

Contents

About Relate Cymru.....	1
Background and introduction.....	1
Key milestones and achievements to date.....	2
Range of services and activity.....	2
Relationships – national trends, costs and evidence base for intervention.....	3
Strategic context.....	4
Planned activity and outcomes 2012–15:.....	4
1. Service provision and development.....	4
Summary snapshot.....	4
Relationship counselling.....	5
Training and education.....	6
Family mediation.....	7
Child contact.....	8
Domestic violence intervention.....	9
Income generation.....	10
2. Corporate and infrastructure development.....	12
3. Quality assurance.....	13
4. Promotion and raising awareness.....	14

About Relate Cymru

Relate Cymru is a national charity specialising in relationship support for individuals, couples and families. Our vision is of a future in which healthy relationships form the heart of a thriving society in Wales.

Our aims are to enable people to engage in positive relationships for the benefit of themselves, their family and society by:

- Supporting individuals, their partners and families to make relationships work better;
- Delivering inclusive, high quality services that are relevant at every stage of life;
- Helping the public and policymakers understand what makes relationships flourish and why this is important for adults and the children and young people who live with them.

To achieve our aims we seek to:

- Enhance the health and wellbeing of adults and children by the promotion and provision of relationship support to improve the quality and resilience of couple, parental and family relationships and limit the damage caused by relationship breakdown.
- Extend the availability of relationship services in order to enable equitable access, particularly to those affected by ill health, disability, rurality, poverty or disadvantage.
- Deliver services in people's language of choice, with cultural sensitivity and without discrimination.
- Increase awareness of the benefits of secure relationships and family life among the public and professionals and influence policy makers and commissioners.
- Promote and disseminate research into relationships.
- Ensure that Relate Cymru is sustainable, effective and continuously improving.

Background and introduction

Relate Cymru was incorporated in 2002 as the first step to establishing one single all Wales Relate organisation. This progressed further in 2005 when the trustees of Relate Mid and West Wales agreed to wind up their operations and become part of the new charity. Prior to this and for many years Relate had a presence throughout Wales with an especially strong organisation in north Wales, which itself evolved and grew out of mergers of several charities. Relate provision and presence in other parts of Wales experienced considerable pressures and constraints related to funding resulting in several closing down with some being taken over by Relate Cymru, and the establishment of a network of independent counsellors licensed by Relate to operate in those parts of Wales not covered by a centre.

In 2006 Relate Cymru was successful in its grant application to the Welsh Assembly Government for two years, and in 2008 for three years enabling Relate Cymru to develop and implement a plan to realise the goal of establishing Relate Cymru as an all Wales organisation.

Relate Cymru is now established as a single all Wales entity following merger with Relate North Wales in April 2010, the only independent remaining Relate in Wales. It is a growing organisation building on the skills and expertise of its experienced staff, counsellors, practitioners and trustees. Relate Cymru now enjoys a higher profile based on its track record of delivering high quality services and increased awareness of our work and the importance of the contribution we make to key strategic and policy drivers.

We are acutely aware of the current economic climate and austerity faced both by our clients and our funders. This poses a significant challenge to a relatively new organisation with big ambitions and aspirations to making a difference to the quality of people's personal and social relationships and therefore their lives. As a new organisation we have energy, enthusiasm and a passion to succeed despite the current pressures and constraints, and are committed to achieving our goals and aspirations.

This plan sets out how over the next three years we intend to make a significant difference and improve the quality of people's lives by delivering around 34,000 interventions, benefiting 15,000 adults and 17,000 children and young people.

Key milestones and achievements to date

- Integration of Relate centres in Wales resulting in establishment of a single all Wales Relate Cymru following merger with Relate North Wales April 2010.
- Expansion of services into new areas through local provision and delivery.
- Capacity building and diversification of services through increased staff recruitment and training resulting in increased levels of availability and delivery across more areas of work including family counselling, parenting information programmes, and training and education programmes for the public and professionals.
- Increased income from a diverse range of sources including Welsh Government, local authorities, local health boards, community safety partnerships, client charges and contributions, training organisations, support groups, town and community councils, and the Big Lottery Fund.
- Increased profile and influence in Wales through engagement with the media, responses to consultations, access to Welsh Government Ministers, Assembly Members and officials, and participation in a wide range of forums and networks.
- Establishment of significant partnership with Macmillan Cancer Support in respect of specialist relationship counselling and support for those affected by cancer (patients and carers).
- Increased work volume, now benefitting 4,000 adults and 5,000 children and young people each year.

Range of services and activity

Relationship counselling and therapy is our core service operating across Wales and includes adult relationship counselling, family counselling, young people's counselling, relationship counselling for those affected by cancer (partnership with Macmillan Cancer Support), psychosexual therapy and telephone counselling.

This is supported by our expanding **training, education and awareness raising** service which provides training courses to professionals and the public, including parenting information programmes delivered under contract with CAF/CASS Cymru.

Family Mediation is available across north Wales for separating couples dealing with disputes relating to children, property and/or finance. We have a contract with the Legal Services Commission to provide publicly funded mediation and the service is also available to fee-paying clients.

Child Contact services comprise a supervised service run on a peripatetic basis across north Wales and supported centres in Wrexham, Rhyl, Llandudno, Bangor, Porthmadog, Holyhead and Aberystwyth.

Domestic violence intervention is provided via our Respect accredited domestic violence perpetrator programme and integrated partner support service, Choose2Change, currently funded for delivery in north Wales via the Big Lottery Fund and expanding to include work with young people at risk. Domestic abuse also comprises 15-20% of our counselling caseload and we provide brief intervention through the Bridging2Change and Bridging2Safety approaches which are part of our Responsive Model – this has received a British Association for Counselling and Psychotherapy (BACP) award for excellence.

In the first full year of operation following merger with Relate North Wales, Relate Cymru delivered almost 8,000 interventions benefitting around 3,500 adults and more than 4,500 children and young people:

- Over 6,500 counselling sessions were delivered to over 1,500 cases, benefitting over 2,100 adults and 3,100 children and young people.
- Training programmes were delivered to over 180 people benefitting more than 300 children and young people.
- Over 650 family mediation sessions were facilitated, benefitting more than 300 children and young people.
- Over 300 child contact cases were supported, benefitting more than 450 children and young people.
- Over 150 male perpetrator of domestic violence were worked with, with concurrent support provided to 180 female partners and safeguarding almost 400 children.

Projected activity for 2011-12 incorporates 10,000 interventions that will benefit more than 4,000 adults and 5,000 children and young people:

- Over 8,000 counselling sessions to be delivered benefitting over 3,000 adults and 4,000 children and young people.
- Training programmes to be delivered to over 180 people benefitting more than 300 children and young people.
- Over 650 family mediation sessions to be facilitated, benefitting more than 300 children and young people.
- Over 300 child contact cases were supported, benefitting more than 450 children and young people.
- Over 150 male perpetrator of domestic violence were worked with, with concurrent support provided to 180 female partners and safeguarding almost 400 children.

Relationships – national trends, costs and evidence base for intervention

National trends in respect of relationships include the following:

- Fewer people are getting married and are doing so later;
- 45% of marriages are ending in divorce;
- Cohabitation is the fastest growing family formation (with 44% of children born outside marriage in 2006) and carries greater risk of breakdown than marriage;
- The number of blended families is growing;
- We are experiencing loneliness, lack of intimacy, poor work / life balance and financial worries.

The UK has the highest levels of lone parenting and family breakdown in the developed world and the annual cost of relationship breakdown is currently estimated at £24 billion – indicative of £1 billion in Wales. The annual cost of domestic violence and abuse is estimated at £15 billion – indicative of £0.75 billion in Wales. Private and public law applications to the courts are increasing, affecting over 150,000 children per year and with delays in the system resulting in cases on average taking more than a year.

Our work is based on evidence which demonstrates a strong correlation between healthy personal relationships and better outcomes for adult health and child development:

- Lone parent families are two times more likely to live in poverty than two parent families.
- Women who remain the main carers of children after separation are 40% more likely to enter into poverty after separation, and particularly women in cohabiting relationships which break down.
- There is an unequivocal association between couple relationship breakdown and adult mental and physical ill-health.
- Adults in healthy relationships live longer, report fewer health problems, and use health services less.
- There are strong associations between couple relationship breakdown and poor child outcomes including poverty, physical and psychological ill health, lower educational achievement, substance misuse, behavioural problems, which for some children extend into social and economic disadvantage later in life.

Contributory factors to relationship breakdown include poor attachment, life changes / trauma, birth of a child, illness / disability, affairs, changes to employment / financial circumstances, bereavement, violence / conflict – combined with communication difficulties, difficulties in resolving problems, and lack of intimacy. Evidence shows that intervention at key points can prevent conflict and relationship breakdown and that intervention post separation / breakdown can minimise the harm to adults and children.

Some sources of evidence include:

When Couples Part: Understanding the Consequences for Adults and Children, One Plus One 2009.

Impact of Family Breakdown on Children's Well-Being, Thomas Coram Research Unit 2009.

Understanding the Needs of Adults (particularly parents) Regarding Relationship Support, Family and Parenting Institute with Newcastle University 2010.

The Way We Are Now, Relate with Talk Talk 2010.

Breakdown Britain, Centre for Social Justice Policy Group 2006.

Strategic context

Relate Cymru has identified four strategic goals to focus our development and to ensure achievement of our objectives as outlined on page one:

1. Service provision: To develop and increase the number, location and range of relationship support services.
2. Corporate and infrastructure development: To ensure ongoing corporate development and management of internal resources and to develop and ensure a sustainable infrastructure.
3. Quality assurance: To ensure continuous improvement and quality assurance.
4. Promotion and raising awareness: To raise awareness of and promote Relate Cymru among the public and professionals, and exercise influence among policy makers and commissioners.

This plan sets out our planned activity within each of these areas over the next three years. It has been put together taking account of the trends and evidence base outlined on page three, and the plans and priorities of the Welsh Government, particularly the Child Poverty Strategy for Wales and the Families First agenda. Our service provision will contribute directly to the achievement of the following Welsh Government objectives:

- Supporting Families – particularly those in poverty: To offer support to families who are primarily affected by poverty with a focus on early intervention and preventative measures.
- National advisory services for children in Wales (including those suffering from discrimination): To provide advice, guidance or counselling services to support disadvantaged children with an emphasis on early intervention and prevention.
- Child protection: Working to safeguard children and protect those who are suffering or at risk of suffering significant harm as a result of abuse or neglect.

Planned activity and outcomes 2012-15

Service provision and development

Summary snapshot of service activity targets

Service:	Number of interventions:	Beneficiaries:
Relationship counselling	27,300	8,736 adults 11,930 children / young people
Training and education	1,740	1,740 adults 1,344 children / young people
Family mediation	3,060	1,836 adults 1,224 children / young people
Child contact	1,200	1,200 adults 1,440 children / young people
Domestic violence intervention	600	1,200 adults 1,080 children / young people

Totals:

33,900 interventions

14,712 adult beneficiaries

17,018 children / young people beneficiaries

Relationship counselling

Relationship counselling will be provided for individuals, couples and families, with provision and access being extended. We anticipate continuous growth, albeit in the context of challenges posed by the economic climate affecting private and public sectors as well as the personal financial circumstances of individual clients.

Targets:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Counselling interventions delivered	2,000	2,050	2,100	2,150	2,200	2,250	2,300	2,350	2,400	2,450	2,500	2,550
New cases supported (total)	400	410	420	430	440	450	460	470	480	490	500	510
New cases involving support to families	50	55	60	65	70	75	80	85	95	100	105	110
New cases involving support in respect of domestic abuse	60	62	64	66	68	70	72	74	76	78	80	82
New cases involving support to those affected by cancer	90	100	110	120	130	140	150	150	150	150	150	150
Children and young people benefitting	825	855	885	915	945	975	1,005	1,035	1,070	1,105	1,140	1,175

Outcomes:

- Improved communication and respect with families;
- Improved relationship and parenting skills;
- Increased resilience within families;
- Better quality of family life;
- Cessation / reduction of domestic violence making families safer;
- Prevention or minimised negative impact of relationship breakdown;
- Improved relationship awareness, confidence and skills for adults and young people;
- Improved outcomes for children and young people arising from secure family relationships.

Supporting Welsh Government objectives:

- Supporting Families – particularly those in poverty: To offer support to families who are primarily affected by poverty with a focus on early intervention and preventative measures.
- National advisory services for children in Wales (including those suffering from discrimination): To provide advice, guidance or counselling services to support disadvantaged children with an emphasis on early intervention and prevention.
- Child protection: Working to safeguard children and protect those who are suffering or at risk of suffering significant harm as a result of abuse or neglect.

Training and education

Training and education will be provided, including parenting information programmes for separated parents, and with development to increase the diversity, range and spread of service delivery.

Targets:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Separated parents participating in information programme	40	40	40	40	45	45	45	45	50	50	50	50
Clients participating in range of other courses	50	60	70	80	85	95	105	115	120	130	140	150
Children and young people benefitting	68	76	84	92	100	108	116	124	132	140	148	156

Outcomes:

- Improved communication and respect within families;
- Improved relationship and parenting skills;
- Increased resilience within families;
- Better quality of family life;
- Prevention or minimised negative impact of relationship breakdown;
- Reduced conflict between separated parents;
- Separated parents supported to share parental responsibility;
- Children maintain contact with non resident parent;
- Improved relationship awareness, confidence and skills for adults and young people;
- Improved outcomes for children and young people arising from secure family relationships.

Supporting Welsh Government objectives:

- Supporting Families – particularly those in poverty: To offer support to families who are primarily affected by poverty with a focus on early intervention and preventative measures.
- National advisory services for children in Wales (including those suffering from discrimination): To provide advice, guidance or counselling services to support disadvantaged children with an emphasis on early intervention and prevention.

Family mediation

Family mediation will be provided to facilitate agreement on a range of issues including child contact for separated families in dispute. Subject to the impact of the Family Justice Review, we anticipate growth in the medium to long term. It is anticipated that the review will seek to minimise court involvement and will favour alternative dispute resolution processes such as mediation. However, it is not clear how this will be financed, particularly in the context of the driver to cut the cost of legal aid.

Targets:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Family mediation sessions facilitated	200	210	220	230	240	250	260	270	280	290	300	310
Family mediation cases supported	60	63	66	69	72	75	78	81	84	87	90	93
Agreements established (percentage of cases closed)	75	75	75	75	75	75	75	75	75	75	75	75
Children and young people benefitting	80	84	88	92	96	100	104	108	112	116	120	124

Outcomes:

- Minimised negative impact of relationship breakdown;
- Reduced conflict between separated parents;
- Separated parents supported to share parental responsibility;
- Children maintain contact with non resident parents;
- Improved outcomes for children and young people arising from secure family relationships.

Supporting Welsh Government objectives:

- Supporting Families – particularly those in poverty: To offer support to families who are primarily affected by poverty with a focus on early intervention and preventative measures.
- National advisory services for children in Wales (including those suffering from discrimination): To provide advice, guidance or counselling services to support disadvantaged children with an emphasis on early intervention and prevention.
- Child protection: Working to safeguard children and protect those who are suffering or at risk of suffering significant harm as a result of abuse or neglect.

Child contact

Supervised and supported contact will be facilitated between children and non resident parents / family members including where risk of harm has been identified. Despite increasing demand funding has been at a standstill for several years. Growth is not anticipated unless the Family Justice Review leads to increased funding overall, or redirected funding for supported contact.

Targets:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Contact cases supported	100	100	100	100	100	100	100	100	100	100	100	100
Children and young people benefitting	120	120	120	120	120	120	120	120	120	120	120	120

Outcomes:

- Reduced conflict between separated parents;
- Separated parents supported to share parental responsibility;
- Children maintain contact with non resident parents.

Supporting Welsh Government objectives:

- Supporting Families – particularly those in poverty: To offer support to families who are primarily affected by poverty with a focus on early intervention and preventative measures.
- Child protection: Working to safeguard children and protect those who are suffering or at risk of suffering significant harm as a result of abuse or neglect.

Domestic violence intervention

Through Choose2Change, our domestic violence perpetrator programme and integrated partner support service, domestic violence intervention will be provided to prevent abuse and to safeguard women and children. Work with young people at risk will be developed.

Targets:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Perpetrators of domestic abuse worked with	50	50	50	50	50	50	50	50	50	50	50	50
Partners supported	50	50	50	50	50	50	50	50	50	50	50	50
Children and young people benefitting	90	90	90	90	90	90	90	90	90	90	90	90

Outcomes:

- Improved communication and respect within families;
- Improved relationship and parenting skills;
- Better quality of family life;
- Cessation / reduction of domestic violence making families safer;
- Improved relationship awareness, confidence and skills for adults and young people;
- Improved outcomes for children and young people arising from secure family relationships.

Supporting Welsh Government objectives:

- Supporting Families – particularly those in poverty: To offer support to families who are primarily affected by poverty with a focus on early intervention and preventative measures.
- Child protection: Working to safeguard children and protect those who are suffering or at risk of suffering significant harm as a result of abuse or neglect.

Income generation

Relate Cymru assists people from all income groups and more than 50% of our clients belong to vulnerable or low income families. Where full grant funding is in place, services will be provided free at the point of delivery and where a contribution is required from the client this will usually take the form of an affordable voluntary donation. If it is necessary to charge clients to cover the cost of service delivery, provision will always be made for those who cannot pay.

To support our service provision, Relate Cymru has developed a strong and diverse funding base, having contracts in place with government agencies / public bodies, and securing grant funding and donations from Welsh Government, private companies, Macmillan Cancer Support, the Big Lottery Fund, charitable trusts and foundations and through community fundraising. We will work over the next three years to maximise our funding from existing sources, building in particular on links with local authorities and health boards and working to engage more corporate partners. We are also engaging with the Family Justice Service review and working to ensure that we are well placed to make the most of any opportunities that result from this. Alongside this we will continue to work wherever appropriate to secure funding for services on a full cost recovery basis.

Targets:	2012-13	2013-14	2014-15
Identify gaps / weaknesses in service provision to meet client need and prioritise for funding applications	Submit applications to charitable trusts	As per 2012, subject to outcomes in 2012	As previous years
	Make case and submit proposals to Welsh Government in line with strategic priorities	As per 2012, subject to outcomes in 2012	As previous years
Identify gaps / weaknesses in organisational infrastructure / capacity and prioritise for funding applications	Submit applications to charitable trusts	As per 2012, subject to outcomes in 2012	As previous years
			Make case and submit proposals to Welsh Government in line with strategic priorities
Develop / expand opportunities for spot purchasing arrangements by commissioners	Negotiate spot purchasing agreement with new commissioners	As per 2012, subject to outcomes in 2012	As previous years

Develop / expand links with local health boards, local authorities, and partnerships in respect of grants and proposals for services

Expand partnership with Macmillan Cancer Support to ensure pan Wales coverage

As per 2012, subject to outcomes in 2012

As previous years

Negotiate agreements with bodies with which no agreement exists

As per 2012, subject to outcomes in 2012

As previous years

Apply to town and community councils for funding / donations

Annual fundraising campaign in October

As 2012

As previous years

Review client generated income, gift aid and level of subsidy where applicable to inform charging / contribution policies and scales

Annual review and action in July

As 2012

As previous years

Review service costs to identify what savings and reductions can be made and where these can be reinvested in service delivery

Annual review and action in July

As 2012

As previous years

Corporate and infrastructure development

Relate Cymru is governed by a board of trustees and has a senior management team comprising chief executive, area manager for north Wales and service manager for mid, west, east and south Wales. The senior managers oversee services and a staff body comprising a finance officer and core business support / administrators, service administrators and coordinators, and teams of specialist practitioners.

Following merger with Relate North Wales in April 2010 and the creation of the all Wales Relate Cymru, work is ongoing to strengthen and develop the workforce and our infrastructure systems. A consultant is currently engaged to further inform this work.

Targets:	2012-13	2013-14	2014-15
Develop organisational infrastructure as informed by work of consultant	Plan currently being development		
Undertake HR benchmarking exercise, make recommendations accordingly and implement agreed actions	Recommendations by end March 2013	Implement agreed action	
Review accommodation and estates, identify and implement agreed actions	Review by end March 2013	Implement agreed action	
Review implications of pension changes, identify and implement agreed actions	Review by end March 2013	Implement agreed action	
Submit applications for funding to Welsh Government for period post 2014	As per timescale and process to be confirmed		
Build capacity and grow core services across Wales through: <ul style="list-style-type: none"> Recruitment of new trainees Training existing staff in additional core skills Reviewing outreach regarding efficiency and efficacy of existing services, and gaps / weaknesses regarding all Wales coverage 	Subject to need / resources	As 2012	As previous years
	Review by end March 2013	Implement changes	Review by October 2014

Quality assurance

Work will continue to ensure quality and continual development, including the further application of PQASSO, our vehicle for assessment and improvement.

Targets:	2012-13	2013-14	2014-15
Maintain membership / affiliation with: <ul style="list-style-type: none"> • Relate • National Family Mediation • National Association of Child Contact Centres • Respect 	All are annual except Respect which is 3 yearly	Annual	Annual
Undertake annual review of policies/procedures, identify and implement agreed actions	As per annual timetable	As 2012	As previous years
Undertake annual review of risk, identify and implement agreed actions	Review December 2012, change implementation by April 2013	As 2012	As previous years
Undertake annual review of systems and sources of data collection, monitoring, and reporting, and identify and implement agreed changes	Review January 2013, change implementation by April 2013	As 2012	As previous years
Apply PQASSO levels 2 and 3 to identify further actions needed to secure continuous improvement to services	Confirm level 1 and develop level 2 plan by April 2013	Implement level 2 plan	Confirm level 2 plan and develop level 3 plan

Promotion and awareness raising

Work will continue to raise awareness of and promote Relate Cymru among the public and professionals, and to influence among policy makers and commissioners.

Targets:	2012-13	2013-14	2014-15
Maintain links with and actively contribute to:	Ongoing	Ongoing	Ongoing
<ul style="list-style-type: none"> • Domestic Abuse Forums • All Wales Attachment Network • Violence Against Women Action Group • All Wales Violence Against Women and Domestic Abuse Strategic Group (Welsh Government) • Wales Mediation Managers Group • Welsh Network of Child Contact Centres • Local partnerships and forums 			
Build and maintain relationships with new local partnerships and forums	x 2	x 2	x 2
Build and maintain links with new regional / national partnerships and forums	x 2	x 2	x 2
Build and maintain relationships with Welsh Government	Ongoing	Ongoing	Ongoing
Ensure press releases/media coverage and events	x 4	x 4	x 4
Respond to consultations	As appropriate	As appropriate	As appropriate