



**ENDING  
HOMELESSNESS**

# **IMPACT CONFERENCE 2022**

**Further reading, including a full report  
and detailed packs for potential employers  
and charities can be found by scanning  
the QR code.**



# SOCIAL BITE'S STORY

Co-Founder Josh Littlejohn MBE, first opened Social Bite as a social business sandwich shop on Rose Street, Edinburgh, in 2012. Soon after opening, a young homeless man named Pete, who had been selling the Big Issue outside, plucked up the courage to ask for a job. We welcomed Pete to the team and seeing what a difference that made and hearing more about the issues people experiencing homelessness face, we wanted to do more to help. We then began offering jobs and free food to people affected by homelessness. In 2015, Edinburgh came to a complete standstill when George Clooney visited the Social Bite café on Rose Street, soon followed by the likes of Leonardo Di Caprio, Malala Yousafzai and The Duchess of Cambridge. The model soon expanded to include The Social Bite Fund – a registered charity– alongside a chain of sandwich shops, a restaurant, and a food delivery business.

Every year, we give out on average over 180,000 items of free food to people experiencing homelessness and food poverty – and connect 550 vulnerable people with free meals, support, and opportunities every week.

In the last few years, we've organised a number of mass participation campaigns such as *Sleep in the Park* and *Break the Cycle* to fund pioneering projects and full-circle solutions that have shifted the cultural dial on homelessness; from training and employment to innovative housing programmes.

Our mission is to bring people together in a collaborative movement to end homelessness. In doing so, we're enabling some of the UK's most vulnerable people to change their lives for the better – swapping a reality of poverty and exclusion for one of compassionate support and inclusion.



**Josh Littlejohn MBE,**  
*Co-Founder*



**Sir Andrew Cubie OBE,**  
*Social Bite Chair*

# KEY MESSAGES FROM SCOTLAND'S HOUSING FIRST PATHFINDER EVALUATION, PROFESSOR SARAH JOHNSEN

*Prof Sarah Johnsen and Dr Janice Blenkinsopp reflect on key learnings from Scotland's Housing First Pathfinder following publication of the evaluation's final report.*

Scotland's Housing First Pathfinder programme ran for three years from April 2019 and provided independent tenancies and support for 579 individuals across five areas: Aberdeen/Aberdeenshire, Dundee, Edinburgh, Glasgow, and Stirling. It served as a litmus test regarding the opportunities and challenges involved in scaling up Housing First as it moves toward becoming the default response for homeless people with complex needs across Scotland. Core messages from an independent evaluation, conducted by I-SPHERE in partnership with ICF, is distilled as follows.

## **1. Housing First is just as effective in Scotland as elsewhere ... even in the context of a pandemic**

The Pathfinder attained tenancy sustainment rates commensurate with those recorded elsewhere internationally, these being 88% at 12-months and 80% at 24-months overall. Other individual-level outcomes (regarding health, substance misuse, and engagement with the criminal justice system for example) were mixed but positive on balance, which also aligns with existing evidence. Service user experiences varied but were very positive overall, with some describing the effects of Housing First as transformational. Significantly, these outcomes were achieved in the context of the COVID-19 pandemic which has had a profoundly negative effect on homelessness, health and social care services and the mental health and wellbeing of society more generally. The pandemic also contributed to lengthy hiatuses in property allocations and severely constrained opportunities for combating social isolation and facilitating community integration.

## **2. Stakeholder attitudes are changing for the better ... but there is still a long way to go**

In demonstrating the 'art of the possible' with Housing First's target population, the Pathfinder induced some of Scotland's homelessness service providers to adopt more flexible and/or less conditional forms of support and, furthermore, persuaded a cohort of housing providers to revise their procedures to cater more effectively for Housing First clientele. A great deal of progress was made in improving understanding of what Housing First is (and isn't), and the needs of the target population, amongst stakeholders in housing and allied health and social care sectors. There nevertheless remains some way to go to redress stigmatised attitudes (especially but not solely amongst individuals in frontline roles) regarding what Housing First clients 'deserve' and/or are capable of, and further promote trauma-informed ways of working.

### **3. Housing First is effective in preventing repeat homelessness ... but other benefits won't be realised fully until barriers to healthcare are addressed**

The limited availability and inflexibility of many of the (statutory) health and social care services that Housing First projects work in conjunction with have restricted the extent to which its potential benefits can be fully realised. The Pathfinder helped service users navigate what are often complex systems, but gaps in provision and barriers to access remain, with difficulties accessing mental healthcare being especially acute. This impeded the distance travelled on many individuals' recovery journeys. The integration of health professionals into Housing First teams via secondment or other arrangements might be a prudent interim measure until such time as these systemic barriers have been eradicated (see also below).

### **4. Housing First improves lives ... but does not vitiate disproportionate risk of early mortality**

Housing First targets a population in extremely poor health and much more likely than other people to die young. A total of 6% of individuals housed by the Pathfinder sadly passed away, a proportion consistent with Housing First programme records elsewhere (e.g. in England and France). Most deaths were reported to be substance misuse related and occurred in the context of an acknowledged 'drug deaths crisis' in Scotland. The risks were noted to have been exacerbated by the pandemic given its impact on drugs markets and catalytic effect on increased and riskier patterns of substance misuse internationally. Stakeholders reported that the number of deaths attenuated to a degree when restrictions on social contact reduced, and it is also notable that the Scottish Drug Deaths Taskforce recently endorsed Housing First. It seems that while Housing First improves tenants' lives in many ways, it does not counteract entirely their pre-existing disproportionate risk of premature death.

### **5. Implementational 'sticking points' are to be expected ... and will shift over time**

Strong political commitment at the highest level has been a key factor facilitating the operationalisation of Housing First in Scotland. Even so, Pathfinder experiences indicate that barriers or 'sticking points' will almost certainly be encountered when Housing First projects are initially developed and/or scaled up. The location and nature of these vary depending on factors such as provider configuration or consortium size, the degree and nature of involvement of statutory bodies (most notably Health and Social Care Partnerships), and local housing market conditions. Stakeholders should expect the nature and location of sticking points to shift over time as Housing First projects become embedded and mature.

### **6. Joint working goes a long way ... but is too often reliant on personal relationships and goodwill**

Collective problem-solving overcame many operational challenges, but the resolution of issues often hinged on personal relationships between and/or the goodwill of individual stakeholders. This underscores the need for broader systems change to overcome the systemic and structural barriers to access housing and treatment that the target population faces. On a related point, there is a very strong call for cross-sector investment in Housing First given the benefits for service users and substantial potential for public cost offsets. In making a case for this, stakeholders should recall the origins of the Housing First approach, noting that it was not intended to be a 'housing' intervention, but rather a holistic service promoting the recovery of some of society's most vulnerable members within which rapid provision of settled housing is but one (crucial) ingredient. On this, careful consideration should be given to where Housing First might ideally fit with respect to the proposed National Care Service in Scotland.

## 7. Fidelity to the core principles of Housing First is achievable ... but also fragile

Most of the Pathfinder projects succeeded in operationalising the majority, if not all, of the seven principles of Housing First to a relatively high degree in the first two years of operation, albeit that deviations were evident in some areas (e.g. use of conditional tenancies for a few clients or higher than intended caseloads resulting from staff shortages). Changes in consortium composition and delivery in some areas during the third and final 'transition' year – including increased caseloads or pressure to limit the duration of support provided amongst others – generated concern that fidelity may have been weakened during the mainstreaming process. This is worrying given the potential negative influence on the likelihood of some individuals being accepted into Housing First and the adequacy (particularly intensity, flexibility, and duration) of the support received. There is a very strong call for fidelity to Housing First principles to be monitored closely going forward for these reasons.

## 8. Housing First staff have a tough gig ... and should be supported (and ideally paid) accordingly

The success of Housing First hinges, in large part, on the relationship between frontline staff and individuals being supported. The support worker's role is a difficult one given the challenging behaviours they often encounter, intensity of support required by many tenants, and barriers frequently encountered when brokering external support. The Pathfinder highlighted the critical importance of providing adequate levels of supervisory support and opportunities for reflective practice. Provision for clinical supervision, whilst only offered in some Pathfinder areas, was also regarded as good practice given the very real risk of staff exposure to vicarious trauma and/or potential burnout. Many stakeholders are calling for better remuneration for Housing First staff given the challenges of and specialist expertise required in the role so as to maximise providers' prospects of recruiting and retaining high calibre staff.

## 9. Housing First works for most people it targets ... but we still need solutions for others

Further reflection is needed regarding responses for people experiencing homelessness and multiple disadvantage but for whom Housing First is not an option because they either: a) lack capacity (due to cognitive impairment for example), b) have healthcare needs which exceed what can realistically be catered for, or c) do not want Housing First. Alternative 24/7 intensive support interventions are needed for the first two of these groups given that they require a care-led rather than housing-led solution. Further thinking and evidence are required to identify appropriate interventions for the third group, as well as for the minority of individuals who have been unable to sustain tenancies even with Housing First support. Devising solutions for them must remain a key priority for policy and research communities internationally going forward.

In conclusion, many valuable lessons were learned during the Pathfinder period, most notably that Housing First delivery in the Scottish context may well be difficult, but is achievable, and is very definitely worthwhile given the immense benefits for individuals who are poorly served by mainstream services, coupled with strong potential for public cost offsets to boot. Scotland has been heralded as an international pioneer in Housing First implementation given the level of political commitment the approach has commanded and recent pace of scale-up. Looking forward, we must hope that this level of commitment is maintained, and fidelity to the core principles of Housing First preserved, given the pivotal role that the approach can play in ending homelessness and promoting recovery for people experiencing multiple disadvantage.

**The Pathfinder evaluation, final report and summary are available for free download.**

I-SPHERE blog

[i-sphere.site.hw.ac.uk/blog/](https://i-sphere.site.hw.ac.uk/blog/)

16 November 2022

# HOUSING FIRST MEET THE PANELLISTS

Social Bite pioneered a major “Housing First” Pathfinder Programme for people in a situation of homelessness and rough sleeping to be given a mainstream house and a structured support resource.

Through money raised at our Sleep in the Park events, we provided significant funding to support vulnerable people into mainstream housing and the wraparound support to sustain their new tenancies.

This support was initially delivered through a consortium of partners in Edinburgh, Glasgow, Aberdeen, Dundee and Stirling supporting complex needs such as substance misuse, mental health, and addictions as well as practical things such as getting a bank account open or getting into employment.

Since 2018, Scotland’s plan to end homelessness has focused on ordinary, settled housing as quickly as possible, with Housing First the default for people whose homelessness is made harder by experiences with trauma, addiction or mental ill-health.

The 3-year Pathfinder (2019-22) worked to make Housing First a reality on a much bigger scale than had

previously been known. It worked in a new and collaborative way across sectors to understand and establish the relationships, structures and processes needed – and to act as the catalyst to branch out Housing First right across Scotland.

The six Pathfinder areas were: Aberdeen, Aberdeenshire, Dundee, Edinburgh, Glasgow and Stirling.

Now, the project has evolved to be adopted by local authorities as intended, where people will continue to be supported in sustaining their new tenancies.

We invited our colleagues to discuss the success, challenges, learnings and next steps for the Housing First programme.

# MEET THE PANELISTS



**Professor Sarah Johnsen**  
*Heriot-Watt University*

Sarah Johnsen is a Professorial Fellow in the Institute for Social Policy, Housing and Equalities Research (I-SPHERE) at Heriot-Watt University. Much of Sarah's work focuses on homelessness and related forms of 'street culture' (e.g. begging and street drinking). She has extensive experience in evaluating services for homeless people with complex support needs. Sarah has been involved in the conduct and review of research on Housing First for well over a decade.



**Janine Kellett**  
*Head of Homelessness,  
Scottish Government*

Janine Kellett is head of the homelessness unit at the Scottish Government. Her current focus is to steer delivery of Scotland's strategy to prevent and end homelessness, Ending Homelessness Together, and to monitor progress against actions. Her previous post was in trade and investment, where she assessed the implications of EU exit on Scotland's food and trade security. Since joining the Scottish Government in 2002, Janine has worked in a wide range of policy areas including marine energy, looked after children, international trade and investment, urban regeneration and sustainable economic development. She has a PhD in French feminism from the University of Glasgow.



**Mike Burns**  
*CEO Penumbra,  
Co-Chair GCC*

The CEO of Penumbra & Co-Chair of Granite Care Consortium, GCC in the city of Aberdeen. Mike is currently a member of the Scottish Government's National Suicide Prevention Group, NSPLG, the Future Pathways Board ALT for redress to the victims of historic abuse while in care, and a member of SMHP.

Previously Mike was the chair of the Aberdeen/Shire Housing First Board and served on the National Housing First Pathfinder strategic planning group. He sat for over 10 years on all 3 of Tayside's ADPs, also serving on the City of Dundee Child Protection Committee.

Mike believes passionately in the development and delivery of a service's which reflect Lived Experience and have been Co Designed and Co-Produced with direct involvement from those with lived the experience.

The principles of Fair Pay for Fair Work set out in the Feeley report (2021) into social care and work force development are specific priorities for me over the coming years. It should be all our ambition to create more equal and equitable service delivery for all, especially the most vulnerable, and that terms and conditions for our social care workforce are comparable for whoever delivers them, 3rd sector or statutory sector organisations.



**Nicky Miller**  
*Turning Point Scotland,  
Head of Homelessness*

Nicky started his career in Community Learning and Development (CLD) as a Youth Worker in a Local Authority, however, the overwhelming majority of his career he worked within the Voluntary Sector initially managing a Youth Centre in the South of Glasgow before moving to work with individuals experiencing Homelessness in 2013. Nicky has experience of managing supported accommodation for young people before moving to a role where he managed Homelessness services across regions of the country, until being warmly welcomed into his current role in TPS as lead for work within Homelessness in 2019.





**Gary Neil**  
*RockTrust,  
 Assistant Director*

Gary has been working in the homeless sector with Rock Trust, Scotland's youth homelessness charity for over 20 years. Gary's time at Rock Trust has seen him work across frontline service delivery and operational management with a particular focus on supported housing, visiting housing support and Housing First for Youth services. Gary is now part of the senior management team at Rock Trust as Assistant Director. Rock Trust aims to end youth homelessness by delivering services; influencing policy, strategy and practice; challenging disadvantage and systems which cause homelessness and working to ensure that young people have the services they need to avoid, resolve and move on from homelessness.



**Eleanor Lee**  
*Glasgow City Council,  
 Principal Officer, Housing First,  
 Social Work Services*

Eleanor have been in her current role of Principal Officer, Housing First with Glasgow's Health and Social Care Partnership since 2018 to lead the operational development and implementation of the service together with Social Bite HF Pathfinder. She manages the HF Assessment team. Eleanor was employed at Community Safety Glasgow for almost 18years from 2000, in a variety of roles involving development of partnership working and for the final 10years was the City Centre Operations Manager and for 5yrs representative on the Homelessness Strategic Planning Group and Chair of the Alcohol and Drugs Partnership City Centre Action Group, establishing a short term assertive outreach service to engage rough sleepers involved in public injecting and working with key partners and city centre businesses to improve responses to concerns for those involved. Eleanor is passionate about quality and opportunity for those affected by life's adversities and challenges.



**Amy Hutton**  
*Cyrenians,  
 Director of Services*

Amy joined Cyrenians in 2006, originally managing their drug and alcohol services before moving into a position within the leadership team in 2011. Amy has responsibility for the strategic management of the organisation's residential services, recovery work, and interventions for people experiencing the most explicit forms of homelessness, or at vulnerable transition points such as discharge from institutions. Amy has a particular interest in developing good practice with those who experience severe and multiple disadvantage and in particular the development of holistic and relational interventions, and the expansion of evidence around this. Amy and her Cyrenians colleagues were consortium lead for the Edinburgh Housing First Pathfinder, and have continued their commitment to Housing First delivering in both West Lothian and Scottish Borders.

Having studied Community Education, Amy is passionate about the ability of the voluntary sector to engage with communities in helping the people and the environment around them; and firmly believes that the flexibility, creativity and tenacity of the voluntary sector will be crucial in tackling the problems emerging as a result of tough economic times.



**Michelle Major**  
*Homeless Network Scotland,  
 Improvement Lead*

Starting her career as a peer advocate and volunteer at night shelters, Michelle has been with Homeless Network Scotland for over six years in various roles. Michelle has a specific interest in involvement of people with lived experience of homelessness in the delivery of policy, and the intersections between health and homelessness. More recently, Michelle has taken responsibility for leading HNS' work on rapid rehousing, including Housing First Scotland. Michelle is passionate about sharing knowledge and good practice between colleagues across sectors and is always open to collaborate.

## BRIEF EXPLANATION OF JOBS FIRST

Employment can, on the face of it, appear like an opportunity available to everyone. However, any opportunity is wrapped up in several factors existing that may not be initially apparent.

Many of the people we work with have had to overcome difficult circumstances to simply survive. What is often sacrificed along the way are things such as completing education and gaining qualifications or having identifiable work experience. These things are necessary in a competitive working environment to get your foot in the door for many entry-level jobs.

We know that unemployment is disproportionately higher for people

who have experienced homelessness or people who are currently homeless, with just 6 in every 100 in a job, compared to 70 in every 100 for the general population.

Jobs First programme focuses on providing real job opportunities to those who have experienced homelessness. The crucial part of the programme is trauma informed support that is offered to every employee as part of their employment.



# DR ADAM BURLEY – RELATIONAL ASPECT OF THE JOBS FIRST PROGRAMME

Many people enter the world of meaningful occupation believing that their skills and qualifications, as well as their willingness to work hard are the main reasons they have arrived there. And while that is undoubtedly a good part of the explanation, there are many other, perhaps less visible or noticeable experiences that have played a part in their ultimate ability to take up a job opportunity. If we are lucky, we may have had many years of secure, stable and trustworthy relational experiences in our developmental history.

From our earliest moments we may have had relational experiences that have led us to believe that we are safe in the company of others, that we matter to them, and that we are welcome and wanted within any group of people. We may have learnt that



to be in relation to others is as ordinary and as straightforward as the breathing that underpins our physical existence. We may have felt housed literally, and in the minds of others with such consistency and regularity that we are completely unaware of it. We may not even notice that, like all human activity, our work is fundamentally relational in nature, and our ability to be successful within it is integrally connected to our ability to relate to, connect with and work alongside other people. And we may not recognise that it is our relational history that is the single most important factor in explaining our capacity to secure and maintain a job.

For those whose developmental experiences have not contained such relational security, then this invisible but fundamental part of human activity may not come as easy as it does to those who have. Early adversity, trauma and other sorts of chronic mistreatment through childhood can leave severe relational injuries that can give rise to lifelong consequences across all areas of human activity. Areas such as finding employment can become seemingly impossible mountains to climb as the anxieties around relating to others come alive in the job environment. The most severe injuries can mean that all manner of relationships become run through with the possibilities and memories of the past, and can, unless a great deal of care is taken, come to reflect those early experiences and fears. Jobs First is fundamentally relational. It recognises the relational context of work, is aware of some of the relational difficulties that early adversity can leave people with, and understands how this can impact on an individual's ability to find and maintain work. But more than that, it aims to provide the relational support necessary between all parties involved so that the consequences of relational injury can be bridged, and those who have often experienced the greatest level of exclusion can find a home within work, and have a chance of developing all of the other opportunities for connection, meaning and value that can come through this.

# JOBS FIRST – ONE YEAR ON

**28**

**PEOPLE  
EMPLOYED**

as start of the  
programme with 15  
currently in roles

**12**

**FULL-TIME  
ROLES**

currently fulfilled,  
with 3 people doing  
part-time roles

**7**

**EMPLOYER  
PARTNERS**

Andron, Baxterstorey,  
Holroyd Howe,  
Mitchells & Butlers, Nairn's,  
NSL part of Marston Holdings  
& Scotia UK

**7**

**ADDITIONAL  
EMPLOYER PARTNERS**

we are currently in  
discussions with

**82**

**REFERRALS  
RECEIVED**

for 33 positions

**63**

**CHARITY  
PARTNERS**

charity partners engaged  
with throughout Glasgow,  
Edinburgh & London

## EMPLOYEES AND EMPLOYERS QUOTES

*“ Being involved in the Jobs First Scheme has been a pleasure, it’s opened my eyes to see how different peoples’ experiences can be and changed the way I think about recruitment. It’s been a privilege to watch people transform their lives and let go of their barriers, from interview stage, through the weekly and monthly reviews, both in the work place and in their personal lives. I would recommend the programme to any business operator, the guidance and support you receive from Social Bite’s support workers is incredible, and they quickly become part of the family too.”*

Jobs First employer

*“ When I first started going to Social Bite, I was homeless in Edinburgh and was busking in the city centre. At the time I was not in the best place because of a relationship breakdown and got involved in using substances. I ended up in prison and I vowed to never go back after this and 6 years on I have not gone back. I have been volunteering, working as part of the Social Bite Academy and now part of Jobs First.*

*Jobs First give me an opportunity which I may not have had due to my criminal background, but Social Bite and my employer took a chance, and it is great that people believe in others changing. I feel that Jobs First has given me something to get up for in the morning and discipline. I feel proud to be part of this and for the impact I am making at work. I feel better due to having this opportunity and have a better structure and routine in my life. I take pride in my appearance, and I am able to buy my own clothes. I always buy myself something at the end of the month to celebrate my success. I have now been in my role for 12 months and I am working with my employer on progressing in my role.”*

Jobs First employeee

# MY JOURNEY AS THE JOBS FIRST TRAINING & SUPPORT WORKER

Hi, my name is Ambreen Malik and I am a Jobs First Training and Support Worker. My role is wide-ranging. Each person has unique aspirations, which makes my job unique too. No day is the same and I love this aspect as it makes my role exciting and gratifying.

My day-to-day job differs depending on the person I am supporting. The role is primarily focused on supporting people with a background of homelessness to go to work as independently as they can. I assist employees throughout the programme meeting with them weekly to offer practical support, as well as emotional guidance and confidence building to adapt to working life. This involves supporting employees with attending work related meetings, attending medical and housing services, support with basic essentials, signposting, advocating on an employee's behalf. The key aspect of the programme is the trauma informed support, which I offer to every employee as part of their employment. This involves person centred support and building positive relationships. It is informed by assessments and on-going reviews. Also, creating opportunities for self-reflection and growth so each employee can fulfil their potential.



This job involves having a non-judgemental approach and providing support to assist people to transform their own lives. It can be difficult, so I need to be resilient and ready to deal with challenges that may arise. I must also be patient, empathic, kind and understanding. I just feel as if I've got a lot to give to people in the social sector and I like helping people and making a difference in people's lives directly. Every person I support has their own unique goals and personalities, and my responsibilities reflect that. That means being persistent, considerate, and communicating effectively with them and with others involved in their employment journey. As a support worker, I do wear many hats. I am a professional but also a coach, advocate, and community bridge-builder. I provide support that is strength based instead of simply focusing on a person's needs. My support means they have choice and control in their lives.

Some of the best parts of the job is seeing someone's personal transformation and celebrating their successes. It takes work, without a doubt, but it is possible. Change is a gradual process, it takes time, and it's not linear. It can happen at any time, of course, but they often follow a catalyst of some kind so that's where this programme and support comes in. I help them discover where change needs to happen or where their blind spots are. My intent is to encourage a positive outlook, a growth mindset, and introspection to help them become a stronger and better version of themselves. I support them to allow themselves to grow through their experiences and help them find that vital inner strength. I encourage a positive approach to problem solving to overcome their fears and challenges whilst helping them to build confidence and self-esteem. I enjoy being able to help them achieve things they didn't believe they could. Giving employees the opportunity to learn new skills, meeting new people and having independence is very rewarding.

Being a support worker helps me in my own life in many ways and to see my life from a different perspective. It makes me appreciate little things in my life. It certainly isn't a boring role and comes with plenty of food for thought!



**Ambreen Malik**  
*Training & Support Worker*  
– Jobs First

# A CASE STUDY FROM THE PERSPECTIVE OF ONE OF THE JOBS FIRST TRAINING AND SUPPORT WORKERS

Adam\* was referred to the programme through a charity partner as they had lost their job due to COVID-19. They had been staying in a hotel during this period due to their current situation but had managed to remain positive and upbeat.

I first met with Adam at the charity partners premise to make them feel comfortable and to build a rapport. Adam was really motivated to get back into work and improve their life. They had some experience for the role they were applying for which was great and they were keen to be involved in the programme as they felt the support would be beneficial for them.

Adam was supported to the interview with the employer. Although they were late to the interview due to getting lost, Adam was very prepared, were able to talk about their previous experience and asked relevant questions regarding the company. The employer was very impressed and offered Adam the job.

Adam was supported to get all the documents needed to proof their right to work in the UK, which was stressful for them, so they were pleased to have support from Social Bite and their referral partner. Through the great partnership we have with referral partners Adam was assisted with a travel pass to get them to work until their first pay day which they would not have been able to attend work without. Adam was also given some clothing and safety shoes to assist them with starting work with all essentials.

Prior to Adam starting work I provided training to the team they would be working in regarding issues affecting those with a background of homeless and regarding our trauma informed approach. I feel this training was essential to the programme as it gave the employer a better understanding of the issues that Adam may have faced, and they were equipped with the knowledge to assist Adam and further candidates in their role.

When Adam started work, they found the environment and the new routine overwhelming. Through the relationships built with their employer and Social Bite Adam was assisted to adjust to these using the weekly feedback loop meetings and support meetings. Through having open communication with all parties and a safe space to address any issues Adam was facing it allowed Adam to find positive solutions. Adam has improved tremendously to the point where they feel confident at work and working on their own initiative. Due to Adam's success their feedback loop meetings were moved to be monthly with regular support meetings. Adam has now been employed for around 6 months and is nearing their probation period.

Adam has not only excelled inside of work but also in their personal life too. Adam has moved into their own property, built on their self-confidence and skills and beginning to regain control of their life. It has been great to see Adam smiling when I go to meet him and see them building up trust in themselves and others around them. Adam is now planning for the future and feeling positive about their next steps.

*\*Adam is not this person's real name and was made up for the purpose of this case study*



## SO FAR JOBS WERE OFFERED BY...

Social Bite is currently working with 7 employers on the Programme First delivery. Those include:

- Baxter Storey
- Nairn's
- Mitchells and Butlers
- Andron
- NSL part of Marston Holdings
- Scotia UK
- Holroyd Howe

**baxterstorey**  
we **love** this business

**n**  
**nairn's**

**Mitchells**  
& **Butlers**

**andron**  
Facilities Management

**NSL**

**Scotia UK**  
Established 1963

FOUNDED IN 1997  
**HOLROYD HOWE**  
FEEDING INDEPENDENT MINDS

# MEET THE SPEAKERS AND PANELLISTS



**Emma Colgan-Blair**  
*Senior support worker Jobs First*

Emma has a BA in Community Education from Strathclyde University and has wide experience in working within the third sector with children and adults within a variety of settings. She has worked in the homeless sector for almost 10 years. Emma has worked with Social Bite since July 2021 and really enjoys building positive relationships in a trauma informed way. She leads and oversees the Jobs First programme in Scotland and London. Her main day to day role is liaising with employer partners and charity partners to introduce them to the programme, making sure they are equipped with the knowledge needed, supporting with the recruitment and referral process and assisting them throughout their journey. She also provides support for staff to give assistance to Jobs First employees. Emma loves seeing the transformation people can make in their own lives when they have support around them to empower themselves.



**Dr Adam Burley**  
*Consultant Clinical Psychologist*

Dr Adam Burley is as a consultant clinical psychologist with over twenty years' experience providing input to a wide range of public and third sector organisations across the homeless sector. He graduated from St. Andrews University in 1994 with a psychology degree, before completing a doctorate in clinical psychology in Edinburgh in 1998. He subsequently worked in New Zealand, establishing a clinical psychology service in a rural district working with marginalised populations, before returning to Scotland in 2004 to develop a homeless clinical psychology and psychotherapy service. He has a particular interest in health inequalities, exclusion dynamics, early years and the psychology of adversity.



**Marzena Farana-Sherlock,**  
*Head of Service and Safeguarding*

Marzena Farana-Sherlock has a Master's Degree in Pedagogy from Silesian University and Bachelor's Degree in Journalism and Social Communication from University of Wroclaw. In Scotland she obtained the Scottish qualification in Social Care – SVQ4.

Marzena has been involved in working with people in a situation of homelessness for almost 15 years. She has been involved in various projects, including working in crisis intervention, leading Women's Project, Visiting Housing Support Project and currently the Social Impact Team at Social Bite. Marzena joined Social Bite in 2018. Her role involves providing space for growing positive relationships and creating opportunities for people in situations of homelessness, alongside offering support options to the diverse team. Marzena has vast interest in people's stories and language that is used to describe people's various experiences.



**Jemma Brown**  
*General Manager Baxterstorey  
– Jobs First Employer*

Jemma has been working with Baxterstorey for 7 years now in various roles across England and Scotland and has been in her current role at RBS Gogarburn for 3 years. As general manager for catering and hospitality, Jemma has been involved with the Jobs First programme for around 18 months. Jemma has overseen the candidates from interview stage, through their weekly and quarterly reviews and on to permanent roles within the wider team.

**Patrick Wallace**  
*Food service Assistant with Baxterstorey  
– Jobs First Employee*

Patrick has been working with Baxterstorey for over a year and will soon be moving from kitchen porter to kitchen assistant. His main role is assisting with food preparation, cleaning kitchen equipment and maintaining a safe and clean environment. Patrick feels the programme has benefited him with getting a daily routine and given him financial stability. He also feels it has built his self-esteem and confidence.



## **Kenny Walker**

*Andron Accounts Manager  
– Jobs First Employer*

Kenny joined Andron in February this year as the Account Manager for the CBRE group in Scotland. Kenny assists Andron Contract Managers to assist their daily and regional clients to make their buildings well managed, clean, safe and to the correct level of standards for the building tenants or visitors to use. This could be through cleaning, security and having wellbeing spaces. Kenny has been involved doing roles like this in varied ways for a few decades now.

“Involvement with the Jobs first programme through Andron has given our clients, Andron Staff, contractors and me a chance to help in an area that we can make a change to someone’s future and do it with dignity. The team around have been given a chance to engage and learn from someone that has been down but has worked at getting back to where they want to aim for maybe for a long time by giving them the ability to work.”



## **Alessio Leoni**

*Jobs First Support Worker  
London*

Alessio has been working in Employment and Training for over 20 years with various organisations across London and has also worked in the homeless sector for 12 years.

Alessio joined Social Bite in January 2022 to assist with building the Jobs First programme in London. Alessio liaises with different homeless charities and employers and assists candidates and employers during the recruitment process. Alessio attends regular meetings with the employees and their line managers building a rapport with all parties and assists employees to successfully pass their probation and settle into work as well as assisting them with their goals in their personal life’s.

Alessio finds it really rewarding seeing how this programme helps people moving forward, going back into work and therefore being able to plan for their future.



## **Ambreen Malik**

*Training & Support Worker  
– Jobs First*

Ambreen has a Master of Science in Contemporary Drug & Alcohol Studies, Master of Applied Science & Technology & a Bachelor of Arts in Psychology. She is a member of the Alpha Sigma Lambda Honour Society. Ambreen is also a certified community health worker and a Licenced Chemical Dependency Counsellor Intern from USA.

Ambreen joined Social Bite in 2021 and supports employers and employees through using her sensitivity and communication skills. Ambreen believes in supporting people to find meaningful work that they will love, will give them clarity and drive and will bring them happiness in all aspects of life and assists employees to be the best possible version of themselves. Ambreen enjoys empowering people and assisting them to get their life back on track. Ambreen feels that her job is a testament to never truly knowing the impact you can have on another human being, and for that she is very humbled.



## **Gemma Clawson**

*Front of House Team Member  
at Mitchells & Butlers Hillington  
Harvester- Jobs First Employee*

Gemma has been working at Harvester for a year and has completed the Jobs First programme. Gemma is currently completing her apprenticeship in hospitality. Her main role consists of greeting customers, serving food and drinks and making sure each customer has the best service possible whilst in Harvester. Gemma loves meeting new people and seeing customers having a positive experience. She feels the programme has been motivating and helped her to have the confidence to progress positively with her life.







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# GET IN TOUCH

If you are interested in hearing more about the Jobs First Programme and how to get involved, please contact:

**Emma Colgan-Blair**

*emma.colgan-blair@social-bite.co.uk*