



BUSINESS PLAN

2025-27

FOREWORD

BRENDA HORNER (ARTHUR), CHAIR OF LEEWAY'S BOARD OF TRUSTEES



Domestic abuse is an issue that continues to have a huge impact across society, both locally and nationally. It is crucial that services like Leeway are in place to deliver life-saving support for those in need.

Leeway is incredibly proud of our long track record of delivering support to those experiencing domestic abuse. 2024 saw Leeway celebrate its 50th anniversary. It was fantastic to celebrate this special achievement with everyone that has played a part in the journey of the charity and those that continue to support us.

Our anniversary also provided a renewed energy and drive to ensure that we adapt to tackle new challenges. We will continue to deliver the best possible support for those experiencing domestic abuse. We will keep the needs of those people whose lives we touch at the heart of everything we do and continue to deliver.

This plan highlights the strengths of the charity while also addressing the challenges it faces. These opportunities and challenges include technological advancements, the changing political landscape locally and nationally, and the increasing pressures on funding for our services.

We are committed to continuing our current work while developing new services as needs are identified. Our education and preventative services especially for young people aim to tackle this serious issue at its earliest stage, empowering them and thus breaking the cycle of abuse.

SIGNED BY BRENDA HORNER (ARTHUR)



VISION AND VALUES

Leeway is a specialist domestic violence and abuse charity, working in Norfolk and Suffolk to support adults, children and young people who have experienced, or are still experiencing, domestic violence and abuse.

Our vision is simple; We are working to end domestic abuse. We know that this will not be quick or easy to achieve, however, domestic abuse must never be accepted, tolerated, ignored or excused.

We aim to do this by providing a collaborative service to those affected by domestic abuse to support and empower people to make positive changes in their lives. We will challenge attitudes, beliefs and behaviours that underpin and perpetrate domestic abuse and will raise awareness and provide training to further deliver our vision.

Our values are: -

- **Empowerment** - We will support and encourage everyone to make their own informed choices.
- **Equality** - We will ensure everyone has equal opportunity to make the most of their lives.
- **Passion** - We will never give up in our vision to end domestic abuse.



LEEWAY'S IDENTITY

Leeway has over 50 years of experience delivering support to survivors of domestic abuse and has built a reputation as a leading service provider. We were one of the founding members of national organisation, Women's Aid, and were one of the first domestic abuse services in the country. Our history and longevity set us apart from similar service providers locally, also contributing to our reputation as a trusted specialist organisation.

Over the past five decades, our team has grown considerably, and we now have a team of 135 specialist workers. Our team is hugely passionate about Leeway's work, providing a depth of knowledge, expertise and lived experience. They work tirelessly to ensure that our service users receive the best possible support whilst tailoring our support to meet their needs.



We are one of the largest service providers in Norfolk and Suffolk, delivering a range of services across both counties. Leeway works in partnership with a range of agencies, including local authorities, police, social care and children's services. Our track record of effective partnership working has built relationships with key organisations across Norfolk and Suffolk, enhancing our reputation as a trusted service provider that delivers quality services. We are always open to partnership working opportunities and other opportunities to enhance the services that we provide.

The organisation has evolved over the past 50 years, adapting to meet the needs of our service users and the changing political, economic and social landscape. Our innovation and forward planning ensures we can anticipate what lies ahead and adapt so that we can develop improved service provision while also making the charity fit for the future.

LEEWAY'S PROFILE

Legal Status

Leeway is a registered charity (charity number 1079214). A limited by guarantee company, registered with Companies House (companies house number 3208084)

Established in 1974 with the help of a £200 start-up grant from Norwich City Council. Since 1974, Leeway has grown into the largest specialist domestic violence and abuse charity in Norfolk and Suffolk. 2024 was our 50th anniversary.

Turnover

£3.9 million as of 31st March 2024

Geography

Norfolk and Suffolk

Volunteers

Currently, we have 43 volunteers with 15 actively involved on a weekly basis within our services.

Staffing

We currently have 135 staff positions (102.4 Full Time Equivalents when fully recruited). With the following specialist staff: -

- 60 Independent Domestic Violence Advisors (IDVAs), including 22 with specialisms for target groups
- 12 Children and young people workers
- 24 Refuge/safehouse support workers
- 1 Training officer
- 1 Volunteer officer
- 1 Communications officer
- 3 Finance officers
- 1 Human Resource officer
- 2 Fundraisers

Partners

Leeway works with a number of partners from all walks of life, enabling us to deliver services to vulnerable people affected by domestic abuse, these include: -

- Office of the Police and Crime Commissioner Norfolk and Suffolk
- Norfolk and Suffolk Constabulary
- Norfolk and Suffolk County Council
- District Councils across Norfolk and Suffolk
- Housing Associations
- Domestic Abuse Charities
- Norfolk Community Law Service
- Sue Lambert Trust



**135 STAFF WORKING
ACROSS THE
ORGANISATION**



**OVER 1000 HOURS OF
SUPPORT PROVIDED BY
VOLUNTEERS**



**PARTNERSHIP WORKING
ACROSS NORFOLK
AND SUFFOLK**

STATISTICS

LOCAL AND NATIONAL TRENDS

Domestic abuse is prevalent across society, impacting people from all walks of society. National statistics, released annually by the Office for National Statistics¹, show that around 1 in 4 women and 1 in 6-7 men will experience domestic abuse in their lifetime, whilst 1 in 5 children will be exposed to domestic abuse before the age of 16. There is a view that these figures do not represent the full extent of domestic abuse because of the number of incidents of abuse it can take before someone comes forward for support.

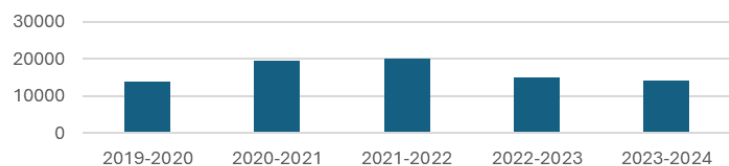
LEEWAY STATISTICS

17,239



From 2023/24, Leeway supported over 17,000 adults and children across services in Norfolk and Suffolk.

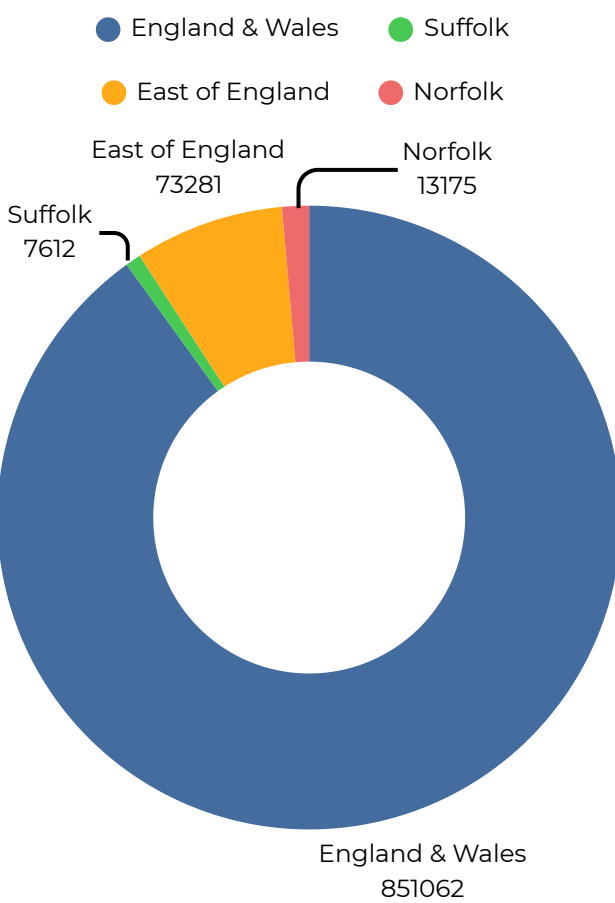
Year on year comparison of total supported service users



As can be seen by the bar chart, between 2020-2022, the Covid pandemic led to an increased number of people contacting Leeway for support. In response to this we grew our community-based service. Those numbers have now returned to the pre-pandemic level.

All data in the chart, right, is from 2024, with the exception of Norfolk which is from 2021.

Number of domestic abuse-related crimes recorded for comparison



¹<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwalesoverview/november2024>

STATISTICS

23/24 SERVICE USER BREAKDOWN

Below is a breakdown of the total number of people that Leeway supported in 2023/24 across our services in Norfolk and Suffolk.

“Professionals” refers to those contacting us for advice on behalf of someone that they are supporting or for information about the services that Leeway provide.

	Professionals	Women	Children	Men	Totals
Advice & Support	-	3,698	-	207	3,905
Advice & Support (Professionals)	2,115	-	-	-	2,115
Safe Accomodation	-	138	120	-	258
Norfolk Integrated Domestic Abuse Service (NIDAS)	3,018	3,587	285	325	7,215
Children and Young People's Outreach (CAYPO)	-	-	247	-	247
Suffolk IDVA	-	1,313	-	81	1,394
Children and Young People's Outreach (CAYPO)	-	-	160	-	160
Children's' Groups Refuge	-	-	649	-	649
Parenting Groups Refuge	-	758	-	-	758
Training	538	-	-	-	538
Totals	5,671	9,385	1,570	613	17,239

LEEWAY'S SERVICES

Safe Accommodation

We provide safe accommodation across Norfolk for women and children who are experiencing domestic abuse and require a safe place to stay. We have 12 buildings which can support 62 women and 93 children in a combination of self-contained flats and shared houses.

Suffolk IDVA

Our Independent Domestic Violence Advisor service supports domestic abuse victims assessed as at high risk. Referrals are received from the Police or Multi Agency Risk Assessment Conference where professionals share information and develop coordinated action plans to reduce risk. Our team work with the Multi Agency Safeguarding Hub working with partners to keep domestic abuse victims safe. We also sit on Domestic Abuse Related Death Review panels, providing a multi agency review when the death appears to have resulted from abuse or neglect by a person to whom they were related or in an intimate relationship with.

Suffolk CAYPO (Children and Young People's Outreach)

A service for the children of domestic abuse victims that have been assessed as at high risk of serious harm. This is through Independent Domestic Violence Advisor referrals only. We have a Children and Young People's Outreach Community Resilience IDVA service to children of domestic abuse victims and perpetrators that are using the Domestic Abuse Perpetrator Unit Behaviour Change Programme.

Advice & Support

The gateway for all referrals into Leeway's services across Norfolk and onward referrals to other support agencies. Emotional and practical support to anyone calling the telephone helpline or contacting the webchat to empower people to make informed choices and be able to keep themselves safe.

Norfolk Integrated Domestic Abuse Service

Leeway is the lead partner for Norfolk Integrated Domestic Abuse Service (NIDAS). NIDAS delivers support and recovery services for children and adults who have experienced domestic abuse across Norfolk. NIDAS also has specialist Independent Domestic Violence Advisors for people with protected characteristics to support in raising awareness and breaking down the barriers that prevent people accessing support. NIDAS works with the Multi Agency Safeguarding Hub with partners working together to keep domestic abuse victims safe.

NIDAS co-ordinates the Norfolk Domestic Abuse Champions network and provides training for funding partners and Domestic Abuse Champions across Norfolk.

Healthy Relationship

Our Healthy Relationship Service provides a Norfolk countywide service for young people aged 5-18 (25 for those with Special Educational Needs), raising awareness of controlling and coercive behaviour in relationships and identifying support services. Students can ask questions and participate in a variety of activities during the sessions, with further information available on our healthy relationships website and social media pages.

Training

Leeway provides a range of training opportunities to raise awareness of domestic abuse and understand the impact domestic abuse can have on people.

OPPORTUNITIES

We have identified a number of opportunities for Leeway to enhance our services as well as expanding our reach and partnership working opportunities.

Cross Boundary Working

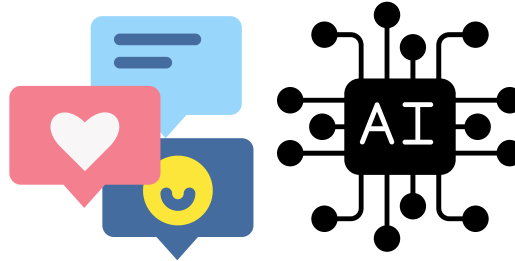
When working with services Leeway often works across boundaries including Essex, Cambridgeshire and Lincolnshire and nationally to ensure that seamless handovers are provided to allow the best outcomes for our service users. This could include supporting service users to access refuges and safe accommodation, access local services that meet their needs, attending courts including family courts and sharing information. We can also support with sensitive cases, Honour Based Abuse, liaising with Police Officers, and travellers, ensuring confidentiality, safety and security.

Artificial Intelligence

Artificial Intelligence presents opportunities for Leeway, including the automation of administrative and data entry tasks, better identification of resource management, and better data analysis and interpretation for reporting. It can also help us to enhance training and development, provide better risk prediction and interpretation, as well as having chat bots that victims can contact 24 hour per day.

Social Media

Social media provides a great opportunity for Leeway to maximise exposure, particularly through increased use of graphics and video content, as well as embracing new platforms, trends and technologies. This will help us to reach a range of stakeholders, providing new opportunities to promote our services and raise awareness of domestic abuse.



Political Lobbying

Local government impacts Leeway services. We need to continue to proactively engage with all the authorities within our areas of work so that councillors and officers understand how essential our services are.

National Agencies

Leeway is affiliated to Women's Aid and maintains close relationships with other national bodies. This enables us to remain informed about local and national initiatives. It also endures that we maintain our best practice working.

National agencies bring the following opportunities: -

- Partnership working and collaboration with others
- New or best practice information
- New developments helping with our forward planning
- Information on government initiatives
- Growing and developing better relationships
- Raising Leeway's profile
- Improved problem resolutions as we share information and learning

Partnership Collaboration

Leeway regularly works with partner agencies across the counties of Norfolk and Suffolk. We are an integrated domestic abuse service for the strategic and operational systems across Norfolk and Suffolk. We are open to working with new partners including those who are not already embedded in the systems we operate in currently.

THREATS

There are a number of threats that could impact Leeway and our ability to provide support to those experiencing domestic abuse in Norfolk and Suffolk.

Countywide Competition

Given the increasing commitment by politicians and the police to address the issue of domestic violence, allied to pressures on funding, more statutory and voluntary organisations are competing for limited funds.

In mitigation, Leeway are in a strong position given our extensive knowledge and proven track record.

National Agencies

National agencies could compete against us in tender processes and may also use our ideas and development.

Refuge Funding

Currently the funding for our refuge service including staffing costs is provided from one source at Norfolk County Council. With one funder, shifting dynamics and the complexity of domestic abuse needs, Leeway could be vulnerable. We need a more flexible approach for safe accommodation with a portfolio of properties and more options around move on accommodation.

Artificial Intelligence

The main risks of using Artificial Intelligence include, the risk of misinterpretation, the cost of using AI, and the dangers of it being hacked or manipulated. Technology can go wrong and using AI could also be expensive.



Devolution

Inevitably, devolution will focus on the economy, transport, housing and governance. This may mean there is uncertainty around which authority is responsible for areas of service provision. Central and local government needs to understand even more the important role the voluntary sector plays in delivering community-based services. However, during this time of potentially significant change and the pressures it brings to them it can be difficult to engage with local authorities. Leeway is in a good position to help by working collaboratively with statutory agencies.

Central and local government needs to do more to involve the voluntary sector in devolution deals, but the charity also needs to “up their game” and engage more proactively. Lack of awareness that devolution is happening, lack of engagement by local government, and lack of time and resource are the main barriers to our engagement.

Social Media & Technology

Social media platforms and new technologies are being increasingly exploited by perpetrators. We will provide guidance to service users and the public around staying safe online and when using smart technology.

Our presence on certain social media platforms may negatively impact our reputation. We will constantly review the platforms that we are on to determine whether it is appropriate for us.

Technology advancements may lead to increased cyber-security risks, leaving our data vulnerable to hackers. We will ensure that our information is secure and continually review our security settings to ensure that it protects us against any potential threats.

PRIORITIES

We have outlined some key priority areas that we aim to address over the next couple of years.



Provide Safety and Recovery



Provide Services to Support the Needs of Service Users



Educating and Raising Awareness



Moving Forward

PRIORITIES



1) PROVIDE SAFETY AND RECOVERY

The Challenge: To have enough safe suitable accommodation

Currently, there is a shortfall of specially adapted accommodation and accommodation for large families. Not all service users want mainstream refuges, but need a safe place to stay, therefore we need more flexible accommodation.

We will:



- Provide safe, friendly and secure accommodation where women and children can stay for a few days or until they are rehoused.
- Provide a specialist non-judgemental, holistic wrap-around package of support for women and children while they are living in the safe accommodation.
- Help women and children to integrate into the community to aid recovery once they have moved out of the safe accommodation.



2) PROVIDE SERVICES TO SUPPORT THE NEEDS OF OUR SERVICE USERS.

The Challenge: To secure funding to provide services needed to meet the needs of victims of domestic abuse and their families.

Supporting service users involves good quality recruitment and ongoing training for staff. This ensures that we have a robust system of triaging referrals, then good referral routes and partnership engagement.

We will:

- Triage referrals and support victims to engage with new services.
- Provide guidance, engagement, safety planning and support for victims offering a range of personalised options around their needs to reduce risk and improve safety for them and their family.
- Provide a warm and seamless handover to other organisations.

PRIORITIES



3) EDUCATING AND RAISING AWARENESS

The Challenge: Raise awareness of domestic abuse and the support that is available

We have developed a range of training and awareness packages, sharing our specialist knowledge to educate the community, increase awareness and provide earlier intervention and prevention.

We will:

- Deliver a range of activities to educate and raise awareness while looking for new opportunities to develop this work
- Provide bespoke training for frontline workers, businesses, organisations, and the public sector.
- Provide specialist Children & Young People training around Healthy Relationships, enabling professionals to approach this topic in a sensitive and age-appropriate manner.
- Provide advice and support for service users and professionals in an interactive way through the website, awareness campaigns, social media and marketing materials.



4) MOVING FORWARD

The Challenge: To develop our service to ensure that we are meeting new and existing challenges

We must manage factors including; funding challenges, a changing political landscape, potential competition and technological changes. We must also consider the needs of the people we provide services for, the demand for our services, working with people with complex needs, and identify gaps in service delivery.

We will:

- Build on and learn from the needs analysis of those who use our services
- Strengthen existing partnerships and develop new ones
- Grow our existing cross boundary working
- Improve our current political relationships
- Continue to develop our relationships with our funders
- Diversify our income
- Improve our social media presence.



INCOME AND EXPENDITURE

Leeway is one of East Anglia's leading providers of domestic abuse services. We are classed as a large charity as our annual income is over £1million, but less than £10million.

Over the years, Leeway has built up a broad and stable income stream, drawing from many areas of funding to spread risk and to avoid excessive dependency on any single source of finance.

In our latest audited accounts for 2023/24, the main sources of funding were: -

- £3,537,895 from grant income
- £217,753 from service charges
- £53,678 from donations and fundraising
- £25,275 from social enterprise training
- £9,883 from interest received

Leeway employs a fundraising officer. Leeway does not engage with professional fundraisers. We ensure that we follow Charity Commission guidance, with all fundraising clearly documented and accounted for. We promote our events using social media, posters and local radio. We use the same media when we ask for donations of in kind, such as Christmas presents or Easter eggs for people in our refuges.



CONCLUSIONS

Leeway is committed to tackling domestic abuse and providing support to those experiencing it. This Business Plan provides the framework of how we will deliver on our priorities.

We have identified the challenges and threats facing Leeway in the next two years and how we will mitigate these and look for new opportunities. The charity will remain adaptive and agile in response to future opportunities and threats. We will ensure that we continue to provide the best possible support to those experiencing domestic violence of all kinds across Norfolk and Suffolk.

Nationally, there is an increasing recognition of the devastating impact of domestic abuse and the urgent need for action. The National Police Chief's Council has referred to domestic abuse as a "national emergency", citing it as one of the major issues facing forces across the country. The Government has pledged to halve all forms of violence against women and girls (including domestic abuse) in the next decade. Its intentions are to bring in new measures to protect victims and take tougher action against perpetrators. Leeway will continue use its extensive experience and data to feed into any national and local policy consultations. This will ensure that the voice of the people who use our services are heard.

Education and awareness raising has to be a thread running through our work. Early intervention and normalising conversations around what remains a taboo subject is vital. Breaking down the barriers that prevent survivors from accessing support is crucial. Domestic abuse is everyone's business and we have a collective responsibility to tackle it.

May 2025



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