



TỶ GOBAITH

HOPE HOUSE ANNUAL REVIEW 09

# staffteam

Centre Manager.....Lee Ball  
Deputy Manager .....Mervyn Walters  
Resettlement Manager .....Kate Morgan  
Bridge Manager .....Laura Carey  
Catering Manager .....Sue Allsop  
Skills Development Manager .....Tim Anderson  
Principle Resettlement Worker .....Louise Richards  
Principle Resettlement Worker .....Dave Rawlings  
Administration Team Co-ordinator .....Jo Walters  
Chaplain .....Edwin Tucker  
Administrator .....Chris Bowen  
Administration Assistant.....Joyce Gapes  
Administration Assistant.....Olufunbi Adesina  
Administration Assistant .....Gavin Johnson  
Skills Development .....Craig Davies  
Skills Development.....Nicola Walthorne  
Maintenance .....Les Howells  
Maintenance.....Dave Beasley  
Senior Resettlement Worker .....Frances Rodd  
Senior Resettlement Worker .....Hayley Atter  
Senior Resettlement Worker .....Gareth Alexandre  
Senior Resettlement Worker .....Lowri Feiven  
Senior Resettlement Worker .....Janne Doidge  
Senior Resettlement Worker .....Nathan Donnelly  
Senior Resettlement Worker.....Lucy Clayton  
Resettlement Worker .....Tracey Alderman  
Resettlement Worker .....Deb Meredith  
Resettlement Worker .....Richard Hopwood  
Resettlement Worker .....Rani Birdi

Substance Misuse Worker .....Nia Pritchard  
Substance Misuse Worker .....Susan Warren  
Substance Misuse Worker .....Lisa Meredith  
Substance Misuse Worker .....David Jenkins  
Substance Misuse Worker .....Jo Bumford  
Community Psychiatric Nurse .....Garmon Owen  
Senior Night Resettlement .....Bob Vivian-Jones  
Senior Night Resettlement .....Paul Coleman  
Night Resettlement .....Patrick Quirke  
Night Resettlement .....James Case  
Night Resettlement .....Jennifer Williams  
Night Resettlement .....Lawrence Stacey  
Cook .....Paul Wilson  
House-keeping Assistant .....Angela Harris  
House-keeping Assistant .....Heather Webley  
House-keeping Assistant .....Peter Rees  
House-keeping Assistant .....Martha Manu  
House-keeping Assistant .....Russell Hember

## Divisional Headquarters

Divisional Commander .....Major Peter Moran  
Divisional Director for Women's Ministries .....Major Sandra Moran  
Divisional Director for Evangelism.....Major Paul Johnson  
Divisional Director for Personnel.....Major Julie Johnson  
Divisional Director for Social Services .....Mr Nick Redmore  
Divisional Director for Business Admin .....Mr Byron Green

## The Salvation Army Mission Statement

The Salvation Army, founded in London in 1865, is an international religious and social welfare movement and is a branch of the mainstream Christian Church. The motivation of the organisation is a love of God and a practical, caring concern for people in need, regardless of race, colour, creed, gender or age. Its objective is the physical, moral and spiritual regeneration of the people it serves through the provision of basic human necessities, counselling, living and preaching the Christian Gospel.

## Tŷ Gobaith Mission Statement

Tŷ Gobaith is a Salvation Army Social Services Centre. As an expression of Christian compassion, Tŷ Gobaith will provide accommodation and services for vulnerable people that want to address their support needs within a supportive environment where physically, psychologically, socially and spiritually, individuals will be empowered and encouraged to meet their full potential and become independent.

# contents

1. Objectives & Core Values .....	02	8. Senior Resettlement Worker .....	18
2. Resident Feedback.....	04	9. Bridge Programme Report .....	20
3. Centre Manager's Review .....	06	10. Skills Development .....	22
4. Resettlement Manager's Report .....	08	11. Staff & Resident Feedback .....	24
5. Staff Member Experiences .....	10	12. Admin Team Report .....	26
6. Pastoral Care & Spiritual Programme .....	14	13. Ancillary Annual Review .....	28
7. Principal Resettlement Report .....	16		

# 01 objectives & core values

It is our aim to encourage Residents to work towards independence as much as possible, providing access to support, counselling, advice and accommodation as required. We also aim to acknowledge all the basic human rights that contribute to quality of life. We provide a holistic and comprehensive service to vulnerable people that are homeless or at risk of becoming homeless.

## Strategic Objectives

- To ensure that Tŷ Gobaith achieves and maintains strategic relevance across its range of service provision.
- To offer a Resident led programme for individuals motivated to change their substance dependency issues.
- To provide a service which enables Residents to gain access to education and employment opportunities.
- To maximise Resident input into services at all levels including delivery, planning & development.
- To achieve the highest quality in service delivery through achieving appropriate quality standards and benchmarking where appropriate.
- To provide a Pastoral Care Programme, relevant to the needs of Residents and open to people of all faiths.
- To deliver a quality, comprehensive and professional resettlement service to all Residents.
- To recruit and retain a staff team who are motivated, highly trained and committed to promoting the best interests of Residents.

## Statement of Core Aims

- It is our aim to work in partnership with other agencies to provide a high standard of support.
- It is our aim to work towards equal opportunity of access to our services and have clear operational policies.
- It is our aim to involve Residents in every aspect of life within Tŷ Gobaith.
- It is our aim to respect individual beliefs and values recognising that different people have different worldviews.
- It is our aim to encourage Residents to live as independently as possible, providing support with move-on accommodation as required.
- It is our aim to provide Pastoral Care, counselling and advice when appropriate.
- It is our aim that the facilities within Tŷ Gobaith are clean, warm and well maintained.
- It is our aim to acknowledge all the basic human rights that contribute to quality of life.

## **Project objectives**

### **Resettlement/education and employment**

To ensure that Residents receive skills, training, advice and pro-active support according to individual need as required and to encourage a process that leads to independent living.

### **Pastoral care**

To ensure that spiritual and pastoral care needs are met where required through Tŷ Gobaith's Pastoral Care Team.

### **Improve quality**

To ensure services are of the highest quality, are tailored to meet individual needs and provided in accordance with relevant statutory standards.

### **Strategic environment**

To maximise opportunities in the local strategic environment for the benefit of Residents by filling gaps in service provision, and to further consider services with reference to relevant local and national strategies/policies.

### **Residents**

To maximise Residents' full potential through providing an empowering approach to support with the assistance of techniques such as motivational interviewing.

To ensure that increased emphasis is put on Resident-led services in order that services become more relevant.

To advocate on behalf of Residents in order that mainstream services can be accessed and exclusion of Residents is minimised.



# 02 residentfeedback

*I recommend anyone who is homeless to go to Tŷ Gobaith as it's the best hostel in Cardiff.*

*All the staff helped me during my stay at Tŷ Gobaith and if I hadn't moved here then I don't think I would have been clean off drugs or moved into a place of my own now. They put a lot of work and time into helping me which I am eternally grateful for.*

*The staff were nice, friendly and supportive. I have learned new skills like how to apply for training and employment.*

*I found there was an instant rapport with my keyworker through my short stay at Tŷ Gobaith. I received the best support I needed and think if it wasn't for them I wouldn't of been in a position to actually move on. Thank you.*

*I had the best keyworker and the managers here are also very good. They supported me 100%.*

*Without the support I had from my keyworker I wouldn't of been able to get off the drugs alone let alone move into my own flat.*

*Every time I need to talk or discuss something day or night I have always found a member of staff to talk to or meet any other needs I may have.*

*I feel the Skills Development Programme has changed my life.*

My support worker took the time to explain why the support sessions are important and how they can help me. I have found my keyworker to be very supportive and this has helped my confidence. I always feel good after a keywork session. I cant praise my keywoker enough for the work that she is doing on my behalf and she must have the patience of a saint.

The standard of support I received from my keyworker was very good. She was always available to listen and support me at every turn.



# 03 centre manager's review

The past 12 months has seen the staff team within Tŷ Gobaith focus on a number of key developments as part of our three year strategic plan. The strategic plan which covers 2008 to 2011 will see us focus more on Resident involvement, access to training education and employment, an improved human resource function as well as continuing to develop both the Bridge and Resettlement Programmes within the service.

We established an operational plan for each department as part of this process and the staff team has worked tirelessly to help us achieve the vast majority of this plan including meeting key targets around minimising evictions and positive move-ons. I would take this opportunity to thank all of the staff for their continued hard work and support.

The Resettlement Team in the past year has achieved a fantastic sixty five per cent positive move on rate. They have achieved this alongside reducing the eviction rates to 12 per

cent and abandonments to the same rate, 12 per cent. Whilst the statistics are important in themselves it is important to remember that they represent the focus we have placed on ending the cycle of homelessness for those we have the privilege to work with. The team have been innovative in their approach, setting up an internal furniture scheme in the past few months to ensure Residents moving on from Tŷ Gobaith move into furnished accommodation. This innovation alongside the positive outcomes helped the team win an award as the best housing service in

any Salvation Army Social Services Centre within the UK in March of this year.

The skills development function within Tŷ Gobaith has this year expanded to include two new staff members who facilitate access to training education and employment, focusing as ever on promoting independence through social and community reintegration. Some of their achievements this year have been outstanding including engaging large numbers of residents in accredited training and learn direct

courses via a ongoing partnership with Bridgend college. The Skills Development Programme has developed by asking residents what they wanted in terms of opportunities and then meeting those needs. This helps ensure that services are relevant to the needs of the people living within Tŷ Gobaith. This work helped secure an award for the team recently with regard to the range of activities and training on offer through the service.

The Bridge Programme has also developed this year with the introduction of a project in the community focusing on continued abstinence and community reintegration. This has resulted in an increased number of people achieving independent living whilst also addressing their dependency issues.

Additional developments have included further reducing unplanned departures, improving the waiting list and successfully undertaking the Welsh Assembly Government's thematic review.

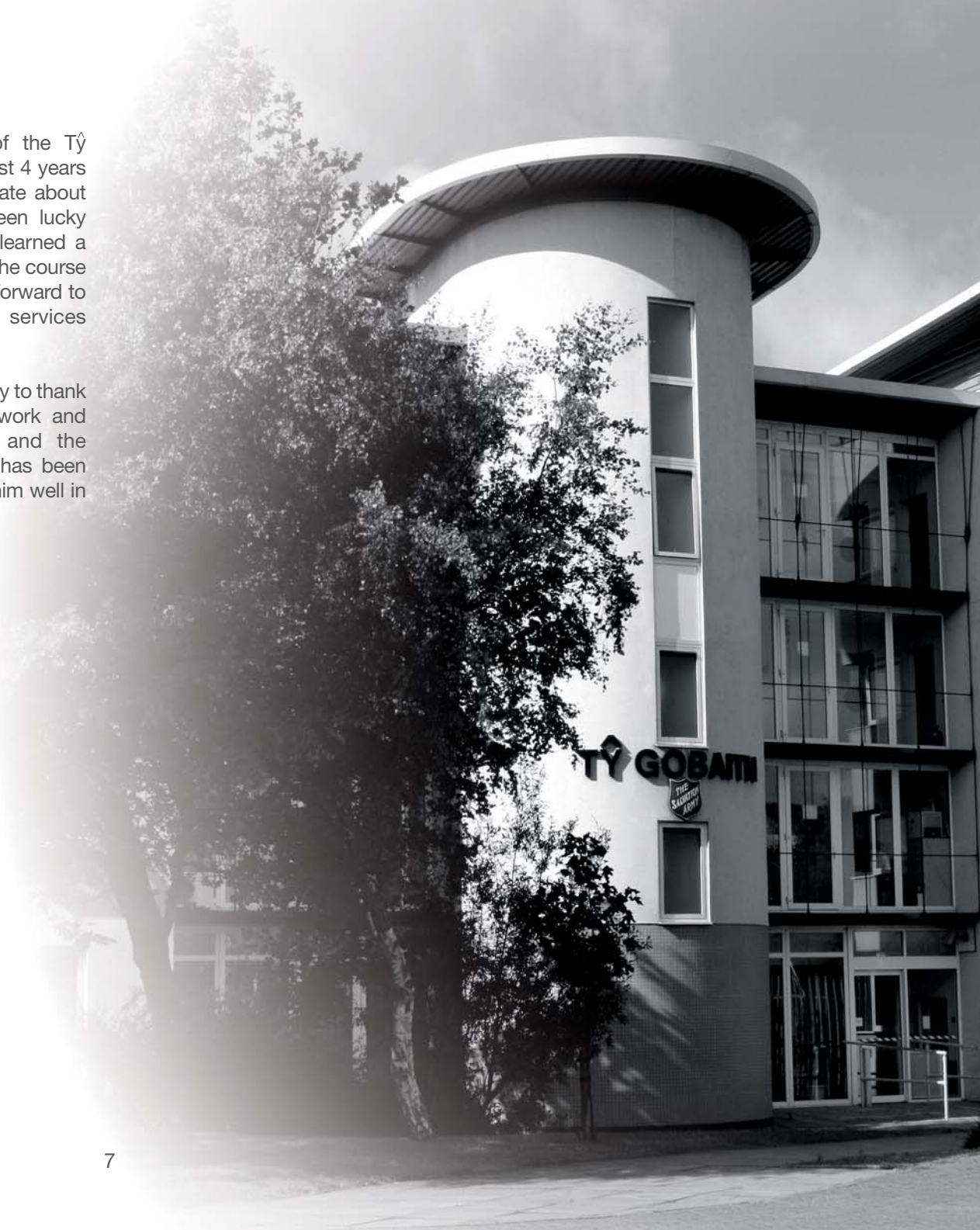
The work of the above teams has been supported by staff in other areas including administration, maintenance and ancillary services. Successfully delivering award winning services requires total commitment from all staff and they have delivered on this. I am leaving Tŷ Gobaith in May 2009 to take up a new post for The Salvation Army and whilst I am looking forward to the move I leave behind many friends and colleagues within the team who have continued to impress me with their passion and drive. Thank you for making my job such a rewarding one. I would take this opportunity to welcome Lee Ball as the new Centre Manager.

**Adrian Burke** (Centre Manager)

I have been a member of the Tŷ Gobaith staff team for the last 4 years and continue to be passionate about the various roles I have been lucky enough to take on. I have learned a great deal from Adrian over the course of the last 2 years and look forward to further developing the services delivered here at the centre.

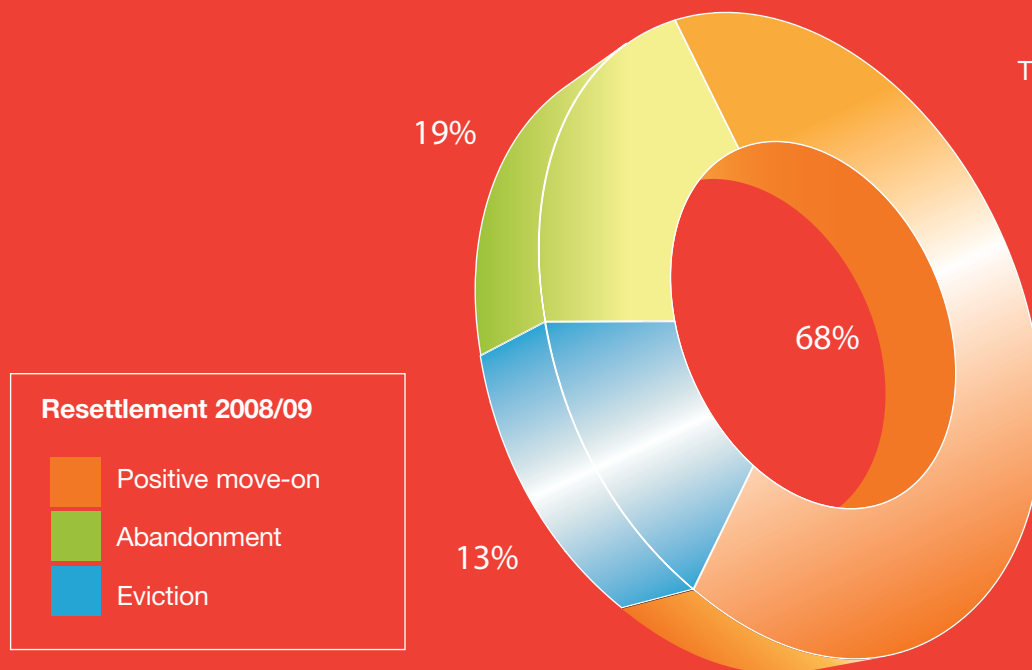
I'd like to take this opportunity to thank Adrian for all of his hard work and dedication to the centre and the residents. His commitment has been an inspiration and we wish him well in his new post.

**Lee Ball** (Centre Manager)



# 04 resettlement manager's report

The past twelve months has been one of transition in many ways for the Resettlement Team within Tŷ Gobaith. The Resettlement Team has started using the Outcomes Star needs assessment and support planning system in this period which has proved beneficial for both staff and Residents.



The Outcomes Star is an excellent tool which allows residents to see their distance travelled with regard to meeting identified needs and thereby enhances motivation for change. The results so far have been positive and in the coming twelve months we will be using the data captured to begin to identify trends and target both resources and staff training to support areas that we as a whole perform less well in.

The team has worked hard all year to ensure that residents within Tŷ Gobaith have successful

outcomes and have achieved some excellent results. We set targets in the past year to reduce evictions to 15 percent and achieved 13 percent, in 54% of these occasions we utilised working arrangements prior to the eviction taking place. We set targets around positive move ons and utilising working arrangements and again these have been met with 68 per cent of Residents moving on successfully from Tŷ Gobaith. We recognise however that that we need to improve these further and so in order to achieve continuous improvement have set more ambitious targets for the coming twelve months including reducing evictions to 10 percent.

Within the Resettlement Team we firmly believe that engaging Residents in meaningful activity has helped to reduce anti social behaviour, drug use and isolation within Tŷ Gobaith. This in turn has helped improve attendance at key work sessions which has a positive impact across the board. The team has worked hard to provide a range of informal activities for residents which compliment those offered by the Skills Development Team. The coming twelve months will see us establish a range of incentivised workshops around financial inclusion, cooking, budgeting, fitness, health and well being. This holistic approach to support is hoped to further help residents get involved in activities that they can continue once they have exited the service. The Resettlement Team firmly believes that in order to provide lasting sustainable solutions to housing need, social and community reintegration is essential.

I would like to thank Calon, the Wallich, the YMCA, the Huggard and the Local Authority staff teams for their support in the past year as we would not have been able to achieve the results we have without the support of our strategic partners. I hope the coming twelve months will prove to be even more productive as we seek to offer vulnerable people the safety and support they require to make lasting changes to their lives.

**Kate Morgan** (Resettlement Manager)



# 05 staff member experiences

Hi; my name is Richard and I'm working as a Resettlement Worker at Tŷ Gobaith, a Salvation Army Hostel in Cardiff. Things weren't always as "peachy" however; and if you can spare a few minutes; I'll explain....

Five years ago I had an "issue" with alcohol. The issue was that I was a full grown alcoholic, living on the streets and begging for money (for drink). My life was in tatters and there seemed no way out.

Fortunately though; I started to feel unwell (problems with my legs-stiffness/fatigue), and my life was about to turn around for the better.

I entered the "system" of homelessness here in Cardiff, starting off with Tresillian House where I spent two nights. From there I was referred and accepted at Northlands (another Salvation Army

Hostel in Cardiff). Whilst here; life was great. I had a circle of friends - all drinkers; and food in my belly. More importantly though was that I still had some money left for drink, so things really were great.

My drinking had never been a problem to me, had I ever thought of stopping? During those days just before payday when things were tight; and I'd no money for drink and was suffering, then I'd think about it.... eventually though payday did arrive, then it would just be a distant memory.

Another factor was that I'd had to leave Cardiff to go to a rehab as there wasn't one locally (if I ever decided to give up) and that prospect didn't appeal to me in the slightest. However the Salvation Army in their infinite wisdom decided to start a project of their own to help those who were looking to come off either alcohol or drugs and the Bridge Programme was launched.

I was actually the first person to access the programme and it has totally changed my life. The staff are immense, and to their credit made such a difference. My time on the

Bridge Programme was spent both in group sessions and 1-2-1's with my keyworker. It was during these sessions (which at the time; seemed too much, too often) I learnt all about coping strategies; triggers, avoidance and many other topics relating to my abstinence. Hindsight being the wonderful thing that it is, I know now; that without these groups teaching me these key skills; I could well have struggled.

Lee Ball (Programme Manager) mentioned to me the MILE group and that he thought I'd be great at "it". It turned out that "it" was to become a

worker in the field of substance mis-use and that my “life” skills would be ideal for the role.

It took me two years before I was ready to go for it; the program was for those who had a substance mis-use problem, who would get a job in the field and to be in a position thereafter to help others going through the same thing. As my whole working career had been around catering; I needed a new direction, and this was it.

I finished the programme and got a volunteer job here at Tŷ Gobaith. It was strange, but I didn't want to even contemplate working anywhere else. The Bridge Programme had sorted me out; so they were going to have me!!

It was probably the realisation of what “these people” can do and the difference they can make in someone's life that has lead me here. In particular; the drive it gave me to become one of “these people” was really quite surprising.

Anyone out there who is possibly thinking that no-one will want an ex drinker/user on there books..... think again.

**Richard Hopwood** (Resettlement Worker)



# 05 staff member experiences

My name is Nathan Donnelly I joined the Salvation Army in 2006, I wasn't exactly sure what this entailed as I knew very little about the organisation other than what most people know, that it was a charity that helped the vulnerable all over the world.

I first got involved with this line of work (Social Care) in 2004. I was working with adults with learning difficulties which was a very enlightening & humbling experience for me. It held me in good stead for the work I have gone on to do in the Tŷ Gobaith Centre working in Resettlement & the Bridge Programme. I also have turned my hand to Tenant support, working with a great team from Crichton House. So I guess you could say I am a jack of all trades but a master of none.

I started work in resettlement which is the largest team at the centre. It is the most generic role & takes real patience & a vast array of knowledge. It entails many duties from the day to day running of the centre to more specific requirements such as benefits issues, sourcing suitable & sustainable housing for residents to dealing with any physical / mental health issues with support from external agencies.

I also had the pleasure of having a 1 year contract on the very impressive Bridge Programme, working in a 3 stage programme of Preparation, Detox & Aftercare for people who had opiate/alcohol dependency's, which I am very proud of. In this role I worked as a Therapeutic Aftercare Worker, this was a specialised role, it used many tools such as CBT, the Trans - theoretical model, MI & Brief Solution Focused Therapy. It gave me the

opportunity to push myself mentally as I held therapeutic group sessions where I was witness to some of the most memorable & also emotional moments in this line of work.

In between those two roles I managed to slip in 3 months working as a Tenant Support Worker again for the Salvation Army. I feel this was a real stepping stone for me as It gave me the opportunity to work with people in their own environment, I

was the guest. This was again a fantastic role as it gave me insight into the follow up support required to maintain a tenancy & crisis intervention. Again this was a very demanding and pressurised role but very satisfying as you were stopping the cycle of homelessness in its tracks but doing your utmost to support the Residents to have integrated & valued lives. This linked in nicely with my knowledge of Resettlement so I began to see the bigger picture of holistic support from the streets to hostel to home.

I can conclude that since joining the Salvation Army my working life has never been dull to say the least. I have met & continue to do so, some of the most eccentric, comical, caring & gifted individuals, & that's just the staff that I could wish to work with. Also, they are some of the most interesting & humbling people from all walks of life & I hope that I can continue to learn from these people & to do the work that I love doing for as long as I am able. Thankyou.

**Nathan Donnelly** (Resettlement Worker)



# pastoral care & spiritual programme

*“Whether you've left or been kicked out of the one place you loved the most, it's hard to become a homeless person. Yes it's hard, cos you've never been a part of the homeless scene before. But it's happened - not just to you but a lot of people have become homeless too. They're getting used to it just like you are.”* Written by a homeless person.

The quote above states two things of importance to the homeless person - It's hard and it takes a lot of getting used to. The other notable point is the description given by the person who wrote it as a homeless person who cares! This reminds me of why I do this task as Chaplain and why the Salvation Army has Hostels. It is hard when you become homeless whatever the reason. There are also a lot of new things that you have to get used to. We are here to help, guide and give support to those who need it. This is done because we care!

I care about people and am interested to hear their story. Then if I am able to show care, compassion and practical help in the programmes - Morning Prayers, Refresh, Journeys, Life Stories Sound & Story and Worship services - that run, I have a feeling of achievement and fulfilment.

This is the position we build from this year, building on the programmes that already run and adding new ones to improve this. To Refresh we are now adding trips to visit places of religious and historical interest with a picnic. This year we have been

challenged to Read the Bible in one year which will add to Journeys & Life Stories study programmes. Then to the worship services we will invite Salvation Army bands and songsters (choirs) and worship bands from Salvation Army and other churches to be part of the service.

The emphasis on the Christian Festivals was important again this year and we celebrated Easter, Harvest and Christmas with extra activities and services. During November we held our campaign week with great success. There was

an opening and closing service helped by the band and Songsters from Cathays and the Worship band from Grangetown. We had a football match for both residents and staff, and a quiz night which the Cadets from the William Booth Training College arranged. Then each morning in Refresh we shared the Thought for the Day. We watched the film *Evan Almighty* which encouraged us to perform one act of random kindness every day. In all of these services and activities there was a challenge and encouragement to recognise that we are valued by

God and should therefore recognise our own worth for ourselves.

There is more that could be said of the way in which the programme has been worthwhile and grown over the last year and will continue to grow. One story of note is of a resident who went with me to Grangetown Corps on a Sunday to their worship service. He has chosen to continue to attend their services and has now been made an adherent. It is good to see the way in which on many occasions people have been helped in their lives by the work done in our hostel. We follow the example set by Jesus who said, 'I have come that they may have life, and have it to the full.'

**Major Edwin Tucker** (Chaplain)



# 07 principal resettlement report

It has been another year of positive growth and development for the centre. Resettlement and promoting independence are at the forefront of our work within Tŷ Gobaith. The weekly keyworking system is still in place and is working well. Residents are supported on a weekly basis by their Resettlement Worker in presented need's and any other support issues that arise.

The introduction of the Outcome's Star has proven to be a more effective way of keyworking. The journeys travelled by Residents are easier to measure and support plans are more tailored to individuals needs and will enable Residents to take ownership of their support and goal setting.

Support areas covered with the Outcome's Star are -

1. Managing money & personal administration
2. Self care
3. Social networks & relationships
4. Drug and alcohol misuse
5. Physical health
6. Emotional and mental health

7. Meaningful use of time
8. Managing tenancy & accommodation
9. Offending
10. Motivation & taking responsibility

As well as weekly keywork session's, comprehensive training programmes are set up between the Resident and Resettlement Worker. Training programmes cover cooking, cleaning, shopping and budgeting and all other skills needed in maintaining a tenancy in the community. Identifying support needs for move on is covered from day one, and Residents are assessed in their suitability for independent living. If it is felt that Residents need

extra support and are not ready, then more appropriate Housing Provider Projects are accessed such as MIND, CASH, and Llamau etc.

The keywork system is vital to our role in achieving positive outcomes for Residents. A key element is realistic goal setting for the Resident, and ensuring that these goals are reviewed on a monthly basis. It is important that support is Resident led and that Residents have a say on what support they receive.

A Innovative furniture solution has been developed with the Resettlement Team now accessing furniture and

household items from Freecycle. A storage facility has also been organised, so at any one time the centre has all items needed if someone moves out to independent accommodation. This is working really well, and has proven to be an effective solution for Residents while they are waiting for Community Care Grants.

The Resettlement Team continue to work with other departments in the centre by making internal referrals to the Bridge Programme for Residents wanting to start the Preparation, Detox and Aftercare. If Residents are identified for move on the Resettlement Team make

referrals to the Tenancy Support Team. The team also work closely with the Skills Development Team, ensuring meetings take place with Skills Development tutors in order for each Resident in the centre to be made aware of what they can achieve through the Skills Development Department. The Get Skilled project was a great success and has had much interest. There are also Residents now undertaking Learn Direct courses at the centre.

The Resettlement Team still continue to work closely with other Frontline Agencies in the city. We still have working arrangements with Tresillian House, The Wallich Clifford, YMCA and The Huggard Centre. Yet again they have proven to be successful in ensuing that Residents do not become roofless if unable to stay in the centre. The team also continued to match the needs of Residents to outside agencies, ensuring that Residents get maximum support whilst living in the centre.

Resident involvement has still remained an important function of the Resettlement Workers role at Tŷ Gobaith. Each Resettlement Worker has a designated activity such as, art group, football, swim and gym, karaoke, relaxation classes, cinema. These run on a weekly basis and are all advertised on the centre weekly timetable. Residents are always

encouraged to take part in centre activities, and are invited to attend landing meetings on a monthly basis to have their say.

We held another summer fete on the premises again this year. This was another great day and most Residents in the centre got involved. There was tug of war, BBQ, stocks, obstacle course, fancy dress, face painting and many other activities going on throughout the afternoon. Another summer fete will be organised again for next year, with possible invites to other agencies to attend.

The Christmas production this year was 'The Wizard of Oz'. This was held at the YMCA again and was a great evening. Many Residents became involved in the production with three Residents successfully undertaking significant acting roles. The scenery and costumes were also put together with the assistance of Residents.

Another production will be arranged again for next year. We are confident it will be another success.

The Resettlement Team has continued in its work in resettling Residents into Council, Housing Association, private and other supported housing. In partnership with Calon Lettings we have successfully resettled numerous Residents into independent accommodation. We have also started

working with Cardiff Resettlement Strategy, which has proven to be effective in resettling Residents back into Cardiff in independent accommodation. We also now have a community house project which can accommodate 4 Residents. This is a move on from the centre and the next step towards independent accommodation. The support given to the Residents in the community house is provided by the Salvation Army's Tenancy Support Service.

Again the Resettlement Team have continued to work very hard during the year developing their knowledge and training. We currently have Resettlement Workers undertaking their NVQ3 Qualification. There has also been another secondment opportunity for one of the Resettlement Workers to work for a short while with the Bridge Programme. We have also recruited a member of staff that was previously working in the admin department. This has brought more experience to the Resettlement Team and working relationships with other departments closer. This again highlights the development and skills available to the Resettlement Team and the opportunities available while working at Tŷ Gobaith.

Again we would sincerely like to thank all the members of the Resettlement Team. You have all

remained strong and positive through changes and some difficult periods. Team work is essential in this environment and we believe that we have a strong Resettlement Team. Keep up the good work.

**Louise Richards & Dave Rawlings**

(Principal Resettlement Workers)

# senior resettlement worker

Well, where shall I start? I started working at Tŷ Gobaith in 1981 as a general cleaner. I was part of a team of 12 cleaners. In 1981 the centre was direct access but male only. The Residents age range from around 30 to 85, there was not a lot of younger males here at that time. After 6 months a new officer came in and I was asked to take over as Cleaning Supervisor. I held that position for 11 years.

In 1992 I started full time work on the care wing as a care assistant. The main duties were looking after the elderly residents covering a wide variety of issues, such as personal care, bathing, and dressing.

In 1995 through much training and development opportunities from the Salvation Army I was promoted to Senior Care Assistant. I was responsible for the running of the care team in the centre along side Sally Anthony, who is now Centre Manager at Northlands.

Before the refurbishment we had 114 beds consisting of dormitories and side rooms. Looking at the building now it is a far cry from what it used to be. All residents had, was basically a bed and not much else. All residents now have their own rooms, fully furnished and we now have self catering rooms. This was a major step forward for residents which enabled them to have more privacy and training opportunities in self catering.

The refurbishment happened in 1999. Once the building was completed the centre changed to a resettlement

centre. This change meant that we were no longer able to provide personal care to the elderly residents on the care wing. Through a lot of hard work and dedication from the team we eventually moved on all the care wing residents to appropriate accommodation in the community.

My job title then changed again to Senior Project Worker, yet another title, however my motivation and focus remained the same. We then started to see a lot of younger residents coming through our doors with different support issues. Again through much

training and development including NVQ's we were all given the knowledge and confidence to work with the new resident group.

In 2002 Sally Anthony went on maternity leave and I was given the opportunity to step into her role in managing the project team. At that time the project team consisted of 4 staff, of which all are still working for the Salvation Army. Firstly myself, Dave Rawlings is now Principal Resettlement Worker, as previously mentioned Sally Anthony is Centre Manager of Northlands and Robert

Vivian Jones is now Senior Night Resettlement Worker. We have all embraced the development as part of the change.

The team was set up in two departments. There was project and then Resettlement. Once residents were ready to move on they were seen by the Resettlement Team. I joined the Resettlement Team in 2002, and would you believe it yet another job title, Senior Resettlement Worker. Together with another Resettlement Worker we set up the Resettlement Programme, the assessment criteria, the life-skills training programmes and the resettlement review, etc, etc. This proved to work very well and gave residents the opportunity to receive training ready for move on and improve essential life-skills.

In 2003 the two teams were amalgamated into one big Resettlement Team. This now meant that all Project Workers were Resettlement Workers. The one main positive outcome from this was that all staff now had the opportunity to work with residents from being booked into the centre right out to being resettled, all staff got to see the end result of residents in their own accommodation which was very rewarding.

In 2004 Louise (Principal Resettlement Worker) went on Maternity leave and I acted up for 9 months. This meant that I was line managing staff, covering Duty Manager, and responsible for the day to day running of the Resettlement Team. This gave me a lot of confidence and I learnt a lot.

In 2005 I became a qualified NVQ assessor and since then I have assessed 12 candidates through their NVQ 3's on site.

I still continue to assess NVQ candidates and still cover Duty Manager shifts, and I still manage a case load of residents. My journey has proven that the Salvation Army offer a wide range of training and opportunities for their staff to progress further in the centre.

Well, I'm still here and it's been 28 years! Wow! I can't believe it, I'm part of the furniture, at the moment I have no plans to leave the centre as I love working here and working within the ethos of the Salvation army.

Some would say 'jack of all trades, master of none', however don't quote me on that!!

**Frances Rodd** (Senior Resettlement Worker)



# bridgeprogrammereport

I had mixed emotions putting together this submission as this is the last entry I write on behalf of the Bridge Project. I have taken up the new role of Centre Manager within Tŷ Gobaith but I will miss the opportunity to directly line manage such a passionate team and witness the strength of character displayed by those residents that are working on fundamentally changing their life.

Whilst planning this entry it offered the perfect opportunity to reflect on the last 4 years and on how far the programme has come and to also look forward to all it can go on to achieve.

The Bridge Programme at Tŷ Gobaith has gone from strength to strength since its inception in June 2005 and it seems like only yesterday that we opened our doors. There have been numerous programme developments over the course of the last 4 years and during this period the work of the staff team was duly recognised by the Home Office Tackling Drugs Saving

Lives awards when the Bridge Programme won the award of Wales Drug Team of the year late 2007 and reached the last 10 of the UK wide award for Drug Team of the year. The Bridge Programme was also cited as an example of good practice in research undertaken by Steve Wilkinson (Bath Uni) into Tier 4 Services in Wales.

Since opening the programme the occupancy capacity has increased by 210% with a proposal to again increase it by a further 40% in the coming year with a development of

a 2 stage preparation process. Aftercare has undergone significant re-modeling with the introduction of a second stage community based abstinence house in partnership with a local Housing Association. The support delivered for aftercare is a unique partnership between the Bridge Programme staff and the Salvation Army Outreach Team based at Crichton house.

During this period the programme has integrated several new approaches, a modified Contingency Management System, a Commencing of Substitute

Prescribing Protocol (to speed up the process of starting scripts), and a new support planning process the Outcome Star and a Bridge specific support plan incorporating node link-mapping techniques.

The work of the staff team during this time has been inspirational and is evidenced in the programme outcomes. In the last 12 months there have been 30 residents that have started the Preparation stage of the programme. 80% of residents that have started a methadone script have progressed through detox, 73% of

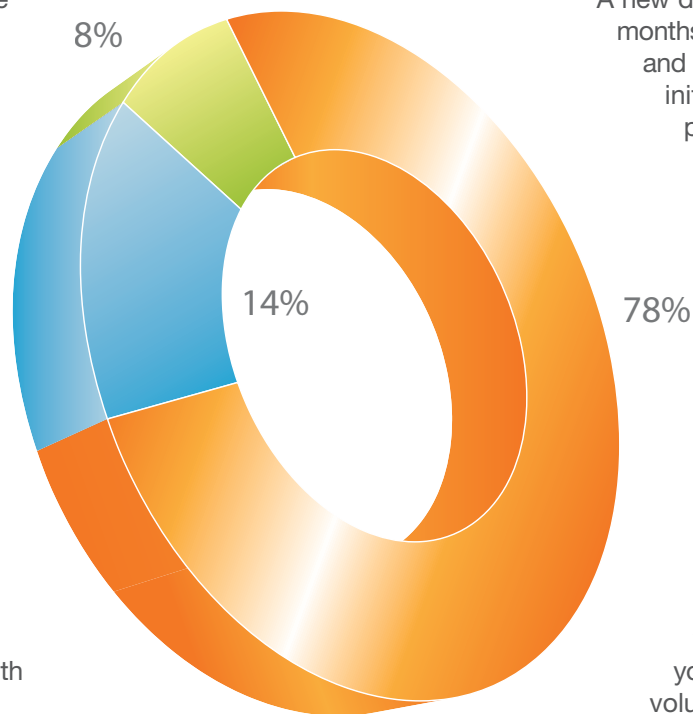
those with alcohol dependency also progressed through detox during the same period.

78% have had a positive move on (aftercare, rehab etc) compared with a 14% unplanned departure rate (the rest are still engaged in treatment). 70% of those coming onto the preparation stage of the programme make it through detox. The 1st stage aftercare has seen an unplanned departure rate of less than 50% and the Aftercare move on house has seen a successful move on rate of 75%.

The area that we are most proud of as a team is the feedback from the Residents. They have been instrumental in developing the programme and always full of praise for the team, this was evidenced in their recent feedback to the WAG representatives in the Thematic Review undertaken by the Health Inspectorate Wales.

During the last 12 months the programme has really seen the benefit of the Skills Development Programme and the Residents are engaging in a wide range of activity based opportunities. The majority of Residents engage in volunteer

opportunities in the kitchen and working alongside the maintenance and ancillary staff. This promotion of meaningful activity has had a real impact on the rate of unplanned



departures from the preparation stage of the programme.

The preparation stage can see residents struggle with filling time and

the opportunity to volunteer not only fills the void left by achieving stabilisation and abstinence but also builds esteem and self worth within the process of integration thus reducing isolation, which is a contributory factor in poor emotional well-being.

A new development during the last 12 months has been the development and roll out of the Bridging the Gap initiative - this allows the programme to maintain the motivation of those potential residents on the waiting list and offer an insight into treatment for those considering treatment. It also offers an opportunity for rapid assessment meeting the WAG KPI of 10 days between assessment to treatment.

I would like to take this opportunity to thank Newlink for enabling us to take on such skilled volunteers. A massive thank you needs to be given to the volunteers who have been instrumental in the service progression and delivery this year. The dedication shown by our volunteers has been a humbling experience for all those staff lucky enough to work alongside them - **thank you so much.**

**Lee Ball**

**Bridge Programme 2008/09**

- Positive move-on ■
- Unplanned ■
- Still engaged in treatment ■

# 10 skills development

Tŷ Gobaith strives to be a resettlement centre that encourages and supports homeless and vulnerable adults through a range of services, activities and accommodation projects. The aim of the Skills Development Programme is to provide individuals access to learning, training and employment and to develop supportive relationships and lead fulfilling lives.

The main emphasis of the programme is to promote independence and the ability to participate fully in the life of their community.

In September 2008 Get Skilled was launched, which is an accredited in-house learning and training initiative at Tŷ Gobaith. The scheme offers residents the opportunity to gain Profile of Achievement, a City and Guilds accredited award. Profile of Achievement is an award that helps establish a pathway for residents enabling them to acquire the skills needed to progress towards independent living and community integration. Since launching the

programme over 30 Residents have enrolled and over half have either completed or continue to work towards the award. Resident's input has been invaluable to the programme and their ideas and participation helped turn the concept into reality. The delivery of the programme would have not been possible without the commitment and hard work of the Skills Development Team and I would like to take this opportunity to acknowledge and thank them for all their efforts and input into the programme.

“As a Skills Development Tutor I have had the privilege to work alongside the Skills Development Team and the residents at Tŷ Gobaith, to develop and implement an exciting new personal development programme called Get Skilled. Through residents involvement in the Get Skilled Programme I have witnessed an increase in their confidence, self awareness and self esteem. Individuals have been able to explore their own values and beliefs while working towards achievable and meaningful outcomes. The programme helps participants to raise their personal understanding and awareness of interpersonal

relations. I have seen individuals become creative and critical thinkers; being able to identify their own barriers and issues then reflect on and overcome these and work towards their identified goals. Through the confidence gained by working towards accredited certificates, awards and taking part in various activities and volunteering opportunities I have seen individuals grow more independent and build a foundation of skills/knowledge that enables them to make positive steps forward in their lives”.

**Craig Davies** (Skills Development Tutor)

Tŷ Gobaith's in-house volunteering scheme helps homeless and vulnerable people to build their self-confidence, develop new skills and make their way back into the workforce. Participants can volunteer within the catering and maintenance department at the centre. Placements offer individuals to develop communication, problem solving, and teamwork and time management skills. During their placements, volunteers are given a full induction and ongoing support from committed and enthusiastic staff. Volunteers record their learning and also have the chance to undertake supervision to reflect what they have learnt and what they want to achieve from the scheme. A number of residents have progressed into further training and are now working as volunteers in the community or working towards qualifications at a local college. The volunteer scheme has become integral to the centre and has had a positive impact on many resident's lives helping them to be resettled in the community with bright futures ahead.

“When I signed up for Get Skilled I was on the Bridge Programme and wanted to do something useful with my time and the activities they were running looked fun. I have tried new things and learnt new skills. I have had a go at pottery and quad biking. I joined a team building day and built a raft with other residents and staff.

*At the moment I am working towards the Profile of Achievement award and as part of the award I have been volunteering in the kitchen alongside staff. I am really enjoying the experience. I also wanted to find employment but was worried about having no recent experience and how I would deal with working with people. I feel the volunteering has really helped me not only have I regained confidence but I have developed new skills like time management and I am now interested in becoming a chef and hope to enrol in a catering course at the local college. I am currently working towards ECDL as part of the Learn Direct provision at Tŷ Gobaith, by improving my computer skills I feel I have more chance at finding employment. The staff have been really supportive, Nicki also gives me encouragement and that extra support at times when I have lacked motivation and the kitchen staff take the time to teach me and support me, it's never a chore and it has made me feel very valued”.*

**Donna Callaghan**

*(Resident and volunteer)*



# 11 staff & resident feedback

Since I have been at Tŷ Gobaith I have tried to use my time constructively and am grateful for the opportunities offered by the Skills Development Team. I took part in the Business in the Community scheme 'Ready For Work' and obtained a work placement with Marks & Spencer's.

"I have really enjoyed working with residents on the Get Skilled Programme. I find it so rewarding to observe their personal growth in terms of increased confidence, self-awareness and social skills. Residents who choose to complete their Profile of Achievement show a real commitment to learning and often surprise themselves with what they can achieve. I have seen hidden talents such as acting, singing, painting, cookery and D.I.Y skills emerge in residents with whom I have worked. A few previously unknown skills have also been developed through the varied opportunities offered by the Get Skilled Programme".

**Nicola Walthorne** (Skills Development Tutor)

The ability to use a computer is an essential skill needed for much study and work. But for people who have been homeless or isolated from society, this may not be something they have had the opportunity to learn. Tŷ Gobaith is working in partnership with Bridgend College and have established a Learn Direct provision within the centre. Residents can now access a range of I.T courses from basic to advanced. Learn Direct at the centre helps people to overcome their fear of IT, and become competent using computer technology. It develops people's self-confidence and independent living skills and will make further training and work opportunities more accessible.

"During my time at Tŷ Gobaith I have taken part in quizzes and have visited Cardiff Castle as part of group. I am a carpenter by trade but due to health reasons I can't return to that line of work. I had never had the need to learn computers but it was something I wanted to try. Craig who is one of the Skills Development Team told me about the computer suite and I attended an I.T workshop. Before attending the workshop I had never turned a computer on. I have now just finished my first Learn Direct computer course and I'm about to start my next qualification. Danny the tutor from Bridgend college has been really helpful, when he is not at the centre he has provided full support online. I am really enjoying the

experience and after achieving my first I feel motivated and much more confident. Now I know how to operate computers I think I have a better chance at finding suitable employment".

**Paul Cole** (Resident and Learn Direct candidate)

Our resident monthly newsletter 'Shout' is entirely resident led. The purpose of the newsletter is firstly to give residents a voice to express their personal experiences, advice, views and opinions and also to allow them to develop their creative skills. The newsletter is also an effective medium for advertising social and learning activities, resident's feedback, their experiences and

involvement in those events, thereby encouraging others to participate. The newsletter will also be used as a medium to communicate resident participation feedback.

Once again staff and residents delivered an outstanding performance of the Wizard of Oz, for the annual Christmas play. Weeks of hard work and commitment from everyone made the night a success. We feel events such as this bring residents and staff together motivating one and another and working as a team.

Tŷ Gobaith continues to work in partnership with voluntary organisations and local learning provisions. We recognise our limits and fully utilise relevant community services to ensure residents have a number of choices when accessing training or work towards their personal goals. Residents are signposted and often accompanied to such services for that extra support. A number of residents have enrolled into Coleg Glan Hafren and completed short courses at a number of Cardiff Enterprise centres. I would like to give a special thanks to the Amelia Trust Farm who have welcomed us and given staff and residents the opportunity to volunteer, enjoy nature and learn about conservation.

The Skills Development Team continues to seek new and innovative ideas in which to engage residents and make their experience at Tŷ Gobaith meaningful and fulfilling. The programme aims to develop the City and Guilds provision by offering NVQ's in Catering and Customer Service, which will give added value to the existing in-house volunteer scheme and the forthcoming Social Enterprise project. We endeavour to expand the accredited training and introduce tailor made OCN awards and increase work placements thereby increasing positive resettlements and helping secure sustainable futures. I feel the Skills Development Team has made vast achievements over the last twelve months and remain passionate and motivated to enable residents to reach their potential and personal goals. Tŷ Gobaith received The Salvation Army Activity and Training Hostel Plus award 2009, which was a magnificent achievement. I would like to take this opportunity to express how proud I am to have worked with the Skills Development Team and thank them for all their passion, enthusiasm and hard work.

**Kate Morgan** (Skills Development Manager)



*Since I have been at Tŷ Gobaith I have tried to use my time constructively and am grateful for the opportunities offered by the Skills Development Team. I took part in the Business in the Community scheme 'Ready For Work' and obtained a work placement with Marks and Spencer's. This enabled me to gain valuable work experience in a new area. Through the Skills Development Programme I visited Volunteer Community Service in Cardiff and was informed about local volunteer opportunities. I have applied to two organisations since the visit and intend to take up an offer when it is available. Similarly, through the Skills Development Programme, I attended a consultation group meeting to discuss the possibility of offering learn direct courses at Tŷ Gobaith. This was a very positive experience and has resulted in Learn Direct courses now being run at the centre. I have now taken up the opportunity offered by this development and am taking a Learn Direct course in I.T for work (maintenance). This has the potential to lead to an NVQ. All these activities I feel have improved my skills and my confidence and my employability.*

**Nick Stannard**

(Resident and Learn Direct candidate)



# 12 admin team report

Tÿ Gobaith has many goal-driven targets and ensuring the success of these means cohesion between all departments. Promoting this cohesion and lubricating communication channels is the Administration Department which collaborates with all Tÿ Gobaith staff. The Administration Team is the main hub of Tÿ Gobaith and the area of highest traffic therefore strong communication and organisation is imperative and is one goal that admin aims to achieve.

Making all Residents feel comfortable by fulfilling their basic needs is a necessity at Tÿ Gobaith. Generating a positive first impression aids in the process of integrating the Resident into the hostel and this can only be achieved by polite, knowledgeable and calming staff mostly being individuals from administration and reception. Not only do the Administration Team undertake admin duties but they act outside of their job roles to welcome all individuals and make them feel at home. Thanks to the composure of our current administration staff we can highlight

the excellent working relationship they have with all Residents.

Continual improvement of Tÿ Gobaith is never overlooked and like other departments, administration thrives on new skills and strategies which ensure the long term success of our project. All staff members are keen to undertake training and further develop their skills and thanks to the superb support systems put in place at Tÿ Gobaith they are all encouraged to participate in training opportunities.

Through this insight our staff members grow in confidence and the key beneficiaries are the Residents. Most recently staff members have discovered new knowledge on sharps, drug issues, alcohol dependency, housing benefit information, fire safety and first aid. This ongoing thirst for knowledge allows our team members to gain an insight into the emotions, psychological well-being and social stereotypes placed upon our residents thus understanding the most effective way to communicate with all individuals welcomed through our doors. However, unlike other

departments we must be highly versatile and our main objectives are to fulfill the needs of Residents and staff.

Successfully processing Housing Benefits is imperative as Tÿ Gobaith is an organisation that can only operate through the support of outside organisations. Therefore processing this paperwork must be done quickly and precisely and within Council guidelines, if this is not achieved then The Salvation Army would suffer through misplacement of funds. Gaining Housing Benefit awards is our key objective as The

Salvation Army's budgets cannot maintain the basic needs of the Residents. The success rate within this area has continually improved and all financial write-off's are decreasing annually. The work and strategies put in place throughout the last few years has only improved the financial situation of Tŷ Gobaith and The Salvation Army and we can report that the Housing Benefit write-off's for 2008 were £3740 compared to those of 2007 which were £6356.

Achieving this success is down to hard work and consistent development undertaken by all members of the Administration Team. Not only do Residents benefit from this hard work but staff members are allowed to focus their efforts where needs be. All staff members within other departments can only achieve their goals by working closely with the administration team. Support and assistance is always on hand from the administration department and any queries are quickly resolved. Not only must the well being of Residents be upheld but the staff members are just as important. Meeting the needs and wants of the staff is another area where we aim to succeed and through logistical planning and continuous communication we fulfill the needs of our staff. Achieving this results in an excellent working environment and maintains everyone's overall well being.

This unity encompasses the ethos of the Salvation Army and the beliefs it operates under. Supporting each other and working together will generate success and is not only seen within the walls of Tŷ Gobaith. Like other departments the Administration Team has an extended network which stretches out to Councils and organisations that have the Salvation Army's best interest at heart. All of these results with Residents experiencing support catered for their own success. Seeing Residents successfully resettled is a highlight for all departments including administration as the repercussions of such an event boosts our confidence and makes working at Tŷ Gobaith all the more pleasurable.



# 13 ancillary annual review

The past year has once again proved both challenging and rewarding for the Catering and Cleaning department at Tŷ Gobaith. However, with the continued support of all the staff at the centre, we have achieved great things. The whole Catering Team has now received training in HACCP (Hazard and critical control points) and have been awarded certification in this area. The team are working well together in using this knowledge to further improve the service we offer.

The Catering Team have also received the continued support of the Residents who have been working as volunteers in the kitchen. This have further led to two Residents going to Coleg Glan Hafon to complete their NVQ Level 1 Award in Catering. They are making fantastic progress and will hopefully achieve their award in the next few weeks.

We wish them both. Another Resident has recently taken on a part-time position at a local restaurant, after participating in our volunteer scheme, and is doing really well.

We are now starting the New Year with a new enthusiastic team of volunteers and are all looking forward to the new challenges and rewards this brings.

Cookery classes have continued to help Residents develop their skills in the kitchen, as well as providing them with an important knowledge and understanding of health & safety. The classes have brought people together and encouraged them to socialize with other Residents. This has built on their self-confidence and provided the skills they need to be

able to move forward into the community. The Catering department has continued to receive positive feedback about the cooking classes and attendance is growing all the time.

'Master Chef' has arrived at Tŷ Gobaith this year with heats being held over a period of 6 consecutive weeks. The Residents who entered the competition produced some excellent dishes and judging the competition was much more difficult than anticipated. The final heat resulted Brian McCann being

crowned this years 'Master Chef' with his homemade meatballs in a rich tomato sauce.

After a sad farewell to Emmanuel we have recruited a new cleaner, Russell. Russell has joined us at a very busy time, but has proved to be a valued member of the team and an asset to Tŷ Gobaith.

The rest of the Cleaning Team have also been working hard and have received updated training in several areas including 'Sharps', fire safety and COSHH.

I have also gained a new qualification. The 'level 3' award in nutrition for healthier food & special diets'. This has given me the knowledge to implement training programmes in 'Nutrition' and 'Healthy Nosh for less Dosh' for all the Residents. This will hopefully encourage all to live healthier lives. This alongside the launch of 'Weigh to go', our new slimming and healthy eating group, will hopefully lead to a more healthy and happy Tŷ Gobaith in 2009.

**Sue Alsop** (Catering & Cleaning Manager)

### Maintenance Department

The refurbished Tŷ Gobaith was reopened in March of 2000 after comprehensive works had taken place, including, changing the whole layout of dormitories to single rooms for the Residents, and better offices for the staff.

Over the past 9 years Tŷ Gobaith has seen many changes and direction in the use of the facilities at Tŷ Gobaith. This has meant that the building has had a lot of use with a large turnover of Residents, and this brings with it natural wear and tear to the fabric of the building. United Welsh Housing Association (UWHA), who are the landlords, have a responsibility to maintain the building; however, day to

day maintenance is the responsibility of our two Maintenance Workers. Residents are at the centre of our work here at Tŷ Gobaith and this includes their wellbeing. One of the roles of the Maintenance Team is to make sure that the whole of the building is maintained to a high standard so that the Resident feels that Tŷ Gobaith is homely and not just a hostel. This includes Residents being able to paint their own rooms, with supervision from the maintenance staff.

Tŷ Gobaith is proactive in helping Residents prepare for living in their own accommodation, and to this end the Maintenance Team teach and train Residents in maintaining property, by carrying out painting and doing small repair works, such as plastering, plumbing around the Centre.

The Maintenance Team not only fulfil the role of maintaining Tŷ Gobaith but also have the responsibility of looking after the maintenance of our two community houses located in Cardiff. One of the houses had to be refurbished throughout, and this was completed on time and within budget. The house was then handed over to the Bridge Programme.

Tŷ Gobaith has a number of offices which need continued maintenance and there are always the Health and Safety aspects of the role. This includes PAT testing, repairs to office

equipment and making sure that the staff have a good environment in which to work.

Over the past year we have set-up a rolling Maintenance Programme which encompasses the whole of the building so that Tŷ Gobaith is kept to the highest standard so that all Residents, visitors and staff benefit.





Tŷ Gobaith Social Services Centre  
Bute Street  
Cardiff CF10 5TY

The Salvation Army Social Services United Kingdom Territory  
William Booth – Founder General – John Larsson

Registered Charity No. 215174 and in Scotland SC037691