safeguarding policies and management systems to reflect the learning from Charity Commission Regulatory Alert	CEO / Operations	Year 1	Development and implementation of revised policies Monitoring systems on In-Form
Maintain and implement Trusted Charity Accreditation	CEO / Business Growth and Improvement	Year 1	Achieve Trusted Charity Accreditation in Year 1 and maintain for the life of this plan
Align all Quality Management Systems and Policy with new accreditation	CEO / Business Systems and Development	Year 3	Monitoring operational KPI reports quarterly, which are mapped against the three aspects of our mission
Create and develop a high level KPI dashboard which includes indicators described in Appendix 1	CEO / Business Growth and Improvement	Years 1-3	Integration of In-Form, SAGE, CIPHR and Pizzaz (New PIE monitoring system) by Year 3





Determination

2. Ensuring our staff team is treated fairly, rewarded appropriately and is fit for purpose to achieve our ambitions

Action	Person / Team responsible	Timescales	Measure of success
Complete salary review and sector placement analysis	Board of Trustees / CEO / SLT / HR	Year 1	Implementing our new structure in Year 2 with new salary structure in place
Full organisational restructure allowing professionalisation of the workforce, ensuring affordability and clear progression routes	Board of Trustees / CEO / SLT	Years 1-2	Implementing our new structure in Year 2 with new salary structure in place
Introducing a new, quality-assured leadership team	Board of Trustees / CEO	Year 1	Leadership team in place by end of Year 1
Reducing our reliance on agency resources by achieving a full complement of staff at each project on a sliding scale over three years	Operations / HR	Years 1-3	Increased rates of staff satisfaction, lower sickness levels (aiming for 3% by end of Year 3), higher staff retention, more successful recruitment Adoption of our Be the Change Pledge





Determination

3. Improving the employment experience of every team member – we want to stand out as an excellent and supportive employer

Action	Person / Team responsible	Timescales	Measure of success
Resource and deliver The Wallich wellbeing strategy	CEO / HR	Year 1	Staff satisfaction survey
Ensure psychosocial support is available to all staff who need it, particularly if they have experienced trauma at work or have additional challenges in relation to recovering from COVID-19	HR	Year 1	Monitoring the number of psychosocial support sessions accessed by staff members – Kinbee offers regular sessions
Develop an equality and diversity staff plan	CEO / HR	Year 2	Assessing to what extent our staff team reflects the diversity of the wider community by the end of Year 3
Implement an equality and diversity staff plan	HR	Years 2-3	QED quality mark Years 3-5
Each member of staff to have a Personal Development Plan (PDP) and corresponding training opportunities	HR / Operations	Year 2	All staff to have a PDP Number of courses delivered and attended
Design a comprehensive management training and development suite	HR	Year 1	Quarterly reporting on staff training delivered, including management training
Deliver management training on a rolling program	HR	Years 2-5	
Develop a regionalised risk-based digital strategy	Operations / IT	Year 1	Digital strategy development and monitoring through In-Form
Implement regionalised risk-based digital strategy	Operations / IT	Years 2-3	KPI measurement from digital strategy





Determination

4. Continuing to diversify income sources, increase self-generated income and achieve full-cost recovery

Action	Person / Team responsible	Timescales	Measure of success
To recover our unrestricted reserves position to their pre-COVID-19 state by	CEO / Finance / Fundraising	Year 3	Achieving 13.5 weeks of unrestricted reserves by Year 3
To reduce temporary staffing expenditure across the organisation	HR / Operations / Finance	Years 1-3	Reduce cost by 50% on 2019/20 costs by Year 3
To reduce voids across all residential settings	Operations / Finance	Years 1-3	Reduce residential voids to 5% by Year 3
To develop and implement, regionally focussed business development strategies	SLT / Operations	Year 2	KPI monitoring
To develop and implement, regionally focussed fundraising strategies	CEO / Fundraising	Year 1	Cost-benefit analysis of the Fundraising team and biannual return on investment calculation
Each region to reduce project financial deficits	SOM	Years 1-3	For each region to reduce project financial deficits by 10% during Year 1, to achieve a breakeven position by Year 3 and to contribute 10% to core costs consistently by Year 5
Valuation of The Wallich properties	CEO / Facilities	Year 1	Report to Finance and Audit Committee
Evaluation of property and office accommodation needs	Facilities	Year 2	Report to Finance and Audit Committee
To explore business case for an asset disposal strategy	Board of Trustees / CEO / Finance	Year 3-5	Options paper to Board covering maximising our assets
Prepare ourselves to trade in anticipation of the next business plan (If all funded projects contribute 10% to core costs, any remaining Central Services costs should ideally be self-generated through social enterprise activities)	Board of Trustees / CEO / SLT	Year 3 Year 4 Year 5	Recruit a Social Enterprise Development post Establish / resurrect trading subsidiaries Launch enterprises





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 are very clear that the three rough sleepers we engage in Aberystwyth are as valued and important as the 60 we engage in Swansea.

The geographical regions of Wales also have different needs in terms of resourcing, volunteer engagement, partnerships, relationship management, communications priorities and business development. Welsh Government policy, at the time of writing, and long-standing funding formulas mean that resources are distributed according to population density and where certain areas sit on the Indices of Multiple Deprivation. The rurality and cultural diversity of some of the geographical regions means that there is not always equity in service provision or indeed the support our team members receive from Central Services. This is no longer acceptable.

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

Action	Person / Team responsible	Timescales	Measure of success
Continuation of our Service User Shadow Board	CEO / Participation and Progression	Years 1-5	Involvement in the Service User Shadow Board and production of annual report for the Board of Trustees
Gathering client feedback to drive service improvement	Participation and Progression	Years 1-5	Continuing to deliver, analyse and report from our Service User Outlook Survey
Client involvement in recruitment and selection of trustees and key posts	CEO / Participation and Progression	Years 1-5	Number of client representations on interview panels





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

Action	Person / Team responsible	Timescales	Measure of success
Regional profiling exercise and comparison with local needs analysis	Operations	Years 1-3	Analysis report by end of Year 2
Regional business development, fundraising, volunteering and communications strategies	SLT	Years 1-3	Production of strategy documents
Ensuring maximum service user involvement in all aspects of the organisation	Board of Trustees / CEO / SLT / All staff	Years 1-3	Quarterly monitoring of operational KPIs Client satisfaction levels

3. Ensuring that the diversity of our client group reflects the diversity of the homeless population and that unintentional exclusion is minimised

Action	Person / Team responsible	Timescales	Measure of success
Develop diversity indicators	Business Growth & Improvement Team	Year 2	Producing an equality and diversity analysis and a related KPI dashboard
Equality and diversity training for all staff on a rolling program	HR	Years 2-5	Number of training courses delivered
Improving disability awareness and ensuring all services are fully accessible	Operations / Facilities	Years 2-5	Internal audit and presentation of findings to the Board
To become a centre of excellence for engaging and supporting homeless people affected by learning disabilities and neuro-diverse conditions	Operations	Years 2-5	QED Award and best practice publication
To link with specialist agencies to ensure the rights and dignity of women are upheld in all services	Operations	Years 1-5	KPI monitoring and SLT updates
To link with specialist agencies to tackle the housing poverty and exclusion of refugees and those seeking asylum	Operations	Year 1	KPI monitoring and SLT updates





4. Tackling digital exclusion affecting the people we support

Action	Person / Team responsible	Timescales	Measure of success
Ensuring that all residential services have client Wi-Fi and internet access available	Facilities / Operations	Year 1	300 service users to have Wi-Fi access in residential projects

5. Developing and implementing our Welsh language strategy

Action	Person / Team responsible	Timescales	Measure of success
Developing a regional Welsh language strategy	Communications	Year 2	Production of a regionalised Welsh language strategy



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 core elements are:

- Having a psychological understanding of your service users' needs and behaviours
- Consciously considering how the physical environment can influence behaviours, thoughts and emotions
- Training and support for staff working with people who frequently exhibit challenging behaviours
- Evidence generating practice – identifying what works and its impact
- Using relationships as a key tool for behaviour change
- Implementing reflective practice into everything that we do

The Wallich has made significant progress over the last five years in introducing PIE across the organisation. This has involved widescale training, project-based assessments and the introduction of psychosocial interventions for the people we support. Our Reflections Network ensures that wherever in Wales somebody accesses our services, a therapist or counsellor is never far away.

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

Action	Person / Team responsible	Timescales	Measure of success
Recruiting and inducting a specialist coordinator	Participation and Progression / Operations	Year 1	Specialist Co-ordinator recruited and inducted
Commissioning an excellent external contractor to deliver high-quality training and reflective practice	CEO / HR / SLT	Year 1	Number of training sessions delivered Evaluation report based on staff feedback



Action	Person / Team responsible	Timescales	Measure of success
Implement the recommendations to changes of the CHT project as our flagship PIE service	CEO / PIE Specialist / Operations	Year 1	Report to SLT
Review and improve The Wallich PIE Portal to ensure quality of resources, ease of use and an effective knowledge and training tool	PIE Specialist / Operations / HR	Year 1	Use of PIE Portal by staff and report to SLT
Launch Quality and Safety Committee to support the Board of Trustees	CEO / Chair	Year 1	Bi-annual meetings and Quality and Safety Action Plan

2. Adapting our approach to ensure psychologically informed housing management and support services

Action	Person / Team responsible	Timescales	Measure of success
Introduce the promoting positive change policy	Operations / PIE Specialist / Participation and Progression	Years 1-2	Policy implemented across all projects and services
Deliver promoting positive change training to all staff	HR / PIE Specialist / Participation and Progression	Years 1-2	Number of training sessions delivered
Reducing rates of eviction across all residential settings	Operations	Years 2-3	Eviction rates reduced by 50%
Develop psychologically informed risk management policy and procedure to be adapted across all projects and services	PIE Specialist / Participation and Progression / Operations	Year 1	Policy developed
Deliver psychologically informed risk management training to all staff	HR / PIE Specialist / Participation and Progression	Years 1-2	Number of training sessions delivered
Introduce the psychologically informed risk management policy	Operations / PIE Specialist / Participation and Progression	Year 2	Policy implemented across all 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

Action	Person / Team responsible	Timescales	Measure of success
Research and develop a system to evidence our work and progress on our PIE journey	PIE Specialist / Participation and Progression / Operations	Year 1	Identify appropriate monitoring and evaluation system
Pilot PIE Monitoring and evaluation systems across small sample of projects and services	PIE Specialist / Participation and Progression / Operations	Year 1	Successful pilot of new system (Pizzaz) Pilot evaluation report produced
Develop and deliver training to managers to use monitoring and evaluation system to enable managers to conduct PIE self-assessments in projects and services	PIE Specialist / HR / Participation and Progression / Operations	Year 2	No of training sessions delivered
Design and implement a system of continuous PIE self-assessments across all projects and services	PIE Specialist / Operations	Year 2	Quarterly reports produced illustrating self-assessment results
Work with Shadow Board in the use of the monitoring and evaluation system to facilitate service user assessment of PIE in projects	PIE Specialist / Participation and Progression	Years 2-3	Service user assessments taking place in projects and services

4. Delivering a transformational change project by introducing psychologically informed HR

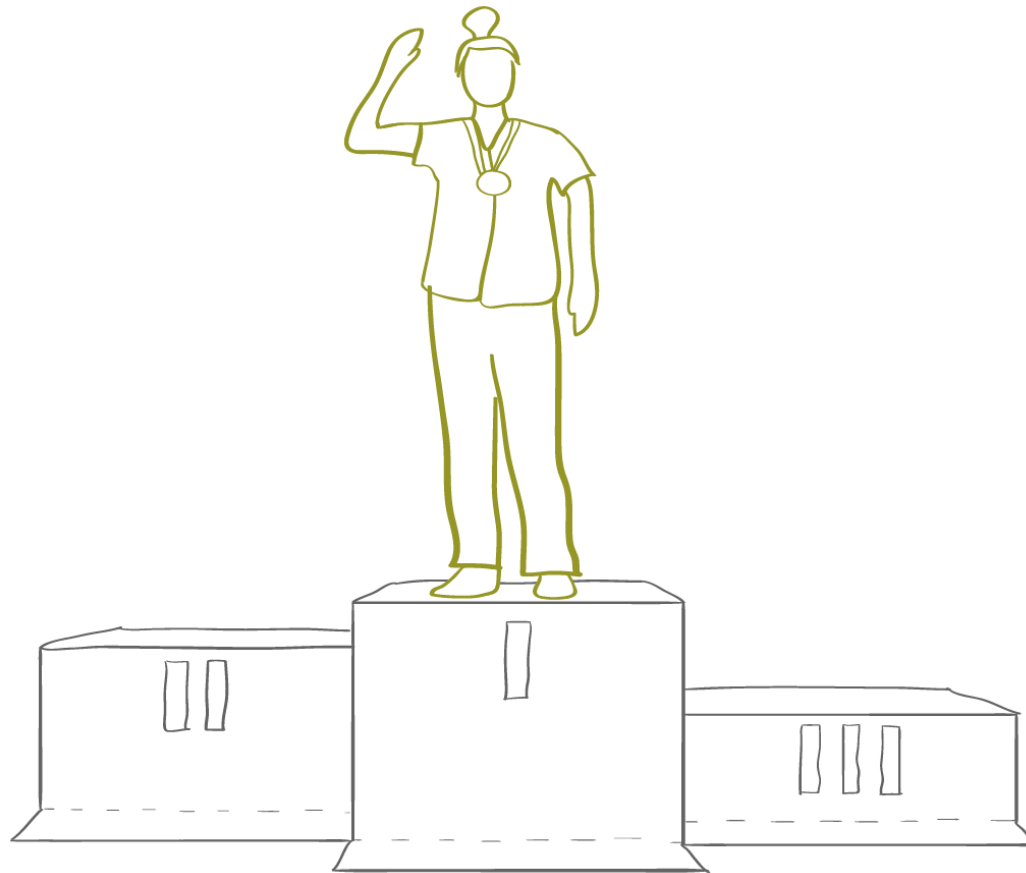
Action	Person / Team responsible	Timescales	Measure of success
Present options paper with recommendations to be implemented	CEO / HR	Year 2	Dissertation research presented to HR Committee
Revision and rework of all HR policies to promote an environment of kindness and support as an employer	HR	Years 3-5	Staff satisfaction survey, reduced sickness levels, reduced HR casework and retention of staff members



Our success

To enable The Wallich to monitor and measure how successful we are in achieving our ambitious strategic priorities, a KPI development plan is in place. This will run concurrently with the main business plan and ultimately quantifies what our transformation looks like. This details the steps to build on the foundation of KPI data already collected across the organisation by a variety of IT and other systems. It will also outline how staff will be supported to develop further KPIs and present them effectively to strengthen our governance.

The delivery of the KPI development plan throughout Years 1-3 of the business plan will allow us to improve how we evaluate progress and review how successful we have been in achieving our strategic priorities. It will also allow us to implement and monitor baseline targets from the key data captured to better illustrate how well we are doing across the organisation for Years 4-5.



Our goals

What we want to achieve by the end of this plan



Community

- 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



Courage

- 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

- 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

- 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

- 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.

