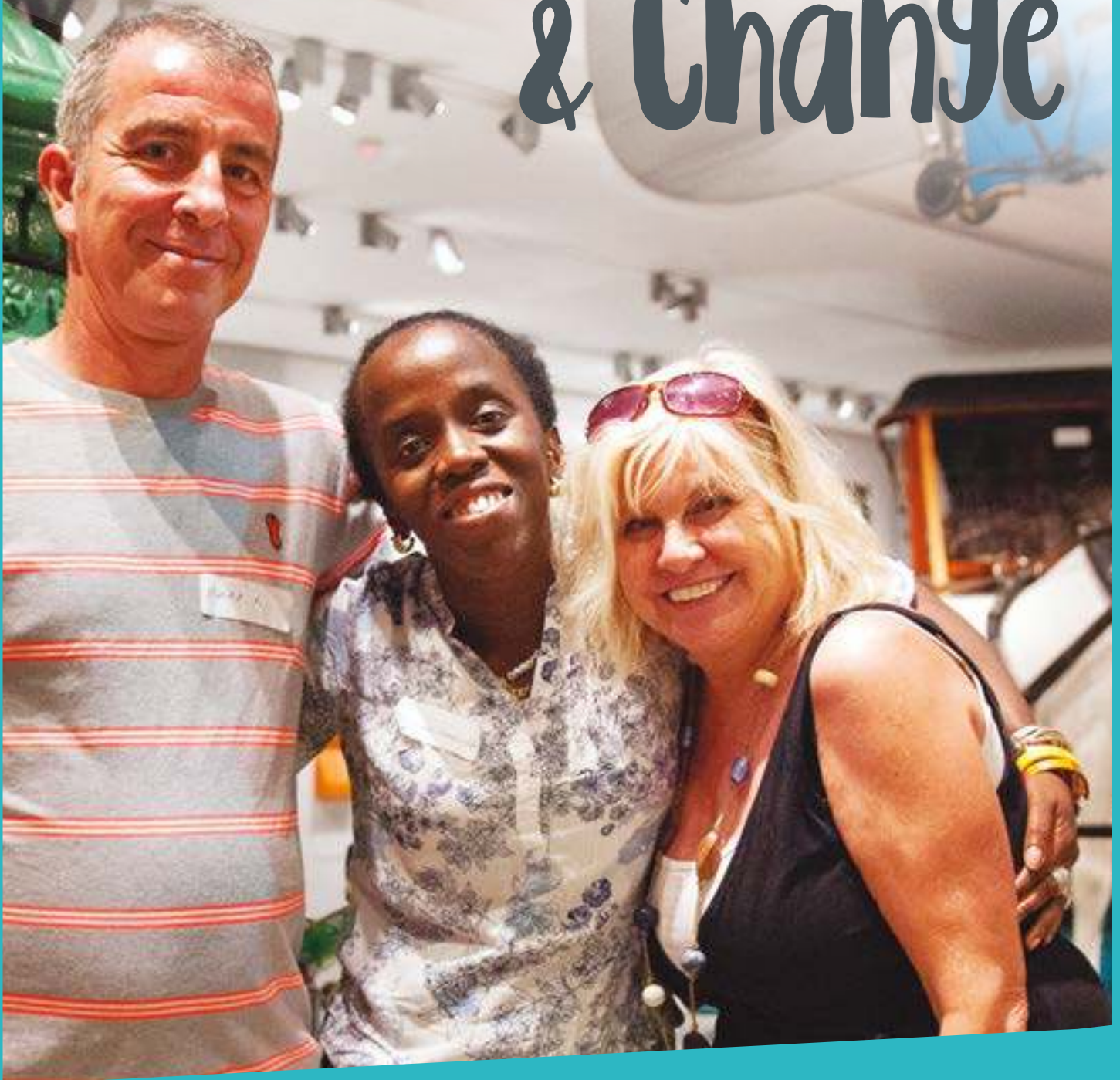


HOPE, COURAGE & CHANGE



Impact Report 2020

**SECOND
STEP**
PUTTING MENTAL HEALTH FIRST

From
Graham
Russell, our
Chair of the
Board

Challenging times

As I write this we're continuing to face the daily challenges and uncertainties of working in a pandemic. These are extraordinary times for all of us and have been - and continue to be - particularly challenging for our clients, who are some of our most vulnerable citizens.

Despite this new reality - which we look at at the beginning of this report - I believe we can take a lot of hope from our achievements. This look back at the organisation's highlights reminds me once more of the professionalism, versatility and expertise at Second Step. Our work shows the immense value of collaborative commissioning of community-based services, and the particular value of having the voluntary sector there as an equal partner.

As part of the voluntary sector Somerset Alliance, we're trailblazing with Somerset NHS Foundation Trust in this way through a new and exciting partnership called Open Mental Health.

Our clients' wellbeing is at the centre of our approach whether that's through one-to-one support, or at a more strategic level as we bring together

partners to deliver new life-changing services such as the Hope Project, which we talk about on page 8. And it's this emphasis on putting mental health first which needs to continue, especially as we again see mental health as the poor relation during Covid-19.

I'd like to take this opportunity to thank our wonderful staff group, our volunteers, our peer workers and our amazing clients who work alongside our teams to give them the benefit of their advice and learning.

By working together we'll get through this time and we'll find ourselves to be stronger, wiser and more certain of our purpose than ever.



Graham Russell, Chair
September 2020.



Key Statistics 2020

£11.5M
turnover

91
volunteers

40%
with lived
experience

277
staff

24
services

2346
clients

A word
from Aileen
Edwards,
our Chief
Executive

Our values keep us strong

I'm always delighted to introduce our Impact Report to you, as it captures the essence of who we are and what we do. With 24 services and a staff group of 277, we continue to grow. And we grow with purpose, united by our strong shared values and driven by a passion to put mental health first for every single one of the people we support.

This report looks back to a time before Covid-19 and before a pandemic which has shaken the world. The statistics and stories you'll find in these pages refer in the main to the year before lockdown, although we also look into how we responded to the huge change presented to us from Covid-19. We believe we can learn some positive lessons from Covid-19 and our work shows that being innovative in the face of adversity is absolutely essential.

The values and beliefs we held then, we continue to hold now, and have provided us with a sense of clarity and purpose which has held us in good stead. The Black Lives Matter protests and movement spurred us

on to look at our approach to diversity. We are now actively engaged with colleagues from black, Asian, minority and ethnic groups to address the issue of racism within our organisation, as we know we can do better.

This report focuses on three organisational themes to:

- Find hope and courage for all our clients
- Help people with complex lives live life to the full
- Discover ways to change the system for good

A huge thank you to our partners, commissioners, community leaders, staff, clients, volunteers, board members and friends who make up the Second Step family. Together we can continue to help to transform people's lives. Thank you.

Aileen Edwards,
Chief Executive



A word
from our
Client Board
Representative,
Stuart
Johnstone

Always improving

I'm grateful to be able to use this space to talk about the importance of client involvement in the work we do at Second Step. My particular focus in the last year has been to find ways to truly coproduce the work we do and the importance of being truly inclusive as well.

I find it's easy to say these words: involvement, coproduction and inclusion. It's not so easy to do them well. Here at Second Step we have created a great vehicle for involvement - our STAR Groups. STAR stands for Shaping, Teaching And Responding. Through STAR we're able to give the client voice some status and some

influence - so important as we continue to work together to shape and improve our services.

This approach has helped us through these difficult Covid times when we have had to draw on our combined strength to understand the issues brought up by the Black Lives Matter protests and campaign. I'm immensely proud to be connected to an organisation that has the courage to look at itself and understand the necessity for change and improvement.

Stuart Johnstone,
Client Board Representative

Contents

4-5 COVID-19 Responding to Covid-19

- 4 The changes we made
- 5 Sharon's story
- 5 What we say

6-9 FOCUS ONE Recovery is about hope and courage

- 6 Sarah's story
- 7 Community Rehabilitation
- 8 Hope Project
- 9 What we say

10-13 FOCUS TWO Experts in complexity

- 10 Alan's story
- 11 Intense Support
- 12 Housing First
- 13 What we say

14-17 FOCUS THREE Changing the system

- 14 Jake's story
- 15 Step Together
- 16 Support for GPs
- 17 What we say

18-20 LOOKING AHEAD

- 18 Our mission
- 18 Our values
- 19 Our services
- 20 Our office locations

Responding to Covid-19

Pulling together to keep our clients safe

As Covid-19 spread across the country and the Government announced lockdown for everyone, Second Step, like organisations everywhere, took stock of the situation, held emergency planning meetings, evaluated what people needed and changed the way we worked.

The changes we made:

- We ensured staff in our accommodation services had the correct personal protective equipment and introduced new safe ways of working
- The majority of our staff worked from home, and we closed some of our offices
- We assessed the needs of our clients and ensured some staff continued to offer face-to-face support to the most vulnerable
- We kept in contact with our clients through telephone support or online and made sure they had their basic needs such as food and medication
- We ran safety checks on all our accommodation settings paying special attention to shared, communal areas and put new rules into place to encourage social distancing
- We looked into expanding and deepening the work we did digitally, setting up online meetings, chat rooms and places to share
- We created a new online wellbeing college pooling newly created virtual sessions from Bristol Wellbeing College and North Somerset Wellbeing Service, and began to offer our learners (and others interested in keeping well) a series of online video sessions
- For our learners in Bristol and our clients in North Somerset we offered live Zoom wellbeing sessions
- We responded quickly and effectively to support homeless people off the streets and into hostel hotels, working with our commissioners in Bristol and in Somerset
- We offered additional resilience support and training to our staff, and increased our internal communication to make sure people feel more connected and less isolated.

Lockdown stats March to July 2020:

Bristol Wellbeing College:

- Called 200 learners on the phone
- Emailed 320 learners with monthly updates and regular wellbeing surveys
- Ran 51 Zoom sessions with 146 attendances

North Somerset Wellbeing Service:

- Made 788 one-to-one support calls to clients
- Ran 76 wellbeing zoom groups (wellbeing cafes, mindfulness & creative writing)
- Hosted Zoom sessions for 219 people



Going online has been a life-saver for me

Sharon's story

Sharon was at the end of her tether at the beginning of lockdown. She's been highly anxious and depressed for the previous 18 months and felt there was nowhere to turn to for help.

I'd been using mental health services and getting nowhere. Then, when Covid struck they stopped altogether and there was nothing. By chance a friend mentioned Second Step's Wellbeing College and I looked it up online.

Honestly, I can't say how much they have helped me and changed my life. I felt I was at the end of the road. But they have given me the tools, the practical help to use in your life which really helps.

Now when I go out for a walk, I take notice, I stop and I see how things have changed. Walking mindfully works for me, it gives me focus and it gives me a rest from my anxious mind. What's more, the tutors valued me as an individual, allowed me to have ownership of my recovery, gave positive constructive feedback and made sure everyone had an opportunity to contribute to the session. This was such a revelation for me and really marked the College out from other services I had used.

Going online has been a life-saver for me too. The Zoom sessions were great. I wasn't well enough to join a group but now I could. I really hope they continue the online stuff because it's made all the difference to me.

"It's been great to see the way a diverse group of organisations have come together to support people with mental health needs during the Covid-19 pandemic. Second Step have been impressive in their clarity, compassion and leadership during this challenging time."

Emma Moody, Head of Contracts Mental Health and Learning Disabilities



What we say

For us the Covid-19 pandemic was a crisis we faced together. We stood with our staff and volunteers to ensure our clients kept safe physically, but also that plans were in place to ensure we continued to support their mental health. Isolation, loneliness and disconnection are very real issues for our clients and so we recognised the importance of finding new ways to keep in touch. For some people this

worked, for a few others we recognised we still needed to keep up face to face contact. What's more, we worked closely with our partners to understand the nature of the mental health effects of the pandemic. With our health commissioners in Bristol, North Somerset and South Gloucestershire, we've played a key part in the work of their mental health Covid-19 cell. Together we mapped out

the likely surge in need and the consequences for our services and services across the region. It's been good to work collaboratively in a crisis and to see the value of putting mental health first. In Somerset, with other voluntary organisations, we've quickly delivered new services. In Bristol, we've worked with the City Council to deliver new support services to homeless people.

FOCUS ONE

Recovery is about hope and courage

One of our main drivers for the year was our commitment to work with our clients to find the hope and courage they need to make the most of their lives. We believe that with the right tools and encouragement everyone can make the future their own, which is why despite how hopeless people may sometimes feel, we often witness some amazing turnaround recovery stories.

This section of the report looks at the importance of recovery for all our clients and the wonderful relationships we create and nurture with them. First of all we share a client's story and then look in more detail at two of our services: Community Rehabilitation and the Hope Project, both of which epitomise our hope and courage approach.

Sarah's story

A new start

Sarah worked as a counsellor and lived with her mum and sister. After a traumatic event which triggered her post traumatic stress disorder, she hit rock bottom. She could barely get herself out of bed and had to take time off of work. She was convinced she needed to move house to get well. She asked for help and was seen by the assessment and recovery team and later referred to the Community Rehabilitation Service who worked with her over several months.

A lifeline

Sarah forged a strong relationship with her recovery navigator who helped her realise that things would get better and she would come out of the other side. It was the first time someone had believed in her in a long time.

Sarah was introduced to our Forest Fridays' group, and despite her anxiety at venturing somewhere new she went along. Sure enough, she had a great time meeting new people who were in similar situations and taking part in the outdoor activities.

A new start

Eventually Sarah started to feel more like herself and decided to return to work part-time. She also started an MA in Art Psychotherapy which had been a dream for many years, and joined a study group for people in recovery. She is about to start a placement as a trainee Art Psychotherapist.

"I've come from a very dark place to now going off to University to train to become an art therapist. I don't think I would have been able to do that if I hadn't had the support, something horrible could have happened. I was desperate."

Sarah never needed to move house she says "It wasn't about moving it was about me not being happy in my own skin."

I'm becoming me again...

"I cannot express enough how much you and Hannah have helped. Just knowing that someone is there to reassure me or help with my concerns has been an absolute godsend. The weight that you've helped lift of my shoulders has been incredible. Every day I slowly feel I'm becoming me again."

Making connections

The Community Rehabilitation team supports around 110 people at any one time. Working across Bristol it aims to help find and build new connections for clients who are living with long-term mental health problems.

People like Sarah, whose story you can read on page 6, was able to find her way back to study and work after receiving support from the multi-disciplinary team, and, crucially, after building a strong and trusting relationship with her recovery navigator.

We're immensely proud that we've been able to help our clients reconnect with their communities, and with themselves. And it's particularly gratifying to see that in the last year a fantastic 67% of clients leaving the service were discharged back to their GPs.

We put this down to great team work, brilliant staff and a strong ethos and belief that everyone can discover hope and courage again.

Our skilled and specialist team of experts, including peer workers with their own experience of mental health problems, offer clients support to manage their mental health effectively and live as independently as possible.

This support includes:

- Tools for wellbeing and recovery
- Psychological support
- Advice around medication
- Education and volunteering
- Help to find appropriate housing
- Links to community resources and activities.

People with drug and alcohol problems are referred to specialist services when appropriate.

For more information about the Community Rehabilitation Service call 0117 909 6372 or email rehabilitation@second-step.co.uk



Suicide prevention

Research has shown that 70% of suicides in Bristol are by men, and that middle-aged men are most at risk from suicide. We also discovered that the biggest drivers of suicide are people who experience problems with housing, unemployment and debt.

Hope was therefore set up specifically to support men aged between 30 and 64 who are experiencing suicidal thoughts as a result of these problems. We received funding as part of a national suicide prevention strategy and supported around 229 men in a 12-month period.

We work in Bristol, North Somerset and South Gloucestershire and target our support to men who aren't currently using mental health services, because we know that

62% of all suicides are by people who aren't known or connected to any services.

It's typical for our clients to be overwhelmed by debt. Research has shown that poverty, and particularly austerity, caused a real surge in suicides. Our role is to help resolve these issues with our clients. We have used expert money advice workers as part of the team, to help people deal with their often complex debt problems. What we've found is that this extra resource in the team has allowed support workers to really focus on giving clients the emotional support and guidance they need.

Practical support

Yvonne, one of our Money Advice Workers, explains how practical support is an important part of the Hope Project's work.

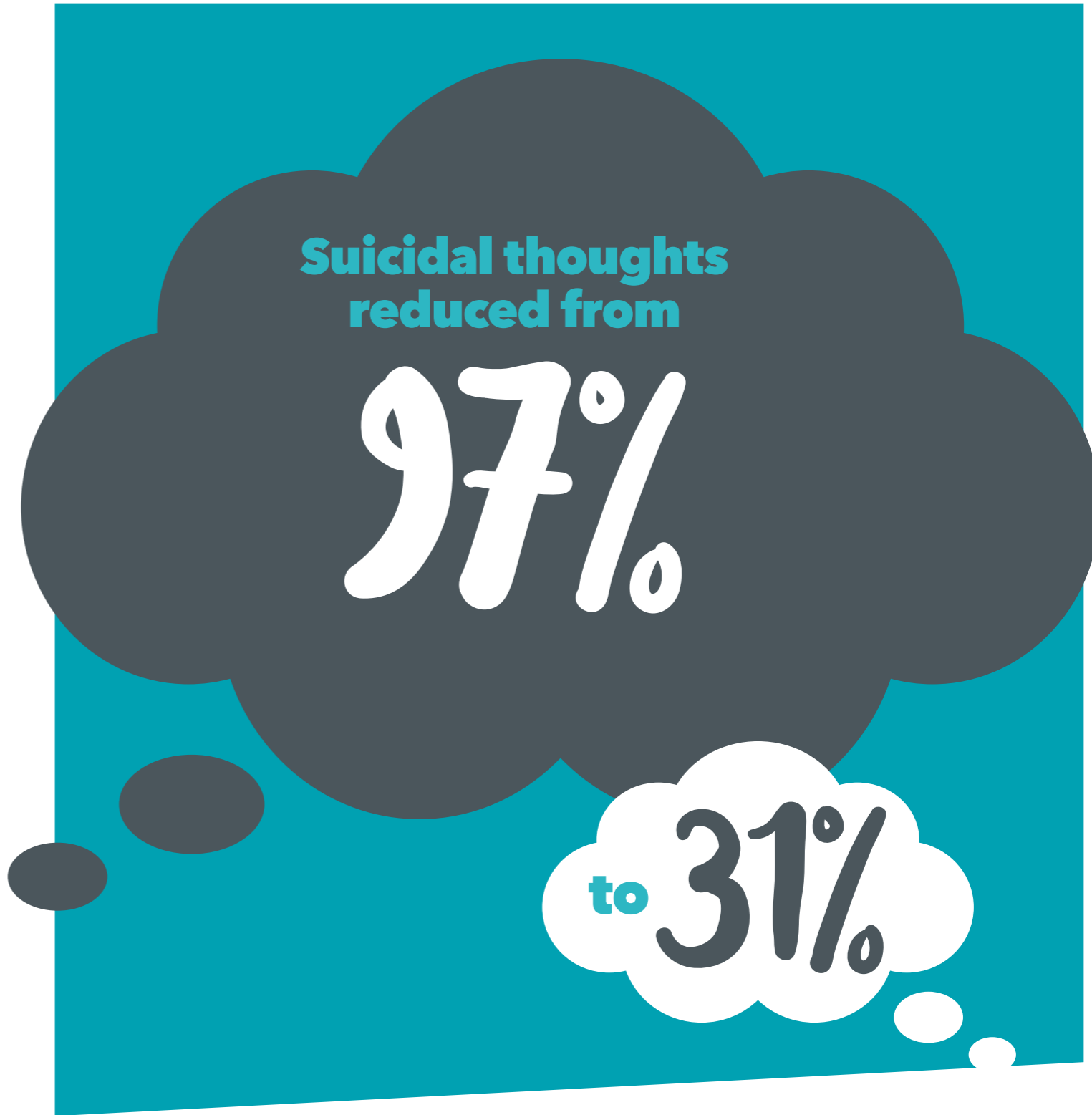
"The feedback I've had from the men I've helped has been incredible. They clearly need the emotional support, and this is reflected in the comments they've made about how amazing their project workers are.

One client was referred to me for help with a huge housing benefit overpayment. At the end of the first appointment he wept and said this issue had kept him awake every night for almost two years and he hadn't believed that anyone could sort it out.

It was in fact very simple as we successfully applied for a debt relief order, leaving him totally debt free. The transformation in that man was unbelievable and my last memory of him was seeing his smiling face, talking about his positive plans for the future and a new life."

"The Hope team have done some amazing work with men who aren't used to asking for help. They've helped turn lives round for people who felt life was worthless. I'm hopeful the project will continue its great work in the months ahead."

Carol Slater, Head of Transformation, Mental Health & Learning Disabilities - BNSSG CCG



When the focus is on the client - who they are, their hopes, fears and dreams, then recovery becomes a possibility.

This feature of our work, our emphasis on the importance of hope and courage, is shared across all our services and in all the places we work.

Instagram

We posted 24 hope and courage stories with an average of 20 engagements per post

FOCUS TWO

Experts in complexity

Our second focus is on our work with some of the most vulnerable people in our communities: those dealing with a complex mix of disadvantage and inequality. We're experienced in working with people facing homelessness, problems with drugs and/or alcohol, mental health issues and who are often dealing with the criminal justice system as well.

This section of the report looks at our expert work in this area with a group of people who are often ignored or shunned or both. First we introduce you to Alan, one of our tenants in a Bristol-based accommodation project. We then look at two housing and support services: High Support Accommodation and Golden Key's Housing First project.

Alan's story

a home of my own

Alan and his peer support worker Colette have become quite a team. They worked together while Alan lived in one of our High Support projects, Wayland Court in Bristol.

"Colette is like my big sister. We're a team. Before the Covid came along, I used to see her a lot. They're my family.

It's different with Colette because she listens to me and she gets other people to listen to me too.

We've seen the GP and she listened and got a mental health assessment and they listened.

Things are changing for me. I used to get into a lot of bother. But I know now I can go to Colette or talk to Mark and they help me. She is a peer so she understands me and what is going on for me.

Now she's helped me find a home of my own. And she's helping me move in and start a new life. She's great."

Colette is currently supporting Alan via regular telephone support. She helped him move into a flat and says he's doing really well living on his own for the first time for a long time.

...She understands me and what is going on for me.

Intense support

Our High Support Accommodation Service provides housing and support for people with complex needs including homelessness, drug and alcohol misuse, mental health problems and offending behaviour. The service runs three projects in Bristol and offers tenants fully furnished flats for four months with a view to helping people move on to more permanent accommodation.

We help tenants find strategies of coping with the problems they face and help them find new tenancies. Our team of support workers includes peers and volunteers who have their own experiences of using services. This first-hand experience and understanding allows the team to build strong relationships with our clients in which we do our best to help people realise their hopes and dreams.

From a practical point of view we help people explore employment and training opportunities, make new connections with the community and help them with money, debt and benefits.

"Having my own flat means I'm not going back to Prison. I have my own home and I have Peace of mind. I can now get on with the rest of my life."

81%

of our Housing & Support clients moved on to live more independently



Housing First

Housing First is a tried and tested housing-led model with wrap around support, which has successfully housed people previously failed multiple times by the system, across a number of countries including the UK. The benefits to individuals, communities and the public purse are tremendous.

In Bristol, we're the lead partner of the Golden Key programme which works with a group of people with complex needs. By the end of June 2020, our Housing First project had housed 23 people, all of whom had found it impossible to find permanent housing in the past, and many who had been sleeping rough for years.

One client was housed after 32 years on the streets.

We were told that most of our Housing First clients were 'unhousable' - and yet through our personal approach and the support of partners, they all have homes. What's more, our Housing First clients are in a better place to address their mental health problems.

Over the last two years we've seen the incidence of self-harm, and levels of stress and anxiety falling significantly. This, alongside an 83% reduction in A&E admissions, shows that when people have a home and the right support they can address their mental health needs in a more planned and more cost-effective way.

83%
reduction in
A&E admissions
among Housing
First clients



Twitter



We tweeted 53 times a month with an average of 44 mentions or retweets with every post

"Second Step understand the increasingly complex nature of the issues faced by the people they support. They play an important part in the network of organisations who work together in Bristol to tackle homelessness, one of the most challenging problems of our time."

Carmel Brogan, Commissioning & Performance Manager, Homelessness, Bristol City Council



For many years the most vulnerable people in our society, those with the highest needs, have been the ones most excluded from services.

As a result, we've seen people with multiple and complex needs falling through the cracks in services time and again. This

is because the current system with its high thresholds, long waiting lists and short-term services is set up to exclude a whole section of society.

We argue **everyone needs a home** so we can feel safe and we can keep healthy, both mentally and physically. Housing First works because it

offers people a home without having to pass any tests or meet any criteria and creates the conditions for change.

Giving people a home, no questions asked and then supporting them to keep it, isn't new and it isn't rocket science. But it's **innovative and it's proving to be life-changing.**

FOCUS THREE

Changing the system

Our third focus centres on system change. In all the work we do, we're alive to the way the system works. Yes, of course, it's about individuals and we've already noted the importance of strong relationships between clients and staff. But what we've learnt over the years, and what we concentrated on in the last year in particular, is looking at ways we can affect change within the system.

This section looks at two services which have taken system change as a key objective and helped show that by doing things differently can often yield some great results. First we look at Step Together and the story of the client, Jake, and then we take a look at a multi-disciplinary team project in a GP surgery in South Gloucestershire.

Jake's story

believes in himself again

Jake's life has been full of complications and complexities, but the Step Together team believed his situation could be turned around. His story is just one example of why expert support can make all the difference.

Mary, a recovery coach, began working with Jake in June 2019. He'd been living on the streets and although he'd been found temporary accommodation in a small village, the lack of amenities made him feel isolated and low. His mental health deteriorated.

"Jake was missing probation meetings and was at risk of being sent to prison. He was also finding it hard to keep doctor appointments. Jake desperately wanted help."

Mary spoke with the surgery and started going with Jake to appointments. She helped him establish good relationships with his landlord and neighbours, and met him weekly. Jake started a course with a charity that trains people to work with bikes, and gained new skills, confidence and friends! Jake now has his own flat and says he believes in himself again:

"I feel I can talk to Mary about my anxieties and I'm well on the way to building a strong network of support. I feel a lot happier with my life."

Step Together

Our work with clients in Somerset who are at risk of homelessness is seeing significant results - and it's because we are working within the system differently. This year* we've worked with 234 clients and with 150 at any one time. We're delighted that 95% of people we've supported to change their housing situation have had a positive experience.

Our approach is uniquely tailored to make sure that we support and coach our clients on the road to recovery in whatever way that's best for that individual. Our team of 13 recovery coaches take time to build trusting relationships with each client.

We've fundamentally changed the service to focus on people having their own independent permanent housing. This has required a fundamental shift for all concerned, including moving from a traditional support role to coaching people to develop their skills and their independence.

We then work with clients to shape their own recovery journey by identifying and building the network of support they need to help their housing situation. We also work with them to tackle the complex issues they face in their lives by helping to remove barriers, communicating with third parties, and building confidence. It's about helping them find the tools they need to make the most of for their future.

One of our recovery coaches, Dave said: "It takes time to build trust with a client, but it's really worth taking the long view. It's the small important changes that keep clients well and out of crisis." Throughout Covid-19 we've continued face-to-face support where needed and used online platforms to continue our coaching. Our hope is that our approach will enable clients to be set up to live a fulfilling life in their own homes in their community - and away from the streets.

95%
of clients experienced a positive change in their housing situation

*The year since Step Together's official launch in October 2019.



Primary mental health care

Second Step took part in an innovative primary care mental health pilot project in South Gloucestershire working with seven GP practices in two Primary Care Networks. The aim of the project was to bring about new solutions for clients through collaborative working with health and social care professionals; adopting a more holistic and preventive approach to support.

Key partners involved in the project included social workers, the primary care liaison team, GPs, social prescribing experts and the local authority. We provided a recovery navigator who was vital to the success of the pilot.

Our recovery navigator provided practical and emotional support to people with complex mental health needs. They built trusting relationships with each client, listening, providing solutions, navigating the system and connecting them to community

activities and other professionals. Recovery navigators are distinctive because they blend expert mental health support with skills to address complex social issues.

A key finding from the project - which was due to work with 58 patients but was interrupted by the Covid-19 pandemic - was that all the professionals involved agreed that bringing together everyone in regular multi-disciplinary meetings improved communication and understanding of people's roles.

Innovative support

The GPs' organisation One Care recorded a drop in footfall to GP practices as a result of the project's work. It's clear that through successful collaboration and by sharing understanding, learning and expertise, the project was able to support patients to make some lasting changes in their lives.

One woman, Mary, in her 60s, had been using mental health services inappropriately for years. It was common for her to call her GP

surgery 15 times a day. But, despite this extreme anxiety around her physical health, she refused to take any medication or have any support from mental health services.

Strong relationship

Sarah, our recovery navigator, worked alongside Mary and eventually persuaded her to see the mental health team. The strong relationship with Sarah enabled Mary to have more insight into what's been happening to her which in turn has helped her take more control of her life. Mary is now fully engaged with services, using them in a planned way and continuing regular contact with Sarah.

Mary's GP said: **"Sarah has been brilliant. She quickly gained Mary's trust, helped me to effectively manage her condition and liaised with mental health services as Mary's advocate".**



The amount of time people spend on our website's Home Page increased by 12%

"The Step Together service is unique in Somerset, working as it does with some of our most vulnerable adults. I'm continually impressed by Second Step's creative approach which puts our clients at the heart of system change."

Dave Williams, Adults and Health Commissioning, Somerset County Council



Both the Step Together example and our work with the South Gloucestershire pilot illustrate the power of doing things differently. As an organisation, we pride ourselves on being led by our values, and also being nimble enough to question the way things are. Sometimes it's not people who need to change, but the structures around them that need altering.

Changing the system prompts us to create the conditions to allow people to take their next steps in a more positive and engaged way. This is certainly what we've

found in our transformative first year in Somerset with the Step Together service. We're also optimistic that our collaborative partnership in South Gloucestershire will show the way forward for primary care across the region. By linking mental health more closely with physical health at the primary care level and by involving the voluntary sector, we're optimistic lasting change can take place.

We are working hard to play our part in transforming the system. It's only by forging strong partnerships between different organisations - all

with their own strengths and parts to play - that we will see real change in a system that affects us all. Working with us, you'll be stronger and more effective. We value collaborative partnerships where honesty and finding time for reflection are the hallmark of our approach.

Partnering with us will mean you get:

- A good partner
- A reflective agency on your side
- An honest broker
- To be part of something bigger, better and more influential.



Looking ahead to 2020/21

We set out our three year Strategic Plan in 2019. This report looks back at the first year and here we look ahead to year two.

As always our work is led by our vision and underpinned by our values, and as we look towards the next 12 months we will be focusing on three areas:

- **Trauma-informed:** Ensuring our approach to the work we do with our clients and our relationships with each other is based on our updated psychological, adversity and trauma-informed strategy. So support is not about someone's diagnosis or label, instead it's about understanding what has happened to the person and treating them as individuals.
- **Addressing racism:** Doing more to ensure our clients receive the best services, and also that all our staff thrive, especially those from BAME communities.
- **Excellent services:** Making sure we learn from the last few months of change and upheaval so that we support our clients in the best way possible.
- **Resetting priorities:** Covid-19 has forced us to change the way we work and led to us being involved in some rapid thinking and new collaborative decision-making to set up new services. We're now in the process of resetting our priorities in the light of these changes, keen to learn and hold on to the positives wherever possible.

Our mission

We promote mental health and wellbeing by supporting people and communities to build brighter futures.

Our values

- Believing in hope and courage
- Succeeding together
- Building trust
- Celebrating diversity
- Learning and growing

Visits to our blogs are up by 51%

Our services

Support & Housing

- High Support Accommodation, Bristol
- Supported Housing, Bristol
- Floating Support Services (Community Supported Accommodation, Bristol; My Support, Bristol; My Support, Bath and North East Somerset and Floating Support Bath and North East Somerset)
- Homeless Pathways, Bristol
- Move-on Navigation Team, Bristol (until March 2020)
- Step Together, Somerset (from April 2019)
- Community Forensic Service (from April 2020)

Recovery & Mental Health

- Community Rehabilitation, Bristol
- Community Mental Health Services, Bristol
- Get Connected, Bristol
- Hope Project, Bristol, North Somerset and South Gloucestershire
- South Glos MDT pilot
- Somerset Alliance & Open Mental Health (from January 2020)

Health & Wellbeing

- Health Link, Bristol (part of Homeless Health Service)
- Bristol Ageing Better Wellbeing Therapies, Bristol (until September 2020)
- Peer Employability Programme, Bristol
- Wellbeing Therapies, Bristol and South Gloucestershire (until September 2019)
- Safe Haven Crisis Centre, North Somerset (from May 2020)
- UP (United Peers pilot)
- Positive Step (talking therapies) (until Sept 2019)

Bristol Wellbeing College

North Somerset Wellbeing Service

STAR Involvement

Volunteering

Golden Key

Second Step is the lead agency of a partnership of 19 organisations including an advisory group of people with lived experience called IF. We run a programme of pilots and a client coordinator and peer mentoring service.

goldenkeybristol.org.uk



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