

Advance Strategy 2023-2026

We are advance

We are a women's organisation, delivering systems change and trauma and gender-informed community-based support for women and girls affected by domestic abuse, including those in contact with the criminal justice system.

We work nationally through our innovative, best-practice approaches and systems change initiatives.

We deliver wraparound frontline services across the South and East of England, including Greater London.



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Advance Advocacy and Non Violence Community Education

1 Violence and abuse affecting women and girls

The world has changed since 2018, when we marked our 20th anniversary and launched our five-year strategy to 2022. Women and girls are disproportionately affected by the pandemic and the cost of living crisis, exacerbating the devastating effects of the domestic abuse epidemic and systemic failures.



Women and girls around the world experience abuse, violence, discrimination and inequality every day, at home, at work and in their communities.

They are marginalised and denied fair and equal access to resources, opportunities, representation and influence compared to men. Many face additional inequalities because of their class, ethnicity, age, religion or sexual orientation.

Domestic abuse is a key driver of poverty, homelessness, ill heath, addiction and criminalisation of women. One in three women experience gender-based violence by men. One in four women experience domestic abuse. Domestic abuse is the main reason for women's murder, self-harm and suicide.

Women's safety from gender-based violence and domestic abuse is a human right. Domestic abuse in our society is not inevitable.

What I would say to other women in abusive relationships is: even if the system fails, you have the strength to fight it. You have survived so much and even if you don't feel it, you are strong. Get in touch with Advance.

Since 1970, the women's movement in the UK has fought tirelessly towards ending domestic abuse for women and girls. Bear Montique OBE and Beryl Foster OBE launched London's second refuge in 1976 in Hammersmith to respond to this injustice.

In 1998, Bear and Beryl brought the Coordinated Community Response to the UK and set up Advance, to work with women living with domestic abuse in their home and the community. They and Advance went on to lead on the development of the Independent Domestic Abuse Advisors (IDVAs) in 2005 and set up only the second Specialist Domestic Abuse Court in the UK (2002), aiming to improve justice outcomes for survivors.

At its 20th anniversary in 2018, Advance launched a new fiveyear strategy. During this time, Advance has built partnerships to deliver its Whole VAWG (Violence

Against Women and Girls) response together with specialist organisations, led by and for the communities they serve. We have launched our Whole Housing Approach in the community for survivors of domestic abuse across London, and specialist Diversion early intervention and wraparound responses to women in contact with the criminal justice system nationally. We have delivered systemic change including the development of young women and girls community services and holistic specialist national services and women's centres for women on probation.

Since then, the UK has taken further steps to recognise domestic abuse in all its forms as a crime in law (2021), to acknowledge that children are also victims of domestic abuse and to ensure that there is a statutory duty to provide accommodation for survivors.

Looking ahead, gender justice and equality cannot be achieved until every woman and girl is safe from domestic abuse and unjust criminalisation

- until women and girls are 'free and equal in dignity and rights' (UN).

We also recognise how well-placed we are to be part of leading this movement forward, providing change through Advance's two core areas of work: Service Provision (ADVocacy) and Awareness Raising (Community Education).

Our Vision

A world where women and girls lead safe, just and equal lives.

Advance helped me feel in control, and that makes me feel free.

We recognise the adverse and long-lasting impact domestic abuse has on women's and children's lives and that their choice for the future can be severely reduced because of their experience.

We demand better on behalf of all women and children who need to have access to long-term, holistic, wraparound support beyond "risk". We recognise that it is not enough for them only to be safe or to reduce the risk of harm. We must provide more comprehensive responses that enable survivors to move beyond short-term fixes and provide freedom of choice, justice and equality.

In short, we want our services to support survivors beyond surviving to thriving in the world.

Advance Strategy 2023-2026 Advance Strategy 2023-2026

02 Strategy 2023 2026 at a glance

Advance's Strategy 2023 - 2026 is based on our Theory of Change that to achieve safety and justice, women and girls need:

- **Strengths and resources:** through activities focused on their needs of safety, health, economic, education, family, community, self-esteem, self-efficacy, aspirations.
- **Voices and influence:** through centring women's voices and lived experiences and inclusion in social action, representation, decision-making.
- Systems change: through an intersectional approach of raising awareness and campaigning to change social norms, including among men and boys, the community, professionals, government policies and laws.

01 Wraparound community support for all her needs

We will achieve this through:

Long term wraparound support for women to recover from abuse and trauma and improve resilience and selfesteem, empowering them to fulfil their potential.

Develop a network of women centres in our communities to be accessed by women and girls.

Develop and deliver well-being and mental health support to women and girls experiencing abuse and trauma. Improve justice outcomes for women and girls, including conviction rates and holding perpetrators of domestic abuse to account, whilst diverting women away from criminal justice system.

Develop volunteer engagement centred on lived experience.

Share best practice through partnerships and training programmes.

02 Early intervention for young women and girls

We will achieve this through:

Support for young girls and children (5 to 24), affected by domestic abuse and young women in contact with criminal justice system (15 to 24) and those at risk of contact.

Develop services for mothers with children affected by domestic abuse and the criminal justice system, to improve outcomes for women and children. Prevention and early intervention for young women and girls experiencing abuse and VAWG (Violence Against Women and Girls) and those at risk of contact with the criminal justice system, to improve awareness and access to support.

Develop models of our innovative services and share best practice through partnerships and training programmes.

Our strategic aims:

The Strategy 2023 – 2026 aims:

- **Deliver services through strengths-based approach**, providing support across all womens and girls' needs in their communities (aims 1 & 2) so they can be safe and engage actively in their community.
- Amplifying women's voices and influence to be leaders for change (aim 4), and on raising awareness and campaigning for systems change (aim 3) to shift societal norms and structural inequalities, through an intersectional approach.

03 Systems change to improve safety and justice outcomes

We will achieve this through:

Campaigning for increased provision of specialist women's community-based support services for all women and girls.

Affect systems change and develop specialist responses for the benefit of young women and girls.

Campaign for improvements to the criminal justice system response and justice outcomes to women.

Campaign to improve the well-being and mental health of the women in our services.

Diversify income to reach the needs of women and girls through innovation and responsiveness.

Develop partnerships and collaborations, specifically with women's specialist led by and for community organisations, sharing space and resources.

Increase unrestricted reserves in order to ensure organisational sustainability.

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Q4 Be the advocates and changemakers for women and girls

We will achieve this through:

Staff to become advocates, leaders and changemakers and be an employer of choice.

Ways of working that empower our people to achieve their full potential in a positive strengths-based environment, supporting their wellbeing and mental health.

Develop our people centred on our values of innovation, collaboration,

and accountability, and our competencies framework, to deliver high quality services.

Continue to work towards an environment that is diverse, equitable, inclusive and anti-racist.

Volunteers engaged, valued and nurtured to be leaders, change makers and advocates, and supporting our mission. Advance Strategy 2023-2026 Advance Strategy 2023-2026

03 Our vision, mission and values

Our Vision

Our vision is a world where women and girls lead safe, just and equal lives.

Our Mission

We achieve this through our mission of delivering systems change and empowering women and children who experience domestic abuse, including those in contact with the criminal justice system, to lead safe, just and equal lives in their communities.

Our expertise lies in decades of providing specialist support by women and for women and girls, to achieve safety, justice and equality at the intersection of domestic abuse and the criminal justice system.

Collaboration

Within and outside the

organisation to maximize

ur shared knowledge and bring greater impact to

the women and girls

Our Values

Listening

We listen without judgement, supporting women and girls to openly express themselves and to better understand their experiences and options available.

Innovation

We innovate, while managing risks, through our passion for continuous learning and developing solutions for new challenges.

Empowerment

We empower women and girls to make their own informed decisions so that they can lead the lives they choose and we respect their choices.

Accountability

We are accountable and deliver high quality services, through our expertise, our collaborative and proactive approach, which enable better outcomes for women and girls.

04 Our approach and commitments

Our approach is rooted in our name; **Advance** is an acronym

Advocacy (Advance) providing direct support to women and girls by:

- Advocating for women and girls who are affected by domestic abuse and justice system inequality because of their sex and gender.
- Providing 'by and for' women's specialist services and holistic, wraparound support that meets women's needs in their communities for as long as they need.

Community Education (Advance) changing systems and social norms through:

- Leading a coordinated community response, working in partnership to support women and children and hold individuals and systems to account.
- Raising awareness and influencing systems to end domestic abuse and justice system inequality.





By and for women

Led 'by and for' Women's Specialist Services

Advance remain committed to being a women's organisation, providing specialist services and safe-spaces led by and for women and girls which respond to their needs, recognising their intersectional identities, in the way that they want it, in response to the systemic inequalities faced by them.

Everyone affected by domestic abuse should be able to easily access appropriate support that best meets their needs, when they need it. Whilst everyone may experience domestic abuse, women are considerably more likely to experience repeated and severe forms of abuse. Research (2021) found that "domestic abuse perpetrated by men against women is rooted in women's unequal status in society. Sexism and misogyny put up barriers to female survivors being believed and supported".

For young women and girls

Specialist services for young women and girls affected by domestic abuse

Early intervention gender-specific responses and services are needed for young women and girls affected by domestic abuse, including those being criminalised. Our responses to girls are centred around a strengths-based empowerment approach, building on trusted relationships and girl-only safe spaces in the community, and enabling them to speak up and advocate for change.

Young women and girls are not only witnesses of domestic abuse, but victims themselves, and they disproportionately experience abuse because of their sex/gender. Each year, 14% of all girls between 16-19 in England and Wales, compared to 7% of women over 25 experience domestic abuse (ONS). Mainstream responses to young people are centred around the increase in youth violence and knife crime, with no reference to gender-specific responses. Yet 9 out of 10 perpetrators of knife crime are male and 5 out of 10 victims of knife crime are female.

Advance's research, 'A Safe Space to Talk About Relationships' (2020), found that most girls sought information and support about relationships and domestic abuse from friends and peers rather than parents or teachers, and did not provide informed consent.



Justice for women

Women and girls affected by domestic abuse and the criminal justice system

We are committed to strengthening internal systems and learning within Advance and across statutory and voluntary settings to improve justice outcomes for women and children nationally.

Advance was founded specifically to develop an innovative response to survivors of domestic abuse in their community, with a focus on the criminal justice system. This was because the majority of survivors did not escape abuse by fleeing to a refuge but were living with abuse often for years and the majority of perpetrators were not held to account (neither charged nor convicted) by the criminal justice system.

We developed the Independent Domestic Abuse Advocate and multi-agency approach (2005), police and criminal justice Advocates and specialist domestic abuse courts (2002) in response to this. Despite this, conviction rates for domestic abuse have been falling for over five years and trust and confidence in the police is currently very low (Casey Report, 2022).

As part of our commitment to achieving justice for women experiencing domestic abuse, we developed specialist community services for women who have committed offences or are at risk of offending, as a vital alternative to custody and court sentences. Throughout our work, we recognised that survivors were being criminalised as part of their experience of abuse. Our work is, therefore informed by an understanding of the dynamics of domestic abuse. The need for a gendered response for women in contact with the criminal justice system is further supported by the Corston Report (2007) which found that women in the criminal justice system, the vast majority committing low level, non-violent offences, often did so on behalf of someone else.



Wraparound community support

Holistic wraparound support, beyond reducing risk, in the community

Based on survivors lived experiences and practice-based evidence, our trauma and gender-informed, holistic, empowering approach to community services works with each woman and girl to develop a safety and support plan that:

- Responds to all her needs (including, but not only risk) and those of her children, by offering wraparound, consistent and in person, unconditional support and advocacy
- in her community, including through women-only safe spaces and centres, where she can engage with other women and build networks and skills she needs
- for as long as she needs it.

Domestic abuse has devastating and often long-lasting impact across many aspects of a survivor's life, impacting women and children physically, emotionally, psychologically, and financially. It affects 1 in 5 children and 1 in 4 women in their lifetime, and their inequality and marginalisation has been further exacerbated by the Covid pandemic and the cost-of-living crisis.

Survivors deserve to move beyond surviving to thriving in a world that is safe, just and equal for women and girls. We believe that supporting survivors based on a strengths-based, empowerment model will enable them to not only recover from their experience of domestic abuse, but also achieve justice, longterm safety, confidence, and empower them to lead the lives they

We recognise that the current systems of support for survivors focus on short-term and risk based interventions and fail to adequately meet the needs of survivors of domestic abuse and those experiencing justice system inequality, with a third of survivors having to reach out to domestic abuse services for support more than once. This is driven in large part by the chronic underfunding of services and commissioning landscape, which focusses on short-term, risk-based interventions, and fails to adequately meet the long-term holistic needs of adult and child survivors.



Systems Change

Systems change through influencing and campaigning

Advance was founded to influence and educate the community, specifically statutory agencies and partners, about domestic abuse and systemic inequalities, and to develop and **change systems** that ensure survivors are supported and that individuals and systems are held to account, in order to end domestic abuse and create safe, just and equal communities.

We are committed to develop campaigns and responses that:

- Are rooted in practice-based evidence of the thousands of survivors we support each year
- amplify the voices and experiences of women and girls, including through representation and decision-making and
- challenge systems of professionals and government, the public and community, to remove barriers and inequality for women and girls.



06 Collaboration and partnership

Collaboration and partnerships in a coordinated community response

Women and children often face multiple systemic barriers to accessing services based on intersecting aspects of their identity. We continue to strive towards inclusive and diverse services, prioritising collaboration with organisations that are led by and for the communities they serve.

Advance's founding principle for 25 years of working in a Coordinated Community Response (CCR), recognises the need for a whole systems approach, partnering with statutory and non-statutory providers, to deliver a gendered response, improving access to services, enabling consistency and continuity of support throughout survivors' journeys and holding the perpetrator to account. Through our advocacy and awareness-raising work, we focus on systemic change and to improve outcomes for them. We co-locate and train professionals to provide appropriate support to survivors of domestic abuse,

including those in the criminal justice system.



Coordinated Community Response (The Duluth Model, 1980s)

Through our Whole Violence Against Women and Girls Approach, we aim to ensure women and children access holistic support, across all forms of abuse including domestic abuse, sexual violence and harmful practices, through specialist services led by and for black and minoritised women, women in contact with the criminal justice system including those with convictions, LGBTQ+ communities and children and young people.

We recognise and work closely with partners who have complementary specialisms such as housing and employability, to ensure that women access the range of services they need, when they need them.

We are committed to collaboration and meaningful partnerships aligned with our values and Diversity, **Equity and Inclusion Strategy** (and responding to the Anti-Racism Charter), centred on:

- An inclusive, anti-discriminatory and anti-racist approach, within Advance and in our partnership working with voluntary and statutory sector partners
- · fair and equal partnerships with organisations, valuing and funding their expertise and services, including black and minoritised women's organisations, and
- addressing power imbalances within our sector, by sharing space, power and resources with other organisations, including black and minoritised women's organisations.

Our services include:

- Domestic abuse crisis support and safety planning
- Advocacy, emotional and practical support
- Outreach and community wraparound support
- Women's centres and hubs offering group workshops and
- Specialist support to children (5+) and young women and
- Peer mentoring and volunteering for those with lived
- Diversion services at arrest and prison in-reach support.

O5 Our Strategy 2023 - 2026: Safety and justice for women and girls

The Advance story is that of the women's movement, now 50+ years into addressing domestic abuse as a social justice and human rights issue. Looking ahead, Advance's ambition matches our experience. We recognise how far we need to go to end violence against women and girls and achieve our vision of a world in which women and children lead safe, just and equal lives.

We want our services to move survivors beyond surviving to thriving in a world that is safe, just and equal for women and girls.

Advance listened to me without judgement and explained to me about my rights as a woman and as a



Strategic aim: 01



Women and children in our communities have access to long-term, wraparound support across all their needs including emotional support.

We will achieve this through:

- 101 Long term wraparound support for women and girls (13+) to recover from abuse and trauma and improve resilience and self-esteem, empowering them to fulfil their potential, both through dedicated advocates and groups and activities in women centres.
- Developing a network of women centres in our communities to be accessed by women and girls to gain information, support and build networks, empowering them to lead safe and equal lives.
- Developing and delivering well-being and mental health support to women and girls experiencing abuse and trauma in partnership with mental health professionals and other health statutory services.
- Improving justice outcomes for women and girls, including conviction rates and holding perpetrators of domestic abuse to account, whilst diverting women away from criminal justice system, by working with the police, courts, social care, probation and prisons.
- Developing volunteer engagement centred on lived experience, to improve awareness and understanding of domestic abuse and violence and to provide direct support and mentoring to women experiencing VAWG (Violence Against Women and Girls).
- Developing models of our innovative services and **share** best practice through partnerships and programmes, and by training and working with policymakers and other organisations.

Strategic aim: 02



Young women and girls understand domestic abuse and related VAWG (Violence Against Women and Girls) issues and are empowered to make informed choices and access support at the earliest point.

I felt like I
was in a cage.
Advance helped
me to see this
wasn't normal
or healthy. Being
loved doesn't
mean being
controlled. I want
to be respected.

We will achieve this through:

- Developing services to **provide support for young girls and children** (5 to 24), directly affected by domestic abuse, young women in contact with criminal justice system (15 to 24) and those at risk of contact.
- Developing services for **mothers with children** affected by domestic abuse and the criminal justice system, in partnership with social care, and maternity/early years specialist organisations, to improve outcomes for women and children.
- Prevention and early intervention for young women and girls experiencing abuse and violence and those at risk of contact with the criminal justice system, to improve awareness of domestic abuse and VAWG, healthy relationships, well-being and self-esteem and how to access support.
- Developing models of our innovative services and share best practice through partnerships and programmes, and by training and working with policymakers and other organisations.



She has gone above and beyond as a key worker. I have laughed, cried, annoyed her and all the rest but she has still been there by my side through it all, thank goodness.

Advance Strategy 2023-2026

Strategic aim: 03



Raise awareness of and campaign to address the prevalence and scale of the impact of domestic abuse and the criminal justice system on women to improve outcomes and achieve systemic change.

We will achieve this through:

- 01 Raising awareness and campaigning for increased provision of specialist women's community-based support services based on evidence and insights.
- Affecting systems change and develop specialist responses for the benefit of young women and girls aged 13-25 affected by domestic abuse and at risk of contact with the criminal justice system, based on evidence and insights.
- Campaigning for improvements to the criminal justice system response and justice outcomes to women, including increasing prosecutions and conviction rates for domestic abuse and reducing the number of women in prison, based on evidence and insights.
- Campaigning to improve the well-being and mental health of the women in our services, including reducing suicides and self-harm, based on evidence and insights.
- **Diversifying income and secure resources** to reach the needs of women and girls supported by Advance to enable innovation and responsiveness, with 70% of this secured through statutory funding and 30% through charitable sources.
- Developing partnerships and collaborations throughout our services specifically women's specialist led by and for community organisations, sharing space and resources and valuing their expertise, with up to 30% of all income funding services delivered by partners.
- Increasing unrestricted reserves in order to ensure organisational sustainability and stability, and meet its governance obligations.

Strategic aim: 04



Those working for and with Advance are supported to be leaders, change makers and advocates for women and girls.

We will achieve this through:

- Olimination Attracting and recruiting talent that are or able to become advocates, leaders and changemakers and work towards being an employer of choice.
- Developing ways of working that **empower our people to take pride in their work and achieve their full potential** in a positive strengths-based environment, whilst ensuring we support their well-being and mental health.
- Developing our people centred on our values of innovation, collaboration, and accountability, and the right competencies, to deliver high quality services across all areas.
- Continuing to work towards an environment that is diverse, equitable, inclusive and anti-racist.
- Volunteers working with Advance will be valued and nurtured to be leaders, change makers and advocates, to help deliver on the mission.



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06 More about Advance



We got involved in the first place, not to meet some agency target, or to raise lots of funds, or to make a name for ourselves, but to change the system that routinely marginalised the needs of women and children, and we were all agreed, who were being failed by the system.

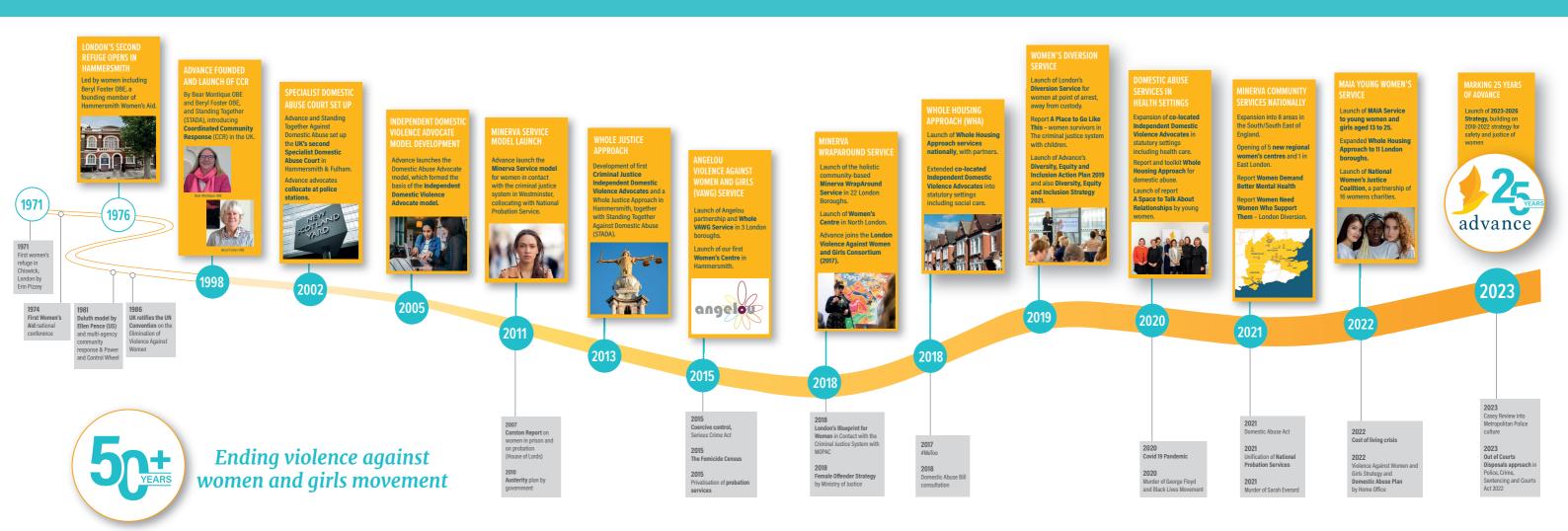
Bear Montique OBE and Beryl Foster OBE

Hear more from them https://www.advancecharity.org.uk/who-we-are/our-story/

"Today I will close the door to my past and open the door to my future. I will take a deep breath, step through and start a new chapter of my life"



Towards a safe, just and equal world for women and girls



Advance Strategy 2023-2026

O7 Our impact from the Strategy 2018 – 2022

As Advance celebrated its 20th anniversary, it launched its Strategy 2018 – 2022 which was developed in line with a refresh of our core values and Theory of Change, following consultation with our staff, stakeholders and women and girls survivors and supported by our services.

We summarise below the significant progress we have made towards our four strategic aims for the five years to 2022 and the impact on the lives of women and girls.





Reach more women and their children affected by domestic abuse and/or in contact with the criminal justice system, by providing independent, non-judgemental support and advocacy through new referral pathways and improved access to services that meet their needs

9,500
women and children per year.

After 5 years, we increased our reach from 2,900 to over 9,500 women and children a year affected by domestic abuse and/or the criminal justice system, through our existing and new services:

- We built on our Angelou Partnership to deliver our Whole Violence Against Women and Girls services approach.
- Delivered our holistic, trauma-informed Meeting Survivors
 Where They Are programme, which included groups and activities, counselling support and long-term outreach support.
- Expanded housing support in the community to survivors of domestic abuse, by developing the Whole Housing Response and toolkit, as part of a national partnership.
- Extended our support to women through early intervention, by expanding access to health support to domestic abuse survivors in the community through health IDVAs and IRIS advocates/ educations.
- Extended our specialist Criminal Justice IDVAs and specialist domestic Abuse Courts as part of our Whole Justice Approach.
- Developed our enhanced Minerva WrapAround and Women
 Centre based community services across London and South East England.
- Launched **London's Diversion services for women** at the point of arrest by the police.
- Led on the development of the Maia service for young women and girls from 9 to 24 years old.
- Developed specialist responses to young women affected by violence and abuse in west London, through the Courageous service, in partnership with the London VAWG Consortium.
- Extended our women's centres from 1 to 8 across London, South and East England.
- Established **peer mentoring and support services**, for women and young women.



We developed partnerships and supporting specialist and local services best placed in meeting the needs of those in their communities, in addition to existing alliances. We launched:

- The domestic abuse Whole Housing Partnership as part of sharing our best practice model and toolkit.
- The Young Womens and Girls Partnership, developing a specialist community response for young women and girls
- The London Women's Services Alliance as part of our collaboration in delivering holistic women's community services to women in contact with the criminal justice system.
- The South and East England Services Alliance as part of our commitment to support specialist local services in the community.
- Together with others, we developed and established the National Women's Justice Coalition, as part of a coordinated community response nationally for women's organisations and women in contact with the criminal justice system.

We continue to **build networks locally, regionally and nationally** to help achieve our aim of supporting and empowering women. This includes being represented on the Home Office Violence Against Women and Girls Stakeholder Group, The Mayor of London's Office for Policing and Crime (MOPAC) Blueprint for Women in Criminal Justice System and VAWG (Violence Against Women and Girls) Boards, Community Safety Partnership Boards and other local, regional and national partnerships.

Strategic aim 02



Engage with the community to raise awareness of violence against women and girls, to ensure our services meet their needs and to gain support of our activities

We amplified women's voices through research and practice-based evidence, launching reports and calling for systems change, including:

- The Whole Justice Approach for survivors of domestic abuse and Impact service model (November 2019), engaging with partners in the criminal justice system and local authorities to influence systemic change and improve justice outcomes for survivors.
- The research report 'A Place to Go Like This' (March 2020), on the experiences of mothers in contact with the criminal justice system, who are survivors of domestic abuse, and their children.
- Our report 'A Strange Empty Place' launched in July 2020 told the stories of women during the first lockdown at the start of the pandemic and the adverse impact on their lives.
- In September 2020 we launched 'A Space to Talk About Relationships', highlighting the health impacts of early sexual relationships among young women who have been involved in the criminal justice system.
- We amplified women's voices through research and practice-based evidence for women's mental health through 'Women Demand Better Mental Health Support' 2021 and 2022.
- We shared best practice learnings and recommendations for women's diversion at point of arrest through 'Women Need Women Who Support Them' in November 2021.

Our impact from the Strategy 2018 - 2022



We amplified women's voices and co-developed responses centred on the experiences of women with lived experiences including:

- Developing our accredited volunteer "Peer Mentor programme", working with women with lived experiences, meeting their needs and raising their voices through service-user and peer mentor engagement.
- Hosting exhibition events "See Her" (November 2018) and "Hear Her" (February 2019) of art and poetry by women with lived **experiences** of domestic abuse and the criminal justice system.
- Launching the I Am With Her video campaign (May 2020), telling the stories of five women and girls and their journeys from experiencing domestic abuse.
- Hosting the ADVANCETALK series (November 2020) with four "Talk About Abuse" events.



We shared information on services and toolkits for survivors and professionals, including:

- Sharing best-practice models to improve responses nationally, including our Whole VAWG Services Approach (November 2020).
- Delivering Diversion for Women (November 2021), Whole Housing (February 2021) and Health community response workshops and individual consultation sessions with professionals in statutory and non-statutory settings.
- Launching our new website and newsletter which provided information for women and children (April 2020), as well as toolkits and resources for professionals.



We campaigned at national and local level to influence policy and systems, and to promote responses that meet the needs of women, amplifying women's lived experiences and voices:

- We worked with ministers and policy-makers to shape the responses and support for women on probation.
- We continued to highlight the issues of community based support for survivors of domestic abuse, calling for a statutory duty of community provision as part of the Domestic Abuse Act 2021.
- We contributed to the development of the London VAWG Strategy and Home Office Domestic Abuse Plan (2022).

Strategic aim 03



Maximise our impact and public accountability through processes and practice that ensure we are an efficient and well-governed charity which delivers high-quality services to women and children, their families and local communities

Our people are at the heart of our response and services for women and girls, and we have focused on improving our employment offer:

- We launched our framework for People Development, and reviewed our reward offer.
- We developed our new Advance Training Programme.
- We developed our mental health and well-being offer.
- We invested in our people, providing support through these challenging times including the covid-19 pandemic.
- We continue to work towards an inclusive and diverse environment, including the delivery of our Diversity Equity and
- We launched our bi-annual staff Engagement Survey.

We improved our processes and structures to measure our impact including:

- We built on **our Impact and Evidence reporting**, based on our Theory of Change and fostering a continuous learning environment.
- We implemented **new processes and practice that ensure we are** a well-governed charity, which delivers high-quality services to women and children, and communities.
- We are building on and **fostering a continuous learning environment** and raising awareness of our work and impact.

Strategic aim 04



Build strong financial fundamentals in response to challenges in funding environment and ensure long-term sustainability

- We developed and implemented our fundraising plan to diversify income streams and built our capacity in fundraising resources.
- We continued to develop strong partnerships with funders and commissioners, and secured multi-year funding agreements for both services and systems change work.
- We built stronger financials in order to meet increasing need and develop services to respond to gaps in services for women and girls, increasing our income from £2.2m to £7.8m and our unrestricted reserves from £0.3m to £1.1m in line with Charity Commission guidelines and our Reserves Policy.

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