

BRINGING LASTING CHANGE

forward

Our strategy
2016-2019



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“When I walked into Forward’s service I was at rock bottom. I’d lost everything I had through addiction - my business, my home and my relationship with my family. Forward, as well as the amazing counsellors who work for them, saved my life. They stuck with me - even when I struggled. I didn’t have anything. Now I am clean and sober, I have a great relationship with my daughter and I have my life back. Thank you so much.”

Aaron, former Forward client.

Our strategy 2016-2019

Our vision

is that anyone, whatever their history and circumstances, can find the help they need to turn away from a life of crime and/or addiction, to build a fulfilling and productive life with family, work and community, while inspiring and supporting others to follow the same path.

Our mission

is to bring lasting change to people's lives, away from addiction and/or crime by delivering services that inspire the belief in a better life, and provide clear steps to achieve this change – bringing benefits to our service users, their families and communities.

Our values

underpin all of our work. They are at the heart of Forward – who we are, what we do and how we do it.

Empowering

We pride ourselves on treating others with care, respect and dignity, whether our clients, colleagues, supporters or partners. We believe in nurturing self-belief and independence to empower people to achieve their goals. Through the inspiration of others and by being honest and approachable we aim to support people to build the trust and courage to be the best they can be.

Collaborative

We seek out opportunities to collaborate with others, identifying common goals and complementary expertise and abilities. Through a respect for the strengths and differences of others; effective and open communication; and a commitment to remaining flexible in our approach, we strive to achieve the best outcomes together.

Expert

We approach problems using insights and evidence to find a solution. Our approaches are proven to work and make a positive impact. We are trusted experts, consistently delivering quality whilst remaining adaptable and resilient in the face of change.

Courageous

We are deeply committed to our work and ambitious in what we can achieve. We are unafraid to challenge or speak up if it's needed to do the best work we can. We are courageous enough to not only embrace or generate change where it means we can make an even bigger difference, but also to take responsibility to play our part in delivering that change.

Innovative

We embrace creativity in all that we do. Whether seeking out new approaches, adapting and responding to changes around us, solving problems, engaging others or finding smart and cost effective ways of working, we actively look for innovative ideas and new solutions in our efforts to do our best.



"We at Forward should be hugely proud of the lasting change that many thousands have achieved with our help over the last 25 years. We have all witnessed the incredible impact it has, not only for our clients, but also for their families, communities and wider society. Now it is time to build on this experience to help bring transformation to thousands more."

Mike Trace, CEO

Foreword

All of Forward's work has been based on the belief that people with a history of drug or alcohol addiction and offending are capable, with the right support, of lasting and transformational change. We aim to provide a framework within which those we are here to support can find the strength and insight to confront and overcome their problems, and achieve great things.

Forward has come a long way since we opened our first RAPt addiction recovery programme to prisoners at HMP Downview in 1992. These programmes took participants through an intensive course of group and individual therapy based on the principles of the 12-step fellowships. The proven success of these programmes in helping our clients to maintain abstinence, and reduce post-release reoffending, has informed all our subsequent work.

Now, as we celebrate our 25th year, we are in 21 prisons and have expanded our range of services to incorporate advice, guidance and sentence planning for prisoners with drug and alcohol problems. We have also gone on to provide drug and alcohol services to offenders in four community projects, and in 2004 opened a residential rehabilitation centre in Hull.

More recently, Forward has added the management of clinical substance misuse services to our portfolio and, through a merger with the social enterprise Blue Sky, we have become a provider of employment and training to ex-offenders.

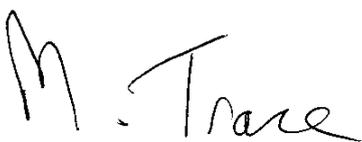
Now it is time to build on our experience of helping people achieve lasting change, by applying our principles and models of intervention to a wider group of service users – still focusing on recovery from addiction, but also inspiring transformational change in offenders with mental health problems, and supporting ex-offenders to build positive and productive lives through work.

We at Forward should be hugely proud of the lasting change that many thousands have achieved with our help over the last 25 years. We have all witnessed the incredible impact it has, not only for our clients, but also for their families, communities and wider society. Now it is time to build on this experience to help bring transformation to thousands more.

To support this ambition our new three-year strategy contains an updated vision and mission, alongside a statement of the principles and values by which we work.

I look forward to working with you our partners, supporters, funders, colleagues and clients to help us achieve this important ambition and build positive and productive lives for many more.

Yours,

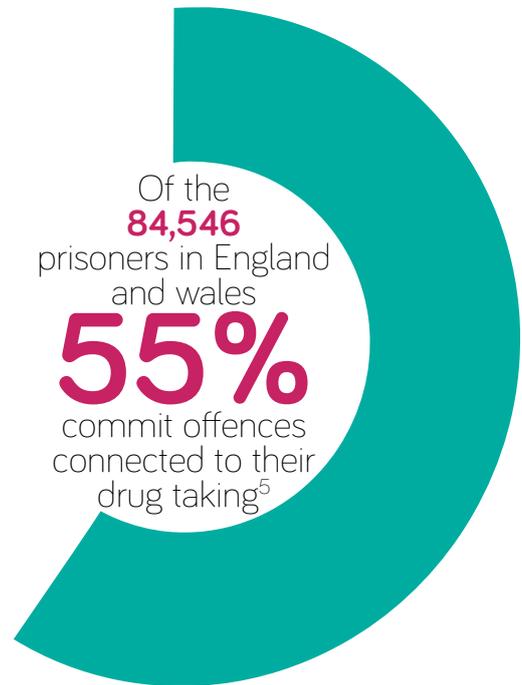
A handwritten signature in black ink that reads "M. Trace". The signature is written in a cursive, slightly slanted style.

Mike Trace
Chief Executive

The problem

2 million

An estimated 2 million people in the UK are struggling with an addiction.¹



75% of prisoners don't have a job upon release⁴



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



Re-offending costs the UK **£15 billion** each year.⁶

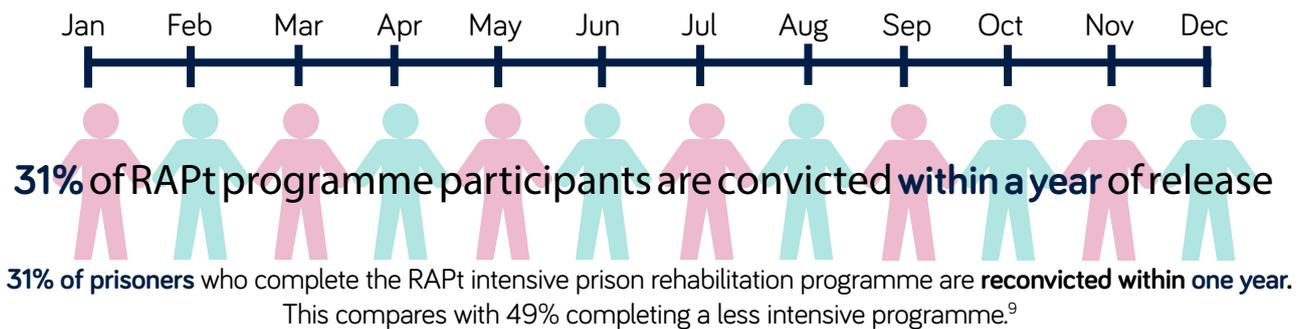


= £200,000

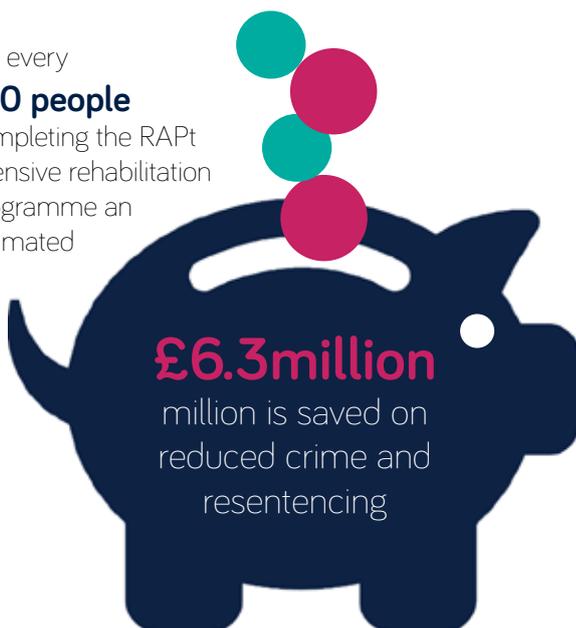
The estimated cost to the taxpayer for every single re-offender is approximately **£200,000**⁷ and it costs around **£40,000** to imprison one offender for a year.⁸

¹Source: NHS, 2016 ²Source: Ministry of Justice, 2016 ³Source: Ministry of Justice, 2013 ⁴Source: Ministry of Justice, 2013 ⁵ Ministry of Justice: Proven reoffending statistics 2010-2011 ⁶Ministry of Justice 2016 ⁷Source: Ministry of Justice, 2014 ⁸Source: National Offender Management Service 2014

How we help



For every **100 people** completing the RAPT intensive rehabilitation programme an estimated



BlueSky's employment model reduces reoffending by up to

23%¹⁰

⁹ Source: Kopak, A. M., Dean, L. V., Proctor, S. L., Miller, L., & Hoffmann, N. G. (2014) 'Effectiveness of the Rehabilitation for Addicted Prisoners Trust (RAPt) programme', Journal Substance Use
¹⁰ Source: Ministry of Justice Data Lab Re-offending analysis: Blue Sky 2013



Our clients

“It’s hard to envisage a drug and crime free life from a prison cell; having a Forward volunteer come and talk when I was in prison helped me see a way forward, and I try to do the same, to share my experiences with others. I also meet graduates being released from prison and travel with them to The Bridges. It’s important that the guys have someone to meet them on release and I’ve been there and done that so we’ve got a lot in common.”

Keith, former client and now member of staff at The Bridges, Forward's residential rehab.



“If it wasn’t for the RAPt programme and the support they have given me since, I would not be living this life I am now – one that is beyond my wildest dreams.”

Lacey, former Forward client



“I was asked to be a Peer Supporter a couple of months after I did the RAPt programme. By helping others I was helping myself – it’s a bit of cliché to say, but Forward saved my life, and I enjoy giving back and helping others.”

Forward Peer Supporter



“The Forward Apprenticeship started me on the road to work in the community in substance misuse. At interviews, when mentioned, the Forward Apprenticeship has been recognised as the best in the industry. Thank you.”

Forward Apprentice



Our principles

All Forward's programmes are based on the lessons from over 20 years' experience providing addiction treatment and recovery services in prisons, providing long term support for people in recovery from addiction, and delivering Blue Sky's offender employment model. We aim to continue and expand our work with our existing client groups, but also to apply what we've learned to a wider range of clients through new service models.

This experience has led to the development of the following principles, which underpin all the services we provide:

- The majority of prolific offenders and those with substance abuse problems come from backgrounds of poverty, neglect, abuse and trauma. Their offending and substance use is largely a response to these influences
- Taking responsibility for the impact their behaviour has on others, and approaching these challenges with honesty, openness and a willingness to change, can enable people to make significant progress towards a different way of thinking and living
- We have an unflinching commitment to proving that our interventions work – this is critical in ensuring we are doing the best we can for our service users, as well as showing value to donors and commissioners. We are committed to constantly reviewing and publishing the results we achieve.
- Our experience demonstrates the effectiveness of 12 step abstinence based programmes in supporting individuals to turn their lives around and that, for those struggling with deep rooted addictions, nothing but sustained and intensive interventions can achieve significant results
- Critical factors of Forward's approach to service provision include: A clearly-expressed belief in an individual's ability to make transformational changes to their thinking, attitudes and behaviour; a clear pathway, consisting of a series of stepping stones by which progress is marked and achievements recognised; and the involvement of inspirational role models to provide tangible evidence of the rewards for achieving change and support to individuals who follow that path
- These approaches can be applied successfully with those attempting to recover from drug or alcohol addiction, offenders with primary mental health conditions and offenders seeking to rebuild their lives through work
- Bringing lasting change to one person means they become a positive influence on their own children, and build healthy family and community relationships. Over time, the cycle of addiction or crime between generations can be broken

"I grew up in an addicted family and then moved to the care system. I spent years in prisons as a result of my addiction, until I found the RAPt programme at HMP Send. It wasn't easy. When I first started the programme I found it really hard to be vulnerable. But I put the work in and I'm so glad I did – I now know that anything I want to achieve is only going to be earned through honest work. I graduated from the RAPt programme in 2007 and am now an outreach worker to sex working women for The Nelson Trust. Last year I was awarded a research fellowship by The Griffins Society to undertake a study on women in addiction treatment services who have a history of involvement in sex work."

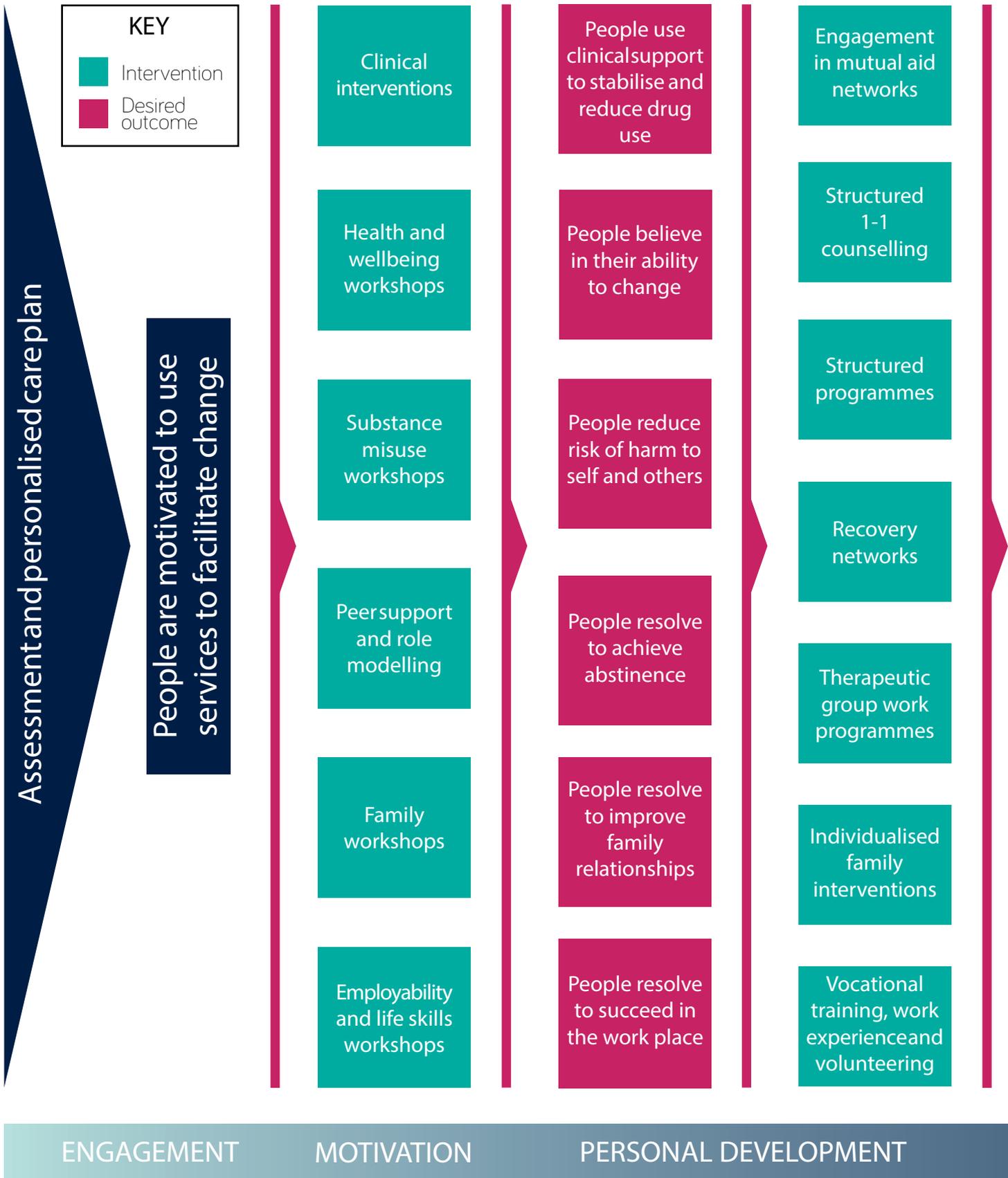
Kirsty Tate, former Forward client from HMP Send



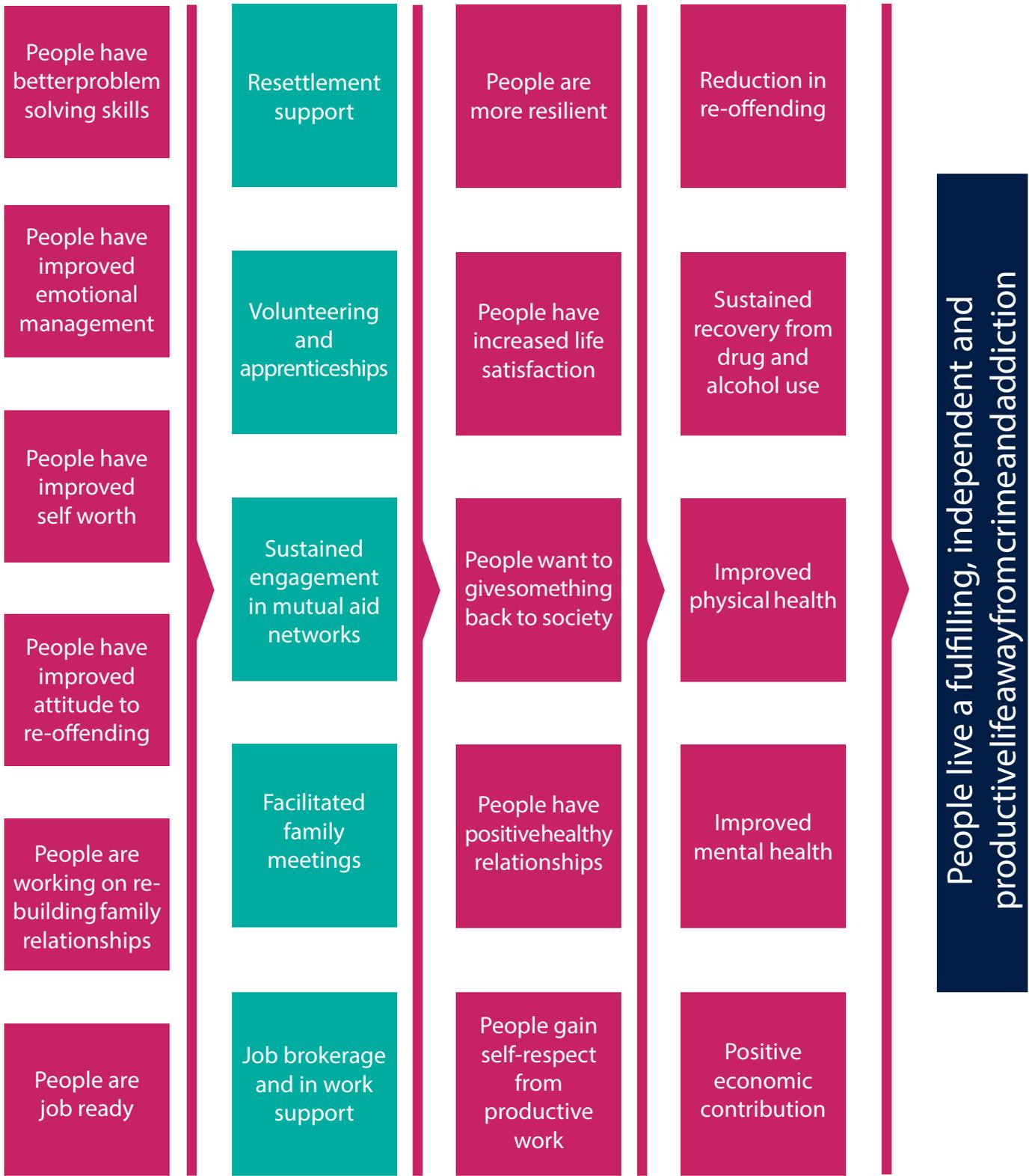
Kirsty, pictured left, meeting HRH The Duchess of Cambridge during a visit to HMP Send in September 2015

Forward theory of change

CARE PLANNING



AND REVIEW



People live a fulfilling, independent and productive life away from crime and addiction

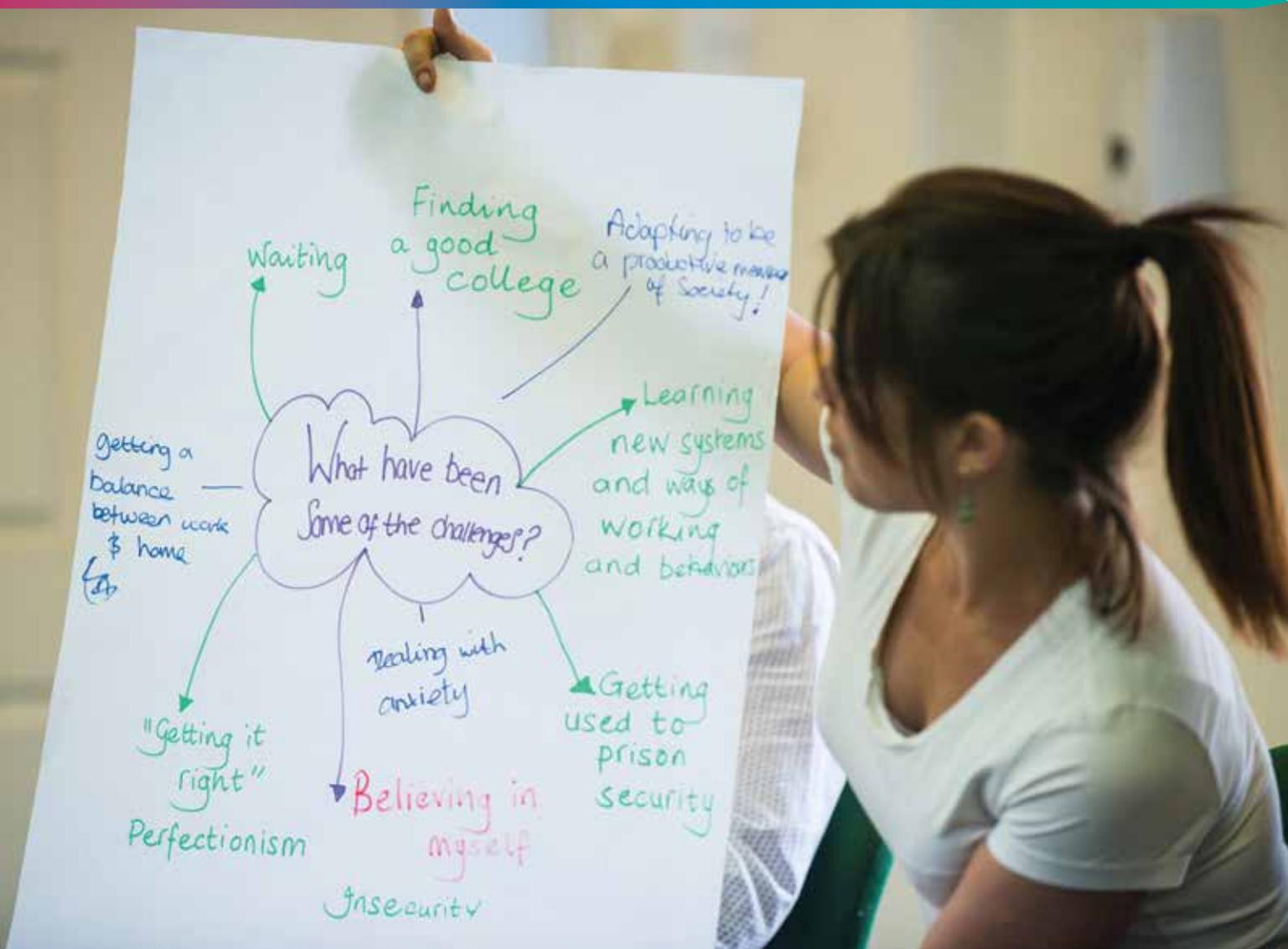
REINFORCEMENT

PERSONAL OUTCOMES

SOCIAL OUTCOMES

Our strategic aims

- 1 Increase the number of ex-offenders or addicts who can achieve recovery and rehabilitation with the support of Forward's services – whether through statutory contracts or services funded by voluntary income.



How we will achieve this

Prison substance misuse and mental health services

- To manage a comprehensive range of substance misuse services in at least 25 prisons
- To have a recovery wing at the centre of these services wherever possible
- To operate these services within a comprehensive framework model, that fully integrates clinical and psychosocial substance misuse services, and primary mental health services
- To extend the role of peer supporters, apprentices and volunteers in the delivery of these services
- To expand our work with the families of prisoners engaging in drug and alcohol recovery pathways

Recovery support services

- To offer a range of support to all individuals completing recovery programmes, to maintain their engagement in mutual support networks
- To offer a meet and greet service to all recovery support clients on day of release, and successfully complete 75% of all meet and greet appointments
- To offer ongoing support to Forward clients in recovery through a network of recovery hubs, and a rolling programme of client reunions and events
- To support the development of a network of recovery enterprises that are managed and staffed by people in recovery
- To explore and develop models of service delivery to meet the post-release recovery support needs of other Forward and Blue Sky client groups

Community substance misuse services

- To maintain and refine current community service provision and add further community services based on their experience
- To develop models for recovery oriented community substance misuse services that is both evidence based and cost effective, and attractive to commissioners
- To deliver, and prove the value of, versions of these models in a variety of settings and contractual arrangements
- To engage in a small number of strategic partnerships to offer our services within a comprehensive whole system approach

Employment services for ex-offenders

- To develop and prove a model for vocational and personal pre-employability services in prisons, and be providing these services to 1,000 prisoners per year, by the end of the business plan period
- To expand the provision of apprenticeships and temporary jobs for ex-offenders to 300 per year, across at least three sectors
- To develop relationships with mainstream employers to facilitate 100 ex-offenders per year into real jobs
- To develop a governance structure for the development and delivery of these services that is appropriately integrated into Forward and Blue Sky management structures

Our strategic aims

- 2 Increase support for the concept of recovery and rehabilitation for offenders and addicts amongst the general public, policy makers, funders, commissioners, employers and governors.



How we will achieve this

Research, development and governance

- To develop and maintain a single client database that records all client characteristics, services received, and outputs
- To define and report on an agreed set of indicators of impact, across all the domains listed in the business plan principles
- To compile and submit sufficient contract bids, with a sufficient success rate, to support business plan ambitions in the three sectors listed above
- To ensure compliance with external regulation and accreditation bodies, such as the Care Quality Commission (CQC), Her Majesty's Inspectorate of Prisons (HMIP), Monitor, the Health & Social Care Information Centre (HSCIC), the International Organization for Standardization (ISO) and the Home Office
- To further refine and implement internal audit, continuous improvement and risk management procedures

External affairs

- To increase awareness, understanding and support for Forward's work, as well as issues around addiction, recovery, and the rehabilitation of offenders, amongst key audiences, including policy makers, the recovery community, service users, donors, commissioners, governors and the wider public
- To work with research and development and other departments to ensure evidence of the impact of Forward's services is available as core content in our communications
- To ensure the delivery of high quality content and materials to support the above objectives – distributed through our own channels such as website and social media as well as other communications channels such as media and speaker platforms

“Helping women prisoners addicted to drugs or alcohol is a subject close to my heart and I am determined to do all I can to help them turn their lives around. Forward do fantastic work at prisons across the country and I am very pleased to see the Duchess of Cambridge has been able to witness their good work in her first visit to a prison.”

Caroline Dinenage, MP and former Justice Minister for Women and Equalities

Our strategic aims

- 3 Achieve a sustainable expansion of our services, while maintaining financial and administrative stability.



How we will achieve this

Finance, governance and administration

- To produce break even or small surpluses for each financial year through this business plan period
- To keep central costs below 15% of total turnover
- To integrate key Forward and Blue Sky financial and administrative systems

External affairs

- To increase voluntary income year on year to meet the needs of the business plan – particularly through trusts and foundations and major donors, as well as exploring the potential of corporate partnerships and individual donors in the recovery community

Workforce

- To maintain a motivated and fulfilled workforce, containing a significant proportion of people with experience of recovery or ex-offenders
- To develop a learning and development department that meets the professional development needs of our own employees, but also to offer training and professional services to others
- To implement annually our agreed appraisal, talent management and recognition process
- To maintain a thriving apprenticeship initiative that recruits at least 25 apprentices per year and achieves at least an 80% placement rate into permanent jobs

“I was reminded today how addictions lie at the heart of so many social issues and how substance misuse can play such a destructive role in vulnerable people’s lives. I saw again today that a failure to intervene early in life to tackle mental health problems and other challenges can have profound consequences for people throughout their lives. I am grateful to the women I met for sharing their difficult personal stories with me. It is encouraging to learn how organisations like Forward are offering specialist support to help people break the cycle of addiction and look forward to a positive and crime free life.”

HRH The Duchess of Cambridge, following a visit to Forward's dedicated addiction treatment centre at HMP Send

forward

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