Surrey Steps to Change Hub Evaluation Report 2025

Surrey Steps to Change Hub.

Interventions Alliance

SURREY DOMESTIC ABUSE PARTNERSHIP

Waythrough

Hub contact details

Worried about your own or someone else's abusive behaviour?

For advice and support please contact us via
email: Enquiries@surreystepstochange.co.uk
or telephone: 01483 900 905

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Foreword by Lisa Townsend , Surrey Police and Crime Commissioner

In 2023, I had the immense honour of announcing my team and I had secured £2million from the Home Office to bring together experts dedicated to breaking the cycle of domestic abuse.

This new Hub, run by Interventions Alliance, would focus on helping people change harmful behaviours.

No quick fixes would be offered. Instead, clients were asked to commit to an opportunity to understand the impact of their actions and the reasons behind them.

Referrals came from doctors, social services and police officers. But those ready to make a change for themselves and their loved ones were also able to access support directly.

Two years on, this report will share more about how the service, Steps to Change, has changed the lives of families in Surrey.

Domestic abuse is far more common than many would think. It can happen anywhere, from busy towns to rural villages and in affluent gated communities.
This type of harm can affect anyone, regardless of their sex, family background, circumstances in life or age.

We recognise that policing alone cannot solve this problem. That's why Steps to Change has been so vital.

The Hub closes the gaps between services to make sure that no one in need of support falls through the cracks. It also helps families, providing care to those who have been victims of abuse at home.

We believe in a world where domestic abuse is preventable through the work of services like Steps to Change. I'm delighted to say that the Home Office has this year committed to further funding until March 2026.

Perhaps the best way to celebrate this service is to share the words of one client, who came to Steps to Change after committing a serious assault against his wife.

After addressing his abuse, he said: "You'll see the real you, and then you'll know what you can do about it.

"You can actually help yourself by telling yourself the truth.

"There's help there, if you want it."

Foreword from Steps to Change team

As a group of specialist organisations aiming to end the harm caused by adults perpetrating abuse and violence, we are proud to be part of a partnership that is actively transforming the way we respond to perpetrators - because we know that perpetrator accountability, without survivor safety at its core, is not only ineffective, but also dangerous.

Domestic abuse is a devastating and complex crime. Those of us working in this space understand that safety and recovery for survivors depends not just on the services they access, but on the systems that surround them. That is why each of our services involvement in the *Steps to Change* initiative has been so important. It has demonstrated, clearly and powerfully, that when agencies come together around a shared commitment to safety, accountability, and change, we can achieve more than any of us could alone.

The integration at the heart of *Steps to Change* is more than co-location or cooperation; it is a deep, values-led alignment that puts the survivor, always, at the centre. This model ensures that any intervention with a perpetrator is designed with survivor wellbeing, risk, and lived experience at the forefront. That principle is not just ethical, it is essential for effective risk reduction.

Through this initiative, we are seeing previously unidentified victims and perpetrators being brought into the light, thanks to enhanced communication and joined-up practice. Survivors - often hidden or unheard - are being recognised, validated, and supported in ways that reflect the full picture of harm. As a result, the response across Surrey has not only allowed us to provide behaviour opportunities to those causing harm but also identify and respond to the needs of women using retaliatory violence within their relationships.

Frequent and integrated case reviews, real-time information sharing, and collaborative scrutiny of referrals have allowed us to better identify risk, prevent escalation, and provide tailored support to all those affected adult or child, victim or perpetrator. The inclusion of a suite of behaviour change interventions, including for those who perpetrate stalking, is particularly crucial in tackling the root causes of harm.

The evaluation of this programme speaks volumes. The results are compelling, but even more so is the spirit in which this work is done; with rigour, compassion, and an unwavering belief that survivors deserve to be at the heart of every decision made about their safety. That is how real change happens.

We believe *Steps to Change* represents an opportunity to explore further what we can do to promote survivor safety, provide opportunities for behaviour change and continue to learn from best practice. Because every survivor, in every community, deserves a system that doesn't just respond to abuse, but works together to end it.

About Steps To Change

In early 2023, the Police and Crime Commissioner Lisa Townsend's team secured just under £2million from the Home Office 'Perpetrator Interventions Fund'. The Fund's overall aim is to improve safety of victims by reducing the risk posed by domestic abuse and stalking perpetrators (as well as children and adolescents who use abuse/violence in their relationships) and to prevent reoffending in future.

The fund objectives are:

- Sustained reduction, frequency, and gravity of abuse;
- Reduction in risk posed by the perpetrator of abuse;
- Improved safety, and feelings of safety, for any associated victims and their children.

The PCC was fortunate to receive an extension of the funding for just under £1million from the Home Office for 2025/6.

'Steps to Change' is a central virtual Hub which co-ordinates a trauma informed and multi -agency approach to end abusive behaviours.

The Hub brings together independent and expert services in this field to work alongside each other which are:

- Interventions Alliance (IA) – IA provides interventions to address individuals' domestic abuse and stalking behaviour. The three interventions offered through the Hub comprise:
    - Healthy Relationships (HR) – to address, and prevent further incidences of, domestic abuse, through supporting perpetrators to change their behaviour and to develop respectful, non-abusive relationships.
    - Compulsive and Obsessive Behaviour Intervention (COBI) – a programme targeted at addressing obsessive and controlling behaviour, which manifests in stalking and harassment.
    - Challenging Unhealthy Relationship Beliefs and Behaviours (CURBB) – early intervention for perpetrators of domestic abuse to prevent escalation in offending and reducing risk of harm to further victims. (CURBB is linked to the Healthy Relationships intervention, providing a gateway to it but not an alternative).

- YUVA (part of Waythrough) – YUVA supports young people, age 11-18, helping them to identify their abusive behaviours and learn alternative ways of expressing

difficult emotions. Family members or intimate partners impacted by the abuse are also supported by the YUVA team.

- The Surrey Domestic Abuse Partnership (SDAP) – SDAP is the umbrella organisation for four different agencies delivering domestic abuse services in Surrey. SDAP delivers trauma-informed support for survivors of domestic abuse, working in a relatable, empowering way to help survivors move forward independently. In addition SDAP also deliver a bespoke programme for women who may be subjected to domestic abuse and have used retaliatory violence.

The Steps to Change Hub acts as a gateway to interventions for anyone demonstrating abusive behaviours. It provides a safe space where people can benefit from localised, specialist support, with the goal of increasing survivor safety and reducing harm from perpetrators of domestic abuse and stalking. This will include adults perpetrating domestic abuse/stalking who are arrested by police but not charged, those subject to a police investigation, or those who may have committed an offence which is appropriate for a formal out of court resolution. In addition, police and partners work together to proactively identify harmful and serial offenders through data analysis and multi-agency work, with the interventions on offer used as one mechanism to try to adjust their behaviour to stop reoffending.

After a referral into the Steps to Change team, there will be engagement work undertaken to motivate those offending to address their behaviour and make a change. The Hub also provides consultation to services where domestic abuse and stalking is concerned. The vision for the Hub is to ensure that no-one at risk of being harmed cannot access services and those who are causing harm are directed to the most appropriate treatment programme.

The Steps to Change Hub recognises that no two cases are the same and the risk and need for individuals can vary greatly. Consequently, the agencies which make up the Hub each deliver a bespoke, individualised support or treatment journey to ensure that each individual receives the engagement they need, when they need it by providing fully integrated, multi-agency wrap around care, ensuring no one falls through the gaps.

Evaluation and research

The evaluation research was commissioned by the Office of the Police & Crime Commissioner for Surrey, to better understand the outcomes and early impact of the new domestic abuse service – the Surrey Steps to Change Hub. The research with participants, professionals and other agencies was undertaken by the Interventions Alliance Practice Research Unit. Surrey Police provided their data on police contact with people before, during and after participants completed an intervention. Interviews with participants, professionals and agencies took place in November 2024. Data on referrals and completions related to the period January 2024 to June 2025.

Referrals January 2024 - June 2025

The below table illustrates the number of referrals and associated individuals the Hub has received over the past 18 months. It also identifies the referring agency, as well as which of the Hub services the referrals are allocated to. Checkpoint is the Surrey Police out of court resolution scheme and it is by far the biggest referring agency (134 referrals in 18months). Waythrough, the Hub service providing YUVA for young people, has been allocated the greatest number of individuals triaged (287).

	Total	January – March 24	April – June 24	July – September 24	October-December 24	January-March 25	April-June 25
Referrals							
Number of Referrals	304	58	50	52	36	51	57
Number of Individuals Triaged	539	124	107	85	44	81	98
Number of Services Allocated	586	140	114	90	49	85	108
Allocated to IA	152	20	20	29	31	28	24
Allocated to YUVA	287	77	70	41	3	34	62
Allocated to SDAP	110	30	16	15	12	19	18
Allocated to External Agency	3	3	0	0	0	0	0
No Further Action	34	10	8	5	3	4	4
Referral Sources							
Social Care	74	18	14	14	3	9	16
Police	45	8	8	6	8	8	7
Checkpoint	89	8	7	17	21	16	20
Healthcare	11	5	1	3	1	1	0
School	22	4	6	3	0	4	5
SDAP	9	3	0	2	1	1	2
Youth Centre	23	10	10	2	0	1	0
Family Centre	4	0	1	1	0	1	1
Self-Referral	17	2	3	2	2	6	2
Substance Misuse Service	2	0	0	2	0	0	0
Mental Health Service	5	0	0	0	0	3	2
Other	0	0	0	0	0	1	2

The evaluation methodology included quantitative and qualitative data to address three aims:

1. To explore the importance and value of the Hub and identify ways in which the model might be strengthened in future

2. To investigate the outcomes and early impact of the Hub to assess whether it is meeting its goals of improving survivor safety and reducing harm from perpetrators of domestic abuse and stalking

3. To measure impact in terms of how the Hub model was actively reducing harm from perpetrators of domestic abuse and stalking.

Aim 1: To explore the importance and value of the Hub and identify ways in which the model might be strengthened in future.

In addressing this first aim, the researchers consulted with a range of professionals connected to the Surrey Steps to Change Hub. This is what they shared:

In identifying the importance and value of the Hub, perhaps most significantly, it allows for services to work in a whole-family way. So, instead of *just* helping an individual to process the trauma of being a victim/survivor of DA or stalking, or *just* working with a child who uses violence and abuse in the home (or the parent of that child), or *just* working with an adult to address their domestic abuse or stalking behaviour, professionals have the means to support *every* member of a family. This is where the Hub is most unique, and where it offers more than any individual DA or perpetrator service could do alone.

In addition to this, the Hub also prevents families falling through the gaps of services, where circumstances might mean that a service could not safely work with them. It enables individuals and families to be connected to the right services for them, especially in cases where someone (often a woman) is using retaliatory violence, and where, rather than a perpetrator intervention, DA services are needed. Furthermore, the multi-agency approach means it also improves information sharing, not just among Hub services, but also with external services e.g., the police, meaning more can be known about the circumstances of individuals and families at risk of DA. And lastly, the Hub offers opportunities for out of court resolutions, with potential for police to refer individuals to the Hub's perpetrator services, thus enabling swifter access to interventions addressing DA and stalking. And significantly, without the need to place further demand on the Criminal Justice System.

Challenges, and thus areas to still address, were in aligning the agendas of the different agencies, specifically when it came to the different approaches each used in tackling DA, and the different priorities each had in ensuring survivor safety. However, challenging conversations also brought growth and understanding of one another, with each new obstacle or situation moving the Hub services collectively further towards a single identity.

In looking to the future, spreading more awareness of the Hub to external agencies/ services was considered essential e.g., the family court system, judges and police, particularly with the goal of increasing referrals.

Aim 2: To investigate the outcomes and early impact of the Hub to assess whether it is meeting its goals of improving survivor safety and reducing harm from perpetrators of domestic abuse and stalking.

In addressing this second aim, the researchers sought a lived-experience perspective, unpacking the unique stories of three women who had been supported through the Hub. We also explored the impact of participating in DA and stalking interventions (drawing on self-assessment and police data).

Each account provided insight into how the Hub, and its services, provided invaluable support for three women. In two of the cases, Claire and Jas, their stories saw referrals via Checkpoint to Interventions Alliance (IA). However, following essential Hub consultations, it was recognised that rather than perpetrator interventions, both women instead needed the support of SDAP. And in the third case, Jodi, we have the account of a mum seeking help and support for a child using violence and abuse in the home, support for a younger sibling impacted by the violence, and support for herself. Jodi's account also documents her ex-husband's pathway to working with the Hub's perpetrator services. Indeed, this final case provides a concrete example of how the Hub works in a whole-family way.

Crucially, in all three cases, the women explained how, without the tailored support of the Hub services, things might not have changed and improved for them, and moreover, might even have got worse. For example, for Claire, in still feeling like she was being seen as a perpetrator, with her own needs and identity as a victim/survivor being unmet. For Jas, in being dealt with as a justice involved young adult, instead of a vulnerable young woman carrying significant trauma from past relationships and in need of DA support. And for Jodi, in not knowing which way to turn for the highly complex support she needed for her whole family. Though each case was quite different in terms of each woman's situation, all illustrate the value and importance of the Hub in influencing the more positive trajectory of these women's lives. Specifically, in improving their (physical and psychological) safety and their overall wellbeing.

Aim 3: To measure impact in terms of how the Hub model was actively reducing harm from perpetrators of domestic abuse and stalking.

This was done through looking at the data around referrals and allocations, 'distance travelled' measures for interventions, and police outcomes data.

Significantly, and reflecting the impact of the Hub's whole-family approach, single referrals frequently translated into multiple cases triaged. As such, the Hub was able to provide greater access to services for individuals and families experiencing DA and stalking in Surrey. Most service allocations were to YUVA, nearly a quarter to IA, and just under a fifth to SDAP. Closed cases were mainly Healthy Relationships referrals assessed as unsuitable for the intervention, suggesting referrers may require more information on the suitability of the intervention.

Impact was also measured through 'distance travelled' questionnaires (completed by interventions participants) for the three IA interventions – Healthy Relationships (HR), Compulsive and Obsessive Behaviour Intervention (COBI) and Challenging Unhealthy

Relationship Beliefs and Behaviours (CURBB). Self-reported impact ratings saw improvements across understanding (about what comprises harmful behaviour), perceptions of being able to cope or things no longer being a problem (especially around difficult emotions), and better overall confidence and wellbeing. COBI, specifically, was cited as relevant and providing the necessary skills needed to manage emotions effectively in future. The self-report impact data is supported by police contact data, shown below. All of which lends significant support for the effectiveness of these interventions in reducing domestic abuse and stalking reoffending.

Though referral data is spanning just 18 months, the evidence presented in this report strongly suggests the Surrey Steps to Change Hub to be an effective, impactful and highly needed service. Professionals connected to the Hub *believe* in what it can offer, can *evidence* how it works, and are *committed* to its success. Individuals being supported by the Hub demonstrate the huge importance of its individual services, and its multi-agency, whole-family approach. And data relating to perpetrator interventions document the Hub's impact in challenging and changing harmful thinking and behaviour, whilst commensurately being supported by police data which shows the positive impact in reducing reoffending. Ultimately, in terms of increasing survivor safety and reducing harm from perpetrators of domestic abuse and stalking, the Surrey Steps to Change Hub appears to be firmly meeting its goals and the below data highlights the effectiveness of the programme(s) to reduce reoffending.

Information was requested from the police on 55 participants who had completed a programme to assess their progress.

- All 55 finished their intervention between 01/01/2024 and 30/06/2025
- 3 cases were not on police systems so there was no information on these for our research purposes (could be self-referrals or via alternative partner pathways)
- 1 case was eliminated from the data set as during the course of their intervention they were identified as the primary victim, rather than a perpetrator
- 19 have not yet reached 6 months post-completion

This leaves **32 cases** to examine where completion was 6 months ago or longer; 4 COBI, 13HR and 15 CURBB.

Of the 32 we have complete info on:

- 27 (84%) had no relevant police contact during engagement or 6 months post-completion (3 COBI, 12 HR, 12 CURBB)
- 1 (3%) had a relevant incident between the dates of referral and completion (CURBB)
- 3 (9%) had a relevant incident in the 6 months following their completion (1 COBI, 2 CURBB)
- 1 (3%) had a relevant incident between the dates of referral and completion AND a relevant incident in the 6 months following completion (HR)

This evidences that **84% had no relevant police contact during or post intervention.** This clearly demonstrates the interventions are effective at reducing harm.

Interventions and stakeholder testimonial

The Steps to Change Hub offers a suite of programmes tailored to individual needs:

Healthy Relationships (HR)
Healthy Relationships is a targeted, risk informed treatment programme delivered on a one-to-one basis by highly trained Behaviour Change Practitioners (BCP). The one-to-one approach is informed by current research which shows that generic group-work programmes do not meet the needs of a varied and often complex cohort.

The programme is trauma informed and takes a strengths-based approach, integrating the key tenets of the Good Lives Model and Social Learning Theory. The treatment modality is primarily cognitive behavioural, but the bespoke nature of the one-to-one approach allows for responsivity which can facilitate learning from other model's treatment tools including transactional analysis and Dialectical behaviour Therapy (DBT). The one-to-one approach also facilitates far greater inclusivity than a group-based programme which includes gender, learning ability, language and availability.

Healthy Relationships is made up of twelve sessions including a pre-programme orientation session and a post completion review. This does not include the comprehensive assessment completed pre-entry to assess suitability, risk and any responsivity requirements. Sessions comprehensively cover a range of subjects including thinking patterns, communication, core beliefs, empathy and consent.

As with all programmes provided by Interventions Alliance, a multi-agency approach is central to risk management. Consequently, Behaviour Change Practitioners ensure that referring organisations and victim services are kept up to date with risk information and contribute to decisions around enforcement should that be required for anyone subject to Court Orders.

Entry onto the programme is on the condition that the participant agrees for information to be shared with victim services.

Steps to Change testimonial
Dr Tara Jones
Designated GP for Safeguarding, Surrey Heartlands ICB, & sessional GP, East Surrey

The formation of the Surrey Steps to Change Hub has been a great development, allowing easy identification of the right service for both survivors and perpetrators of domestic abuse. Previously, this was not the case, and frontline NHS staff struggled to know what services were available and how to access them. This change can only be a positive thing for our patients.

The NHS in Surrey is fully committed to embedding trauma-informed care across all of our services; seeing this as such an integral part of the Steps to Change programme further supports healthcare staff in referring into the service with confidence. Placing the survivor at the heart of all interventions, whilst reducing the stigma experienced by perpetrators, means we can support our patients in accessing the right support and the best possible outcomes.

Compulsive and Obsessive Behaviour Intervention (COBI)
COBI is a specialist, psychologically informed intervention, designed to tackle the harm caused by those engaging in stalking and harassment. COBI is most commonly utilised as a positive requirement as part of a Stalking Protection Order but can also be used as part of a Rehabilitation Activity Requirement (RAR).

COBI's treatment model is based upon an empirically tested model of treatment which saw convicted stalkers made subject to an adapted version of Dialectical Behaviour Therapy (DBT). DBT was originally developed as a response to the lack of success afforded by traditional talking therapy treatment for more complex cases, notably those with borderline personality disorder and strong suicidal ideation. DBT is rooted in behaviourism and differs from other treatment modalities in that it works to support individuals to tolerate distressing experiences (such as the break-up of a relationship) as opposed to changing those experiences. DBT teaches radical acceptance of the present moment instead of undertaking obsessive attempts to change it (such as relentlessly pursuing an ex-partner with the goal to reinstate the relationship). DBT successfully integrates contemplative practices such as mindfulness into the behavioural therapy. COBI utilises radical acceptance with all participants specifically linked to the triggers of the stalking behaviour.

A further key aspect of COBI's use of DBT is emotional regulation. The tools used were developed for a cohort whose emotional response to situations are extreme and exaggerated. This is particularly the case for those who demonstrate personality disorder traits and traits associated with some neurodivergent conditions such as Autism Spectrum Disorder and ADHD. All COBI materials have been reviewed by an educational psychologist to ensure they are accessible to the neurodivergent community.

COBI is delivered on a one-to-one basis by highly trained Behaviour Change Practitioners (BCPs). Core DBT training undertaken by BCPs is approved by the British Psychological Society with significant further training covering (but not limited to) stalking, neurodiversity, domestic abuse and risk.

Suitability is based upon the international standard Stalking Risk Profile (SRP) assessment which identifies treatment need and also the risk to victims. Treatment traditionally takes place over three months with sessions lasting up to 2.5 hours. A further follow up session takes place three months post completion to assess how well learning from the Intervention has been integrated by the participant.

COBI is delivered both face to face and remotely dependent on individual circumstances. The assessment and delivery of treatment is overseen by a Forensic Psychologist who ensures that treatment integrity is maintained and the bespoke treatment plans match the often complex needs of the participants. The Psychologist provides consultation to staff which includes advice on adaptations for those with particular learning needs.

Throughout treatment, communication with partner agencies is maintained with key risk updates shared with victim services and the police.

COBI 'low-dose' offers a treatment resource for those who are not assessed as either moderate or high risk of stalking violence but who nonetheless are cause for concern. Suitability is assessed using the Stalking Risk Profile, (SRP) and typically a person suitable for COBI low-dose will be assessed as low Risk of Stalking Violence and low risk of persistence and recurrence. In this way COBI low-dose can be seen as an early intervention used to prevent escalation of risk. It is delivered on a one-to-one basis by the same Behaviour Change Practitioners who assess and deliver COBI standard dose but is shorter in duration (6 sessions) and has more of a psycho-educational approach. If information is gained during the delivery of COBI low-dose which increases risk scores then transfer onto COBI standard dose is considered.

COBI Testimonial
Caroline Hill
Stalking and Harassment Force Advisor, Surrey Police

The COBI programme is vital in supporting the Surrey Police response to stalking. Studies have shown many times that a criminal justice outcome alone is often limited in its impact in cases of stalking and that further intervention is required. Through behavioural intervention, we can not only aim to identify the root of the offending behaviour, potential triggers and risk factors, but ultimately keep victims of stalking safer, by breaking the cycle of reoffending.

Surrey Police are extremely fortunate to be working alongside Interventions Alliance in our efforts to manage perpetrators of stalking and have seen some extremely positive results from the COBI programme. One participant told the officer in charge of his case that COBI had made him *"feel like a different person",* and that he felt great remorse for his actions, having learned the specialist techniques for managing difficult emotions that COBI provides. Another participant stated *"If I had been more communicative, more honest about what I was thinking and what I was feeling, I wouldn't have done what I did"*. COBI is a bespoke programme, developed around the needs of the individual which is key in cases of stalking due to the complexities of this crime and the variety of behaviours we so often see.

Surrey Police make use of COBI through mandatory referrals as part of the positive requirements we impose on those that are subject to Stalking Protection Orders. Of those who have completed COBI in Surrey, the rate of reoffending supports our stance that behavioural intervention is effective and assists in our ultimate goal of keeping the public safer from the harrowing crime of stalking.

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Challenging Unhealthy Relationship Beliefs and Behaviours (CURBB)

CURBB is a psycho-educational programme targeted at those where abusive behaviour is not yet entrenched. It is suitable for use as a conditional caution, following the principles of CARA and also where concern has been raised by an agency that a person is starting to illustrate behaviours of concern within a relationship. CURBB can also be used to fulfil Rehabilitation Activity Requirement (RAR) days where an individual has not reached the threshold for an HMPPS accredited programme.

The programme seeks to educate and inform participants about the different types of harms and potential consequences of domestic abuse as well as providing the initial stages of behaviour change work. The aim of the programme is to offer an early intervention to perpetrators of domestic abuse to prevent any escalation in offending and reduce the risk of harm to known/unknown victims and families. Whilst the CURBB programme is linked to the full behaviour change programme, Healthy Relationships, and potentially provides a gateway to it, it is a stand-alone programme and is not offered as an alternative to HR.

CURBB is made up of six sessions which includes an assessment and post completion review. The four core sessions taking place from session two to five are always delivered face-to-face. Whilst CURBB can be delivered within a group-work environment, it tends to be delivered on a one-to-one basis, to account for responsivity needs including gender, neurodivergence and language skills.

CURBB Testimonial
Ailsa Quinlan
Out of Court Resolution Hub Manager, Surrey Police

As the manager for the Out of Court Resolutions Hub, which includes Checkpoint, Surrey's deferred prosecution scheme, I frequently work with Interventions Alliance.

When women are referred to Checkpoint in relation to domestic abuse, it's very important they learn what a healthy relationship is. We know Steps to Change understands trauma and acts in a trauma informed way. The Healthy Relationships course is ten weeks and is CBT based. It's aims are to help to make positive changes to behaviours in personal relationships.

The type of work that the team at Steps to Change do can be complex. For example, women who are domestic abuse offenders in intimate relationships may also be victims. Steps to Change can make that distinction and offer tailored support working with domestic abuse charities.

Working with offenders who have displayed stalking behaviour and fixed attitudes is also complex. As part of Steps to Change, the COBI course offers a psychiatrist specialising in these behaviours to look at each case to offer support and identify higher-risk cases.

Male offenders on conditional cautions may be referred to CURBB, a shorter course with a statutory outcome, while those with entrenched issues relating to intimate relationships can access the Healthy Relationships course.

The range of programmes offered is helpful and complements our work in the Out of Court Resolutions Hub. Every client who comes to the Out of Court Resolutions Hub will be given a needs assessment that looks at why they committed that offence. Offending behaviour can have its roots in many things, including addiction, trauma, mental health struggles, and poverty.

We aim to provide interventions that support the offender, using interventions from specialists like Interventions Alliance making a return to offending less likely. Steps to Change supports that mission. In the year to March 2024, for example, 195 female intimate domestic offenders came through Checkpoint, out of a total of 784 cases for all offence types. Just 10 of those female offenders went on to reoffend in their first year – a reoffending rate of 5.13%.

Youth Using Violence & Abuse (YUVA) Service Surrey

YUVA Surrey works with families across Surrey experiencing child to parent violence and/or abuse, through a whole family approach. YUVA offers 1:1 work with young people who use violence against family members or ex-partners. Waythrough deliver a change intervention with young people to challenge their violent/abusive behaviours and adopt non-violent/non-abusive alternative ways of interacting in close relationships. Additionally, parents/ carers are offered a 10-week online group programme which integrates work with survivors and young people using violence and/or abuse to promote the safety and well-being of children and victims of domestic abuse. The YUVA service also offers resilience sessions to siblings, where the young person is engaging with the YUVA intervention.

Retaliatory violence service for survivors

The Hub was initially set up to support victims of domestic abuse within a multi-agency environment to ensure the safety of the family whilst working with perpetrators.

Quickly it was recognised several individuals did not sit comfortably within the ‘perpetrator’ box or ‘victim box’ as there was a lot more context to the reason why those particular people were being referred. It was identified a number of people who were being referred were being labelled as ‘a perpetrator’ or ‘a person causing harm’, due to an offence, but with a thorough assessment it was concluded that those individuals referred to a behaviour management programme were in fact the primary victim who had started to use resistance/retaliatory abuse towards their primary perpetrator.

It was discovered there are very few, if any, agencies delivering bespoke programmes to those individuals identified as using retaliatory violence. A piece of work was piloted which uses a trauma informed approach looking at anger and violence. This program is bespoke to the individual and will look at several different topics around 4 key areas, the individual self, relationships, family and community.

Testimonial from Professionals working in the Hub

Interventions Alliance
Vic Curtis – Regional Service Manager

The Hub facilitates high-level information sharing, enhancing victim protection and providing multi-agency insights into issues that may not be identifiable by a single organisation. The involvement of police enables background checks and the incorporation of operational intelligence, ensuring the safety of victims and any children present.

Practitioners working with perpetrators benefit from access to additional risk data and can better assess for potential impression management from perpetrators. This process is reinforced through case management meetings, which enable collaborative discussion of cases jointly managed by multiple partner agencies - ensuring robust risk management, contingency planning, and effective information exchange.

The Hub also plays a key role in supporting the sequencing of interventions. For instance, in some cases where there has been active domestic violence, perpetrator work has been completed prior to engagement with YUVA. This careful sequencing has enabled safer and more effective engagement from families who might otherwise have been excluded from services due to risk concerns.

Furthermore, the Hub ensures accurate identification of all perpetrators, particularly in cases involving retaliatory violence. Within the Surrey Hub, 41% of female individuals initially referred as perpetrators were reallocated to victim services following multi-agency discussion, having been correctly identified as victims.

Serving as the Regional Operational Manager of the Surrey Hub has been a source of profound professional enrichment. From its inception to two years of operation, it is encouraging to witness the successful achievement of the Hub's intended aims.

Although multi-agency differences occasionally arise, it is heartening to observe these are consistently resolved in a constructive manner. Such resolution strengthens collective focus on the shared objectives of supporting victims and preventing further offending behaviours.

Victoria Ashman – Behaviour Change Practitioner

The Surrey Hub has been so valuable - we can discuss cases, share knowledge and develop a good understanding of our different agency's strengths, interventions, and abilities to assist. I particularly enjoy the convenience of getting several organisations round the table and there is a definite sense of co-operation, shared purpose and shared goals.

Interventions Alliance
Sophie – Steps to Change Hub Coordinator

As the Steps to Change Hub Coordinator, I am responsible for overseeing the day-to-day operations of the Hub. This includes processing all new referrals, chairing our daily Hub meetings, and monitoring ongoing multi-agency cases to ensure timely and effective support.

Through this role, I have witnessed first-hand the significant impact of the Hub's multi-agency approach. This model has demonstrably enhanced our ability to safeguard participants, including perpetrators, victims, and children. The Hub model has repeatedly enabled us to work with families who have requested support but may have been deemed too high-risk to engage with safely outside of a multi-agency setting.

Our partnership with victim services has been key in enabling us to appropriately assess and respond to dual allegations. In many cases, referrals initially directed to one service, were found better suited to one of the other Hub partnerships' interventions. By working together across agencies, we are able to ensure individuals receive the most appropriate and safe support.

Interventions Alliance
Carl Hall – Director of Community Development

I am incredibly proud to be part of the innovative Surrey Steps to Change Hub alongside some incredible agencies dedicated to addressing the harm caused by domestic abuse and stalking and the prevention of further harm. The Hub has shown how this closely integrated approach to domestic abuse and stalking can improve outcomes and significantly increase essential communication. I have already seen how so many people who would otherwise had not received a specialist response are now being supported and treated.

Surrey Domestic Abuse Partnership
Shereen – East Surrey Domestic Abuse Service (part of Surrey Domestic Abuse Partnership)

We are able to provide meaningful, timely support to victims of domestic abuse - many of whom may otherwise fall through the gaps in traditional services. A key strength of the Hub is its ability to identify complex and often overlooked dynamics, such as retaliatory violence. We have seen several individuals come through the system initially identified as perpetrators, but who are in fact victims responding to sustained abuse. The Hub's multi-agency lens allows us to recognise these patterns and respond appropriately, offering tailored interventions that acknowledge the context of their actions while prioritising their safety and wellbeing. This work is crucial in ensuring that victims are not further criminalised and support reaches those who need it most.

I am very privileged to be a part of the Surrey Hub because it allows me to offer two essential lenses: supporting victims of abuse, while also providing bespoke, trauma-informed interventions to individuals who are coming to the attention of police due to their own resistance to abuse. These are often victims themselves responding to ongoing harm in ways that are misunderstood or mislabelled.

The Hub's structure enables us to recognise and respond to these complexities with compassion and precision. As far as I'm aware, this is a truly unique piece of work, with few -if any - other agencies nationally addressing retaliatory violence in this way. It's a privilege to contribute to an approach that challenges traditional narratives and ensures every individual is seen in the full context of their experience.

Waythrough
Hannah - YUVA Hub Navigator

The Hub is a vital space where professionals from multiple agencies including Domestic Abuse services, the YUVA team, police, and others come together regularly to share information, identify risk, and coordinate support. For professionals, it fosters stronger partnerships, quicker decision-making, and a comprehensive understanding of the individuals and families support needs. For the community, this means a safer, more responsive system that offers joined-up, compassionate support to those in need. Through the delivery of early and targeted interventions, the Surrey Steps to Change Hub ensures safeguarding remains paramount, and interventions target the reduction of risk to the community.

Testimonials from clients

Healthy Relationships

Participant 1: I'm obviously sorry and totally mortified about the incident and subsequent consequences of what happened but there have been some positives. The fact that I'm now aware that there is help and support available is brilliant and also that I've learnt a lot about relationships, I will continue with the support and courses which have been offered to me as I want to learn as much as I can and it's good to know there are professionals out there to offer support and advice who you can talk to openly and honestly.

Participant 2: "When I started, I didn't think I had any problems and I have opened up on things. I have behaved badly and have been able to look at how to put things into practice and make changes. I have received lots of information that has been helpful. I have put that information into practice".

"Each of the sessions contained elements that have been really helpful. Understanding emotions and the happiness wheel were really insightful. Discussions around thinking patterns, identifying red flags in other people will help with new relationships that I form. Some of the other sessions helped reassure that my general approach to communication, managing emotions, negotiating and consent are in line with the course material. I understand I should have made different choices during my relationship with my ex-partner. I regret my actions that caused harm and distress and will strive to move forwards on a different path".

From Volunteer: "she felt like you did a great job in creating an environment where the Participant felt safe and listened without judgement. This was demonstrated as the Participant opened up throughout the duration of the programme. She also said you were lovely"

From IDVA: "I have spoken to ****** today who informed that things are much better between herself and ******, said that the work he is doing with you has been really positive and has no concerns or worries, did inform that if she did need support or someone to talk to then she can reach out".

The client reported: "I have learnt that although I have already changed a lot in regard to my attitude and behaviour since the break up of the marriage, there was still issues that I was not aware of until I attended this program. It has helped me realize that "Red Flag" issues should not necessarily mean that I behave in negative ways and should communicate rather than acting".

"It's helped me improve myself and given me skills for things that I didn't know how to deal with. I felt comfortable to be able to talk about certain things that I have never disclosed before".

COBI

Participant: "I learned so much about how my actions are products of the way that I think and view situations, John helped me unlock so many thoughts and turn them into true lessons that I won't forget".

"I liked that it has helped me with future coping skills and has made me think about things I have never thought about before and how it will help me to manage in the future".
"I have learnt that I can understand myself and control how I feel and control how I am around other people. I have learnt to understand my emotions and other people's emotions".
"It has given me the time to realise what I have done and given me the skills to move on and be a better person".

CURBB

Participant: "Understanding and recognising domestic abuse and its types and forms. Dealing with my own responses, finding tools to help me cope with my negative thoughts, issues and anxiety. The workbook was very good in helping me think and be honest with myself".

From Police Officer (CheckPoint): "She said she absolutely loves talking to you and has actually found the CURBB course extremely helpful (Just thought you should know). She has asked now for some counselling which I said I can look into for her".

The participant reported: "The main thing I have learnt is to communicate more effectively without getting angry or frustrated and it has helped me feel better about myself".

"I liked how Vicki was so patient, open and understanding, there was no judgement or negativity".

YUVA

Parent/ victim engaged with YUVA, her daughter also engaged with YUVA and her father engaged with IA: A parent shared the following feedback on the ease of accessing support through the Hub model. "Having everything together in a central place is great, as I don't have to go back over everything each time I ask for support. I was previously worried my daughter would be like her dad, but I see a positive end now (following YUVA intervention). It's like my child's brain has been rewired since engaging with YUVA, and that's more than I could ever put into money [sic]"

Parent reflecting 6 months after the family had been closed to the YUVA service: "Every child in need of help should be able to access YUVA for their support. It has been 100% for our family. I feel I would have lost my child if I hadn't had your help."

SDAP - Retaliatory Violence

SDAP client initially referred by Checkpoint to Interventions Alliance explains her journey : I'm almost sure that I just had one call with (IA staff member)... and within 5 minutes of starting our conversation she said, "I'm gonna cut this short", like in that she knew that it was not the right service for me because I, I suppose as an outcome of what had been reported to the police it was like, as if I had I suppose, like anger issues and was being violent. As if I was an abuser. Whereas she could just see immediately, and she'd also had a handover I suppose from (Checkpoint case worker), that (IA) was definitely not right [for me].

Value for money

The Home Office report '*The economic and social cost of domestic abuse'*, 2019, calculated the cost of domestic abuse to be £66billion for victims identified in the Crime Survey of England and Wales for the year ending March 2017.

The largest proportion of this cost is the physical and emotional harm caused to victims (£47billion) but the costs to the Exchequer amounts to £19billion in terms of lost economic output and spending to deal with the consequences of abuse through the NHS, the criminal justice system and services for victim/survivors.

The Home Office estimated cost for a single victim of domestic abuse is £34,015 (total cost estimates divided by the total estimated number of domestic abuse victims). The cost of a domestic homicide to society is immense. A priceless life is taken, the lives of the victim's family are forever changed and the financial cost of each devastating crime is in the region of £2.2million However, more recently Women's Aid calculated the true cost of domestic abuse in England in 2022 to be £78billion and for every £1 spent on domestic abuse support saves the public purse £9.

In 2022/23, the average annual cost to hold a prisoner in prison was £58,776. This is in addition to the cost of getting to point of imprisoning someone which according to 'Focus Prisoner education' is £65,000. The average length of a prison sentence for a stalker is 14 months so assuming release at seven months the cost is just over £34,000. This compares to the cost of £4,100 to provide the Compulsive and Obsessive Behaviour Intervention (COBI).

The minimum prison sentence for domestic abuse is six months which assuming release at three months equates to a cost of £14,694. This is over four times the cost of the Healthy Relationships perpetrator intervention. We know adults released from custodial sentences of less than 12 months have a proven reoffending rate of 56.9%.

In Surrey, the cost of a Domestic Abuse Related Death Review is circa £10,000 and the cost of a police investigation into Domestic Abuse (as of 2023) is £317.83. In 2024/25, 8818 incidents of domestic violence (as defined by the Home Office) were reported to Surrey Police, equating to a total cost of circa £2.8million in Surrey alone.

Biography of Services

Interventions Alliance

Interventions Alliance is an award-winning organisation dedicated to creating lasting, positive change for people and communities.

They deliver high-quality residential support, transformative behaviour-change programmes and pioneering research in justice and social care. Their work empowers people to move beyond past and present challenges, building safe futures for themselves and those around them.

Interventions are designed to address the psychological and social factors behind harmful behaviour. Developed by an interdisciplinary team of practitioners, researchers and forensic psychologists, they combine expertise by experience with evidence to achieve meaningful impact.

At the heart of everything they do is the creation of strong, empathetic working alliances, with collaboration, trust and clear goals as the foundations of sustained change.

Waythrough Surrey Children and Young People Service

YUVA Surrey provides confidential support for families experiencing child to parent violence or abuse. They work with families to develop healthy communications and relationships and educate young people to look at their abusive behaviour and understand healthy relationships. Parents and carers are offered a group programme to help reduce feelings of shame and the stigma they often experience. They help to empower parents and carers to address unhealthy power dynamics within the family.

Surrey Domestic Abuse Partnership

South West Surrey Domestic Abuse Service (SWSDA) supports anyone affected by domestic abuse living in the boroughs of Guildford and Waverley. They provide free, confidential and independent advice, skilled practical help and ongoing emotional support and information. Since 2004, SWSDAS has helped thousands of survivors living in our local communities to feel empowered and informed to live a life free from domestic abuse harm. Their services include one to one support, peer and group work, specialist help for children and young people and specific advice for the LGBTQ+ population.

North Surrey Domestic Abuse Service (NSDAS) is a charity which supports anyone affected by domestic abuse and their children living in the boroughs of Elmbridge, Spelthorne and Epsom and Ewell. They support anybody in need of help regardless of sex, race, ability, gender, religion or income level. NSDAS takes a trauma-focused approach with those impacted by domestic abuse, ensuring they are safe and empowered to make informed decisions in their lives. NSDAS provides free, confidential and independent advice, skilled practical help and ongoing emotional support and information. They offer a range of services, including one-on-one support via phone or email, Recovery groups such as Hope 2 Recovery and Power to Change. Additionally, they provide refuge support, property security for high-risk clients and community-based awareness training. They also offer limited assistance for children who do not reside with the alleged perpetrator.

ESDAS (East Surrey Domestic Abuse Service) are an independent charity providing specialist services to survivors of domestic abuse and their children in Reigate & Banstead, Mole Valley and Tandridge. This includes outreach Services, Independent Domestic Violence Advisor support, counselling, client programmes e.g. Own My Life, Recovery Toolkit and associated services. ESDAS was formed in partnership with survivors and the local community in response to the injustice many adult and child survivors have experienced in having to flee their homes to escape abuse and losing their support networks. Many of ESDAS' staff, volunteers and trustee team are experts by experience and are driven by the belief that abuse is not and should not be accepted as inevitable.

Your Sanctuary is a charity founded in 1977 and supports people who are experiencing or have experienced domestic abuse. Based in Woking, Surrey the services are in the main for survivors living or working in Northwest Surrey. Your Sanctuary use a trauma informed, needs led and people centred approach and are part of the wider Surrey Against Domestic Abuse partnership ensuring that all communities in Surrey are able to access appropriate services. They are also a member of the national Womens' Aid Federation.

Your Sanctuary run a community-based service providing both emotional and practical support for those experiencing domestic abuse (both adults and children) with partners in the Surrey Domestic Abuse Partnership (SDAP). As part of their community based work they are a partner in the 'Surrey Steps to Change' hub delivering survivor support services. They also run the Surrey-wide DA helpline for anybody needing information, a listening ear or signposting to other services – this service is accessed by survivors themselves, professionals or concerned family/friends. They have an accommodation-based service providing refuge spaces for up to 31 families at any one time - women and children who have fled their perpetrator from anywhere in the country are housed and supported for up to 6 months before resettling in the community.

Referral Pathway