

Strategic Business Plan 2023 -2026

Good Neighbours in North Cardiff



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INTRODUCTION

Since 1981 Good Neighbours in North Cardiff (GNiNC) have operated a voluntary support service for older vulnerable people in north Cardiff. It became a registered charity in 2000 known as Llanishen Good Neighbours.

In 2015, following the closure of all other good neighbour schemes in Cardiff, we changed our name to “Good Neighbours in North Cardiff” as this more correctly reflected the areas we cover (Thornhill, Llanishen, Lisvane, Heath, Roath Park, Lakeside and west Cyncoed).

Being a good and kind person is at the heart of everything we do at Good Neighbours in North Cardiff. Our charity can give people the opportunity to do good, without religious, political or any other pressure by way of association.

As we embark together on the next step in GNiNC journey, I want to acknowledge it is also important for us to review and examine what we do, and how we do it, to ensure we are making the most of our resources and abilities. Our annual expenditure is around £20,000 the majority of the costs are the salaries of our 3 part time staff together with the very small office we rent from a local church. We support over 100 (circa) individuals on a weekly/monthly basis via 60 (circa)volunteers. On average we carry out 150 - 180 tasks per month.

The services we provide are dependent on a network of local volunteers who willingly give their time to support those who live in our catchment areas who find themselves in need of assistance. Typically, this is because they may have mobility, medical or confidence problems, maybe experience loneliness and find that they are unable to receive support from friends or family. We do not make any charge for our services and depend to a large extent on the voluntary donations made by those whom we support or their families. We work hard to generate income through fundraising projects and seek business sponsorship and external grant funding to enable us to continue our very important work.

We have managed to gain small grants from benevolent groups and fund-raising activities have allowed the work to continue. In 2021 a sizeable grant was received which finally allowed the organisation a breathing space to establish a strong base in which to operate and secure future funding.

Having survived through the difficult pandemic time where the charity’s services were much needed by the vulnerable in the area, the charity recognised it needed to plan for the future. The co-ordinator who had spent over 20 years developing the organisation along with key trustees decided to retire, also the treasurer who had taken on a voluntary chief operations role to support the charity also wished to step back. New trustees came on board and in 2023 a new strategic vision was established. To support this at the Annual General Meeting in June members agreed to develop a Business Plan and to set in place supporting plans to allow the charity to undertake a three-year development programme.

It gives me great pleasure to present this Business Plan on behalf of the Executive Committee setting out how GNiNC is going to develop itself and its services to ensure it can continue support those in our North Cardiff community who need assistance to maintain independent living as much as possible.

Rosemary Mathews - Chair of GNiNC

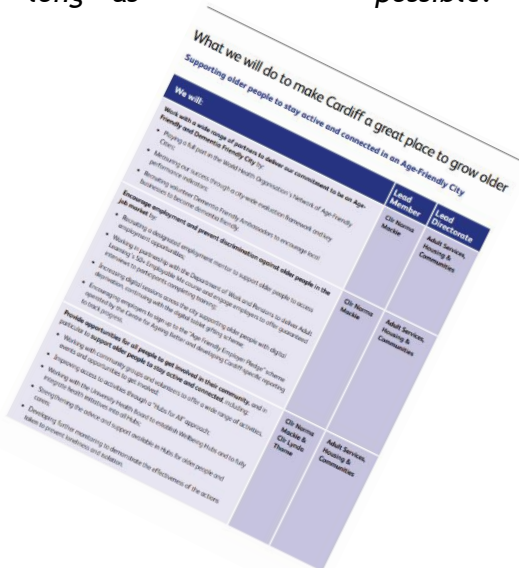


THE BACKGROUND

The rationale for setting out a new business plan is to ensure the charity can continue its work and has been based around the Cardiff Council’s data and its own strategy plans.

In 2022 the city council produced its five-year strategic plan - ‘[Stronger Fairer Greener \(cardiff.gov.uk\)](https://www.cardiff.gov.uk)’ which under the Social Services Portfolio set out a clear ambition which stated.

“We will ensure Cardiff is a great place to grow old. We value the contribution that older people make to the life of the city, and we will provide a range of opportunities to help them to stay active and connected to their community and to support their continued physical and mental wellbeing. For those who are unfortunately suffering poor health, we will do all we can to help them to remain in their own homes and communities - and out of hospital or a care setting - for as long as possible.”



Extracts of the pertinent data can be found in Cardiff Today and Cardiff

Tomorrow documents. We have selected the following extracts to highlight why our charity is part of the ongoing support system for North Cardiff.

WHAT IS THE CARDIFF TODAY REPORT?

Every 5 years, Cardiff’s Public Services Board (PSB) has a duty, under the Well-being of Future Generations Act (Wales) 2015, to publish a revised Well-being Plan to improve the economic, social, environmental, and cultural well-being of its area. The next plan is to be published in May 2023. As a basis for developing the revised plan, the PSB is required to carry out a local well-being assessment to identify where the city is performing well, where it needs to improve and its key challenges. [Cardiff Today Exec-Summary-](#)

DEMOGRAPHY

SUMMARY OF KEY ISSUES

Continued, but slowing population growth:

Cardiff has grown significantly over the last 25 years. Although, population projections indicate a slowdown in growth over the next 25 years (2018-2043), there is still a projected increase of 24,642 residents, **with those aged 65+ seeing the highest growth rate.** The continued growth in the city’s older population will result in greater need and consequently greater demand for health and care services.

AGE PROFILE ACROSS THE CITY:

Cardiff’s older population is currently more concentrated in the North of the city; the Cardiff North locality has both the highest percentage and number of people aged 65+, at 20% (32,128 people).

EXTRACTS FROM THE

CARDIFF TOMORROW REPORT

Analysis of future trends is a key theme under the Well-Being of Future Generations (Wales) Act 2015. Cardiff

Council produced its first Future Trends Report in 2017. Five years on, this report provides an updated position on the statistics and figures from 2017. In December 2021, Welsh Government published its equivalent report, 'Future Trends: 2021', which covers the long-term and emerging trends affecting Wales across four broad themes: People & Population, Inequalities, Planetary Health & Limits, and Technology.

This report focuses more closely on the trends relating to Cardiff, while acknowledging that other external factors, such as Brexit and the Covid-19 pandemic, may have a yet unseen impact on many of the datasets presented in this report. This report does not seek to present forecasts but seeks to identify future trends from existing statistical data. Forecasting the future is an extremely difficult task. However, to make effective decisions over the long-term, we must use the data we have to attempt to find patterns and trends, and use this data to consider the problems, or opportunities, which may arise in the coming years.

CHANGING DEMOGRAPHICS

An Ageing Population:

Over the next ten years, **the percentage of over 65s in Cardiff is set to increase by 15.7% and will account for around 15.8% of the entire population.** This group will impact on demand for supported housing, support services and need for adaptations. Since the publication of the Cardiff Housing Strategy, a Cardiff Older Persons Housing Strategy 2019-2023 has been published. The strategy sets out how the Council and

partners will shape and deliver housing and related services for older people that meet a variety of needs and aspirations, and how this provision can help address wider health and social care priorities.

The key issues set out in the strategy are:

- **An increasing aging population:**

By 2037, the number of people aged 65 to 84 will increase by 42%, **while those aged 85 and over will nearly double.** This is likely to result in more people needing specialist accommodation or assistance that cannot be delivered in their current homes.

- **The importance of community:** Cardiff has a wide range of services to help prevent social isolation and promote wellbeing; many are based around the Council's community Hubs. Several new initiatives are being developed to further this, including new community wellbeing Hubs in the north and west of the city and proposals to open the facilities in older persons' housing complexes to the wider community.

Whilst the data trends could be construed as alarming, the need for a blended response of statutory and voluntary services is essential to meet the needs of future residents in North Cardiff. GNiNC is well placed with established credentials to form part of the complimentary future service provision. To that end the charity recognises it needs ensure its own organisation is fit for purpose and this business plan sets out how we will develop over the next three years.

[Cardiff-Tomorrow-English](#)

STRATEGIC AIMS FOR 2023 -2026

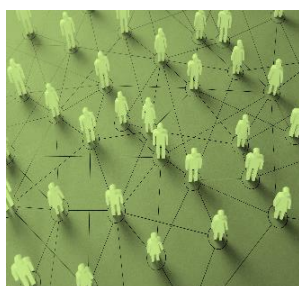
Five distinct aims are set out which underpin the charity's constitution and are enablers to refresh and renew the charity's standing in the local community and with like-minded organisations. Decision makers and influencers are also an important part of the strategic ambitions of the charity to revitalize its role in the community.

The aims are set out below:



ENGAGEMENT:

To ensure the population (political, business, and residential) within the geographical area covered by the charity has a clear understanding and knowledge of the work of the charity. Together, with a review of the current service offer and defining future provision.



NETWORKING:

To develop opportunities to link with other organisations who are aiming to improve the wellbeing of people living in North Cardiff.



RECRUITMENT:

To increase the number of volunteers and clients the charity supports by 20% by 2026.



FUND RAISING:

To increase the income of the charity in line with all the Strategic Visions and Business Plan's requirements.



INFRASTRUCTURE:

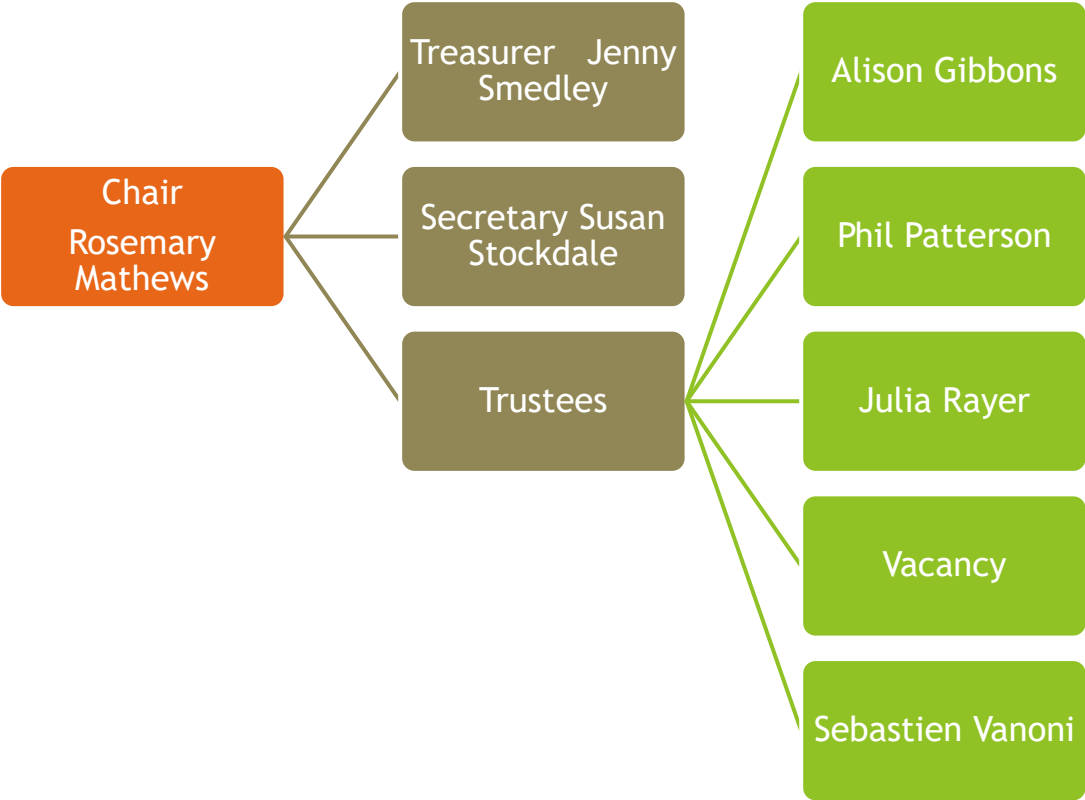
To ensure the charity's infrastructure is fit for purpose

FLOW OF AIMS INTO BUSINESS PLAN

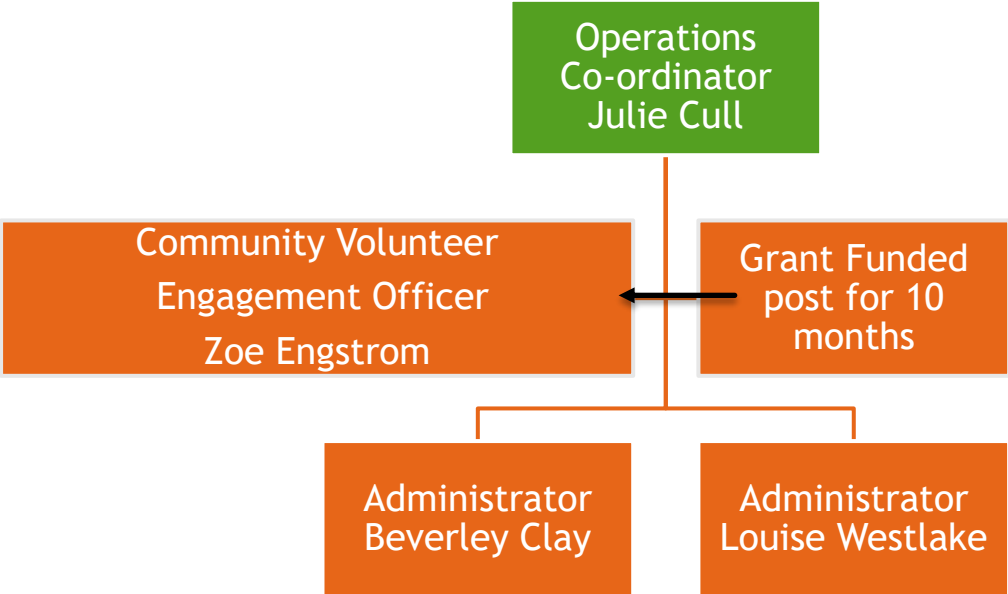


ORGANISATION CHARTS

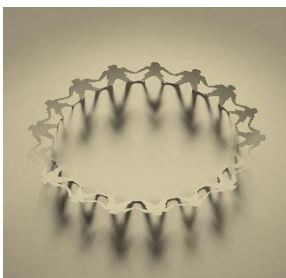
EXECUTIVE COMMITTEE STRUCTURE



STAFF STRUCTURE



BUSINESS PLAN
STEPS TO ACHIEVE OUR STRATEGIC AIMS
2023 -2026



ENGAGEMENT

To ensure the population (political, business, and residential) within the geographical area covered by the charity has a clear understanding and knowledge of the work of the charity. Together, with a review of the current service offer and defining future provision.

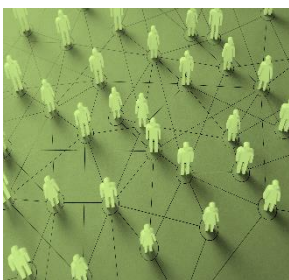
<p>WHAT DOES SUCCESS LOOK LIKE?</p>	<p>The charity is well known in the area it serves and further afield. It is also held in high esteem by those using and supporting its services.</p>
<p>WHAT DO WE NEED TO DO TO ACHIEVE OUR AIM?</p>	<ul style="list-style-type: none"> a) To research and ensure the charity has the most up to date census data profiling the North Cardiff community b) To reflect potential increase in client group within the charity's area that could impact on service levels. c) To work with political leadership figures to promote the charity's role. d) To develop relationships with local businesses who can help share information with their customers about the charity. e) To ensure the charity is diverse and inclusive in its provision of its services as possible. f) To develop a Communications Improvement Plan that provides regular opportunities to promote the charity on a range of media platforms. g) To survey current users and volunteers on their views of the charity's work and carry this out annually. h) To reflect the census and other city datasets within our business plans. i) Analysis of referral sources for clients and volunteers
<p>HOW WILL WE MEASURE OUR SUCCESS:</p>	<ul style="list-style-type: none"> i. The results of the annual survey of current users and volunteers using identified questions to measure improvement. ii. Evidence of engagement with decision makers and influencers is reported annually to the Executive Committee. iii. Evidence of improved understanding of the charity's work across all sectors. This is also linked to the communication improvement plan objectives. iv. Data collected demonstrates diversity and inclusiveness in the charity's work programme and policies. v. New brand improves our engagement and new print material is attracting new people to the charity. vi. Data collected demonstrates we are matching the activity to datasets in the charity's work programme and policies. vii. Increased activity across social media platforms which demonstrate an improvement in our social media communications. viii. Referral Sources are quantified and trends are noted

WHAT ELSE DO WE NEED TO ACHIEVE OUR ENGAGEMENT AIM?

Develop a Communications Improvement Plan

The Communications Improvement Plan should set out the following objectives and how it will measure success. There will be a financial cost associated with the plan and this should be given an estimated cost within the plan together with appropriate timescales. The plan should cover a period of 2023 -2025 with a review process at the end of 2025.

KEY OBJECTIVES	<ol style="list-style-type: none"> 1. We want to increase brand awareness so that more people benefit from our services and we can recruit more volunteers. 2. We want to establish an awareness of the work we do in North Cardiff so that we can influence policy decision makers. 3. Our communications with clients and volunteers is clear and provides good information 4. We want to improve our client and volunteer experience so that they refer us to their family and friends.
COMPONENTS	<ol style="list-style-type: none"> i. A development of an annual survey which can measure engagement and activity with our clients and volunteers and other associated groups. ii. Brand - A review of the current mediums used to promote the charity: - <ol style="list-style-type: none"> a) Printed Media b) Website c) Social Media pages d) Other media activity e.g. press releases
OUTPUT DESIRE:	<p>Improve number of people including volunteers and clients engaging via direct communications, web and/or social media platforms.</p> <p>Measured by:</p> <ol style="list-style-type: none"> a) Annual Survey results b) Increased number of volunteers and clients processed to delivery of service. c) Summary of new clients and volunteers by social media sources that attracted them to charity services. d) Number of hits on social media sites e) Volume of leaflets distributed.



NETWORKING

Develop opportunities to link with other organisations who are aiming to improve the wellbeing of people living in North Cardiff

<p>WHAT DOES SUCCESS LOOK LIKE?</p>	<p>The charity's profile is well known amongst organisations and professionals working in the field.</p>
<p>WHAT DO WE NEED TO DO TO ACHIEVE OUR AIM?</p>	<ul style="list-style-type: none"> a) To establish links with the following organisations <ul style="list-style-type: none"> i. Age Cymru ii. Age Connects iii. Dewis Cymru (info for wellbeing) iv. Age Alliance v. Alzheimer's vi. Care and Repair b) To promote GNiNC to a range of charities and public sector services such as GP surgeries, district nurses, hospital discharge, terminal illness support groups, VEST, food banks, carers groups local churches and many more. c) To work with other organisations who have similar aims but not necessarily limited to North Cardiff area. d) To ensure our media platforms make it easy to link to other sites.
<p>HOW WILL WE MEASURE OUR SUCCESS:</p>	<ul style="list-style-type: none"> i. Annual survey of groups and or professionals we have engaged with using identified questions to measure improvement. ii. To provide tangible evidence of working with other like-minded organisations iii. To measure via activity across media platforms an improvement in our communications especially with other organisations.



RECRUITMENT

To increase the number of volunteers and clients the charity supports by 20% by 2026.

<p>WHAT DOES SUCCESS LOOK LIKE?</p>	<p>The 20% increase is achieved before the end of year three of the Business Plan</p>
<p>WHAT DO WE NEED TO DO TO ACHIEVE OUR AIM?</p>	<ul style="list-style-type: none"> a) To ensure the charity has in place effective policies to reach all parts of the community it serves. b) To assess using data sets the level of need now and the projected future needs to 2026 linked to the City Council's Stronger Fairer Greener 2022 strategy and Cardiff Today and Cardiff Tomorrow data sets work towards increasing the number of clients and volunteers. c) To refine the understanding of how we engage with our clients and what tasks volunteers are carrying out to ensure we are recording activity correctly. d) To run regular campaigns aimed at both audiences (Users and Volunteers) to increase awareness of the work the charity is engaged in and the benefits of being involved. e) To regularly report on the numbers of volunteers and users engaged with the service to the Executive Committee.
<p>HOW WILL WE MEASURE OUR SUCCESS:</p>	<ul style="list-style-type: none"> i. Annual review of policies and demonstrate where new policies have been introduced to meet our improved service targets. ii. The data sets and how we are aiming to respond to increasing our client and volunteer numbers are contained within the Business Plan iii. By demonstrating increased number of clients and volunteers registered with the charity. iv. Numerically count the campaigns run by the charity per annum. v. By reporting to the executive committee on a quarterly basis the numbers of volunteers and users engaged with the service and the types of tasks carried out.

WHAT ELSE DO WE NEED TO ACHIEVE OUR RECRUITMENT AIM?

Develop a annual workplan for the Co-ordinator

KEY OBJECTIVES	<p>We want our volunteers to feel appreciated.</p> <p>We want our clients to understand the number volunteers we have to undertake tasks per month.</p> <p>We wish to recruit more volunteers to support clients in a wider North Cardiff area</p>
COMPONENTS	<p>The co-ordinator has a clear understanding of the expected recruitment of volunteers and clients.</p> <p>Quarterly targets are set and reported to the Executive Committee</p> <p>Tasks are recorded and information shared via our communications to interested audiences.</p>
OUTPUT DESIRE:	<p>The charity has sufficient volunteer resources to meet service demands.</p>

FUND RAISING



To increase the income of the charity in line with all the strategic visions and business plan's requirements.

<p>WHAT DOES SUCCESS LOOK LIKE?</p>	<p>The charity has a steady income allowing for future planning of service delivery.</p>
<p>WHAT DO WE NEED TO DO TO ACHIEVE OUR AIM?</p>	<ul style="list-style-type: none"> a) To develop an annual fund-raising plan which sets out the annual and three-year monetary target level to be achieved together with activities that will bring income. b) Set clear financial targets for income streams - grants, events, and regular contributions. c) To establish and support a fund-raising volunteer group who can organise events. d) To develop a clear programme of grant giving bodies who can be approached for support in the period of the annual plan. e) To identify an overarching grant application plan to cover a three-year period. f) To develop an opportunity for individuals to contribute on a regular basis through salary deductions or directly and maximise gift aid.
<p>HOW WILL WE MEASURE OUR SUCCESS:</p>	<ul style="list-style-type: none"> i. Targets are set in January and can be clearly linked to each of the five strategic aims set out in the business plan. ii. A clear and comprehensive fund-raising plan covering a three-year period is presented in January 2024 and thereafter a rolling three-year plan. iii. An Events Planning Group is established and reports on a quarterly basis to the Executive Committee iv. Utilise the payroll giving schemes and promote in our literature regular giving methods. v. To evidence how the fund-raising targets have been met per annum and report on a quarterly basis to the Executive Committee.

WHAT ELSE DO WE NEED TO ACHIEVE OUR FUND-RAISING AIM?

Develop a three-year Fund-Raising plan which meets the annual budget setting process in January.

KEY OBJECTIVES	<p>We want a steady income stream to allow longevity planning i.e. over three years</p> <p>We want to set clear financial targets for income streams - grants, events, and regular contributions to meet that budget.</p> <p>We want to be able to promote and project our future financial needs to potential corporate sponsors.</p>
COMPONENTS	<p>Quarterly reports on income goals under each the three streams are reported to the Executive Committee</p> <p>Identify potential grant giving organisations which are likely to support our charity.</p> <p>Have a clear timetable of of when grant applications need to be presented</p>
OUTPUT DESIRE:	<p>The charity has a steady income allowing for future planning of service delivery</p>



INFRASTRUCTURE

To ensure the charity's infrastructure is fit for purpose and develop an IT hardware and software plan.

<p>WHAT DOES SUCCESS LOOK LIKE?</p>	<p>The charity has a strong infrastructure and has in place regular reviews of its work practices and equipment.</p>
<p>WHAT DO WE NEED TO DO TO ACHIEVE OUR AIM?</p>	<ul style="list-style-type: none"> a) The charity's IT systems and hardware must be reviewed and explore the potential investment which might be required to bring them to a desired standard. Therefore a IT Plan for the next three years will be developed b) To develop in conjunction with employees a more efficient and effective use of the data held and consequently improve service to volunteers and clients. c) Review of all policies, procedures, and processes annually and any new policies introduced will be reviewed after six months and then follow the annual programme of review. d) Equipment and other items held are recorded and a rolling programme of repair/replacement is developed to ensure all employment, client and volunteer policies are met. e) Development of any new programme of work not included in the Business Plan 2023 - 2026 will be accompanied by financial costs and potential costs continuous of delivery and will require the agreement of the Executive Committee.
<p>HOW WILL WE MEASURE OUR SUCCESS:</p>	<ul style="list-style-type: none"> i. Identified procedures and processes regarding data collected to support the core service delivery will be reviewed annually. ii. The Policy, Procedures and Processes Plan will be delivered to the Executive Committee in January and reviews subsequently undertaken. iii. Annual report and proposals for any changes on equipment etc. will be made to the Executive Committee each March. iv. Annual report on policies and procedures will be delivered in March to the Executive Committee. v. Results of the survey of volunteers and clients reflected on and any needed amendments to infrastructure developed and reported to the Executive Committee. (Same survey as Strategic Vision - Engagement)

WHAT ELSE DO WE NEED TO ACHIEVE OUR INFRASTRUCTURE AIM?

Develop a three-year Policy, Procedures and Processes Plan and review the charity's IT Hardware and software systems.

.KEY OBJECTIVES	<p>We want the charity to meet its legal employment requirements.</p> <p>We want to provide a safe and secure environment for staff, volunteers, and clients.</p> <p>We want to maximise opportunities to be efficient and effective using IT solutions to run our charity.</p>
COMPONENTS	<p>Review all existing policies and procedure documents.</p> <p>Promote any new policies needed to meet modern employment and organisational needs.</p> <p>Develop an IT Hardware and Software Plan</p> <p>Improved and secure data management.</p>
OUTPUT DESIRE:	<p>Clear effective policies and procedures are in place.</p> <p>Office environment, equipment and supporting literature is documented and annual reviews are undertaken.</p> <p>The charity has robust IT infrastructure for staff, clients, and volunteers.</p>

DELIVERY PLAN

This Delivery Plan sets out a specific timescale sequence for delivery of all the aforementioned plans and how and when the tasks are able to be achieved. This will then allow a regular pattern of reporting process to the Executive Committee. The Committee will also be able to approve and confirm the support for any new processes, policies, or activities.

Linking the Co-ordinator's work plan into this process again gives a clear oversight of the day-to-day activities linked to the regular reports made to the Executive Committee.