



Annual Impact and Learning Report

2025/26



Interventions
Alliance

Your ally for change



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Foreword

Interventions Alliance was founded in 2021 by professionals who believed the system could do more for people facing complex risks, needs and vulnerabilities. From the outset, we were driven by a simple but powerful belief: with the right support, advocacy and opportunities, people can build safer, more hopeful futures. We committed ourselves to being allies for both personal transformation and wider sector change.

This past year has been a defining one for our organisation. In March 2025 we became operationally and legally independent following our transition from our former parent company. In our first full year of independence, we have been able to sharpen our focus, strengthen our identity and values and continue building an organisation designed around public protection, trauma-informed practice and long-term positive change.

Alongside our established women's service in Bristol, this was the first full year in which we operated two Approved Premises for men in Newcastle, following the transfer of services in March 2025. The expansion of our Approved Premises provision has strengthened our reach and deepened our impact, enabling us to support more people at critical points in their rehabilitation journeys.

We are particularly proud that our specialist home in Bristol, supporting women rebuilding their lives after contact with the criminal justice system, received an Outstanding rating from HM Inspectorate of Probation. These achievements reflect the dedication, professionalism and compassion of our teams and the strength of a model built around dignity, safety and meaningful change.

We also recognise that the availability of suitable accommodation remains one of the defining challenges facing community justice and social care services. Too often, the ability to deliver effective support is constrained by the lack of safe, appropriate environments in the right places. In response, we have developed partnerships with property investors and organisations that share our commitment to creating high-quality, trauma-informed accommodation that enables people to stabilise, recover and move forward in their lives.



Our Behaviour Change Unit also continued to make a significant difference, delivering life-changing interventions to hundreds of individuals over the year. Beyond frontline delivery, we have continued to share our learning, training and research to help shape future practice across the justice sector. This has included working closely with police, commissioners and frontline professionals to strengthen understanding of how behaviour change interventions can reduce harm and improve safety in communities.

At the same time, we have broadened our partnerships and alliances both across the UK and internationally. Our colleagues have contributed to professional discussions and knowledge-sharing with partners across Europe and beyond - from explaining how Approved Premises can successfully bridge the transition from custody to the community, to sharing insights into trauma-informed practice, public protection and behaviour change. As a learning organisation, we believe that lasting progress comes through collaboration, openness and a willingness to learn from one another.

As we welcome new services and new colleagues into Interventions Alliance, we continue to remain focused on delivering high-quality support with care, professionalism and purpose. Our growing workforce, thriving volunteer community and collaborative partnerships continue to strengthen our ability to create lasting impact.

I would like to thank our colleagues, volunteers, partners and the people we support for their commitment, resilience and belief in the possibility of change. Together, we are helping to build a more just, compassionate and hopeful future.



Year One at a Glance



Behaviour Change Programmes

- 249 programme completions and more than 2,550 intervention sessions delivered
- 94.9% of participants rated services as “Excellent” or “Good”
- Delivered across Kent, Surrey, Sussex, Thames Valley and Northumbria
- Expanded outreach, partnership working and quality assurance activity



Refuge Services

- Supported 71 adults and over 50 children
- Referrals and enquiries more than doubled during the year
- Expanded provision of safe homes for male, trans, disabled and multiple compound needs survivors
- Over 90% of residents reported feeling safer and experiencing reduced abuse and risk



Approved Premises

- First full year operating two Approved Premises in Newcastle alongside Bristol provision
- Eden House rated “Outstanding” by HM Inspectorate of Probation
- Launched the “Moving Forward” accommodation pilot supporting residents transitioning to independent living



Research and Innovation

- Delivered research on domestic abuse, stalking, trans inclusion and psychological safety
- Findings informed service development, training and future funding opportunities
- Strengthened partnerships with universities and sector networks



“I think this is one of the most inspiring and rewarding opportunities I have had.”

Volunteer

Volunteers

- Volunteer hours tripled, delivering 725 hours of support
- Over 150 people supported across services
- Expanded volunteer roles in mentoring, neurodiversity support and refuge services



Our Approach

Your Ally for Change

Interventions Alliance is a UK-based specialist organisation operating in some of the most complex and scrutinised areas of justice and social care. We support people whose lives involve layered vulnerabilities, histories of trauma and in some cases behaviour that has caused harm.

We specialise in environments where risk is high, complexity is to be expected and responsible decision-making is vital. Our services are designed to manage those risks and complexities safely, consistently and under scrutiny.

Our residential services include Approved Premises for women and men and specialist refuges supporting people affected by domestic abuse, including those with additional complex needs. Alongside accommodation, we deliver structured behaviour change interventions addressing stalking, harassment and domestic abuse across multiple locations in the UK.

We work with people who may pose risk, experience risk, or both. Our services manage risk while creating opportunities for stability, accountability and positive change.

Our structure reinforces this commitment. Independent professional standards oversight sits outside operational delivery to provide assurance. An active in-house research function links frontline experience to wider evidence and

contributes insight to sector debates. We welcome inspection, audit and evaluation as part of strengthening trust and transparency.

We work collaboratively with the Ministry of Justice, the Home Office, Police and Crime Commissioners, local authorities and community partners. As such, we are an ally for positive change, supporting commissioners facing system pressures and contributing to coordinated, evidence-led responses across regions.

Our focus is to deepen excellence where we operate while remaining responsive to emerging need. We are committed to sustainable growth, strong governance, workforce wellbeing and continuous sector learning.

Interventions Alliance is a specialist partner in complex systems - supporting people with significant needs and risks, managing our responsibilities carefully and shaping improved responses across justice and social care.



Our Values

Care

We care deeply for the people we support, for each other and for ourselves, because lasting change starts with humanity.



Curiosity

We stay curious, always asking, listening and learning so we can better understand the people we work with.



Integrity

We do the right thing, even when it's hard, staying true to our values, our purpose and the people we serve.



Personal Leadership

We don't wait, we get stuck in, prepared to manage risk and take ownership of turning ideas into action, solving problems together for the benefit of those who we support.



Behaviour Change Programmes

Overview

Our Behaviour Change Practitioners deliver four structured, trauma-informed interventions - COBI, CURBB, Healthy Relationships and HEART - designed to support people to understand, take responsibility for and change harmful behaviour. The programmes address a range of risk levels, from early intervention through to intensive work with entrenched and complex needs, with the overarching aim of reducing reoffending, protecting victims and supporting safer communities.

Delivery is personalised and evidence-informed, combining skilled practitioner engagement with practical tools to address the underlying drivers of harmful behaviour, including domestic abuse, stalking and unhealthy relationships. This approach supports participants to make sustainable changes that improve outcomes for families and communities.



Our Behaviour Change Interventions

The Behaviour Change Practice delivers four tailored programmes designed to reduce harmful behaviour, support rehabilitation and improve safety for victims, families and communities. Each programme targets different levels of risk and need, from early intervention through to intensive work with entrenched harmful behaviour.

COBI (Compulsive Obsessive Behaviour Intervention)

COBI is an intensive intervention for people displaying obsessive, controlling, or stalking-related behaviours. Using Dialectical Behaviour Therapy (DBT), it supports participants to understand emotional responses, challenge harmful thinking patterns and develop safer, more prosocial behaviours. The programme focuses on empathy, emotional regulation and managing risk to victims, with ongoing monitoring throughout engagement.

Healthy Relationships

Healthy Relationships is a structured domestic abuse intervention designed to reduce reoffending and improve safeguarding outcomes. It supports participants to understand healthy relationship dynamics, develop respectful behaviours, improve communication and recognise the impact of their actions on partners and children. The programme is delivered in partnership with victim services to ensure effective risk management.

CURBB (Challenging Unhealthy Relationships Beliefs and Behaviours)

CURBB is an early intervention programme aimed at low-level domestic abuse perpetrators entering diversionary pathways. It focuses on increasing awareness of domestic abuse, its harms and consequences, while supporting participants to take responsibility for their behaviour. CURBB acts as a gateway into more intensive interventions where needed, promoting early behaviour change and reducing escalation of risk.

HEART (Healthy Emotions and Attitudes in Relationships for Teens)

HEART is an intervention for young people aged 14–17 who have caused harm within personal relationships. It focuses on emotional understanding, behaviour regulation and the development of healthier responses to emotional triggers.

The programme also explores the influence of beliefs and external factors on behaviour, supporting young people to build safer, more respectful relationships, with referrals made to specialist services where additional trauma support is required.

Service Delivery and Partnership Working

Over the past 12 months, delivery has been strengthened through a continued focus on partnership working, quality assurance and sustainable growth. Despite operational pressures, the service has increased capacity and consistency across all regions, supported by improvements in staffing, practitioner expertise and internal governance.

A strong multi-agency approach remains central to delivery. The service works closely with Police and Crime Commissioners, police, probation, victim services and specialist partners to ensure coordinated safeguarding, risk management and behaviour change. Practitioners actively contribute to key multi-agency forums, including MAPPA, MARAC, MATAAC and child protection processes, embedding interventions within wider public protection systems.

Partnership engagement has remained a priority, with 44 outreach events delivered to strengthen referral pathways, improve visibility and support service demand. Collaboration with education partners, including development of the HEART programme, further supports early intervention and prevention.

Internally, governance and oversight have been strengthened through increased audit activity, the introduction of a Quality Development Officer and enhanced leadership capacity. These developments have improved quality assurance, supported practitioner development and reinforced a learning culture of continuous improvement, transparency and accountability.

Impact and Outcomes

Although overall completions did not fully meet targets due to lower-than-anticipated referral volumes, performance has improved significantly compared to the previous year, with strong growth across all regions. Commissioners remain satisfied with service delivery and more participants are now being reached and completing interventions. This reflects improved referral pathways, increased practitioner capacity and greater consistency of delivery. Several regions have more than doubled completions, demonstrating that these innovative services are becoming increasingly embedded and establishing a positive trajectory for future delivery.

Participant feedback provides strong evidence of impact. Individuals consistently report improved emotional awareness, emotional regulation and reflective thinking, alongside a greater ability to understand and manage the impact of their behaviour on others. These outcomes are consistent across programmes and support sustained behaviour change.

Quality assurance activity further supports confidence in delivery. Where improvement was required, issues were identified early and addressed through structured support and increased oversight, reflecting a proactive approach to quality and continuous improvement. Early indications from reconviction monitoring also suggest a positive contribution to desistance. While analysis by the Research Department is ongoing, current findings - supported by practitioner insight and case review - indicate meaningful progress in reducing harmful behaviour.

Overall, the service demonstrates strong progress, with increased reach, improved outcomes and a solid foundation for continued growth and impact.

During 2025–2026, the Behaviour Change Practice (BCP) received 249 programme completions, with 138 participants providing feedback (55.4% response rate). This represents a strong level of engagement for voluntary feedback collection and was supported by our volunteers, who helped to ensure impartiality and balanced representation of participant views.

Overall Experience and Satisfaction

Feedback across CURBB, COBI and Healthy Relationships is overwhelmingly positive. Of the 138 responses, 94.9% rated the service as “Excellent” (73.2%) or “Good” (21.7%), with only a small minority reporting average or poor experiences. This reflects consistently high satisfaction across all delivery models and regions.

Key Finding - Practitioner Quality

The most significant and consistent finding across all feedback was the central role of practitioners in driving engagement and outcomes. Approximately 90% of participants referenced practitioner skill, approach or support. Practitioners were frequently described as approachable, non-judgemental and supportive, with many participants reporting that they felt safe, listened to and able to engage openly for the first time in a statutory setting.

Over half of participants stated that the practitioner relationship was the key factor in their engagement, completion and positive experience of the programme. Flexibility and reasonable adjustments were also widely highlighted, enabling participation for individuals with diverse and complex needs.

Reported Impact

Participants consistently reported meaningful change in emotional awareness, communication and behaviour. Around two thirds of responses made explicit reference to learning how to pause, slow down or respond differently in moments of stress, conflict or heightened emotion. Many also reported increased insight into the impact of their behaviour on partners and children, alongside improved relationship skills and decision-making.

Notably, over half of participants described experiencing increased confidence, insight or pride in their progress, with several explicitly highlighting a sense of achievement in completing the programme and applying new skills in real world situations.

Practical tools and techniques (particularly those informed by DBT approaches) were frequently cited as being useful beyond sessions, with participants describing ongoing use in everyday situations.

Programme Experience

Across all interventions, participants described programmes as supportive, relevant and non-punitive.

- **CURBB** was valued for emotional regulation and reflective learning,
- **COBI** for its personalised and flexible one-to-one delivery and
- **Healthy Relationships** for improving understanding of boundaries, communication and relationship dynamics.

Overall Conclusion

Participant feedback provides strong evidence that Behaviour Change Programmes are delivering high levels of satisfaction, meaningful engagement and sustained behavioural impact. Practitioner quality is the most significant driver of success, with relational practice, flexibility and practical tools underpinning positive outcomes across all interventions.

“This intervention has genuinely changed my life and how I see myself and others.”

Behaviour Change Programme participant

Our Learning and Recommendations

Workforce and recruitment: Staffing remains the principal constraint on capacity and consistency of delivery. All areas operate within comparatively strong labour markets, where competition for skilled practitioners is high and continues to affect recruitment and retention. We see a clear link between stable staffing and positive outcomes and are seeking to strengthen our workforce model. This includes broadening our recruitment approach - actively targeting experienced agency practitioners and attracting suitably qualified professionals who prefer to contribute on a sessional basis, supporting ongoing delivery while retaining valuable skills within the system.

Clinical oversight and risk

management: We prioritise thorough risk management and the use of structured tools to guide our understanding of the level of risk someone presents and the support they require. This approach is central to quality, but it can create pressure in completing assessments at pace. To address this, we have appointed a full-time Forensic Psychologist to strengthen assessment capacity (for example to ensure timely completion of Stalking Risk Profiles) and maintain a high standard of clinical oversight in risk management and intervention planning.

Emerging female cohort complexity and intervention development:

early evidence indicates an increase in women presenting with sexual and stalking-related convictions, highlighting the need to further develop and adapt behaviour change interventions to better meet the complexity and specific needs of this cohort.

Performance and quality assurance:

Sustaining consistent, high-quality delivery requires strong oversight and early visibility of risk. We have strengthened our governance through increased audit activity and the appointment of additional Quality Development Officers, improving assurance, consistency and accountability. We are also placing greater emphasis on proactive management intervention at key decision points - particularly at referral, where risk is most acute - to protect quality and ensure the integrity of delivery.

Practice and delivery: Participant feedback highlights strong practitioner engagement, trust and relational practice are key to achieving positive outcomes. However, staff report challenges in working with resistant or disengaged participants, indicating a need for continued training in motivational and engagement techniques.

Workforce stability: Fixed-term commissioning arrangements continue to impact colleague morale, retention and wellbeing. Short-term extensions create uncertainty and remain a risk to workforce stability, requiring ongoing mitigation.

Service development and growth:

There are clear opportunities to deepen work in established regions, for example through Conditional Cautions, building on existing infrastructure and partnerships to increase reach and impact.

Future focus: Priorities include strengthening workforce resilience, sustaining clinical oversight, expanding service delivery in established regions, building the evidence base and increasing the visibility of outcomes to support continued growth and commissioning confidence.



Number of Behaviour Change Programmes Completed

Kent	Surrey	Sussex	Thames Valley	Northumbria
76	62	74	36	1

The Behaviour Change Practice maintains a strong and proactive quality assurance framework to ensure consistency, safety and continuous improvement across all interventions. During the reporting period, a total of 89 quality assurance activities were completed, including case audits, treatment management reviews and practice observations.

When completing the Case Audits, established sector benchmarks are used to assess how the cases overall have been managed. Where performance concerns were identified, these were addressed promptly through structured support, targeted development and increased audit frequency to ensure sustained improvement.



“I didn’t realise how much I needed this until I started it.”

Behaviour Change Programme participant

The introduction of a Quality Development Officer has significantly enhanced the service’s capacity to monitor practice quality, support practitioners and maintain robust governance. This has enabled oversight of more cases and helped to reinforce early identification of risk, particularly at referral stage where cases are often most complex.

Overall, the quality assurance approach reflects a culture of transparency and continuous improvement, ensuring that issues are actively identified, managed and resolved, while maintaining confidence in the overall standard of Behaviour Change Practice delivery.

Story of Hope

Following a serious domestic incident linked to alcohol misuse that led to arrest, Sam was offered CURBB as an alternative to court proceedings. Initially sceptical, he described expecting “an easy way out,” but quickly found the one-to-one, non-judgemental support transformative.

“My behaviour change practitioner Amy was a really good person to talk to. It wasn’t just talking about what had happened, it was about how I was feeling. It was like going to talk to my mum. She wouldn’t judge. It was nice to actually speak to someone like that.

“The biggest motivation of taking part in the CURBB program was to just learn why I am the way I have been and to talk to someone and actually try and conquer what is going on in my head.

“Talking about my past for the first time actually felt really nice. I felt like when I was speaking to Amy, it was like talking to a really good friend. She made me feel really comfortable for me to be able to be myself and tell her whatever was going on in my head.

“The things I wanted to deal with in the past were many things, all from the age of six, looking after my mum, growing up with an alcoholic father, seeing violence with that alcoholic father and going through addiction, losing my mother, there was a lot of things that were buried that I haven’t dealt with. But when I talked about it, it was like a weight off my shoulders, definitely.

“Things I learned about myself was how to control how I feel, whereas before I’d just almost explode. Being able to talk about my feelings of being down, being angry, just feeling non-existent sometimes. Learning how to deal with those sort of feelings and not putting myself down for everything I’ve done to people.

“I felt heard by Amy. She gave me tools for my emotions and to help me learn to deal with certain things.

“After that course, I was just like, “Do you know what? I feel actually quite good.” I think it’s just getting it all out and actually talking to someone about it.

“It was a bad thing that happened but it turned into a really good thing.”



Approved Premises

Overview

Approved Premises (APs) provide structured, supervised accommodation for people who are released from prison on community orders, or for those directed by the courts as part of their bail conditions. They support people leaving custody, or in some cases diverting people from custody where intensive residential support in the community offers a final opportunity to address harmful behaviour and reduce risk.

The model is designed to protect the public by managing risk while creating the conditions for stabilisation, reflection and positive change.

APs operate where risk is often highest, providing a controlled environment that bridges the transition from custody to independent living. They combine clear expectations and restrictions with intensive, person-centred support.

This balance of oversight and rehabilitation enables practitioners to actively manage risk while supporting people to address the behaviours and circumstances linked to harm.

Residents often present with complex needs, including trauma, substance use and entrenched patterns of harmful behaviour.

Interventions Alliance currently delivers Approved Premises in:

- Bristol (for up to 26 women)
- Newcastle (for up to 26 and 21 men in two locations)

Across all three premises, our focus has been on maintaining safe and stable services while strengthening quality, embedding trauma-informed practice, improving environments and developing longer-term pathways out of Approved Premises.

Support and Outcomes

Support is structured, intensive and tailored to individual risk and need. It includes:

- **Risk management:** curfews, sign-in requirements, exclusion zones and drug testing
- **Keyword and supervision:** regular one-to-one sessions focused on behaviour, risk and progress
- **Rehabilitative activity:** structured interventions, recovery support and pro-social engagement
- **Multi-agency coordination:** close working with probation and partner services
- **Move-on planning:** preparation for sustainable living in the community

This integrated approach allows services to manage risk effectively while supporting longer-term change.



Evidence demonstrates that consistent relationships, clear structure and targeted support can stabilise individuals and reduce risk.

For example, people with long-standing patterns of alcohol-related violence have shown improved stability when supported through more intensive monitoring and consistent keyworker engagement. Similarly, residents leaving custody after extended sentences have been supported to live independently for the first time through coordinated, multi-agency input and tailored one-to-one support.

These cases show the importance of sustained oversight and personalised support in achieving meaningful change.

Our Learning and Recommendations

Stable occupancy and effective use of capacity: experience this year reinforces that stable occupancy is critical to delivering impact, services can only reduce harm when capacity is effectively utilised.

Early transition carries the highest risk: the period immediately following release requires the highest level of oversight and strong multi-agency coordination.

Organised Crime Group risk and AP suitability: the increasing complexity associated with organised crime group affiliations (in Newcastle) has highlighted the need for closer liaison with the CRU to strengthen assessment of suitability for AP placements and improve risk management in these cases.

Eden House rated 'Outstanding' by HM Inspectorate of Probation

In December 2025, Eden House in Bristol was rated Outstanding overall by HM Inspectorate of Probation. Inspectors highlighted the strength of the service's trauma-informed culture, quality of relationships between staff and residents and the extent to which the environment promoted safety, stability and recovery.

The inspection recognised both the quality of day-to-day practice and the wider culture of the service, including its approach to supporting dignity, trust and rehabilitation alongside effective risk management to protect the public.

Eden House also welcomed a visit from Clare Moody, the police and crime commissioner for Avon and Somerset. The visit provided an opportunity to discuss the role of trauma-informed residential provision in supporting women leaving custody, reducing harm and strengthening public protection.

Alongside engagement with HMPPS, local authorities and criminal justice partners, these visits help strengthen understanding of the role Approved Premises play within wider systems of rehabilitation and community safety.

Consistency of staffing relationships:

consistency in staffing and the continuity of relationships has been shown to be central to engagement and positive outcomes, with clear structure and expectations further supporting behaviour change.

Move-on remains a critical pressure

point: access to suitable accommodation helps shape longer-term outcomes.

Strengthening pathways and early

intervention: we are strengthening referral pathways and deepening local partnerships to ensure AP provision is used effectively and at the earliest appropriate point. This includes collaboration with initiatives such as women's courts in Avon and Somerset, supporting earlier intervention as an alternative to custody, reducing harm and strengthening public protection across the communities we serve.



“I feel like I am being supported and helped to move forward with my life.”

AP resident



Enabling Environment Accreditation

During the reporting period, both Eden House in Bristol and Ozanam House in Newcastle held Royal College of Psychiatrists Enabling Environment Accreditation.

The accreditation recognises environments which actively support positive relationships, emotional wellbeing, belonging and recovery. It reflects not only the physical environment but also the quality of interactions, leadership, reflective practice and organisational culture.

For services working with people who have often experienced significant trauma, instability and exclusion, creating psychologically informed and relational environments is critical to both engagement and public protection outcomes.

Newcastle Approved Premises: First Year of Operation

Interventions Alliance took responsibility for St Christopher's House and Ozanam House in Newcastle at the end of March 2025.

Over the past year we have worked closely with new colleagues to manage the transition, prioritising continuity of service and stability for residents. This has included maintaining core processes, ensuring risk management arrangements remained robust and maintaining clear lines of communication with HMPPS and local partners.

We have strengthened relationships with local police, stakeholders and elected representatives, including the constituency MP Chi Onwurah and local ward councillors.

There has been greater focus on establishing shared standards of quality, practice and behaviour. Our People, Professional Standards and Development team has implemented a new Quality Assurance Framework, conducts monthly case management reviews and shares learning through routine bulletins.

We have also involved AP teams in our organisational psychological safety survey to benchmark the extent to which colleagues feel safe and supported to undertake their work.

Some operational practices have already improved. For example, the adoption of mobile tablets now allows CCTV feeds to be monitored from anywhere on site, improving responsiveness and flexibility for staff.

Moving Forward Accommodation Pilot

In October 2025, we launched our Moving Forward accommodation pilot in Newcastle, providing longer-term accommodation and personalised support for residents leaving Approved Premises.

The pilot was launched with three units and provides support for up to two years following departure from APs. The intention is to bridge the gap between highly structured residential provision and fully independent living - recognising that the transition out of Approved Premises can represent a significant point of risk.

Early demand and engagement have been strong and additional units are now being introduced.

Strengthening Specialist Capability

Recognising the complexity of the resident group, we have invested in additional specialist capacity.

A full-time forensic psychologist will start in Spring 2026 with an organisation-wide remit but will be based in Newcastle. Due to the nature of the cohorts that we work with, we will continue to strengthen our forensic psychologist capability.

Alongside this, we have introduced a Lead Practitioner role working across Ozanam and St Christopher's. This role provides an additional layer of oversight and support for frontline staff, with a particular focus on complex cases, decision-making and embedding high-quality trauma-informed practice.

Following one manager's retirement and another colleague moving on at the end of 2025, we also recruited two new managers who joined in December 2025 and March 2026 respectively and are leading local service improvement work.

Modernising the Physical Environment

The Newcastle buildings have operated as APs for decades. While they are well established in the community, parts of the physical environment no longer meet modern expectations around trauma-informed practice, safety and rehabilitation. A programme of refurbishment and environmental improvement is underway across both sites.

At Ozanam House, this includes replacement of perimeter fencing and garden decking, refurbishment of bedrooms and redesign of keyworker spaces to create calmer, more trauma-informed environments. At St Christopher's, improvements include the installation of new service hatches to enhance safety and resident interaction during sign-in and sign-out, alongside bedroom refurbishment, improvements to common areas and redesigned keyworker spaces to they are calmer and more trauma-informed.

Story of Hope

Creating stability where it has previously not been possible

One resident, Paul*, arrived at an Approved Premises following multiple previous placements and a long history of alcohol-related offending linked to violence. Earlier attempts at resettlement had been disrupted by continued substance use and breaches of licence conditions.

Through a more structured and consistent approach - including closer monitoring, targeted support and a stable keyworker relationship - the man

was able to achieve a sustained period of stability. While challenges remained, the reduction in harmful behaviour and improved engagement with support marked a significant shift from previous patterns.

This reflects the role of Approved Premises not as a single intervention, but as a critical opportunity to interrupt risk, stabilise individuals and create the conditions for safer outcomes.

*Not real name.

Refuge

Overview

Our refuges offer safe, specialist accommodation and 24/7 trauma-informed support for survivors of domestic abuse who are at high risk and unable to remain in their homes.

Our services support women, men, trans and non-binary people, as well as families, individuals with multiple and complex needs and those with additional requirements such as physical disabilities, mental health needs or substance misuse issues.

Through a flexible, needs-led approach, we provide a range of accessible accommodation options alongside wraparound support including safety planning, therapeutic and group work, children and young people's services and coordinated partnership working with housing, health, social care and specialist VAWG agencies.

This is further strengthened by the involvement of trained volunteers, who provide additional practical and emotional support to residents and enhance capacity within the refuge. This model enables survivors to stabilise, recover from abuse and move safely towards independent living, while ensuring services remain inclusive, responsive and tailored to diverse and evolving needs.

New Services and Provision

During the year, we expanded our accommodation and support offer to meet increasing and diverse demand. We launched a Multiple Compound Needs (MCN) Community and Refuge service in partnership with Changing Futures MDT, providing 24/7 on-site support to female victims of domestic violence with multiple complex additional needs. We also opened Phoenix House, an all gender-inclusive refuge that prioritises male and trans survivors. Phoenix has so far supported 5 people (1 woman with a dog, 1 trans woman and 3 male survivors).

Our accommodation offer has increased to include:

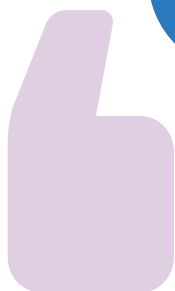
- Provision for pets, male and trans survivors, women with up to 5 children and individuals with multiple compound needs
- 2 wheelchair accessible rooms and 6 ground floor rooms within MCN provision
- 1 wheelchair accessible flat, 1 adapted flat, 3 ground floor flats and 1 ground floor room in East Sussex
- 5 self-contained all gender-inclusive flats.

Further properties, including additional all gender-inclusive and smaller shared accommodation, are in development to expand capacity.

Our needs-led approach enables us to maximise placements by matching people to appropriate provision and moving between services where required.

“The staff here are amazing and have helped me loads, they are brilliant.”

Refuge resident



In addition to accommodation, structured and informal support is delivered across services, including a 12-week Freedom Programme, group therapy and regular wellbeing activities. A dedicated offer for children and young people has also been introduced, providing a range of therapeutic and developmental activities.

Support and Outcomes

Improvements to service delivery, including enhanced promotion with partner agencies and re-establishing access to Routes to Support online database, have led to a significant increase in demand and access. Referrals and enquiries have more than doubled, rising from 57 in Quarter 1 to 126 in Quarter 4. This increase has enabled more survivors to access support and reduced void rates from an average of 13–15 in Quarter 1 to 3–4 in Quarter 4.

Since June 2025, the service has received 321 enquiries and referrals, resulting in 71 adults and over 50 children being supported.

Significant progress has been made in strengthening the service’s reach, partnerships and delivery. Embedding within the Changing Futures MDT has supported the development of the MCN Refuge and Community Service, alongside a comprehensive programme of partnership-building across Sussex. This has included engagement with housing teams, police, children’s services, specialist VAWG organisations and national charities, increasing awareness and accessibility of the service.

Targeted pathway development has further strengthened inclusivity and access. This includes a funded refuge space for people with no recourse to public funds, improved pathways for trans survivors through partnership with Switchboard and expanded links with homelessness services across Sussex. Work is ongoing to strengthen pan-Sussex collaboration, including with West Sussex housing and refuge providers.

The introduction of volunteers within the refuge has enhanced the support offer, providing additional capacity for staff and more diverse, person-centred support for residents.

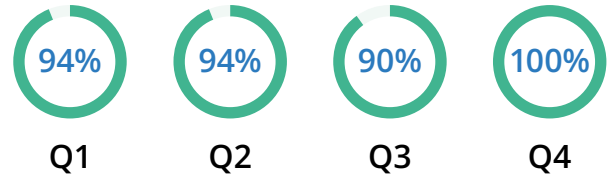


Working together

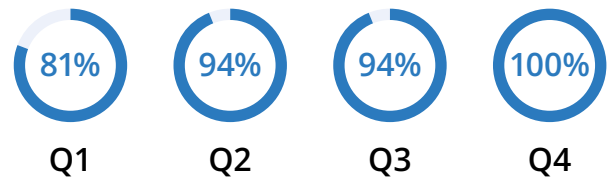
- Changing Futures MDT & Stakeholders
- Hastings Housing Teams
- Rother Housing Teams
- Wealden Housing Teams
- Lewes & Eastbourne Housing Teams
- Brighton & Hove Housing Teams
- East Sussex Children’s Services
- West Sussex Refuge Service
- East Sussex Police
- Brighton Women’s Centre
- StreetLight UK
- Sanctuary Café Eastbourne
- VAWG Outreach Events
- Domestic Abuse Partnership Board
- LGBTQ+ Switchboard
- ManKind
- ManKind Initiative
- Respect
- Women’s Aid

Over 90% of respondents across all quarters reported feeling safer, experiencing reduced abuse and risk and high satisfaction with the service.

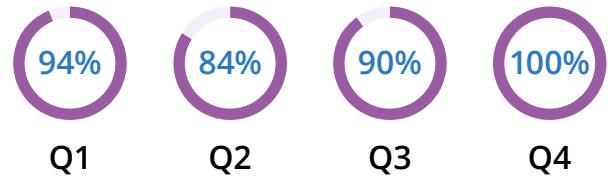
Feeling “much” or “a bit” safer:



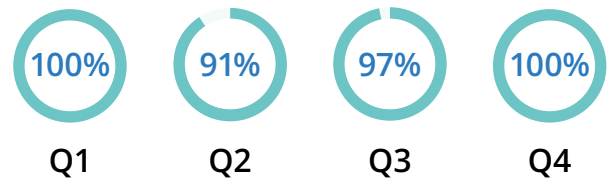
Abuse has stopped or reduced:



Risk has “reduced a lot” or “reduced a little”



Abuse has stopped or reduced:



Up until Q4, we have had 58 move-ons, with 28 completing the service

Our Learning and Recommendations

Referral pathways: Initial low referral numbers following service transfer highlighted the importance of clear referral routes and partner awareness. Re-establishing access to Routes to Support and strengthening partnerships across Sussex has improved referral flow; ongoing relationship-building remains key.

Responding to complex needs: An increase in clients presenting with multiple and high-risk needs, particularly around mental health and substance misuse, required strengthened processes. Enhancements to medication management, risk assessment, safety planning and emergency response procedures have improved safety and consistency of support.

Service model development: Identified gaps in substance misuse provision led to plans for a dedicated recovery worker and increased staffing capacity to reduce lone working. Flexible use of both refuge services has supported more responsive, needs-led delivery.

Workforce and recruitment: Ongoing staffing challenges have placed pressure on service delivery. Expanding recruitment approaches, using agency staff and strengthening workforce planning will remain a priority.

System challenges: Wider pressures - including commissioning barriers, reduced external services and increasing complexity of need - continue to impact delivery, reinforcing the need for adaptable models and strong multi-agency working.

Future focus: Priorities include strengthening pan-Sussex partnerships, improving referral and move-on pathways, increasing access to external specialist provision and ensuring staff and volunteers are equipped with the tools and support needed to respond effectively to emerging needs.



Story of Hope

KR arrived at our refuge in autumn 2025 after fleeing an abusive relationship that left her facing housing insecurity, financial harm and significant health challenges.

Her former partner had taken control of household finances, concealed mortgage arrears and misused her money, leading to the repossession of her home. She was exhausted, overwhelmed and dealing with complex physical conditions that affected her day-to-day life.

But with the help of our refuge support workers, KR began to regain stability and a sense of safety. Practical help with benefits, healthcare and social care was matched with gentle emotional support and tailored strategies to help her manage fatigue and protect her wellbeing.

KR has complex medical diagnoses, significant mobility issues and experiences extreme fatigue and blackouts. Support workers have helped to implement pacing and energy-management strategies and a detailed safety plan has been developed. At KR's request, other refuge residents have been given details on the signs KR may display before and during a blackout and how they can safely support her if this occurs.

Over time, KR's understanding of coercive control deepened and her confidence in recognising and responding to her experiences has grown. KR initially presented with a DASH risk assessment score of 12, which has since reduced to 3.



KR faced further emotional difficulty when her two dogs needed emergency temporary care. With support, she has been able to have the dogs temporarily fostered through Dogs Trust, helping ensure they are safe while she focuses on her recovery.

Despite these difficult moments KR has shown remarkable resilience. She has built positive relationships within refuge, re-engaged socially and has found joy in contributing to group activities, including creative workshops she helped deliver over the Christmas period.

KR is now receiving a coordinated care package and is moving towards her goal of supported, independent living.

Research

Overview

Research and evidence-informed practice is central to our work. As an operationally-led organisation supporting people at risk to lead safer, healthier and happier lives, research helps us understand the changing challenges facing both the people we support and the professionals who work with them.

Our in-house research team ensures our services and interventions are informed by evidence, lived experience and an understanding of how people's different identities and experiences shape outcomes.

The team is at the forefront of developing and evaluating innovative approaches that address the root causes of harm, strengthen support for vulnerable people and improve the effectiveness of our services – including our trauma-informed homes. We also explore colleague wellbeing and resilience, recognising the pressures faced by professionals working with people at high risk of harm.

“Through insightful research and rigorous evaluation, the research team has helped ensure that our services continue to learn, adapt and improve.”

Michael Baker,
Deputy Chief Officer

Outputs and impact

Over the past 12 months, the research team has delivered research, evaluations and pilots focused on three key areas: supporting trans people in community justice settings, tackling domestic abuse and stalking and strengthening psychological safety within teams.

Key projects included:

- Research exploring the experiences of trans people accessing community justice services, which led to lived-experience-led trans awareness training across HMPPS-funded Activity Hubs
- An evaluation of the Surrey Steps to Change Hub, examining how the model improves survivor safety and reduces harm from perpetrators of domestic abuse and stalking. Findings are helping shape future development and funding opportunities
- Research into psychological safety among colleagues, exploring the conditions that support trust, learning, innovation and staff wellbeing

Alongside delivering impactful research, the team prioritised sharing learning with practitioners, commissioners, policymakers and academic partners to strengthen collaboration and influence across the sector.

Learning, Recommendations and Next Steps

Strengthen sector collaboration: A key learning from the past year has been the importance of strengthening connections across the wider justice and social care sectors. As our research function has developed, we have focused on building and deepening relationships with practitioners, commissioners and academics working in areas such as psychological safety, emotional labour and workforce wellbeing, helping to better link theory with practice.

Increase research visibility and publications: The next phase of development is to build on established credibility by increasing the volume and reach of published outputs. This will help position IA research within wider sector conversations and strengthen its influence on practice and policy.

Translate research into practice and policy impact: A key focus is ensuring findings are shared in ways that directly inform practice, spark new discussions and contribute to policy development, alongside academic dissemination.

Future research priorities (2026/27)

The research programme will continue to develop core themes, including:

- The emotional and practical demands of working in Women's Approved Premises, exploring emotional labour, vicarious trauma and hidden aspects of frontline practice
- A follow-on study on psychological safety across Interventions Alliance services, including newly integrated areas such as refuge provision

Research - The Experiences and Inclusion of Trans People in Community Justice Services (2024)

This internally commissioned, qualitative project explored how HMPPS Creating Future Opportunities (CFO) funded Activity Hubs (which provide holistic support to people on probation, to improve employability and reduce reoffending) were responding to the needs of trans participants.

The research was the first to explore the experiences of justice involved trans people accessing community justice services and unique in that the research included trans men, an important addition given most of the extant literature on trans experiences in the justice system focuses on trans women in prisons or Approved Premises.

The research findings led to trans awareness training, delivered by lived-experience trans facilitators, being commissioned for staff and participants at each hub. The training received highly positive feedback.



Research - The Surrey 'Steps to Change' Hub Evaluation (2024-2025)

This mixed-methods evaluation was commissioned by the Office of the Police and Crime Commissioner (OPCC) for Surrey. The commissioners wanted to better understand the impact of their new tackling domestic violence service – the Surrey Steps to Change Hub.

The evaluation aims were to 1) explore the importance and value of the Hub and identify ways in which the model might be strengthened in future and 2) 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. The report findings have been presented to the Surrey OPCC and the Home Office and are being used to support an application to secure further funding for the Hub.

Research - Psychological Safety of Colleagues (2025)

This research project explored the psychological safety of colleagues in Interventions Alliance. Psychological safety is a product of trust in teams, which fosters a better learning culture and allows colleagues to feel secure in taking risks and challenging ideas.

This quantitative piece of research provided valuable insights into the conditions which support excellence, creativity and innovation. This project has been developed from previous research conducted by the research team looking at the experiences of trans people in community justice settings – specifically, findings relating to the experiences of professionals working with trans people. The research adds to a fascinating, emergent knowledge base.

Partnerships with universities and expert groups

Our work is stronger and more impactful when shared with others. The Research Unit has forged links with several research communities over the past year, attending and presenting at meetings, seminars and events to promote relationship building and knowledge sharing.

Networks, events and conferences

- The Sensitive and Traumatic Research Network
- The Researcher Wellbeing Network (including researchers and academics from Anglia Ruskin University)
- HM Inspectorate of Probation - HMIP research team
- NEC DS
- LGBT+ Domestic Abuse Practitioner Network
- BSC Probation Conference
- Narrative Criminology Conference
- BSC Annual Criminology Conference
- Social Research Association Conference
- CEP General Assembly and CEP International Conference on Gender-Based Violence
- Researcher Wellbeing Symposium
- 20 Years Post Corston: Where are the Women and Girls. Probation Journal Special Edition Symposium – Cambridge

Affiliations

- De Montfort University - School of Applied Social Sciences
- University of Portsmouth - School of Criminology and Criminal Justice
- Grow Transform Belong (Head of Research acts as one of the expert advisors)

Volunteers

The Role of Volunteers

Volunteers are central to our delivery. They contribute not only valuable time and skills, but also diverse perspectives, local knowledge and strong community connections that enhance the quality, impact and reach of our work. We are particularly fortunate to work with volunteers who bring lived experience, which has been instrumental in shaping our refuge provision - from its environment and atmosphere to the activities and support offered to residents.

Support and Outcomes

Over the past year, we have expanded our volunteer roles to include:



Residential support



Neurodiversity screening



Mentoring



Feedback and service development

Volunteer involvement has grown significantly, with hours tripling compared to the previous year. In total, volunteers contributed 725 hours, exceeding our annual target by 25%. Collectively, they supported more than 150 individuals across our services.

Volunteers have helped to:

- Support 40 individuals through the transition programme at Standford Hill prison, helping them prepare for life in the community
- Achieve a 92% engagement rate for probation referrals through our neurodiversity support service, working closely with Eastbourne and Brighton probation teams and commissioners
- Increase by 111% the number of referrals from the Complex Domestic Abuse and Stalking Unit in Sussex, with volunteer mentors supporting clients with housing, benefits and wider guidance
- Support participants to access income through employment or benefits.
- Assist families navigate services, including securing school placements and childcare
- Deliver neurodiversity screenings, supporting individuals to better understand their traits and access further support, diagnosis and increased confidence
- Volunteer Emma won The Alice Ruggles Trust Volunteer of the Year award.
- Volunteer with lived experience joined refuge, providing practical support and compassionate, non-judgemental listening spaced for women

“Volunteering has taken me far outside my comfort zone and into a role I never imagined myself doing - and I’m so glad it did.”

Volunteer



Our Learning and Recommendations

Partnerships and Collaboration:

Strong partnership working, particularly with Brighton Probation, has supported effective delivery and consistent referrals. Internally, collaboration across teams has enabled the development of impactful volunteer roles, with team engagement helping to identify gaps and align support to need.

Service Development: The development of neurodiversity support highlighted both high demand and the need for clearer commissioning and sufficient staffing, particularly in Eastbourne. This learning is informing plans to roll out screening more widely across all service areas.

Volunteer Delivery Model: There is a growing emphasis on in-person volunteering within IA homes, reflecting its value in building trust and improving outcomes. Mentoring remains more challenging due to the complexity of participant needs, reinforcing the importance of well-defined and supported roles.

Recruitment and Volunteer Pipeline:

Recruitment via Indeed proved less effective, while volunteer centres and the organisation’s website generated stronger candidates. Future efforts will focus on strengthening these routes and exploring new approaches.

Systems and Infrastructure: The use of Microsoft Forms has improved data collection and streamlined processes, supporting better insight and learning. Further work is needed to ensure volunteer tools and equipment are cost-effective and fit for purpose.

Story of Hope

HB is on a 12-month community order and has complex mental health needs alongside undiagnosed neurodiverse traits. Through a volunteer-delivered neurodiversity screening, she gained new insight into ADHD, dyslexia and traits associated with autism and dyspraxia, helping her better understand long-standing challenges with anxiety, overwhelm and concentration.

This understanding has been highly validating and has reframed her experiences in a more positive way. HB is now seeking a formal autism assessment, engaging with an ADHD recovery college course and beginning to use practical strategies to support daily life.

The impact has also extended to her family relationships, with improved communication and mutual understanding with her mother. HB described the process as accessible and helpful, particularly valuing the visual approach.

The case highlights how volunteer-led neurodiversity support can increase self-awareness, reduce distress and support positive steps toward change.

"After sitting the [neurodiversity] screening he described that it mirrored exactly what his struggles were. He had his final session yesterday and his willingness to reflect and change stood out a lot more"

Probation Officer

"I think this is one of the most inspiring and rewarding opportunities I have had. I am very grateful for the opportunity to be able to help in different ways." **Becky, volunteer**

"It's interesting to learn about different processes/forms/services I was not aware of before. Additionally, it has been a good experience speaking to different people and helping where I can." **Dani, volunteer**

"I am almost always looking for a way in to offer a volunteer as I think their time and skills are indispensable. I sometimes find a behaviour change programme participant will disclose things to a volunteer that they don't disclose to me. Volunteers enable opportunities that can be life changing if not something like miracle work!" **David, Behaviour Change Practitioner**

"All clients have commented that Becky has brought much needed care and support, particularly when staff are stretched. One resident shared 'Becky is so caring and I did not need to say much and she understood'. Another sent the following to Becky 'Thank you for being such an important part of our lives. We appreciate you more than you know. Life is so much better with your being around.' I have found it very easy to introduce clients to Becky and they have shown gratitude." **Pato, Refuge support worker**

Professional Standards

Overview

Professional Standards has played a key role in helping build Interventions Alliance's reputation as a learning organisation. With increased capacity, following the recruitment of a Professional Standards Co-ordinator, core activity has focused on embedding Quality Assurance Frameworks (QAFs) across all projects and services.

The team has also introduced enhanced reporting mechanisms including monthly Spotlights, quarterly Quality Assurance Reports and Quality Improvement Plan (QIP) meetings. The team has delivered annual Focus Groups, conducted process audits (including Newcastle Approved Premises), managed complaint investigations, supported backlog reduction within SRP systems and contributed to the Experts by Experience Steering Group.

"A robust quality assurance framework was in place, supported by routine case reviews, observational insights and external validation."

HMIP Inspection
report for Eden House
Approved Premises

Impact and Outcomes

The function has had a measurable impact on service quality, assurance and organisational learning. Contributions to assurance activity supported Eden House achieving an "Outstanding" HMIP inspection. Increased oversight through case audits and structured QA processes has provided operational managers with clearer evidence to support decision-making and performance management, including Performance Improvement Plan processes.

Feedback from Focus Groups and complaint investigations has directly informed service improvements, including enhanced consistency of practice within refuge provision and improved inter-agency working, with complex complaints demonstrating the organisation's commitment to learning. The revised QIP approach has also strengthened operational ownership of quality assurance, resulting in increased completion of observations and improved oversight of practice within the QA cycle.

Process audit activity at Newcastle highlighted both strong practice and opportunities for improved efficiency, including reducing reliance on paper-based systems.

Our Learning and Recommendations

Professional standards, boundaries and consistency of practice: The importance of clear professional boundaries and consistent application of policy has been reinforced, particularly through complaint investigations. Embedding these consistently remains essential to maintaining quality and supporting decision-making.

Quality of communication and inter-agency working: Complaint handling highlighted the need for sensitive, proportionate communication when sharing findings with partner agencies, alongside maintaining constructive professional relationships even in complex or challenging circumstances.

Planning and delivery in operational practice: Pre-release planning within Approved Premises has been identified as a key driver of effective practice. Ensuring that actions identified in plans are consistently delivered, accurately recorded and reflected in transition arrangements remains a priority area for improvement.

Growth and development: There is a clear opportunity to expand Professional Standards activity through new external quality assurance work. This offers potential to strengthen reputation, extend impact beyond existing contracts and generate income to support future development.

Spotlight on Stalking Standards

“If someone misses a session, we follow up quickly. Engagement is essential - not just for attendance, but for creating the conditions for change.”

Stephanie Glasscoo
Head of Professional Standards

Professional Standards has played a key role in ensuring the effective and safe delivery of the Compulsive and Obsessive Behaviour Intervention (COBI), Interventions Alliance’s specialist stalking intervention programme.

Through robust practitioner training, clinical supervision, quality assurance activity and ongoing case oversight, the team has helped maintain high standards of practice across all stages of delivery.

Quality processes including case audits, treatment management, observations and participant feedback mechanisms have strengthened consistency, accountability and responsiveness within the programme. This approach supports not only programme fidelity and risk management, but also continuous learning and improvement - helping ensure interventions are delivered safely, effectively and with the greatest potential for lasting behavioural change.

Learning and Development

This year we strengthened and expanded our Learning and Development (L&D) offer to improve consistency, accessibility and quality of training across the organisation. Key developments included structured induction materials, organisation-wide training plans and new flexible learning approaches designed to support operational pressures while improving engagement and learning outcomes.

Impact and outcomes

Training delivery and learning expectations became more structured and aligned across operational teams, helping to improve consistency and strengthen organisational standards. Onboarding has improved through clearer induction processes and guidance, while mandatory learning compliance has increased following the rollout of iHASCO and enhanced tracking.

Staff engagement and capability have been boosted through more flexible, accessible learning formats such as bitesize sessions and One Minute Guides. Overall, learning activity is now better aligned with organisational priorities, supporting stronger collaboration, improved professional standards and more effective cross-team working.

Learning and Recommendations

Flexible and blended learning approaches: Flexible delivery methods improve engagement, particularly in operationally pressured teams, with blended learning (e-learning and live

sessions) proving the most effective overall model. Bitesize learning supports accessibility and refreshers but does not replace the need for deeper, more comprehensive training.

Leadership and local accountability:

Manager engagement is critical to embedding a learning culture, driving completion and reinforcing expectations. Stronger local accountability is also key to sustaining participation and impact.

Strengthening lived experience input:

Current approaches to lived experience could be broadened further. A more structured and diverse model, such as a panel approach, may help bring in a wider range of perspectives and enhance the overall learning value.

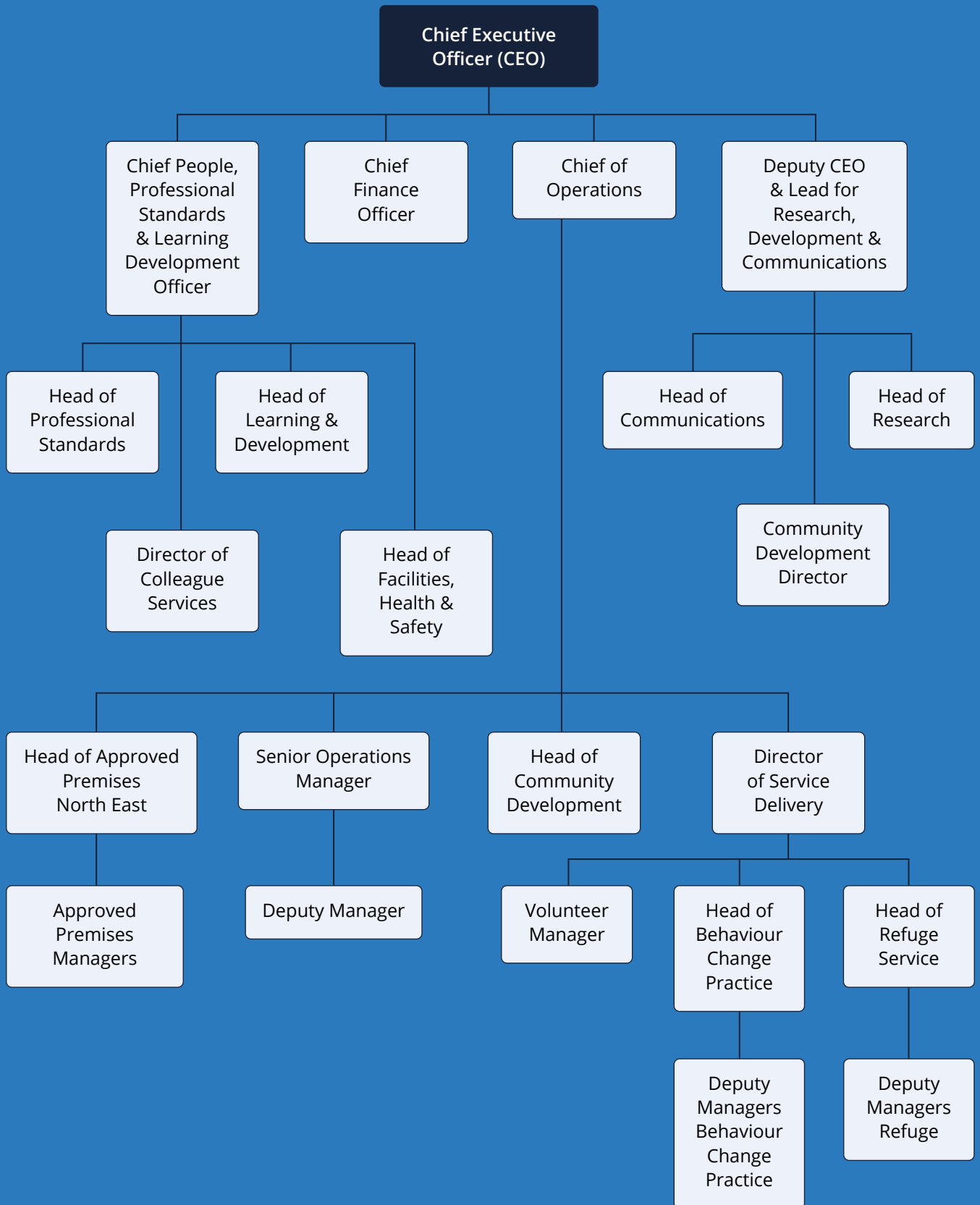
Future L&D priorities and capacity:

Priorities include expanding bitesize learning, embedding lived experience more consistently and ensuring L&D capacity remains aligned with increasing organisational demand and priorities.



Leadership Team

Senior Leadership Team





Financial Sustainability and Reinvestment

Overview

Our first year as a legally and operationally independent organisation has been defined by steady growth and careful financial management. In the final days of 2024/25, we assumed responsibility for two Approved Premises in Newcastle, followed in June 2025 by mainstream refuge provision in East Sussex. Since then, refuge capacity has increased from 37 to 50 spaces, alongside our existing residential project supporting women with multiple and compound needs.

This growth has been accompanied by continued reinvestment into service quality, professional expertise and organisational capability. We reported a small surplus for 2025/26, reflecting a deliberate approach that balances financial discipline with investment in delivery and long-term sustainability.

Impact and Outcomes

Growth in income has enabled a corresponding increase in reach, allowing more people to access safe accommodation and support. This has been achieved alongside targeted investment to strengthen the quality and consistency of services, including enhanced specialist expertise and improvements to delivery environments.

We have also strengthened the systems underpinning our work. The introduction of a new expenses process has improved financial oversight, expenditure tracking and VAT management, while supporting greater consistency for colleagues. The appointment of UHY Hacker Young as independent auditors further demonstrates our commitment to transparency, accountability and strong financial governance.

Our Learning and Recommendations

Sustainable growth supports better outcomes: Aligning service expansion with available resources has enabled us to increase reach while maintaining quality and stability.

Reinvestment is critical to impact: Directing resources into expertise, environments and infrastructure has strengthened delivery and improved outcomes for participants and residents. Strong systems enable accountability: Investment in financial processes and independent scrutiny has improved oversight and supports effective decision-making.

Flexibility strengthens delivery: Our independent structure allows us to allocate resources where they are most needed, supporting continuous improvement across services.

Looking Ahead

Priorities for Year Two

Building on the progress, learning and service development achieved during our inaugural year, our priorities for Year Two will focus on increasing our impact, improving sustainability and expanding high-quality support across all areas of delivery.

Extend our impact

We will continue to grow the reach and diversity of our services, increasing the number of people, cohorts and commissioners we support. Particular focus will be placed on:

- Developing therapeutic children's homes that nurture belonging and social inclusion
- Expanding our "Moving Forward" homes provision for people after they leave intensive accommodation support
- Ensuring our existing homes and programmes are fully utilised so we can have the greatest impact
- Developing new interventions for underserved groups which reduce harm, risk and address participants' vulnerabilities and needs

Step up for each other, our participants and our commissioners

We aim to strengthen our position as a trusted provider able to respond flexibly to emerging need and system pressures. This includes:

- Working together to share insights and create new approaches which meet participants' needs
- Be an organisation which seeks to accept participants onto programmes and homes rather than turn them away
- Be the provider of choice when commissioners need support
- Be prepared to take on services others may back away from

Design and deliver the best services

We will continue to improve quality, safety and effectiveness by:

- Co-designing services with experts by experience
- Using feedback, evaluation and outcomes data to drive service improvement
- Listening to our stakeholders and further strengthen partnership working
- Achieving good or outstanding ratings in external inspections

Being allies and advocates for change
We will use evidence, research and practice insight to influence wider systems and improve outcomes across the sectors we work within. This includes:

- Influencing commissioning and policy development through research-informed and practice-based evidence and performance data
- Delivering training, quality assurance and research support for external organisations
- Increasing visibility of outcomes, learning and impact

People, practice and sustainability at our core

At the centre of our Year Two priorities is a continued commitment to our people and long-term sustainability. We will be:

- Investing in colleague development through quality training, reflective practice and research sharing
- Leading with evidence and evaluation
- Adapting services based on learning and emerging need



Appendices

Research Dissemination

Ensuring our research reaches practitioners, commissioners, policymakers and academic colleagues is essential.

In our first year as an independent organisation, the research team focused on raising our profile and building connections by publishing:

The Experiences and Inclusion of Trans People in Community Justice

- Summary report: Lawrence, J. (2024) [Trans-Experiences-Exec-Summary.pdf](#)
- Full report: Lawrence, J. (2024) [Trans-Experiences-Full-Report.pdf](#)
- Peer reviewed journal article, Lawrence, J. (2025). The importance of psychological safety in advancing community justice practitioners' knowledge and practice when working with trans people. Probation Journal. <https://doi.org/10.1177/02645505251347244> (Copy can be requested by contacting author)
- Peer-reviewed journal article Lawrence, J. (December 2024). Working with transgender people on probation. Probation Quarterly, (34). <https://doi.org/10.54006/GEPX5358>

Surrey Steps to Change Evaluation

- Research Report: Ellis Devitt, K. & Lawrence, J. (2025) [Surrey-Steps-to-Change-Hub-FULL-RESEARCH-REPORT-REDACTED-for-publication.pdf](#)
- Full evaluation: Interventions Alliance in collaboration with the Office of the Police & Crime Commissioner, Waythrough and the Surrey Domestic Abuse Partnership: (2025) <https://interventionsalliance.co.uk/wp-content/uploads/2025/11/Steps-to-Change-Evaluation-Report-2025-FINAL.pdf>

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Your ally for change