



Step One

Impact Report

2022-23





New CEO Introduction

I am delighted to have been appointed as the new CEO of Step One Charity and am looking forward to steering our phenomenal organisation forward over the coming years.

By way of background, I spent 20 years in the British Army responsible for approximately 500 people over six sites in the UK and in 12 countries globally. Three years ago, I left the Army as a Commanding Officer to spend more time with my family and worked at J.P. Morgan in Bournemouth before joining Step One Charity.

Passionate about mental health, especially in my local county of Devon, I am proud to be here and humbled to be part of such a fantastic team of people.

This report will detail key charity developments during the 2022-23 financial year, covering achievements both before and after my appointment. This past year has been a year of significant change for the charity, however, from what I have seen in my first months, we have an incredibly dedicated, resilient, and effective team who have all continued to deliver outstanding quality services working to aid those with mental health concerns.

One of my immediate objectives was to turn the Strategic Review into a clear plan which inspired staff and volunteers to achieve exceptional outcomes through the delivery of outstanding services. We have now achieved this through our 5-Year Plan and Programme Schedule which sets out our exciting vision for the next five years and how we are going to achieve it. This will set the foundation for the short-term development of the charity and is, therefore, both an exciting and important piece of work which will offer long term benefit to both our staff and people we support.

I look forward to sharing these developments with all our stakeholders in due course. For now, please take this opportunity to consider Step One Charity's impact across the 2022-23 financial year.

Best wishes,

Ben Greaves

Our Vision

A society that values mental health and wellbeing and where everyone can thrive in their local community.

Our Values

1 Valuing everyone

We give people the space and support they need to reach their full potential. This means creating an environment where everyone feels valued and appreciated. We always start with the person's situation and needs, building from there with energy. We ensure everyone has a voice.

2 Being compassionate

We have a genuine ability to listen and understand how people feel and we use that ability to support them with kindness and compassion.

3 Working together

We collaborate well with each other and partner organisations, ensuring that everyone has the information they need to support people effectively.

Our Mission

We support people to build a pathway to independence, live a fulfilling life, and reach their own potential through a range of specialist mental health and wellbeing services.

4 Making a difference

We are committed to continuously improving and developing our specialist services, ensuring they are fit for purpose and making a positive difference to people. Our dedication extends to making an impact by advocating for those in need, being trauma-informed and engaging with our community.

5 Being adaptable

We are courageous and adaptable in our pursuit to improve access and the quality of our people-centered services, continuously learning, innovating, and persevering when faced with challenges. We feel safe to raise issues and work in an environment where we learn from our mistakes.

Devon's Mental Health Landscape

In the UK it is estimated that in any one year approximately one in four adults experience at least one diagnosable mental health disorder.

The number of people with disabilities or dual diagnoses who experience mental health concerns is potentially double the rate of the general population.

Whilst the cost of living is increasing across the UK, Devon is particularly vulnerable due to lower-than-average salaries, and above average housing and other costs.

There is a strong correlation between deprivation and poor mental health. People with pre-existing conditions are likely to suffer most with an increased risk of stress and anxiety as they struggle with rising costs.

The number of adults living with high anxiety has consistently risen over the past two years with 33.4% adults now recording above average levels.

Accessing mental health support is a stark picture as nearly 8 million people across the UK are unable to even get onto service waiting lists.



Anything for those still waiting 3+ years for therapy within Exeter? My daughter spent thousands on private therapy and she still waits on the NHS. She can't afford to fund it anymore. Girl just wants to live.

Recent enquiry to Step One Charity



References:

Mental health - One Devon

Cost of living crisis effect on mental health - Money and Mental Health

Annual Public Health Report 2021-22 - Devon Health and Wellbeing

Learning Disability and Mental Health - Mental Health Research | Mencap

The Year in Summary

- The charity has come under new leadership
- Sold our head office at Beaufort House
- Purchased a new supported living residence
- Developed new courses to meet the growing pressures of the cost-of-living crisis
- Nominated for an Exeter Living Award and judged one of the BBC Make A Difference Awards

The year in numbers



724
people reached



10
new local partnerships



10
staff started apprenticeships



127
staff attended internal training courses



123
service users found employment or training



70
people discharged home from crisis or long-term support

The Queen - Our patron

We were sad that our patron, HM The Queen passed away during the year. Our Chair of Trustees was honoured to be invited to attend the funeral at Westminster Abbey. We await updates from The Royal Family in relation to whether the royal patronage will continue.





Our 85th Anniversary

July 2022 marked Step One Charity's 85th anniversary, an incredible milestone to reach and a poignant thought to consider when we think about where we started.

Step One, originally named St. Loye's Foundation, was established by Dame Georgiana Buller DBE in 1937 as a response to people returning from the war with physical disabilities and mental health concerns.

The Foundation aimed to retrain individuals so that they could find active employment and lead fulfilling lives despite a societal lack of understanding of what is now known as PTSD, or accessibility and inclusivity. It was a pioneering endeavour and we are proud to have been the first Occupational Therapy college in the whole of the UK.

Eighty-five years later, these objectives are still very much a cornerstone of our charity as we seek to empower those experiencing mental health concerns. Our ethos is to take a multi-disciplinary approach towards supporting individuals on their road to independence, and build confidence in people making the best decisions for themselves.

To celebrate this milestone, Step One Charity held celebrations across each of the services with their staff and service users. These then culminated in a high-profile event which also marked the passing of our valued Patron, Her Majesty The Queen and her passion for our work. To this important event we invited staff as well as local stakeholders past and present.

Step One Charity Overview

This year saw a fresh drive for active strategic development in response to the cost-of-living crisis and in the wake of the pandemic.

It was recognised that new and dynamic plans must be put in place to ensure not just sustainability but vital innovation and leadership in the mental health sector over the coming years. March 2023 saw the foundations for these plans laid with the creation of a new senior leadership team and a multidisciplinary five-year plan which welcomed creative solutions and new ideas.

Key elements of this strategy are:

- ✔ To strengthen the pathway between Step One Charity services for a more connected user journey
- ✔ To maximise public engagement in both services and fundraising activities
- ✔ To build local partnerships and strive towards a more connected mental health sector
- ✔ To build internal capacity and capability

Alongside this strategy, Step One Charity agreed to develop our housing portfolio by purchasing supported living houses for people with autism spectrum conditions, mental health concerns, or dual diagnoses. This will further our charitable objectives by enabling more people to live independently, with fewer people relying on statutory resource during this challenging time.



Building a dedicated team

To mitigate the recruitment crisis in the healthcare sector, our HR team have worked tirelessly to develop a recruitment and retention strategy that focusses on 'growing your own' and creating a resilient workforce. The aim of this strategy is to ensure that Step One Charity is an attractive employer that will retain our talented and dedicated workforce.

To build this strategy, the HR team consulted with staff to find out what was most important to them in their roles and why they chose to work at Step One Charity. The results of these surveys were enlightening and were used to form part of the strategy baseline.

Top reasons for remaining at Step One Charity

- ✓ The type of work you do
- ✓ The people you work with
- ✓ The intrinsic values of working for a charity

These results were integrated alongside actions such as creating a central pay spine, focusing on professional development opportunities and reassessing employment benefits.

Learning and Development

Part of the 'grow your own' strategy included recruiting a new Learning and Development Manager who would lead on developing and raising awareness of internal and external training opportunities, thus supporting professional development and encouraging staff retention. As a result of this appointment, Step One Charity has conducted a full audit of our existing resource and worked on developing a dynamic programme of service-specific and widely available training programmes.



Cypress Hospital

This year Cypress Hospital, our crisis mental health service, has seen some fantastic achievements alongside some major changes.



Admitted from...



As highlighted by the impact data above, Cypress has delivered excellent outcomes throughout the year, all while undergoing significant strategic change. In December 2022, Step One Charity's existing CEO stepped in to manage the service and the charity worked to recruit a new CEO. Alongside this, Step One managed to renegotiate the contract for service delivery with the ICB and we are now participating in a nationwide initiative to enhance mental health rehabilitation services.

This will lead to practical changes such as adapting the nature of the service from crisis to rehabilitation, reducing the number of beds provided and separating Granvue House from the contract. These changes will allow Step One to deliver care with an exciting long-term change perspective.

OT Room

Thanks to support from grant-giving organisations and local businesses, Cypress now has a newly renovated Occupational Therapy Room which serves multiple key functions in support of an individual's recovery. The room is used to conduct occupational therapy assessments, offer service users a comfortable and homely space for family visits, allow for time away from the main hospital space, and as a private non-clinical 1-2-1 space for meetings between staff and service user.

Granvue

Granvue House is situated next door to Cypress Hospital and has been used as a step-down service for Cypress residents while they awaited their community package of support after discharge. Since December 2022, the house has been stood down from service and we are now in the process of developing a new resource which will be grounded in community need.



Case Study: Ashley

Mental Health Nurse

What do you enjoy most about working as a mental health nurse at Cypress Hospital?

The team is amazing. All the team are really approachable and really patient centered. I also enjoy working with the patients - meeting different people and hearing different stories and supporting them to move forward with their lives. There's good training opportunities too. Recently in my supervision I was talking about the availability of psychological training and I was put on a DBT course which is psychological therapy training.

What would you say makes Cypress Hospital unique?

There's a greater sense of autonomy as a practitioner such as involvement in the referral process, which is not something I've seen anywhere else. I've mentioned 1:1s being a big part but also, because of the nature of the patients we have, we get much more time with them in terms of direct contact. The other great thing that drew me in was the hours and flexibility to do longer days which means you get a really good work/life balance.

What are the most rewarding aspects of your job?

I think the most rewarding thing is just seeing the change in the people you support. Often you see there's a point where things turn around. It's not like a 'oh look what I've done' kind of thing, it's more like, wow being here has really helped that person, by not just an individual but with the help from the entire team, and obviously the patient has to help themselves in some ways too. It's seeing that turning point and seeing their lives improve. Then there's the feedback we get afterwards which comes through on the Cypress News. It's anonymous which means it's more honest and it's generally always good feedback!

Support in Our Community

Our Community Enabling service works alongside people resident in supported living houses or in the community who have mental health concerns, autism spectrum conditions or dual diagnoses. This year, the service has continued to run effectively with a slight increase in recruitment and consistently positive outcomes.



71

people supported in the community



14

people in supported living houses



13

people left the service as it was felt they no longer needed support and could live independently with confidence

Breakdown of need:

19

people with mental health concerns

4

people with learning disabilities

48

people with neurodiversity

Supported Living

Step One is planning a capital expenditure programme to acquire additional supported living houses in our portfolio. In September 2022 we launched the programme with the purchase of a six-bedroom house in Exeter which marks our first foray into supported living property ownership alongside management and service delivery. This crucial programme will increase a much needed resource for people living with mental health conditions and/or neurodivergency by allowing the charity to offer secure supported living environments at affordable prices.





Case Study: Jaime

Community Enabling Service User

I'm Jaime and I am 26, currently living in Bristol.

Prior to working with Step One, I was a complete recluse. This was a lifestyle that had persisted from the age of 15, following a mental breakdown that resulted in me dropping out of school. I practically never left the house and when I did, I tended to only leave the house at night.

My avoidant tendencies throughout these key formative young-adult years resulted in an absence of important life and social skills, which further compounded my difficulties, leading to a severe lack of self-worth and further avoidance and isolation. I was utterly inert; I felt as if I were trapped in limbo.

Quite soon after working with Step One, my agoraphobic tendencies were challenged in a healthy and productive way; I went from a complete shut-in, afraid of answering the door, to regularly going outside every week alongside a variety of new faces.

Now I am currently studying the latter half of the first year of an OU degree, with the plan being that I will attend UWE next academic year. I would not have achieved this without a member of support going out of their way to research and facilitate the adult-learning GCSE courses that served in building my academic foundation.

I've additionally just moved from Exmouth, my home of the last 20 years, to Bristol, with the desire to start afresh. Thus far I have maintained a healthier and more confident outlook, even managing to rekindle some old relationships!

I cannot speak for everyone, but I think given the nature of my difficulties and the type of support I received, Step One has been the single most important service in tackling my difficulties. I believe that this is due to the authenticity of the support; the fact that the individual support workers tend to be incredibly down-to-earth, occupying many different walks of life. Over my years of experience working with Step One, I've never gotten the impression that a support worker wasn't invested in helping me achieve my goals.

CFO3 Programme

CFO3 offers wrap-around support for those both serving custodial sentences and leaving the justice system in Devon as well as various other locations nationwide.

Case Managers work to support prison-leavers' as they transition through the gate with crucial support in areas such as housing and substance misuse. Training opportunities are sourced and funded to create employment that is sustainable. Mental health and emotional stability are also a priority and we work alongside participants to develop resilience and strength in preparation for reintegration into their local communities.



191

people supported



121

enrolments into
employment or training

After eight years, the CFO3 contract is due to end in December 2023. A new contract, CFO Evolution, is up for tender and Step One, thanks to the incredible work of the team based at Dartmoor Prison, are in a strong position in which to bid for it. As of March 2023, the team are on track to hit their annual KPI targets by June 2023 and will then continue to contribute to the national CFO initiative until December 2023.



Thank you for all your door unlocking support. It is no exaggeration to say that without you we would be homeless.

CFO3 Service User



Supporting the supporters

Thanks to a grant from Devon Community Foundation, the CFO3 team are piloting an innovative model of support for staff wellbeing that we may look to roll out across our teams in the coming years. The project introduces 1-2-1 talking therapies, group nature therapies and partnerships with local charities to offer wellbeing days and volunteering opportunities. These three key initiatives support time outside interacting with the local landscape (Dartmoor), supporting local economies, peer support strategies and individual processing time.

Case Study: RB

CF03 Service User

RB has been supported by the CFO3 team since September 2022. He was referred due to his strong desire to find work and keep busy, but was lacking in employment skills.

RB had a fairly good upbringing and is still close with his family. His lack of social skills paired with an undiagnosed learning disability makes it difficult for him to make friends and he felt isolated and lonely. He takes full responsibility of his offence and expressed that he “just wants to move on” with his life.

He completed his offending behaviour course and started volunteering in a local charity shop’s warehouse which he really enjoyed. This encouraged him to find full time paid employment.

RB has been supported to write a CV and disclosure letter, work on his interview skills, obtain a provisional driving license, search for jobs, and explore and apply for courses in

different job sectors.

This work has slowly removed some barriers to finding employment upon release.

RB and his Case Manager have applied for over 50 jobs together over the last few months and RB attended a few interviews, each one being unsuccessful but a learning curve for next time. His Case Manager supported him to apply for a craft warehouse role in Plymouth and he was invited to a trial shift. They were really pleased with him and offered him full time employment from June 2023.

RB is now loving his work and enjoying being financially stable. This could be a new chapter for RB.

BeWell@StepOne

Our BeWell@StepOne programme provides free online and in-person wellbeing courses, workshops and peer support groups to people across Devon. Over the year, this service took a more holistic approach to mental health self-management.

This included launching physical activity sessions (e.g. Men’s Walking Group), financial management sessions, and employability support in partnership with the JobCentre Plus. These actions will result in more effective mental health support by addressing the different social, economic and personal aspects of life that impact mental health.

In addition, the NHS HOPE course, delivered in partnership with the NHS, successfully continues. The course targets specific groups of NHS employees and is also open to the public.

The collaboration with Devon Mind continues to successfully develop with increased signposting to each other’s courses. Other working partnerships have been created with Torbay Council, Active Devon and Torquay United Supporters Trust. The Charity is looking forward to furthering these relationships and continuing to expand its partnering network.

363*
people supported

4
new courses/sessions
launched

10
new partnerships

Referral data:

Family/friend:	26
Internal:	9
Other:	92
Previous Course:	7
Socials/website:	56
Social prescriber/GP:	81
Step One:	27

Number of people reached with disabilities:

Physical disability:	18
Other disability:	62
Both:	19
Prefer not to disclose:	30
None:	169

Project funded by:





Case Study: Richard Gillick

Community Support Worker

My name is Richard Gillick, I am a Community Support Worker for Step One Charity, age 51 and I live in Okehampton.

Before I reached out for support, my life was in need of professional guidance as I was truly overwhelmed mentally. Over the previous few years, I had a manner of mental health breakdowns.

I heard about Step One from web searches of local organisations supporting mental health. I also found from the Step One Website signposting for the BeWell@StepOne courses and workshops. In particular the H.O.P.E course.

The support I received from BeWell was excellent. Both Dom and Barbara were very informative on their approach on the subjects contained in the course and made everyone involved feel very welcome and relaxed. Also, because the group was small all participants were able to support one another without the need to feel anxious.

As I [now] work for Step One Charity, I am very passionate about helping others with the knowledge that I have gained. The charity itself is a wonderful example of how we as individuals challenge the stigma of mental health and work with service users to provide support and ongoing assistance for those using the services. I would easily recommend others to the BeWell@StepOne courses that are available as they provide so much knowledge and help for managing a person's mental health day to day and that can only be a good thing for those in need.

Devon Mental Health Alliance



Devon Mental Health Alliance
Working together for better mental health across Devon

Step One Charity has established itself as a key member of the Devon Mental Health Alliance (DMHA).

In 2022 we pioneered the newly designed Recovery Practitioner Service in the Eastern and Southern Localities of Devon. The first person accessed our service in May 2022 and since then 393 people have been referred to us. Our dedicated team of 10 have been able to provide 1,511 sessions to people experiencing a severe mental illness this year. This has been achieved through 1-2-1 and group interventions. The team have integrated themselves with local Primary Care Multi Agency Teams and become a valuable addition to the changing landscape of mental health provision across the county.

The person-centred nature to our approach has enabled fantastic outcomes to be achieved when delivering our psychologically informed interventions. The success of our delivery has led to increased funding for extra Recovery Practitioner posts in high traffic areas.

As an alliance we have to be at the forefront of implementing the use of Patient Reported Outcome Measures. The experience of people accessing our service and its impact has been captured through ReQoL-10. So far we are seeing an average increase of 23.12% in scores for people after interventions with a Recovery Practitioner.



Plans for the future

Demand for our resource is growing. We hope to expand our Recovery Practitioner offer to more teams, enabling the wider system to develop, and also diversify the offer to integrate further alongside the services we already work with.

The year in numbers



393

referrals received



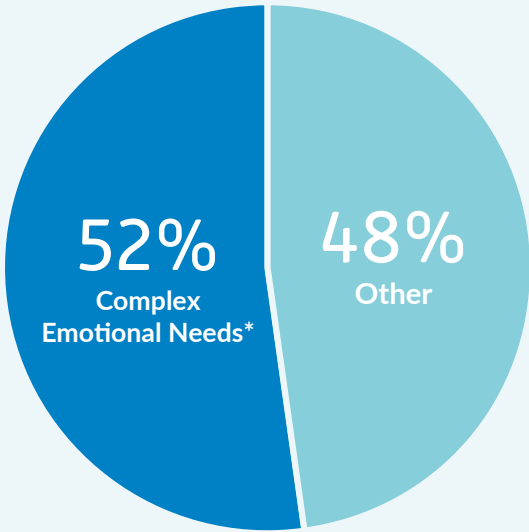
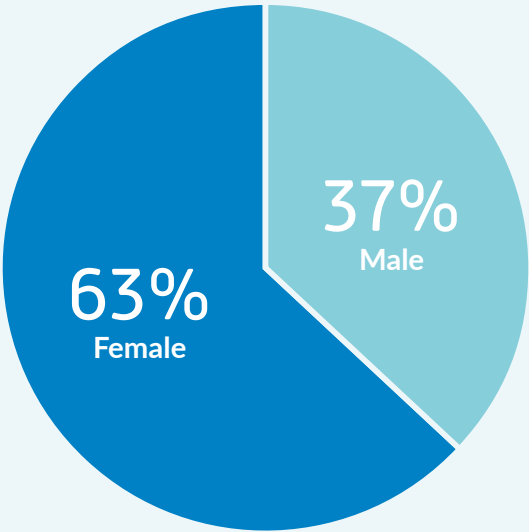
1,511

sessions provided



41

average age of people supported



*C-PTSD, Personality Disorders

Financials

Pinched between the Covid-19 pandemic and the cost-of-living crisis, the 2022-23 financial year has seen some major necessary changes in terms of strategy.

In response to increased hybrid working, December 2022 saw the sale of Beaufort House, our head office building in central Exeter, which over previous pre-pandemic years had served as an income generator through corporate rental space.

This recent disposal of Beaufort House has however allowed us to invest into supported living with a clear plan of expanding this area of the charity over the next five years. It also allowed us to consolidate our focus back to charitable objectives without the distraction of managing an office building. The outcome of this will be that our community impact will be enhanced alongside long-term financial sustainability.

Outlook

The next financial year is likely to be challenging as we all face rising costs, however, we have re-negotiated our NHS contract for crisis mental health support which will mitigate some of our deficit. The team is considering a new use for Granvue House which will support our community and those we support best. We are looking toward the upcoming conclusion of the CFO3 scheme in December 2023 and the potential start of the CFO3 Evolution scheme. More investment into supported living over the next five years is planned and an expansion of our Devon Alliance provision.



How we raised our money:

Fundraising	£113,285	3.4%	
Legacies	£15,163	0.5%	
Statutory Funding	£2,144,554	64%	
BeWell@StepOne	£2,442	0.1%	
CFO3	£180,231	5.4%	
Investments	-£158,947	-4.7%	
Supported Living	£311,378	9.3%	
Facilities	£119,723	3.6%	
Other*	£625,072	18.6%	*Includes sale of Beaufort House
Total: £3,352,901			

How we spent our money:

Hospital & Crisis Centre	£1,410,412	37.2%
Supported Living	£232,779	6.1%
Community Support	£369,257	9.7%
CFO3 Program	£140,123	3.7%
BeWell@Step One	£107,992	2.8%
Fundraising	£99,545	2.6%
Community Alliance	£230,213	6.1%
Property Management	£225,574	5.9%
Investment Management	£42,525	1.1%
Support Functions	£936,157	24.7%
Total: £3,794,576		

Fundraising and Communications

Despite the increasing pressures of the cost-of-living crisis on fundraising, the 2022-23 financial year has been an exciting one for Step One Charity's fundraising strategy.

When the strategy was developed in 2020, the aim was for the year 2022-23 to be when we began to build on the foundations of a successful initial full year of the fundraising team and take tentative steps towards building our capacity for community engagement.

We are proud to say that we have maintained this timeline and are in a position to layer our fundraising approach as set out in the strategy.

While continuing to drive forward income from grants, trusts and foundations, January 2023 saw Step One Charity's first Make a Will Week which launched in partnership with local solicitors and online will-writing companies.

Our average level of annual income from gifts in wills could allow for the delivery of 33 mental health self-management courses for up to 365 people in Devon with mental health concerns. There are approximately 416,755 adults in need of support across the county.

Highlights of the year

Thanks to the redevelopment of our communications team and a new drive for online and print media, Step One has made significant strides in our online and offline presence, participating in local events and building relationships with local groups to help us be a more prominent and dynamic part of the Devon third sector landscape.

As a result of the team's hard work, Step One Charity was shortlisted in the Charity category in the Exeter Living Awards.





Thank you

This year, our team has shown incredible resilience amongst significant change, both internally and externally as the world around us shifts from crisis to crisis and the charity must necessarily adapt.

On this, our 85th year, it is pertinent to take a moment to acknowledge that we would never have been able to mark this milestone without all the amazing people that make this charity what it is, whether that is someone who taught a First World War veteran to become a master carpenter back in 1937, or someone today who helps an individual with mental health concerns succeed in their daily tasks.

It is all of you who have made this charity what it is and for that, thank you.

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