Good Neighbours in North Cardiff

Strategic Vision and Business Plan for 2026-2029

Contents

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 - Birchgrove, Cyncoed, Heath, Lakeside, Lisvane, Llanishen, Rhiwbina, Roath Park, and Thornhill; to see a map click this link to our website.

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 £33,000. Most of the costs are the salaries of our 2 part time staff together with the very small office we rent from a local church.

Each year, we support around 100 individuals on a weekly/monthly basis via 80 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, or may 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 on the voluntary donations made by those whom we support and / 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 through fund-raising activities we have allowed the work to continue. In 2023 we embarked upon a modernisation programme to ensure we were fit for purpose and could continue to attract volunteers whose lifestyles were more dependent on mobile digital devices for contact than the traditional landline. We also moved the data management process into the digital age and can now provide a 24/7 access to tasks needing volunteers. Having achieved this modernisation programme by 2026 we now need to maintain and improve our processes and procedures to ensure we are continuing to provide the services required in our area and field of work.

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 to support those in our North Cardiff community who need assistance to maintain independent living as much as possible.

Rosemary Mathews - Chairperson of GNINC

CONTEXT

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

Statutory Strategic Documents

In 2022 the city council produced its five-year strategic plan – 'Stronger Fairer Greener (cardiff.gov.uk)' which under the Social Services Portfolio set out a clear ambition which stated:

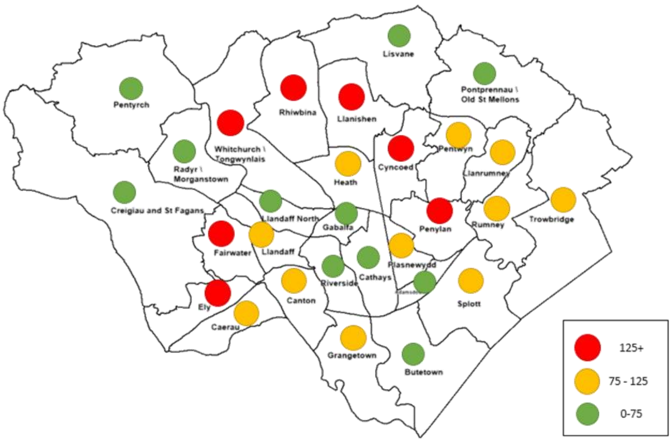
"We will ensure Cardiff is a great place to grow old. We value the contribution that older people make to the life of the city, and we will provide a range of opportunities to help them to stay active and connected to their community and to support their continued physical and mental wellbeing. For those 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."

Cardiff Council's Ageing Well Strategy 2022 to 2027 sets out to support older people in Cardiff to live safely in their homes and communities.

The key aims of the Strategy are:

- *Supporting older people to stay active and connected in an age friendly city*
- *Supporting older people to live independently at home through strengths-based preventative services*
- *Working in partnership to deliver high quality sustainable care and support*
- *Supporting informal carers and valuing their role*
- *Ensuring our services meet the needs of the most vulnerable*
- *Proactively modernising our services*

*The strategy has analysed the demographic information for individuals aged **65+** who completed a wellbeing assessment between April 2018 and March 2021. The highest number of clients live in Llanishen, Ely, Whitchurch and Rhiwbina.*



The "We Will" commitments in their strategy set the direction of travel for the next 5 years.

The Council alone cannot deliver the aims of this strategy. Effective partnership working, and where appropriate greater integration, is essential to ensure that the best outcomes and solutions can be reached. Many areas of the Strategy will require further development, and this development will be carried out in collaboration with our partners and citizens.

GNINC must ensure it is ready to work in partnership to develop the best outcome for the older people of Cardiff

DEMOGRAPHY

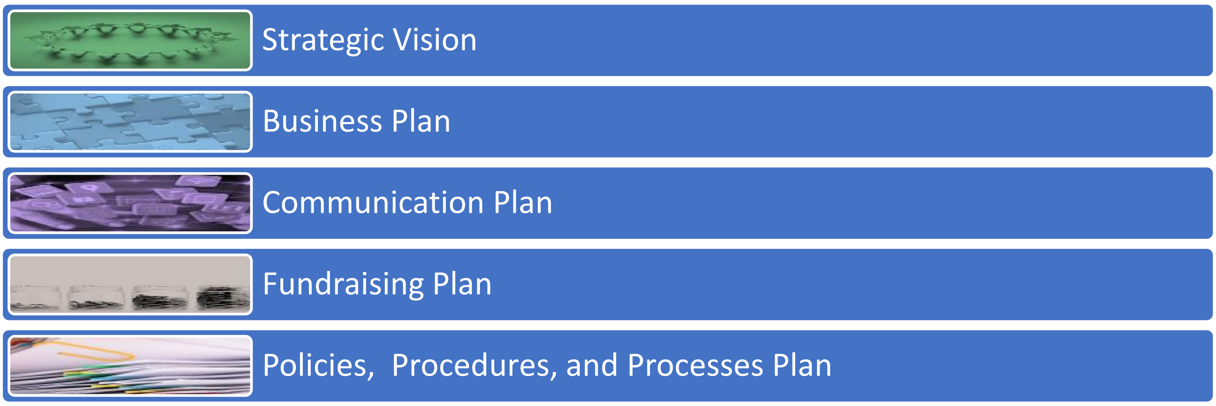
Over the next ten years, **the percentage of over 65s in Cardiff is set to increase by 15.7% and will account for around 15.8% of the entire population**. This group will impact on demand for supported housing, support services and need for adaptations.

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 to ensure it is fit for purpose and this business plan sets out how we will develop over the next three years.

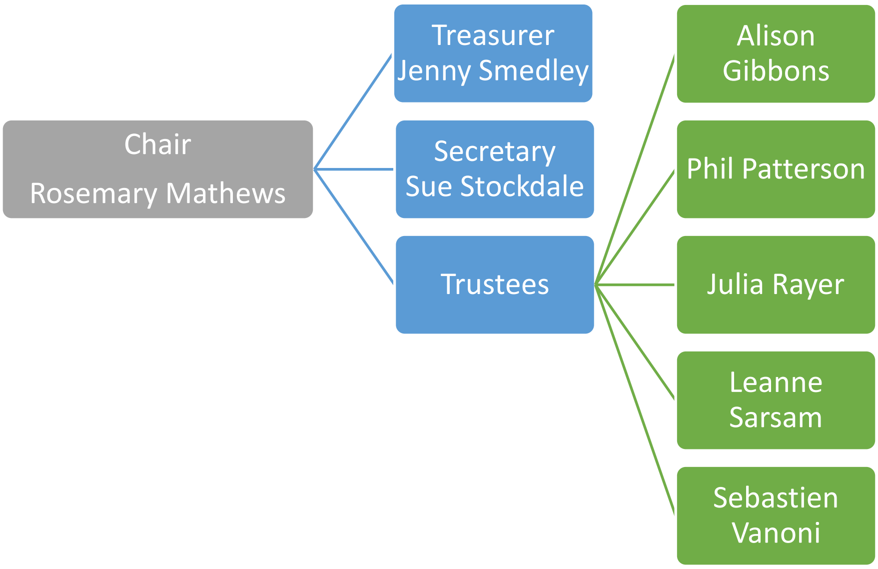
GOVERNANCE AND MANAGEMENT STRUCTURES



The graphic above aims to demonstrate how our charity's Strategic Vision is supported by our other plans and intertwines with the broader context of the city wide ambitions to make Cardiff a city that embraces older people remaining in their own homes.

The Charity has an Executive Board of 8 Trustees and their role is to ensure the charity meets its legal obligations and works with other organisations across the city. They are responsible for managing the staff and set out work plans which enable the overarching Strategic Vision to be met. The charity's constitution can be found on its website gninc.org.uk

Trustee Executive Board



Staff Structure

STRATEGIC VISION AND OUR VALUES

Whilst the constitution sets out the overarching strategic aim, we have a clear vision of who and what our charity is aiming to be recognised in achieving for our community. This vision brings together the components of what is needed to make this a reality, and the Business Plan underpins the route and work that must be accomplished to achieve this goal.

Our Vision is:

To serve the communities of North Cardiff and enhance the wellbeing of the older population living in the area through the volunteers we recruit to carry out supportive tasks, thus enabling those people to remain living in the area.

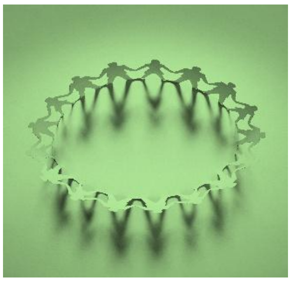
We will do this by focusing on the following areas of activity

- *Engagement: To ensure the population (business and residential) within geographical area covered by the charity has a clear understanding and knowledge of the work of the charity.*
- *Networking: To develop positive 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 2029.*
- *Fundraising: 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 with the development of a Business Contingency Plan.*

Our Values are:

- *Respect for those we work with and the communities in which we work*
- *Trust is important for those we are aiming to support and work with. Building that trust by being honest and having integrity in all that we do will develop that sense of trust.*
- *Equality and Diversity, we recognise everyone has the right to belong in our community and through this diverse society we can enrich everyone's lives in understanding and embracing our differences.*

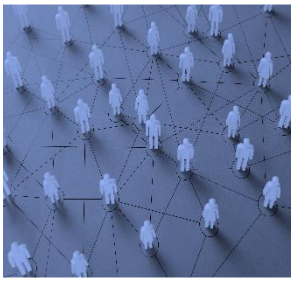
BUSINESS PLAN 2026 - 2029



ENGAGEMENT

To ensure the population (political, business, and residential) within the geographical area covered by the charity have a clear understanding and knowledge of the work of the charity.

What does success look like?	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.
What do we need do to achieve our aim?	a) To research and ensure the charity has the most up to date census data profiling the North Cardiff community. b) To reflect and understand how a potential increase in client group profile could impact on the charity and how it will affect our service provision. 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 and employees about the charity. e) To ensure the charity is as diverse and inclusive as possible in its provision of its services. f) To survey current users and volunteers on their views of the charity's work and carry this out annually. g) To reflect the census and other city datasets within our business plans. h) To analyse referral sources for clients and volunteers and where necessary take action to improve the process.
How will we measure our success?	i. Evidence of engagement with decision makers and influencers is reported regularly to the Executive Committee. ii. Evidence of improved understanding of the charity's work across all sectors is reported quarterly to the Executive Committee. iii. Data collected demonstrates diversity and inclusiveness in the charity's work programme and policies. iv. Our Brand demonstrates our positive engagement and other communication processes are attracting new people to the charity. v. Data collected demonstrates we are matching the activity to datasets in the charity's work programme and policies. vi. Increased activity across social media platforms which demonstrate an improvement in our social media communications. vii. Referral sources are quantified and trends are noted via the Operational Co-Ordinator's report to the Executive Board. viii. The results of the annual survey of current users and volunteers enable us to measure improvement.



NETWORKING

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

What does success look like?	The charity's profile is well known amongst organisations and professionals working in the field, facilitating effective awareness, support and referral streams
What do we need to do to achieve our aim?	a) To establish and maintain links with the following organisations and teams i. Age Connect ii. Age Friendly City iii. Age Well Being iv. C3SC v. Repair Café Wales vi. WCVA vii. ACE viii. VEST b) To promote GNINC to a range of charities and public sector services such as North Cardiff GP Cluster, district nurses, hospital discharge, terminal illness support, social groups and clubs e.g. Rotary, Repair Café, food banks, carers groups local churches, and other. 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.
How will we measure our success:	i. To provide tangible evidence of how working with other like-minded organisations impacts our services ii. To measure via activity across media platforms iii. To seek letters of support to provide evidence of our networking and engagement.

RECRUITMENT

To increase the number of volunteers and clients the charity supports by 20% by 2029

What does success look like?	The 20% increase is achieved before the end of year three of this Business Plan
What do we need to do to achieve our aim?	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 2029 linked to the City Council's Stronger Fairer Greener 2022 strategy and Ageing Well Strategy 2022 to 2027 to help work towards increasing the number of clients and volunteers we serve. 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 (clients and volunteers) to increase awareness of the work the charity is engaged in and the benefits of being involved. This is linked into our Communication Plan. e) To regularly report on the numbers of volunteers and users engaged with the charity's services to the Executive Committee and track performance against our target growth.
How will we measure our success:	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 and evaluate the recruitment campaigns run by the charity per annum. v. By reporting to the Executive Committee on a quarterly basis the numbers of volunteers and client engaged with the service and the types of tasks carried out reflecting the variances from the previous 12 months.

WHAT ELSE DO WE NEED TO ACHIEVE OUR RECRUITMENT AIM?

Linked to the Annual Workplan for the Operational Co-ordinator

Key Objectives	a) Recruitment of new Volunteers and Clients is a priority for the Operational Co-Ordinator as past trends show a turnover in each category. b) We want our volunteers to feel appreciated. c) We want our clients to understand how we manage their requests for support visa vie the number volunteers we have to undertake tasks per month. d) We wish to introduce mandatory Safeguarding Training for all new Volunteers before they begin to provide support to Clients. e) All Volunteers have access to the Volunteero App to access information about tasks.
Components	i. The Operational co-ordinator has a clear understanding of the expected recruitment of volunteers and clients. ii. Safeguarding Training can be undertaken either as an individual directly linking to the online training or in the office supported by staff or other Volunteers iii. Quarterly targets are set and reported to the Executive Committee and reflect any substantial changes to previous years' figures. iv. Tasks are recorded and information shared via our communications to interested audiences. v. Support to enable best use of the Volunteero App is part of the onboarding recruitment of Volunteers
Output Desire:	The charity has sufficient Volunteer resources to meet Client service demands.

FUNDRAISING

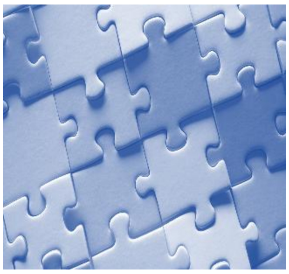
To increase the income of the charity in line with our Strategic Vision and Business Plan requirements.

What does success look like?	The charity has a sustainable and steady income stream allowing for future planning of service delivery.
What do we need to do to achieve our aim?	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 and support events. d) To identify and approach 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 through regular giving and maximise gift aid. g) To explore gift aid generated income from volunteer expenses claims h) To look at alternative fund-raising activities such as selling seasonal items e.g. greetings cards. i) To explore opportunities to work collaboratively with other organisations to successfully draw down funds via grants for running costs of annual expenditure. j) To seek fundraising expertise and skills via volunteer recruitment
How will we measure our success:	i. Targets for fund raising are set in January's draft annual budget and can be clearly linked to each of the five Strategic Visions set out in this Business Plan. ii. A clear and comprehensive fund-raising plan covering a three-year period is presented in March 2026 and thereafter a rolling three-year plan. iii. An Events Planning Group is established and reports on a quarterly basis to the Executive Committee and holds responsibility for ensuring at least two events occur annually that raise a sum set out in the annual draft Budget. 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 AIMS?

Develop a three-year Fund-Raising Plan which reflects operational needs, linked to the annual budget setting process in January.

Key Objectives	a) We want a steady medium term income stream to allow longevity planning i.e. over three years b) We want to set clear financial targets for income streams - grants, events, and regular contributions to meet our budget expenditure. c) We want to be able to promote and project our future financial needs to potential sponsors and grant giving organisations. d) We want a diverse range of income streams to minimise our exposure to future uncertainty
Components	i. Quarterly reports on income goals under each the three income streams are reported to the Executive Committee ii. Identify potential grant giving organisations which are likely to support our charity and make robust applications for funding. iii. Have a clear timetable of when grant applications need to be presented
Output Desire:	The charity has a steady income allowing for future planning of service delivery.



INFRASTRUCTURE

To ensure the charity's infrastructure is fit for purpose with the development of a Business Contingency Plan

What does success look like?	The charity has a strong infrastructure and has in place regular reviews of is work practices and equipment.
What do we need to do to achieve our aim?	a) The charity's IT systems and hardware must be annually reviewed and a rolling 3-7 year Replacement Plan be determined for all necessary equipment and applications. b) We need to develop a Contingency Plan for reaction to emergency power outage at the office location impacting on our digital resources (Telephone and Computer), and to periodically test the plan to ensure it is fit for purpose. c) To continue to develop an efficient and effective use of the data held regarding Volunteers and Clients and consequently seek opportunities to improve our services. d) Review of all policies, procedures, and processes annually and any new policies introduced will be reviewed after twelve months and then follow the annual programme of review. e) Development of any new programme of work not included in the Business Plan 2026 - 2029 will be accompanied by financial costs and potential costs continuous of delivery and will require the agreement of the Executive Committee.
How will we measure our success:	i. Identified procedures and processes regarding data collected to support the core service delivery will be reviewed annually. ii. Review of Disaster Plan scenario testing, annually reporting to the Executive Committee iii. The Policy, Procedures and Processes Plan will be delivered to the Executive Committee in March and reviews subsequently undertaken. iv. Annual report and proposals for any changes on equipment etc. will be made to the Executive Committee each March. v. Results of the survey of Volunteers and the Operational Co-Ordinator's engagement with Clients will be reflected on and any 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	a) We want the charity to meet its legal employment requirements. b) We want to provide a safe and secure environment for Staff, Volunteers, and Clients. c) We want to maximise opportunities to be efficient and effective using IT solutions to run our charity's services.
Components	i. Review all existing policies and procedure documents. ii. Promote any new policies needed to meet modern employment and organisational needs. iii. Develop a rolling 3 – 7 year Replacement Plan for all necessary equipment and applications. iv. Improved and secure our data management. v. To develop a Contingency Plan for reaction to emergency power outage at the office location impacting on our digital resources (Telephone and Computer).
Output Desire:	The charity has robust IT infrastructure for Staff, Clients, and Volunteers. This allows clear effective policies, processes and procedures to be in place for supporting any improvement of our operational activity.

COMMUNICATION PLAN

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Key Objectives	We want to: a) Increase brand awareness so that more people benefit from our services and we can recruit more volunteers across our geographical area in North Cardiff b) Establish an awareness of the work we do to support the strategic ambitions of both statutory bodies and other 3rd Sector organisations, which enables us to have a positive influence on policy decision makers. c) Ensure our communications with Clients and Volunteers are clear and provides good timely information d) Continually improve our Client and Volunteer experience, ensuring that as core stakeholders they actively promote and refer us to their family and friends. e) Deliver Multimedia Campaigns which have a positive impact on our communities, helping to recruit both clients and volunteers
Components	i. Our annual Volunteer survey measures engagement and satisfaction with the support we provide to Volunteers. ii. Our annual telephone engagement with Clients particularly those who infrequently use our services allows us to informally remind them of what we can provide and reach agreement of whether they wish to continue to be on our records. iii. At least two Campaigns per annum are undertaken to recruit new Clients and Volunteers iv. Brand Management - A review of the current mediums used to promote the charity takes place quarterly and also engagement with other organisations platforms such as WCVA C3SC and Cardiff Council remain under regular review

Output Desire:	• Improve number of people including Volunteers and Clients engaging via direct communications, web and/or social media platforms.
	• Measured by:
	    o Annual Volunteer Survey results
	    o Increased number of volunteers and clients processed to delivery of service.
	    o Summary of new clients and volunteers recruited via social media sources
	    o Data gathered on engagement with social media sites (Reach, Profile and Impact)
	    o Geographical information on where leaflets have been distributed.

POLICIES, PROCEDURES AND GUIDANCE