

MAKING HOMELESSNESS HISTORY

Strategy 2026 - 2030



Tackling
homelessness
together

Registered Charity No: 1004103

Contents

50 years of The Wallich

Making Homelessness History IS possible

Road to 2030

Strategic Focus Areas:

1. Quality – Are we meeting everyone's needs?
2. Impact – Do our services actually make a difference?
3. Sustainability – Are we planning for everyone's future?

“Have you ever slept out – not from choice but simply because you had no place to go? Or are ‘the homeless’ a breed you casually associate with shelter-type advertisements and shock headlines in your daily paper?”

Anton Wallich-Clifford. *No Fixed Abode* (1989)

"Working with and alongside, not on behalf of or for. Raising a person's volume and confidence to tell their own story. Not exploiting for a good 'photo op'. Empowering individuals and groups. Assisting them on their journey, not pushing and forcing them into drastic changes and decisions. These are just a few things that The Wallich does well, and I'm positive will continue."

Aled Miles-Yates, The Wallich Lived Experience Shadow Board Chair

"Hope is often all that the people we support have. Hope that they can achieve the life they dream of. Hope that tomorrow will be brighter. Hope that one day they will have a home to call their own. Hope that they will have stability. Our job at The Wallich is to nurture that hope; to remove barriers, find solutions and do everything we can to help people turn homelessness into a part of their past, not their future."

Sian Aldridge, The Wallich Interim CEO

"The Wallich is an organisation unlike most I've seen. Over a third of the people we employ have experienced homelessness in some form. The compassion, sense of keeping our feet on the ground, and commitment to meet people where they are, is palpable. They are a brilliant team, who bring radical passion into real action. This strategy builds on our strengths - an organisation underpinned by love, doing the right thing and a deep knowledge of what works. I can't wait to see what we can do in the next five years together."

Oliver Townsend, The Wallich Chair of Trustees

50 years of The Wallich



We are The Wallich.

In 2028 we're marking 50 years of working to end homelessness in Wales.

Our story began in 1978 when Fred Josef and Jane Elvin met in Cardiff.

Between them they had experience of homelessness, a deep well of compassion and a heap of energy. They recognised the struggles on the streets around them. They chose to act.

Inspired by the community movement Fred had been involved with in London, with the blessing of Simon Community founder Anton Wallich-Clifford, they opened a small community house in Adamsdown. It offered more than a bed. It offered safety, understanding and hope.

From this, The Wallich Clifford Community was born.

What started as shelter for 6 young people in Cardiff, The Wallich has grown into a nationwide movement, delivering more than 100 services across Wales and providing more than 400 beds every night.

Rooted in lived experience, our work has always been shaped by compassion, dignity and connection.

Today, The Wallich continues to honour our founders' vision through our mission, our values and the thousands of people we support on their journey out of homelessness.

* Anton Wallich-Clifford portrait. Courtesy of The Simon Community.

The Wallich today

Vision

A Wales where people stand together to end homelessness by providing hope, support and lasting solutions.

We work tirelessly alongside our staff, partners and - most importantly - the people we support. We believe everyone has the right not just to a home, but to feel safe, valued and hopeful about their future.

Mission



Getting people off the streets

Through outreach, rough sleeper intervention and drop-in services, we respond immediately with support, essentials, advice and clear pathways out of homelessness.



Keeping people off the streets

We offer supported accommodation and specialist services and help prevent homelessness by supporting people to stay in their homes and maintain wellbeing.



Creating opportunities for people

Through learning, employment, volunteering and creative projects, we help people build skills, regain confidence and reconnect with their communities.

Values



Courageous

We speak truth to power, challenge ourselves and pioneer new ways to create change.



Determined

We do not stop. Even when it's hard, we remain focused on achieving lasting change for the people we support.



Authentic

We work on the front line, walking alongside people and using lived and peer experience to shape our work.



Compassionate

Always. We listen without judgement and respond with empathy and kindness, every time.



Community

Everyone deserves to belong. We value inclusion, partnership and acceptance and we support each other like family.

1 in 3 people who work at The Wallich have experienced homelessness or hardship

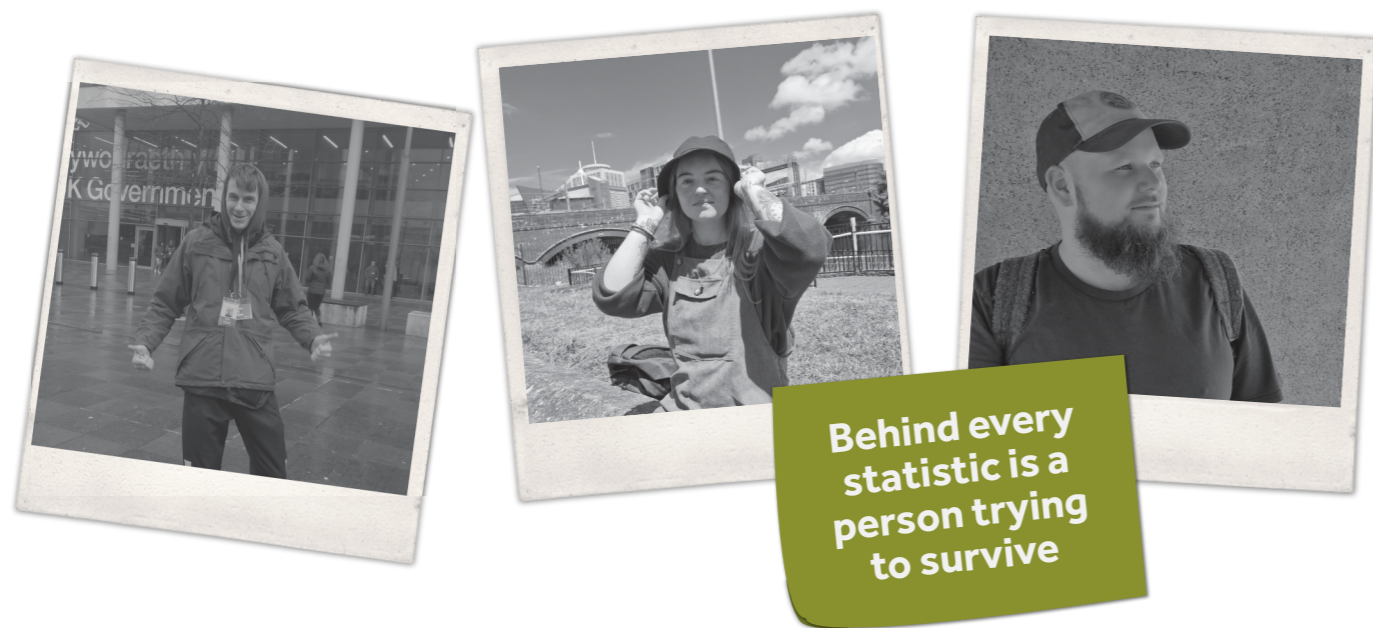
Trauma

Understanding someone's story is the first step towards change. That's why we create environments where people feel safe, respected and seen.

Many people we support have experienced trauma, but trauma does not define them. Healing begins with relationships built on trust, empathy and consistency. Every interaction is an opportunity to build safety, confidence and hope.

Relationships are not an add-on to our work; they are its foundation.

Rooted in lived experience



Our services are grounded in a deep understanding of the realities of homelessness - responding to someone's immediate needs and long-term solutions to help people.

We deliver proven and innovative action, including Housing First, trauma-informed practice and creative programmes. These are not side projects; they are central to how we work and where we strive for excellence.

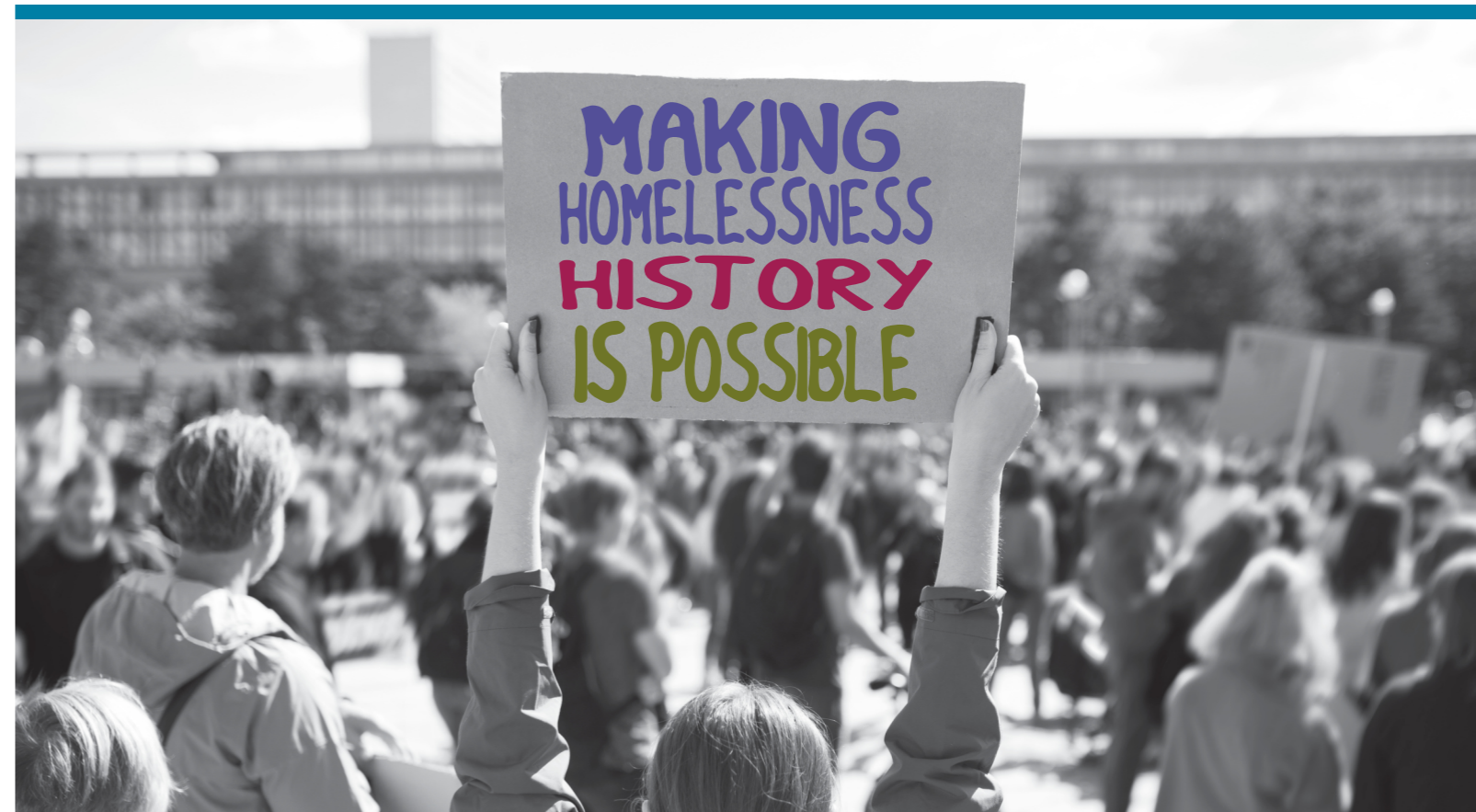
Our strategy is bold and simple: to end homelessness through understanding, compassion and innovation - ensuring every person can live with dignity, security and hope.

Homelessness is rarely just about housing. It's often linked to deeper challenges such as poor health, trauma, isolation, or broken relationships.

At The Wallich, we see the person first - their strength, their potential and their hope for a better future.

The journey out of homelessness can be long, uncertain, and sometimes frightening. But no one should have to walk it alone. Our staff are there every step of the way - offering support, compassion and care for as long as it's needed.

Each person has their own story
There are many different paths that can lead to homelessness



We know ending rough sleeping is possible. But it takes all of us - working together with real commitment and political will - to make it happen.

During the Covid-19 pandemic, the Everyone In initiative showed what's possible when we act as one. In just months, hundreds of people were brought off the streets. It proved an end to rough sleeping across Wales is achievable.

Rough sleeping should have never returned, our focus should have turned to prevention and next reducing the number of people in temporary accommodation.

There are new pressures pushing more people into homelessness. The cost of living crisis, a shortage of affordable housing and cuts to public services are leaving many with nowhere to turn. Demand is rising, resources are stretched and stability is harder to reach.

Homelessness services in 50 years' time should look completely different



2026 in Wales: Nearly **11,000 people** in temporary accommodation, more than **130 people** sleeping rough, and around **7,000 people** a year using The Wallich services across **131 locations**.



We pledge to stand together again, across the sector and beyond. Combining our shared strength, compassion and determination, we can meet these challenges head-on and make the most of the resources we have.

Together, we can ensure everyone has a place to call home

Our purpose remains clear: to end homelessness and rebuild lives. As Wales moves toward major political change, including the potential impact of the Homelessness and Social Housing Allocation (Wales) Act, those in power must rise to the responsibility of making homelessness a thing of the past.

As part of a national movement, we commit to being a strong, trusted partner and to focusing our efforts where they will make the greatest difference.

* Picture (left): The Wallich founders Fred Josef and Jane Elvin. Picture (right): Jane Elvin and daughter Jess Turtle. Courtesy of the Museum of Homelessness.

Road to 2030

Our priorities

At The Wallich, our ambitions are big, even when our resources are limited. That's why we've listened widely; co-producing our strategy with people we support, our staff and stakeholders to make the greatest difference.

Strategic focus areas



Quality ensures how we deliver safe, consistent and compassionate support. **Are we meeting everyone's needs?**

Impact ensures why we do our work and leads to real change beyond individual services. **Do our services make a difference?**

Sustainability ensures we can continue to deliver quality and impact for years to come. **Are we planning for everyone's future?**

Together, they provide a clear, joined-up framework for decision-making, accountability and long-term leadership to end homelessness across Wales

Are we meeting everyone's needs?

Quality

Support to thrive

Safe spaces for all

Experts with purpose

Support you can trust, standards you can see

Voices for change



We support Tom, an army veteran, who after suffering a brain haemorrhage was evicted from his home through no fault of his own and has lived in temporary accommodation for nearly 3 years. Housing which accommodates his disability has been hard to find but, with the support of The Wallich and his local council, Tom at least has a suitable, temporary home which keeps him safe and connected with his community.

PEOPLE COME FIRST. ALWAYS

1. Support to thrive

We want people to feel safe, understood and supported in ways that help them build a better future.

We will champion services where everyone feels safe, understood and supported. We lead with person-first practice that accommodates for traumatic experiences across everything we do, from delivering services to our charity's governance. We don't just listen - we act. Their goals, strengths and ambitions guide every decision we make, shaping trauma-informed services that help them build the life they want.

We believe people know best what they need to thrive. Our role is to remove barriers, provide support and stand alongside them - every step of the way.



2. Safe spaces for all

We want all The Wallich spaces to be a consistent standard - wherever they are.

Every space is safe. Every space welcomes. Every space delivers.

We will invest in high-quality, safe and welcoming environments that are clean, accessible and sustainable. Co-produced clear standards will define what good looks like, and we will manage risk proactively to prevent harm. Quality will be consistent, measurable and continuously improved.

3. Experts with purpose

We want a skilled, confident, determined workforce to reflect our values and high-quality support.

We will invest in our people. They make our impact possible.

We will make sure every member of The Wallich community has access to the right skills, employee wellbeing and development. When our people thrive, everything we do becomes stronger and more effective.



"I spent 13 years waiting for a permanent home."

4. Support you can trust, standards you can see

We will ensure people receive the same quality of support - wherever they are.

We will set service standards. We will measure. We will improve every day.

We will make sure that high-quality support is not a postcode lottery. We will listen, learn and act to make services better. We will hold ourselves accountable for our performance, drive best practice in our services and create better outcomes for people. We will measure service quality using clear, meaningful indicators and listen closely to feedback from service users, staff, partners and funders, taking action where it matters.

5. Voices for change

We want lived experience, staff voices and true inclusion to influence The Wallich and beyond.

We will give a megaphone to those with the courage to speak up. We will learn from what works and adapt when change is needed. We will make decisions **with people, not for them.**

We will embed opportunities for people with experience of homelessness to influence services, policies and ideas at The Wallich, in the sector and of decision-makers. Consultation and collaboration shape our strategy, services and future. By reflecting, learning and sharing what we learn, we will become a catalyst for change across the sector and foster a culture of inclusion, innovation and continuous improvement.

Do our services actually make a difference?

Impact



Preventing homelessness

Stronger together

Shouting from the rooftops

Proving what works

No one left behind

We support Andre, who spent 11 months living in the woods after his landlord presented him with a no-fault eviction notice. After spending some time in one of our supported accommodation projects, Andre now has his own home, enjoys cooking and is volunteering in his local community.

WE WILL LEAD THE CHANGE TO PREVENT AND END HOMELESSNESS

1. Preventing homelessness

We want communities better equipped to prevent homelessness - before crisis.

We will deepen understanding of homelessness, why it happens and how it can be prevented. We will support communities, partners and local leaders to act early and stop it before it starts.

We will challenge stigma, change attitudes through education and public campaigns, and speak out on the root causes, including poverty and inequality. We will push for action beyond reactive policy. We will champion action that creates lasting and meaningful change.



2. Stronger together

We want stronger partnerships that deliver better outcomes for the people we support.

We will build partnerships that deliver real impact.

We will work with authorities, funders, service users and communities to design solutions that help people. We will join up efforts, share learning and strengthen collective action. Inclusion health comes first, ensuring the most excluded receive coordinated, trauma-informed support.

3. Shouting from the rooftops

We want The Wallich to be recognised as a trusted leader in homelessness and trauma in Wales.

We will shout louder about who we help, who we are and what we do in Wales.

We will champion support, policies and funding grounded in evidence and lived experience. Trauma-informed practice guides everything we do within our organisation and across the sector. We will champion real Housing First, because everyone deserves the dignity of a safe and secure home.



I thought I was going to be in that woods forever, thinking, how did my life come to this?

4. Proving what works

We want to show real impact on real lives.

We want impact to be clearly defined, consistently measured and shared widely.

We will show what works and build evidence of the real impact on real lives through trauma-informed storytelling, reporting and reaching new audiences. We will celebrate successes, face challenges honestly and use everything we learn to improve, build trust and influence.

5. No one left behind

We want our services to be accessible, equitable and responsive to need across Wales.

We will identify gaps and unmet needs to guide future investment, extending our reach through community hubs, local services and mobile provision, bringing more support directly to people where and when it is needed most.

We will ensure our services are clear, inclusive and accessible, so everyone can find and receive fair, timely support.

Are we planning for everyone's future?

Sustainability



We support Adele, who after experiencing domestic abuse, rough sleeping and complex drug use, received support from The Wallich's specialist women's service and is now safe and on the road to recovery, independence and happiness. After graduating from our training programme, Adele is looking forward to moving into her own home and restarting her career as a mechanic.

WE WILL CREATE LASTING CHANGE

1. Break the cycle, save lives

We want to make homelessness history for every person, providing safety, stability and the foundation to rebuild their lives.

Health, happiness, love and stability ensure homelessness is rare, brief and unrepeatable.

We will support people to break out of fight, flight or freeze – no longer stuck in the present or the past. We will provide innovative services which create joyful, healthy and prosperous opportunities to feel valued and positive about their future. We will refuse to accept the life-shortening effects of exclusion. By championing health inclusion and harm reduction, we can prevent deaths, reduce inequality and help people live longer lives.

2. Healthy and supported teams

We want a stable, supported workforce that chooses to stay and grow with the organisation.

Healthy, supported teams make everything possible.

We will offer fair and competitive rewards while prioritising staff wellbeing and resilience, recognising the challenges of our work. We will provide clear development and leadership pathways and foster an inclusive, collaborative, trauma-informed culture where everyone feels valued and supported to ensure our workforce chooses to stay.

3. A resilient financial future

We want an organisation that is less reliant on short-term or single-source funding.

Without financial strength, we can't fuel our mission. Services that sustain journeys out of homelessness, from employment and volunteering to arts programmes, are reliant on fundraised income to deliver. These services are a catalyst to connect people to their communities and their futures.

We will grow fundraising by investing in the people, relationships and systems behind it - building diverse, resilient income that deepens our impact. We will develop trading opportunities that reflect our expertise and lived experience, always keeping our charitable purpose at the heart of every decision.



"They've made it an incredible journey, made it a better life for me, they advised me, put me in the right direction and always encourage me to do well cause I'm a good person."

4. Efficiency and innovation

We want resources, systems and technology that are used safely and efficiently to support better services and decisions.

Smarter systems, better support.

We will use technology, data and streamlined processes to make faster, more effective decisions, improve services and deliver quality for the people we serve.

5. Caring for people, place and planet

We want a climate which does no harm to people, their environment and their communities.

We will build sustainability into every part of our work, from energy use to waste reduction, and create greener spaces that support our communities. We will track our environmental impact and lead projects that protect mental health, break the cycle of homelessness and highlight how the climate crisis hits those on the streets the hardest.

We will commit to fostering a 'Do no harm' workplace to protect our staff's psychological wellbeing and physical safety. We will develop policies and practice that everyone in our community needs to thrive.

We will honour the 50 years
of legacy at The Wallich.

For the next 50 years, we
will continue:

**TACKLING
HOMELESSNESS
TOGETHER**



Registered Charity No: 1004103