



# The Cellar Trust Impact Report 2020-2021



The  
Cellar  
**Trust**



# An Introduction from Kim

**Summary by Kim Shutler, CEO, The Cellar Trust**

**The year 2020 will certainly be one that we all remember. A year of great loss, change, grief and challenges. A year of isolation, yet, also a year that we saw people, communities and organisations working together like never before. When the pandemic hit this country, none of us could have imagined the impact it would have or the implications for all of us.**

One thing I can, however, say is that the Cellar Trust is no stranger to challenges and pulling together in adversity. Driven by our values and our passion, over the past year we have put everything aside to be there for the people who needed us. This has meant a year of working outside usual service boundaries, of flexing and retraining our staff teams and developing new and different services to meet changing needs.

Working in partnership is the ‘way we do things around here’. Our existing relationships with other voluntary and community sector partners served us well, but a great success of this year has also been the new partnerships formed. These have been in areas we have never explored before. We are proud of the wider role

we play in our District because although we can and do reach many people with our own service provision, we know that we can also have a great impact through our influence and leadership in the District and beyond.

Sadly, this year has also involved some very difficult decisions made with a heavy heart. We shut our Horticulture and Woodwork provision and our charity shop: all long standing services. Yet there has also been great new innovations, developments and growth, allowing us to reach more and different people.

I am always humbled and proud to work at the Cellar Trust, amongst such amazing colleagues. This year they have moved mountains and they have done so despite their own individual challenges. I cannot thank them enough for their unfailing loyalty and commitment, incredible flexibility and hard work. I would also like to say a huge thank you to our partners and supporters for making our work possible. Once again, we come out of this tough year a stronger organisation than ever and we do so with exciting and ambitious plans for the future, to tackle the mental health challenges ahead.

# The Cellar Trust Strategy 2018 - 2021

## Our Vision

Our vision is to deliver joined up, high quality mental health support for people when they need it.

## Our Mission

Our mission is to give people struggling with their mental health the support they need, so that they can live positively and independently, and build their own brighter future.

## Our Strategic Goals

We will develop and expand our support for people on their journey into employment

We will establish a new Being Well programme

We will invest in and champion new and better ways of delivering support for people in distress

We will ensure a thriving and sustainable organisation

## Our Key Principles

We will make it easier to access our support

We will champion lived expertise and peer support

We will influence wider mental health service design and delivery

## Our Values

Respect  
Hope  
Dedication  
Continuous Improvement  
Partnership

# Our Strategic Principles

## Strategic principle 1: We will make it easier to access our support

We have made a great deal of progress in this area. Before the pandemic we moved over 50% of our Pathways to Employment appointments into the community.

We established courses and groups in a range of community partner venues as well as a Keighley 'outpost' for our Haven service. We reviewed and reformed our referral process and invested in our digital infrastructure. We integrated more and more service delivery in other settings, such as our staff based in A&E.

The pandemic has shone a new light on access to services. We transformed overnight to deliver our services remotely and accelerate our digital development. This improved service capacity and reach in to areas further away from our main building, so people didn't have to travel. In turn, this opened our doors for new clients to access our open programmes of groups and training.

## Strategic principle 2: We will champion lived expertise and peer support

Delivering high quality peer support in a safe and effective way requires investment in infrastructure and we have continued to learn from national best practice to improve our training, supervision and reflective practice.

We know many of our clients, particularly those in the most distress, have really struggled with minimum face-to-face human connection and social contact. Our support for these clients during ongoing lockdown restrictions has been challenging.

**"I was distraught and you comforted me. I was terrified and you made me feel safe. I felt alone and you let me know that I wasn't alone, that you were there with me."**

Consequently, we have worked hard to build our connections with other community organisations and grass roots groups with greater reach and trust in particular areas of our District. We know we can do more to improve our access and reach and this will be crucial for us in tackling the widening health inequalities, only worsened by the pandemic.

We're proud to have worked closely with Health Education England (HEE) in this area too. Being part of the HEE Steering Group for Peer Support and co-authors of a HEE commissioned Think Piece on Peer Support in Crisis has been instrumental in ensuring our continued development. We have trained 50

people in peer support. 100% of our trainees rated the training as good or excellent.

Recognising the importance of this work in our organisation and beyond, this year we have invested in a new role of Peer Support Lead in February 2021. This will enable us to further develop our work and we have recently had our Peer Support training accredited at OCN Level 3.

In 2020 - 2021, we ran 42 Peer Support sessions, with a total attendance of 227 people.

For more information visit:

[www.thecellartrust.org/peer-support-people-crisis-reflections-development-services/](http://www.thecellartrust.org/peer-support-people-crisis-reflections-development-services/)

## Strategic principle 3: We will influence wider mental health service design and delivery

**As an organisation, we believe strongly that we can sustainably impact the mental health of people in our communities both through direct service delivery and through using our experience to influence wider service design, policy and strategy.**

During the pandemic, we played an active role both in mental health and the wider District, as we focused on the wider determinants of mental health, and the basic needs around keeping our client safe during this time. Some examples of our influencing work include:

- **Kim Shutler**, our CEO, as Chair of the Voluntary and Community Sector Assembly, played a significant role as part of the COVID Gold Command for Bradford District, as well as a member of the Health and Care Executive.

- **The Haven model** was cited by the NHS England (NHSE) policy team in terms of its influence on the recommendations in the NHS Long Term Plan to roll out Safe Spaces/Crisis Cafes, and The Cellar Trust is part of the NHS England Crisis Services Expert Reference Group as well as a member of the Health and Care executive and the NHS England Adult Mental Health Steering Group.
- **Linda Haynes** (Director of Client Services) acts in a clinical advisory capacity around psychological therapies and serious mental illness for NHS England.
- **Heather Tattersall** (Director of Client Services) is Co-Chair of the Bradford District Suicide Prevention Group, a member of the Health Education England Peer Support Implementation Group, Peer Support Apprenticeship Trailblazer Group and represents Bradford at the West Yorkshire and Harrogate Peer Support Group.



We have trained  
50 people in peer  
support.

100% of our trainees  
rated the training as  
good or excellent.

# Our Strategic Goals

**Strategic goal 1:**  
**We will develop and expand our support for people on their journey into employment**

**The Pathways to Employment team primarily works with people who are furthest from the job market and have a severe or enduring mental health problem. Our clients typically experience multiple social barriers to work.**

During the pandemic, almost all of our clients (including those who had previously been actively job searching) deteriorated significantly in their mental health. The focus of our service needed to be on keeping people safe and out of crisis, rather than on vocational activity. For most of these clients we were their primary source of mental health support.

Due to these changes in client needs, for a period of time, two colleagues were retrained to add additional capacity to Haven, and other staff were deployed into supporting the SMI-LE

“The Cellar Trust is highly regarded for both its provision, involvement in shaping strategic work on mental health and wider contribution to District strategic priorities and the health of the VCSE.”



Kersten England  
CEO, Bradford  
Metropolitan Borough  
Council

project (outreach calls for people at high risk), and focused on accelerating our digital training offer.

In addition, the team focused on delivering regular outreach calls to all of our clients. Unfortunately, the levels of distress amongst this client group remained very high. Clients are facing the challenges of the increased competition in the job market as the economy changes. During this period, we have experienced more referrals for job retention support with clients in work who are increasingly struggling and taking long term sickness absence.



“I can finally  
see the light at  
the end of the  
tunnel...”

# Pathways to Employment: Key Highlights

We worked  
with 395  
individuals

We delivered  
3,765 sessions/  
support calls

(This includes all face to face, telephone calls  
and video calls)

We supported  
101 new people  
through 1-1  
intensive  
support

out of the 75 people  
supported on the  
employment case  
load 32% retained  
employment or moved  
into paid employment

83% of our clients  
reported an increase in  
their wellbeing





## Pathways to Employment

'as of today i am debt free. last 12 months ive cleared £2000 of debt. i set monthly goals. all reached. set up my own budget plan. bought new stuff. plan set so i didnt struggle. now on an even keel. march? water bill goes in 1 payment. leaves council tax to pay. pay more than what they need. to get rid. rachel. i cant praise you enough. you and kirsty have done me the power of good. when i was at my lowest ebb. suicidle. she broke the mold. the alchol. you knew i was going to be a tough nut to crack. barriers i built up. no trust or faith. you kicked my arse love. i saw in you something i couldnt see. a trusting woman/person. some 1 i could open upto. your like me. wicked and sense of humour. why i knew i could trust you. took

some time as you well knew. you persivered. kept on opening me up in a way i didnt no. then wham! it all came out. my daughters are greatful they have there dad back. not the way i used to be. leo eldest grandson loves the new grandad. albeit having a fortune spent on him. all to help with school work. he saw the pissed up grandad. william wont. no2 grandson. i mean what i say. once all this craps over. invite me onto cellar trust. have kirsty there and al talk to others. see if i can make a difference. ive opened up on social media. 1 guy said nice to see a man open up. wish more would. told him ask me and al attend 1 of your groups. if i can make a difference to some 1s life. al try. thanks for being a rock.'





## Strategic goal 2:

We will invest in and champion new and better ways of delivering support for people in distress

## Haven

**Haven is our crisis support service. This is a brief intervention service which typically involves one or two sessions plus 24 hour follow up calls, however, there is more intensive support for those who have been identified as having higher support needs.**

Haven had to adapt in light of COVID. There was a shift from face to face appointments to primarily supporting people via telephone, however, the team returned to a mixed model with some face-to-face provision in place since September due to high levels of distress. We also adapted the service to provide outreach calls to clients identified as at high risk of suicide.

The greatest challenge for Haven continues to be capacity vs demand for the service. Despite

the additional staffing capacity during this period, we were frequently unable to meet the demand for this service. In addition, clients are expressing a need for a longer-term service but sadly this support is not readily available elsewhere at the specialist level required.

### In 2020-2021:

**Haven delivered 5606 sessions of support (1450 more sessions than the previous year).**

**Haven worked with 3185 individuals**

**85% of people reported a reduction in their distress as a result of their session.**





Haven

'You instinctively knew exactly what I needed when I didn't. You listened and interpreted my very limited speech. You have a special skill when my speech disorder kicks in. I was distraught and you comforted me. I was terrified and you made me feel safe. I felt alone and you let me know that I wasn't alone, that you were there with me. I was experiencing so much anxiety that I could barely breathe. You were able to calm me down. You kept yourself grounded. You communicated my needs perfectly to other professionals whilst keeping focused on me. You kept your promise to stay with me until you'd made a support plan for me for the rest of the day. You were relentlessly strong and brave and I knew you meant every single word that you said to me. Despite being through a computer screen I felt your very strong presence reach out to me and I knew beyond a shadow of a doubt that I was not alone.'



## Multi-Agency-Support-Team (MAST)

MAST is our multi-agency support team which is comprised of Peer Support Workers from The Cellar Trust, alcohol workers from Project 6 and frailty workers from Age UK. This recognises that individuals do not fit into a one-size-fits-all box, and joined up care is needed to address a wide range of needs.

The team work in both Bradford Royal Infirmary and Airedale Hospital and work intensively in the community with people who are frequent attenders of A&E, to reduce or prevent reattendance and promote integration into mainstream community services. Apart from a short period at the start of the pandemic, the team have continued to deliver face to face in the emergency departments.

We continue to experience the challenges of high demand for our intensive community support which is only increasing. As with some of our other services we have identified that the multiple social barriers facing our clients continue to worsen.

  
“Since talking with you, I have moved from a place where I felt absolutely no hope, to a place where for the 1st time in a long time, I actually feel hopeful about my future”

In 2020-2021:

**2737 sessions delivered to people attending Hospital**

**555 people receiving intensive support through casework from the Community Team**

**1643 Community Sessions delivered**





“

## MAST

‘Just thank you, I know it’s your job and you get paid but you have listened to me every time when I have needed you. My kids now have their Mum back and I am happy again. You are a top mental health worker and you have saved my life. You stopped me from running into the road that day and I will never forget it. Thank you!’



The team had contact with 548 individuals and had 3842 sessions May 2020 - May 2021.

## Strategic goal 3: We will establish a new Being Well programme

### My Wellbeing College

**The Cellar Trust delivers a telephone service using guided self-help as part of the My Wellbeing College which is the District's IAPT service (Increased Access to Psychological Therapies).**

This year the telephone-based team supported 526 individuals, delivering 3,646 sessions of guided support. We are disappointed that this contract will come to an end in October 2021 due to the NHS England workforce requirements, however, this work has shown the potential marrying of clinical approach

(such as IAPT) with peer support. It has also highlighted the opportunities of creating a new non-traditional route into the workforce.

The Cellar Trust have had peer support workers embedded in the My Wellbeing College Enrolment Team since August 2017, to the aim of which was to ensure that clients accessing therapy for the first time could speak to someone with lived experience from the first point of contact.

# Training

**The changes during COVID enabled the Pathways to Employment Team to focus on growing our digital training offer. We developed a number of new courses and, thanks to additional grant funding, we were able to digitise a number of the courses into e-learning.**

This offer immediately expanded our audience as the courses were more accessible to wider members of the public struggling with their mental health – which was increasing due to the pandemic.

Visit our new e-learning platform and hub  
[www.livingwell.training](http://www.livingwell.training)

**Strategic goal 4:  
We will ensure a thriving and sustainable organisation**

## Our people

During a challenging year we have continued to implement a range of creative measures to support the wellbeing and engagement of our staff. It has been a challenge to stay connected, and 55% of our staff reported that their mental health was worse as a result of the pandemic. We continue to invest in learning and development, as well as our peer support infrastructure to allow our people to grow, bring their whole selves to work and reach their potential.

The courses range from the self-development courses, to those which are specific to employment and more specialist courses around coping in crisis.

In the summer of 2020 we were awarded a new Bradford Metropolitan Borough Council contract to coordinate mental health training across the District. This has allowed us to recruit a new team as well as to develop a new ‘Living Well’ e-learning platform and hub which will host and signpost to a range of mental and physical health training and development resources, developed and delivered by a wide range of partners.

In this period we delivered 78 courses to 735 attendees

This is reflected in the number of internal promotions as well as the majority of leavers moving into promotions in the mainstream mental health workforce.

**“The Cellar Trust allows me to manage the challenges in my life whilst giving the best to my job.”**





## Pathways to Employment Training

“It was a great experience with a positive vibe and it felt like a very respectful and non-judgemental space.”

‘I just wanted to say how helpful I found all the courses, they were so good ... I know I didn’t say much but that was because I was jotting it all down! I can’t thank everyone enough for facilitating them and giving up the time to run them I have learnt so much not only about my own journey, but how I can hopefully help others I come across! My family even commented that after each course I sounded so much more upbeat! I really can’t thank you all enough! I feel very privileged to have The Cellar Trust local to myself I think it’s amazing that we have such support on offer.’

# Finance and Fundraising

## Estates

**Like so many charities, the impact on finances has been a significant risk to us this year. We sadly had to take some sad decisions in terms of the closure of our shop, woodwork and horticulture, for both health and safety (COVID) and financial viability reasons and have also had to scale back our community café operations.**

In addition, we were not able to benefit from the majority of government schemes, and were only able to furlough a small number of operational/support colleagues for a short period of time.

Although Community and Corporate fundraising has been challenging for us, The Cellar Trust has had another positive year, demonstrating a further growth which has been largely due to the additional COVID Emergency funds secured from Trusts and Foundations.

In line with our commitment to collaboration and improving access to our services, a proportion of our fundraised income this year has been used to deliver in partnership with other organisations in the District including Sharing Voices Bradford and NEESIE (a project which supports single Mums).

Our reserves position remains positive although a notable proportion of reserves are restricted

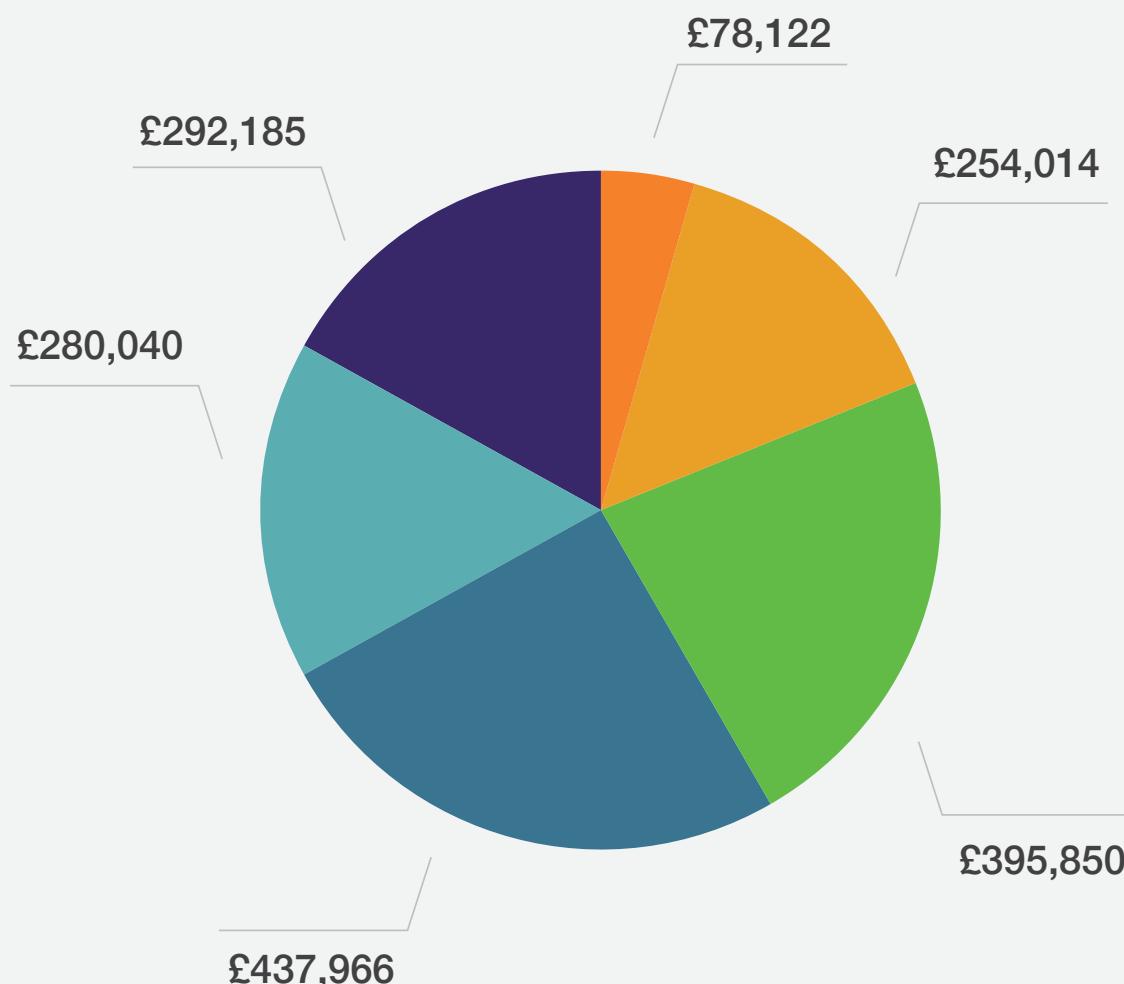
for spend in next year. It is also impacted this year by the sale of our Keighley building. It is the intention of the Board to evaluate the assets of the organisation in the coming year in line with our strategic review. We have also been very pleased to welcome two partner charities: Bradford Bereavement Services and Bradford Counselling Services as new tenants in our Shipley building which, alongside our other tenants Bradford District Foundation Trust, will create further opportunities for collaboration and learning.

The pandemic has required significant work to enable us to maintain a level of face-to-face provision for clients of our Haven crisis services. In addition, following the closure of woodwork we have been able to reconfigure our space to create more group rooms which will enable safe social distancing.

## Communications and profile

Raising the profile of our services, and the impact of COVID on both mental health and the Voluntary and Community Sector, has been a key feature of our work this year with regular appearances on local and regional television and radio news, as well as speaker slots at a range of national conferences.

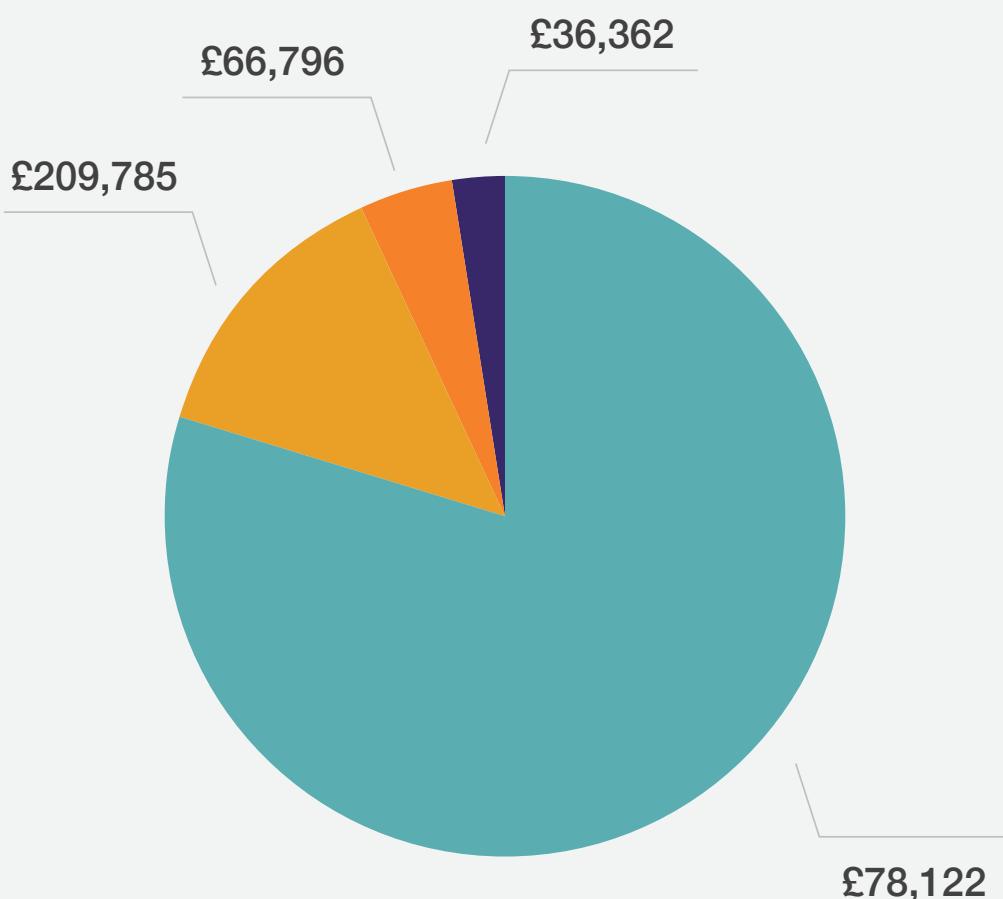
## The Cellar Trust Income 20/21 - £1,738,177



The financial information used is per our management accounts and is subject to final audit.

- █ Bradford Council
- █ Bradford District Care Trust
- █ Clinical Commissioning Group
- █ Fundraised income
- █ Grants and Generated income
- █ Property sale

## The Cellar Trust Expenditure 20/21 - £1,546,524



The financial information used is per our management accounts and is subject to final audit.

- █ Governance
- █ Raising Funds
- █ Management and Development
- █ Charitable Activities





# Our People



'The level of support has been fantastic! Management have listened really well to our team and have been very pro-active.'



'I've found many aspects of recent events inspiring. Not a day goes by where I don't read something in a team chat room or open an email and go awwwww people are so awesome! I've always felt that the universe landed me with the best job, the best people to work for and work with but so much more recently. Every bone in the body of the Cellar Trust is inspiring. I wish everybody could work with us!'



'I'm very proud to work and an organisation that has staff wellbeing at its heart.'



'The Cellar Trust allows me to manage the challenges in my life whilst giving the best to my job. The world can present many tricky situations. Most recently for me, this has meant juggling caring for my disabled mum and my 10-month-old baby whilst returning to my job after maternity leave, during a pandemic! The Cellar Trust has given me the flexibility and understanding to enable me to feel supported, manage my stress levels and in turn feel motivated and excited about returning to a busy and demanding role. The Cellar Trust has always made me feel looked after and valued as an employee.'



'Since joining Cellar I have been overwhelmed at the way in which the organisation invest in their staff - both in terms of personal and professional development - it is no exaggeration to say I think I have grown more in the past 2 years than I did in the previous 12! It is both refreshing and inspiring to know that I have an employer that is so steadfast and proactive in their commitment to supporting my future development'



**Building Brighter Futures**  
with people recovering with mental health problems