Developing staff support:
learning from workforce development initiatives at Stopover

Executive Summary

Fulfilling Lives and Impact Initiatives Stopover service in Brighton collaborated to explore ways in which accommodation-based services could strengthen service delivery through the use of Trauma Informed Care (TIC) and Psychologically Informed Environments (PIE) and we want to share our learnings with you and the journey Stopover have travelled during this partnership. Please find a short summary of how the partnership came about and the impact this had below, followed by the report capturing the full picture.

Stopover and the context of the collaboration: Stopover is a Brighton-based service for young women who are homeless or at risk of homelessness and need a safe place to live, where they will be supported to develop so that they are prepared to move on to independent living. Stopover work closely with social care, and housing services to identify and accommodate those young women who would benefit from female-only accommodation. Their client base includes individuals with multiple and complex needs ('MCN'), and as such the project is on a journey to find new ways to help staff feel supported in their day-to-day work. Fulfilling Lives provided monitoring and evidence gathering support to Stopover before, during and after new PIE and TIC initiatives were implemented to track the impact of these interventions. This evaluation report allows for a brief snapshot of this journey, and the impact some of these workforce interventions have on staff, clients and the wider project.

Stopover chose to focus on interventions that could support staff in their work with the service's clients and introduced:

- o Staff support and training through reflective practice.
- o Restorative practice for staff and clients to further promote constructive working relationships.

The hope through Fulfilling Lives work with Stopover was to chart and record the impact of implementing 'staff support and training' (reflective practice), 'evidence generating practice' (Fulfilling Lives monitoring and evaluation), and 'relationships' (restorative practice circles).

Impact:

- o Feedback from staff during interviews indicated that peer learning among the team was developing.
- o All the workers and managers agreed that reflective practice was changing how the team work with and think about clients with complex needs.
- o Based on feedback both frontline workers and management felt that staff skills were improving, and a skills gap was being filled by reflective practice session.
- o Over the evaluation period, staff self-reported that their improved awareness of the motivations behind client behaviours were enabling them to defuse and work with these presentations in a more confident and affective way.

Background

Client facing roles with clients who have multiple complex needs (MCN) are recognised as being particularly challenging, and in need of multiple forms of workplace support. This topic has been identified and explored in several publications nationally as an important element of support for MCN individuals[1,2,3]. As a project with a focus on multiple needs client work, the Fulfilling Lives projects across the UK have also been gathering thoughts on this issue at a national level.

Fulfilling Lives is an eight-year project based across twelve areas of England. It is focussed on improving service provision for individuals who are deemed to be MCN clients. Here in Brighton & Hove, the South East Fulfilling Lives project works with local partners and stakeholders from the voluntary sector and statutory services to achieve this outcome. The definition of MCN that Fulfilling Lives work to is an individual who experiences three of the following at any one time; mental health, substance misuse, homelessness and involvement with the criminal justice system.

Stopover context A service for young women who are homeless or at risk of homelessness and need a safe place to live, where they will be supported to develop so that they are

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[1] 'People Powered Recovery' Complex Needs & Dual Diagnosis All Party Parliamentary Group, January 2018

[2] Rethinking Multiple Exclusion Homelessness: Implications for Workforce Development and Interprofessional Practice, Economic and Social Research Council, 2011

[3] Supporting staff working with people who challenge services Guidance for employers, Skills for care, February 2013

prepared to move on to independent living. Stopover work closely with social care, and housing services to identify and accommodate those young women who would benefit from female only accommodation. Their client base includes individuals with MCN, and as such the project is on a journey to find new ways to help staff feel supported in their day-to-day work. The following evaluation allows for a brief snapshot of this journey, and the impact some of these workforce interventions have on staff, clients and the wider project.

Further project context Experience and research has shown us that people who use homeless services are more likely to: have difficulty managing emotions, have an uncontrolled drug or alcohol dependency, act impulsively, appear withdrawn or socially isolated and unwilling to engage with help on offer, exhibit anti-social or aggressive behaviour, lack structure or daily routine, have not been in work or education for significant periods of time, and, have come to the attention of the criminal justice system for offending behaviours. This increasing body of research and evidence shows a correlation between experience of trauma and abuse and the above behaviours. Behaviours which can lead to a negative experience both for those accessing the services and those providing services, leading to potential vicious cycles.

Breaking this cycle calls for approaches that focus on wellbeing, using an empathetic approach to understand the impact of trauma and abuse. It calls for support service approaches that move away from a focus on deficits to focus instead on the person's strengths. One such approach is Psychologically Informed Environments (PIE) which focusses on creating emotionally safe environments where people can address their underlying psychological and emotional needs. PIE covers five key elements, including; relationships, staff support and training, the physical environment and social spaces, a psychological framework, and evidence generating practice.

The hope through Fulfilling Lives work with Stopover was to chart and record the impact of implementing 'staff support and training' (reflective practice), 'evidence generating practice' (Fulfilling Lives monitoring and evaluation), and 'relationships' (restorative practice circles).

Before reaching the point of working with Stopover, Fulfilling Lives conducted a survey with thirteen services across Brighton. The aim of the survey was to find out what types of psychological frameworks services were using to understand the needs of their clients, what kind of training and support staff were receiving, whether organisations were using buildings that were fit for purpose and if services were evaluating the PIE models they were working

to. Collation of the survey data and discussions with commissioners led to Fulfilling Lives approaching the Stopover service with the offer of a partnership to explore the impact of implementing reflective practice and restorative practice circles in the service.

National context It has been well documented there is a national housing crisis in the UK and Brighton & Hove is not immune to this. Effective supported housing is an important part of the journey for MCN individuals. Young people with experiences of homelessness are one of the most vulnerable groups in society and continue to make up approximately half of the people accessing homelessness services in England (Homeless Links 2017 *Annual Review: Support for Single Homeless People in England*). **67% of homelessness services and local authorities said that it was usually difficult for young women to access women-only accommodation** (Homeless Links 2018: *Young & Homeless 2018*). Three areas identified as causing increases in youth homelessness are; a lack of affordable housing, a lack of supported accommodation and benefit welfare reform.

What Stopover have introduced so far

Current thinking agrees that to be effective, a workforce working with an MCN client group should be cohesive, mutually supportive, and provided with structured spaces to learn and reflect in.

Two main initiatives were introduced into the Stopover service to contribute to meeting these aims. **The first was a regular facilitated reflective practice session for the workers and managers, facilitated by a trained psychologist.** Reflective practice is a structured space to think about things that have happened at work, what different individuals bring to these situations, and what learning can be drawn from situations for the future[4]. The sessions took place monthly and were specifically for staff working in the housing unit which had MCN clients.

The second initiative was to put in place a restorative practice process where altercations or difficulties emerge with clients. Restorative practices involve bringing

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[4] Reflective Practice in Homelessness Services – An introduction, Homeless Link, 2014

together those 'harmed' by a conflict into a safe space to reflect, enabling everyone to play a part in repairing the harm and finding a positive approach going forwards[5]. Three such interventions took place during the evaluation. At the time of the evaluation data from these interventions was also being shared with the 'Our Restorative City' steering group, to build a case for Brighton & Hove gaining 'restorative city' status.

How it was measured

o **Maslach burnout inventory:** a pre-existing scale which is used to measure burnout in human services professions[6]. It covers three areas: Burnout (fatigue at the idea of work, trouble sleeping, physical problems), Depersonalisation (dehumanization in intrapersonal relations, cynicism and withdrawal) and Personal Achievement (self-assessing negatively and feeling unable to move situations forward).

o **Service data:** the service recorded numbers of evictions, incidents, call-outs and resignations during the evaluation period

o **Restorative Practice evaluation forms:** completed from a client perspective following restorative practice sessions.

o **Reflective practice interview sessions:** conducted with staff during the evaluation period, including five support workers, a team leader and a service manager. At the time of the second round of 1:1 interviews, the team had attended five reflective practice sessions.

Conclusions and learning summary

Reflective practice sessions were widely seen as being a beneficial use of workers time. The staff team and managers all agreed that reflective practice was changing how the team work with and think about clients with complex needs. Prior to reflective practice at the Stopover service, complex case discussions were reviewed during regular team meetings. This often left insufficient time for dedicated discussion that focussed on clients with complex needs. This has now been resolved through the introduction of reflective practice. The new space for reflection has allowed workers to use the time to discuss and think about client

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[5] What is Restorative Justice? - Restorative Justice Council

[6] Maslach Burnout Inventory (MBI) – Statistical Solutions

relationships, recurring themes and issues, as well as different approaches and methods to client work being regularly discussed during sessions. Being able to explore personal feelings and emotions was also considered by workers to be an important aspect of reflective practice.

The staff team and management both felt that worker's skills were improving and confidence increasing by participating in reflective practice, and a skills gap was being filled. But being part of these sessions also highlighted where further training was required.

The structured space offered the team opportunity to learn from each other; building team cohesion, developing a consistency to client support, and equalising competency across the team. Reflective practice supported workers to develop greater empathy for clients, guarding against depersonalisation.

During the pilot, the staff team experienced large changes, with the majority of frontline staff who formed the team at the start of the pilot left Stopover and new staff were recruited. When reflecting on this with those staff who were leaving and with the management team there was a feeling that some staff had reflected on the role and felt that this line of work was not for them and when new staff were recruited, the reflective practice was felt to be a useful way to embed early on a culture of regular review and development in practice which was felt to be very positive for Stopover.

Reflective practice was thought to be giving workers more practical approaches to fall back on to be more flexible in approaches to client work. The managers felt that through reflective practice the team had been given the knowledge, facts and theory – but could still struggle when faced with incidents involving complex clients. There were mixed views from staff on whether they had fully developed the confidence to work flexibly with risk and challenging behaviours presented by MCN clients. This has highlighted a need for further training for workers to expand their understanding of why clients present in certain ways.

As part of the drive to embed PIE models of working in the Third sector and statutory services. Frontline workers should start to build on and develop further their skills and knowledge around working with MCN clients, by which increasing frontline workers confidence to engage and support a challenging client group.

Impact of interventions

Reflective Practice

The keyworker role can be challenging; therefore, it is important that mechanisms are in place for them to unload. Before reflective practice interventions, the amount of staff that recorded signs of burnout was in line with aforementioned national research on staffing for services working with MCN clients. Management staff recorded better scores on 'burnout' and 'poor personal achievement' on initial measurements, further supporting national messages around the challenges of frontline work with this client group.

One of the unexpected and notable occurrences during this piece of work was the departure of all the client-facing staff members of Stopover throughout the period covered by this evaluation. Two staff resigned and left the non-profit sector, one transferred to a London service, one was dismissed, and one moved to a low-level support unit within the organisation's service network. The Stopover management team felt that reflective practice and the evaluation of reflective practice certainly played a role in people leaving the service. Both managers thought the workers would have moved on from the service in the future; but reflective practice and the evaluation quickened this happening. Reflective practice gave staff the opportunity to think thoughtfully about their roles, complex client work and its impact on them as individuals. Even though reflective practice was felt to have brought forward the decisions of workers to move on, the managers were positive about this outcome. The managers fed back that they preferred that reflective practice had enabled people to leave their posts who were not happy, reflecting that this was the best outcome for clients, the service and the individuals themselves.

These dynamics were referred to in a Homeless Link report which focused on implementing reflective practice in the homelessness sector. They emphasised that 'Reflective practice can be uncomfortable, as teams are asked to look how their actions, communication and feelings have an impact on how people engage with the service'. They also emphasised the importance of recognising the challenges of reflective practice to managers, who needed to be prepared to 'make changes to policies and procedures in order to empower teams as they identify new ways of working'. [4]

Of the staff who left the service; it is notable that none remained in services for more than an 18-month timeframe in total. There is currently no hard data to refer to on this but, anecdotally local hostels in Brighton have experienced similar durations of tenure with their frontline workers working with this client group. Additionally, other Fulfilling Lives projects around the country are having informal conversations around the impact on workers from supporting MCN clients for long periods of time in their work, for example, increased sickness and emotional burnout. In the absence of relevant data and when considering other variables that lead to people resigning from jobs, there are no strong conclusions that can be drawn here. We can say with confidence that putting in place supportive staff measures, such as reflective practice, is a positive addition to supporting staff wellbeing in the workplace.

The following sections are based on feedback from 1:1 interview's conducted with workers over a six-month period about their experiences of participating in regular reflective practice sessions.

Despite all five workers leaving the service in one way or another, this did not cloud people's judgement when thinking about the impact of reflective practice. The feedback from both workers and managers, putting aside other pressures, remained objective and positive.

Spaces for reflection and learning

Before reflective practice was taking place at Stopover, complex cases were reviewed in a regular team meeting. Multiple cases were discussed in these spaces, and it was felt that MCN cases were not designated enough time to cover them thoroughly, nor the quality time to build in reflection, learning and sharing of approaches between team members. It was felt that staff were *'taking issues home with them'* under this system.

After the intervention had commenced, all workers and managers agreed that having dedicated facilitated spaces to discuss MCN cases was of great benefit. There was agreement that reflective practice was a more appropriate and enriching environment in which to talk about clients with MCN than the previous system.

> *"It has been very helpful discussing complex cases in a structured and protected space like this. There is space to think about, discuss and accept that we do not always get things right first time. The reflective practice sessions have also given space to talk about our feelings of inadequacy when a client backs off and doesn't engage with the support your offering. There has been a real need for the team to have reflective practice sessions".*

Strong responses were given highlighting the positive changes that had taken place since being part of reflective practice sessions. Client relationships, identifying recurring themes and issues, as well as different approaches and methods to client work are regularly discussed in these reflective sessions. Allowing workers to think about and be comfortable with not always getting things right first time and not having all the answers was considered beneficial.

"I am benefiting personally from being part of reflective practice sessions. Reflective practice is a really good space for the team to discuss MCN client cases. I think all-in-all things have improved a lot (with more work to do, but I think we're heading in the right direction)".

All workers reported during their 1:1 interviews that using the sessions to reflect on experiences of their roles, discussing morale and interactions with clients and colleagues, was an affective and beneficial use of time. Exploring personal feelings and emotions was also considered beneficial.

Skill levels in working with complex needs clients and trauma

All the workers and managers agreed that reflective practice was changing how the team work with and think about clients with complex needs.

Based on feedback both workers and management felt that worker's skills were improving, and a skills gap was being filled by reflective practice sessions. But workers reported that more training was also required to compliment what is happening through reflective practice. Suggestions for training included: complex needs, trauma informed care, and mental health.

"I think Reflective Practice is improving the teams' knowledge and understanding around the behaviours that client's exhibit and increasing confidence.

Worker's reported increased confidence through participating in reflective practice; finding reflective practice as a protected space was valuable to development.

"I feel like my skill level has improved. Reflective practice sessions have started to give me more confidence. Reflective practice has given me more approaches to fall back on to be more flexible in my client work. So, in this respect my skill has increased. Reflective practice has given me a structured space to learn from colleagues"

Empathy & person-centred work

Before the intervention, 71% of staff members showed medium to high depersonalisation scores on the Maslach scale. This indicated that workers were feeling some resentment,

detachment, and negativity towards clients with MCN. The managers also reflected that some of workers had a development need around empathy and wanted frontline staff to develop a more reflective approach to their work to better understand the complex issues that clients can present with.

Six months into reflective practice, there was general agreement that these attitudes were changing, and that reflecting practice was providing some protection against depersonalisation.

> **"**Reflective Practice has so far been a very beneficial and effective forum for discussing complex cases among the staff team. The team are developing their empathy for clients; understanding that clients have past histories and behaviours"

Although this positive improvement was reported through interviews, no change was indicated between 0 – 6 months on the Maslach burnout scale.

> "I feel like Reflective Practice has increased my empathy for clients, 'why is my client like this?' So, I think as a team our compassion is greater than it was 6 months ago".

Team cohesiveness

Feedback from staff during interviews indicated that peer learning among the team was developing. Staff fed back that the structured space is giving workers opportunities - allowing the team to learn from each other - in an environment where lone working had been raised by workers as a challenge to team cohesiveness; but was not viewed as detrimental to how the team operated, lone working was more something that workers were conscious of. As a whole support workers felt team cohesion had overall improved a lot during the six-month period of attending reflective practice. Prior to regular reflective practice sessions informal peer support amongst the staff team was viewed as positive, though happening on an ad hoc basis; reflective practice has built on this in a more formal setting.

> 'As a team we do use the space to reflect on our roles and how we are feeling about things. Reflective practice is allowing the team to learn from each other and this is creating a tighter bond' (support worker)

By learning from one another, approaches to situations presented to staff were also beginning to become more consistent with one another, as competency levels were starting to become more equalised throughout the staff team.

"I think generally the staff team is moving in the same direction. Through reflective practice all staff have increased their confidence to work with MCN clients. By learning about theories, such as, Attachment Styles, and implementing what we are learning from reflective practice into our client support work, the team's knowledge and understanding are increasing".

Working flexibly with MCN clients

Over the evaluation period, staff self-reported that their improved awareness of the motivations behind client behaviours were enabling them to defuse and work with these presentations in a more confident and affective way. Workers were utilising different methods and approaches highlighted in reflective practice and including restorative practices where relevant.

> *"Reflective practice is having a positive impact on my skill set. I can now use similar methods and approaches that other team members are raising and discussing during reflective practice."*

Reflective Practice was thought to be giving workers more practical approaches to fall back on to be more flexible in approaches to client work. Managers felt that through reflective practice the team had been given the knowledge, facts and theory – but could still struggle when faced with incidents involving complex clients. Through reflective practice sessions the manager identified attachment theory as an area for development. When attachment theory was discussed the manager described it as a…
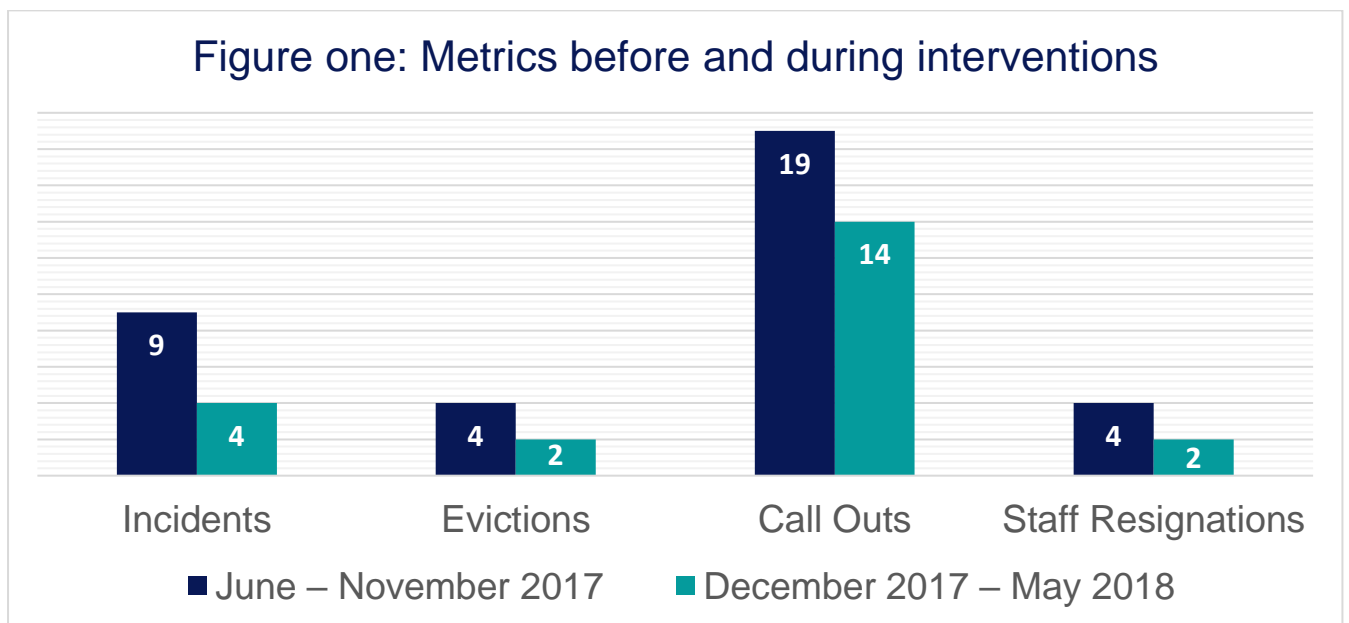
> *"…light being turned on for staff"*

This has highlighted a need for further training for workers to expand their understanding of why clients present in certain ways.

There were mixed views from staff on whether they had the confidence to work flexibly with risk and challenging behaviours presented by MCN clients. From the first round of staff 1:1 interviews at the start of this piece of work, there was broad agreement through the feedback that workers did not feel as confident to work flexibly with risk / challenging behaviour as they would like, or as confident as managers might like them to be. Workers had felt that the team was encouraged to work flexibly with risk / challenging behaviour, but not enough guidance was highlighted as a factor that discourages workers when approaching certain situations. There was a feeling of *"not wanting to do the wrong thing"* or uncertainty around how independent workers could be in decision making.

From the second round of staff 1:1 interviews, six months into this piece of work, there still seemed to be mixed views on weather reflective practice had made workers feel more supported and confident to work with risk / challenging behaviour. This area requires some further exploration to ensure that positive steps around team cohesion can be built on in the future.

"Reflective Practice has begun to make me feel more supported in my role to work with risk/challenging client behaviours and presentations, though sometimes I find that management approaches can be inconsistent which can affect how I approach situations"

It is notable that managers felt that approaches to risk were improving and did not feel there were barriers in this area.

Figure one: Metrics before and during interventions

	Incidents	Evictions	Call Outs	Staff Resignations
June – November 2017	9	4	19	4
December 2017 – May 2018	4	2	14	2

Restorative practices

Restorative practices were monitored using a client feedback questionnaire to gauge the impact of the intervention.

Restorative practices were put in place three times during the intervention period. All residents involved in these sessions felt they created a space where they were listened to

and had a voice, and that others involved in the process received the same. All three residents who took part in the full process felt that their relationship with the service had improved as a result of taking part.

Residents did not feel that other residents involved in the process showed remorse, or always made amends for their actions, and the relationships with these residents stayed the same after the intervention. However, all three clients commented on how the process helped them by providing protection to their residency:

"It was helpful to look at other alternatives to warnings/evictions"

'It was helpful because I learnt not to get involved and risk my own eviction"

"It was helpful because we were able to say how we feel and gave us a chance to try and make amends without being evicted; we were able to think about our own responsibilities"

Significantly, all the clients involved in restorative practice sessions felt that overall the process was 'fair' to everyone involved. And believed that others would benefit from the restorative practice approach.

Moving the work forwards

Service data also tentatively supports that interventions like reflective practice and restorative practice have begun to improve outcomes at Stopover *(see graph above 'Metrics before and during interventions').*

Early indications show that formalising spaces for client conflict mediation and staff reflection are having a positive impact on staffing, across several areas. Alongside feeding back on these processes, feedback was also gathered on specific ways to improve these new ways of working in the future.

Regarding reflective practice sessions, feedback on improvements focused around two key areas: content and membership. Some fed back that they would like more of an emphasis on individual roles in an incident, personal feelings around it, and possible alternative approaches. Some commented that having managers present in reflective practice could

change the dynamic of the sessions. The role of the facilitator was viewed as an important one, to enable the group to focus on managing feelings in a positive way.

"The managers presence in reflective practice can be difficult, I think when managers are taking notes doesn't promote openness"

Some staff felt there were unmet needs around training on specific areas, such as working with multiple and complex needs, mental health and trauma informed working. Through reflective practice sessions the manager has identified attachment theory as an area for development. When attachment theory was discussed the manager described it as a *"light being turned on for staff"*. This has highlighted a need for further training for workers to expand their understanding of why clients present in certain ways, adding to the initial work on reducing the depersonalisation highlighted by the Maslach scale.

"Reflective Practice is filling a skills gap, but more training is required around MCN, trauma informed care and mental health training"

Learning in a wider context

Much of the national work on workforce development for MCN client-facing staff highlights the importance of spaces such as reflective and restorative practices, to help staff to *'unload'* within the role. Wider learning on the subject also suggest a number of activity options to compliment the work that has been started by Stopover. These include:

o Clinical supervision and internal mentors[3]
o Elements of lived-experience within the project, such as in training, peer mentoring or consulting[1]
o Inter-professional group supervisions[2]

o Establishing vision and values for the MCN workforce[7]

Given the learning from the workforce development which has taken place so far, perhaps the most prominent of these potential areas is the establishment of vision and values around working with MCN clients. This is because such a structure could be developed in a number of ways – to aid in recruitment of staff, to be informed by MCN-specific training, or to be used as a reference point in continuing reflective spaces within the project.

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[7] SCAN project group draft guidelines, Fulfilling Lives Community of Practice

Special thanks to the Stopover Service

Stopover's transparency and willingness to engage with an evaluation of their approaches should be recognised and commended. This illustrates the services commitment to continuous service improvement for MCN clients. And highlights the service managers' confidence to reflect on the services' practices. Stopover has made positive steps on the journey towards supporting their workforce to be resilient against the challenges of working with clients who have multiple and complex needs. This process can be complex in itself, but small indications of positive change have already begun to emerge from it. Stopover have established a foundation, in both reflective and restorative practices, for the service to build on with the new staff team

Next steps: reflections from Stopover

Impact Initiatives Stopover has provided accommodation with support to some of the most vulnerable young women in Brighton and Hove for the last thirty years. However, monitoring over the last few years has identified that the client group has changed significantly and as a result the service now accommodates those young women who would struggle in some alternative accommodation projects as a result of multiple complex needs.

After identifying this changing environment, we were happy to be approached by Fulfilling Lives to look at the way that we could strengthen the staff team by embedding Trauma Informed Care (TIC) and Psychologically Informed Environments (PIE) in to Impact Initiatives day to day practice in the accommodation project. This was done in three main ways –

- Staff support and training (reflective practice)
- Evidence generating practice (Fulfilling Lives monitoring and evidence gathering)
- Relationships (restorative practice)

Although we recognise that we are still at the start of our journey to a TIC approach we have made some significant steps forward in ensuring that the journey has started and will continue.

Following on from this piece of work we have established a number of principles as the basis for our work at Stopover.

- Staff Support and Training

  After working with Fulfilling Lives, we became acutely aware of the need to both support and train staff in TIC practice. In order to do this, we have been working with Karen O'Rourke from the Behaviour Team who delivers a reflective practice session to all staff on a monthly basis. This enables the staff team to come together as a group (excluding the Service Manager) to explore the presenting behaviours of and subsequent responses to clients with multiple complex needs. It allows the staff time to talk about and understand their own feelings and responses towards these clients.

  In addition, we have accessed training via a local Psychologist Lynne Ridden again on a monthly basis. This has enabled staff to look at their own physical responses to trauma, the effects of those responses on the mind and body and how to build their own resilience to better support the clients accommodated within the project.

  Both of these sessions are mandatory, and we have secured funding to deliver training for a further twelve months.

  As well as training and supporting the current staff team we have embedded TIC and PIE in to our recruitment and job descriptions. We now specifically advertise for staff with and ask questions at interview around people's knowledge and understanding of TIC and PIE. In addition, we are reviewing job descriptions to ensure that TIC working is reflected appropriately and as a major part of everything that we do.

- Evidence Generating Practice

  The evidence provided by Fulfilling Lives has helped us to look at the way that we recruit staff. It became obvious over the very brief period that we were able to monitor changes to staff feelings and attitudes that reflective practice and training changed the way not only that they thought about clients but how they felt in themselves. Reflective practice although undertaken for too short a period to notice significant change did have a positive impact on the staff members involved with levels of stress remaining static or decreasing rather than increasing over the period.

- Restorative Practice

Through our work with Fulfilling Lives and Brighton and Hove City Council we have transformed the way that we work with young women to embed restorative practice. We have reviewed and updated our Warning Procedure and Eviction Policy to ensure that at all times we work in a restorative way. As a result, we have seen a decrease in both warnings issued and evictions undertaken. In the last six months there have been no evictions from Stopover 1 or Stopover 2 where we have encouraged and where possible engaged the clients in restorative circles.

Impact Initiatives at Stopover would like to thank Fulfilling Lives for the opportunity to look at, monitor and expand TIC and PIE working within its accommodation projects. Fulfilling Lives have given us an excellent starting point from which to build on our knowledge and understanding to ensure that the staff team is both trauma informed and resilient going forward with the understanding that only a well-trained and highly resilient workforce will ensure positive outcomes for some of the most vulnerable young women in the city.

Stevie Graves
Stopover Housing Services Manager/Safeguarding Lead
Impact Initiatives

Credits and acknowledgements