

The Plymouth Alliance

The Plymouth Alliance Annual Report 2024/2025

The Plymouth Alliance is commissioned and funded by Plymouth City Council.

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Foreword

The 2024/2025 Annual Report from Plymouth Complex Needs Alliance, known collectively as The Plymouth Alliance details the achievements and successes from April 2024 to March 2025. It highlights how integrated, trauma-informed and person-centred approaches have transformed service delivery across homelessness, substance use, young people's support and mental health services in Plymouth.

Over the past year Alliance partners have deepened collaboration through co-location, shared learning and innovative practice. These efforts have led to:

- Improved access to services through co-located hubs and joint working.
- Expanded treatment and recovery options, including Rapid Access to Prescribing and trauma-informed therapeutic groups.
- Enhanced outcomes for individuals with over 2,900 groupwork contacts, 923 people supported by Livewell, and 421 individuals reached by Path's outreach team.
- Empowered people who use services, resulting in many taking peer leadership and voluntary roles as well as transitioning to independent living.
- Strengthened system learning with partners embedding Human Learning Systems principles and contributing to joined-up governance.

Real-life stories throughout our report illustrate the human impact of The Plymouth Alliance, demonstrating how trust, consistency and relational care can lead to recovery, stability and renewed hope.

This report is both a reflection of progress and a call to continue investing in collaborative and compassionate systems. The Alliance remains committed to learning, adapting and delivering what is best for people who use our services.



Our Principles

- To assume collective responsibility for all the risks involved in providing services under the Alliance Agreement.
- To make decisions on a “Best for People using Services” basis.
- To commit to unanimous, principle and value based-decision making on all key issues.
- To adopt a culture of “no fault, no blame” between the Alliance Participants and to seek to avoid all disputes and litigation (except in very limited cases of wilful default).
- To adopt open book accounting and transparency in all matters.
- To adopt and select key roles on a best person basis.
- To act in accordance with the Alliance Values and Behaviours at all times.

Collaboration

Over the past year, the Alliance has delivered significant benefits to both service providers and to people who use services. The Alliance continues to foster a culture of collaboration, learning and innovation - strengthening relationships across sectors and improving outcomes for individuals with complex needs.

Key Benefits Include

Improved Coordination and Case Management
Organisations like BCHA and Harbour have seen enhanced case coordination, particularly for individuals with complex needs. Shared understanding across health, housing and social care has led to more integrated and responsive support.

Expanded and More Accessible Services
Partners have broadened their service offers - such as Harbour's specialist interventions and Livewell's LIGHT (Living in Greater Hope with Trauma) groups - bringing support closer to communities and increasing access to treatment and recovery pathways.

Enhanced Multi-Agency Collaboration
Co-location has been a standout success, enabling staff from different organisations to work side by side. This has improved communication, reduced duplication and fostered mutual respect, as seen clearly in feedback from Shekinah, The Zone and Livewell.

Shared Learning and System Adaptability
The Alliance has created space for reflection, experimentation and co-design. Hamoaze House has highlighted the value of applying Human Learning Systems principles, while Path emphasised the importance of staying connected to the bigger picture.

Peer Leadership
Harbour's investment in training and peer mentoring has built capacity and empowered individuals in recovery to take on leadership roles, contributing to a cycle of support and reintegration.

Reduced Competition and Increased Trust
Shekinah noted a cultural shift away from competition toward collaboration, with organisations recognising and celebrating each other's strengths.

Strategic Impact and Funding Success
BCHA reported successful funding bids and increased accommodation access, demonstrating the Alliance's ability to leverage collective strength for strategic gains.

Together, these benefits reflect a system that is learning, evolving and committed to doing what's best for people who use services. The Alliance continues to be a powerful platform for delivering compassionate, coordinated and effective support to people across Plymouth.

A Year in Review: The Data

Key Measures

Understanding the intersection of homelessness, substance use and young people is critical for shaping effective support services and policy interventions. People experiencing homelessness can often face heightened risks of substance use, while those struggling with addiction may be more vulnerable to housing instability.

The snapshot of data in this report not only highlights the scale and complexity of the challenges faced by the Alliance but also reveals patterns that can inform targeted responses. By examining trends, demographics, and service engagement, we can begin to unpack the systemic factors contributing to these experiences and identify opportunities for early intervention, prevention and holistic care.

Data is submitted monthly by all Alliance partners and covers many key measures across all sectors.

The data we collect monitors housing stability and support outcomes in Plymouth. This includes:

- The number of people in settled tenancies
- Access to temporary accommodation
- Changes in rough sleeping
- Planned move-ons from support services
- Engagement with the Livewell Complex Needs Team & prescribing services
- Demand trends
- Hospital bed usage
- Appropriate step-downs from care
- Young People seen by the Young Persons Hub
- Transitions from B&Bs into supported or temporary housing



Creating Lasting Change in Settled Accommodation

Support for people who use services to access settled accommodation comes from multiple Alliance organisations.

Over the reporting period people who use services have successfully moved into various forms of settled accommodation, including private rented tenancies and social housing. A number of these transitions were facilitated by Path's Private Rental Access Service (PRAS), with some individuals supported through deposit guarantees.

Notably, 75 people moved directly from temporary accommodation into private rented housing via PRAS, with support from Path.

In addition to new tenancies, a significant number of individuals were supported to maintain their existing settled accommodation, ensuring tenancy sustainment and long-term housing stability.

1,142	moved on into private rented tenancies
164	moved into the private rental sector (PRS) by PRAS
102	were supported with the use of a deposit guarantee
62	were supported without the use of a deposit guarantee
75	people who moved into PRS through PRAS from temporary accommodation
276	new individuals moved into settled accommodation* *Primarily social housing but any move into settled accommodation excluding private rented accommodation.
2,734	new individuals were supported to maintain their tenancy

CNT Outreach and Prescribing Trends

The Complex Needs Team (CNT) is a small multi-disciplinary team of community mental health nurses, social workers and support recovery workers, with specialist skills and knowledge in mental health and substance use. Between July 2024 and March 2025, the team saw 295 people at homeless drop-in clinics in Plymouth.

Livewell prescribed an average of 882 prescriptions each quarter. Compared to 2023/2024, this has increased by an average of 161 a quarter.

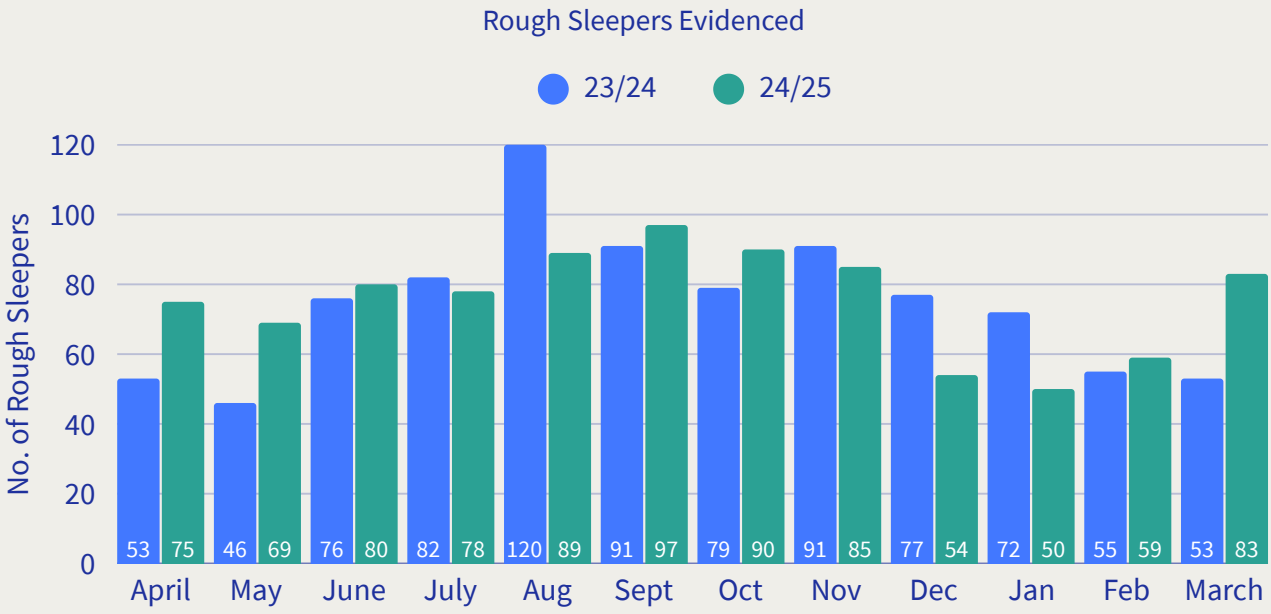
Treatment Overview at Harbour

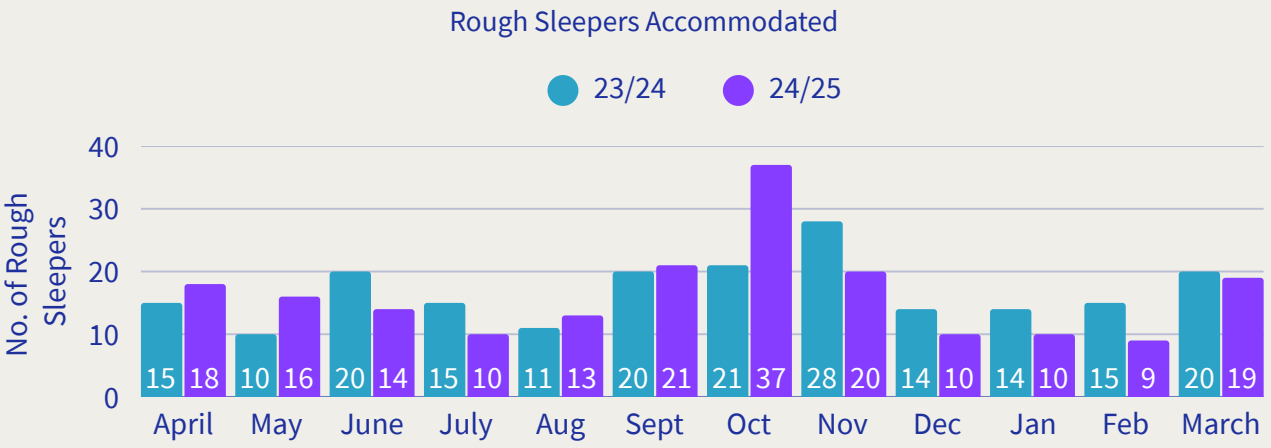
Over 2024/2025, an average of 1,728 individuals per quarter have received treatment coordinated by Harbour. Harbour's clients were 66% male and 34% female.

At Harbour, most males using the service were treated for opiate use, while females were more evenly distributed across alcohol and drug categories.

Rough Sleeper Stats

Between April 2023 and March 2025, rough sleeper numbers showed a modest year-on-year increase of 1.6%, rising from 895 to 909. Seasonal patterns remained consistent, with summer months showing higher rough sleeper counts, likely due to milder weather and reduced urgency for shelter. Notably, October 2024 saw a sharp rise in rough sleepers accommodated. 197 rough sleepers were accommodated in total for 2024/2025.





Young People Supported

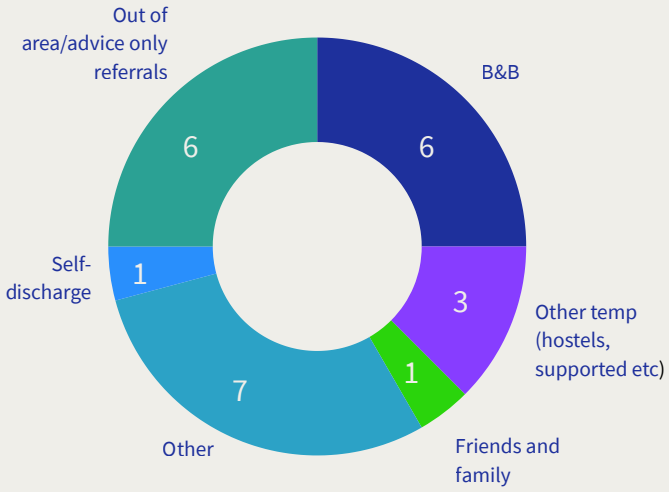
Zone Accommodation Project (ZAP) supported an average of 97 young people each month through the Young People's Hub.

Young Devon and Livewest accommodated an average of 28 young people each month, this data was split into S20, S17 or care leavers. Care leavers were the largest demographic in need of support, with an average of 16 young people requiring support per month in 2024/2025.

Tenancy Outcomes and Hospital Discharge Support

Over the past year, an average of 95 individuals moved into private rented tenancies each month, highlighting progress in securing settled accommodation. Support to maintain tenancies remained consistently high, peaking in March 2025 with 275 individuals supported.

On average, 27 people who use services were referred to the Hospital Discharge Team a month. The pie chart below demonstrates an average month of discharge destinations for individuals referred to the hospital discharge team.





Turning Data into Direction

In conclusion, the data in this report does more than measure activity - it reveals momentum, gaps and emerging priorities. While the numbers show consistent engagement and housing transitions, they also highlight the fragility of progress without sustained, joined-up support. The modest rise in rough sleeping, steady prescribing rates and high demand for tenancy sustainment suggest that while services are effective, the pressures on individuals remain persistent.

What stands out is the growing complexity of need - particularly among young people and those transitioning from temporary accommodation. This calls for deeper collaboration across sectors, more flexible housing pathways and investment in preventative models that reduce reliance on crisis responses.

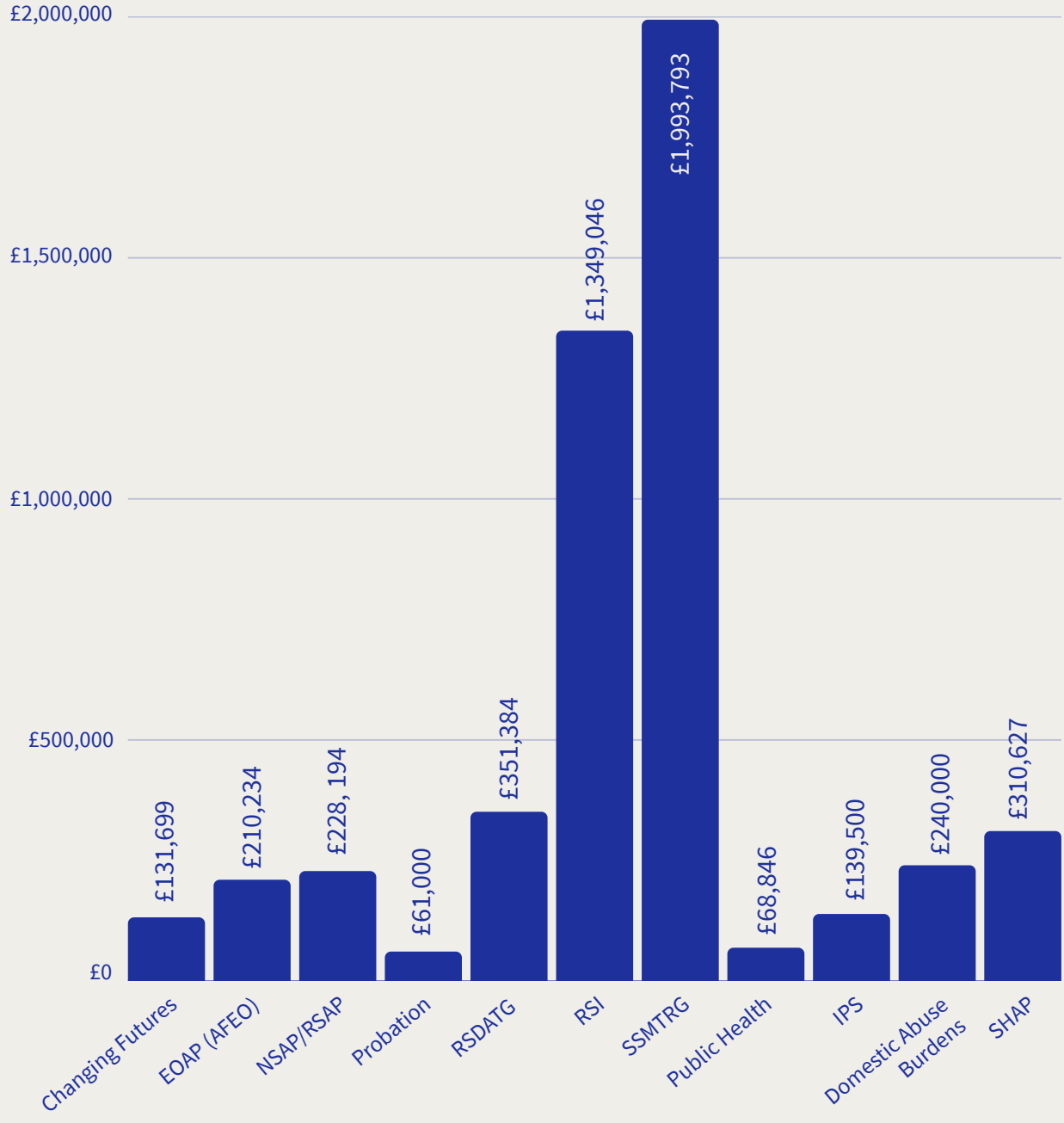
As we move forward, the challenge is not just to maintain these outcomes, but to evolve them - using data not only to track what's working, but to anticipate what's next.

A Year in Review: The Funding

Financial Innovation

The Alliance is funded via a blend of core funding (Public Health / Adult Social Care & Children's Services Contribution) and Grant Funding from a Variety of Sources.

The Costs for Core Alliance Project delivery for 2024/2025 amounted to £6,768,462. The Alliance has been nationally recognised as an innovative approach to the commissioning of services resulting in enhanced grant funding year on year. In 2024/2025 The Alliance secured grant funding of £5,084,322 across 11 different Grant streams. Chart 1 below provides an overview of the Grant Income Streams.



The largest grant was the SSMTRG (Supplementary Substance Misuse and Treatment Grant) at £1,993,793 for targeted substance misuse treatment services. The second largest contributor to the Alliance in terms of Grant Income was the RSI (Rough Sleeping Initiative) for targeted interventions for Rough Sleepers and those at-risk of Rough Sleeping.

Chart 2 Illustrates the distribution of these grants across the Alliance Partners.

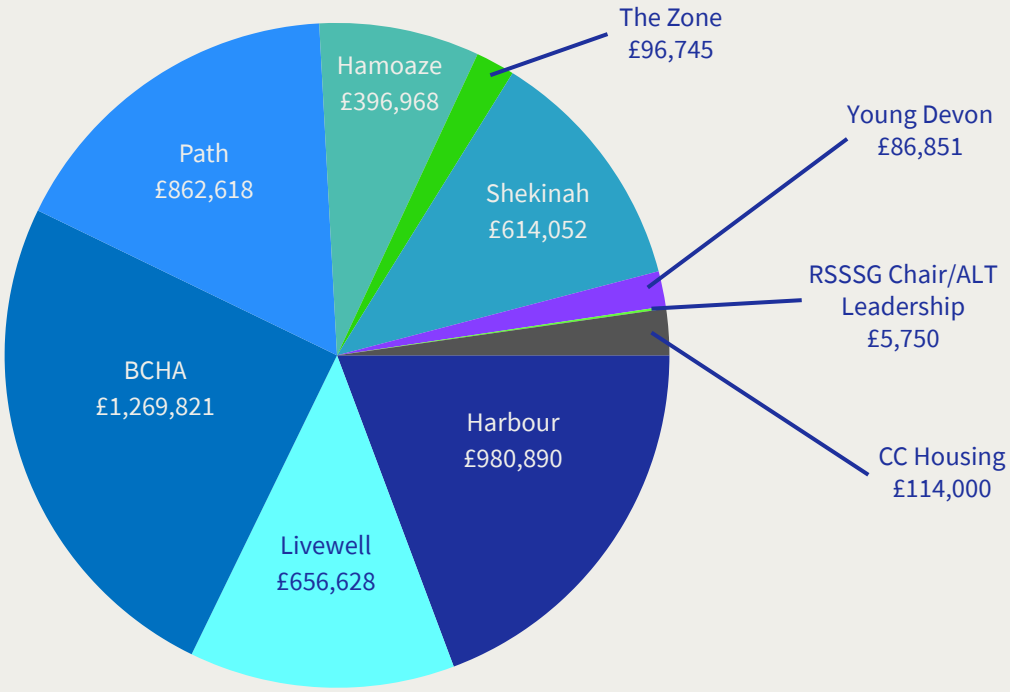
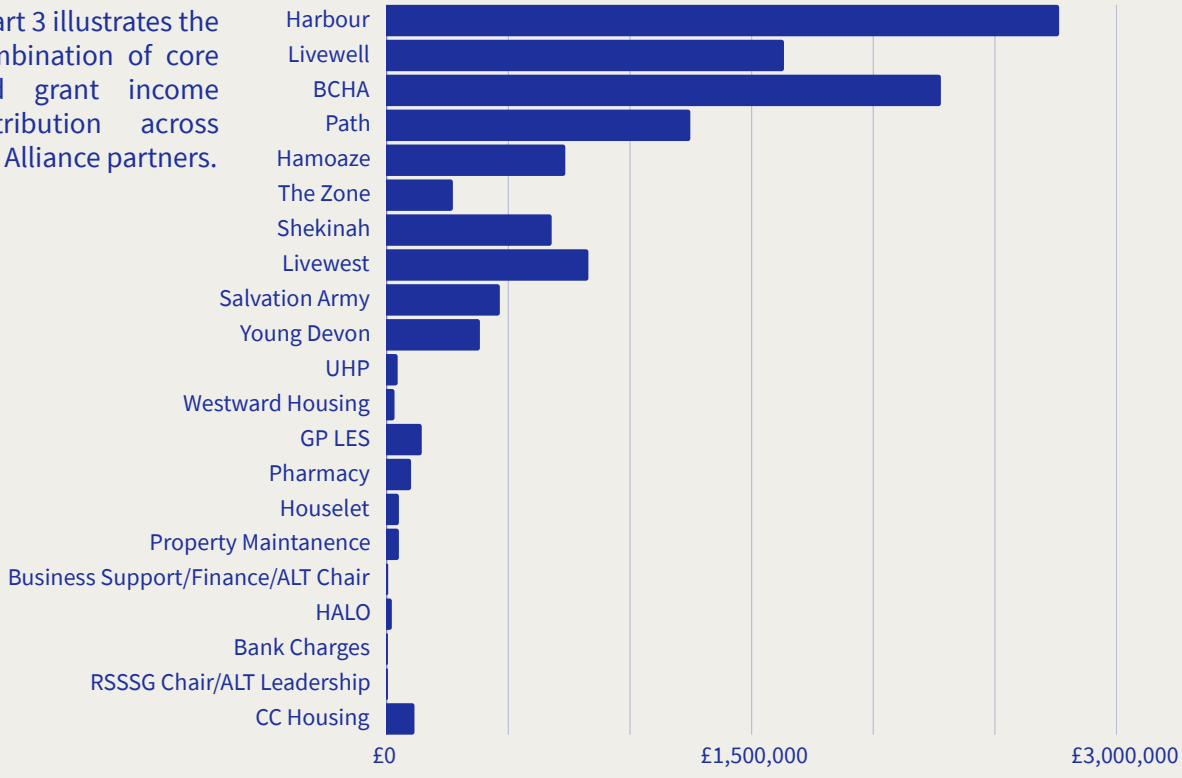


Chart 3 illustrates the combination of core and grant income distribution across the Alliance partners.



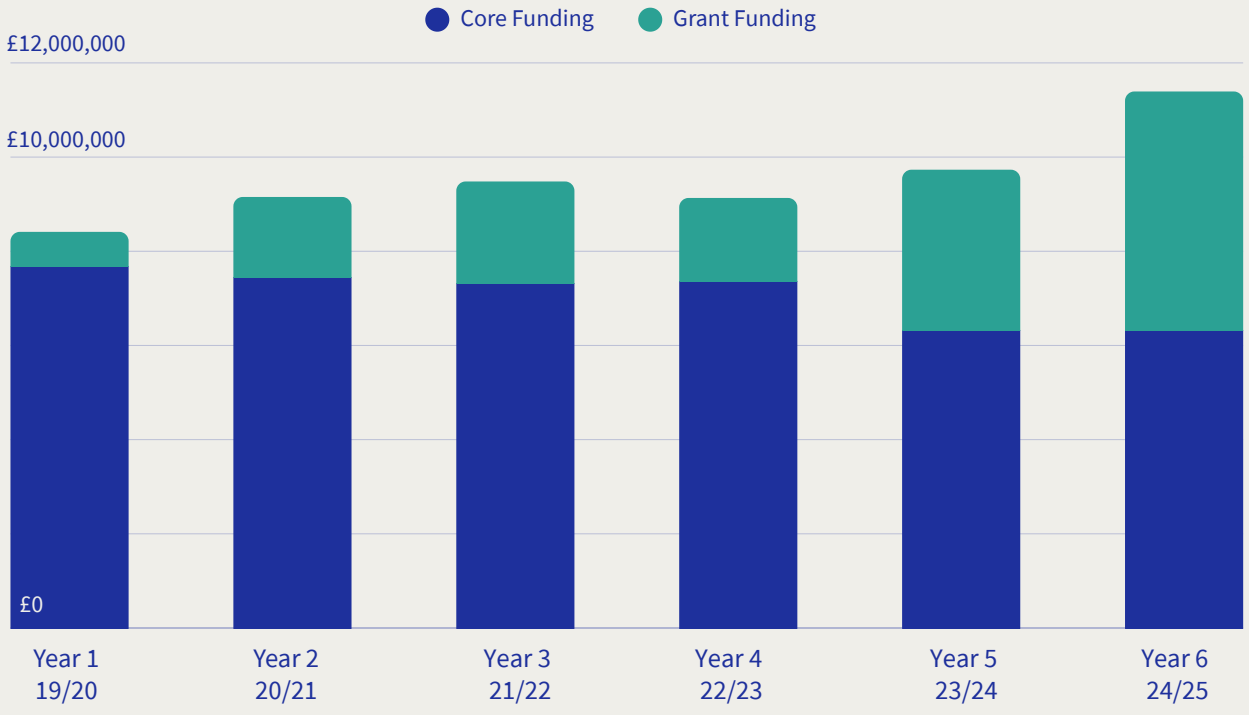
Partnership and Collaboration

The unique partnership and collaborative model provided for under The Alliance Contract allows for enhanced visibility in terms of grant applications to Central Government and has enabled grant income growth throughout the life of the Alliance Contract; this has enabled the developed of enhanced services, innovative projects, enhanced numbers of individuals supported across the system and improved outcomes for people using services.

Table 1 illustrates the annual year-on-year budget for the Alliance since its inception in 2019. Built in efficiency savings in core funding at the beginning of the contract and the removal of the budget for Bed & Breakfast Accommodation has resulted in reduced core funding. The increase in Grant funding over this same period has enabled the growth of services against this backdrop.

Table 1	**Year 1 19/20**	**Year 2 20/21**	**Year 3 21/22**	**Year 4 22/23**	**Year 5 23/24**	**Year 6 24/25**
Total in Year	**£8,412,316**	**£9,152,200**	**£9,482,197**	**£9,131,537**	**£9,732,138**	**£11,393,069**
Core Funding	£7,680,355	£7,450,575	£7,308,464	£7,358,747	£6,308,747	£6,308,747
Grant Income	£731,961	£1,701,625	£2,173,733	£1,772,790	£3,423,391	£5,084,322

Chart 4 illustrates the growth in Grant Income throughout the life of the Alliance Contract; representing 8.7% of Alliance income in Year 1 to 44.63% of Alliance Income in Year 6 against the reduced core budget allocation (B&B funding removed).



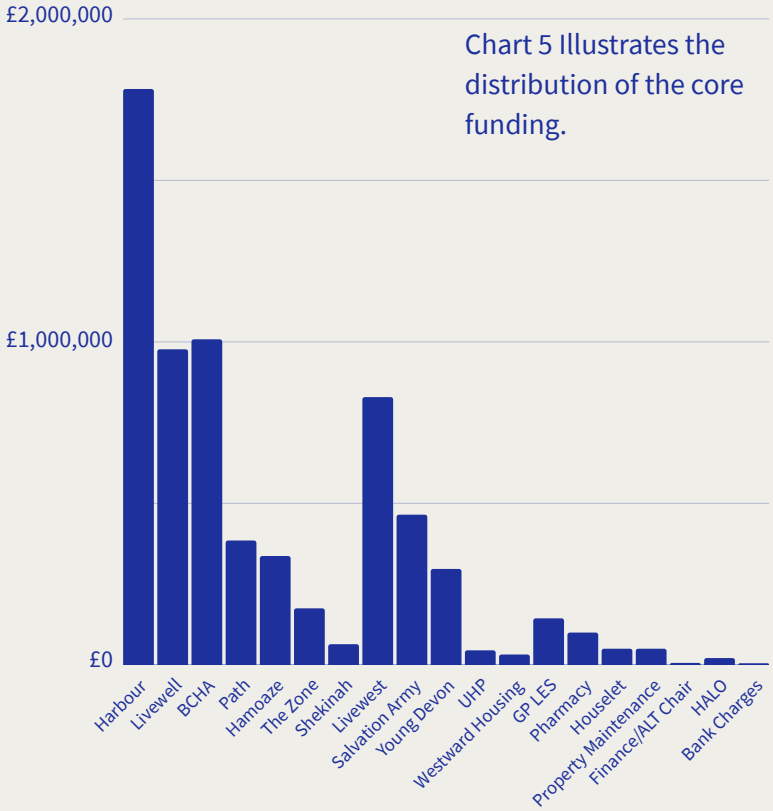


Chart 5 Illustrates the distribution of the core funding.

Harbour - **£1,782,923**
Livewell - **£976,809**
BCHA - **£1,008,365**
Path - **£385,126**
Hamoaze - **£336,912**
The Zone - **£175,186**
Shekinah - **£64,037**
Livewest - **£828,972**
Salvation Army - **£464,530**
Young Devon - **£296,613**
UHP - **£45,000**
Westward Housing - **£31,958**
GP LES - **£144,424**
Pharmacy - **£100,000**
Houselet - **£50,000**
Property Maintenance - **£50,000**
Finance/ALT Chair - **£6,100**
HALO - **£20,607**
Bank Charges - **£500**

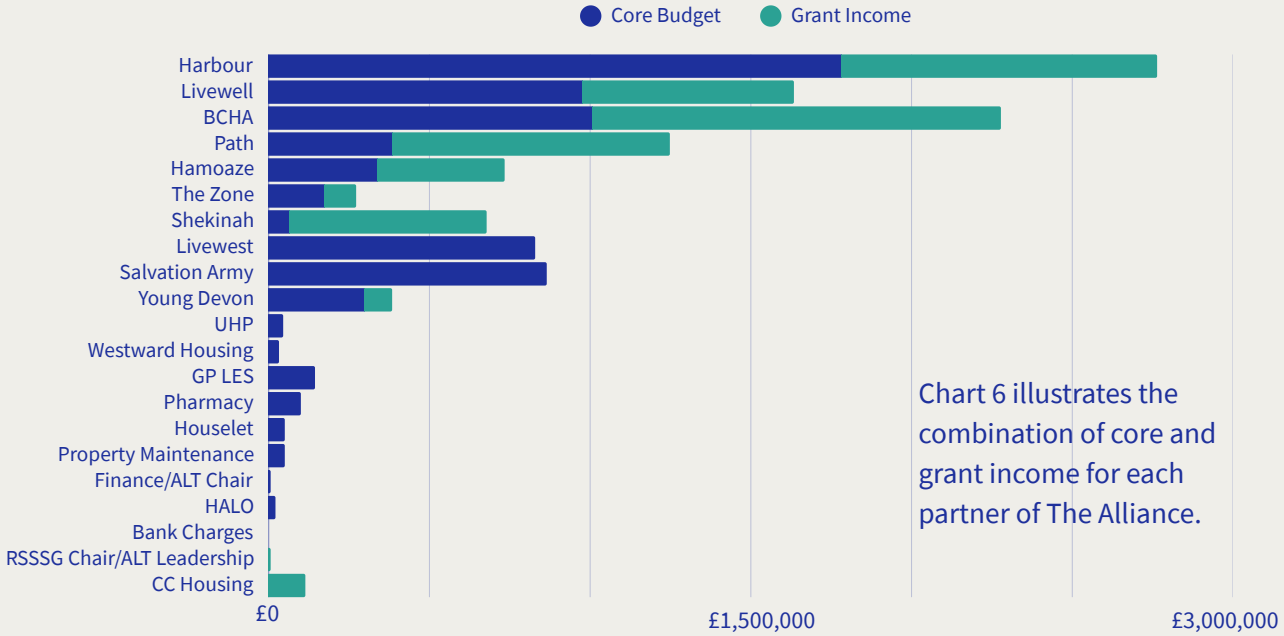


Chart 6 illustrates the combination of core and grant income for each partner of The Alliance.

We celebrate the achievements of the Alliance partners in successful funding bids throughout the year and rapid response to requests from central government to provide action plans for additional funding. This partnership work has enabled access to increased funding allowing for enhanced services for the people of Plymouth.

The Alliance continues to build its response and reputation in the arena of Complex Lives and seeks to continue this success into 2025/2026 and beyond.

A Year in Review: The Partners

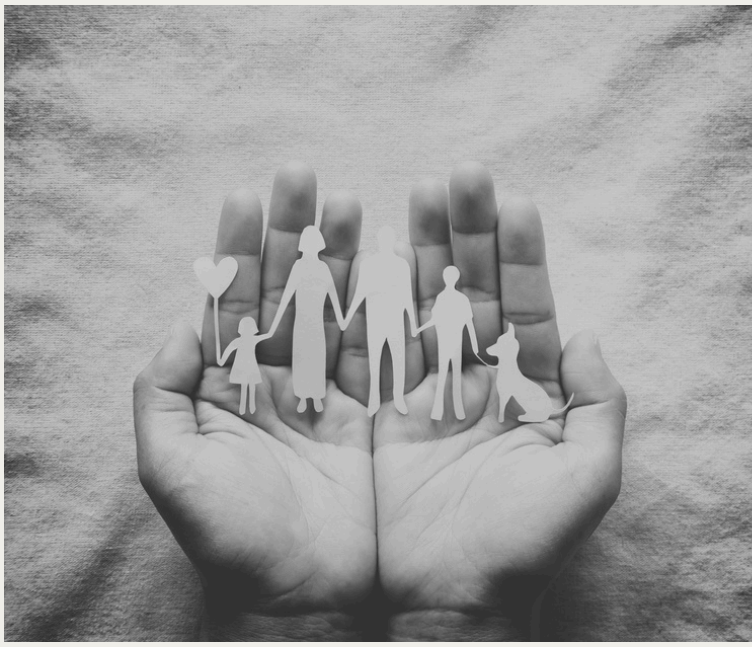
BCHA

Impact and Service Highlights

BCHA continues to play a vital role within The Plymouth Alliance, delivering services that prevent homelessness, support safe hospital discharges and create pathways to sustainable housing. Over the past year BCHA's initiatives have supported hundreds of individuals and families, reducing risks of hospital re-admission, improving housing stability and fostering long-term independence.

Key achievements include:

- **Hospital Discharge Team**: Supported 471 patients to transition safely from hospital to the community, reducing delayed discharges and offering up to six weeks of outreach support to prevent re-admission.
- **B&B Team**: Assisted 162 individuals placed in emergency bed and breakfast accommodation, achieving 78 positive move-ons into more sustainable housing.
- **Sleep Safely**: Formerly the Night Shelter, this service now operates year-round from Hamoaze House. Between October 2024 and March 2025, 91 referrals were received; 80 individuals accessed the service, and 40 moved into stable accommodation.
- **Families Temporary Accommodation**: Delivered trauma-informed support to 187 families, resulting in 69 positive move-ons into long-term housing.



Partnership and Collaboration

BCHA's impact is amplified through its active role in The Plymouth Alliance - this collaborative approach ensures that services are integrated, responsive and person-centred.

Highlights include:

- Coordinating with hospitals to streamline discharge processes and reduce NHS pressures.
- Working alongside Plymouth City Council and Alliance partners to move individuals from emergency accommodation into sustainable housing.
- Working in partnership with Hamoaze House to deliver Sleep Safely, ensuring year-round provision for those most at risk.

These efforts reflect BCHA's commitment to transparency, shared learning, and relational practice.

Journeys to Independence, Safety and Stability

B's Story

B's experience of homelessness began with months spent living in an abandoned shed without windows or a door. His turning point came when Shekinah referred him to BCHA's supported accommodation at Winston Avenue - a safe environment offering nine bedrooms and 24-hour support.

With BCHA's guidance, B engaged in structured support and was nominated for Plymouth's Ten Homes Scheme, a collaborative initiative providing stable housing and wraparound care. This opportunity enabled B to secure his own council flat and transition to independent living.

Reflecting on his journey, B shared:
"I received the keys to my very own council flat, which is a million miles away from living in a shed. Not only did BCHA give me a room, but they also believed in me."

G's Story

After enduring over a decade in a violent relationship, G fled her home with her two children and only a suitcase of belongings. Feeling isolated and suicidal, she was referred to BCHA by Plymouth City Council. Through trauma-informed support, G secured safe accommodation and began rebuilding her life.

Today, G lives independently with her children in a home with a garden and is preparing to start a university degree. She reflects:
"I'm now in my own flat with my children, I have a lovely garden, and I am looking forward to the future. No one can take that away from me. If anyone is offered help from BCHA, I would 100% recommend them."



Driving System Change

Through its work within The Alliance, BCHA contributes to a system that prioritises prevention, rapid response and long-term stability. By reducing hospital re-admissions, minimising reliance on emergency accommodation and supporting families to sustain tenancies, BCHA is helping to shape a housing and health system that is more resilient, equitable and person focused.

This year's achievements demonstrate that collaborative, trauma-informed approaches can transform lives and strengthen communities.

Hamoaze House

Hamoaze House

Demonstrating Impact and Reach

Hamoaze House has undergone a year of strategic and operational transformation with clear evidence of improved engagement, gender responsiveness and recovery consistency. Notably, engagement from women rose to 51%, significantly above the national average of 32%, reflecting enhanced safety and predictability within the service.

Over the past year, Hamoaze delivered approximately 240 therapeutic groups, recording 2,928 groupwork contacts from 136 community members, alongside 590 one-to-one sessions logged on HALO (record keeping system).

The service now operates under the Office of Health Improvement and Disparities (OHID) - aligned Intensive Structured Day Treatment (ISDT) model, offering personalised recovery journeys through evidence-based groups, keywork and peer-led interventions.

K's Journey Through Recovery and into Leadership

K arrived at Hamoaze House during a period of significant instability, marked by crisis and fractured family relationships. Initially distrustful of services and overwhelmed by group settings, she gradually began attending more activities and engaging with keywork sessions.

As her confidence grew, K transitioned from service user to community contributor. She joined peer-led planning groups, participated in a co-design event and was elected as a Senior Peer - giving her a voice in service development and community leadership. Eventually, she moved into a volunteering role with another Alliance organisation, using her lived experience to support others.

K's journey exemplifies trauma-informed recovery and system stewardship. Her transformation reflects the power of structured, psychologically safe environments and the long-term commitment of relational services.



Collaboration & Transparency

Hamoaze House has deepened its commitment to participatory governance and cross-partner collaboration. Highlights include:

- Six staff have trained in National Acupuncture Detoxification Association (NADA) acupuncture through Shekinah
- A skill swap pilot with Trevi House to broaden women's support
- Free space provided for Jeremiah's Journey to deliver bereavement support
- A full-day co-design event with staff and trustees
- Introduction of a Senior Peer system to shape practice and contribute to staff appraisals
- Updates to the staff and volunteer Code of Conduct, informed by service users
- A Human Learning Systems (HLS) pilot with BCHA's George House to foster peer-led engagement
- A joint HLS summer club with Harbour's Families Service, hosted at Hamoaze

These initiatives reflect a commitment to transparency, shared learning and relational integrity.





Shaping a Learning System

Hamoaze House's return to a structured day care rehabilitation model has helped surface key system tensions and needs - particularly around stabilisation, pre-engagement support and tiered responsibility. As co-leads of the Alcohol Shared Pathways Group, Hamoaze has contributed to a joined-up response to OHID guidance.

The service's transparent publication of model changes, data and peer-led innovations has encouraged cross-organisational learning and accountability. Through active participation in ALT-level governance, Hamoaze continues to support a system that not only learns but owns its learning.

This has been a year of bold changes, renewed structure and deepened integrity.

Harbour

Delivering on the National Drug Strategy

Harbour continues to play a key role in delivering the goals of the national 10-year drug strategy From Harm to Hope, addressing the complex relationship between substance use, crime, health outcomes and deprivation.

Throughout 2024/2025 Harbour delivered 246 groupwork and acupuncture sessions and supported 2,314 unique individuals in structured treatment as well as delivering 7,288 one to one, face to face psychosocial intervention sessions. Harbour also facilitated 3,861 group contacts, resulting in 2,359 recorded attendances.

The organisation now provides a diverse range of specialist interventions tailored to different substances, including:

- A Rapid Access to Prescribing model
- A co-produced crack-specific service
- A menu of treatment options including psychoeducational groups, CBT-based groups, individual therapeutic interventions, complementary therapies and trauma-sensitive approaches



Building Recovery Through Partnership and Innovation

Harbour's work is grounded in creative, person-centred care. One example is the development of peer mentoring pathways in collaboration with Shekinah. Individuals in recovery are supported to complete mentoring training and gain work experience as peer mentors at Harbour, helping others while building confidence and skills for employment.

This model has created a cycle of recovery, empowerment and reintegration - demonstrating the value of partnership and lived experience in service delivery.

Strengthening Multi-Agency Collaboration

Harbour's integrated offender management scheme, now in its 20th year, continues to bridge the gap between law enforcement and treatment. Co-located with police and probation, the team focuses on therapeutic rather than punitive approaches.

Partnership with Livewell provides substitute prescribing, dual diagnosis support and psychological therapies. Harbour also works closely with Multi-Agency Risk Assessment Conference (MARAC) and domestic abuse services to deliver coordinated responses for people with complex needs.

The organisation has expanded its homeless service through collaboration with Shekinah, Path, George House and Devonport Lifehouse, including assertive outreach and support for prison releases.

Harbour's criminal justice team is embedded within probation and court settings, offering assessments and treatment as part of community sentences. The team also maintains strong links with local prisons to ensure continuity of care for people on substitute prescriptions and those addressing alcohol or illicit substance use.

A Unified Approach to Recovery and Inclusion

Harbour's work reflects the strength of the Alliance model - where services are co-located, information is shared, and professionals collaborate to meet the full spectrum of needs. Staff at Harbour describe the Alliance as a space of "connection and belonging", where "people don't need to keep telling their stories", because professionals are working together.

This feedback from Harbour staff highlights the value of the Alliance in enabling harm reduction, coordinated care and financial support. There is a shared desire for greater transparency, deeper collaboration and more support for new projects and initiatives.

Harbour remains committed to strengthening the Alliance and building resilience across the system - ensuring that people who use services receive consistent, compassionate and effective support.

Harbour's approach reflects a shift in philosophy - challenging the system to ask not "what is wrong with people?" but "what has happened to them?"



Livewell



Expanding Access Through LIGHT Groups

Livewell has developed the psychology provision within the Alliance, offering consultation sessions, training and joint working with partners. A key innovation has been the creation of LIGHT (Living In Greater Hope with Trauma) groups at Harbour and Shekinah, which provide psychological interventions in accessible, community-based settings. These groups have enabled 42 clients - many of whom were previously excluded due to substance use - to engage meaningfully with psychological support.

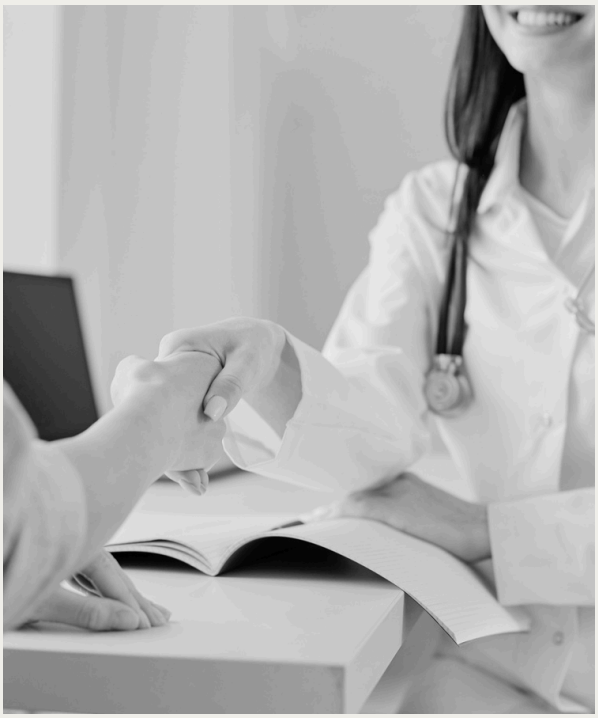
This expansion reflects Livewell's commitment to reducing barriers and tailoring services to meet the needs of people with complex and co-occurring conditions.

Delivering Integrated Substance Use and Mental Health Support

Livewell continues to play a central role in delivering community-based substance use and mental health services across the Alliance. Over the past year, the service has supported:

- 298 people who use services through community outreach
- 761 people who use services through prescribing services
- 162 active cases within the psychology and complex needs team
- 463 referrals to the complex needs team
- 30 completed community detoxes, with 81 referrals received

In total, 923 individuals accessed Livewell services, reflecting the scale and reach of its integrated offer.



Building Capacity and Shared Learning

Livewell has added a mental health focused offering to the Alliance's Partnerships and Pathways sessions, offering staff opportunities to learn about mental health services and receive support in managing complex cases. The service has also collaborated with the Changing Futures team on the 3-lens model - an innovative approach to supporting individuals experiencing severe and multiple disadvantage.

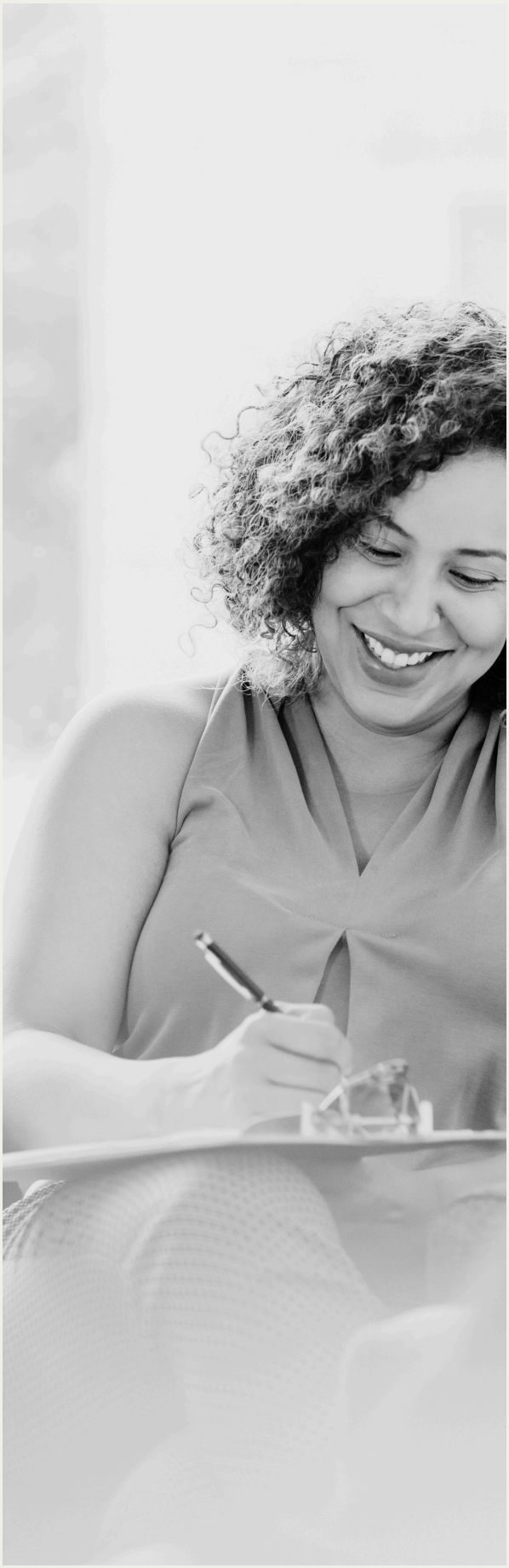
This pilot has led to increased mental health support for the Rough Sleepers Team and the Plymouth Soup Run, as well as the expansion of a mental health duty offer - providing advice and guidance to Alliance colleagues supporting individuals with mental health difficulties.

Prescribing services have remained responsive, with duty prescribing available in collaboration with Harbour keyworkers, ensuring timely access to treatment and continuity of care.

Driving Innovation and Integration

Livewell's work has contributed to system change by embedding psychological and mental health support within frontline services. The co-location of services, joint working and flexible consultation models have strengthened the Alliance's ability to respond to complexity.

By increasing access to psychological interventions, supporting staff development and piloting new approaches to care, Livewell continues to shape a more integrated, trauma-informed system - one that is responsive to the needs of people who use services and the professionals who support them.



Path

Demonstrating Reach & Outcomes

Path has continued to deliver a wide range of homelessness prevention and support services across Plymouth.

Rough Sleeping Service

- 421 people sleeping rough were supported by the Outreach Team with practical interventions taking steps towards accommodation.
- 45 people with entrenched histories of sleeping rough received intensive support from the MARS Team - including within Path's rough sleeping houses and Housing First scheme.

Prevention and Tenancy Sustainment

- 301 people facing homelessness were supported to access settled housing and to sustain existing tenancies.
- 68 people in temporary accommodation were supported to move-on into longer term housing.

Private Renting

- 164 households secured private rented tenancies through the Private Rented Access Service.
- 102 private tenancies for homeless people were available through the Easylet scheme.

Criminal Justice Work

- 83 people on probation or leaving prison were supported into accommodation through the Tenancy Access and Sustainment Support Service and the Integrated Offender Management Team.

These figures reflect Path's commitment to both immediate crisis response and long-term housing stability, underpinned by collaborative working and person-centred support.



Rebuilding Lives Through Trust and Support

P's Story – Rough Sleeping Outreach

After five years living in a tent in Central Park, P was first contacted by Path in October 2021. The outreach team worked patiently to build trust, offering consistent support and pathways to safer accommodation. During a cold spell in December 2024, P accepted a short stay in a B&B - a pivotal moment that led to his move into a Path house. With support from the MARS team, P began to rebuild his life and is now actively planning for a permanent home.

S's Story – Multi Agency Rough Sleeping Team

S experienced long-term rough sleeping before moving into Path accommodation. Initially reserved, he gradually engaged with the MARS team, accessed addiction support at Harbour and joined cooking sessions and education classes at Shekinah. These steps helped him reconnect with his family and maintain abstinence. S now awaits a Housing First placement, supported by Path.

Y's Story – Criminal Justice Housing Support

Y, facing PTSD, self-harm and a history of offending, was supported by Path through the TASS programme. With help navigating benefits, securing ID and financial assistance for rent, Y moved into private rented shared accommodation. Continued tenancy support has helped him maintain stability and begin his recovery journey.

Learning and Leadership in Housing Support

Path's work this year has contributed to wider system learning and highlighted key areas for development:

- The success of the Housing First model has reinforced the importance of stable housing as a foundation for recovery and reintegration.
- The Easylet scheme has demonstrated how flexible landlord engagement and financial support can expand access to settled housing.
- Path's role in multi-agency forums and offender management teams has helped shape more responsive housing pathways for individuals with complex needs.
- The increase in private rented tenancies reflects effective use of Local Housing Allowance changes and strategic partnership working.
- Through consistent data collection, case study reflection and transparent reporting, Path continues to support a system that learns from lived experience and adapts to emerging challenges.

Collaborative Practice and Innovation

Path has strengthened its partnerships across the city to ensure joined-up support for vulnerable individuals:

- Coordinated the city's Severe Weather Emergency Protocol (SWEP), enabling access to safe shelter during extreme conditions in places like BCHA's George House.
- Delivered Saturday morning outreach sessions in partnership with Shekinah and the Soup Run.
- Facilitated Housing First placements in collaboration with Plymouth Community Homes.
- Provided tenancy training to 40 staff across local services, enhancing sector-wide engagement with the private rented sector.
- Worked closely with Criminal Justice Services, including Exeter Prison's check-out lounge, to support individual's pre-release.
- Maintained strong referral pathways with agencies such as the Salvation Army, Plymouth Foyer and Citizens Advice.

These efforts reflect Path's commitment to integrated service delivery and proactive engagement with system partners.



Shekinah

A Hub for Rough Sleeper Support and Recovery

Shekinah's Stonehouse Creek centre has become a vital hub for supporting people experiencing street homelessness. Over the past six months, the service has averaged 29 rough sleepers per day, with additional individuals in temporary accommodation accessing support.

The centre hosts a wide range of co-located services, including GP and nursing clinics, drug and alcohol support, housing advice, mental health services, opticians, Job Centre, DWP, Citizens Advice, gambling addiction support, Shelter and the Rough Sleepers team. Three dedicated support workers provide casework, outreach and welfare checks, with a flexible approach that allows individuals to choose their preferred worker.

In addition to practical support, the centre offers cooked meals, showers, laundry facilities and links to external services such as Trevi and Domestic Abuse Services.

Shekinah's Navigator Team currently supports 24 individuals, focusing on relationship-building and access to services. Their work includes crisis intervention such as responding to suicidal ideation, overdoses and public altercations.

Personal Journeys of Recovery and Stability

R's Journey - After a series of personal tragedies, R lost his business, home and health. Referred by Adult Social Care, he received consistent support from Shekinah's Navigator service and partner agencies. Despite initial challenges in temporary accommodation, R was eventually housed in a social property near his family. He now manages his health, attends community groups and is actively engaging in debt support and counselling. His journey reflects the power of coordinated and compassionate care.

D's Journey - D arrived in Plymouth after fleeing threats from a criminal gang. With a history of imprisonment, substance use and mental health challenges, he was supported into temporary accommodation and later into a permanent tenancy near his brother. Despite setbacks, including a near withdrawal from the tenancy, D re-engaged with support and now lives independently. His story highlights the importance of persistence, trust and multi-agency collaboration.



Embedding Services and Building Trust

Shekinah's model of co-location has created a dynamic and responsive environment where individuals can access multiple services in one place. The centre's open-door approach and flexible support have fostered strong relationships with partner agencies and service users alike.

The IPS (Individual Placement and Support) team plays a key role in helping individuals in recovery re-enter the workforce. Funded by the Office for Health Improvement and Disparities (OHID), the team provides tailored employment support, including job search assistance, interview preparation and in-work support. Their integration with clinical services ensures that employment is part of the wider recovery journey.

Shekinah also contributes to Alliance-wide training efforts. In 2024/2025, 135 learners enrolled on 351 aims, with a 100% pass rate. Two Alliance-funded Tutor/Coaches supported 32 learners, offering bespoke education and personal development coaching.





Creating Change Through Relationships and Learning

Shekinah's work exemplifies the principles of Human Learning Systems - focusing on relationships, adaptability and shared accountability. The transformation of one learner - who had previously been excluded due to violent behaviour - into an engaged participant in personal development courses illustrates the power of relational practice.

By embedding services, responding flexibly to need and investing in staff and service user development, Shekinah continues to shape a system that learns, adapts and supports people through complexity. Their work demonstrates how trauma-informed, person-centred approaches can lead to lasting change.

The Zone

Supporting Young People at Risk of Homelessness

The Zone Accommodation Project (ZAP) provides crisis intervention and tailored support for young people who are homeless or at risk of homelessness. Between April 2024 and March 2025, the team supported 512 young people, with the following demographics:

- 45% aged 17–19
- 47% aged 20–24
- 55% female, 44% male
- 9% identified as neurodiverse or autistic
- 27% reported severe mental health difficulties

ZAP secured over 120 grants, totalling more than £7,500, to support young people facing financial hardship. The team also helped seven young people open bank accounts, promoting financial inclusion and independence.

Creating a Home for a Young Family

A recent example of ZAP's impact involved close collaboration with Plymouth Community Homes and Community Connections to support a young man and his pregnant partner. Through joint working, the couple secured a two-bedroom flat, establishing a safe and stable home for their growing family. ZAP's swift intervention ensured access to additional financial support, enabling the move without delay or debt.



Co-location and Collaboration

Since October 2024, ZAP has facilitated the co-location of workers from the Department of Work and Pensions (DWP), the care leavers nurse, The King's Trust and Trevi at The Zone. Feedback from partners has been overwhelmingly positive, with comments such as "really useful," "saving young people from being on the streets," and "a testament to the team's relentless commitment to supporting young people."

This collaborative model has strengthened service delivery and improved access to support for young people navigating complex challenges.



Empowering Young People Through Respect and Responsiveness

Feedback from young people reflects the service's commitment to dignity, empowerment and person-centred care:

- 98% were pleased or extremely pleased with the support they received
- 97% felt their views were listened to
- 98% felt respected and professionally supported
- 92% reported improved circumstances
- 90% felt safer than when they entered the system

ZAP continues to demonstrate the value of responsive, trauma-informed support in preventing homelessness and promoting long-term stability for young people.

LiveWest
A home for everyone

Livewest

Supporting Young People and Adults Across Plymouth

Livewest continues to provide safe and supportive accommodation for young people and adults experiencing homelessness or complex mental health needs. The Plymouth Young People Supported Accommodation Service offers 58 homes across the Foyer and community flats for individuals aged 16–25, ranging from emergency placements to move-on options. In 2024/2025, 23 young people successfully transitioned out of supported accommodation, while 40 moved within the pathway.

The newly restructured Sound Futures service supported 47 adults with complex needs, welcoming 11 new residents and helping 8 individuals move on to independent accommodation. The service has seen increased engagement through activities such as sailing, cooking groups and breakfast clubs, contributing to improved wellbeing and community connection.





Personal Journeys of Growth and Independence

W first came to the Foyer following parental rejection with a risk of homelessness. Initially independent and goal-oriented, she faced challenges after becoming pregnant. With support, W re-engaged, attended classes, managed her finances and secured housing. After 13 months, she moved into her own home, prepared for motherhood and maintained contact with the service.

Another resident, S, joined Sound Futures three years ago with significant mental health challenges. Through consistent support, she progressed to independent living, now receiving regular visits from her son and no longer requiring formal services.

B, referred by Path, arrived with complex needs and low confidence. Over time, he developed independent living skills, resolved family issues and transitioned into his own home through Devon Home Choice, marking a significant personal transformation.



Building Partnerships and Community Support

Livewest has strengthened its engagement with young people and external partners. Initiatives such as a community roadshow, a new gym funded through Livewest Social Value and donations from Plymouth Ladies Charity have enhanced the experience of residents. The co-location of the Edge of Care team within the Foyer facilitated closer collaboration with frontline colleagues, improving outcomes for young people.



Creating Pathways and Promoting Dignity

Livewest's work reflects a commitment to trauma-informed, person-centred practice. When moving on, young people are given donated rucksacks and holdalls instead of plastic bin bags. This symbolises a deeper cultural change, affirming dignity and worth. The service continues to evolve in response to funding changes and community needs, demonstrating adaptability and a strong belief in the potential of every individual.

Salvation Army

Essential Harm Reduction Services for Residents

The Salvation Army continues to deliver essential residential and harm reduction services through Devonport House, a 62-unit accommodation hub supporting individuals with complex needs. In 2024/2025, the service supported 180 clients with 53% achieving a positive move-on into more stable housing.

The organisation has embedded a harm reduction approach, providing compassionate, non-judgemental care that prioritises safety and minimises risk. This philosophy underpins the Biopsychosocial Programme, which combines group and one-to-one interventions to address the biological, psychological, and social factors influencing substance and alcohol use.

Alongside therapeutic support, the Whole Centre Harm Reduction Programme delivers practical health interventions, including:

- Needle and Syringe Provision
- Blood Borne Virus Testing: 99 dry blood spot tests completed
- Take Home Naloxone: 77 kits distributed
- Onsite GP and Nurse Practitioner drop-ins

These integrated services ensure that individuals receive holistic care, addressing both immediate health needs and long-term recovery goals.





Strengthening Support Through Collaboration

The Salvation Army's work is strengthened through robust partnerships across the city. Key collaborations include:

- Health Partnerships: Weekly GP clinics and twice-weekly nurse visits from Health Inclusion Pathway Plymouth (HIPP) as well as regular multi-agency health days.
- Criminal Justice Links: Probation drop-ins every two weeks, building strong relationships with the local police. This includes direct liaising with the chief inspector and hosting PCSO visits.
- Community and Sector Collaboration: Active engagement with Hamoaze, Shekinah, PATH, Harbour, CNT, Hep Trust, and Public Health teams.

These partnerships ensure that residents benefit from coordinated care, timely interventions, and access to specialist services.

Advancing Recovery

Through its harm reduction model and biopsychosocial approach, The Salvation Army contributes to a system that prioritises safety, dignity, and recovery. By integrating health services within residential settings and fostering strong inter-agency collaboration, the organisation helps reduce health inequalities, prevent crisis escalation, and promote sustainable housing outcomes.



Westward Housing

Supporting Families in Transition

Stanley Loft, operated by Westward Housing, continues to provide safe, short-term accommodation for single-parent families navigating the transition into secure, long-term housing. The service is rooted in trauma-informed practice, offering care that prioritises choice, autonomy and dignity.

Over the past year, families have received one-to-one support focused on life skills, parenting, budgeting and tenancy preparation. Outreach support remains available for families who have moved on, ensuring continuity and connection beyond their time at the project.

Creating a Safe Space for Families

The impact of Stanley Loft is best captured through the voices of those who have lived there.

One parent shared, “You’re not going to believe me when I say this, but I don’t want to leave. It’s going to be so strange not having you guys to talk to, or rant at. I genuinely didn’t realise how much this place could have an impact.” Another reflected, “You know I wouldn’t be here with my son in a safe home without what you have done for me. You never gave up on me.”

These testimonials highlight the emotional and practical support families receive, and the lasting impression the service leaves on their lives.



Building Community Through Partnership

Westward Housing has strengthened its in-house support by securing donations from Lush and joining The Beauty Bank, enabling the provision of hygiene products, baby items and cosmetics. These resources help parents feel cared for and confident during challenging times.

The organisation has also established links with The Bridge, a local food distribution network, to ensure regular access to affordable, healthy food. A 24/7 donation room remains available, offering baby clothes, nappies, toys and household essentials.

Close working relationships with family nurses, health visitors and children's services have been maintained, alongside new connections with other organisations across Plymouth.





Creating Stability and Dignity

A significant donation of furniture and homeware from a local business allowed Westward Housing to refresh communal spaces, making them more homely and welcoming. This investment in the physical environment supports the emotional wellbeing of families and reinforces the service's commitment to dignity and care.

Stanley Loft continues to demonstrate the value of trauma-informed, family-centred support in addressing housing instability and promoting long-term resilience.

Aspirations

As the Alliance enters it's seventh year, partners share a collective vision for deepening collaboration, strengthening systems and driving meaningful change. The aspirations reflect a commitment to learning, transparency, and person-centred care that is anchored in trust and shared purpose.

- Strengthening System Stewardship and Governance
- Deepening Collaboration and Joint Working
- Exploring System-Level Change and Honest Dialogue
- Embedding Lived Experience and Frontline Insight
- Enhancing Data Use and Evidence-Based Practice
- Fostering a Culture of Curiosity and Courage

These aspirations reflect a mature, values-driven partnership - one that is ready to evolve, challenge itself, and continue delivering compassionate, coordinated support for Plymouth's most vulnerable communities.

Summary



This report has captured a year of progress, partnership and purpose across the Alliance. From frontline innovation to system-wide collaboration, each partner has contributed to a shared vision: to deliver compassionate, coordinated and effective support for people with complex needs.

The stories and data presented here reflect more than service delivery - they reflect lives changed, trust rebuilt and systems reshaped through learning and collaboration. Whether through co-located hubs, trauma-informed care or peer-led initiatives, the Alliance has demonstrated that meaningful change is possible when organisations work together with humility, creativity and a relentless focus on what matters most: the people using services.

What's Next?

As we look ahead, the Alliance remains committed to deepening its impact, strengthening relationships and continuing to learn from both success and challenge. Together, we are building a system that not only supports recovery and stability but also champions dignity, inclusion, and hope.



Together We Can

Support for people: the right help, the right place, the right time.

Each member of The Plymouth Alliance delivers services funded through the Alliance contract, as well as other services financed separately.

Additionally, there are partnerships, services and outcomes that are not explicitly mentioned here but are vital to the individuals we support.

Alliance members, including Plymouth City Council, collaborate not only with one another but also with GPs, pharmacies, Plymouth Soup Run, and many other organisations. All of these relationships and efforts are valuable, regardless of whether they are detailed here.

We sincerely appreciate the contributions of all these partnerships and the dedicated work involved.