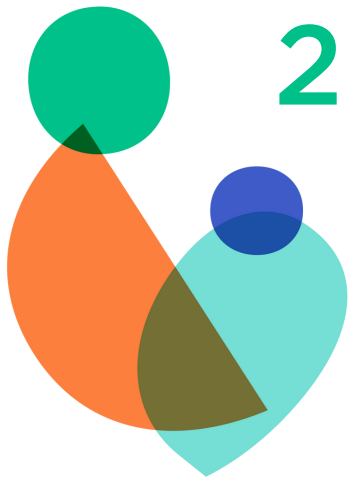


**one small thing**

# Impact Report

2020-2021



# Foreword



*There is no doubt 2020-2021 has been a challenge for us all set against the backdrop of a global pandemic. It is fantastic to be able to share with you that despite the difficulties and worries 2020 has brought, our One Small Thing team have stepped up and achieved an incredible amount.*

*We have developed new programmes of work and expanded our staff team and our board to ensure we have the skill set, breadth of experience and diverse perspectives we need to deliver our vision and mission.*

*An exciting milestone was reached when we secured the site and planning consent to develop Hope Street a ground-breaking residential community designed by women for women and with trauma informed design at its heart. This included a site for the main hub, our first move-on home and creche for women and their children.*

*We continued to support our Becoming Trauma Informed (BTI) Awareness training programme across the women's and Long Term High Secure prison estates. Although covid restrictions disrupted elements of the work, we continued to meet and support our Becoming Trauma Informed (BTI) prison leads remotely, and colleagues across the estates accessed the online version of the BTI training. We not only adapted our training curriculum to be delivered remotely, but also updated it to be appropriate for community as well as secure settings. The difficult circumstances of the year led to some positive outcomes for our work as we have been able to reach many more people than we ever could have before.*

*At our One Small Thing Live conference in October 2020 two brand new service offers were launched - our Trauma Informed Network and our new Working with Trauma Quality Mark, providing a robust set of national standards to recognise and celebrate good practice. These are vital new work strands that will help us achieve cultural change in the justice and community sectors across the UK.*

*In a year where so many have been affected by trauma, and those caught up in or who work in the justice system have faced increased isolation and hardship, we know our work is more important than ever. I am really proud of the work of the One Small Thing over this incredibly eventful and challenging year.*



***Edwina Grosvenor, Founder and Chair of One Small Thing***

# one small thing

**One Small Thing's vision is a justice system that can recognise, understand, and respond to trauma.**

**Our mission is to redesign the justice system for women and their children.**



## **How:**

**Redesign** the way the justice system responds to women and their children in a way that can be replicated and scaled nationally.

**Educate** prisoners to understand how trauma can affect them and equip them with the skills to respond; and train frontline staff to understand and respond effectively to trauma and adversity.

**Influence** politicians and policy makers to encourage culture change across the justice system and the people who work within it.

# Redesign

*We redesign the way the justice system responds to women and their children in a way that can be replicated and scaled nationally.*



In 2020 we were delighted to secure the sites and planning consent to develop Hope Street a ground-breaking residential network designed by women for women and with trauma informed design at its heart.

Hope Street will offer a different response to women who are in contact with the justice system by diverting them to a purpose-built residential network where they can meet the requirements of their community sentence in a safe and nurturing environment, where their children can be safely with them and where they can receive the therapy, treatment and support they need.

We have worked with women with experience of the criminal justice system or supported housing settings throughout the design process to inform everything from the colour schemes to the shape of the rooms.



*"My continuing participation in the development of Hope Street has allowed me to see the consistent quality that underpins every aspect of this project... Being treated as an equal during every participation with Hope Street, I feel that my self-esteem has grown. I feel honoured that I have been able to play a small part in developing this amazing project and I believe Hope street will change the lives of many women in the coming years"*

**Woman participant in Hope Street consultation sessions**

## Progress

The demolition of the existing buildings is complete with the site cleared, surveyed and hoardings installed ready for the commencement of the next stage which is groundworks.

We completed on the purchase of the adjacent site to that of the Hope Street plot, on 18 December 2020.

Together, these plots present huge opportunity to maximise the potential of the site and for Hope Street to offer women and their children the safe and nurturing setting to receive the therapy, treatment and support we know they need to break the cycle of offending and rebuild their lives.







*Hub street Hub resident flat impression*

Our team met regularly with the architects and designers and continued to consult with justice-involved women, local and national stakeholders and experts in the field of trauma to ensure we are staying true to our core ambition of creating a healing and restorative space for justice involved women and a healthy working environment for our staff.

The team have developed plans for the healing sensory gardens, which include a labyrinth to provide a regulating and reflective space for the women.

Work has started to source the materials needed for the hard landscaping aspects. Plans have also begun for the children's creche and dedicated play space which will sit alongside our working kitchen gardens and enable the women to develop life skills, garden and benefit from the nurturing process of growing food.

## Collaboration

Our team have worked hard to develop the external partnerships and relationships we know will be critical to the success of Hope Street, including with local health, housing and specialist women's services.

We have been attending meetings across the county with key stakeholders and ensuring we are represented on relevant decision-making forums and groups such as the Reducing Reoffending Board, the Hampshire Women's Offending Working Group, The Hampshire Senior Housing Officer's Group and the Homeless Prevention Strategic Pathway.



*Hope Street Hub inner courtyard impression*

# Educate

*We educate prisoners to understand how trauma can affect them and equip them with the skills to respond; and train frontline staff to understand and respond effectively to trauma and adversity.*

## Becoming Trauma Informed in Prisons

One Small Thing has been working with the women's prison estate to deliver a gender specific Becoming Trauma Informed (BTI) programme since 2015, and in 2018 rolled out a specific curriculum for the men's long term high secure estate.

We are now at a point where it now appears both prison estates are better able to recognise, understand, and respond to trauma.

The programme includes:

- The establishment of BTI leads within in prison who lead the work locally, delivering out on the agreed action plan and managing a local Guide Team who provide governance and oversight of the work.
- Training on Becoming Trauma Informed for all staff at all levels, including Train the Trainer to upskill and capacity build the workforce.
- A six week Peer Led Trauma Intervention (Healing Trauma (women), Exploring Trauma (men)).

Throughout the pandemic our BTI leads have continued to support and deliver elements of the BTI programme, where possible, and we have continued to meet with them regularly remotely and repurposed our training offer including Train the Trainer and BTI to enable over 40 prison staff from across both estates to attend online training between Oct '20 and March '21.

Healing Trauma is now delivered across all 12 women's prisons and the externally commissioned evaluation in 2019 found that women reported a significant reduction in symptoms of depression, anxiety, psychological distress and PTSD.

Healing Trauma delivery has been possible over the last year but necessary Covid restrictions have meant much of the work has been disrupted. We hope to see all elements of the BTI programme restarted as soon as restrictions allow.



All training photos by Roo Kendall

*"At Parkhurst we have continued to work with OST on Becoming Trauma Informed over the last year and I think the approach should underpin the focus and message on our recovery work from the pandemic. BTI Awareness will be one of the trainings that staff will receive as part of our focus on staff-wellbeing moving forward into recovery"*

**Charlotte Hodges, Head of Psychology & Programmes  
HM Prison Isle of Wight**



## Trauma Informed Training - for the justice and community sectors

In response to the pandemic in 2020, our Head of Training and Development worked with one of our freelance training team, Dr Frances Maclennan, Principal Clinical Psychologist with the Central and North West NHS Foundation Trust to adapt our core Training Offer to run online to ensure we could continue to deliver our training and reach as wide an audience as possible, championing trauma informed work.

This included research into online offerings and how best to deliver training virtually as we knew it would be harder to establish rapport and trust online than in a live training room.

We also completed the redesign and rewrite of our Becoming Trauma Informed curriculum to ensure its suitability for community organisations. Working with Dr Stephanie

Covington, we developed a revised curriculum that included additional information on the effects of community-based trauma on an individual. The training package consists of a new facilitator guide, participant workbook and slides.

In September 2020 we were able to deliver our first face-to-face BTI training since going into lockdown to 20 staff at a low secure ward in Dartford. Feedback was positive with 100% agreeing the training will help them in their work and the overall quality of the training was good.

As lockdown restrictions were applied again, all other training was delivered via our new online offer to a wide range of organisations, including both in house and open access courses.

### Feedback from online Becoming Trauma Informed Awareness Training March 2021

*'This was one of the best training days I've been on, enjoyed the different agencies present and the encouragement and responsiveness to our discussions'*

*'It has given me a lot more insight into trauma and how subtle differences in my practice can make a real difference'*

*'Very insightful and grounded me back to why I do this job'*

*'This was one of the best training days I've been on, enjoyed the different agencies present and the encouragement and responsiveness to our discussions'*



**194 people attended our training from September 2020 – March 2021**



**99% would recommend the course to a colleague**



**99% said that the training will help them in their work**

# Trauma Informed Quality Mark



## What is it?

We launched a Working with Trauma Quality Mark at our annual conference in October 2020. The Quality Mark provides a robust set of national standards to recognise and celebrate good practice in trauma-informed work. The Quality Mark has three different levels of achievement:

- **Bronze: Trauma Aware.** Organisations have an understanding of trauma and its impact and organisational plans are in place to implement trauma informed practice.
- **Silver: Trauma Informed.** Trauma informed practice is implemented across the organisation's culture, practice, environment and individual needs and well-being are prioritised.
- **Gold: Trauma Responsive.** Extensive trauma informed working practices are embedded, and user voice is alongside strategic decision-making; the organisation promotes the recovery of individuals and is a centre of excellence.

## Why is it needed?

The phrase 'trauma-informed' is used increasingly by professionals working across the statutory and voluntary sector in the UK, however there is often confusion over what this means in practice. We worked with Dr Alexandria Bradley from Leeds Beckett University to review and collate a robust

evidence base to under-pin and define exactly what a good trauma-informed organisation would look like. This includes recognising gender responsive and culturally sensitive practice.

## Progress

We are delighted that 46 organisations covering a broad range of work in the criminal justice system and in the community registered interest in



**organisations  
registered interest**

our quality mark from the launch in October 2020 until the end of March 2021. It is proving to be an invaluable tool and resource for organisations to benchmark their practice in trauma-informed working and help build capacity. Six organisations started their Silver Level Quality Mark in 2020-21: The Women's Centre Cornwall, Hampton Trust, HMP Peterborough, NDAS (Northumberland Domestic Abuse Services), BearFace Theatre CIC and Redthread.

*"In order to be part of the wider movement, we realise the benefits to also working alongside a set of standards... We hope that by working alongside robust academic research and a supportive infrastructure like One Small Thing, we will be supported to lead by example in becoming trauma-informed"*

**Jennifer Walmsley, Co-founder of  
BearFace Theatre CIC**

# Trauma Informed Network

## What is it?

In 2020 we developed our UK-wide Trauma Informed Network which gives the opportunity to meet colleagues from a range of organisations and sectors to reflect, share challenges and find solutions to embedding trauma informed practice.

## Why is it important?

Working in the Justice and Community sectors supporting those who have experienced trauma is hugely important and rewarding, but we know it can also take its toll on staff wellbeing and mental health. Through our regional trauma informed networks, professionals have a vital space to reflect with others outside of their organisation about their work and find new solutions to challenges they face. The networks also enable the pockets of

knowledge and good practice that exist across the country to be shared, working towards systemic cultural change across the UK.

## Progress

From launching our regional network meetings in October 2020 until April 2021 we hosted 6 meetings in Wales, the East Midlands, South East, South West, London and the North West, reaching over 150 colleagues from the prison estates, women's centres, schools, theatre groups, police, probation.

Networks have included guest speakers with expertise on trauma informed working in their particular region. This has included representatives from, Embrace, the University of Portsmouth, Society of St James, the Nelson Trust, Lincolnshire Action Trust and Leeds Beckett University.

111 people attended our networks from  
November 2020 – March 2021



95% said they would recommend the network to a colleague



94% said the speaker was informative



96% said discussing challenges and solutions was useful



*"In my breakout room there were 3 of us who were all at different places in our trauma informed journey so to hear what others had found challenging/successful was great"*

**North West Trauma informed Network November 2020**

*"Really valuable on all levels and perfect timing, so much more to gain and give to this process"*

**South West Trauma Informed Network, February 2021**

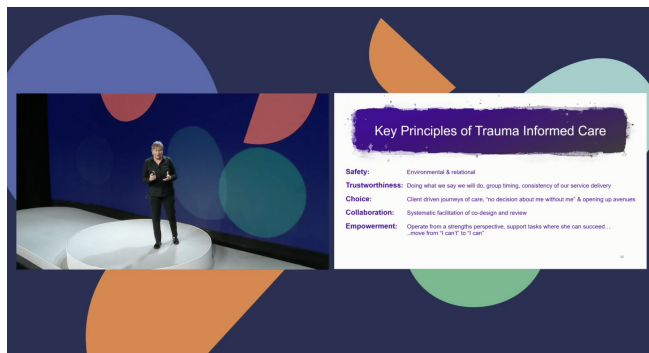




On 20th October 2020 we hosted One Small Thing Live, our Annual Conference, an event that invited experts and professionals working across a range of disciplines to share ideas, insights and knowledge on trauma and recovery in a virtual environment.

We were delighted that over 100 delegates joined us on the day.

Speakers presented either directly from our studio in Manchester or were live streamed from across the UK and USA.



Rose Mahon, from the Nelson Trust, presenting trauma informed care



Behind the Scenes at the studio in Manchester

## Wellbeing packs for women in prison



In December, amidst the Covid restrictions in prisons we worked in partnership with Women in Prison, Anawim, Together Women and The Nelson Trust and together we coordinated and packed over 3000 wellbeing packs for women in prison who spent Christmas away from loved ones.



# Influence

*We influence politicians and policy makers to encourage culture change across the justice system and the people who work within it.*

## Policy and Research

In January 2021 we chaired a roundtable with Crest Advisory on Maternal Imprisonment. The roundtable successfully brought together a range of experts with different perspectives and led to a dynamic discussion on the multiple harms of maternal imprisonment which has fed into ongoing research.

We also influence through sharing our learning. As we develop Hope Street by speaking to women and researching best practice, we have shared our learning with policy makers including the Ministry of Justice and wider sector.

We started attending the weekly strategic Women's Centre and specialist services weekly meetings coordinated by Women in Prison to ensure close working with the wider sector. We have networked and met with a range of organisations in the women's and criminal justice sectors and became members of Agenda and Clinks.

Over the course of the year we supported a number of campaigning coalitions including Covid-19 related activity such as the MoJ #HiddenHeroes campaign, calls to attend to overcrowding in prisons, the release of pregnant women and those on short sentences more generally across all estates. We have also endorsed campaigns on better responses to domestic abuse, the abolishment of prison as penalty for non-payment of council tax and reducing the number of people in detention settings.

We recruited a new Communications and Administration Officer in July 2020 to support with the development of our website and the oversight of our social media, mailing lists and network contacts so we can maximise both the reach and the impact of our campaigns and policy asks.

## JUSTICE Podcast

### What is it?

Over the year we published bi-monthly podcasts reaching over 26,000 people providing a platform to explore

issues related to the justice system and what could and should be done to bring about positive change.



### Why is it important?

The Justice system in the UK has hundreds of systems and processes, thousands of staff and a long and complex history. Those who are not closely involved, often know very little about it. To achieve systemic change, we need decision makers and the public to be aware and engaged with the debates around justice system reform.

### Progress

We have been working to ensure we cover a wide range of justice led themes with a focus on areas that need amplifying such as the experiences of survivors, racial

disproportionality within the justice system, trauma, mental health, and of course the Covid-19 pandemic and prisons. In 2020-2021 we had 26,848 listeners over 32 podcasts on Acast.



**listens to our  
#JUSTICE podcast**

# Looking Forward



*After a hugely busy and eventful year, we want build on this momentum, progressing to some key milestones in 2021/22. This includes opening the doors of Hope Street in 2022 and starting a whole new chapter for our organisation delivering a new residential community for women and their children.*

*We will have to grow as an organisation to take on this challenge, so our priority focus will be on consolidation and making sure we have the systems and processes in place to support the team to work in an effective way.*

*We want to grow our Policy, Research and influencing work, and make sure we are bringing colleagues in the sector along with us on this journey, sharing the ups and downs and learning along the way.*

*We want to thank all our partners and funders for the amazing support we have had so far and look forward to collaborating with many of you over the coming year.*

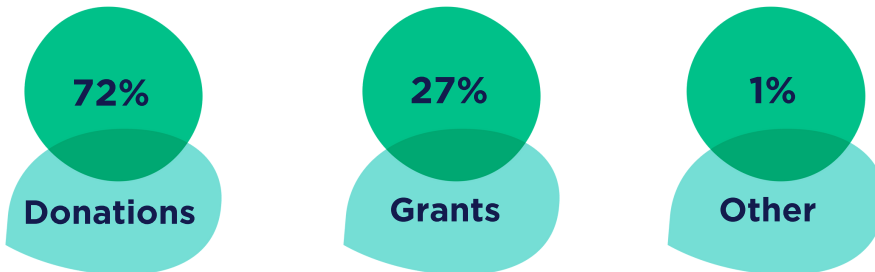
A handwritten signature in black ink, appearing to read 'Claire Hubberstey'.

***Claire Hubberstey, CEO, One Small Thing***

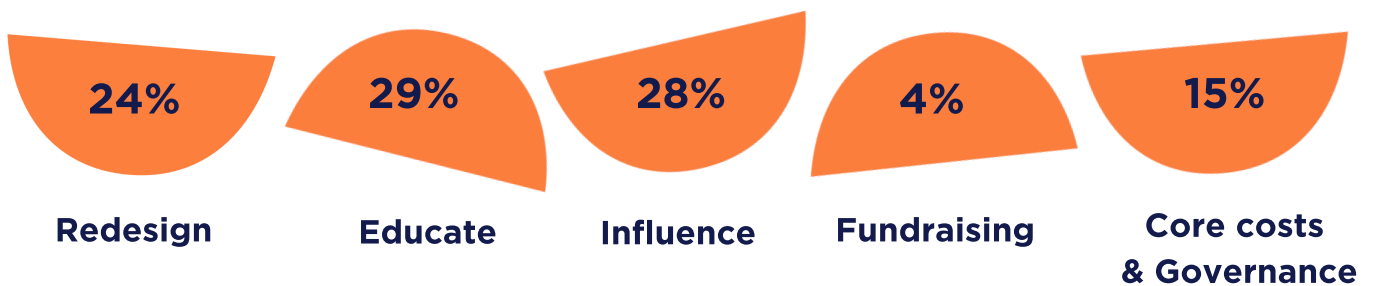
# Finances and Fundraising

Draft Statutory Accounts 2020/2021

**Total Income** 3,878,765



**Total Expenditure** 839,897



**Capital Investment - Hope Street** 2,245,034

*58% of our income received in 2020/2021 has been invested into our Hope Street capital project.*

Thank you to all our supporters and funders over the year, including grants and contracts for our educate and influence work from The Julia Hans & Rausing Trust.

We are grateful for the generous support for our Hope Street project from The Schroder Foundation, J Leon Philanthropy Council, The Westminster Foundation, The Dulverton Trust, and The George Cadbury Foundation.

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[www.onesmallthing.org.uk](http://www.onesmallthing.org.uk)



[OSTCharity](https://twitter.com/OSTCharity)



[hopestreet\\_ost](https://www.instagram.com/hopestreet_ost)



[One Small Thing](https://www.linkedin.com/company/one-small-thing)

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