

Thrive Strategic Plan

2021 – 2026



Our ambitions for the next 5 years



Strategic intent

This document sets out our strategic intentions and ambitions over the next five years to ensure that our organisation is successful, viable and delivers results.

The context in which we operate remains challenging. Budget cuts, welfare reform and commissioning of services remain a real threat to our organisation. In addition the uncertainty of Brexit and the absence of a long term health, social and economic recovery plan from the coronavirus pandemic will create further unknown challenges which we must be prepared to face.

Demand for our services remains high and has significantly increased during 2020 as a result of the coronavirus pandemic. We envisage that this will continue to rise and our challenge is to ensure that we are appropriately resourced to provide high quality services to all those who need them.

In the development of this strategy one theme which came through strongly from all stakeholders was the need to focus on early intervention and prevention. We recognise that in order to prevent domestic abuse we must focus on holding perpetrators to account and support evidenced based interventions which change perpetrator behaviour and improve safety for victims.

Over the course of this plan we will begin a new journey as we develop services for male victims of abuse. We want to ensure that we can offer high quality gender responsive provision and therefore we are committed to developing male victim services in a collaborative and co-produced way. Our vision is that this service will be standalone in its own right under the Thrive Group structure. This will protect our core service offer to women and bring benefits to both service provisions.

Quality has, and always will be, our top priority and something which we will never compromise. We are committed to the development of new refuge provision, ensuring that it is accessible and that it delivers the high standards we expect for the people who use our services.

Creating a high quality organisation for our staff is also very important to us. We want to be an employer of choice – somewhere where people want to work because they feel valued and are achieving great things for themselves and others. We are committing to making some radical changes to our employment practices in order to create more certainty for our staff. At the same time we will challenge the status quo to the way in which funding is distributed and champion the need for longer term investment.

Our core service offer of residential, outreach and children and young people's support remains at the heart of what we do. But we are also keen to continue our investment in end to end support provision with a particular focus on providing opportunities for people to develop aspirations, reach their potential and thrive after adversity.

We recognise the value and benefits of being a locally based organisation that has a vested interest in our community. We are privileged to have strong connections with the people who use our services and the wider community. This connection is one of our strongest assets which is something we are keen to foster and promote over the next 5 years.

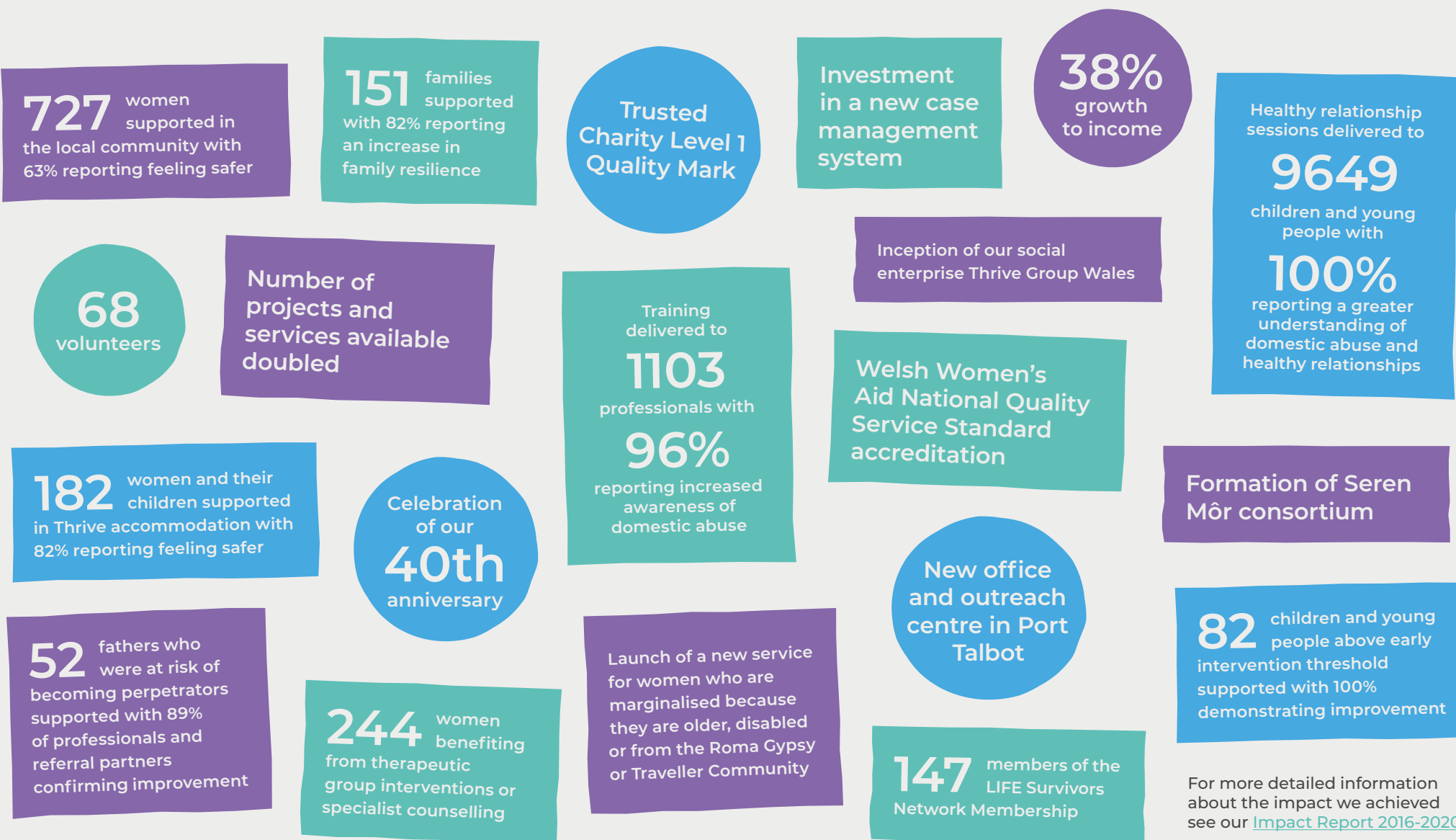
As an organisation we actively seek out new approaches and try new things in order to improve lives. Innovation will remain a strong focus and we will invest in efficient, effective and forward thinking ways. Diversification of income is high on the agenda and we will continue to support our social enterprise, Thrive Group Wales, in achieving its vision of creating a sustainable source of income for our work.





Key successes

Here are our key highlights of achievement looking back at our last strategic cycle (2016-2020)



For more detailed information about the impact we achieved see our [Impact Report 2016-2020](#)



Who we are

Our aim

To encourage, enable and empower, as we believe that, given the right resources, everyone has the strength and capability to achieve, no matter how hard their circumstances

Our vision

To create safer communities where everyone can live free from domestic abuse, violence against women and sexual violence.

Our mission

To provide high quality, innovative, end to end services which enable individuals and families to thrive.

Our values

Brave

We try new things to improve lives

Inspiring

We see potential in people and motivate change for the better

Inclusive

We are open, honest and include everyone

Purposeful

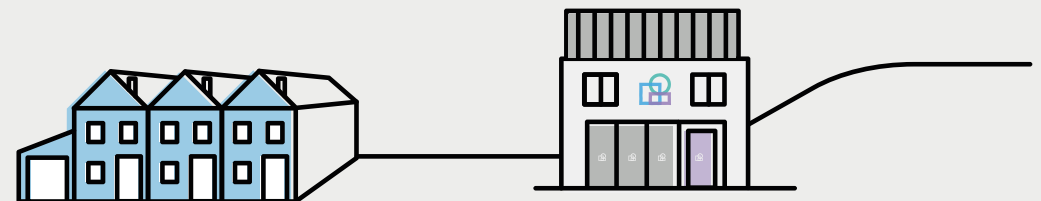
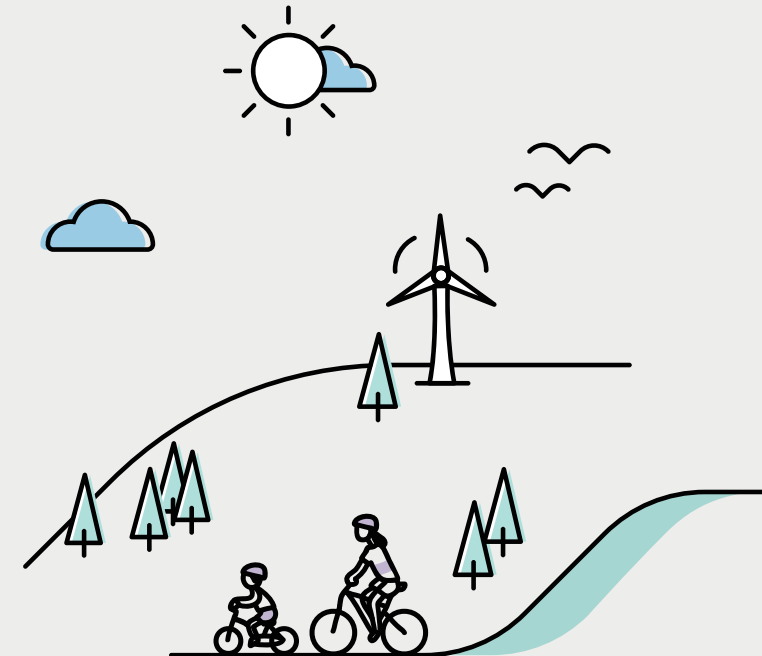
We are smart and proactive in achieving our goals together

Committed

We are dedicated to our work and to supporting our colleagues

Dependable

We provide a consistent, safe and trusted presence for the people we support





What and who informed our ambitions

Stakeholders

3 workshops held with 22 staff and Board members

20 staff survey responses

14 adult service users survey responses and 1 young person survey

15 stakeholders from the following organisations:



The impact of coronavirus and the imposed restrictions impacted on the development of the strategy and in particular our conversations with the people who use our services. At the start of each year we will commit to involving the people who use our services in reviewing and setting our strategic priorities.

Strategies

Our strategy priorities and objectives have been aligned to the following:

- Welsh Government National Strategy on Violence against Women, Domestic Abuse and Sexual Violence 2016 – 2021
- Neath Port Talbot Healthy Relationships for Stronger Communities Strategy 2020 – 2023
- South Wales Police and Crime Commissioners' Tackling Violence against Women and Girls Strategy 2019 – 2024
- South Wales Police and Crime Commissioner's Police and Crime Plan 2019 – 2023

Publications:

- The Wales Centre for Public Policy Report on Domestic Abuse Interventions in Wales (September 2020)
- The Auditor General for Wales Report on Progress in Implementing the VAWDASV Act (November 2019)
- A Blueprint for the Prevention of Violence against Women, Domestic Abuse and Sexual Violence in Wales, Welsh Women's Aid and Violence Prevention Unit (January 2020)
- Public Health Wales (2015) Wales Adverse Childhood Experiences (ACE) study

Legislation:

- Housing (Wales) Act 2014
- Well-Being of Future Generations (Wales) Act 2015
- Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
- Social Services and Well-being (Wales) Act 2014



Statistics

NEATH PORT TALBOT STATISTICS

Neath Port Talbot has an estimated population of 146,800ⁱ. 24 of the 42 electoral wards in Neath Port Talbot are classed as rural. Like much of Wales, the region has high levels deprivation, poverty and disadvantage. There are 14 areas in the county borough within the top 10% of the most deprived communities in Wales.

According to the 2011 Census Black Asian and Minority Ethnic people account for around 2.1% of the population. Neath Port Talbot has the third largest Gypsy and Traveller Community in Wales.

Ninety-five percent of the population identify as straight/heterosexual, 4% as lesbian, gay or bisexual, don't know or other.ⁱⁱ

There are an estimated 41,828 children and young people (0-25 years old). Neath Port Talbot has the highest rate (28%) of significant activity-limiting disability in all of England and Wales.ⁱⁱⁱ

As elsewhere, the Neath Port Talbot population is ageing: 25.4% of NPT's population is aged over 60, which is slightly more than the Welsh average.^{iv}

An estimated 2.3 million adults in England and Wales (1.6 million women and 757,000 men) aged 16 to 74 years experienced domestic

abuse in 2019/20^v and consistently shows those most at risk of domestic abuse are women^{vi}. Women more commonly experience repeat victimisation, greater severity of abuse and multiple types of abuse.

There was a 10% increase in the total number of domestic abuse-related offences recorded by the police in the year ending September 2020 (842,813 offences) compared to the previous year. Unlike some other offences, the number of domestic abuse-related offences has not decreased during the coronavirus (COVID-19) pandemic.^{vii}

In 2019 there were 17,389 domestic crimes reported in the South Wales Police area, which is by far the highest in Wales.

In England and Wales, it has been estimated that 5.7% of adults experienced domestic abuse in 2018-9^{viii}. On that basis, it is likely that there could be around 6,700 cases a year in the Neath Port Talbot area.

OUR STATISTICS

Adults

During 2019/20 Thrive received 362 referrals into adult services. 39% of these referrals were generated from South Wales Police PPNs, 27% were self-referrals, 5% came from Swansea Bay University Health Board, 14% came from Neath Port Talbot CBC including their housing, IDVA and social services teams and the remaining referrals came from other statutory and third sector services.

In 2019/20 we supported 432 women. Of those, 30% identified themselves as having a disability, with mental health being the most frequently cited.

The highest proportion of women were aged between 26 and 35 years. 3% of women supported were black, Asian or minority ethnic. 5% identified as LGBTQ+ and 2 transgender individuals were supported.

During the coronavirus pandemic the organisation saw a 42% increase in referrals into adult services.

Children and young people

During 2019/20 Thrive received 192 referrals for children and young people. 44 of the referrals came from Thrive adult services, 20% came from NPTCBC social services or Team around the Family, 8% came from Swansea Bay University Health Board and the remaining referrals came from other statutory and third sector services.

In 2019/20 we supported 123 children and young people. 84% of children supported were between the ages of 6 – 15.

58% were female and 52% were male. 6% considered themselves to have a disability, with learning disability as the most frequently cited.

During the coronavirus pandemic the organisation has seen a 35% decrease in referrals into children services.



Strategic priorities

We've set 4 key strategic priorities, creating a framework which outlines what we want to achieve, what difference this will make and how we will measure our success.



Early intervention and prevention

Our intention is to adopt and promote a public health, whole systems approach to preventing VAWDASV in order to generate lasting change in our community.



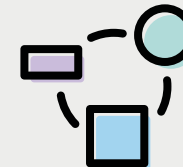
Inclusive services

Our intention is to continue to deliver high quality, trauma-informed and end to end services for those impacted by VAWDASV, and to grow these services ensuring they are inclusive for all.



Suitable accommodation

Our intention is to modernise, innovate and transform accommodation support services for individual and families fleeing domestic abuse.



Sustainable organisation

Our intention is to lead an effective, well governed and sustainable organisation which recognises and values our people.

Our underpinning themes which cut across all strategic priorities are:

Co-production **Partnership working** **Continuous improvement** **People at the heart**

Early intervention and prevention



Our intention is to adopt and promote a public health, whole systems approach to preventing VAWDASV in order to generate lasting change in our community.

In order to do this:

- **We will support evidenced-based interventions** which reliably deliver change in perpetrator behaviour and provide integrated support services ensuring that safety is paramount.
- **We will work with South Wales Police to develop** a coordinated approach that will shift focus to early intervention and prevention through improving police response and take up of specialist service provision at the earliest opportunity.
- **We will ensure our services are relevant for a younger generation**, enabling young people to recognise and reject unhealthy relationships and provide targeted interventions for young people who display violence and aggression.
- **We will support parents** to avoid performing and perpetuating harmful stereotyped gendered roles, practice safe and equitable relationships and role model positive behaviour as a means of preventing the onset or escalation of abuse.
- **We will commit to implementing a 'Change that Lasts' model** in Neath Port Talbot, working towards a whole systems approach to tackling VAWDASV.

Key milestones for delivery

Year	Achievements	Impacts	Measures
2021-22	External review of existing family intervention	Gain a better understanding of working with families in order to develop services.	Review paper
	Work with WWA to pilot Change that Lasts 'Ask me' model	A strong, more knowledgeable and resilient community response to VAWDASV is developed	Number of ambassadors recruited and trained Number of positive outcomes
2022-23	Services for children and young people are sustained	Children and young people supported to overcome their trauma experiences and thrive	Number of positive outcomes
	Develop services for young people who use violence and abuse in relationships	Young people will be more aware of and be able to practice safe and non-abusive relationships.	Number of positive outcomes
	Research into perpetrator interventions and best practice	Gain a better understanding of the outcomes and impacts of perpetrator interventions in order to inform our decision making	Research paper
	Partnership with South Wales Police	Positive changes to Police practice, enabling better outcomes for victims	Number of SWP referrals Number of positive outcomes
2023-24	Change that Lasts model fully funded and embedded	Fundamental changes to the way in which agencies and communities respond to VAWDASV producing change that lasts	Number of ambassadors recruited and trained Number of positive outcomes
	Family intervention model embedded	A multi-disciplined approach is used to seek positive behaviour change in perpetrators, or those displaying unhealthy relationship behaviours, at the same time as offering support to victims and their children.	Number of positive outcomes
2024-26	Pilot targeted and evidenced based prevention programme and embed learning into service development	The onset and escalation of domestic abuse is reduced and families are safer	Number of positive outcomes

Inclusive services



Our intention is to continue to deliver high quality, trauma-informed and end to end services for those impacted by VAWDASV, and to grow these services ensuring they are inclusive for all.

In order to do this:

- **We will develop and implement services** designed specifically to meet the needs of male victims of VAWDASV, valuing the importance of gender responsive service provision
- **We will sustain our work which specifically aims to address the support needs of women from marginalised groups** including older, disabled, BAME, and Romany and Gypsy traveller community; we will expand our service offer to proactively engage LGBTQ+ individuals.
- **We will adapt our service offer and work in partnership** to ensure we can effectively meet the needs of individuals with multiple needs including those with mental illness and substance misuse issues.
- **We will continually improve** in order to provide a high quality holistic package of support that consistently meets the needs for those experiencing domestic abuse, violence against women and sexual violence.
- **We will expand our reach** ensuring that services are accessible and reliable for harder to reach communities in rural areas of Neath Port Talbot.

Key milestones for delivery

Year	Achievements	Impacts	Measures
2021-22	Retain WWA National Quality Service Standard accreditation status	External recognition and verification of a specialist VAWDASV provider	Quality mark sustained
	Fund and pilot a domestic abuse service specifically designed for the needs of male victims	Male survivors will help design service provision which is gendered and catered directly for their needs	Number of positive outcomes
	Targeted recruitment strategy	Improve diversity amongst our Board and our staff	Equality and diversity data
2022-23	Effective partnerships with mental health and substances misuse agencies	Able to respond effectively to those presenting with multiple needs to offer a holistic service provision	Number of declined assessments Number of positive outcomes
	Continuation funding to expand and grow our work with marginalised women experiencing VAWADSV (EDGE Project)	Barriers to accessing support are overcome or reduced so that our reach is widened	Equality and diversity data Number of positive outcomes
2023-24	Appropriate service provision in rural and valley areas	Cultural and transport barriers to accessing support are overcome or reduced so that our reach is widened	Equality and diversity data Number of positive outcomes
	Embed crisis provision through achieving multi-year funding commitment	Women in the community can access service interventions that increase safety at critical points without waiting	Number of positive outcomes
2024-25	Continuation funding for LIFE project including counselling provision	Women will have access to specialist, trauma-focused therapy and other interventions to improve mental health, self-confidence, resilience and support networks	Number of positive outcomes
2025-26	Male victim provision is a standalone service under the Thrive Group structure	Male victims can access high quality provision catered to their needs which does not dilute the need for women's led provision	Number of positive outcomes

Suitable accommodation



Our intention is to modernise, innovate and transform accommodation support services for individual and families fleeing domestic abuse.

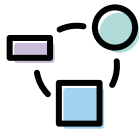
In order to do this:

- **We will seek support and funding** for the development of a new fit for purpose, disabled access refuge provision that is driven by the needs of the people who use our services.
- **We will pilot new innovative approaches** such as Housing First and Rapid Rehousing models to assess their suitability and adaptability to individuals and families impacted by VAWDASV.
- **We will develop a suite of psychologically informed accommodation** based interventions in order to expand our service offer to ensure that it is fully inclusive and caters for varying levels of need.

Key milestones for delivery

Year	Achievements	Impacts	Measures
2021-22	Funding for housing first and rapid re-housing pilot is sourced and implemented.	New innovative approaches are tested, ensuring that victims of domestic abuse have choice and certainty of tenure	Number of people accessing the pilot Number of positive outcomes Number of declined refuge assessments
	Ty Codi (dispersed accommodation pilot) is extended and evaluated	Individuals with multiple needs and those not suitable for communal refuge can be safely housed when fleeing domestic abuse	Number of people accessing the pilot Number of positive outcomes Number of declined refuge assessments
	Business Plan for new refuge accommodation	A delivery and finance model for new refuge accommodation is agreed, creating a pathway for implementation	Progress against Business Plan Successful finance/funding bids
2023-24	New refuge accommodation fully operational	High quality, fit for purpose refuge accommodation which has been shaped by victims of domestic abuse is available	Resident satisfaction Voids
2025-26	A suite of appropriate accommodation options is funded and available in Neath Port Talbot	Accommodation based support for individuals and families impacted by domestic abuse are inclusive and psychologically informed to meet varying needs	Resident satisfaction Voids Number of declined refuge assessments Number of positive outcomes

Sustainable organisation



Our intention is to lead an effective, well governed and sustainable organisation which recognises and values our people.

In order to do this:

- **We will build on the success of our social enterprise Thrive Group Wales**, offering support and guidance to ensure the business is viable, sustainable and profitable
- **We will expand on our commercial and enterprising activities** to further diversify our income streams and reduce our reliance on statutory funding
- **We will be an employer of choice**, where people feel valued and have the necessary skills to effectively meet the needs of the organisation now and in the future
- **We will launch a volunteering programme** to boost capacity in our organisation, develop the local community, and cultivate a pool of talent for our specialist sector
- **We will review the impact of our digital service offer** as a result of coronavirus and implement service changes where there are evidenced benefits to the people who use our services





Key milestones for delivery

Year	Achievements	Impacts	Measures
2021-22	Volunteering project proposal complete and funding sought	Gain a better understanding of the benefits of volunteering to the individual and to the organisation	Number of positive outcomes
	Revised Thrive Group Wales Business Plan	A clear trajectory towards business achievement and growth	Financial contribution
	Digital service evaluation	Gain a better understanding of the benefits and challenges of our digital service offer in order to make service improvements	Service user satisfaction Number of people supported
	Strategic Investment Plan	Making the best use of our liquid assets	Financial contribution
2022-23	People development plan	Staff feel valued and stay for longer and as a result our service offer improves	Staff retention Staff satisfaction
	Digital services embedded	Service interventions are efficient and effective; access to services is improved	Service user satisfaction Number of people engaging digitally Value for money
2023-25	Volunteering programme embedded	Capacity to deliver services will increase and local people will have skills and confidence to secure meaningful employment	Volunteer satisfaction and outcomes
	Commercial training business plan	Diversification of income streams by leveraging expert knowledge	Income
	Talent mapping and succession planning for staff and board	A happy and contented workforce continually developing and evolving	Succession plan for key staff
2025-26	Thrive Group Wales is sustained and providing consistent funding to the charity	Reliance on statutory income decreases and sustainability increases	Turnover Profit margin Financial contribution
	Investors in People Quality Mark obtained	A leading employer in the third sector which attracts and retain talent	Quality Mark



Top 10 key performance indicators

The following Key Performance Indicators (KPIs) have been set against each strategic objective, creating a concise results-based approach to our work over the next 5 years.

Strategic objective	KPI	2021-22	2022-23	2023-24	2024-25	2025-26
 Early intervention and prevention	Children young people achieving positive outcomes	86%	87%	88%	89%	90%
	Number of Referrals	450	475	500	525	550
 Inclusive services	Overall service quality	86%	87%	88%	89%	90%
	People achieving positive outcomes	86%	87%	88%	89%	90%
	Reduction in risk level	86%	87%	88%	89%	90%
 Suitable accommodation	Resident satisfaction	80%	81%	82%	83%	84%
	Number of declined assessments	30	28	26	24	22
 Sustainable organisation	TGW financial contribution	£10k	£12k	£16k	£18k	£20k
	Staff turnover rate	35%	33%	31%	29%	27%
	Free reserve	£250k	£255k	£260k	£265k	£270k

To complement the results-based approach we will also continue to focus on obtaining qualitative data from the people we support in the form of testimonials, quotes and case studies. This will enable the organisation to evidence the impact and softer outcomes achieved which are equally important to people and families.

KPI and qualitative data will be monitored quarterly and reported to the Senior Management Team and in turn to the Board of Trustees. A traffic light system will be used to celebrate success and to highlight areas of concern so that early action can be taken.

The strategic plan and subsequent KPIs will be reviewed annually and amended in light of new and emerging themes or areas for consideration.



Resources

Achieving sustainability is one of our key ambitions for Thrive.

Domestic abuse is a crime and a key public health issue and therefore statutory investment in high quality service provision is a necessity. However, we recognise that being overly reliant on statutory funding limits our innovation and makes us vulnerable to cuts or decommissioning. Through the lifetime of this plan, we will ensure that we are robust, viable and resilient by further diversifying our income streams. We will also ensure that we invest in our formal partnership arrangements and build new partnerships with like minded organisations, recognising that a collective approach is stronger and more efficient.

Value for money will also be a key driver and we will champion the benefits of high quality, locally based service provision that is vested in the community it serves.

We will innovate and seek new ways to achieve our vision and goals, recognising that is not enough to do things differently – we must do different things.

Over the next 5 years we will aim to grow and diversify our income, ensuring that this additional resource is invested in high quality provision that is shaped and led by the people who use our services. Through a combination of investment, developing commercial services and neutralising our central costs we will grow our cumulative reserve position in line with the growth of the organisation. This will ensure that we strike a balance between investments into services and holding sufficient reserves to ensure resilience.

In 2017 we invested in the development of a social enterprise, called Thrive Group Wales. The enterprise aims to build a reliable income stream to support the charity by creating sustainable employment opportunities, developing the skills of disadvantaged people and building the capacity of our local community.



The Thrive Group comprises of three enterprise elements which interconnect and support each other to help improve overall sustainability of all three businesses. These are:

A cleaning company that benefits, promotes and sustains the local community. We deliver commercial cleaning contracts within construction, retail and office workplaces across the Neath Port Talbot and Swansea region.

A catering company which delivers high quality, convenient and locally sourced food through a sandwich van service.

A play centre which offers high quality, affordable and inclusive play opportunities in Neath Port Talbot.

Like most businesses, the impact of the coronavirus pandemic has been challenging but with the support, passion and determination of our colleagues within Thrive Group Wales we are confident that it can achieve its goals over the next 5 years.

To read more about our enterprise visit www.thrivegroupwales.co.uk

Financial Projections

	2021-22	2022-23	2023-24	2024-25	2025-26
Income	£652k	£665k	£679k	£692k	£706k
Free reserve	£250k	£255k	£260k	£265k	£270k

“I hadn’t slept properly for years before coming to the refuge. It felt like a massive weight had lifted from my shoulders. I was finally safe.”

– Refuge resident



Sources

- i Neath Port Talbot County Borough Council Strategic Equality Plan 2020-2024 <https://www.npt.gov.uk/media/14426/strategic-equality-plan-2020-2024.pdf?v=20200930161938>
- ii Local Area Statistics Wales, last updated 2015. <https://statswales.gov.wales/Catalogue/Equality-and-Diversity/Sexual-Identity/sexualidentity-by-area-identitystatus> It should be noted these statistics are cited in the absence of more detailed or accurate data.
- iii Office for National Statistics (2011) Disability in England and Wales: 2011 and comparison with 2001
- iv Labour Market & Curriculum Overview for Neath Port Talbot May 2015
- v Crime in England and Wales: year ending March 2020
- vi Domestic abuse: findings from the Crime Survey for England and Wales: year ending March 2017
- vii Crime in England and Wales: year ending September 2020
- viii Crime in England and Wales: year ending March 2019

thrivewomensaid.org.uk

