

Raising Ambitions

**Second Step Strategic Plan
2019-2022**

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Introduction

We are excited to introduce our new Strategic Plan for the next three years. It's called Raising Ambitions – for us as an organisation, for the wider system and most importantly for the people we support. We are determined to challenge and change the reality for many who live with mental health problems; which is about poor housing, limited access to work and a lack of the right mental health support.

Second Step is starting 2019 with a lot of optimism, hope and pride: we have just won our first tender in Somerset, a new area for us, for complex needs; we have stability of contracts and funding over the next few years. We are delivering new services such as a new male suicide prevention project 'Hope', alongside achieving consistently good outcomes in our existing services; and our new values are motivating and enabling.

We understand that people, particularly those who are living with challenging mental health problems, need Second Step more than ever. They need us to continue to:

- provide new and innovative services
- listen and learn; and
- speak up at every opportunity for mental health.

We see real opportunities to offer something different – to be the bridge into the services and communities that people need. With multiple deprivation and complex systems, Second Step acts as the bridge: linking, co-ordinating and enabling people to find their way. We're operating in an extremely challenging environment for those with mental health problems. Mental health services are under a lot of pressure, housing in our area is over-subscribed and much of it unaffordable. Inequality is a key issue. Experience has taught us that a strong client voice at the heart of Second Step is fundamental to meeting people's needs. As a not-for-profit organisation and walking alongside our clients; thinking holistically we are in a good position to tackle the social factors that often undermine someone's mental health. Our belief in recovery is the heart of our support.

As the lead agency for Golden Key in Bristol, we are learning a lot about system change. These new skills and ways of working are enriching our partnerships and the sector as a whole. We're optimistic that together we can influence and bring about lasting change. This is why as a diverse and innovative organisation, we're proud to be ambitious about the future and about bringing about positive change for some of the most vulnerable citizens in our communities.



Graham Russell, Chair of the Board



Aileen Edwards, Chief Executive

Second Step - who we are

Established in 1987 Second Step is rooted in Bristol working across the South West of England. Second Step provides community mental health and wellbeing support across the region.

Our services are recovery and strength based and psychologically and trauma informed, which complement other agencies. We support people with common mental health issues and people with more severe needs, specialising in those with complex needs.

We work holistically with people, sign-posting and navigating into other services and providing practical support such as housing in some services. Our aim is that every contact matters, providing support today and developing skills for tomorrow to enable and empower people. We aim to build resilience, self-agency, empowering people through developing self-management skills, peer support and community connectedness.

Our continued focus is on outcomes: the sustainable long term positive changes a person can achieve.

We work actively within the mental health, homelessness and complex needs sectors, locally and nationally. As the lead agency for Bristol's Golden Key programme, we are working with partners to transform services for people with complex needs. Taking a system wide perspective, understanding blocks and barriers and listening to service user experience enables Second Step to understand and address system issues. Second Step is informing and enabling system change to achieve better outcomes for vulnerable people.

Our mission

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

Our strapline

Putting mental health first.

Our vision for 2022

Through Raising Ambitions, we will help people with mental health problems and complex needs achieve greater independence and live healthier lives.

Our values

Believing in hope and courage

Recovery becomes a reality when we are confident, courageous and inspire hope in one another. In this way change happens and we can achieve great things.

Succeeding together

We're at our best when we work together - staff, service users, carers and partners - making the most of each other's talents and strengths.

Building trust

When we act with integrity, when we strive to be honest with ourselves and those around us, we can build strong bonds of trust

Celebrating diversity

We value our differences, understanding that being kind and respectful to each other makes us strong.

Learning and growing

By listening and thinking about how we can learn from our actions, we can help create real change for ourselves and inspire those around us.

How we work

Mental illness doesn't discriminate, neither do we.

One in four people are affected by mental health problems during their lifetime. Putting mental health first isn't a luxury. It's a must.

We are particularly motivated by those who are forgotten and alone, or feel excluded from or unable to access help. We believe that with the right support everyone can take control and make the future their own.

At Second Step we firmly believe in **fostering recovery**: that everyone can have good quality of life with or without the symptoms of mental illness. The key attributes that enable and empower people to take the next steps towards recovery are hope and courage.

By putting each person at the heart of the service we can offer sensitive, tailored and ultimately more successful support. By listening - really listening - we work together to discover the best way to help people recognise and achieve their goals. **The voices of people who use our services are central** to Second Step, which is why involvement plays such a central role in service delivery and development. We know that by listening to people who have their own experience

of mental health problems and complex needs we are able to deliver better and more effective services.

Our staff are uniquely placed to offer empathy and encouragement because many of them have used mental health services in the past. We're proud that many of our frontline staff are employed specifically to share their mental health experiences with others. Our **peer approach to support work** is pioneering and increasingly becoming the norm for other organisations worldwide.

We believe we are **good partners**, committed to delivering the best outcomes for people. This can be seen in the strong partnerships between individuals and Second Step as well as our robust collaborative relationships with other organisations. We're ambitious to become the mental health and complex needs partner of choice for the NHS, social care and housing providers.

Learning and reflecting on what we do and on how we can improve is central to the way work. To ensure we continue to learn and develop we will:

- Get timely feedback from people using our services, our stakeholders and staff
- Innovate and pilot new ideas
- Look for the wider system change.

Through every contact we aim to inspire hope and deliver change for everybody and every community we work with.

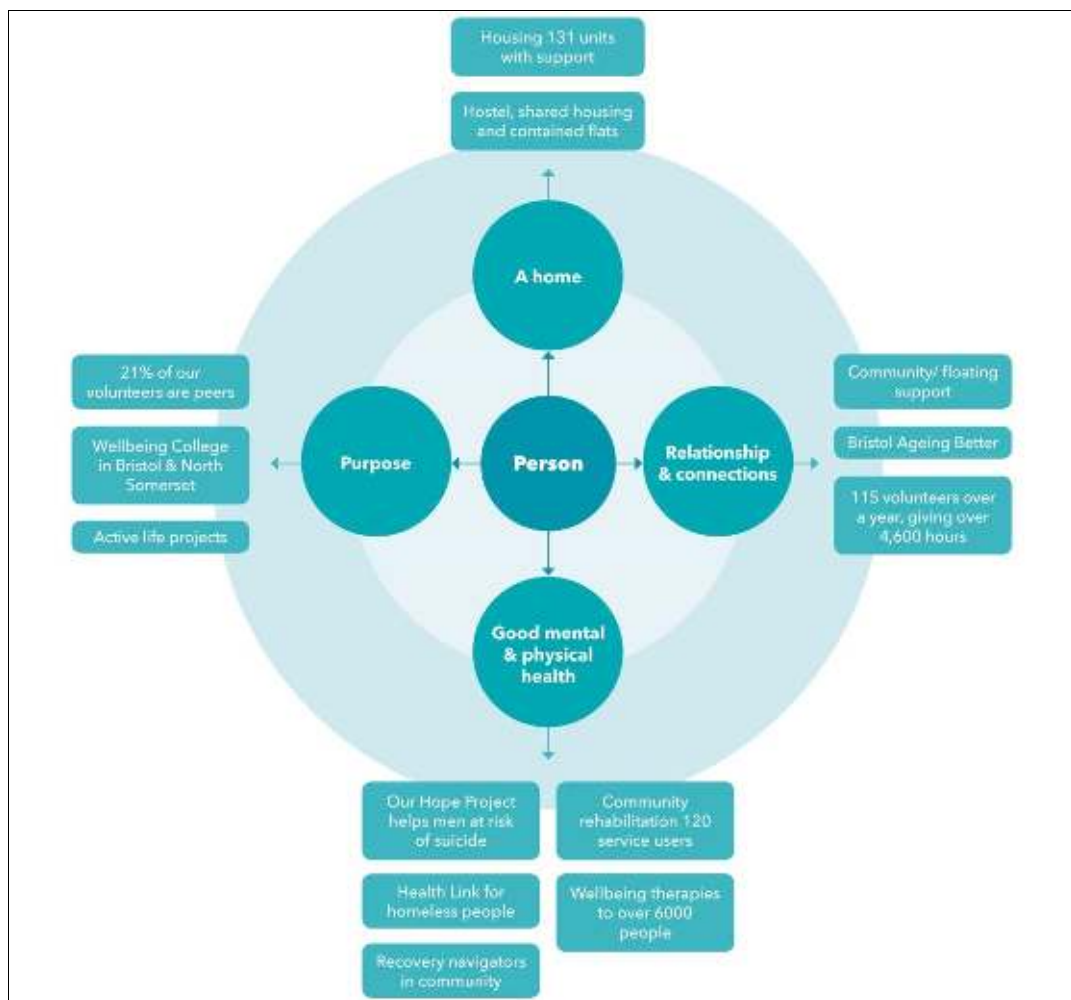
Our work starts with the person

We believe that everyone has skills, strengths, talents and dreams. Our aim is for every individual we work with to discover and nurture these.

People gain confidence, build self-esteem, develop decision-making and self-management skills when they are at the centre of the service they use. In this way, services become more effective and more efficient.

We know from listening to clients that people want a home, a job, and relationships both personal and in their community. They want mental health and health services on tap, but not on top.

Currently in 2019 we provide support in these areas:



We employ 260+ staff, with 120 volunteers

We are the lead agency for the Golden Key programme - delivering system change for those with multiple complex needs.

Strategic priorities

These priorities will strengthen our position and differentiate Second Step in an ever changing and challenging time for the sector.

Strategic priorities indicate the areas Second Step will focus on over the next three years in order to achieve the organisation's vision and mission.

Strategic Priority 1: Raising Ambitions for people with mental health problems

People with mental health needs will have better lives through increased connections, improved access to stable housing and employment.

Strategic Priority 2: Raising Ambitions for people with complex needs

People with complex needs will have improved outcomes through innovative recovery support and interventions.

Strategic Priority 3: Raising Ambitions to change the system

We create an organisational environment where Second Step clients and staff, together with our partners, challenge barriers to recovery and affect change collaboratively.

Strategic Priority 4: Raising Ambitions for our team

Second Step is a motivated, healthy and supportive place to work.

Strategic Priority 5: Raising Ambitions as a regional player

We are a responsive, efficient and influential regional organisation.

Strategic Priority 1: People with mental health problems will have improved lives through increased connections, access to secure housing and employment

Why is this important to us?

We believe that everyone should have the opportunity to lead a mentally and physically healthy life, no matter who they are or where they live. We know that home, health, community and purpose are important to people. However, there are many factors that make people's mental health worse including poor housing, debt and unemployment.

Unfortunately, inequalities continue to exist. However, we are in an excellent position to do more to address these wider determinants including adverse life experiences; unemployment; poor access to housing and/or insecure housing; poor physical health and poverty; discrimination and exclusion.

What does this mean for us?

Internally, our focus will be on improving the way in which we maximise opportunities for clients to build relationships, learn new skills and take steps towards employment. We will also improve the ways in which we measure client outcomes.

Externally, our focus will be on: improving access to good quality, stable accommodation with partners and becoming a leader in employment and volunteering services for people with mental health problems.

What does success look like?

1. An increased number of clients in paid work, education and/or volunteering
2. Increased number of clients in stable tenancies
3. Clients report increased meaningful relationships

Strategic Priority 2: People with complex needs will have better outcomes through innovative recovery support and interventions

Why is this important to us?

Over the last three years Second Step has started to develop new support models that aim to bring long-lasting and positive change for people with complex needs. Our learning from Golden Key, Bristol Homelessness Pathways and more recently Somerset Complex Needs has shaped the way we provide support for people who have a challenging mix of homelessness, long-term mental health problems, addictions and offending behaviour. Our priority is to embed new practices and roles across the organisation to improve recovery outcomes for people with complex needs.

What does this mean for us?

Internally, our focus will be on: embedding our new recovery coach roles within our high needs support services, investing in training to improve skills and practice to deliver new interventions and improving how we share learning across services.

Externally, our focus will be on: developing our complex needs offer across the region.

What does success look like?

1. Achieving measures in Strategic Priority One
2. Reduction in re-offending, homelessness and substance misuse
3. Staff report feeling more confident and can demonstrate the skills to deliver new interventions

Strategic Priority 3: We create an organisational environment where Second Step clients and staff, together with our partners, challenge barriers to recovery and affect change collaboratively

Why is this important to us?

System change is becoming recognised as an important way to improve services. We have learnt a lot through Golden Key, the homelessness pathways and working with the Bristol One City Plan. We believe that everyone can be a leader for change and that Second Step has a very important part to play. We are putting system change boldly at the heart of the organisation. Importantly, this means working with clients to use their voice as a method for positive change and advocacy. Coproduction and client involvement is therefore at the heart of system change.

As Golden Key enters its final four years we will ensure that learning about system change, both strategically and operationally, is embedded throughout Second Step.

We are, and want to continue to be a good system change partner.

What does this mean for us?

Internally our focus will be on enhancing the voice and engagement of clients across Second Step and developing skills and confidence so that everyone in Second Step becomes an agent for change.

Externally our focus will be on being a trusted and respected partner of choice for system change leadership and supporting the client voice to influence long-term change.

What does success look like?

1. Clients report that their knowledge and experience is having a meaningful impact.
2. More staff understand and demonstrate system change behaviours.
3. We can, together with our partners, evidence positive changes in the local and regional system.

Strategic Priority 4: Second Step is a motivated, health and supportive place to work

Why is this important to us?

Second Step is nothing without its staff or volunteers. The people who work for us and with us are at the heart of the organisation. This is why over the next three years we are putting staff wellbeing at the top of the agenda. We are taking forward the learning from staff feedback and surveys to ensure all of our staff and volunteers feel motivated, healthy and most importantly supported when they work at Second Step.

What does this mean for us?

Internally, our focus will be on: embedding our new values across all staff teams and through everything we do; and through fully implementing the Stevenson - Farmer 2018 Thriving at Work report.

Externally, we want to be an employer of choice in the South West.

What does success look like?

1. Positive employee engagement surveys.
2. Increased wellbeing and satisfaction at work.
3. Reduced sickness and staff turnover.

Strategic Priority 5: Second Step is a responsive, resourceful and influential regional organisation

Why is this important to us?

Over the last three years Second Step has expanded to work with more people in new areas across the region. This has meant embedding new models, welcoming new staff teams and enhancing how we share learning between services to ensure consistency of learning across the whole organisation. We are also in a position to widen our sphere of influence and speak up for more people with mental health problems.

To succeed as a regional player it is important to us that we invest in our infrastructure, systems and processes to enable us to share learning, ideas and approaches efficiently between colleagues, staff and clients. Our impact and reputation across the South West will be developed through wider, regional-based influencing strategies.

What does this mean for us?

Internally, our focus will be on: improving how we connect and share learning with colleagues across the organisation and; improving how our senior leadership team has visibility across the new Second Step footprint.

Externally, our focus will be on developing regional influencing strategies and regional partnerships.

What does success look like?

1. All staff feel connected to and part of Second Step, with strong visibility from senior leaders.
2. We can demonstrate impact externally through involvement in relevant decision-making processes and forums.
3. We have positive relationships with partners; we can evidence change together.

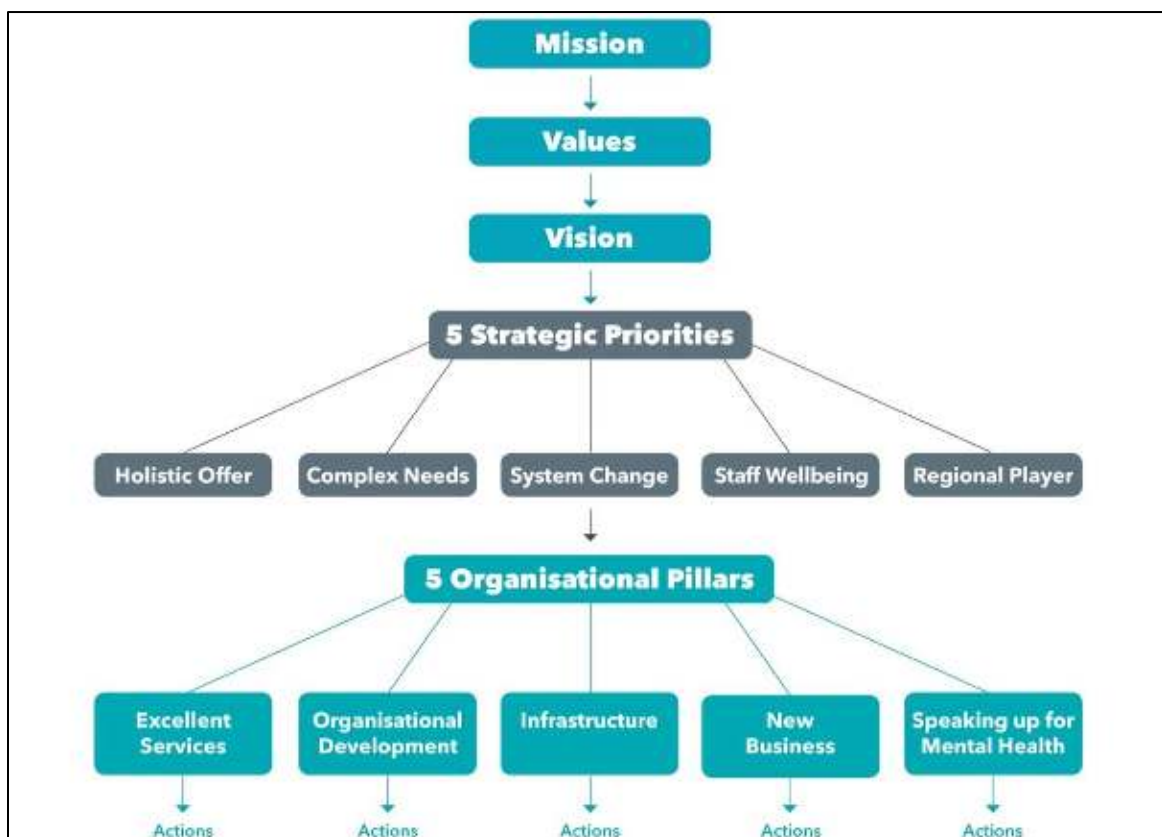
How will we achieve our Strategic Priorities?

Our five strategic priorities are underpinned by actions required to deliver a successful Strategic Plan. These actions are categorised within our five core organisational pillars:

1. Excellent Services
2. Organisational Development
3. Infrastructure
4. Meeting More People's Needs
5. Speaking Up for Mental Health

By aligning actions to our organisational pillars, we are able to focus the strategy across all parts of the organisation. It means we can also optimise the use of resources to achieve the best possible vision for Second Step and its clients. Each action will be supported by an internal SMART plan and key milestones.

See how everything links together here:



Organisational pillars

Pillar:	Actions – how we will achieve excellent services		Link to Priority
Excellent Services and Innovation: Deliver excellent and innovative services for clients	1.1	We will have consistent recovery outcome measures	1 & 2
	1.2	All teams will be psychologically and trauma informed	2
	1.3	All services will build resilience and tackle isolation with service users	1 & 2
	1.4	Employment and volunteering opportunities will form part of people's recovery journey	1 & 2
	1.5	We will deliver the targets set in our housing strategy	1 & 2
	1.6	Recovery coach roles will be embedded across complex needs services	2
	1.7	We will embed new support interventions including Brief Intervention and Critical Time Intervention	2
	1.8	We will improve capacity and service delivery through an effective relief service	1, 2 & 4

Pillar:	Actions- how we will achieve quality and performance		Link to Priority
<p>Organisational Development with motivated and talented staff:</p> <p>Improve the performance and quality of how we support clients</p>	2.1	All staff and volunteers will represent, and be led by, our values supported by values-informed processes and systems	All
	2.2	All roles will have career progression routes	4
	2.3	We will improve staff wellbeing through implementing Thriving at Work Recommendations	4
	2.4	We will retain Investors in People	4
	2.5	We will implement systems-thinking training and organisational champions	3
	2.6	All staff and volunteers will continuously improve their understanding of equality, inclusion and diversity	4
	2.7	We will update our appraisal system to improve staff performance and satisfaction	4
	2.8	We will improve how we celebrate staff and team successes	4

Pillar:	Actions - how we will be an efficient and well organised organisation		Link to Priority
Infrastructure: Ensure the organisation is efficient and well organised	3.1	All client records will be digitalised to promote client access	1 & 5
	3.2	Office space will meet organisational needs	5
	3.3	A new housing management and finance system will be implemented	5
	3.4	Staff will be able to communicate and share information more easily and effectively across the organisation	5

Pillar:	Actions- how we will achieve organisational growth		Link to Priority
Meeting More People's Needs: Support growth and new business	4.1	We will deliver more services for people with serious mental health problems	1
	4.2	Our offer will include new services at primary care level	1
	4.3	Develop a distinctive education, volunteering and employment pathway.	1 & 2
	4.4	We will embed and develop our complex needs and system change model	2 & 3
	4.5	Our income will be diversified through fundraising	1, 2 & 5
	4.6	We will have strategic partnerships to meet our ambitions	All

Pillar:	Actions - How we will speak up for mental health		Link to Priority
Speaking up for mental health: Put the voice of clients at the heart of external and internal communication	5.1	We will strengthen client voice internally and externally through improved methods of engagement	3
	5.2	We will strengthen peer and peer volunteer voice internally and externally through improved methods of advocacy	3
	5.3	Our PR and public affairs strategy will focus on, and influence, system change	3 & 5

Our strategy for new business

Our new business plan over the next three years is to grow, improve and expand the services we provide so that we can transform more lives. We will also be strengthening and consolidating our core offer across the areas where we are well established: Bristol, North Somerset and South Gloucestershire.

By 2022 we see ourselves as a leading mental health and complex needs service provider across a wider area: the South West region. Our new business plan reflects our desire to be a regional player and partner, particularly following the launch of our Step Together service in Somerset.

The New Business Strategy, which takes us to 2022, focuses on four priority areas for Second Step:

- Delivering more services for people with serious mental illness by being a third sector partner of choice for the NHS, Social Care and Local Authorities
- Developing our mental health offer at primary care
- Enhancing our employment, learning and volunteering provision so more people move into meaningful employment and volunteering
- Embedding and developing our complex needs services.

Strengthening our offer in these areas will enable us to have the biggest impact and raise ambitions for people with mental health problems.

Appendix 1: External Environment

This is a summary of the external environment relevant to our work across four dimensions of people's lives: mental and physical health, home, relationships and community connections and having a purpose.

The information has been drawn from local and national research and reports and covers headlines on need, policy direction and commissioning intentions.

Overview

Mental and Physical Health

Need:

Nationally, 50% of mental health problems are established by age 14 and 75% by 24¹. In prisons, self-harm levels are at record levels and deaths by suicide continue to rise².

Locally, ³Bristol's rates are higher than national for mental ill-health, suicide, self-harm admissions, and reduced life expectancy for men, and ⁴mental health service users attend A&E 3 times more than the wider population.

Policy direction:

Nationally and with the NHS 10 year plan, there is further investment in mental health services, including crisis services, new models for severe mental ill-health, and a move towards place-based multi-disciplinary services aligned with primary care networks.

Locally, Bristol's Thrive programme provides an overarching framework for improving MH and wellbeing and there is increased investment in mental health with a mental health strategy in development. Integrated approaches are also developing e.g. a jointly funded mental health & Housing post.

¹ Kessler RC, Berglund P, Demler O, Jin R, Merikangas KR, Walters EE. (2005). Lifetime Prevalence and Age-of-Onset Distributions of DSM-IV Disorders in the National Comorbidity Survey Replication. *Archives of General Psychiatry*, 62 (6) pp. 593-602. doi:10.1001/archpsyc.62.6.593.

² Ministry of Justice (January 2019). In the 12 months to December 2018, there were 92 self-inflicted deaths, up from 70 the previous year. Self harm incidents reached a new record high: in the 12 months to September 2018, there were 52,814 incidents, a 23% increase from the previous year.

³ Health and Wellbeing in Bristol 2018 (Joint Strategic Needs Assessment)

⁴ CCG data for BNSSG, 2018

Housing and homelessness

Need:

⁵Nationally there has been a steep rise in rough sleeping, with continuing high numbers in ⁶Bristol where ⁷mental health is the highest support need amongst homeless populations. ⁸There is an increase in people with mental health problems living in insecure housing, and under Universal Credit, ⁹there are growing numbers with rent arrears. In the last 10 years, Bristol's house prices have seen the highest percentage increase than any other Core City¹⁰, and private sector rents were significantly higher than the national average¹¹.

Policy direction:

The national rough sleeping strategy signals a move towards early intervention and integrated models, with the Homelessness Reduction Act bringing a new focus on prevention.

Locally, while there is some investment in new homes, there is a significant gap in availability of truly affordable housing, against growing demand. The affordability gap is compounded by the increasing disparity between market rents and Housing Benefit levels.¹²

Relationships and community connections

Need:

There is growing recognition of the health impacts of social isolation and loneliness and links to deprivation¹³. Community and family connections are disrupted by rising levels of homelessness, insecure housing and mental health problems.

⁵ Homeless Link: since 2010 rough sleeping estimates show an increase of 165%

⁶ Homeless Link analysis of rough sleeping statistics 2018

⁷ Bristol Housing Support Register, 2018

⁸ 'Brick by Brick', Mind, 2017

⁹ One in four tenants with mental health problems are behind on paying rent and at risk of losing their home, Mind 2018. Universal Credit claimants have higher average arrears than tenants on legacy benefits, NHF 2018.

¹⁰ UK House Price Index

¹¹ Between 2013/14 and 2017/18 rents for one bedroom homes increased nationally by 10.5%, while in Bristol they increased by 24.3%, 'Housing Crisis', Bristol City Council Report 2018.

¹² There remains a growing disparity between housing benefit rates and actual market rents 'Housing Crisis', Bristol City Council Report 2018.

¹³ Loneliness, living alone and poor social connections are as bad for your health as smoking 15 cigarettes a day. (Holt-Lunstad, 2010). The number of over-50s experiencing loneliness is set to reach two million by 2025/6. This compares to around 1.4 million in 2016/7 - a 49% increase in 10 years (Age UK 2018, All The Lonely People). (Data from Campaign to end Loneliness). See also 'A connected society, A strategy for tackling loneliness' 2018, Dept for Culture Media and Sport.

Policy Direction:

Nationally, there is further investment in Social Prescribing, community hubs and spaces, and GPs will be able refer all patients experiencing loneliness to the VCS by 2023¹⁴.

Bristol's One city approach embraces 'systems thinking', enabling innovation and inviting collaboration, to find creative solutions to complex problems.

Purpose; training- education- volunteering - employment

Need:

75% of people with significant mental health needs are out of work. Effects include poverty, low self-esteem and social isolation¹⁵. Locally, just 8% of clients in the Assessment and Recovery Service are in work – a worsening trend¹⁶. In Bristol, MH is the largest cause of Employment and Support Allowance claims¹⁷.

Policy direction:

Universal Credit sanctions are impacting MH¹⁸. There is more investment in Individual Placement Support, including for severe mental illness.

Locally, the West of England Combined Authority is developing an inclusive growth strategy and a new DWP fund will assist people with complex MH and other needs.

Commissioning Intentions

Bristol, North Somerset & South Gloucestershire Clinical Commissioning Group (BNSSG CCG):

Priorities are improving the primary and secondary care interface and building a better primary care offer, reducing suicides, delayed transfers of care, out of area placements and A&E attenders, boosting IPS for employment, and on prevention, looking at the role of social prescribing and wellbeing colleges. Community rehab services will be re-commissioned in 2022.

The Sustainability and Transformation Partnership (STP) aims to move to an integrated model of care, with greater emphasis on prevention. A multi-disciplinary team model is being tested.

¹⁴ 'A connected society, A strategy for tackling loneliness' 2018, Dept for Culture Media and Sport.

¹⁵ 'Mental Health and Employment', TUC Report, 2017

¹⁶ AWP data, 2018

¹⁷ CCG data for BNSSG, 2017

¹⁸ Sanctions and requirements in Universal Credit, Mind, 2017

Overall, the direction is towards STP-wide long term contracts, recognition of wider determinants of mental ill-health, locality models with local anchor organisations and strategic partnerships.

Local Authorities:

The direction of commissioning is towards a tiered approach for flexible community support and housing support with the aim of enabling people to remain independent in their homes, as well as specialist provision for hospital step-down and for preventing hospital admission. In Bristol, this is being taken forward through the Better Lives Strategy.

In Somerset, the vision for people with complex needs is of moving away from traditional supported housing, to supporting people to thrive in stable homes in their communities. There is recognition that to achieve this requires working differently and building capacity across the system.

Local authorities also want to see community wellbeing models.

In relation to preventing rough sleeping, subject to evaluation of the metro pilots, there may be further monies for expansion of Housing 1st, a national move on fund is available, and it is hoped that in future there will be some Health monies for integrated models.

In Bath & NE Somerset, the MH Review is looking at a wellness service transformation, and at coordinated care including community navigators, peers, Wellbeing College, and making the most of volunteers.

	Glossary of Terms
Brand	A brand is more than a logo, it's a look, a feel and a way of behaving which together with a logo and a strapline defines an organisation's approach and direction.
Complex Needs	A person with complex needs is someone with two or more problems that affect their physical, mental, social and financial wellbeing.
Coproduction	Coproduction is about delivering services in an equal and reciprocal way. It involves staff and people using services working collaboratively to improve services.
Mental Health	Mental health refers to our cognitive, behavioural, and emotional wellbeing - it is about how we think, feel, and behave
Objective	The way we plan to achieve our agreed aims.
Outcome	The final result of a particular objective.
Priorities	A priority is an action or goal which is considered to be more important than other actions or goals.
Psychologically Informed Environments (PIE)	PIE is an approach that ensures the psychological and emotional wellbeing of people accessing, or working in services.
Recovery	Recovery involves the development of new meaning and purpose in one's life as you learn to live with or without the symptoms of mental health problems.
Service User/Client	A Service User or Client is a person who is using or who has used mental health services.
Service User/Client Involvement	Client involvement is the process by which people using or who have used a service become involved in the planning, development and delivery of that service.
Strategic Plan	Strategic planning is a process of mapping out a desired future and translating this into defined goals and objectives over a specific time period.
System Change	System change is an intentional process which addresses the root causes of social problems. It aims to alter the components and structures that cause the system to behave in a certain way.
Wellbeing	Wellbeing is the state of being comfortable, healthy or happy and includes whole life satisfaction, sense of purpose and level of control.

Acknowledgements

The Second Step Board would like to express sincere thanks to colleagues, peers, clients and stakeholders who have provided input into our Strategic Plan 2019 - 2022.

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