



Evaluation of the Chrysalis Project: Providing accommodation and support for women exiting prostitution

EXECUTIVE SUMMARY

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Foreword

This research report has been commissioned by Commonweal Housing. Commonweal Housing is an action based research charity that utilises its funding to create and test new and innovative housing based solutions to social injustices. Its aim is not just to solve one particular problem or develop an individual project that 'works'. Our remit is to go beyond that, as demonstrated through the partnership with St Mungo's and the Chrysalis Project, it is to challenge its partners and independent evaluators to really identify whether a model is working and, if so, *why* it works. We want to be clear on what the key elements of success are and importantly to draw up a blueprint to allow success to be replicated elsewhere or by others. That desire to capture learning and to dig beyond just 'did it work yes or no' has set the tone for this evaluation and this report.

Commonweal develops projects that seek to cut through the nonsense scenarios we all recognise in some systems and services. When approached by St Mungo's we recognised a problem that was all too familiar – women who have made tremendous strides in moving from a bad place in their lives to a much better place through their own hard work and the support available in the hostel setting from St. Mungo's staff. However when they are ready to move on St Mungo's were finding that too many of the women when taking up their new tenancies, whether in social housing or in the private rented sector, were unable to sustain that progress and were falling back in to former behaviours and activities – undoing all the good work and use of resources, but far more importantly at a huge emotional, psychological and physical cost to the women themselves.

Commonweal provide transitional accommodation which is stable, self-contained and in suitable areas. Tenants are responsible for managing the properties, paying bills, paying rent, cleaning, getting on with their neighbours etc. The hypothesis which Commonweal are testing is whether having this type of accommodation available after a fully supported hostel removes the disincentive to progression by providing a known place to move on to. Also, does living in this environment, which is part of a continued exiting and recovery pathway, bring added benefit to the women progressing to fully independent, stable lives, ie. does having an environment where they can learn the skills of managing a new tenancy and their new life help women to avoid falling back into prostitution once they make the transition of leaving the hostel environment?

The evaluation suggests this hypothesis is proven - the challenge for Commonweal, St Mungo's and our evaluation partners is to ensure the learning from this initial phase is shared and we achieve replication.

Ashley Horsey, Chief Executive, Commonweal Housing Ltd October 2012

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Thanks also to Lisa Reynolds and Helen Johnson for their professional and patient approach to these interviews, for maintaining a positive relationship with the women and workers at South London Women's Hostel and the Chrysalis Project throughout the fieldwork period, for transcribing the interviews on which this research is based and for manually gathering data about women's engagement and outcomes.

Perhaps most importantly we would like to thank the women service users who agreed to give their time to share their often difficult experiences of involvement in prostitution and their journeys to leave. Without their contribution this evaluation would not have been possible.

Acronyms used in this report

SLMH	South London Mixed Hostel
SLAM	South London and Maudsley NHS Foundation Trust
SLWH	South London Women's Hostel
SNAP	Supported Needs Assessment and Placement

Executive Summary

Introduction

The Chrysalis Project provides three phases of accommodation and support for women who have a connection to the London Borough of Lambeth and who have experienced trauma, abuse and sexual exploitation through their involvement in street-based prostitution. This report presents the findings of an evaluation of the Chrysalis Project with a focus on the third phase which provides independent move-on accommodation and support for women in properties provided specifically for this purpose by Commonweal Housing.

Background

London Borough of Lambeth is believed to have one of the largest street sex markets in South London with an estimated 150-180 women thought to be involved in prostitution in the borough. In 2002 St Mungo's, Lambeth Substance Misuse Team (LSMT), Lambeth Crime Prevention Trust (LCPT) and the Stockwell Project formed a partnership to proactively engage women involved in prostitution who were vulnerably housed or who had been displaced through the closure of crack houses. Several key objectives were set by the partnership including improving the numbers of these women entering drug treatment, rehabilitation and detoxification programmes and also improving partnership working to meet the needs of this extremely vulnerable group.

In 2008 the South London Women's Hostel (SLWH) was refurbished, however a staged process for moving women on through the accommodation and on to independent living had not been established. This led to a partnership between St Mungo's and Commonweal Housing to provide suitable independent stand alone accommodation for women ready to leave the hostel environment. This partnership became known as the Chrysalis Project and provides women in Lambeth involved in street based prostitution an evidence based, staged exiting model combined with three phases of supported accommodation.

While recently there have been a number of changes to how the project is delivered, this evaluation focuses on the original model but documents and discusses the possible impact of some of these changes.

The Chrysalis Project

The Chrysalis Project has three phases of support. The first phase provides hostel type accommodation for women who have recently stopped selling sex. These women often extremely vulnerable and experience complicated mental and physical health issues, dependencies and other often complex social challenges. The second phase, at the South London Women's Hostel, became operational in September 2008. This service provided

residential en-suite accommodation with shared catering and relaxing services and provides considerable support for women while also allowing increased levels of self-sufficiency.

The Commonweal Housing element of the Chrysalis Project forms phase three of this support and provides women who have moved away from prostitution a tenancy in one of seven transitional, move-on properties with floating support from a key worker based at the SLWH. The accommodation provided consists of small, anonymous, one bedroom flats in the London Borough of Lambeth. Women who move on to other accommodation are also provided with follow up support.

Recent changes to the Chrysalis Project

The changing political and economic climate over the course of the evaluation has meant that there have been significant changes to how St Mungo's and Commonweal Housing deliver the Chrysalis Project. These have included:

- Reconfiguration of the supported housing and accommodation pathway in Lambeth including changes to the process of referral to The Chrysalis Project;
- Decommissioning of the Cedar's Road Mixed Hostel;
- Resultant reorganisation of emergency provision and first stage delivery to the SLWH;
- Development of post-treatment accommodation;
- Changes to the maximum period of residence both across the project and in the phase three Commonweal properties;
- Mainstreaming of the costs of support work for phase three into the borough's Supporting People budget.

Aims

The key aim of the evaluation was to examine the third phase of the Chrysalis Project. The evaluation also aimed to document good practice; provide lessons for other providers who may want to replicate the model; and generate key messages for policy audiences. To achieve this aim the evaluation examined:

- The benefits to women of phase two and phase three;
- The demand for and use of this type of accommodation;
- The duration of use and rates which women move through this accommodation on to independent living;
- How women are selected and referred into this accommodation;
- The appropriateness of this selection and referral;

- The specific benefits and long term outcomes for women who are provided with this accommodation;
- the extent to which the project assists women to leave the sex industry, develop skills, overcome dependencies and strengthen their self-esteem; and
- the potential cost savings to society of women engaging in more productive lifestyles and reducing their involvement in crime.

Methods

Research strategy

The evaluation involved elements of both process and outcome evaluation. The process evaluation examined the selection of women for phase three housing; the support and monitoring of this provision; as well as the suitability of this accommodation for the women for whom it was provided. Issues relating to design and location and the general management of these facilities were also assessed. The process evaluation also assessed the levels of demand for this service and the extent to which provision allowed a free flow of women between accommodation phases. The outcome evaluation took a participatory approach and worked closely with the women involved to assess the benefits and impact of this accommodation on their lives and well-being. Over the two years the evaluation worked with women to examine the ways in which the provision made an impact on their lives across a number of key areas and how the provision supported them to prepare for or to actually move on to independent living. A multi-method approach combining both qualitative and quantitative methods was adopted.

Qualitative data

Face to face semi-structured interviews were conducted with a purposive sample of nine key stakeholders including stakeholders working directly with women service users, those responsible for developing the service, and stakeholders making referrals to the service. Qualitative in-depth semi-structured interviews were conducted face-to-face by a trained female interviewer with a sample of 12 women. Nine women had been accommodated in the phase three Commonweal flats and a further three were expecting to move into a flat some time in the near future.

Quantitative data

The evaluation also examined quantitative data about each of the women housed in the third phase including: general demographic data; women's history of involvement with St Mungo's hostels; interventions received; periods of engagement; assessments of need and risk and

St Mungo's Outcome Stars. There were a number of methodological limitations encountered in relation to outcome data.

Sample description

Among the sample of 12 women interviewed for the evaluation all reported having significant substance misuse problems; three reported having experienced domestic violence which had contributed to their homelessness; three had begun their involvement in prostitution before the age of sixteen; two had experiences sexual abuse as children and one had been pimped into prostitution by a family member. One woman, had secured a tenancy in one of the Commonweal properties after 30 years of homelessness. Over half of the women interviewed had a history of being looked after by the local authority. A fifth of the women had received a custodial sentence and others had received cautions for shoplifting and loitering. Women's involvement in prostitution ranged from two to twenty years.

The ten women who had been housed in the phase three commonweal flats during the evaluation period ranged in age from 19 to 52. Nine of the ten women were aged 25 and over. Seven of the ten women were Black British (either Black Caribbean or Black Other), two were of mixed ethnicity and one was of 'Other' ethnicity. All were British born.

Establishing Social Return on Investment

Establishing the quantifiable outcomes of the project proved difficult for two key reasons – the project worked intensively with a very small number of women and during the evaluation period there were problems with both the recoding and storage of outcome data. The social return on investment of the project is therefore discussed in relation to the qualitative benefits cited by the women involved and the calculation of the social return on investment of projects working with similar client groups. The costs of the project were established by examining the expenditure of St Mungo's, Commonweal Housing and London Borough of Lambeth.

Key findings and implications

What is The Chrysalis Project?

The Chrysalis Project has been developed with consideration of the available evidence and literature about recovery from substance misuse and traumatic experiences. The project design is built around Judith Herman's (1997) three stages of recovery from trauma – safety, remembering and mourning, and reconnection. Women progress through these stages in relation to the type of accommodation and level of support required as well as they types of interventions in which they participate.

Phase one provides women emergency accommodation and a formal assessment of needs. It establishes a safe environment away from the pressures of street prostitution where women can receive immediate support with health and substance misuse issues. Referrals are made from a wide range of agencies and services including the police, local substance misuse services, and local authority departments. Phase two provides women with an opportunity to stabilise their substance misuse and involvement in prostitution in a women only hostel environment. This phase provides individually tailored support that responds as each woman's circumstances change. As their independence grows women move through three stages of support, gradually preparing them to move on from hostel accommodation and intensive support. In the third phase women move away from the hostel environment but remain supported by the same keyworker. Women may move on to residential rehabilitation, a private or local authority tenancy or supported accommodation. The focus of the evaluation is the phase three accommodation provided by Commonweal Housing which consists of seven, anonymous, one-bedroom flats located in the London Borough of Lambeth. This accommodation is available to women who are able to live more independently and who are engaging with treatment and other meaningful activities. Women in this accommodation are encouraged to self manage and build positive community connections and social supports while still receiving floating support from their key worker.

This phase of the Chrysalis Project is unique in the way it delivers support to women exiting street prostitution. Nowhere else in London, or the country provides accommodation based exiting support. The project has developed in partnership with London Borough of Lambeth, who have adopted a policy approach that views prostitution as a form of violence against women and something that should be addressed. The service have also adopted a proactive approach to exiting that openly addresses the issue and encourages women to actively engage with the process. Support work is delivered using the St Mungo's principle of 'personalised recovery', the underlying premise of which is that each individual will have their

own unique and non-linear process of recovery from trauma. The support model therefore takes a staged approach, viewing lapses and reversals as a normal part of a woman's exiting journey rather than her failure.

The importance of provision for women exiting street prostitution

The stakeholders felt that The Chrysalis Project provided a much needed service for women exiting street prostitution as it was unlikely these women would have their complex needs identified or met in other generic, mainstream or non-gender-specific services. Indeed stakeholders also felt that even where this provision was available it was insufficient to fully meet the needs of women involved in street prostitution across the borough.

Views about the Chrysalis Project

Both the women and the stakeholders were positive about the model of support used by The Chrysalis Project. The women were particularly positive about the variety of provision as well as the structure and intensity of the support. A number of women viewed this as central to their ability to change. The staged model was also highly regarded as it provided women with both motivation and a way to view their progress and achievements. The staged approach was also considered an effective way of 'permitting' women to be at different stages of a process and encouraging them to progress at their own pace and in their own way. The staged approach adopted by the project also proved effective in managing women who experienced lapses or relapses. Stakeholders viewed the process of referral as quick, targeted and effective and felt that allowing self-referrals was important for this group of women. The timeframe over which women were permitted to remain involved with the project was also considered important as stakeholders and women both acknowledged that exiting street prostitution and addressing the connected issues was often a lengthy and complex process.

The provision of safe, good quality, independent accommodation as part of phase three was considered to be a vital part of the Chrysalis Project. The phase three accommodation provided women a balance between continuity of support, safety and stability and an opportunity to develop their independence while also offering them something to aspire to. While women accommodated in the Commonweal flats were positive about the accommodation and support received, they were also open about the challenges faced in moving on and about their fears in relation to their future beyond this support. These fears were connected to the next stage - a transition into a fully independent lifestyle. Their presence indicated the importance of this final stage as a buffer before fully transitioning.

Engagement

Since the outset of the project ten women had been accommodated in the third phase Commonweal flats. All of the women, even those with a prior history of abandoning or being asked to leave St Mungo's accommodation, remained in their flats until they were ready to move on. Three of the ten women have moved on from The Chrysalis Project into independent accommodation. Of these women one remained in her Commonweal flat for four months, one for 18 months and one for the full two years permitted.

Outcomes for women

Establishing quantitative outcomes measures proved difficult for a number of methodological reasons, however, women involved with the project reported experiencing a range of benefits and most had made significant changes in their lives. These included:

Increased responsibility and independence

The women demonstrated an increased willingness and ability to be both responsible and independent. Tasks such as managing money and housework became rewarding. Increased accountability gave the women a sense of pride. These changes were significant considering the previously chaotic nature of their lives and many women were surprised at their new positive attitudes towards responsibility.

Reconnecting with family

Being involved in the project lead to women being able to reintegrate with their families. In particular, one woman was able to keep with the care of her child where her previous children had been removed into the care of social services. Another re-established connections with family that had been lost during her period of involvement in street prostitution. This has knock-on effects for the outcomes of the children of these women, as well as reducing the burden on social care.

Education, skills and training

The women became engaged in skills development that would enable them to make enduring changes as they transitioned into independent lifestyles.

Financial independence

Several women became more economically active, finding a suitable career path or even starting their own business. The barrier to this was balancing work with their entitlement to benefits.

Improved self esteem

Their involvement in the project can be characterised by increased confidence and self-esteem. This can be demonstrated through the other outcomes described here, as well as more subtle factors, such as one woman describing her improved communication skills.

Meaningful social activities

The women were able to restructure their time and find ways of spending their time doing things that they enjoy, such as participating in cultural events. This wards off boredom and helps the women to develop a new identity and way of living, it also ensures that they connect with others and develop circles of support.

Moving on

Three women had successfully moved into independent accommodation and many women were preparing themselves to do so. However, there is a barrier for women being able to move on due to the lack of availability of local authority housing. This risks undoing the good work of the project by keeping women trapped in supported accommodation.

Challenges to successful delivery

A number of key challenges to delivery were identified during the evaluation. These included: protecting the emotional health of workers and service users in a challenging and intense residential environment; ensuring appropriate referrals are made to keep women engaged and make maximum use of the seven flats; establishing effective partnerships both on a strategic and operational level; effectively facing periods of rapid change and developing strategies to address changes to the process of referral, reorganisation of accommodation stages and changes to the permitted timeframe. A further challenge is the development of effective monitoring and evaluation strategies, particularly in services working intensively with small groups of women with complex needs and backgrounds.

Establishing the social return on investment of the Chrysalis Project

The Chrysalis Project offers additional support to women exiting prostitution at no additional financial cost to St Mungo's or the local authority. Women involved in the third phase accommodation are provided support that is funded within the mainstream Supporting People agenda; the capital costs of the project are incurred by Commonweal Housing; and the subsidisation of rents by Commonweal Housing offers a small return to the project overall. While it is difficult to isolate the benefits of the third phase from the rest of the project, women who have been involved with the third phase have engaged with the project and remained in their accommodation, moving on to independence when they are ready.

There are several key benefits in terms of social return, not least reduced substance abuse, which is costly to the state, and the increase in economic participation of women who have been supported in stage three. There are also outcomes for the friends and family in their lives, particularly for their children - also resulting in reduced costs of social care. The available literature on the social return on investment on women's services has found that this type of support produces valuable returns. As such, the evidence suggests that the three phase support available to women through the Chrysalis Project is likely to provide significant social returns both now and in the future.

Conclusions

A unique approach to supporting women to exit prostitution

Lambeth has a significant problem with street prostitution and has developed a holistic strategy for engaging with women involved in street prostitution as part of their Violence Against Women Strategy (VAWG). Underpinning their approach is an acknowledgement of the harms associated with commercial sexual exploitation and an overall aim to eradicate this. They do not criminalise or stigmatise the women involved and instead respond to their needs and complex circumstances.

The Chrysalis Project is a unique service providing women exiting prostitution supported accommodation with specialist key work provision and psychotherapeutic support within the framework of an evidence based exiting model. The first two phases of the project provide hostel accommodation, individualised key work support and a range of interventions suitable to the current needs of each woman. The third phase of the project provides women with access to independent accommodation away from the hostel environment. While in this stage women receive key work support and have access to psychotherapy and a range of other provisions through the project. When women are ready to move on their own accommodation outside the project, six months follow on support is provided by their key worker. Nowhere in London or the country provides this level of specialist residential support for women exiting street prostitution.

General views about the Chrysalis Project

Both the women and stakeholders interviewed were positive about the SLWH and of the availability of the third phase Commonweal accommodation. Some stakeholders were not aware that the separate components of support available from St Mungo's had been incorporated into one project known as the Chrysalis Project. It is suggested that further

efforts to brand the project are undertaken in order to clearly convey the consistent, staged and holistic nature of the work delivered by St Mungo's. Women living in the Commonwealth flats were positive about the accommodation and support they received. They were also open about the challenges faced in moving on and about their fears in relation to their future beyond this support.

Some stakeholders were not aware that the different components of support had been unified into one project known as the Chrysalis Project.

A clear strategic policy stance on prostitution

A key consideration for those interested in replicating the Chrysalis Project model is the need for a proactive and coherent policy approach to prostitution such as that adopted in Lambeth. In Lambeth, this approach has improved the local delivery of services by ensuring that agencies such as the police, courts, local authority departments and service providers such as St Mungo's all work toward the same goals. It has also ensured sufficient funding to develop and sustain the work of the project over the lifespan of the current VAWG strategy despite budgetary restrictions in other policy areas. There does, however, remain an issue of funding and current shortage of beds available to those who need them.

In contrast to this approach, other areas of London have chosen to take a more punitive approach that focuses on enforcement action against women. While such an approach may appear an 'easy' solution in the short term, it is not without cost or long term consequences either for the individual borough or London as a whole. It also places the responsibility for the disorder connected to prostitution on women rather than the men who exploit them - either as pimps or purchasers of sex.

The benefits of openly discussing exiting

Perhaps one of the most powerful aspects of the Chrysalis Project, and one that is supported by the clear policy stance in the borough, is its proactive approach to exiting. While many projects claim to provide exiting support, it is usually offered as an 'add on' provided by harm minimisation services on an 'ad hoc' basis that is only available when requested by individual women. Findings suggest that women welcome the opportunity to talk about exiting, and to explore the exiting possibilities available to them in the present. A key strength of the Chrysalis Project is that it openly encourages women to consider exiting and provides them 'every support' to do so. While the number of projects providing an element of exiting support has been increasing as a result of changes to government

strategy and funding arrangements, in reality few projects provide proactive, holistic exiting focussed support, and even fewer are able to accommodate women at all stages of the exiting process. The Chrysalis Project therefore provides a qualitatively different exiting approach than that on offer in many other services.

An accommodation based model

The dedicated third stage accommodation is crucial to the success of the Chrysalis Project. Having access to independent accommodation with ongoing support assists with the process of 'role exit' by introducing women to new experiences, responsibilities and associated emotional experiences at a manageable pace. Being away from the hostel environment allows women to process changes and develop new aspects of their identity (for example, enjoying cultural activities such as attending the theatre; improving levels of self-care through cleaning, paying bills or regulating access to personal space; acknowledging and responding appropriately to emotions, for example, developing positive strategies for dealing with loneliness; reconnecting with family and other significant relationships and so on) while at the same time having a 'safety net' to fall back on if needed.

There are however a number of challenges to be faced when delivering accommodation based exiting support. As access to the project is based on an applicant's eligibility for housing according to the local authority criteria, this may pose a barrier to housing some women. For instance, how can an accommodation based model support women who are classed as 'intentionally homeless' by the local authority, such as women who have abandoned a tenancy when fleeing a violent partner? In addition, being based on local authority housing eligibility criteria means that a project such as the Chrysalis Project is unable to support women who have no 'connection' to the borough.

The staged exiting model

Recent research examining women exiting prostitution is supportive of the use of a staged exiting model such as that being used by the Chrysalis Project (Matthews et al, 2012; Bindel et al, 2012). The use of a staged model provides a framework within which to provide interventions; makes it possible to tailor treatment programmes that fit with the situations and needs of different women and allows more effective monitoring and evaluation of progress and achievements. While the model utilised in the Chrysalis Project has its foundations in the work of Judith Herman (1997) and the St Mungo's recovery-focussed approach, in practice and with the ongoing pressure to reduce the time women are permitted to stay

involved in the project, the model implicitly operates utilising a combined approach that provides therapeutic support to women while at the same time supporting them to establish non-prostitution related identities and social support networks.

The Chrysalis model of support

The Chrysalis Project has adopted a client centred model of support with women receiving ongoing support from the same key worker across the duration of their involvement with the project and for six months after they have moved on. This arrangement means that women are able to establish safe and trusting relationships where intensive therapeutic work can take place. By the time a woman is ready to move on to the third phase of the project the relationship between the woman and her key worker has developed aspects of a healthy, positive, adult relationship. The relationship between the worker and the woman assists her to develop a sense of who she is without the stigma of prostitution attached. The work within this relationship during phase three is crucial to the exiting process as it deals with the deeper issues of self-esteem, self-worth, self-responsibility, intimacy and relationships in a 'safe' form. From this position, the woman becomes more able to face personal challenges, either from within the key work relationship or from other aspects of her life, and can thus work towards developing further unstigmatised positive social relationships. The findings of this research have indicated that this continuity of relationship is important to women exiting prostitution, and that difficulty arises where women are expected to 'connect' with a new key worker at a later stage of change, as much of the 'relationship building' has occurred earlier in the process.

Some challenges

A key challenge to the Chrysalis Project over the course of the evaluation was how to manage service delivery in a rapidly changing context. Changes to central government funding of local authorities have triggered a number of significant changes to the project. There have been changes to, for example, the funding arrangements, referral process, supported housing allocation pathway, timeframe for engagement, and project phases.

Permitted period of engagement

A key aspect of the changes to the project was a significant reduction in the time women are permitted to remain involved with the project – both at each stage and overall. Aside from cost savings, there was a view that moving women through the project more quickly would increase the numbers of women who could benefit from the service. Many key stakeholders felt that the original longer timeframe was more realistic due to the traumatic nature of the experiences of many of the women. On the other hand there was a sense among some

service users that the reduced timetable had in fact motivated them to move through the phases of the project more rapidly.

While there has been a significant reduction in the permitted timeframes, there are also a number of women who have stayed at the project longer than these guidelines suggest. While this is mainly due to the timeframes changing during the period of these women's engagement with the project, this finding may also reflect a tension between the criteria to which the project must operate and the practice of providing individualised and flexible support to women who are attempting to exit.

Process of referral

The process of referring women to the Chrysalis Project has also changed. Women are now referred through the central SNAP team rather than from other specialist services that have specialist knowledge of the needs of women involved in prostitution. It is not clear how this change to the referral process will impact on the number and type of referrals made to the service, however, there is an expectation from service providers and staff that non-specialist housing staff may not be sufficiently able to identify and meet the needs of women who would benefit most from attending the project.

During the evaluation period there was also some suggestion that the Chrysalis Project should provide support to other vulnerable homeless women who are not involved in street prostitution. If this were the case, there is a real risk that the few services available to prostituted women will become diluted and may lose the specialist focus that provides so much benefit for women exiting prostitution.

Establishing outcomes

The presence of significant changes to the project in combination with problems encountered in effectively measuring outcomes has made evaluation of the impact of the project difficult. Further examination is required to establish more detail about outcomes in general and about how the new arrangements will affect the success of the project. It would also be useful to establish a framework for evaluating the sustainability of women's exits following their involvement in the project although this may prove difficult as women may no longer want a direct connection to their past. Improvements in data gathering are needed to ensure that outcomes are monitored and recorded.

Summary of Recommendations

It is recommended that:

- Further bed spaces for women exiting street prostitution are made available – both in Lambeth and in other areas of London and the rest of the country;
- A proactive policy approach that supports exiting is adopted in areas where there are significant numbers of women involved in street prostitution;
- Projects supporting women to exit prostitution proactively discuss exiting as a possibility for each woman with whom they have contact;
- Projects providing support to women exiting investigate the possibility of adopting the Chrysalis Project third phase accommodation model in order to provide women neutral, independent accommodation away from the hostel environment;
- Consideration is given to how to support women who do not have a direct connection to Lambeth or who have become ‘intentionally homeless’, for example, women who have received ASBOs from other boroughs or who have fled violent partners;
- Projects working with women exiting prostitution adopt a staged model that takes into consideration recent evidence about desistance, particularly that it is likely there will be lapses and reversals in the process but also that exiting is possible without the need for a woman to completely resolve issues from her past;
- Projects adopt a client centred approach that allows the development of trusting key work relationships that can continue to function across all stages of change.
- Attention is given to the recent changes to the Chrysalis Project and that a review of the effectiveness of these changes is undertaken, particularly in relation to changes to the referral process and timeframe women are permitted to stay involved with the project;
- Women involved with specialist prostitution support services be able to be directly referred to the Chrysalis Project. Alternatively, that referrals from these services to the SNAP team are treated with priority and that services are able to offer direct support to women in order that they are not re-questioned about traumatic issues by generic staff.
- Improvements are made to the collection of outcome star data in order that an improved assessment can be made of the impact of the project;
- Efforts are made to brand The Chrysalis Project in order that the consistent, staged and holistic nature of the project is reinforced.

Blueprint for replication

The following elements of the project are important for those considering developing an accommodation based support project for women exiting prostitution:

- Service providers who are experienced in providing support to women involved in street prostitution;
- Service providers who can provide support across all stages of the model in order that internal transfers can be made without referral back to the housing support register;
- A referrals process that can identify and respond to a woman's involvement in street prostitution (ie. referrals through specialist outreach and support projects as well as centralised services);
- The use of a targeted and staged model of support that is grounded in the evidence about role exit and desistence;
- A client centred key work model that can provide continuity over each stage of support;
- A consistent but flexible approach that allows each woman the same opportunities and resources but delivered accordance to her unique needs;
- Access to abstinence based post treatment accommodation;
- Good quality, independent accommodation away from the hostel environment but with individually tailored key work support;
- Dedicated accommodation that is available to all women and which provides a *neutral* base from which to reconnect with social networks and to move on from.
- A psychologically informed environment with access to psychotherapy for women service users and clinical supervision for key workers¹

¹ In the Chrysalis Project client support and clinical supervision is provided by the same psychotherapists. Taking this approach has significantly reduced staff absence due to sickness and encouraged a deeper engagement with therapy among service users.