
Celebrating Change

Impact Report 2018/19



**GOLDEN
KEY**

Making Lasting Change

Message from John Simpson, Golden Key Chair

The remarkable thing about Golden Key is it brings together individuals and organisations who are committed to improving the lives of people with complex needs in Bristol, systematically. It's both ground-breaking and unique.

All our partners signed up to this mission in 2014; and they're still signed up, still with the same sense of moral purpose and drive.

Our legacy of change

We've got a real chance to make more strategic and deeper changes than most projects because our programme is eight years long, that's twice as long as the mayoral term in Bristol and three years longer than any national Government

has to get things done. The onus is on us to use this time wisely and effectively and it's now, with three years to go, that we can focus more fully on our legacy and what we want to leave behind.

For me, as the Independent Chair of the programme, I'm keen to see us develop powerful tools so others can carry on our work to improve the lives of people with complex needs.

This year we've focused on three key areas of work in Bristol, all of which we want to see continue after the programme has ended:

- **Lived experience:** ensuring the client voice is listened to and is influential in the design, provision and delivery of services

- **Client support:** ensuring the work we do with our Golden Key clients is based on strong relationships and early intervention, understanding that great outcomes for clients should be the rule, not the exception

- **Leading change across the system:** defining and truly understanding how we can change the way things are, by giving individuals and organisations the tools they need to introduce and sustain new ways of working.

If you like what you see and want to know more, please do have a look at our website at goldenkeybristol.org.uk or email us at info@goldenkeybristol.org.uk

Reality Check

A message from Independent Futures (IF), a group of people with lived experience which advises Golden Key

As Golden Key's advisory group, IF works across the partnership helping recruit staff, devise and shape projects and gets involved in strategy discussion. Our knowledge comes from first-hand experiences of being homeless, having problems with mental health, with drugs and alcohol and navigating the criminal justice system.

But the real difference IF brings to Golden Key is our emotional connection and the understanding of what it's like to have the system fail you.

This year IF has been working on a variety of projects from helping design the Housing First pilot to tackle homelessness in Bristol, sitting on the Golden Key Board, being members of recruitment panels and advising the police on how to improve attendance of people with complex needs at court.

We have also been on our own journey. We've become more professional and now are an accepted part of the way things are done. At first it felt good to be invited to meetings, now we want more than that. **We expect our voices not just to be heard, but to have impact on real change.** It's about providing people with a reality check!

To achieve this requires all interested parties to challenge the accepted norms to affect system change. Any change to the system requires patience and realism, from all of us.

Did you know...

Golden Key is an eight year programme which started in 2015. It is a long term project with a real opportunity to make lasting changes across the system.



Experience counts

At Golden Key, we've always celebrated people's own experiences of complex needs and disadvantage - understanding that having been through the system and used services gives people a unique and insightful perspective.

The Golden Key's advisory group, Independent Futures or IF, consists of people with their own life experiences of mental health problems, drug and alcohol dependency, homelessness and the criminal justice system.

The group have used their lived experience as a source of inspiration and hard earned knowledge to influence change in the way Golden Key works. The group is also involved in helping shape everything we do from the people we recruit to the strategies and services we develop - ensuring we use a coproduction approach at every opportunity.

We are similarly proud of our mentors and the work they do with Golden Key clients. Last year our peer mentors provided more than 220 hours of mentoring support to clients. Here we look more closely at one mentoring project we run in the east of the city.

What we mean by coproduction

Coproduction is not just a word and it is not just a concept. It is a meeting of minds coming together to find shared solutions.

In practice, coproduction means people who use services are consulted, included and work together from the start to the end of any project that affects them.

Coproduction works best when people who use services and carers are valued by organisations as equal partners. They share power and have influence over the decisions that are made.

Did you know...

Golden Key is not an organisation; it's a partnership of many organisations. Our strength lies in our commitment to making life better for people with complex needs in Bristol.

The Call In Project

Changing young lives

Mentors are working with young people in East Bristol to help reduce gangs, drugs and violent crime as part of an intense six-month Golden Key project called the Call In.

Young people arrested for drugs offences and facing a custodial sentence are offered a choice of taking part in this innovative project to avoid prison and a criminal record in a bid to divert them away from the criminality by offering them some alternative choices.

Using their experience of the community and the life choices many young people are facing, these mentors have been hand-picked by Golden Key's Call In Coordinator, Maya Mate-Kole.

"Each mentor works with a young person to discover their hopes and dreams. It's often the first time anyone has shown them this level of interest. We then support them to go on courses, try new things and show the options available other than offending."

Since the project began in February 2019, there's been a 100% uptake by young people – all of them keen to change their lives and take a chance on improving their futures. What's more, rearrests among the young people involved in the project have fallen by 50%.

New activities offer new hope

The kinds of activities on offer include workshops and courses including boxing, life coaching and understanding how they can use their 'street skills' in the world of work and training.

Maya explains: "There isn't one single person who says they don't want to work and aspire to have a house and family. Our work is to build confidence and keep on saying – we see your potential."

Too often the young people involved in crime have missed out on school, had problems at home, witnessed violence and experienced trauma no child should experience.

The Call In offers them a way out and everyone one involved is grabbing the opportunity with both hands.

The Call In's preventive approach seems to be working, helping young people turn their backs on crime.

It also works from an economic point of view when you consider the cost of imprisoning a young person for a year is around £60,000 and running the Call In is a fraction of this.



Xavier's story

Xavier is a Call In mentor and says he's had similar experiences to the young people he mentors.

Speaking about his own experience, mentor Xavier says he grew up in a similar area in London and understands the journey of these young people.

“Mine was not much different but I got a few breaks along the way. If it had gone a different way, things could have turned out very differently for me. You see your mum struggling and it is pressure to get out and find money. People on the street offer family and protection.”

Xavier, 28, now lives in St Paul's and works in Bristol. He says it's important for him to give back and for young people to see positive role models and be shown there is an alternative to making money illegally on the streets.

Mentoring is the heart of Call In

The Call In is NOT about sending young people on holidays, fun activities and driving lessons. It's about offering young people support from mentors, some of whom have their own lived experience. It's also about supporting them to think big, to raise their aspirations and provide them with opportunities they would be unlikely to have without the course.

All the mentors understand the local community, the barriers faced by young people and the importance of building positive self-belief. As a result, the young people involved in The Call In have found new ways to deal with their problems by talking to people who know what they've been through and understand what they are experiencing right now.

For every £1 we spend we save over £4

The Call In project saves the city money, a lot of money. An analysis of this crime prevention project shows it costs £7,000 per person, per year. It costs around £60,000 to send a young person through the courts and to a youth offending institution. In short, for every £1 spent on the Call In project, there's a saving made of £4.23.*

*Golden Key data 2019.

£1

+
£1

+
£1

+
£1

+
£1



“The Call in is a scheme aimed at reducing drug and violent crime in the community, and protecting young people. Golden Key were chosen as a partner for this project due to their experience and the expertise to build trust and confidence with young people through a strong mentoring service.”

**Paul Wigginton, Chief Inspector
Bristol East, Avon and Somerset Police**

Life-changing client support

The Golden Key Service Coordinator Team works directly with some of Bristol's most vulnerable citizens to discover the blocks and barriers to supporting people living with multiple disadvantages.

At any one time the team is working with around 150 clients with an expectation to have worked with 300 across the span of the eight-year project.

Golden Key clients are typically dealing with a mix of mental health problems, drug and/or alcohol dependency, homelessness and are involved with the probation and prison services.

We are confident that the work we are doing with our Golden Key clients is

resulting in some fantastic outcomes, and you can read about one client's Golden Key journey on page 10.

We've been gathering data on the work we do with clients who started with us between 2014 and 2017, and who have engaged continuously with us for at least two years. From looking at these 81 clients we have seen some truly impressive results.

The headline statistic is that **90% of clients are now engaging with mental health services**, where before their mental health problems remained untreated or undiagnosed. This is a real breakthrough for this group of clients, who find it difficult to navigate and use the system or who are turned away by services.

Did you know...

Golden Key is funded by the National Lottery Community Fund, the new name for the Big Lottery Fund. We were successful in bidding for £10 million to create new futures for people with complex needs in Bristol.

And this is why we were delighted when we were invited to help shape the way mental health services are going to develop over the next 10 years. By ensuring people with complex needs were involved at the planning stage, we can be confident services will be set up with them in mind.

This is particularly important when we consider this is the client group who desperately need the services, but so often do not access them or are refused support. See more on pages 12 & 13.



Impressive outcomes for Golden Key clients

By supporting clients flexibly and consistently; helping them to navigate the system, finding ways to keep their tenancies and discovering new connections with their families and communities, Golden Key is instrumental in changing people's lives.

It costs £160 every time someone is admitted to A&E according to recent NHS figures*. By reducing A&E admissions by nearly three quarters we are clearly saving the city significant amounts of funding.

Equally, by encouraging clients to use mental health services they more likely to get the support they need, and less likely to look to the crisis services for help – again saving valuable funds and importantly, improving people's lives.

What's more, these savings will have positive knock on effects for the community and city as a whole.

Arrests
DOWN by

17%

Face-to-face
contact
with drug
and alcohol
services UP by

12%

Evictions
DOWN by

65%

A&E attendance
DOWN by

72%

Engagement with
mental health
services UP by

90%

*NHS Improvement figures 2017/18.

Pete's story

Pete is proud of how far he's come since he's been involved with Golden Key. He shares his story here to show that people can change and life get better.

“I've been in my flat for 10 months. It's the longest I've been anywhere apart from prison.”

Before Pete met Golden Key he'd been in and out of prison for years. Not being able to read or write, and dependent on drugs and alcohol, he was finding life on the outside hard.

His way of coping was to shoplift. For this he'd be given short sentences of eight weeks. He'd serve his time and then go back into Bristol without a home and with nowhere to go.

“I would be given the £42 discharge grant, go and buy a bottle of vodka and then go and smash a window and wait for the police to come and take me back inside. The reason why I went back in was because I had no back up, nowhere to live,” he explains.

He says his Golden Key worker Charlie has been his saviour. “I can talk to Charlie.” Pete has learnt to trust that Charlie will stick by him no matter what, and having this trust has helped Pete remain stable in his supported housing flat for the last 10 months.

It's the longest time he's been anywhere and the longest time he's been out of prison for all his adult life.

And Pete is hopeful about the future too: “I'll get his own place, somewhere with my own front door and my own key, so I can live a normal life”.


Did you know...

Golden Key's work is wide-ranging and varied, with a common theme of change running through everything it does. Golden Key believes change is needed at a fundamental system level so organisations can work together to run effective services.

Golden Key worked closely with partners such as probation, housing and organisations like St Mungo's. They also built relationships with Pete's family to support Pete to make the positive changes he talks about.

Pete's Golden Key worker Charlie explains: “We ensure probation, housing and Golden Key work as one. And we work closely with Pete's family to build an open and trusting relationship so they know what is going on and what to expect at every step.”

Pete is one of over 100 Golden Key clients who receive support from the service coordinator team. The team help them to navigate the system, fill in the gaps in their support and find new ways to make sustainable changes to their lives.



“It is brilliant to have the work of Golden Key informed by lived experience. It puts the needs of the service users at the heart of our work. I have valued having people with lived experience at strategic meetings and was pleased to see the awards ceremony led by them too. It’s what it is all about!”

Anna Smith, Chief Executive, One25

Golden Key is evaluated at a local level by the University of the West of England and by national evaluators too.

Leading change across Bristol - and beyond

We're more than half way through the Golden Key programme and while it's clear our work is about great outcomes (see page 9), it's also about getting the system within which we all operate right too.

Currently services are failing those that either are deemed 'not to fit' or are seen as 'too complex'. Equally, many individuals, particularly those with complex backgrounds and multiple needs, find they are unable to engage, navigate or use the system and services. **This has to change.**

As we look ahead to life after Golden Key, we are working hard to identify ways in which things can be different and stay different. For us this is about creating a range of products or templates for new ways of doing things that others can take on and make their own. It's also about getting involved at the early stages with planners and policymakers to ensure

system approaches are being set up in the right way from the off go.

That's why we were delighted to be asked to be involved with and help set the direction for a new 10 year mental health and wellbeing strategy for the Clinical Commissioning Group in Bristol, North Somerset and South Gloucestershire.

This has been an important piece of work for us and an important recognition that for people with complex needs so long mental health services have failed the very people they need to help - those with complex needs. As our statistics reveal, 90% of our clients are now receiving mental health support, due to the hard work of our service coordinator team. This statistic tells a revealing story that for too long too many people haven't been accessing or have been turned away from services they need.



System Leadership - our approach

There are a number of seemingly intractable problems facing society: severe and multiple disadvantage, climate change, poverty and gender inequality, to name just a few.

Traditionally the response has to been to identify what works, leading us to think that we can create ever more elaborate interventions to address an issue or support people to lead socially and economically functional lives.

A system leadership approach looks at these problems in a different way, highlighting problems which have seemed intractable or are deemed to be the way things are and showing that with a new approach, things can be different.

Taking the lead

The local Clinical Commissioning Group (covering Bristol, North Somerset and South Gloucestershire) realised that people with complex needs were not accessing mental health services, despite being the one group of people who most need support. The CCG approached Golden Key to help set a new 10-year strategy to address the needs of this group.

Golden Key worked alongside the CCG to look at a new approach, a key component of which was a commitment from all parties to include the voices, ideas and opinions of the people.

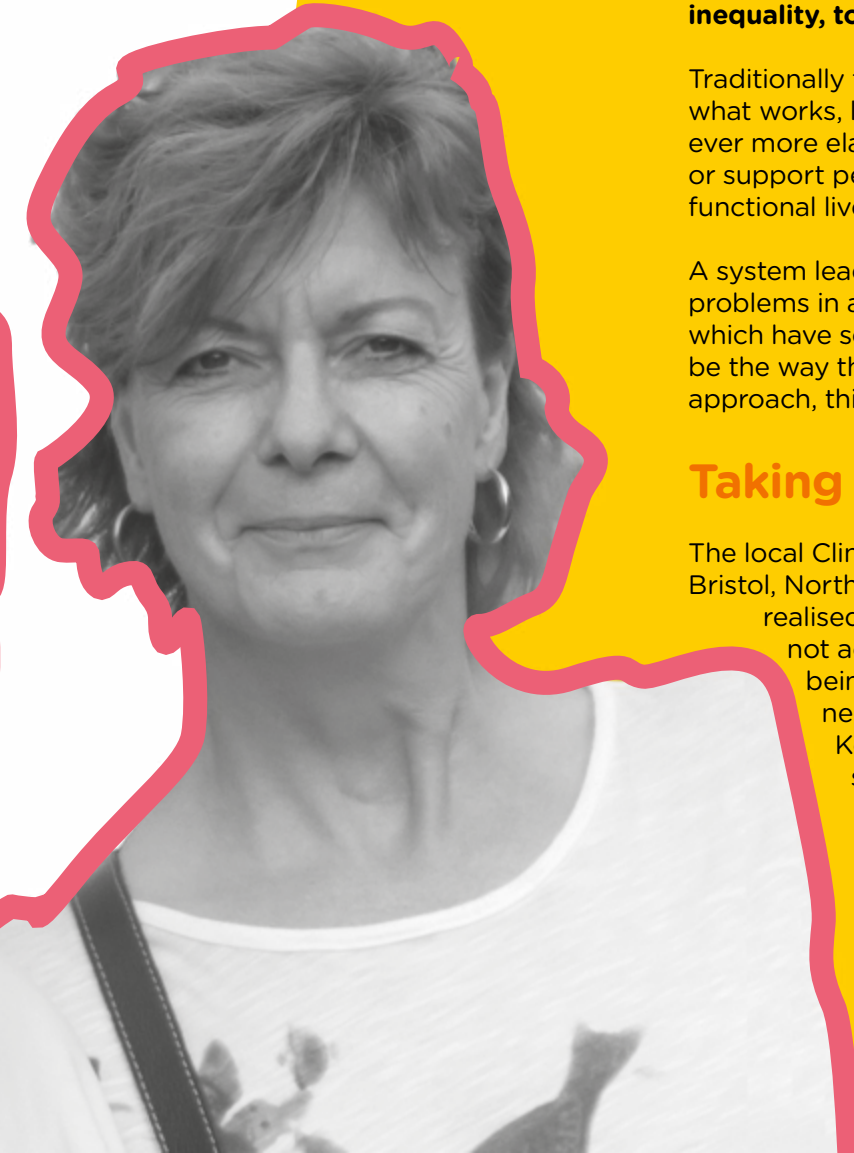
The Independent Futures (IF) group - Golden Key's advisory group of people with lived experience of mental health problems, alcohol and drug dependency, homelessness and the criminal justice system - was key. Their involvement meant we were able to hear about people's experiences directly.

Together the CCG, members from IF and mental health professionals worked in a series of workshops to discover what it is like to try to access and use mental health services. By having this insight into those experiences, we were able to answer the question about what needs to change to improve the way the system works.

We have high hopes for the new strategy and also that that this unique way of collaborating will result in more flexible and more robust services which will open doors for some of our most vulnerable citizens.

“Thanks to Golden Key input we have a better understanding of the problems we are trying to solve and these insights will ensure we have a more inclusive and robust strategy for the future.”

**Richard Lyle, Commissioner
Bristol, North Somerset and South Gloucestershire
Clinical Commissioning Group**



Kay's story

Kay has received various diagnoses over the years. More recently, her mental health difficulties have been described as Complex Post Traumatic Stress Disorder, which she identifies with. She has one to one therapy for this condition and has been working with Golden Key for almost a year. She shared her story with NHS Commissioners to help shape mental health services in Bristol, North Somerset and South Gloucestershire.

I know I deserve happiness

It's taken me a long time, but I can now see the good in my life. I often feel overwhelmed by the trauma and the darkness but I am learning ways to succeed despite the turmoil. Now I am proud of my life, the work I do, my friends, my place in the world. Looking back, I realise it was too much for anyone to go through.

Abuse and ridicule

I grew up in a violent home where my sisters and me were hit, abused and ridiculed for as far back as I can remember. I was told I was unwanted and that I was evil. I saw things no

child should see, and I suffered as no child should suffer.

My time at school wasn't much better. I was bullied because I didn't wear the right clothes. My family was poor, and I ended up taking clothes from lost property or asking other school children for their second-hand clothes. Also, I had problems with my bladder and I had to endure the unbearable humiliation of wetting myself in public. This also meant other children didn't want to be around me. At 14 I was removed from my home and put into a foster home - which turned out to be chaotic, messy and violent - the opposite of the calm safety I was craving.

Trauma triggered trauma

My early life came flooding back when at 26 I endured a serious sexual assault. I found it hard to process the emotions and thoughts thrown up by this new trauma. I struggled during the court case that followed the assault and even when my attacker was found guilty, I still couldn't come to terms with my feelings.

“Golden Key is in a unique position to create lasting change in the way things are done for and with people facing multiple disadvantage in Bristol.”

Aileen Edwards. Chief Executive, Second Step

I needed proper trauma informed support and it wasn't available. As a result, I struggled sexually and with drugs and alcohol. I also had times without a home and often felt my life wasn't worth living. It's been impossible.

Life can change

Now I'm finally getting the right support to help me with all the things I am dealing with. It's so important to be heard, but also to learn new ways of coping with my often overwhelming feelings. I have really developed and changed with the help of people who understand trauma and how to deal with it.

I'm proud of all my qualifications including my Fitness Instructor Diploma. I realise too that I am successful in both my work life and my personal life. At the moment I am getting some therapy which is helping me deal with a recent redundancy. All this despite my flashbacks, my anxiety which can get really bad at times and my suicidal thoughts. Life can and does get better! **I hope my story can help others to stay strong.**

Partners & projects

Pilots & Projects

- Call In: a partnership with Avon & Somerset Police & Bristol City Council
- Creative Solutions Board: a partnership with Avon and Somerset Police, Avon and Wiltshire NHS Partnership Trust (AWP), Bristol City Council, Bristol Community Health, CCG, IF & Probation
- Golden Key's Service Coordinator Team
- Housing First: a partnership with Bristol City Council, Curo, Livewest, Solon, Sovereign and United Communities
- Peer Mentoring Service
- Personality Disorder Pilot
- Project 63: our legacy project
- Psychologically Informed Environments (PIE) Strategy
- Spark Team: including System Change Group, Recall to Custody Pilot, Transgendered Offenders Research, System Change Champions
- University of the West of England Evaluation

Partners

- Avon and Somerset Police
- Bristol City Council
- Bristol Drugs Project
- Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company (Probation)
- Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (CCG)
- Independent Futures (IF)
- 1625 Independent People
- Ministry of Justice
- Missing Link
- Nilaari
- One25
- Police and Crime Commissioner
- Second Step
- St Mungo's
- Triodos Bank

Did you know...

Second Step is Golden Key's lead agency and hosts the partnership's projects, service coordinator and programme teams

Looking Ahead

Together we are working towards creating better futures for people with complex needs by ensuring:

- We leave a clear **legacy** of practical approaches and ways of working
- Our **learning** is used to improve services across the system as a whole
- We maximise every opportunity to **influence** individuals and organisations at local, regional and national level.



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