# THE FORWARD TRUST

England & Wales · Charity number 1001701

## Details

| | |
|---|---|
| **Other names** | REHABILITATION FOR ADDICTED PRISONERS TRUST, THE ADDICTIVE DISEASES TRUST |
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 02560474 |
| **Registered** | 1991-01-29 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Unit 106<br>Edinburgh House<br>170 Kennington Lane<br>London<br>SE11 5DP |
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| **Website** | www.forwardtrust.org.uk |

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## Activities

**Objects:** 2. ObjectsThe objects of the Charity are for the public benefit and particularly, but not exclusively, by working with persons suffering from alcoholism, addiction, offenders, ex-offenders, those at risk of offending, and marginalised groups in society:2.1 to relieve poverty, sickness and distress amongst:2.1.1 persons suffering from the effects of alcoholism, drug addiction or other forms of addiction or dependence to substances;2.1.2 persons engaged in substance misuse;2.1.3 persons suffering from other compulsive disorders and related mental illnesses; and2.1.4 the families and dependants of such persons;including but not limited to by the provision of treatment, advice, support, information and counselling to such persons, and to assist in the rehabilitation and recovery of such persons;2.2 to promote the health of such persons through the provision of medical or psycho-social interventions or other treatment;2.3 to advance the education: 2.3.1 and training of any person in the care or treatment of such persons working in the field of alcoholism, drug addiction or other forms of addiction or dependence to substances, substance misuse, other compulsive disorders and related mental illnesses; and2.3.2 of the public in all aspects of addiction problems, including alcohol and substance abuse; 2.4 to promote research into addiction, substance misuse, compulsive disorders and related mental illness, including their natures and causes, and physical, psychological and social consequences and methods of treatment, and into the care and treatment of persons who are suffering from the effects of alcoholism, drug addiction or other forms of addiction or dependence to substances, persons engaged in substance misuse, and persons suffering from other compulsive disorders and related mental illnesses and to disseminate all useful results of such research to the public;2.5 to prevent addiction, substance misuse, compulsive disorders and related mental illness and provide for the after care of those recovering (or who have recovered) from them;2.6 to promote the care, resettlement and rehabilitation of offenders, ex-offenders and those at risk of offending, and to support their families and dependants, in particular (but without limitation) by providing, promoting, supporting or organising the recruitment, employment, education and training of offenders, ex-offenders and those at risk of offending and to assist them in finding employment or self employment and accommodation and in rehabilitating themselves;2.7 to promote the prevention of crime and social exclusion by supporting or carrying on either alone or in co-operation with any other body, authority or person any project of scheme and by providing money for such purposes whether by loan or otherwise;2.8 to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for the general public;2.9 to provide or assist in the provision of spiritual help and guidance for the beneficiaries identified in Articles 2.1.1 to 2.1.4 above.

**Activities:** Provide a range of services to support individuals, families and communities whose lives are impacted by drug dependency, alcohol and other substance misuse. The charity operates with challenging service users who have complex needs in the community and within the criminal justice system.

## Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Accommodation/housing, Other Charitable Purposes
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups, The General Public/mankind

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## Geography

- **Area of benefit:** NOT DEFINED.IN PRACTICE U.K. SPECIFICALLY GREATER LONDON
- Throughout England

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £44,433,000 | £45,761,000 | £5,669,000 | 817 |
| 2024-03-31 | £39,912,000 | £39,856,000 | £7,046,000 | 717 |
| 2023-03-31 | £32,910,000 | £33,675,000 | £6,994,000 | 629 |
| 2022-03-31 | £34,470,000 | £29,973,000 | £7,709,000 | 701 |
| 2021-03-31 | £21,376,000 | £21,531,000 | £3,148,000 | 431 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| Amelia Fitzalan Howard | | 2023-08-22 |
| Dame Benita Rayne OBE | | 2013-10-15 |
| David Meredith | | 2023-08-22 |
| Hon. Isabelle LAURENT | | |
| Ivor St John McKay | | 2023-08-22 |
| James Michael Chilton | | 2026-02-19 |
| Joyce Adu | | 2021-07-01 |
| Katherine Simpson Lloyd | | 2023-08-22 |
| Lisa Bryer Villiers | | 2021-05-11 |
| McIntosh Steven Harvey | | 2023-08-22 |
| Rebecca Priestley | | 2021-05-11 |
| TONY ADAMS MBE | | 2025-02-12 |

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**THE FORWARD TRUST**

England & Wales - Charity number 1001701

# Accounts







# Annual Review, Accounts and Impact Report

Year Ending 31st March 2025




Forward

Company number: 02560474

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# PART 1
# ANNUAL REVIEW

# Message from Chair and CEO

**We are delighted to introduce The Forward Trust's annual review, accounts and impact report for 2024/25.**

This year has been one of continued growth, innovation, and deepened impact across our services. We supported over 35,000 people – 3,000 more than last year and our highest ever reach.

This year saw the development of our brand-new desistance, wellbeing, and family services at the newest prison in the country, HMP Millsike near York, which opened in April 2025. We also secured two new custodial substance misuse contracts - Oakhill Secure Training Centre - which houses young people from 12 to 18 - and Campsfield House Immigration Removal Centre. Both contracts launch this year. Other highlights included a digital inclusion pilot project for community service users, the expansion of our Forward Connect recovery network, and being involved in the development of the 'Shaping Us Framework' with the Royal Foundation Centre for Early Childhood.

One of us, the Chief Executive, is now in his 21st year with Forward Trust, while the other is newly arrived, only becoming Chairman of Trustees in the final months of the 2024 –25 financial year. But we both share a deep commitment to providing care, support and recovery to people who are struggling with addiction or mental health problems, or are in a cycle of crime, unemployment or homelessness.

We remain supremely proud of the mission of this charity, and the hard work of all of its 900 employees and 400 volunteers (around 40% of whom themselves have direct lived experience of turning their lives around to become trusted colleagues and admired role models).

This is the first time we have combined our annual review and accounts with our impact report into one single publication. It is split into three parts.






**In Part 1**, we document service achievements across our four areas of work: substance misuse and mental health; criminal justice; employment; and recovery and belonging. Each service area section contains personal updates from the Executive Director in charge, as well as highlights from the year and inspirational lived experience stories from people we have helped. We also present our geographical reach across England and Wales.

**Part 2** covers our impact, highlighting the transformational outcomes of our work, as well as our vision of change and stages of progress. We have a clear view of what success looks like for our clients, and a commitment to constantly reviewing whether our work is achieving real outcomes. This section shares what we know so far.

**Part 3** contains this year's annual audited accounts, as well as a narrative overview from our Treasurer, Jamie Drummond-Smith. The accounts for the year ending 31 March 2025 show that the Charity continues to grow and diversify. This report indicates that the charity has achieved this safely and sustainably, and our economic outlook remains steady. Our contract base remains intact, and we anticipate further growth at the start of the new financial year. The Charity delivered a deficit of £1,377k in 2024 – 25. This is set against a challenging financial environment, where pressures on our commissioners to reduce costs have been heightened, and some of our philanthropic supporters have had to either discontinue financial support or defer funding decisions beyond the end of the year. We have also had to absorb the Government's increase in Employer's National Insurance during the year, which increased charity staff costs by around £850k. Despite this, the charity's outlook remains positive, and we expect to return to surplus during the 2025-26 financial year.

Finally, we would like to acknowledge our partners, funders and supporters, without whom we wouldn't be able to achieve our reach and impact. The generosity of those who have supported us financially has enabled us to continue growing our reach and impact, and the expertise and dedication of our service delivery partners have ensured that more people have the opportunity to thrive and build a better future.

We hope you enjoy reading this report.

**Tony Adams MBE** and **Mike Trace**



Tony Adams MBE, Chairman



Mike Trace, CEO



# What we do

**The Forward Trust is a social justice charity that supports people to recover from addiction and/or leave behind crime, helping them to lead fulfilling lives with family, friends, jobs, homes, and a sense of belonging.**

We deliver services to address substance misuse, mental health and employment issues in more than 70 prisons and community settings across England and Wales (detailed on page 12). These services are commissioned through contracts with government departments – Department of Health and Social Care, Ministry of Justice, and Department for Work and Pensions. Clients making progress through these services can make use of our unique range of 'Recovery and Belonging' services that help them maintain lasting recovery and transformational change - recovery programmes, safe and supportive housing, family support, recovery support, and the Forward Connect peer community.



We also campaign to change public attitudes and policy, so that more people feel able to ask for help in a society that believes in the power of second chances and long-term recovery.

Whatever their history or circumstance, we believe that anyone, with the right support, can overcome their problems and fulfil their potential.

All too often, individuals who experience addiction or perpetrate crime are written off as beyond hope, or a lost cause.

Our work and nearly 35 years of experience prove otherwise, having supported thousands of individuals from all walks of life to achieve transformational change - and lasting recovery. We exist to give this life-changing opportunity to as many people as possible.



# Where we work

In 2024/25, Forward delivered **74** contracted services in addition to a range of charitably-funded projects and support:

## Substance Misuse and Mental Health

### Prison services

- Substance misuse services in 17 prisons (see table on p13).
- Talking Therapies in 5 prisons (see table).
- Reconnect (linking vulnerable prison leavers with healthcare) services in 3 counties (Norfolk, Suffolk and Essex).

### Community services

- 4 integrated substance misuse services in East Kent, Southend-on-Sea, Thurrock and Medway.
- Structured day programmes and groups in East Kent and 4 other services (Medway, Hull, Essex and Liverpool).

## Criminal Justice

### HMP Millsike

- Desistance, Wellbeing, Families and Relationships Services ('Connections').

### Probation services

- Personal Wellbeing services in 9 counties (Bedfordshire, Cambridgeshire, Cheshire, Essex, Kent, Lincolnshire, Norfolk, Sussex, Surrey).
- Accommodation support in 3 Welsh probation regions (Dyfed-Powys, South Wales and Gwent).
- Dependency & Recovery services (connecting people with community treatment) through 2 contracts in London and Humberside.





## Employment

- Careers Information, Advice and Guidance services in 9 prisons (see table)
- Employment Support in 4 community contracts
- Enterprise support and employment opportunities through Blue Sky Services (grounds maintenance) delivering 12 contracts

## Recovery and Belonging

### Recovery programmes:

- Residential rehabilitation in 2 centres in Hull (The Bridges) and Wiltshire (Clouds House).
- National Recovery Online Programme.
- 2 abstinence-based group programmes ("Y Bont") run as part of recovery units at HMP Cardiff and HMP Swansea.

### Housing Support

- Access to private rented sector accommodation and mentoring support in 9 London Boroughs and 3 other areas (Kent, Hull and Surrey).
- 6 Recovery Houses in Kent and Essex.

### Family Support

- M-PACT (whole family support for addiction) delivered through licence in 21 local authority areas.
- Family Workers supporting Forward clients in 9 prisons.
- Recovering Families UK Online – a UK wide online, 20 session programme for adult family members affected by someone else's addiction

### Recovery Support

- Nationwide, helps people who have accessed Forward's services and want ongoing recovery support to maintain and strengthen their progress.

### Forward Connect

- Nationwide, a peer-led mutual aid community of like-minded people who arrange local social events, arts and sports activities, and voluntary work.

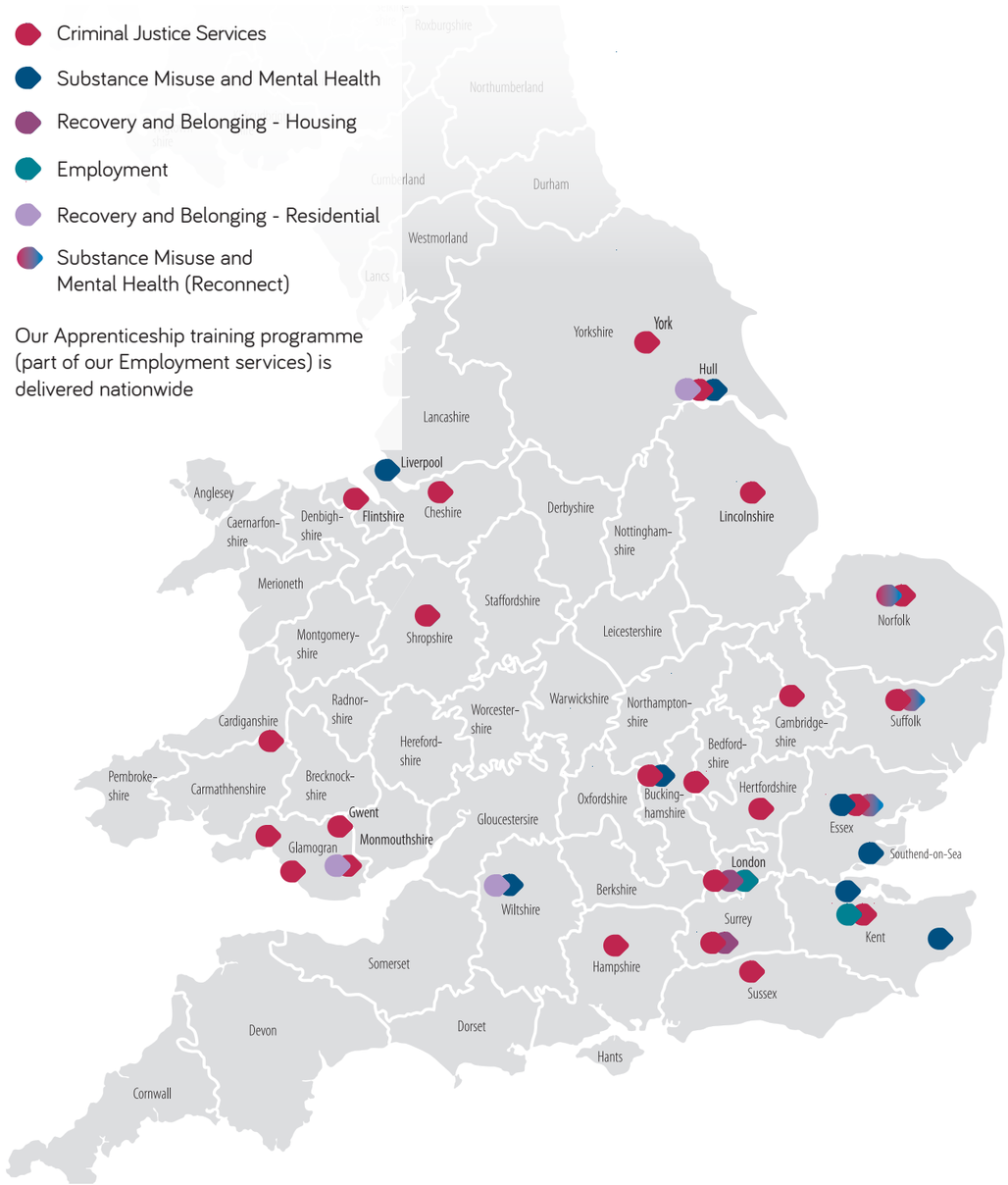
Through these services we reached **35,325** people in 2024/25.

These services spanned the breadth of England and Wales as set out in the map below, including delivery in **28** prisons (22% of the prison estate, detailed in the table).

**SERVICE KEY**

- Criminal Justice Services
- Substance Misuse and Mental Health
- Recovery and Belonging - Housing
- Employment
- Recovery and Belonging - Residential
- Substance Misuse and Mental Health (Reconnect)

Our Apprenticeship training programme (part of our Employment services) is delivered nationwide








# Forward's prison-based services

| Area | Prison |
|---|---|
| London | HMP Belmarsh |
| | HMP Brixton |
| | HMP/YOI Feltham |
| | Heathrow Immigration Removal Centre |
| | HMP/YOI Isis |
| | HMP Pentonville |
| | HMP Thameside |
| | HMP Wandsworth |
| | HMP Wormwood Scrubs |
| Thames Valley | HMP/YOI Aylesbury |
| | HMP Bullingdon |
| Surrey | HMP Bronzefield |
| | HMP Coldingley |
| | HMP Downview |
| | HMP High Down |
| | HMP Send |
| South West | HMP Winchester |
| Yorkshire | HMP Millsike |
| East of England | HMP Chelmsford |
| | HMP Highpoint |
| | HMP Hollesley Bay |
| | HMP The Mount |
| | HMP Warren Hill |
| Midlands | HMP Onley |
| | HMP Rye Hill |
| | HMP Stoke Heath |
| Wales | HMP Swansea |
| | HMP Cardiff |
| | HMP Berwyn |

# Who we work with

**Through our services, we reach some of society's most marginalised and disadvantaged groups – the individuals we support are often homeless, out of work, and in poor mental or physical health; most will have been let down by schools or the care system, and many will have been traumatised by adverse childhood experiences.**

We know this from the data we collect on clients in our different service areas, and from national statistics.

For example, in our **substance misuse and mental health services**, only 1 in 5 of our clients in the community in 24/25 were employed at the time, and nearly 1 in 10 have never been employed. In prison, the situation is even worse, with 1 in 4 clients never having had an official job.

In terms of housing, 1 in 4 of our community clients in 24/25 were homeless or insecurely housed at point of assessment, and nearly 1 in 2 of our prison clients were in a similar situation.



## HOUSING NEED

**1 in 4** of clients in the community are homeless or insecurely housed.

**1 in 2** prison clients didn't have a home before they started their sentence.

## EMPLOYMENT NEED

Only **1 in 5** of our substance misuse clients in the community have a job;

**1 in 10** have never been employed.

**1 in 4** prison clients have never worked legally.





More broadly in the prison system, as indicators of severe disadvantage:

- Over **90%** of prisoners have a mental disorder with incidents of self-harm at an all-time high (876 incidents per 1,000 prisoners in 23/24).
- **One in four** adult prisoners have been in local authority care, compared to 2% of the general population.
- Previous educational attainment is low – **73%** of prisoners are assessed as below GCSE level for mathematics, and **71%** below GCSE for English.

For people on probation who receive our **Criminal Justice** Commissioned Rehabilitative Services, while we don't collect extensive data on their needs and backgrounds as they are referred to us by probation services, national data sets tell us that

- **60%** report problematic drug use.
- Probation clients are **8.8 times more likely** to report a mental health condition than the general population.
- On release from prison, only **1 in 5 (19.3%)** are employed with 6 weeks.

Our **Employment Services** are commissioned to specifically target ex-offenders and people in recovery from addiction, who share many of the challenges and disadvantages described above, as well as people from other disadvantaged backgrounds who are claiming Universal Credit. We also support young people not currently in education, employment, or training (NEET) where:

- **1 in 5** have no qualifications, compared with 10% of all young people.
- **1 in 4** (27%) report a health condition or disability that limit work opportunities.

Even through the growth and expansion of our services, Forward remains committed to reach people who most need our help and who have most been let down by society.

# Service Delivery

# Substance misuse and mental health

## Service Overview

In 2024/25, we delivered advice, support and treatment in 6 community services and 17 prisons to help people achieve personal goals related to their use of drugs and alcohol, whether that is to use more safely, cut down, or become abstinent and achieve recovery. We offered 'psychosocial' support (therapeutic interventions on a one-to-one and group basis) alongside 'clinical' support (opiate substitution treatment and other health interventions).

In prisons, we also delivered mental health support (talking therapies) in 5 prisons and Reconnect (linking prison leavers with healthcare in the community) across the East of England.








## Personal reflections on the year

### By Jason Moore, Executive Director for Substance Misuse Services



2024-25 threw a lot at our substance misuse and mental health services. I'm incredibly proud of how our teams have responded. Rising drug-related deaths and emerging dangerous drug trends have demanded agility and innovation. We distributed more Naloxone kits and training than ever before, and thanks to an innovative pilot project have tracked many of those who have left prison with one of these life-saving kits in their pocket.

Our **Mortality and Serious Incident Review Group** continues to monitor incidents and implement learning to reduce fatalities, while the rollout of **Rapid Access Prescribing Clinics** (more on this below) in our community-based services is testament to our focused response. In prisons we continue to see an increase in dangerous, evolving drug use, as reported by HM Inspector of Prisons and the media. As detailed below, we have adapted services to improve our response and reduce the risks to this vulnerable group. At **HMP High Down** and **HMP Aylesbury**, our trailblazing work to engage high-risk, chaotic drug users via assertive outreach and increased peer support is already showing encouraging results, with plans to expand this model.

A key focus has been **continuity of care from custody to community** (more below). This effort improved engagement rates post-release, though the government's **SDS40 early release scheme** created disruption by releasing many prisoners at short notice. Our Eastern prisons-based Talking Therapies service has grown stronger, expanding its intervention suite, overcoming recruitment hurdles, and launching an innovative v**irtual reality mindfulness programme** at HMP Warren Hill.

This year, the directorate successfully mobilised numerous contracts, including renewals in **East Kent, Essex, Hull, and Liverpool**, and a significant expansion of **Reconnect across the East**. Two new custodial contracts—**Campsfield House Immigration Removal Centre** and **Oakhill Secure Training Centre**—will launch in 2025–26, expanding our portfolio and partnerships. Recruitment and retention challenges persist due to a tight labour market. However, we welcome the government's plans to professionalise the sector and are well-positioned to implement this agenda. Forward Trust is committed to attracting passionate, mission-driven professionals. Despite this year's pressures, our recovery communities remain vibrant and resilient. Our intensive programmes continue to create lasting change for individuals facing addiction and feed directly into our **Forward Connect** networks, which are part of our 'Recovery and Belonging' service (see page 40), reinforcing our mission.

# HIGHLIGHTS: **PRISON SERVICES**

## Strengthening Support: How One-to-One Counselling in Surrey's Female Prisons Is Transforming Mental Health and Recovery

In 2022, we launched a new service offering one-to-one counselling for graduates of our programmes at two women's prisons in Surrey: HMP Send and HMP Downview, kindly supported by charitable donations. The following year, the initiative was expanded to HMP Bronzefield.

Since it launched, the project has gone from strength to strength, and we are now able to offer support to clients both before and after they engage in our treatment services. In the last year, the service has received **over 200 referrals** and provided over **800** hours of counselling across 3 prisons.

This service has made a real difference to the women we support. We've seen measurable improvements in those completing counselling, with **77%** of clients who completed the course showing a noticeable decrease in depression and **83%** a noticeable decrease in anxiety.

The service was recognised with a Forward Trust **Impact and Innovation Award**, celebrating new ideas that have strengthened Forward Trust's mission. Partnership has been central to our progress. We've deepened multi-agency working, increased participation in the **Footsteps to Recovery** programme, and extended our counselling offer into male establishments—already supporting nine men with tailored interventions. Our work has been praised by His Majesty's Inspectorate of Prisons at both HMP Send and HMP Bronzefield for its person-centred and collaborative approach.

We've also advanced our Dual Diagnosis work, tackling addiction and mental health together through a new integrated framework. And, in response to unmet need, we launched **Step by Step Therapy** at HMP Bronzefield—offering meaningful, one-session-at-a-time support for those on remand or short sentences.





THE FORWARD TRUST ANNUAL REVIEW, ACCOUNTS AND IMPACT REPORT YEAR ENDING 31ST MARCH 2025

## Transforming Young Lives Through Recovery at Oakhill Secure Training Centre

This year, we were thrilled to be given the opportunity to expand our work with young people in secure facilities. Forward were invited by one of our partners, Dr PA Secure, to bring our expertise in psychosocial (non-clinical) substance misuse support to Oakhill Secure Training Centre in Milton Keynes. Oakhill is home to up to 80 young people aged 12–18.

This new chapter is more than just a contract—it's a chance to walk alongside young people at a pivotal point in their lives, offering hope, guidance, and the tools to build lasting change. It marks an exciting step forward for our directorate and our organisation as a whole, strengthening our reach and deepening our impact with those who need it most.

We have spent the last part of the year preparing for the service to go live, and the contract went live on 1st May 2025.

## New working group improves continuity of care by 50%

One of the year's key milestones was the launch of our Continuity of Care (CoC) Working Group, working to ensure that clients leaving prison can access structured community treatment within 21 days of release. The initiative not only reflects our core values but also drives progress toward the Office for Health Improvement and Disparities (OHID) target of 75% of prison leavers with substance misuse issues entering community treatment within that crucial 21-day window.

The group has injected fresh energy and attention into this vital agenda, bringing about creative solutions to what has been a challenging issue for many years. A range of practical tools and processes have been developed, including a best practice framework, joint working protocols, and process maps to support smooth transitions, alongside directories of key contacts and a four-part release form with guidance. Regular working groups and monthly performance reports ensure accountability and drive improvement. To support staff, reflective practice materials have also been developed for use in team meetings.

The results are already impressive. By early 2025, 69% of our prisons had improved their CoC data, with six performing above the national average. Forward's internal overall continuity of care rate has increased by 50% since the group was initiated.

There is still more to achieve, but our directorate is not standing still. By challenging the way we work and strengthening partnerships nationwide, we are building momentum toward lasting, system-wide change.

## Transforming support for people with opioid dependence in Surrey prisons

This year we introduced a new opioid substitute medication, Buvidal, to our Surrey prisons service. Buvidal is a prolonged-release buprenorphine injection that is administered weekly or monthly. Traditionally, most people receiving Opioid Substitution Treatment (OST) rely on daily medication, often under supervision—a routine that can feel restrictive and disruptive.

The benefits of this new service are numerous: no longer having to take a daily tablet has led to a reduced risk of misuse and a greater ability to balance other responsibilities, particularly for those who are work outside the prison on day release or are due to be released imminently. Clients and their families have reported significant improvements, including better sleep, less anxiety about missing doses, enhanced work–life balance, and a stronger overall sense of health and wellbeing. Allowing clients to have access to this medication, along with the support of our trained clinical team, is transforming the treatment experience, giving individuals more control and confidence as they focus on recovery.




## Scaling Up Naloxone in Surrey Prisons: Progress and Impact

Over the past year, The Forward Trust, in partnership with HMPPS and Central and North West London NHS Foundation Trust (CNWL), has driven the Surrey-wide Naloxone Pathfinder Project to make sure every prison leaver is offered not only Naloxone but also the skills to use it confidently. The results speak for themselves: more than 550 take-home kits have already been distributed across HMP Send, Coldingley, High Down, Downview, and Bronzefield—with Bronzefield in particular showing a sharp rise in uptake.

Crucially, the project has widened access beyond those already engaged with Forward Trust, reaching more than 140 additional individuals with training and lifesaving kits before release. A follow-up element has strengthened the impact of the initial scheme, offering feedback opportunities, linking people with community services, and supporting ongoing recovery journeys.

The difference is already being felt on the ground. One participant, equipped with a nasal naloxone kit, reported using it after release to save a life—a powerful reminder of why this work matters.







# HIGHLIGHTS: **COMMUNITY SERVICES**

## Navigating new realities in substance use: how our Emerging Drug Trends Working Group is turning information into action

In response to rising reports of new and emerging drug trends both nationally and within our services, we launched the Emerging Drug Trends Working Group this year. Its mission is clear: to provide a swift, coordinated, and proactive response to staff, service users, and the public whenever new substances are identified.




Bringing together functional leads from across the organisation, the group serves as a hub for collaboration, discussion, and action on how emerging drug trends affect service users, services, and operational plans.

Already, the group has delivered significant outcomes. These include introducing testing kits for synthetic opioids like Nitazenes and Xylazine in both prison and community services, providing tailored harm minimisation guidance, running targeted social media campaigns, updating and reviewing resources, sharing substance alerts with staff, stakeholders, and service users, and enhancing staff training to address local needs more effectively.

Building on this strong foundation, the directorate is committed to expanding and strengthening this vital work in the year ahead, ensuring our services remain responsive and informed.

## Rapid Access Prescribing Clinics – giving community clients same-day support

This year, teams across multiple community sites rolled out new 'rapid access prescribing' pathways—designed to get people the help they need faster than ever. Now, clients can often receive their first dose of substitute medication the very same day they reach out for support.

These clinics are a lifeline, particularly for those in crisis—such as after leaving prison or being discharged from hospital—reducing overdose risk and helping people engage with treatment immediately. By breaking down barriers and speeding up access, rapid access prescribing is transforming outcomes, saving lives, and giving clients a stronger, safer start on their recovery journey.

## More than meals: how our East Kent Breakfast and Dinner clubs are engaging the most at-risk into services

This year, the Rough Sleepers Initiative Team in East Kent started out of hours breakfast and dinner clubs for homeless individuals in Canterbury and Margate.

These clubs are a brilliant way of engaging some of the hardest-to-reach groups who are traditionally reluctant to engage with drug and alcohol services, even when they need the support. The clubs are a low-pressure way for potential service users to meet our teams and establish a rapport with them, allowing us the opportunity to build trust. The team spend time with every attendee, getting to know them, their situation and needs, as well as putting together care packages when possible to give to people when the event is over.



The initiative has evolved into indispensable components of the region's health and social care infrastructure. These clubs offer more than just meals; they serve as consistent, trauma-informed engagement points for individuals facing complex challenges, including substance misuse, homelessness, mental health issues, and domestic violence.

## Progress and innovation in Medway

The Medway Community Drug and Alcohol service has delivered a number of exciting innovations in the past year. This includes the introduction of a '**Breakfast Club**', where the team provide a hot breakfast for people in Medway every Friday. This has proved a popular initiative that is helping the most at-risk people in the community get into treatment.
The team have also started delivering our family programme **Moving Parents and Children Together (M-PACT)** and the second cohort of clients has just completed the programme. M-PACT is a 'whole family', structured support programme which aims to improve the wellbeing of children and families affected by substance misuse.



We were also delighted to celebrate the first anniversary of the **Medway Day Rehab programme**, which provides an intensive, abstinence-based treatment programme for people for whom residential rehab is not possible or appropriate.

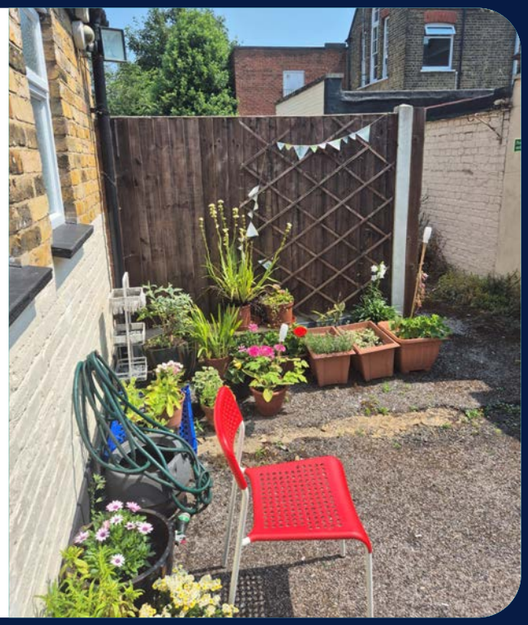
MPACT©
Moving Parents and Children Together
Licenced by The Forward Trust





## Growing Change: The Southend Garden Transformation

A team of dedicated volunteers, comprised largely of former or current service users, have worked tirelessly to transform the Southend STARS garden into a calm, welcoming sanctuary for service users. What was once a small, uninspiring space is now bursting with colour and life — complete with comfortable seating, vibrant potted plants, and even a small greenhouse for nurturing herbs and flowers. The result is a bright, therapeutic environment where service users can relax, reflect, and reconnect with nature.

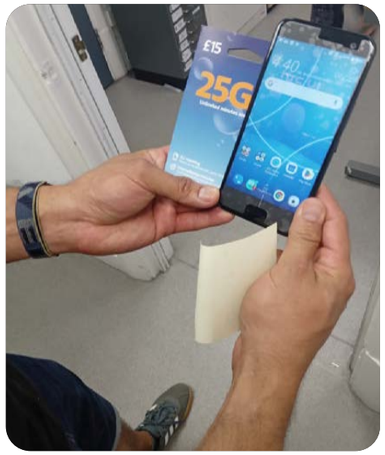


## Building Connections Through Digital Inclusion

In 2024/25, The Forward Trust joined forces with digital inclusion charity The Good Things Foundation to help bridge the digital divide. Through this partnership, clients in need were offered free SIM cards providing up to 12 months of internet data — opening access to the Forward Trust App, online Forward Connect meetings, and essential digital tools such as the NHS app, mobile banking, and email. Over the year, 61 clients were supported with connectivity that helped them stay informed, connected, and engaged in their recovery. Following its success, the scheme has now expanded to reach more areas and offer additional services.

*"Being given a phone by Forward has been life-changing for me. It gives me the opportunity to get in contact with services such as the GP and Forward."* Medway client

*"The phone and SIM I have been given by STARS have been vital to me. It has enabled me to contact and access various services I would not have been able to, and to contact my Dad."* Medway client



# Joint initiatives with our Recovery and Belonging colleagues

**The following initiatives are joint projects between our Substance Misuse and Mental Health teams and our Recovery and Belonging services.**

## East Kent Unity Day

East Kent Unity Day took place on 25th April 2025. It was a powerful gathering of people in recovery, their families, and supporters. Held in a welcoming environment, the event celebrated recovery, built connections, and offered hope to all affected by alcohol addiction. From the outset, the sense of community was clear. Attendees openly shared their stories, creating a safe space for honesty, vulnerability, and mutual support.

Workshops provided practical tools for recovery, with sessions on coping strategies, family relationships, and building support networks. Participants valued both the expert guidance and the chance to learn from others who truly understand their journeys.

A key theme of the day was family involvement. By engaging loved ones in the recovery process, Forward Trust highlighted that healing is a collective effort. Families left feeling encouraged, supported, and reassured they are not alone. The day was uplifting and memorable, strengthening bonds across the recovery community. It showcased the importance of unity, compassion, and shared experience—leaving everyone inspired and hopeful for the future.

## Volunteers Litter Pick for Social Value



We are proud to share the fantastic efforts of our Southend volunteers who recently took part in a community litter picking initiative — a small act with a big impact! Armed with gloves, bags, and a shared sense of purpose, our volunteers set out to clean up local green spaces and public areas. Their dedication not only helped create a cleaner, safer environment but also contributed to the wider goal of building social value in our community. Litter picking is more than just tidying up — it's about taking pride in where we live, supporting local wildlife, and showing that we care. For our volunteers, it was also a chance to connect with others, build confidence, and enjoy the outdoors while doing something meaningful. A huge thank you to everyone who took part — your time and energy are truly appreciated. Together, we're making our community a better place, one bag of litter at a time!





# WHAT OUR SERVICE USERS SAY

***"I tried to go sober so many times and always failed...being part of this group gives me strength to be free."*** Alcohol Pathway client

**Julie** came to the Essex Day Programme (SHARP) after a 20-year struggle with alcohol addiction. She had tried private rehab, detoxes, counselling, and fellowships, but nothing worked. Feeling trapped in a "living nightmare," she self-referred through a partner agency and, with the support of a key worker, secured a place at SHARP.

Starting the eight-week programme was daunting, but despite anxiety, Julie embraced group workshops, therapy, and the challenges of facing her addiction.

***"My life was turned upside down, but I didn't give up. I learnt to manage anxiety, face problems without drinking, and found hope through the support of staff and peers."***

Julie graduated with 100% attendance, reconnected with family, and later returned as a volunteer. Now training as a counsellor, she says: ***"Wherever you are in addiction, SHARP showed me recovery is possible—and opened the door to a wonderful new chapter."***

Julie, SHARP client, Essex

**Jack's** casual drug use quickly escalated from smoking cannabis with friends to cocaine, party drugs, and eventually daily use. Over ten years, his habit left him isolated, angry, and emotionless. Hitting rock bottom with a morphine addiction, Jack realised the damage he was causing himself and others.

For the first time, he reached out for help and began attending sessions with The Forward Trust and Open Road in Southend. In early 2024, he was introduced to a key worker who helped him take the first real steps toward recovery.

***"My life changed from that first session. I was finally ready to stop."***

With ongoing support, Jack has achieved his ultimate goal: stopping drug use. He's rebuilt relationships, made new friends, and found contentment. Grateful for the service, he urges others: ***"If it worked for me, it can work for anyone."***

Jack, Southend client

**Maria** had struggled with her mental health for as long as she could remember. In prison, she began smoking spice and lying to her family for money to fund her use.

***"I didn't care about myself or anyone else. I just wanted to block out my feelings and memories, but the drugs only made things worse."***

When The Forward Trust team invited her to join the Bridge Programme, Maria agreed and moved wings to begin her recovery.

Although the change was difficult, she stopped taking drugs and, through hard work, successfully completed the programme.

***"Since then, I've learnt a lot about myself. My family wants to know me again, I'm sober, and I feel so much better. Now I have the tools to move forward, and as a Peer Supporter, I can help others—because I've been there myself."***

Maria, Bridge programme graduate



# Criminal Justice

## Service Overview

Forward Trust's Criminal Justice division works with individuals, prisons, probation units, and communities to strengthen relationships and build personal, social, and community capital—creating safer, healthier, crime-free futures.

In 2024/25 we delivered Commissioned Rehabilitative Services (CRS) for people on probation in 14 contract areas and 69 probation delivery units, comprising:

- **Personal Wellbeing** helping men on probation to access mental health support, improve family relationships and make new positive social networks, working in Bedfordshire, Cambridgeshire, Essex, Norfolk, Surrey and Sussex as well as Kent and Cheshire (in partnership with Seetec) and Lincolnshire (in partnership with Lincolnshire Action Trust).
- **Dependency and Recovery** supporting men with complex substance misuse needs, bridging probation and recovery services to improve outcomes, working in London (in partnership with Catch 22) and Yorkshire & Humber.
- **Accommodation** in Wales (the 'Camau' service) preventing homelessness and improving housing options across Dyfed-Powys, Gwent, and South Wales.








## Personal reflections on the year

### By Emma Stuart, Executive Director for Criminal Justice Services



The last year has been one of progress and expansion for the criminal justice division at Forward. We've welcomed more volunteers, mentors, and a wider diversity of staff than ever before and have seen a notable reduction in staff turnover — a reflection of the strength and stability within our teams.

A standout achievement this year was the mobilisation of our new services at **HMP Millsike** — a comprehensive blend of family, wellbeing, recovery, and desistance interventions delivered by a team of over 30, which went live in April 2025. Working in partnership with Mitie and People Plus, this service marks a step change in how rehabilitation is approached within prisons, and we are already seeing early signs of impact.

Our decision to welcome men on remand into our **Accommodation** probation programmes has prevented homelessness and housing crises during custody — a major step forward in creating stability and hope. Our **Dependency and Recovery** services continue to grow, increasing the number of men linked to community treatment through persistent, evidence-based outreach. Forward's **Personal Wellbeing** services also expanded their reach, building more community partnerships and boosting referral rates. None of this would be possible without our dedicated probation practitioners, who operate across wide regions, delivering expertise, consistency, and care day in and day out.

Adapting our services to accommodate **sentencing changes** introduced by the Government, as well as to new early release schemes, was another key focus. We responded quickly to ensure continuity of care and support for everyone affected. We also significantly grew the number of probation clients engaging with our **Forward Connect** community. We know that connection is the antidote to crime — the same principle that underpins recovery from addiction. This community offers our clients vital social links that can reduce isolation and strengthen recovery.

Despite a challenging justice landscape, my teams have shown that determination, compassion, and collaboration drive real progress, and I am hugely impressed by their commitment to our service users and transformational change.

# HIGHLIGHTS

## Building Social Skills and Connections with Forward Connect

This year, our **Personal Wellbeing** practitioners have helped even more probation clients get involved with the Forward Connect community (to learn more about Forward Connect, see page 40). Over 300 men have participated in a wide range of events and activities—from museum visits, creative arts, and origami to mindfulness sessions, 'Ted Talks', fishing, pool games, documentaries, and group walks.

These experiences do more than fill time—they build positive social connections, confidence, and essential life skills. Engaging in Forward Connect activities gives people on probation the support and opportunities they need to create new, positive futures.

By fostering community, creativity, and wellbeing, Forward Connect transforms everyday moments into meaningful steps toward lasting change.

*"I really enjoyed the relaxed environment."*

*"My English isn't very good but everyone has taken the time to slow down their talking for me to pick it up. I can't stop smiling. Thank you for spending time and taking the time with me. I feel accepted."*

*"I hadn't been to a movie in 18 years and was relishing the moment."*

*"Just going with others around London to look at the Christmas lights has been nice, something I would not usually do."*











## Expanding Support for Non-English Speakers

This year, our **Dependency and Recovery** service has strengthened its commitment to supporting clients from diverse backgrounds. By increasing the number of multilingual staff, we've expanded our ability to deliver interventions to those whose first language is not English.

We now provide direct support in six languages—English, Portuguese, Spanish, Romanian, Punjabi, and Hindi—and offer translation services in 14 additional languages, including French, Hungarian, Persian, Farsi, Urdu, Bengali, Yoruba, and Twi.

This enhanced language capability allows us to reach a wider range of clients, ensuring that everyone receives tailored support that respects their cultural and linguistic needs. Across our services, we are proud to work with clients from 69 different nationalities, reflecting the rich diversity of the communities we serve.



By breaking down language barriers, we're not just delivering interventions—we're building trust, understanding, and more effective support, helping clients engage fully in their recovery journey.

## Innovation in Action: The Digital Application for Assistance Tool

Our **Accommodation Service in Wales** has teamed up with **HMPPS** to create a groundbreaking digital Application for Assistance tool, designed for use on tablets by men in custody.

This innovative tool streamlines the housing application process—cutting down on paperwork, reducing admin time, and empowering applicants to input their own information directly. By replacing a daunting 14-page paper form, it makes the experience simpler, faster, and far less stressful for those applying for housing support.

Beyond saving time and paper, the digital system securely stores applications, allowing them to be easily reviewed and submitted when needed.



Although still in its early stages, the tool is already showing promising results, helping clients feel more in control of their housing journey and improving overall outcomes.

Forward Trust continues to embrace technology that removes barriers, enhances efficiency, and delivers real benefits for the people we support.

# Our new service at HMP Millsike

**As well as pioneering specialised programmes designed for its prisoners, HMP Millsike – which is the size of 39 football pitches – has been built to run solely on electricity. The Ministry of Justice (MoJ) believes the use of solar panels and heat pumps could save £1m a year.**

Built next to HMP Full Sutton, near York, the prison houses almost 1,500 category C prisoners who will be resettled in the surrounding area and are in the final two years or less of their sentence.

## Our Connection Services

Our connections services operate across the whole prison and are supported by staff, volunteers, and peer mentors – many of whom have lived experience of the issues we address.

At HMP Millsike, Forward's Criminal Justice Services team run the Connections Desistance and Wellbeing Services and the Connections Families and Relationships Services including all services for visitors. This includes:

- **The More Than My Past Unit** (Houseblock E, Level 1): A new desistance programme based on narrative therapy, co-designed with prisoners, helping individuals reshape their identities and futures.
- **The Incentivised Substance Free Living (ISFL)** Unit (Houseblock E, Level 2): A community-led space supporting recovery from substance use.
- **The Connections Family and Relationships Unit** (Houseblock C, Level 4): Offering interventions like M-PACT, Parenting Support, and Relationships Matter, tailored for families affected by addiction and offending.
- **The Visitors' Centre**, and all aspects of visits including Purple Visits and visits booking.








## Supporting visitors, strengthening families




We manage the full visits experience, including visitors' reception, family days, and all visitor services – creating a welcoming space where adults and children feel supported. In partnership with Combat2Coffee, the visits hall café offers refreshments with purpose, run by veterans in recovery and rehabilitation.

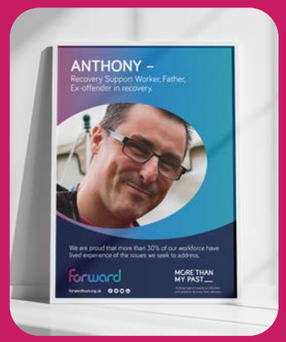
We also train Prisoner Custody Officers to support our family-friendly ethos, ensuring visits reinforce vital relationships and are a positive experience for all involved.

COMBAT 2COFFEE

## Connections in action: desistance and wellbeing

Our Desistance and Wellbeing Practitioners provide one-to-one and group interventions across the prison, helping people build healthier lives and aspirational personal goals. Connections and Wellbeing Champions (CWCs) are lived experience peer mentors, living the change.

The 'More Than My Past' programme is the heart of our identity-change work, the building of personal capital. It's our innovative evidence led six-week course that uses a narrative approach to guide participants to reflect on their journey, define their future selves, and take action towards a life free from crime.




## Building trusted connections to support recovery

A core element of our approach is the recognition and cultivation of 'social and community capital' – the networks of relationships, opportunities, and values that help individuals and communities thrive.

At the individual level, social capital includes:

- Personal relationships.
- Peer support.
- Trusted community engagement.

These connections not only provide emotional and practical support but are also a foundation for resilience, motivation, and positive identity change.

At the wider community level, social capital reflects a sense of shared purpose, cooperation, and collective wellbeing. It builds trust between individuals and institutions and fosters environments where people feel they belong.

Investing in personal, social, and community capital can dramatically increase the potential for successful rehabilitation, reintegration, and reduced reoffending. Simply put, stronger relationships and connected communities are a powerful driver of individual change and collective progress.
And we can all play our part in being a trusted connection.

Whether through a facilitated group session about how to change ('re-author') their personal life story, a visit from a family member or friend, every connection counts.

# WHAT OUR SERVICE USERS SAY

## Dependency and Recovery

### CASE STUDY: Paul Dalglish – Peer Mentor, Dependency & Recovery London

"I first came to Forward Trust as a client while on probation, in the early stages of recovery. Unlike probation appointments—where I often felt unable to be completely honest—Forward gave me a safe, non-judgemental space to speak openly with others in similar situations. That support was vital. Getting clean is one thing, but staying clean is the bigger challenge, and Forward's aftercare helped me stay on track. When asked to become a peer mentor, I didn't hesitate. Having experienced the benefits myself, I wanted to support others. Being part of sessions and building relationships with clients has been incredibly rewarding, and I can see the same positive impact on them that I once felt.



The meet-and-greet service has also opened my eyes. I've supported men leaving prison to attend probation, preventing them from falling back into the recall cycle. This work shows just how valuable Forward's services are in recovery and rehabilitation."

## Personal Wellbeing

### CASE STUDY: Stephen

**Finding Stability: Stephen's Journey from Homelessness to Hope**

Just before Christmas, Stephen became street homeless. Despite the challenges, he continued attending sessions with his Personal Wellbeing practitioner, Lana, though he struggled to focus on his wellbeing while his basic needs went unmet.

Seeing that housing was the biggest barrier to progress, Lana added extra sessions and acted. She advocated on Stephen's behalf through Brighton Housing Trust, arranged face-to-face appointments, and helped him complete complex housing forms. She also supported him to contact his GP for medical documentation and wrote a personal cover letter to strengthen his council application.

Just one week later, Stephen was offered a one-bedroom flat—close to his preferred location. It was an unexpected and life-changing outcome, especially since earlier options had only been available in London.

Lana's dedication, flexibility, and compassion kept Stephen engaged through an incredibly unstable time, helping him rebuild confidence and stability.

***"The service is wonderful. Having someone willing to sit down and listen has made a huge difference to my self-worth and mental health."*** – Stephen





## Accommodation

### CASE STUDY: Service user attending housing surgery

***"I am so grateful for Holly's support with my housing. I wouldn't be where I am today if it wasn't for her"*** Service user attending housing surgery

**Jack*** had been sofa surfing for a year when he was referred to Forward. He'd lost his temporary council accommodation after accidentally causing damage to it during a mental health crisis. He was unsure where to turn to for housing support, as the council had refused to support him, and he did not feel confident accessing private rented accommodation.

His Camau worker helped Jack to access supported accommodation, along with help for his mental health and substance misuse issues. A support worker was also assigned to help him find longer-term affordable housing. He is now stable on his medication, living in supported accommodation, working with his support worker to find somewhere more permanent to live, and feeling much more positive about the future.



* a pseudonym has been used to protect clients confidentiality

### WORKER CASE STUDY: Service user attending housing surgery

"Working for Forward aligns deeply with my values. I am proud to be part of a team that delivers compassionate, person-centered support to those facing complex challenges. I have the privilege of directly contributing to life-changing outcomes. Housing is a fundamental human need, and I am passionate about helping individuals secure safe, stable accommodation.

It's also fantastic to work for an organisation that genuinely supports career progression. I started working for Forward as a Housing Intervention Worker and was then offered career development opportunities. I have been promoted to Senior Housing Intervention Officer.

My role requires strategic thinking, persistence, and adaptability. I contribute to team development and support positive outcomes across the service. This development has not only deepened my confidence but has also positioned me as a trusted and reliable team member and positively influence others to the best of my ability."

**Robyn Llewellyn, Senior Housing Intervention Officer at The Forward Trust**

### What Probation Practitioners say

***"Excellent service - couldn't have asked for more support for my client. He is in a better place as a result"***

***"Brilliant service provider, understanding, resilient, professional. Excellent communication skills for probation practitioner"***

***"The work conducted by Forward Trust is truly appreciated. The commitment to supporting clients and delivering impactful services don't go unnoticed"***

# Employment

## Service Overview

In 2024/25 we delivered a range of services that develop the employability skills of marginalised groups - including job coaching and placement, vocational training and qualifications, and support for people who run their own business or want to start one.

As well as ex-offenders and people in recovery from addiction, we also supported young people not currently in education, employment, or training (NEET), individuals claiming Universal Credit, and those from other disadvantaged backgrounds. We worked with a broad range of employers and partners to support people looking for work to secure a sustainable job placement.

We also offered employment opportunities through our own social enterprises: Blue Sky Services (grounds maintenance), Amenity Landscaping (garden maintenance), and The Brink recovery café, part of our Liverpool service.







## Personal reflections on the year

### By Asi Panditharatna MBE, Executive Director for Employment



It is with great pride that I present the 2024/25 Annual Report for Employment Services at The Forward Trust. This year has been one of remarkable growth, innovation, and impact across our Adult Skills, Careers Advice, Employability, and Enterprise programmes.

From launching a new **Individual Placement Service** (IPS) in Medway for individuals with substance misuse issues, to expanding our Multiply numeracy programme across East Kent, our teams have consistently demonstrated resilience, creativity, and a deep commitment to supporting those furthest from the labour market. We have supported over 3,700 individuals in custody with careers guidance, over 1,000 in the community with employability and education services and helped 730 people into sustainable employment or self-employment.

Our work has been recognised nationally, with our teams shortlisted for two **ERSA Employability Awards**, including 'Frontline Advisor of the Year' and 'Skills for Work'. These accolades reflect the dedication of our staff and volunteers, and the strength of our partnerships across the private, public and charitable sectors.

We have responded to the external challenges in the UK economy and labour market, including skills shortage and gaps, rising levels of economic inactivity and cost of living challenges. We have remained committed to adapting our delivery to meet these emerging needs and celebrated the entrepreneurial spirit of our participants through events like our **Dragons' Den** showcase.

As we look ahead, we remain committed to delivering high-quality, person-centred services that transform lives. I want to thank every member of our Employment Services Directorate for their tireless efforts and unwavering belief in the potential of the people we serve.





# HIGHLIGHTS: **EMPLOYMENT**

## Celebrating Entrepreneurship:
## The Forward Trust's Dragon's Den 2025

On 3 April 2025, The Forward Trust, in partnership with the Financial Times, hosted its second annual Dragon's Den Event at the Financial Times' London offices. Three of Forward's enterprise clients pitched their business ideas to a panel of 'dragons', including Forward's Chair of Trustees, Tony Adams.

The event opened with welcomes from Asi Panditharatna (Executive Director of Employment Services) and Tevfick Souleiman (Head of Enterprise), alongside Jacqui Dobson from the Financial Times. Tony Adams shared his personal journey of recovery and entrepreneurship, inspiring both the audience and panel before the pitches began.

Jody presented Chef4Life, offering cooking workshops focused on health and wellbeing. Adetola pitched Back2Life Project UK, empowering neurodivergent minority women to reintegrate into the community through mentorship, workshops, and holistic therapy. Benjamin introduced WALKIE, an app connecting people for group exercise to increase motivation, access, and community.




While the judges deliberated, attendees enjoyed a tour of the Financial Times offices, including rooftop views. After careful consideration, Adetola was crowned this year's Dragon's Den winner.

Congratulations to the Enterprise Support team and our entrepreneurs for an inspiring and impactful event — we look forward to seeing how these innovative businesses grow and thrive.




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## Changing Lives Through Work:
## The Forward Trust's IPS Service

The Forward Trust's Individual Placement and Support (IPS) service, which went live in July 2024, transforms lives by helping adults in substance misuse treatment secure education, skills, and employment. Tailored support creates personalised vocational profiles and action plans, guided by the Wheel of Change, focusing on aspiration, hope, and meaningful relationships.

Employers play a key role, with guidance, support, and education ensuring challenges are addressed and employment is sustained. Innovative initiatives like job fairs and reverse job fairs connect service users with real opportunities, resulting in over 90% of job starts leading to ongoing employment.

Collaboration with recovery professionals embeds employability from day one, while role models continue the journey through Forward Connect, engaging with employed peers and entrepreneurs. To date, we have supported 40 clients and are aiming to double that figure for the next financial year.

By combining personalised support, employer partnership, and ongoing engagement, IPS not only helps people find work—it builds confidence, independence, and lasting pathways to recovery.

## Expanding the Successes:
## Reflecting on the Multiply Programme in Thanet

Over the past two years, The Forward Trust has delivered Multiply courses across Thanet and East Kent, funded by Kent County Council via the Department for Education. As the programme concludes, it's clear the impact has been significant.

Multiply targeted adults with low numeracy skills, particularly those unemployed or facing learning barriers. 90% of participants struggled with numeracy, and 55% reported learning difficulties, highlighting the need for tailored support. Many learners were referred from other Forward services and came from disadvantaged backgrounds.

In total, 400 learners benefited from one- and three-day courses. Beyond improving mathematical skills, participants gained confidence, with many progressing into further education or employment, feeling better prepared for work, and becoming equipped with skills that make them more attractive to employers. The programme's impact extends beyond individuals. Strengthening numeracy in the community supports a more skilled workforce, benefiting local employers and the wider economy.

Multiply leaves a lasting legacy: learners continue to use their skills in daily life, education, and work, while the programme underscores the importance of accessible adult education and ongoing numeracy support. Its ripple effects will be felt across Thanet for years to come.

To learn more about the impact of the Multiply programme please visit section 2: Impact: page 71.



## Excellence in action: Celebrating our ERSA Finalists

The **ERSA Employability Awards** recognise excellence in helping people secure sustainable employment across the UK. Celebrating innovative programmes, impactful practices, and meaningful collaborations, the awards highlight organisations and individuals making a real difference.

This year, we were delighted to learn that Forward had been named a finalist in two categories.

Paige Tilbrook, a Restart Scheme advisor in Kent, was shortlisted for 'Frontline Advisor of the Year'. Since joining the sector two years ago, Paige has supported over 100 participants into sustainable work. "Changing people's lives is priceless," she says of her role.

Our Adult Skills teams in Kent and London were also named finalists in the 'Skills for Work' category, recognised for equipping adults with the essential skills to access employment. One of just five finalists, the teams link learners to employability support and other Forward Trust services, helping them gain the knowledge and confidence to build rewarding careers.




Being shortlisted as finalists reflects the passion, expertise, and impact of our staff in driving real change for the communities we serve.

## Igniting Entrepreneurial Talent: Forward Trust Enterprise Programmes

In 2024, Forward Trust launched its Enterprise Support programme, funded by the City Bridge Foundation, to empower people with lived experience in the criminal justice system to develop and implement their own business ideas. We also expanded our enterprise services for young people and young adults in Brent, supported by the Brent Council Grant programme.

These programmes are more than workshops — they're launchpads for innovation, confidence, and opportunity. Participants get access to a wide range of business support and mentoring, and those with promising business ideas can take part in our regular 'Dragons Den' events, held in partnership with the Financial Times.



Forward

CITY BRIDGE FOUNDATION

Brent

FT FINANCIAL TIMES

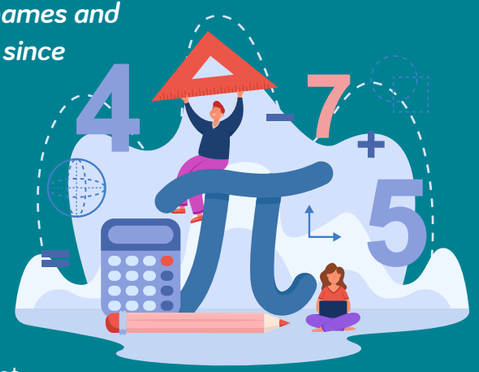




# WHAT OUR SERVICE USERS SAY

**Keira** claimed Universal Credit and was referred to the Forward Restart programme in January 2025. Through Restart, she was enrolled on the Forward Multiply course, initially completing the one-day workshop, which focused on budgeting and money management. Keira enjoyed the session, stating:

***"It was engaging, particularly the interactive games and Sudoku exercises. Having lived independently since I was 18, I have strong budgeting awareness, but I found value in reinforcing my financial management skills."***




With a solid level of numeracy, Keira then progressed to the three-day Multiply course, which covered more traditional maths concepts and processes. Multiply allowed her to strengthen her mathematical confidence and gain a fresh perspective on practical numeracy skills that could support her future aspirations.

## Jacob's journey to self-reliance and opportunity

After a difficult childhood, **Jacob** spent much of his early adult life struggling with substance use, offending, probation, and mental health. Despite this, he graduated from university and worked as a probation officer until losing his job after ending up on probation himself.

In 2023, Jacob was referred to The Forward Trust. He also began attending AA groups and church meetings, while studying counselling and mental health courses. Around the same time, he developed LS Lifestyle, a sobriety-focused headwear brand supporting people in addiction and recovery.

Jacob first started working with a Forward Trust enterprise coach in March 2024. He later joined our Ex-Offenders Business Bootcamp, gaining confidence, tools, and guidance to shape his business. Jacob was invited to pitch LS Lifestyle at Forward's Dragons' Den-style event (the 2024 round) at the Financial Times, receiving valuable feedback and networking opportunities. Jacob now aims to expand his brand, build a website, and seek partnerships and funding to grow LS Lifestyle into a sustainable business.





# Recovery and Belonging

## What we do

Our Recovery and Belonging services provide clients with the extra support they need to sustain progress and achieve lasting transformation. In 2024/25 these services comprised:

- **Recovery Programmes:** at two residential centres (Clouds House in Wiltshire and The Bridges in Hull), offering intensive, abstinence-based rehabilitation for substance and behavioural addictions; Recovery Online, a 12-week structured day programme providing therapy and support remotely; and, in Welsh prisons, Y Bont ("The Bridge"), a 12-step recovery programme helping participants build drug- and crime-free futures.
- **Recovery Support** — additional one-to-one support and groups for those exiting drug and alcohol treatment and who are pursuing abstinence, delivered by staff and peers who are themselves in recovery.
- **Housing Support** — from recovery housing and tenancy guidance to private rental matching and accommodation for people leaving prison—ensuring stability and independence.
- **Family Support and Specialist Programmes**, working with clients and their families in nine prisons, supporting them to develop, maintain and strengthen relationships. The delivery of a UK wide online programme for adults affected by family addiction, as well as the provision of specialist training and the development of existing and new programmes, including M-PACT, which supports children aged 8 and over and their adult family members impacted by addiction.
- **Forward Connect,** our peer-led network of over 6,000 people making good progress in their recovery and rehabilitation, who meet nationally and locally to support each other, celebrate personal achievements and progress, while also giving back to local communities through volunteering.

Together, these services create a powerful pathway to recovery—helping individuals rebuild lives, relationships, and hope for the future.





## Personal reflections on the year

### Julie Muir, Executive Director of Recovery



The last 12 months have seen the creation of our Recovery and Belonging Directorate, combining our residential, online, housing, family and young people and recovery support services with our Forward Connect community into one division.

Our **recovery programmes** have gone from strength to strength, with innovations in our **Recovery Online** service as well as our **residential rehabilitation** centres. Our **housing teams** expanded their footprint, and we **opened five new recovery houses across East Kent and Southend**. These abstinence-based homes offer more than shelter—they provide structure, community, and a pathway to independence. The introduction of a new leadership role—Head of Housing and Recovery—has helped to drive this expansion.

Forward's **family support and specialist programmes services** have also thrived, launching a new online programme, **Recovering Families UK Online (RFUK)** as well as going from strength to strength with the delivery of their **Moving Parents and Children Together (M-PACT)** programme. **Recovery support** services have flourished, bolstered by the merging of the Recovery Support and Forward Connect staff teams. Our **Forward Connect** community grew to over 6,000 members and our face-to-face celebrations of recovery in London, Hull and East Kent, have been a highlight of the calendar.

Forward has had ambitions to grow our network of **lived experience ambassadors** for some time. These ambassadors are individuals with powerful stories of personal transformative change who can carry the message of hope and recovery to a wide range of audiences, including current service users, staff, partners and external audiences. The past year we have significantly invested in this initiative and we now have a strong group of over 80 Ambassadors, reaching an audience of over 1,500 people. We look forward to expanding this group even more in future years.

Our Recovery and Belonging teams exemplify dedication and purpose, championing transformational change for the people we serve. They should be rightly proud of the great work they have accomplished, and I look forward to working with them to bring about even more positive change in the year to come.

# HIGHLIGHTS

## This year has been one of growth and innovation across our residential services, with new systems, programmes, and approaches enriching both client care and staff development.

### CLOUDS HOUSE



**Equine-Facilitated Learning (EFL)**

Clouds House **Equine-Facilitated Learning** programme has expanded from one to three weekly sessions, helping clients build trust, emotional awareness, and deeper self-understanding through spending time with and caring for horses.

**ADHD Coaching**

With growing recognition of neurodiversity in recovery, Clouds House welcomed a qualified ADHD coach to provide one-to-one support—equipping clients with tools to improve focus, executive function, and long-term recovery outcomes.

**'Conversations at Clouds'**

A new initiative, 'Conversations at Clouds', brings together clinicians, therapists, and specialists from across the UK for thought-provoking discussions on addiction treatment. Topics have included ADHD and addiction, sex addiction, and building unity across the recovery sector.

**Clinical Care Enhancements**

Clouds House has strengthened their clinical framework through new on-site Blood Testing, ECG Monitoring, and Discharge Planning clinics—improving proactive and personalising care. Staff have completed Immediate Life Support (ILS) and RCGP1 training, further enhancing our clinical excellence.

**Christmas celebrations at Clouds House**




In December, our annual Christmas Carol Concert brought warmth and joy to the Clouds community. The service was held in the village of East Knoyle, close to Clouds House, and was a celebration of recovery attended by villagers, supporters, alumni, current clients and former staff. The concert, held in the historic village church, featured traditional carols, heartfelt readings and moments of shared reflection—beautifully aligning with the spiritual foundation of Clouds House. We also created a Christmas Tree for the St Thomas' Christmas Tree Festival. Members of the local community attended to view a collection of beautiful trees created by local charities — ours was filled with messages of hope, gratitude and recovery.



THE FORWARD TRUST ANNUAL REVIEW, ACCOUNTS AND IMPACT REPORT YEAR ENDING 31ST MARCH 2025

## Celebrating 20 years of The Bridges - Hull

On Friday 20th September 2024, past and present service users, staff, trustees, and friends gathered to celebrate 20 years of The Bridges - Hull.

The Bridges - Hull has come a long way since it first opened in 2004. The centre recently moved to new premises in a more central part of Hull and has begun welcoming a wider range of clients. It has helped hundreds of people since it first opened its doors, some of whom were able to join us at the celebration event. This included the very first client of The Bridges - Hull, Craig Dexter, who is now celebrating 20 years of recovery himself.

Craig shared his inspiring story, and there were also speeches from Dame Diana Johnson MP and Colonel Christopher Henson, High Sheriff of East Riding, praising The Bridges for its vital role in helping people build lives free from addiction. Charlie Forbes-Adam, a key supporter of The Bridges and a former member of The Bridges Fundraising Advisory Group, who have raised millions of pounds to support The Bridges work over the years, also commended the centre's staff for supporting so many to find recovery. An honorary plaque was revealed at the end of the day to celebrate 20 years of the service.



A huge thank you to past and present staff, fundraisers, and former and current clients for making The Bridges the brilliant service that it is today. Here's to the next 20 years!

***"The Bridges has always been about what the organisation fundamentally tries to achieve: to help people who are struggling, show care and compassion, provide practical help, and believe in people so they can make transformational changes in their lives. That has happened hundreds of times at The Bridges over the last 20 years."***

Mike Trace, Forward CEO

You can also watch a video of the event: https://youtu.be/hvW4K226gAY





# The Bridges - Hull

## Using digital systems to improve efficiency at The Bridges

We introduced the eMAR (Electronic Medication Administration Record) system at The Bridges. Combined with comprehensive staff training, eMAR has reduced dispensing errors, improved record-keeping, flagged missed doses, and ensured timely medication reordering—enhancing both safety and efficiency.

## Holistic Wellbeing at The Bridges

We've introduced diverse holistic activities—from therapy dog visits and wellbeing walks to yoga, meditation, and seaside trips—promoting mindfulness, connection, and joy. Clients also enjoy Sunday church services, sports, and swimming, nurturing spiritual and physical wellbeing. These experiences reduce stress, build confidence, and strengthen recovery bonds.



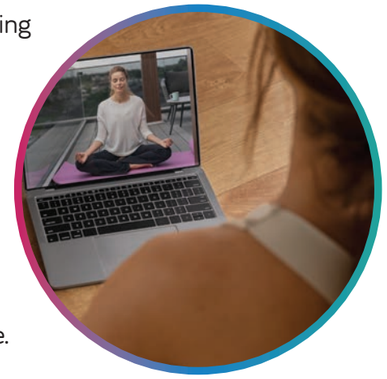
# Transforming Recovery: Innovation in Action at Recovery Online

We're continually evolving our online programme to deliver deeper, more holistic support for clients' emotional, physical, and practical wellbeing. Weekly yoga sessions, led by a Clouds counsellor, help participants manage stress, regulate emotions, and reduce cravings—building calm, focus, and resilience in recovery.

To make our programme more inclusive, we've introduced specialised ADHD coaching, offering tools for time management, emotional regulation, and coursework success. Peer study groups foster collaboration and motivation, creating a powerful sense of community and shared growth.

Recognising the ripple effects of addiction, family counselling helps rebuild relationships and strengthen support networks, while nutrition workshops, led by a trained specialist, highlight the essential link between self-care and sustained recovery.

Together, these initiatives reflect our whole-person approach—addressing the mind, body, and relationships that sustain lasting change. By constantly refining our services, we're empowering every individual not just to recover, but to thrive and rebuild their lives with confidence.







# HOUSING HIGHLIGHTS

## Expanding Safe Spaces for Recovery

This year, we've grown our Recovery Housing network, providing more people with the stability and support they need to rebuild their lives. We now manage six properties offering 26 bed spaces across Medway, Ashford, and Folkestone in Kent, and Southend-on-Sea in Essex.

Each home offers a safe, recovery-focused environment where residents can maintain progress, connect with others, and prepare for independent living. We're also partnering with like-minded landlords and community partners to continue expanding our reach—ensuring even more people have access to secure, supportive accommodation as they move forward in recovery.

## Building Second Chances: Accommodation for Ex-Offenders scheme

For over three years, Forward has proudly partnered with Croydon Council on the Accommodation for Ex-Offenders (AFEO) scheme, supporting people at risk of rough sleeping to find safe, stable homes in the private rental sector.

The project has helped more than 150 people secure accommodation since its launch—offering not just housing, but hope and a fresh start.

This past year has been our most successful yet, with 47 Croydon residents housed in 2024/25, surpassing annual targets and demonstrating the power of strong partnerships to transform lives.



We were also delighted to acquire five new AFEO partnerships, in Wandsworth & Richmond, Camden Lewisham, Newham and Greenwich, expanding our reach and enabling us to house and support even more clients.

## Leading Change Through Sector Collaboration

At Forward Trust, we're not just delivering services—we're helping shape the future of the housing and recovery sector through active collaboration and thought leadership.

This year, we've strengthened our partnership with Homeless Link, co-hosting bi-monthly London Private Rented Sector (PRS) Forum events that bring together frontline charities to share insight, innovation, and best practice.

Our Service Manager, Tara Moore, has been a key voice in this work—appearing on a national podcast to discuss PRS affordability, and speaking at Homeless Link's Summer Conference, where she shared Forward's pioneering approach to partnership with private landlords.

Her outstanding leadership was recognised with an industry award and her acceptance onto a Charity Housing Senior Leadership Development Programme — a testament to her expertise and impact.

Through sector engagement and collaboration, Forward continues to influence policy, inspire best practice, and amplify the voices of those driving real change.

# FAMILY SUPPORT HIGHLIGHTS

## Recovering Families UK Online: Supporting Families Affected by Addiction

Launched in January 2025 with funding from the Julia Rausing Trust, **Recovering Families UK (RFUK) Online** provides vital support for family members affected by someone else's addiction. In just six months, the programme has received over 100 referrals, helping participants gain a deeper understanding of addiction, develop healthy coping strategies, and connect with a supportive online community.

This 20-session programme is structured to address the wide-ranging impact addiction can have on family members. It combines 14 group sessions with three mandatory and three optional one-to-one sessions with a trained facilitator, providing both education and personalised support. Participants also have access to the RFUK Hub and Reflective Toolkit, with the option to continue their journey through the RFUK Forward Connect service, accessible via the Forward App.

Designed for adults aged 18 and over, the programme is ideal for those impacted by someone else's addiction and able to engage in an online format. By blending education, practical tools, and community support, RFUK Online empowers participants to build resilience, improve wellbeing, and navigate their own recovery alongside their loved one's journey.



***"It's given me strength to trust myself and I think being with other people who understand it and don't judge it is so vital - it has been life-changing for me. The continuity of care around the programme has been exceptional."***

(RFUK Participant)

## Development of Shaping Us network with Royal Foundation

**Katherine Jenkins**, our Head of Family Support and Specialist Programmes, has played a pivotal role in the development of the '**Shaping Us Framework**'.

Katherine was part of the study advisory group, working alongside US and other UK subject matter experts to support the Royal Foundation Centre for Early Childhood (CfEC) in the development of this vital framework.

Launched nationally in February 2025, the Shaping Us Framework puts a spotlight on the importance of early childhood and describes social and emotional skills in a clear and accessible way, which can inform and inspire action across society.

We will be using the framework to inform all of our family support interventions and programmes moving forward.





# RECOVERY SUPPORT AND FORWARD CONNECT HIGHLIGHTS

## Merging of Recovery Support and Forward Connect teams

In the past year, our Recovery Support and Forward Connect teams have merged and the team has expanded. We introduced recovery navigator positions into all of Forward's main community hubs and prisons and as a result have integrated recovery support and Forward Connect into the day-to-day running of these projects. As a result, we have started to see an increase in referrals to both Forward Connect and Recovery Support.

## New Islington Online and Weekend Service

In October 2024, we proudly launched **Way Forward**—a new peer-led substance misuse support service in Islington, running until March 2026. Way Forward offers support six days a week online, plus face-to-face weekend walk-ins. The service combines peer-to-peer meetings with social activities such as breakfast and lunch clubs, creative workshops, sports, and opportunities to give back. We work closely with Better Lives, the local substance misuse provider, and other organisations to create referral pathways and expand opportunities for our clients within the Islington community.

Feedback from attendees has been overwhelmingly positive. Clients value the safe, welcoming space—especially at weekends—where they can connect, socialise, and support one another. New activities such as a gardening club and group days out have been especially well received. Way Forward is already building a strong recovery community in Islington, empowering people with lived experience to support each other while developing skills, friendships, and confidence.



# Forward National Reunion: Celebrating Connection and Recovery



On **Saturday 25 January**, Forward Connect clients from across the UK came together in Hackney for the **annual National Reunion**, with others joining online via Zoom. Around **400 people from 12 hubs** attended, making it a powerful day of connection, celebration, and shared recovery.

Hosted at **St John's Church** by Forward stalwarts and Recovery Support team members **Joshua Thetford and Mark Ash**, the event welcomed guests with a variety of stalls, including **recovery-inspired artwork, bracelet-making, and information stands** run by Forward staff, volunteers, and partners. Food, snacks, and a traditional ice cream stand added to the warm, community atmosphere.

The day's highlight was **four moving personal stories** from people who had overcome addiction, crime, prison, and family estrangement with Forward's support. One story came from a family member, highlighting the wider impact of recovery on loved ones.

Entertainment, live music, and an open mic session rounded off the day, with attendees sharing heartfelt reflections on their journeys. The reunion was a **true celebration of unity, resilience, and the transformative power of recovery**.












## Hull Reunion: Celebrating the Heart of Recovery

Held in May 2025, the Hull Reunion was a heartwarming and inspiring celebration of community, connection, and resilience. Over 100 attendees gathered, creating an atmosphere filled with warmth, camaraderie, and shared purpose. Guests enjoyed tea, coffee, cakes, and doughnuts in a welcoming space that encouraged meaningful conversations and reconnections.

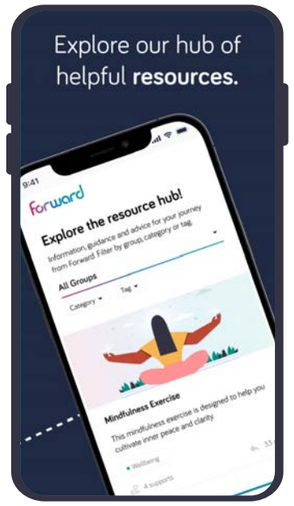
Stalls offering T-shirts, key rings, and badges provided lasting mementos, while a themed photo backdrop added a playful, memorable touch. The event's theme, "The Heart of Recovery," resonated throughout the day, reflecting the personal journeys of healing, growth, and transformation shared by participants.



The most powerful moments came from moving personal stories, showcasing resilience, hope, and progress, which inspired everyone present. The day ended with a lively raffle, but the true highlight was the emotional strength, unity, and shared sense of achievement felt by all. The Hull Reunion was a vivid reminder that recovery changes lives and offers connection and community support.

## Connecting through technology – the launch of the Forward Connect app

The Forward Trust Community App was launched in September 2024, providing a peer support platform and useful resources to members of our Forward Connect community. Nearly 250 people signed up to the app in the first six months, with 79% actively logging in. Over 200 posts were shared and nearly 3,000 chat messages sent in 2024/25. These numbers have continued to increase this year, and we look forward to developing this valuable resource even further in the years to come.




*"Great app, easy to use and plenty of useful resources."* – Forward Connect Member

*"It is very good to have so we can still have a connection with people. For me, this is what I need for my recovery and journey."* – Forward Connect Member

*"I've just signed up to this new app and am really impressed with it. This is going to be so useful to so many."* – Forward staff member

# WHAT OUR SERVICE USERS SAY

## Recovery programmes

***"It was wonderful for me, Clouds – it taught me how to live, and how to stop at the same time. So I'm very very grateful."***

Clouds House alumni Clive, speaking at the 2025 Clouds House reunion.



***"It's an amazing place. The staff are amazing. Just the whole thing (Clouds House reunion event) made me feel so welcome and so loved. And it's been a long time since I've been able to love myself."***

Clouds House alumni, speaking at Clouds House reunion.



## THE BRIDGES CASE STUDY

In June 2024, Charlie* arrived at **The Bridges – Hull**, two days sober and on crutches after shattering their leg in a fall. It was Charlie's third hospitalisation in a year, following two years of homelessness and struggling to stay away from substances. ***"You never win by comparing your rock bottom to someone else's,"*** Charlie recalls, reflecting on the honesty and struggle of living alongside others in recovery. With the support of staff and secondary treatment funding, Charlie began to rebuild their life.

After three months, Charlie was referred to **Cat Zero Humber**, a charity that supports people of all ages, including young people and families, helping them into employment or training. Its uses confidence-building activities, tailored plans and the organisation's 72-foot Challenge yacht as a tool for change. They invited him on a 10-day sailing voyage. Over 500 miles, Charlie learned to navigate, helm, tack sails, and even compete in a yacht race. ***"The voyage was the reset I needed,"*** they said. ***"It reminded me that even small ripples can become waves."***




*Charlie is a pseudonym

THE BRIDGES HULL

CAT ZERO





## From Prisoner to Peer Mentor: Richard's Recovery Journey

Richard's recovery began on the Intensive Substance-Free Living (ISFL) unit at HMP Cardiff, where he embraced the ethos of Forward's Y Bont and became a source of encouragement and belief for others. As one of the programme's first graduates, he helped set the tone for what peer support and lived experience can achieve.

In a powerful full-circle moment, Richard recently returned to HMP Swansea—not as a prisoner, but as a guest speaker for Y Bont course. His heartfelt talk carried real weight, showing men in recovery that lasting change is possible. ***"To give back to the prison that gave me true freedom is a privilege beyond words,"*** he said.

Richard's story has become a symbol of hope, recognised by peers, Forward Trust leaders, and even government representatives.

Richard will resettle at Men's House in South East Kent—a Forward Trust recovery residence offering safety, structure, and community support. This carefully planned move, agreed with his family and support team, will give him the best chance of long-term success.

From prisoner to peer mentor, Richard's journey is proof of what's possible with commitment, support, and belief.

***"Just saying I was an addict was hard. Being on "Y Bont" has shown me life, that there is light at the end of the tunnel and help is out there. I've taken back power over something that I have been powerless against. I've taken so much in over the past few weeks, I've never been so determined and driven to succeed."***

Graduate of the "Y Bont" programme

## Recovery Support and Forward Connect

**The following quotes are all from service users who attended our annual Reunion.**

***"This service has meant a lot to me. I have found out a lot about myself and other people."***

***"Forward Trust has open doors for me, If I can do this, anyone can."***

***"I am a changed man. I do not use substances, I live a healthy life, and I am trying to help people."***

***"Forward encouraged me to attend 12-step meetings. If anyone is questioning recovery, please do not. It's the best thing I have done."***

***"It is very good to have so we can still have a connection with people. For me, this is what I need for my recovery and journey."***

## Housing

# Lindsay's Story

Lindsay's life was stable until her 40s, though alcohol had quietly become a daily habit throughout her twenties and thirties. As a single mother of two, she didn't initially see drinking as a problem. Recreational drug use on nights out seemed manageable—until the pandemic. Isolated and drinking heavily, Lindsay was introduced to crack cocaine. Within four months, her life unravelled. She lost her dignity, self-esteem, and relationships, turning to crime to feed her addiction. Two prison sentences followed.

Prison, however, became a turning point. Transferred to HMP Send, she connected with Forward Trust. "I remember the day I told my key worker, 'I need help. I can't do this alone.' The relief was overwhelming—I knew I had to take the opportunity." Two months before release, Lindsay was terrified about her future. Then came the news: she had a place in Forward Trust's Recovery Housing. "When I heard, I fell to my knees crying. It felt like the start of my future." From the moment she was met at the prison gates, Lindsay felt safe, supported, and part of a family in recovery.

Through Recovery Housing and Forward's Day Programme, Lindsay found acceptance, community, and the tools to rebuild her life. "I've regained my dignity, my self-respect, and my family have seen the change in me. Forward Trust propped me up and gave me my life back."

Now 18 months clean and sober, Lindsay has moved into her own flat and embraced new roles as a Lived Experience Ambassador, Peer Mentor, and housing volunteer. She has spoken at national events, worked with ITV News, and even taken her story to Parliament.



*"I refuse to let addiction, prison, or homelessness define me. The only thing that defines me now is my determination to show others that what they've been through is just a chapter, not their whole story."*

## Family Support

*"I'd like to bring it to your attention that the family support practitioner who is more than an asset to the team. I respect and appreciate the personality and attitude that she brings to her job role. I've had many one-to-ones in rebuilding relationships with family and children and she has never been late, missed an appointment or looked at her watch during our sessions. I have a brain injury and can find it difficult to communicate with people at times, but this has never happened with my family support practitioner. I feel understood, respected and listened to. I am eternally grateful for the help I have received."*

Family Support Client





*"It's given me strength to trust myself and I think being with other people who understand it and don't judge it is so vital - it has been life-changing for me. The continuity of care around the programme has been exceptional."*

RFUK Participant

*"When I was little, I thought no-one had been through the same stuff I had been through. I went to M-PACT and now I don't feel alone."*

Young M-PACT participant

# Strengthening Family Bonds Through the M-PACT Programme

**Kirsty** * had a long-standing history of substance misuse, and her 15-year-old son was subject to a Child Protection Plan. Before offering them both a place on the M-PACT programme, extensive discussions were held with key professionals involved in the family's care, including social services, the school's pastoral team, and the safeguarding lead. Kirsty had had a pattern of missing appointments, raising concerns about her ability to engage with the programme. Given the absence of any other suitable adult in the child's life, the decision was made to allow her son to attend sessions independently, based on his strong desire to participate and the belief that excluding him due to adult non-engagement would be detrimental. Transport support was arranged to facilitate his attendance.

Despite a history of disengagement from support services, Kirsty completed the programme. Over the course of the sessions, she overcame previous resistance and began discussing her addiction with her son—something she had previously avoided, despite pressure from social care professionals. As the programme progressed, Kirsty became increasingly reflective and receptive to feedback. Communication between her and her son improved significantly, leading to a noticeable improvement in his confidence and self-esteem.

After completing M-PACT, mother and son reported spending more quality time together and communicating more effectively. His school noted a marked improvement in attendance, and he began forming friendships within his peer group, indicating positive social development.

*"I feel that every parent who seeks help with addictions and has children should be required to do the M-PACT course as part of their recovery. It has helped me talk to my child and see things from his point of view."*

* a pseudonym has been used to protect identities

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# Campaigns

## Challenging stigma: how Forward's campaigns are changing the conversation

We campaign to **change public attitudes and influence policy**, ensuring those often written off by society receive understanding, compassion, and opportunities to transform their lives. By raising awareness of the root causes of addiction and offending, we reduce the shame and prejudice that stop people seeking help.







## Taking Action on Addiction

Launched in 2021 by our Patron, **HRH The Princess of Wales**, the **Taking Action on Addiction (TAOA)** campaign aims to reframe public perceptions of addiction. Since its inception, TAOA has campaigned nationally to promote compassion, challenge stigma, and demonstrate that recovery is possible. Led by Forward with support from other organisations in the sector the campaign gives a voice to people affected by addiction and those in recovery.

Through polling, media engagement, and events across the UK, TAOA raises awareness of how widespread addiction is, highlights the impact of drug, alcohol, gambling, and behavioural addictions, promotes the support available, and underscores that recovery is achievable. The campaign also works to build a wider understanding of addiction as a health condition, celebrate the recovery community, and influence policy and practice.

A key feature of the campaign is the **annual Addiction Awareness Week (AAW)**, which provides an intense focus on addiction's impact on individuals, families, and society. Through compelling storytelling, research, and events, AAW challenges stigma and encourages open conversations about addiction and recovery.



TAKING ACTION ADDICTION
A CAMPAIGN BY THE FORWARD TRUST

## More Than My Past

More Than My Past challenges the stigma that exists towards ex-offenders and people in recovery from addiction.

This campaign aims to increase understanding that people living marginalised lives – homeless, long term unemployed, addicted, or criminally involved – have often been victims themselves of childhood neglect, abuse or trauma, or of violence, grooming or mental health crises in adulthood. We celebrate stories of resilience and achievement, where individuals find a way out of negative cycles to live positive and productive lives.

Specifically, we aim to demonstrate to policy makers, employers, landlords and the general public that people can and do turn their lives around – and are capable of amazing achievements.



MORE THAN MY PAST
LED BY THE FORWARD TRUST

# HIGHLIGHTS

## Addiction Awareness Week 2024

**Addiction Awareness Week 2024 ran from 30th November – 7 December and began with a special message of support from Forward's Royal Patron, HRH The Princess of Wales.**

The week centred on our new campaign film Recovery Is Possible. More than 75 people shared inspiring stories of their own or a loved one's recovery, with special support from Ant and Dec, who filmed a message for the video. A key highlight was The Addiction Conversation Live in London, sponsored by the Financial Times. This event featured a live podcast, music, and spoken word performances, alongside powerful discussions on addiction. Guests included Lily Allen, Bryony Gordon, Matt Willis, and Tony Adams, with performances by Hannah Stanislaus and Gorillaz bassist Seye Adelekan. The audience included an impressive collection of policymakers, public figures, media and people from The Forward Trust's recovery community in support of the week's theme – Addiction Affects Everyone BUT Recovery Is Possible.

We also released new Ipsos research showing the scale of dependency in the UK. Almost half of adults (47%) have either experienced or know someone affected by alcohol, drug, medication, or gambling addiction—equating to 23 million people nationwide. Over one in 10 (11%) have faced it personally. The study highlighted concerning post-pandemic patterns, with 31% of those affected saying their alcohol use has risen since March 2020, and 10% of drinkers reporting it is now part of their daily routine. Stigma remains a major barrier, with up to 43% saying shame would stop them seeking help from sources such as GPs or employers.

Social media engagement with the campaign was impressive, with **2.28 million post engagements, a reach of 2.13 million** and over 425,000 video views in the run up to and during the week. Our content was liked and shared far and wide, from celebrities to Members of Parliament, professional bodies and organisations working in the sector.




The week amplified the voices of those affected by addiction and shone a light on the hope that recovery brings. As Mike Trace, Forward's CEO, said on the night of The Addiction Conversation:

*"There continues to be a deep lack of understanding about addiction in Britain today. Addiction affects everybody and yet still this continues to be a hidden condition, a secret illness. This event brought people together in order to bring stories into the light because it's only by hearing other people's stories that we are more likely to recognise the symptoms in others."*





**"As Patron of The Forward Trust, I am delighted to once again support Addiction Awareness Week.**

It has been heartening to see that progress is still being made to end the stigma surrounding those battling addiction. For too long, many have suffered in silence, harbouring feelings of shame and guilt about their condition, despite their vulnerability.

Everyone suffering from addiction is another human being, with a story of their own, which many of us don't understand or see.

It is not our place to judge or criticise, we must take the time to sit by someone's side, learning the values of love and empathy. Being a shoulder to cry on or an ear to listen, these simple acts of kindness are crucial in breaking down the misunderstandings that so many face.

Addiction is not a choice. It is a serious mental health condition that could affect any one of us. By acting with humility and compassion we can all make a difference and support those who are suffering.

Many charities up and down the country are guiding individuals and families through the toughest of times. But they cannot do it alone. It is up to each and every one of us to change the way we think about and consider the many people coping with addiction.

Because recovery is possible."

**HRH The Princess of Wales, on Addiction Awareness Week 2024**



*"The blast radius of addiction is far and wide. It's your uncle or your cousin; it's the person fighting in the bar; it's the constant shouting through the walls from your neighbour; it's the quiet bottle and a half every night you don't tell anyone about.*

*We see its effects in A&E departments across the nation and with those unfortunate enough to sleep on our streets. We see it in boardrooms, classrooms, playgrounds, pulpits, and sporting arenas. Addiction takes many forms, and it affects us all in many ways."*

**Seye Adelekan, multi-instrumentalist musician, composer and producer**

### Special episode of the More Than My Past podcast

We were delighted to broadcast a new, special episode of the More Than My Past podcast in October 2024. The episode focussed on the incredible story of Tony Attwood, who experienced addiction and served multiple prison sentences for a number of crimes before Judge Peter Ross sent him to rehab instead. Now many years into recovery, Tony has set up a vital housing charity for ex-offenders. Peter was his chair of trustees. Tony and Peter join actor Jason Flemyng and Forward Trust director Julie Muir to retell their extraordinary story for this remarkable episode.

# Our Partners

Forward Trust is a trusted provider of social justice services. We work closely with a range of commissioners, building long-term partnerships that drive continuous improvement in services and outcomes for local communities.

Collaboration is at the heart of what we do. By partnering with specialist organisations, we combine our strengths to deliver the best possible support for service users. We value the expertise and local insight our partners bring, which enhances the quality and impact of our work.

In 2024/25, we were proud to collaborate with the following commissioners and delivery partners:

Adfam
Atrium Clinic
Better Lives
BGPS
Breakeven
Catch 22
Central & North West London NHS Trust
Change Grow Live
Combat 2 Coffee
Crisis
Department for Education
Digital Kent
DrPA Secure
ERSA and AELP
Evolve Housing & Support
Gangsline
Greater London Authority
Groundwork East
HCRG Care Group
Hibiscus Initiatives Ltd
Homeless Link
Kent County Council
Lincolnshire Action Trust
Magistra
Mercator Digital
Nacro Community Accommodation Services
New Futures Network
Open Road Visions
Peabody Trust
People Plus
Practice Plus Group
Prisoners Abroad
Reed in Partnership
Rehabit
RFEA
Social Enterprise Kent
South London & Maudsley NHS Trust
Spark Inside
Streetlight
Sussex Pathways
Thames Reach
Thanet Citizens Advice
The Medway Street Angels
Threehands Insight
Voluntary Action Islington

We are grateful to all our donors and funders who supported our work in 2024/25. Those providing restricted funds are listed in our Finance Report below (Section 3, page 108), while those contributing unrestricted funds include organisations such as The Thompson Family Charitable Trust, The Caerlow Trust, J Leon, The Wyndham Charitable Trust, The B E Rodmell Trust and The Financial Times, as well as our loyal individual donors.



THE FORWARD TRUST ANNUAL REVIEW, ACCOUNTS AND IMPACT REPORT YEAR ENDING 31ST MARCH 2025

# PART 2 IMPACT REPORT

# Overview (Stages of Change)

In this section of the report, we present - for each of our service areas described above – headline data on the numbers of clients reached and the levels of activity they engaged in, while also highlighting outcomes and impact achieved based on our research and evaluation activity.

We also present below an overview of the progress made by all our clients across our 'stages of change', with client activities categorised as 'pause', 'engage', 'develop' and 'prosper', designed to provide a structure that supports people towards recovery and rehabilitation.

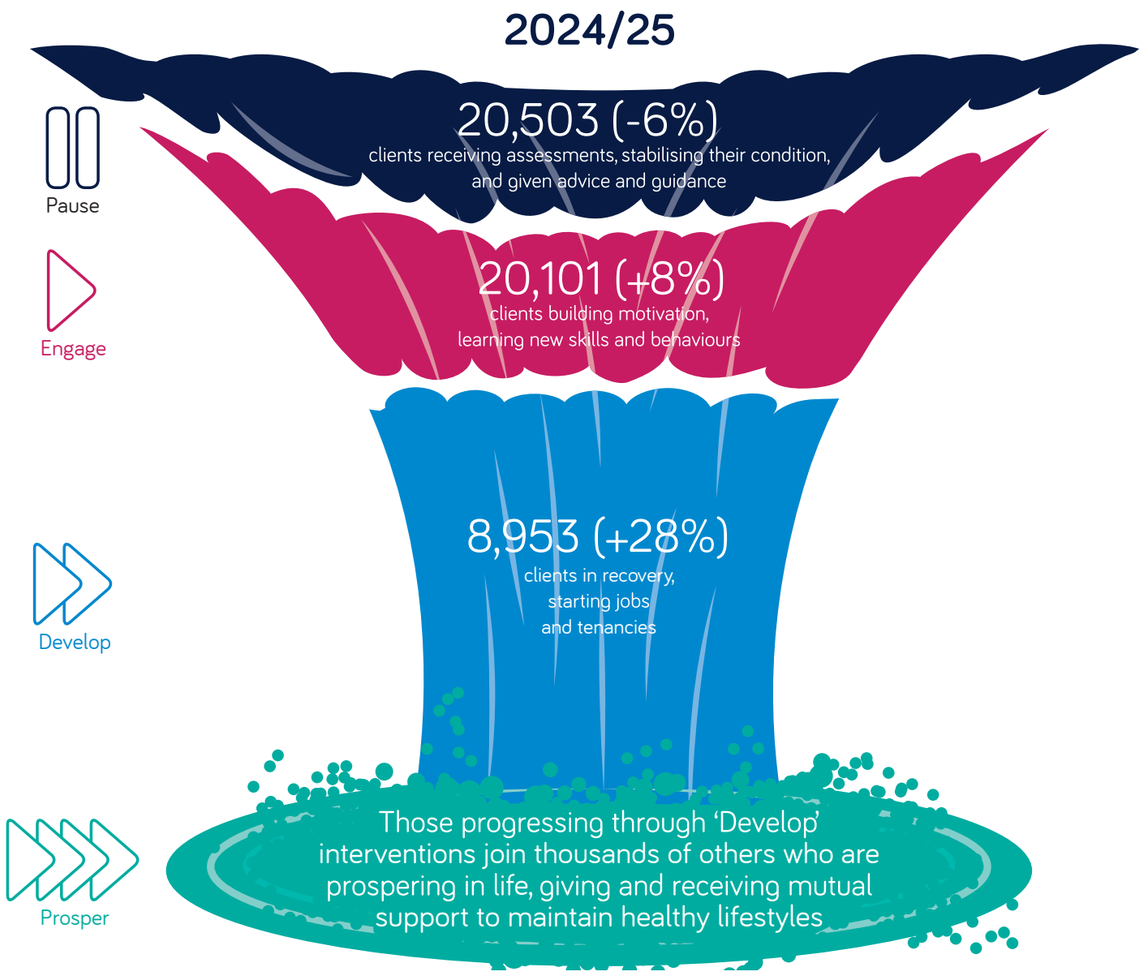
| Stage of change | Pause | Engage | Develop | Prosper |
|---|---|---|---|---|
| How we help clients across all services | Supporting clients to take stock of their situation, while addressing immediate health and care needs. We support clients to assess what changes they want to make and decide what sort of help they need. | Working with clients to instil a belief that change is possible, give them confidence to take the first steps, and offer personal and practical support and interventions to get them started on their journey. | Progressing people's personal development and recovery, through structured and intensive programmes, developing new skills and knowledge, and making new positive connections. | Where clients feel the rewards of a more independent life, characterised by positive self respect, personal wellbeing, social connection and positive contribution to family and community. |





For the last 6 years, we have collected data on the number of clients who were accessing support at each of these stages, from 'Pause' through 'Engage' to 'Develop', data that can be visualised as a 'funnel' that flows into our ever-growing reservoir of people who are 'Prospering' in life (becoming part of our 'Forward Connect' recovery community – see p40).

The diagram below present a comparison of the size and shape of our 'funnel' in 2023/24 and 2024/25. It highlights the change in the number of interventions delivered during this period. Of particular note is the growth in both Engage and Develop interventions, which represent our most targeted and transformative methods of client support.




| | 23/24 | 24/25 | % Change |
|---|---|---|---|
| **Total number of clients supported** | 32,493 | 35,325 | +9% |
| **Pause** | 21,645 | 20,503 | -6% |
| **Engage** | 18,486 | 20,101 | +8% |
| **Develop** | 6,056 | 8,953 | +28% |

# SUBSTANCE MISUSE AND MENTAL HEALTH

## PRISON SERVICES

### Reach and activity




#### Substance Misuse

- **8,792** male clients and **1,711** female clients (**43% more than 23/24**).
- **5,321** prescribed for opioid use, **2,254** for alcohol use.
- **578** life-saving Naloxone kits issued
- **936** clients commenced OST-reduction (▶Engage).
- **475** clients commenced alcohol detox (▶Engage).
- **172** clients starting our Stepping Stones programme (▶Engage).
- **318** clients starting structured abstinence-based group programmes (▶▶Develop).




#### Talking Therapies

- **827** clients
- **327** clients starting Step 2 or Step 3 (▶Engage)



#### Reconnect

- **724** clients supported





### Client outcomes and feedback



**71%** average completion rate across all Develop prison programmes.

#### Substance Misuse

- **1,696** clients completing treatment drug/alcohol free (25% more than 23/24).
- **19.5%** increase in continuity of care rates across Forward's services for those leaving prison accessing support in the community (see page 19 for more on continuity of care).
- **53%** of those that exited (non-transfers) had successfully completed their treatment, free from dependence.
- **92%** of clients rated the service as excellent or good.
- **90** clients clients engaging with Forward Connect, our 'Prosper' peer community.

*"The help that was offered has given me tools to take away with me and make a fresh start...Forward Trust have helped me gain an understanding about my life choices and behaviour around drink and drugs. I have gained skills to help me on my release. They tried to help all of us and have done a great job"*

*"I started this journey in denial, but Forward have persevered and helped me throughout and I feel confident and optimistic for my future. They have helped me to see the benefits of substance-free living"*

*"Forward Trust have supported me fully... They've supported me when I've relapsed, helped me get back on track."*

*"Forward Trust has been a life saver for me, every staff member is supportive and understanding. It's been a privilege to work with them all."*



#### Talking Therapies

- **40.2%** of Talking Therapy clients moving into 'reliable improvement'.

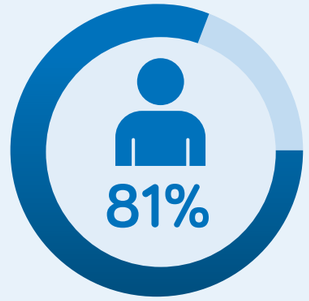



**clients completing treatment drug/ alcohol free (25% more than 23/24)**

**Client outcomes and feedback continued**

## Reconnect

- **100%** of Reconnect clients rated the service as excellent or good.
- **81%** said the service helped them to better understand and address their difficulties.
- **88%** said they felt involved at all times in making choices about their treatment and care.
- **100%** of clients said they felt staff listened to their concerns and treated them seriously.
- **87%** of Reconnect clients had a mental health need, 80% of these were referred into a mental health service.
- **76%** of Reconnect clients needed support to register with a GP, 80% of these were helped to do so.




**said the service helped them to better understand and address their difficulties**

*"I really valued everything you did for me, thank you so much."* Reconnect service user

*"You were the only people who actually helped me on my release. I really appreciated the calls and check-ins and how you supported me to attend my GP appointment also. It really did mean a lot."* Reconnect service user

*"Thank you so much for all the help. You guys have really supported me both in prison and on my release too. It's been nice to have a familiar face to talk to whilst I've been back in prison (due to recall). You've helped to link me in with IAPT [now Talking Therapies] and drug and alcohol support which I really appreciate. I would never have registered with a GP or attended my appointments on release without your support."* Reconnect service user

## Surrey female prisons counselling service

### Reach and activity

- **225** referrals received.
- **810** hours of counselling received.

### Client outcomes and feedback

- **77%** of successfully completing clients showed a noticeable decrease in depression.
- **83%** of successfully completing clients showed a noticeable decrease in anxiety.



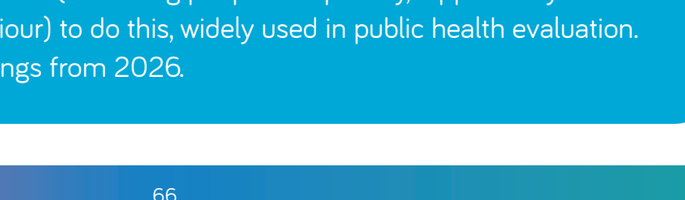
# COMMUNITY SERVICES

## Reach and activity




- **4,617** male clients and **2,282** female clients supported (**21.4% more than in 23/24**).
- **1,054** clients starting Engage group programmes (e.g. alcohol detox groups).
- **605** clients accessing brief interventions.
- **406** clients starting structured day programmes (▶▶Develop).
- **354** clients accessing residential rehabilitation. (▶▶Develop).



## Community Day Programmes – Long-term Impact Study

During 24/25 we also started work on '**Programme to Prosper**', looking at the long-term impact of our community day programmes in Hull, Kent and Medway. We are interviewing participants at 6-, 12- and 24-month intervals after they complete these programmes to assess their progress in recovery and how well they are practising the key behaviours developed on the programme on an ongoing basis. We are using the COM-B model (assessing people's Capability, Opportunity and Motivation to change Behaviour) to do this, widely used in public health evaluation. We will be reporting on findings from 2026.





## Client outcomes and feedback

- **1,722** clients completing treatment drug/alcohol free, a 21% increase on 23/24.
- **99%** of clients rated their service experience as excellent or good.
- **60%** average completion rate across all structured day programmes.
- **418** clients engaging with Forward Connect, our 'Prosper' peer community.






**60%**
average completion rate across all structured day programmes.

*"Always felt listened to and felt it was a great service, appreciated the work my keyworker was doing with me and helping myself and my partner to get out of treatment successfully as we have both detoxed from OST. Thank you."*

*"Amazing service, the groups are fantastic, very informative, educational and makes me think, and now has helped me on my sobriety journey and into a more prosperous life."*

*"Forward have saved my life. I now have a future and many good things to look forward to."*

*"Grateful that Forward were there when I needed them."*

### ReNew (structured day programme in Hull)

- **82%** of ReNew participants felt more confident in their ability to abstain from alcohol.
- **70%** gained confidence in staying drug-free.



# CRIMINAL JUSTICE

## Reach and activity

**11,091**
clients supported

Forward supported **11,091** clients of our commissioned rehabilitative services in 2024-25, 27% more than 2023-24. These comprised:

### Personal Wellbeing
(Commissioned Rehabilitative Service)

- **4,369** clients supported.
- **6,810** interventions delivered.

**3,473**
Accommodation clients supported

### Accommodation
(Commissioned Rehabilitative Service)

- **3,473** clients supported (62% increase in community referrals received from 23/24).

### Dependency & Recovery
(Commissioned Rehabilitative Service)

- **3,249** clients supported (from 69 different nationalities).
- **5,099** interventions delivered.







## Client outcomes and feedback

### Personal Wellbeing

- **1,838** clients achieved their action plan goals.
- **80%** of clients progressed in their personal goals.
- **95%** of clients rated their experience of the service as excellent or good.

**95%**
of clients rated their experience of the service as excellent or good

> ***"I think the service is 'wonderful' I feel that it has helped immensely to have someone who is willing to sit down and listen. The nature of the practitioner has positively impacted on my feelings and views of my own self-worth and own mental health"*** PWB Service User

### Accommodation

- **1,838** clients achieved their action plan goals.
- **80%** of clients progressed in their personal goals.
- **95%** of clients rated their experience of the service as excellent or good.

> ***"I am so grateful for Holly's support with my housing. I wouldn't be where I am today if it wasn't for her"***
> Accommodation Service User

### Dependency & Recovery

- **95%** of clients rated their experience of the service as excellent or good.
- **83%** of clients are progressing in their personal goals.

In addition, **580** of our Commissioned Rehabilitative Services clients engaged with the Forward Connect community.

> ***"I have been abstinent from alcohol for 3 months now thanks to Forward Trust. Initially, I was worried as English is not my first language, but my caseworker delivered all sessions in Punjabi, which meant I could clearly understand what was being shared. I was struggling with depression, so my caseworker even came out to my home and met me, which I am very grateful for. My health and relationships with family have improved, and I have more energy than ever. Thank you Forward Trust."***
> D&R service user

## Additional Outcome Measurement:
### Intermediate Outcome Measurement Inventory (IOMI)

As part of an organisation-wide roll out, in 2024/25 we started to use 'IOMI' across our Commissioned Rehabilitative Services. This is a tool that measures resilience, wellbeing, self-efficacy, impulsivity, motivation, hope and interpersonal trust (measures widely regarded as predictors of desistance and recovery) where service users self-report on a scale of 1–5 before and after engagement with our service.

Findings from the first two quarters of 25/26 are summarised below:

| IOMI measure | Percentage change in scores (pre and post) |
|---|---|
| Agency/self-efficacy | +15% |
| Hope | +22% |
| Impulsivity / problem-solving | -4% |
| Motivation to change | +9% |
| Resilience | +14% |
| Interpersonal trust | +15% |
| Wellbeing | +18% |







# EMPLOYMENT

During 2024/25, Forward delivered employment-related information, advice and guidance (IAG) to clients in 17 prisons, and employment support for ex-offenders and other disadvantaged groups through X contracts. We also provided enterprise support and employment opportunities though Blue Sky Services.

## Reach and activity

- **3,701** clients in prison receiving Information Advice and Guidance.
- **1,085** clients receiving community-based job support or training.
- **60** clients supported with their ideas for enterprise.
- **12** staff employed through Blue Sky Services.
- **222** job and apprenticeship vacancies offered through our Employer network.




## Client outcomes & feedback

- **98%** of prisoners are satisfied/very satisfied with our IAG services.
- **278** prison clients moving into jobs, training, education, or apprenticeships upon release.
- **412** community clients moving into jobs, training, or apprenticeships.
- **48%** of enterprise clients trading, applying for growth funding or employing staff after 3 months.

## PROGRAMME SPOTLIGHT

### 'Multiply' (numeracy programme across Thanet and East Kent)

- **90%** of participants reported struggling with numeracy; over half disclosed learning difficulties.
- **400** learners supported.
- **98%** (of programme completers) reported overall gains in numeracy confidence.
- **73%** showed improved confidence in core maths operations.
- **60%** showed improvement in logical problem-solving.
- **67%** showed improvement in budgeting.
- **45%** progressed into further education or employment.

### Adult skills programmes (London and East Kent)

- **410** learners supported.
- **92%** overall achievement.



# RECOVERY AND BELONGING

## RECOVERY PROGRAMMES

### Reach and activity

#### Residential

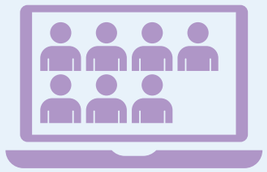
- **286** clients accessing structured programmes at Clouds House (Wiltshire) or The Bridges (Hull).
- **74** detox completions.
- **62** clients moved on to Clouds aftercare service.

#### Prison

- **82** clients graduated Y Bont programme.

#### Online

- **7** people completed our first pilot programme.



### Client outcomes & feedback

#### Residential

- **74%** completion rate for Clouds House and **54%** for The Bridges.
- **83%** of all people leaving Clouds House or The Bridges are drug and alcohol free.

#### Online

**Recovery Online participants:**

- **100%** said their wellbeing improved.
- **71%** said resilience improved.
- **86%** said their self-efficacy improved.
- **71%** said their hope improved.











## REACH OUT

### Reach and activity

**3,640** calls received:

- **Nearly half (48.8%)** of callers had not previously contacted Forward or other support providers, meaning Reach Out was the first step for them in getting help.
- **One in 6 (16.6%)** of callers were the friends and family of those needing support.



**3,640**
**calls received**

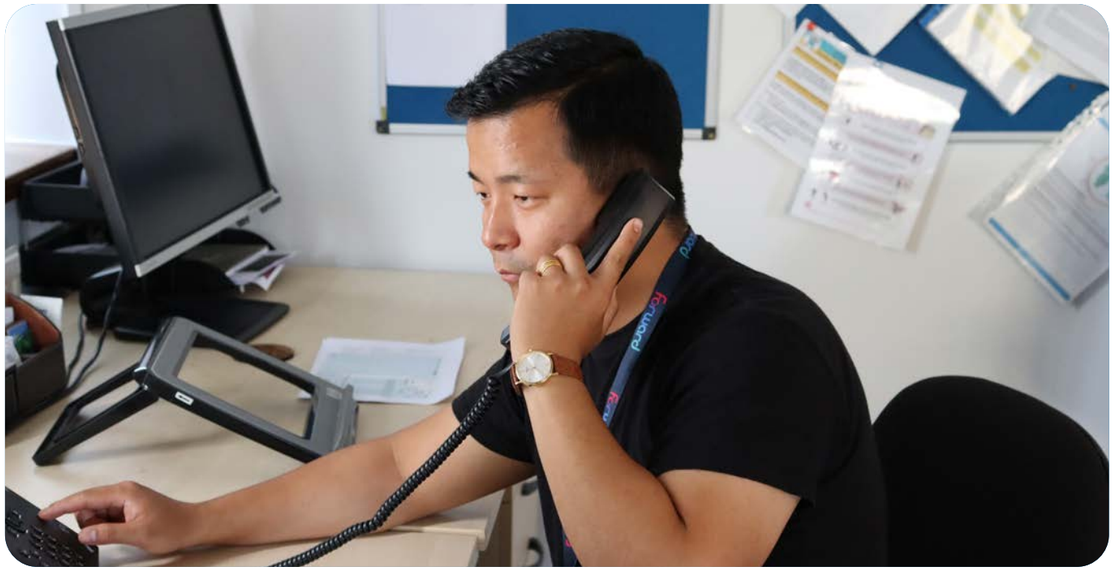
### Client outcomes & feedback

- **90%** of callers would recommend Reach Out to a friend.

**Quotes from Reach Out service users**

*"Your staff are very helpful, welcoming and professional."*

*"My enquiry was answered promptly and succinctly. It was helpful in terms of advice and was kind."*



# HOUSING SUPPORT

## Reach and activity

### Vision Housing (independent living)

- **335** referrals made.
- **270** assessments completed.
- **397** viewings arranged.
- Housed clients in properties across **20** London boroughs and Surrey and Kent.
- Working with **10** borough and district councils in Surrey, Probation, and **10** London Borough councils.

### Recovery Housing (shared living)

- **6** houses situated across Kent and Essex (male, female and mixed schemes).
- **35** new referrals.




## Client outcomes & feedback

### Vision Housing

- **162** people housed.
- **115** tenancies (90%) have been sustained for over 6 months.
- **93** tenancies (79%) sustained over 12 months.

### Recovery Housing

- **26** people housed.

*"My mentor has helped me develop independence and provided me with key skills to manage my own tenancy, they have guided me and provided me with solutions and options that I never knew existed before, I can't wait to become a mentor myself in the future."*

*"Without your help when I came out of prison, I would have been completely lost. You've all been unbelievable. If people come out of prison like I did, with nowhere to live, they have no chance. ... If Forward hadn't been there, I know my mental health would have suffered. They worked with my probation officer to explain what was happening, and they took away the stress of landlords asking too many questions. I'm not trying to be funny — I genuinely don't know what would have happened to me. It also feels like someone actually cares. If my Forward worker isn't around, someone else calls me to make sure I'm OK. You don't feel forgotten."*



THE FORWARD TRUST ANNUAL REVIEW, ACCOUNTS AND IMPACT REPORT YEAR ENDING 31ST MARCH 2025

# FAMILY SUPPORT

## Reach and activity

- **301** clients attending Relationships Matter structured programme.
- **106** families supported through M-PACT structured programme.
  - **136** adults.
  - **177** young people aged 8-17.

### Recovering Families UK Online

- **44** people referred.
- **33** people started.
- **29** people completed.

(Figures are for Jan – Mar '25 only, following programme launch at the start of the year).

**RFUK Online quotes from service users**

*"I feel like it's helped to not be as angry"*

*"It's given me strength to trust myself"*

*"I've loved every minute of it"*

*"It's given me a great sense of relief"*




## Client outcomes & feedback

### Relationships Matter participants

- **69%** feel more confident in their relationships.
- **60%** report that communication with someone in their life has improved.
- **58%** report their ability to deal with relationship challenges has improved.
- **39%** have developed new supportive relationships.

(2 year evaluation).





## RECOVERY SUPPORT

### Reach and activity

- **520** programme graduates supported.
- **332** new clients referred across community and prison projects.
- **103** 'Meet and Greets' undertaken by staff or volunteers, ensuring safe travel to and from custody or rehabilitation settings and into accommodation schemes.

### Client outcomes & feedback

- **98%** of Recovery Support clients rated their experience as excellent or good.




## FORWARD CONNECT

### Reach and activity

**5,286** members, representing national recovery communities:

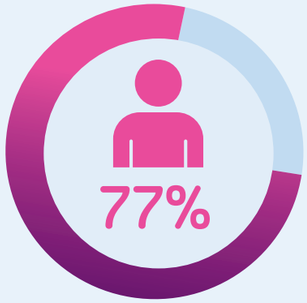
- **728** meetings.
- **1,456** hours of volunteering activity.
- **2,946** messages of online peer support via our Forward Trust Community app.
- **244** peer mentors and volunteers.
- **62** Lived Experience Ambassadors.
- **1,503** people attended a Lived Experience work shop, of which **92** took place over the course of the year.




### Client outcomes & feedback

Of Forward Connect members surveyed:

- **77%** felt less isolated.
- **76%** felt more hopeful for the future.
- **72%** noticed an improvement in their relationships.
- **68%** were helping support their peers in recovery.






THE FORWARD TRUST ANNUAL REVIEW, ACCOUNTS AND IMPACT REPORT YEAR ENDING 31ST MARCH 2025

# PART 3
# TRUSTEES' REPORT AND ACCOUNTS

# Trustees' Report and Accounts

## Message from the Treasurer

This Trustees' Annual Report and Accounts has been prepared in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the FRS102 Charity SORP (Statement of Recommended Practice effective 1st January 2019).

The accounts for the year ending 31 March 2025 show that the Charity continues to grow and diversify. Over the past five years, the Charity's income has nearly doubled, and we expect this growth to continue into the next financial year. This report indicates that the Charity has achieved this safely and sustainably, and our economic outlook remains steady.

Our contract base remains intact, and there was further growth at the start of the new year, as described in the Post Balance Sheet note to these accounts.

The Charity delivered a deficit of £1,377k in 2024-25. This is set against a challenging financial environment, where pressures on our commissioners to reduce costs have been heightened, and some of our philanthropic supporters have had to either discontinue financial support or defer funding decisions beyond the end of the year. We have also had to absorb the Government's increase in Employer's National Insurance during the year, which increased the Charity's staff costs by around £850k.

The 2024-25 results were also impacted by a one-off correction of income recognition and the associated VAT correction.

Despite these pressures, and mainly due to effective cost control and prudent financial planning, the Charity will once again budget for a surplus in the upcoming financial year. Our cash flow analysis over the next eighteen months still permits us to confidently adopt a 'going concern' approach to our accounting.

The Charity will continue to manage its financial resources carefully and take steps to further improve its financial results, but this will always reflect the levels of service and support we must provide to our colleagues to fulfil our mission. Our long-term strategy will continue to guide our future financial planning.

Despite challenges, we continue to benefit from our donors' generosity and the great faith they place in us to utilise their donations effectively, ensuring that we provide the highest quality of care to those in need.



**Jamie Drummond-Smith**

Treasurer





## Financial Highlights - Forward in Numbers

The Charity's total income for the period increased to **£44.43 million** (2024: £39.91 million).

This is mainly due to the mobilisation of new Substance Misuse contracts in Thurrock, along with additional grants for existing Substance Misuse contracts in East Kent and Southend. We are also launching a new whole-prison contract with our partner Mitie Care & Custody, which contributed in HY2.

Total income mainly derives from charitable activities, which include contracts with local authorities, NHS Trusts, the Ministry of Justice, or similar institutions, as well as commercial contracts and fundraising efforts such as trust and grant income.

Income from charitable activities, which accounted for **95.5%** of total income, increased from the previous financial year, primarily due to a reduction in the amount of fundraising income raised during the year.

Principal funding sources are outlined in the notes to the financial statements.

These funds are directly applied to the delivery of addiction treatment services, accommodation services, family support services, mental health services, probation services, prison services, and employability services.

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between several service offerings:

Substance Misuse Services

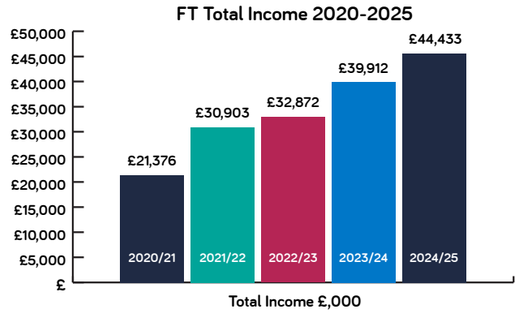
- Family Services
- Young People's Services
- Recovery & Resettlement Services
- Residential Rehabilitation Services
- Clinical Services
- Employability Services
- Criminal Justice Services, and
- Education Services.

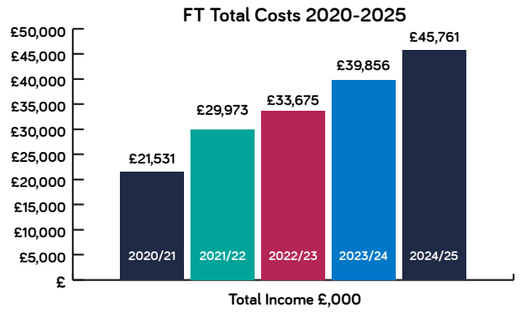
The total expenditure on charitable activities has risen to **£45.76 millio**n (2024: £39.86 million) during the period. Actuarial losses on the Defined Benefit Pension Scheme account for a further £49k.

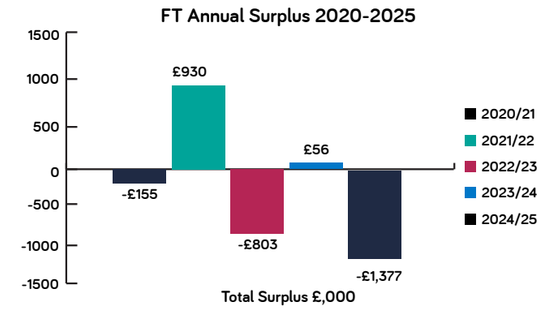
A challenging fundraising and commissioning environment and the significant impact of National Insurance and living wage rises, as well as the income recognition and associated VAT correction, has resulted in an operating deficit for the current reporting year

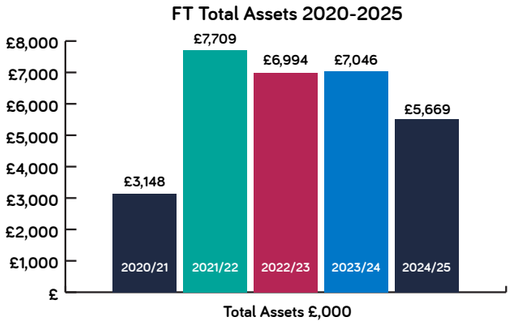
Total assets for 2024-25 have decreased, primarily due to the impact of the operating deficit. Total Assets, however, remain strong at just over £5.67 million.

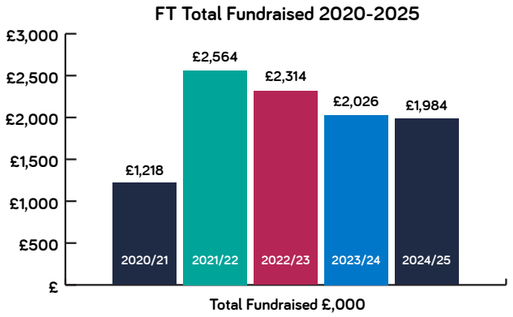
The above comparisons clearly illustrate how the organisation has maintained growth and stability despite the significant financial challenges facing charitable income and the ever-increasing costs of ensuring the safety of our staff and clients.






# Reserves Policy

The General Reserves Policy continues to protect our programme work from the risk of disruption at short notice due to a lack of funds, while also ensuring that we do not retain income for longer than necessary.

The Policy also sets parameters for future strategic plans and aids decision-making. It establishes an appropriate target level for general reserves, taking into account the following factors:

- Vulnerability to unplanned changes in financial position, including potential costs arising from the termination of services and delays in payment of invoices.
- The need for the Charity to invest in implementation and other start-up costs of new services.
- The Charity's requirement to manage fluctuations in cash flow.
- Financial risks related to the above, as well as the mitigation steps available to management.
- The fact that expenditure is generally predictable and long-term, with the exception of 'variable' spending on restricted programmes, where risks typically involve unplanned events such as changes in government policies.
- On 31st March 2025, the Charity's General Reserves (excluding designated funds) are £5.17 million (2024: £6.55 million) and represent unrestricted funds, excluding funds that have been designated, and those funds tied up in fixed assets.
- The basis for determining the target reserves' level is reviewed regularly and will be adjusted as perceptions of risk and other factors evolve.
- Our total funds as at 31st March 2025 are slightly lower at £5.67 million (2024: £7.05 million).
- There is a degree of judgment involved in identifying risks faced by the Charity and in establishing the appropriate level of reserves that the Charity should maintain to mitigate these risks.
- The Trustees are of the opinion that the appropriate target range for free reserves is between £2.1 million and £4.3 million based on the level of activity, and this will serve as a buffer in case Forward Trust faces adverse market conditions.
- Free reserves as of 31st March 2025 stood at £1.05 million, which is below the target level for free reserves. We therefore need to improve this in the coming year.
- The Trustees, however, still believe that the Forward Trust has sufficient resources to sustain the business for the foreseeable future.
- The Reserves Policy will be subject to full review during the 2025-26 reporting year.

# Designated Funds (Unrestricted)

Designated funds are those unrestricted funds that the Trustees have set aside for particular purposes.

The designated funds held at 31st March 2025 were **£0.50 million** (2024: £0.50 million).

These funds are allocated to cover our estimated maximum liability for dilapidation costs on our freehold properties, and other properties.

Further details of the designated funds and their movements during the year are shown in Note 16 of the accounts.





# Restricted Funds

These funds are used for the specified purposes outlined by the donor. As at 31st March 2025, unspent restricted funds were £0 (2024: £0).

# Going Concern

Despite the one-off significant income recognition and associated VAT correction described above, the Trustees still consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy, including any future adverse impact resulting from worldwide financial headwinds.

Trustees believe that the Charity has adequate resources to continue in operational existence for the foreseeable future.

For this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

# Key Management Personnel Remuneration

The Trustees consider the Board of Trustees and the Executive Team (ET), which includes the Chief Executive Officer, as comprising the key management personnel of the Charity responsible for directing, managing, and controlling the Charity, as well as operating it on a day-to-day basis.

All Trustees give their time freely, and no Trustee received remuneration during the year. Details of any Trustee expenses and related party transactions are disclosed in Notes 8 and 20 to the accounts.

In determining appropriate pay levels, The Forward Trust strives to strike a balance between paying sufficiently to recruit and retain individuals with the necessary skills, meeting the needs of our contracting partners, and fulfilling the expectations of the public and our supporters that the funds entrusted to us will be used wisely.

In setting ET pay, the Trustees consider the skills and experience needed for each role, as well as the remuneration in the sectors from which appropriate candidates for such posts are sourced. They also take into account the affordability for The Forward Trust.

We do not pay bonuses or other incentive payments. Pay increases for the ET and other employees are reviewed annually, subject to good performance and the Charity's financial position.

Remuneration is also benchmarked against other competitors within the sector of a similar size to ensure that the remuneration is set fairly, and not out of line with that of generally similar roles.

# Financial Risk Management

Services are subject to contracts; prices of goods are based on market prices; and salary costs are subject to a formal annual review.

Our standard payment terms are 30 days. Credit risk on amounts owed by debtors is low. The organisation retains a small overdraft facility on its main bank account.

In terms of liquidity risk, The Forward Trust holds only a small mortgage, and our policies on managing investments and reserves are outlined above.



# MANAGEMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

**In delivering our objectives, we face significant risks every day, whether to the safety of our staff, our clients, our financial health, or our duty of care to those attending our fundraising events.**

**We have robust procedures to evaluate, design and implement effective measures to reduce both the likelihood and the potential impact of these risks occurring.**

## Reserves Policy

The Forward Trust conducts annual risk identification, assessment, and management analyses. A register of risks has been compiled, with risks scored according to their likelihood and severity of impact.

Risk management strategies and time scales are also established and reviewed at least annually. Individual senior managers or committees are nominated to take responsibility for each key risk, which is reviewed on a quarterly basis.

The Trustees reviewed how risk is managed within the Charity, and the level of reserves that should be held in relation to the principal risks that we face.

The Trustees have also examined other operational and business risks through an organisational risk management process, identified those risks that the Charity faces, and confirmed that they have established systems to mitigate the significant risks.




## Key Risks

For each identified risk, the relevant committee monitors specific actions and performance indicators related to it on a quarterly basis.

The following significant risks were identified at an organisational level for the Charity in 2024-25:

- There is a risk that income from contracts that do not have fixed prices does not meet budgeted expectations, with a particular focus on income derived from OHID/RSDATG, employment services, and fundraising
- There is a risk that continued increases in legal cases related to medical malpractice will significantly compromise our ability to secure insurance coverage, particularly given the current focus on growth in services where clinical delivery is a significant element.
- There is a risk that environmental and operational factors are increasing voluntary turnover, impacting the costs of delivering services and the reputation of the organisation.
- There is a risk that, with mergers, acquisitions, and contract wins, the IT department may not be able to support all the new users efficiently and that current user service will suffer. There is a risk that integrating legacy systems will introduce security threats to FT systems. There is a risk that interfacing with numerous organisations and subcontractors will compromise information security, resulting in reputational and regulatory impact.
- There is a risk of operational instability arising from the recommissioning of Probation CRS. As this is a national recommissioning event, all staff are exposed to rumour and speculation about what future delivery will look like. We know that services will not be commissioned like for like, so staff will become aware that their roles will change significantly even in best-case scenarios where we retain all current contractual areas and win more.
- There is a risk of income loss as a result of Probation recommissioning. Services are not being commissioned like for like, creating a more complex bidding landscape and increased risk of competition even in current delivery areas where performance is vital.
- Several contracts were due for re-tender in 2024-25 with a potential impact on revenue from 2025-26, totalling £19m. While making every effort possible to retain these contracts and their value, we also need to continue to seek new contracts for overall growth and safeguard revenue against the risk of contract loss.
- There is a risk that high vacancy levels within contracts could initiate financial clawback from prime providers and commissioning authorities. Monitoring of vacancies and other financial elements of contracts ramped up during 2023-24, and there is an expectation that the organisation will encounter increased enforcement during 2024-25.
- Emerging drug trends (e.g. synthetic opioids and cannabis) present a severe and developing risk regarding fatal incidents, service user health, performance and service disruption.
- The growth and diversification of the Substance Misuse portfolio means that the directorate increasingly depends on sub-contractors (e.g., Open Road) and other internal operational/delivery departments (e.g., Recovery Support). During 2023-24, a few commissioners reported that delivery partners were not performing adequately. This could cause a reputational and performance issue if it is not managed properly.
- There is a risk that revenue and contribution targets will not be met due to payment-by-results contracts falling below performance, clawback, or a lack of new revenue for services such as Enterprise.
- There is a risk that Compliance or Assurance audits may not be passed because the error rate exceeds the threshold for Adult Skills and Restart. The result would be a mean clawback of funding.
- There is a risk that the quality of adult skills provision in the community will drop below Ofsted 'Good', Restart Quality will fall below DWP Standards, and prison CIAG will not meet the Ofsted/HMPS quality standards required.
- There is a financial risk across both Residential Services that target occupancies are not met and that this leads to both The Bridges and Clouds House not meeting their income targets.
- The fundraising income target may be affected if The Julia and Hans Rausing Trust grant application (£900k) is reduced or unsuccessful.*

Other key components of The Forward Trust's risk management include:

- Governance & Quality Assurance Framework.
- Clinical Governance Framework.
- Clear policies regarding safeguarding children and vulnerable adults.
- Regular consideration by the Trustees of financial results and variance from budgets and delegation of authority and segregation of duties.
- The Trustees approve a Strategic Plan and annual budget, and performance is reported regularly, including financial reporting of monthly results.

The Trustees aim to monitor and manage the above risks through a Strategic Risk Register, which outlines the likelihood, impact, and severity of each risk, as well as the risk owner and the committee responsible for managing the risk.

These risks are also reviewed on a regular basis and are standing agenda items during monthly risk owner supervisions and quarterly committee meetings. Internal risks are minimised through a clear authorisation process for all transactions and projects, ensuring consistent quality of delivery across all operational aspects of the Charity.

These procedures are reviewed annually to ensure that they continue to meet the needs of the Charity.

The Trustees receive regular reports on compliance with regulatory and statutory frameworks, including those related to the health and safety of staff and clients.

* A contract was agreed for 2025-26, after the risk was initially identified

## Taxation Increases and Inflation Pressures

As we move into the 2025-26 financial year, we are acutely aware of the ongoing impact of the UK Government's decisions on taxation, as well as the impact of the global trade position on the organisation, and the potential for budget-busting price increases across several of our cost lines.

We recognise that cost-of-living pressures may significantly affect our staff and increase expectations for higher pay.

We have budgeted a surplus position for 2025-26, but recognising that achieving this, given current and predicted headwinds, will be challenging.

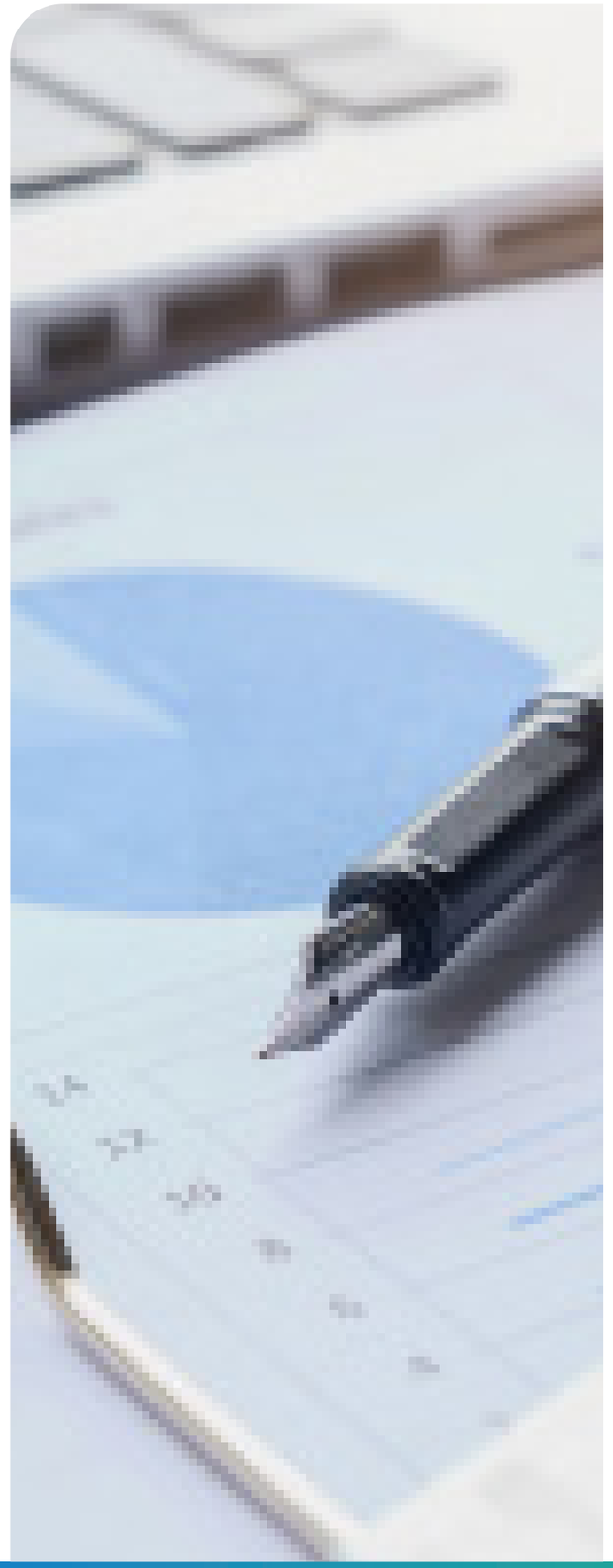
We will devote significant management energy throughout the coming year, seeking opportunities to mitigate this and maximise our cash reserves.

## Fundraising

Forward Trust does not actively raise money from the general public, and no complaints were received in relation to fundraising in either the current or preceding accounting period.

## Auditor

A resolution to reappoint HaysMac LLP as the charity auditor will be presented at the Annual General Meeting.







# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

The Forward Trust is a charity registered in England and Wales (Charity Number: 1001701) and a UK company limited by guarantee (Company Registration Number: 02560474). The governing document is the Articles of Association that determine its legal framework. The Charity does not have any share capital. This remains the case after the merger with Action on Addiction.

## Board of Trustees (Directors)

As of 31st March 2025, the following members of the Board of Trustees were registered as Directors of the Charity:

- Tony Adams MBE — Chair
- Jamie Drummond-Smith — Treasurer
- Isabelle Laurent
- Dame Benita Refson
- Lisa Villiers
- Rebecca Priestley
- Joyce Adu
- Amelia Fitzalan-Howard
- Steven McIntosh
- Ivor St John McKay
- David Meredith
- Katie Simpson-Lloyd

During the reporting year, the following Trustees resigned from the Board.

- Lady Louise Gibbings — Resigned Apr 2024
- David Riddle — Resigned Aug 2024
- Hon David Bernstein — Resigned Feb 2025
- Andrew Wylie — Resigned Nov 2025

Tony Adams MBE was appointed Chair and took up his duties in February 2025.

The Directors of the Charity, who are the Charity's Trustees, form the Board of Trustees, which is its ultimate governing body.

The Board of Trustees is responsible for ensuring all activities comply with UK law and align with the agreed charitable objectives. Its responsibilities include governance, setting the strategic direction, ensuring the Charity upholds its values and achieves its objectives, and approving the financial plan.

## Executive Team

The Board of Trustees reviews a schedule of matters reserved to them and delegates certain responsibilities to the Trustee sub-committees and the Chief Executive Officer.

The day-to-day running of the Charity has been delegated to the Executive Management Team.

As of 31st March 2025, the Executive Team was made up of:

- Chief Executive Officer
- Chief Operating Officer
- Executive Director of Substance Misuse
- Executive Director of Employment Services
- Executive Director of Business Development
- Executive Director of Fundraising and Communications*
- Executive Director of Recovery

* Post removed from April 2025

# Structure

The Board of Trustees meets quarterly to consider strategic business issues. Each year, we approve the annual budget and strategic risk register and review the strategic plan of the Charity.

The Trustees and Chair are appointed for an initial period of three years that can be extended for further three-year terms. Any further extension may be made if it is deemed to be in the best interests of the Charity.

The Trustees are recruited to provide the skills and experience required to govern the Charity.

We seek to appoint Trustees from among our Trustees' network and, where necessary, through the use of external advertising or specialist agencies as required.

Recommendations for appointments are made by the Chair and then ratified by the Board.

New Trustees receive information on legal obligations under Charity and Company Law, the Charity Commission's guidance on public benefit, the content of the Articles of Association, the committee and decision-making processes, the business plan, and recent financial performance of the Charity.

New Trustees also spend a day meeting key employees and other Trustees. Trustees are required to complete mandatory training modules and are encouraged to attend relevant external training events that will facilitate the effective performance of their role.

The Chair is an ex officio member of all Committees. Any Trustee may attend any Trustee sub-committee meeting. The sub-committees each have specific responsibilities on behalf of the Charity as outlined below. They provide counsel, expertise, and support to the Senior Management Team.

Individual Trustees also take reasonable steps to ensure there is regular and direct contact between Trustees, staff, volunteers, and people who use our services at a local level.

There are annual scheduled visits to Programmes by Trustees with an Executive Management Team member.

# Finance and General Purposes Sub-committee

The Committee is responsible for overseeing all aspects of the Charity's financial policies and operations. It monitors the short and long-term financial viability of the Charity, ensuring there are sufficient resources to fund its commitments. The committee reviews and approves the Investment and Reserves Policy for recommendation and monitors the effectiveness of the Charity's risk management and internal control systems. It reviews the annual financial plans of the Charity and monitors performance against these plans, recommending action where necessary.

The Committee also reviews all issues concerning human resources (including sickness, staff turnover, and equality, diversity, and inclusion). It met five times during the reporting year (one of these an extraordinary meeting regarding salary increase proposals).

During the reporting year, the committee was comprised of the following members: Jamie Drummond-Smith – Chair, Hon David Bernstein (resigned Feb 2025), Isabelle Laurent, Joyce Adu, and Andrew Wylie, together with the Chief Executive, Chief Operating Officer, Director of Human Resources, and Director of Finance & Commercial.







# Governance & Quality Assurance Sub-committee

The Committee is responsible for implementing and monitoring effective governance throughout the organisation, including clinical governance.

During the reporting year the committee was comprised of the following members: Amelia Fitzalan Howard, (Chair from Sept 2024), David Riddle (former Chair, resigned Aug 2024), Tony Adams MBE, Hon David Bernstein (resigned Feb 2025), Lady Louise Gibbings (resigned Apr 2024), Lisa Bryer, Steven McIntosh and Dame Benita Refson DBE, the Chief Executive, Chief Operating Officer, Divisional Directors of Services, the Clinical Director and the Director of Governance and Quality Assurance.

A separate Clinical Governance Quality Assurance Forum is responsible for ensuring the collection and analysis of data and other information sufficient to provide effective clinical governance, ensuring the input of clinical leadership and advice, promoting the quality of care, including the safety and well-being of service users, families, and carers. This forum reports to the Governance and Quality Assurance Sub-committee via the Clinical Director.

The Committee is responsible for managing a culture of statutory compliance, as well as processes for managing health & safety issues; facilitating an examination and review of significant events and incidents; ensuring audits of services are undertaken and acted upon; and ensuring compliance with all legislation and contractual obligations.

During the period, the Charity was assessed and re-accredited (with zero non-compliance) against ISOs 9001, 14001, 45001, 27001, and Cyber Essentials Plus accreditation.

CYBER ESSENTIALS CERTIFIED PLUS

bsi ISO 9001 Quality Management | ISO 14001 Environmental Management | ISO 45001 Health & Safety Management | ISO 27001 Information Security



# Sustainability and Greenhouse Gas Emissions



The Forward Trust is committed to minimising the environmental impact of our operations, taking steps to reduce our carbon footprint and operate more sustainably across all our activities. We recognise our responsibility to address climate change and are dedicated to embedding environmental considerations into our decision-making processes. This Streamlined Energy and Carbon Reporting (SECR) disclosure provides transparency on our energy consumption and greenhouse gas emissions for the reporting period, demonstrating our ongoing efforts to monitor, manage and reduce our environmental impact. As an organisation focused on supporting positive change in people's lives, we believe this commitment extends to protecting the environment for future generations.

**The organisation's greenhouse gas emissions and energy consumption are as follows:**

| | 01 Apr 2024 to 31 March 2025 | Units |
|---|---|---|
| 1. Emissions resulting from activities for which the organisation is responsible involving transport in owned or rented vehicles (Scope 1 - fuel only) | **23.19** | **tonnes CO2e** |
| 2. Emissions resulting from the purchase of gas, oil and electricity by the organisation for its own use | | |
| a) Gas (Scope 1) | 19.71 | |
| b) Oil (Scope 1) | 108.56 | |
| b) Electricity (Scope 2, location based) | 45.65 | |
| **c) Total** | **173.92** | **tonnes CO2e** |
| 3. Scope 1 and 2 (Gas, oil, fuel, electricity) - energy consumption (kWh) | | |
| a) Gas (m3 to kWh) | 107,787 | kWh |
| b) Oil (litres to kWh) | 428,094 | kWh |
| c) Electricity | 220,499 | kWh |
| d) Fuel (litres to kWh) | 94,318 | kWh |
| **e) Total** | **850,698** | **kWh** |

The methodology applied to calculate the organisation's energy use and emissions is based on the principles set out in the GHG Reporting Protocol - Corporate Standard.

Intensity ratio: Tonnes of CO2e generated per £1,000,000 of income received was 4.33







# Continuous Service Improvement (CSI) Sub-committee

The Continuous Service Improvement Sub-committee is responsible for establishing an effective governance framework to manage all aspects of service improvement across all areas of service delivery. Its focus is on research, service improvement, and implementation of best practice.

During the reporting year, the committee was comprised of the following members: Dame Benita Rayne (Chair), Tony Adams MBE, Hon David Bernstein (resigned Feb 2025), Lady Louise Gibbings (resigned Apr 2024), Ivor McKay, Lisa Bryer, and the Chief Executive, together with the Divisional Director of Research and Development and Director of Service Improvement.

# Fundraising & Communications (FC) Sub-committee

The Committee is responsible for providing an effective governance framework for managing all aspects of the Fundraising and Communications functions of the Charity.

During the reporting year the committee was comprised of the following members: Rebecca Priestley (Chair), Lady Louise Gibbings (former Chair, resigned Apr 2024), Tony Adams MBE, Hon David Bernstein (resigned Feb 2025), Isabelle Laurent, Dame Benita Refson, Katie Simpson-Lloyd, David Meredith and the Chief Executive together with the Executive Director of Fundraising & Communications, the Head of Communications and the Head of Fundraising.

# Public Benefit Statement

In preparing the report, the Board of Trustees have considered the requirements of the Charities Act 2011 and has satisfied itself that they have complied with its duty to have due regard to the 'Public Benefit' guidance published by the Charity Commission.

We have referred to the Charity Commission's guidance on public benefit when reviewing our activities and objectives, as well as when planning future activities. We have reviewed our reporting to ensure our activities clearly indicate public benefit through the achievement of our aims.

Our main activities and achievements within these are described in the Chief Executive's section of this report. Broadly, our activities help advance health and save lives among our direct beneficiaries by providing treatment and support to rehabilitate substance misusers; we promote citizenship through reintegration support; and we deliver benefits to the broader public through the prevention of crime and destructive behaviour.

In addition to the many thousands of prisoners who have received services from the Charity, our programmes have also had a positive benefit for the families of the individuals we directly help, as well as for the broader community though our community drug services, reducing reoffending among some of the most prolific offenders, and improving life chances through the delivery of education and vocational training to disadvantaged groups.

# Supporting Our Employees and Volunteers

As at 31st March 2025, we employed a total of 841staff, a 12.7% increase on the 746 people we employed at 31st March 2024.

Achieving the desired transformational changes in our clients will depend on the expertise and motivation of those who work with us. We have continued throughout the last year with efforts to support our workforce in adapting to the changes in the way we work.

We have a strong commitment to developing the diversity of our staff and volunteers through equal opportunity policies, training, and practical action.

As at 31st March 2025, the representation of women in our total workforce increased to 74.1%, from 72.6% at 31st March 2024.

The percentage of staff from an ethnic minority increased to 18.9% of the total workforce for whom their ethnic origin is known, from 17.0% at 31st March 2024.

We remain particularly indebted to the 6,646 hours of volunteer commitment we received from the 181 volunteers we engaged over the year.

Our volunteers work tirelessly on a variety of projects. These incredible people are at the heart of everything that we do.

We calculate the value of these hours to be more than £83,740 (based on the Outer London Real Living Wage - support worker rate), and our services and events simply would not be possible without them.

The roles vary from project to project and event to event, ranging from a few hours to entire days. Whatever their role, our volunteers generously provide significant amounts of their time to The Forward Trust, and we are enormously grateful.

We are committed to strengthening skills training for all our volunteers, ensuring that they can gain new experiences and feel they have a greater connection to our work.

# Lived Experience

The Charity is strengthened by the number of people with Lived Experience, both those in recovery from addiction and ex-offenders who are involved in the day-to-day operations at all levels.

This involvement ranges from Board members to 'peer supporters' and serving prisoners who volunteer to support our programme delivery.

In the year 1st April 2024 to 31st March 2025, an average of 31.4% of our staff and volunteers (who declared as such) had their own lived experience of being in recovery from drug or alcohol addiction. This is less than last year, when the figure was 34.6%, but a reflection of our expanding contract base outside of substance misuse, where the vetting processes of our commissioners constrain the employment of lived experience staff.





# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of The Forward Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give an accurate and fair view of the state of affairs of the Charity and of the net movement in funds and application of resources, including the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for maintaining adequate accounting records that disclose, with reasonable accuracy, the Charity's financial position at any time and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the charity's assets and, therefore, for taking reasonable steps to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Insofar as we are aware:

- There is no relevant audit information of which the Charity's auditor is unaware, and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditor is aware of that information.

The auditor, HaysMac LLP, is willing to be re appointed in accordance with section 485 of the Companies Act 2006.

The Trustees' Report, incorporating the Strategic Report, was approved and authorised by the Board of Trustees on 27th January 2026 and signed on their behalf by:



**Tony Adams MBE**

Chair of Trustees

# INDEPENDENT AUDITOR'S REPORT

## Opinion

We have audited the financial statements of The Forward Trust for the year ended 31st March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Charitable Company's affairs as at 31st March 2025 and of the Charitable Company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other Information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.





## Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report). We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the charitable company; or
- The charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees for the Financial Statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 91, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wale, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, in particular the risks that revenue is recorded in the wrong accounting period or that improper journals are posted to revenue, and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing recoverability of debtors, including post-year end payments and the appropriateness of judgements made in the relation to the need for provisions against bad or doubtful debts;
- Reviewing post balance sheet events.
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

## Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Lee Stokes (Senior Statutory Auditor)**

For and on behalf of HaysMac LLP,

Statutory Auditors,
10 Queen Street Place,
London EC4R 1AG

Date: 28 January 2026





# STATEMENT OF FINANCIAL ACTIVITIES

Including the income and expenditure accounts for the year ended 31st March 2025.

The notes on pages 98 to 116 form part of these financial statements.

| | Notes | Restricted Funds £'000 | Unrestricted Funds £'000 | 2025 Total funds £'000 | *2024 Total Funds £'000* |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| **Donations and Legacies** | 2 | 1,540 | 444 | 1,984 | *2,026* |
| **Charitable Activities** | 3 | | | | |
| Substance Misuse | | - | 24,103 | 24,103 | *21,345* |
| Family Services | | - | 401 | 401 | *268* |
| Young People Services | | - | 128 | 128 | *78* |
| Recovery & Resettlement Services | | - | 1,234 | 1,234 | *855* |
| Residential Rehabilitation Services | | - | 2,904 | 2,904 | *2,694* |
| Clinical Services | | - | 1,873 | 1,873 | *1,073* |
| Employability Services | | - | 3,955 | 3,955 | *4,776* |
| Criminal Justice Services | | - | 7,555 | 7,555 | *6,147* |
| Education Services | | - | - | - | *311* |
| **Investment Income** | | - | 78 | 78 | *94* |
| **Income from Other Trading Activities** | | - | 218 | 218 | *245* |
| **Total Income** | | 1,540 | 42,893 | 44,433 | *39,912* |
| **EXPENDITURE** | | | | | |
| **Costs of Raising Funds** | 4 | - | 89 | 89 | *71* |
| **Expenditure on Charitable Activities** | 4 | | | | |
| SubstanceMisuse | | 214 | 25,903 | 26,117 | *22,620* |
| Family Services | | 181 | 252 | 433 | *282* |
| Young People Services | | 40 | 99 | 139 | *82* |
| Recovery & Resettlement Services | | 594 | 743 | 1,337 | *906* |
| Residential Rehabilitation Services | | 495 | 2,650 | 3,145 | *2,854* |
| Clinical Services | | - | 2,028 | 2,028 | *1,137* |
| Employability Services | | 16 | 4,271 | 4,287 | *5,060* |
| Criminal JusticeServices | | - | 8,186 | 8,186 | *6,515* |
| Education Services | | - | - | - | *329* |
| **TotalExpenditure** | | 1,540 | 44,221 | 45,761 | *39,856* |
| **Net Income/Expenditure** | | - | (1,328) | (1,328) | *56* |
| **Other Recognised Gains and Losses** | | | | | |
| Actuarial (losses) gains on Def Ben Pension Scheme | 21 | - | (49) | (49) | *(4)* |
| **Net Movement of Funds** | | - | (1,377) | (1,377) | *52* |
| **Reconciliation of funds** | | | | | |
| Total Funds Brought Forward | | - | 7,046 | 7,046 | *6,994* |
| **Total Funds Carried Forward** | | - | 5,669 | 5,669 | *7,046* |

# BALANCE SHEET

Company Number 02560474
As at 31st March 2025
The notes on pages 98 to 116 form part of these financial statements.

| ASSETS | Notes | 2025 £'000 | *2024 £'000* |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible Assets | 9 | 5,000 | *4,635* |
| Intangible Assets | 10 | 94 | *47* |
| Investments | 11 | 2 | *2* |
| **CURRENT ASSETS** | | | |
| Stock | 12 | 2 | *2* |
| Debtors and Prepayments | 13 | 4,213 | *3,636* |
| Cash at Bank and In Hand | | 1,049 | *3,158* |
| | | 5,264 | *6,796* |
| **CREDITORS** | | | |
| Amounts Falling Due Within One Year | 14-15 | (4,691) | *(4,434)* |
| **NET CURRENT ASSETS** | | 573 | *2,362* |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | 5,669 | *7,046* |
| **FUNDS** | | | |
| **Unrestricted Funds** | | | |
| General Reserves | 16-18 | 5,169 | *6,546* |
| Designated Funds | 16-18 | 500 | *500* |
| | | 5,669 | *7,046* |
| **Restricted Funds** | | - | *-* |
| **TOTAL** | | 5,669 | *7,046* |

The financial statements were approved and authorised for issue by the Board of Trustees on 27th January 2026 and signed on their behalf, by:

**Jamie Drummond-Smith**
Treasurer

**Tony Adams MBE**
Chairman





# STATEMENT OF CASH FLOWS

The notes on pages 98 to 116 form part of these financial statements.

| | 2025 £'000 | 2025 £'000 | *2024 £'000* | *2024 £'000* |
|---|---|---|---|---|
| **Cash Flows from Operating Activities** | | (1,510) | | *1,504* |
| **Cash Flows from Investing Activities** | | | | |
| Dividends, Interest and Rents from Investments | 78 | | *94* | |
| Purchase of Property, Plant, and Equipment | (677) | | *(769)* | |
| **Net Cash Provided By (Used In) Investing Activities** | | (599) | | *(675)* |
| **Increase (Decrease) in Cash and Cash Equivalents** | | (2,109) | | *829* |
| **Analysis of Cash and Cash Equivalents** | | | | |
| Cash and Cash Equivalent at the Beginning of the Period | | 3,158 | | *2,329* |
| Cash and Cash Equivalent at the End of the Period | | 1,049 | | *3,158* |

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| **Reconciliation of Net Movement in Funds to Cash Flow Operating Activities** | | |
| Net Income/(Expenditure) for the Reporting Period (as per the statement of financial activities) | (1,328) | *56* |
| Pension Service Cost Net of Finance cost | (49) | *4* |
| Depreciation and Amortisation Charges | 265 | *237* |
| Dividends, Interest, and Rents from Investments | (78) | *(94)* |
| Decrease (Increase) in Debtors | (577) | *517* |
| (Decrease) Increase in Creditors | 257 | *790* |
| Movement in stock | - | *2* |
| **Net Cash Provided By (Used) in Operating Activities** | (1,510) | *1,504* |

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Accounting Policies

### Status of the Charity

The Forward Trust is a charity registered in England, a Limited Company by guarantee without share capital, using the 'Limited' exemption, and limited by guarantee with no share capital. It is a registered charity with its registered office at Unit 106, Edinburgh House, 170 Kennington Lane, London SE11 5DP, and is exempt from direct UK taxation on its charitable activities.

### Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### Basis of Preparation

The financial statements of The Forward Trust have been prepared in accordance with the Charities SORP (frs102), which is the Statement of Recommended Practice for charities preparing their accounts under the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)- Second Edition, effective from 1 January 2019 - as well as the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Forward Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The Trustees have reviewed the circumstances of the Charity and consider that adequate resources continue to be available to fund their activities for the foreseeable future. In making this determination, they have considered eighteen-month forecast cash flows, current contract portfolios, pipelines, reasonable fundraising expectations, as well as known major projects. The Trustees also consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy, the impact of continued high inflation, and the worldwide cost of living crisis. Accordingly, the financial statements have been prepared on a going concern basis, and the trustees are satisfied that there are no material uncertainties that would affect their assessment.

### Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Recognition of income is deferred where conditions specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes, such income is included in incoming resources of restricted funds.

### Grant Income

Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.





### Investment Income

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

### Donations & Legacies

Income from donations and legacies includes donations and gifts in wills, which are recognised where there is entitlement, probability of receipt and the amount of the gift is measurable. Income from donations, covenants, and gift aid includes receipts from fundraising events.

Donations, together with the resulting tax credit from gift aid, are credited directly to the statement of financial activities on an accruals basis. Donations and all other receipts (including capital receipts) from fundraising are reported gross, and the related fundraising costs are reported separately in the section on raising funds.

### Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

**Expenditure**

- Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.
- The cost of raising funds encompasses the direct and indirect expenses associated with the day-to-day operation of a Fundraising Department.
- Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity, relating to its strategic vision, and their associated support costs.
- Direct costs are allocated on an actual basis to the relevant expenditure headings.
- Support costs are allocated between expenditure headings based on time spent and the number of staff working on projects and activities. Governance costs are allocated in line with the support costs.
- Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

### Employee Benefits

#### Short Term

Short-term benefits, including holiday pay, are recognised as an expense in the period in which the service is received.

#### Employee Termination Benefits

Termination benefits are accounted for on an accrual basis, in accordance with FRS 102.

### Operating Leases

Rentals payable under operating leases are charged to the SOFA on a straight-line basis over the lease term.

The Forward Trust strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract, we strive to ensure that break clauses are in place.

### Pension Costs

The Charity operates five defined benefit pension schemes on behalf of its employees. The Pension Scheme has been accounted for in accordance with FRS 102.

A defined benefit plan defines the pension benefit that the employee will receive upon retirement, usually dependent on several factors, including age, length of service, and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan. The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan's assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. Annually, the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high-quality corporate bonds denominated in sterling and with terms approximating the estimated period of the future payments.

### Tangible Fixed Assets

Tangible fixed assets costing over £1,000 are capitalised and included at cost, including any incidental expenses of acquisition. Depreciation has been provided on the straight-line method to write off the cost of tangible fixed assets on a straight-line basis over their considered useful economic lives as follows:

- Furniture, fixtures, and fittings over 3 years
- Computer equipment over 3 years
- Motor vehicles & equipment over 3 years

A whole year of depreciation is charged in the year of acquisition.

### Financial Instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost, except for investments, which are held at fair value. Financial assets held at amortised cost comprise cash at the bank and in hand, as well as trade and other debtors.

A specific provision is made for debts for which recoverability is in doubt. Cash equivalents are used as a form of working capital. Financial liabilities held at amortised cost comprise all creditors except social security, other taxes, and provisions.

### Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts owing.

### Cash and Cash Equivalents

Cash and cash equivalents include cash and short-term highly liquid investments.

### Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts owing.





### Share Capital

The Charity has no share capital but is limited by guarantee. The members of the Charity are the Trustees, who are also ordinary members. In the event of the Charity being wound up, the liability under the guarantee is limited to £1 per member of the Charity.

### Taxation

The Charity is registered and therefore is not subject to Corporation Tax on surpluses arising from charitable activities. The Charity is registered for VAT purposes. VAT is paid on inputs (purchases/costs) and is charged to the relevant expense category, unless expressly reclaimable under HMRC guidance.

### Judgement in Applying Accounting Policies and Key Resources of Estimation Uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Although these estimates are based on Management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates.

The Trustees consider the following items to be areas subject to estimation and judgement.

**Depreciation:** The usual economic lives of tangible fixed assets are based on management's judgement and experience. When Management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

As tangible fixed assets, excluding freehold property, are not significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

**Pensions:** The Charity has obligations to pay pension benefits to certain employees.

The cost of these benefits and the present value of the obligation depend on several factors, including life expectancy, salary increases, asset valuations, and the discount rate on corporate bonds.

No adjustment has been made to the accounts to recognise the surplus within the sub-scheme. This is consistent with the treatment of the surplus in last year's disclosures.

Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends.

## 2. Income from Donations and Grants

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Individual Donations | 284 | *160* |
| Other Income | 1,540 | *1,646* |
| Events Income | 160 | *220* |
| | 1,984 | *2,026* |

## 3. Income from Charitable Activities

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Substance Misuse | 24,103 | *21,346* |
| Family Services | 401 | *268* |
| Young People Services (FEF) | 128 | *78* |
| Recovery Support Services | 1,234 | *855* |
| Residential Rehabilitation | 2,904 | *2,964* |
| Clinical Services | 1,873 | *1,073* |
| Employability Services | 3,955 | *4,776* |
| Probation Services | 7,555 | *6,147* |
| Education Services | - | *311* |
| | 42,153 | *37,548* |

## 4. Analysis of Expenditure

| | Direct Costs Staff £'000 | Other Direct Costs £'000 | Support Costs £'000 | Total Costs 2025 £'000 |
|---|---|---|---|---|
| Substance Misuse | 14,770 | 8,615 | 2,732 | 26,117 |
| Family Services | 246 | 143 | 44 | 433 |
| Young People Services | 78 | 46 | 15 | 139 |
| Recovery Resettlement Services | 756 | 441 | 140 | 1,337 |
| Residential Rehabilitation Services | 1,779 | 1,038 | 328 | 3,145 |
| Clinical Services | 1,148 | 669 | 211 | 2,028 |
| Employability Services | 2,424 | 1,414 | 449 | 4,287 |
| Probation Services | 4,630 | 2,700 | 856 | 8,186 |
| Education Services | - | - | - | - |
| Cost of Raising Funds | 62 | 27 | - | 89 |
| | 25,893 | 15,093 | 4,775 | 45,761 |

| | *Direct Costs Staff £'000* | *Other Direct Costs £'000* | *Support Costs £'000* | *Total Costs 2024 £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *12,379* | *7,779* | *2,462* | *22,620* |
| *Family Services* | *155* | *98* | *29* | *282* |
| *Young People Services* | *45* | *28* | *9* | *82* |
| *Recovery Resettlement Services* | *496* | *312* | *98* | *906* |
| *Residential Rehabilitation Services* | *1,562* | *982* | *310* | *2,854* |
| *Clinical Services* | *622* | *391* | *124* | *1,137* |
| *Employability Services* | *2,770* | *1,740* | *550* | *5,060* |
| *Probation Services* | *3,566* | *2,240* | *709* | *6,515* |
| *Education Services* | *180* | *113* | *36* | *329* |
| *Cost of Raising Funds* | *44* | *27* | *-* | *71* |
| | *21,819* | *13,710* | *4,327* | *39,856* |





## 5. Analysis of Support Costs

| | Executive & Central Admin £'000 | Resources £'000 | Governance £'000 | 2025 Total £'000 |
|---|---|---|---|---|
| Substance Misuse | 1,241 | 1,229 | 262 | 2,732 |
| Family Services | 21 | 19 | 4 | 44 |
| Young People Services | 7 | 7 | 1 | 15 |
| Recovery Support Services | 64 | 63 | 13 | 140 |
| Residential Rehabilitation Services | 149 | 147 | 32 | 328 |
| Clinical Services | 96 | 95 | 20 | 211 |
| Employability Services | 204 | 202 | 43 | 449 |
| Probation Services | 389 | 385 | 82 | 856 |
| Education Services | - | - | - | - |
| | 2,171 | 2,147 | 457 | 4,775 |

| | *Executive & Central Admin £'000* | *Resources £'000* | *Governance £'000* | *2024 Total £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *1,061* | *1,149* | *252* | *2,462* |
| *Family Services* | *13* | *13* | *3* | *29* |
| *Young People Services* | *4* | *4* | *1* | *9* |
| *Recovery Support Services* | *42* | *46* | *10* | *98* |
| *Residential Rehabilitation Services* | *134* | *144* | *32* | *310* |
| *Clinical Services* | *53* | *58* | *13* | *124* |
| *Employability Services* | *237* | *257* | *56* | *550* |
| *Probation Services* | *305* | *331* | *73* | *709* |
| *Education Services* | *15* | *17* | *4* | *36* |
| | *1,864* | *2,019* | *444* | *4,327* |

## 6. Governance Costs

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Staff Costs | 293 | *282* |
| Legal and Professional Fees | 128 | *128* |
| Audit Fees and Other Fees Payable to Auditor | 36 | *34* |
| | 457 | *444* |

## 7. Net Income for the Year

These are stated after charging:

| | | 2025 £'000 | *2024 £'000* |
|---|---|---|---|
| Depreciation & Amortisation | | 265 | *237* |
| Auditors Remuneration (excludes VAT) | | 36 | *36* |
| Operating Lease Charges | | | |
| | Property | 970 | *807* |
| | Other | 55 | *82* |

## 8. Staff Numbers and Costs

The average number of employees during the year, excluding trustees/directors was:

| | 2025 | *2024* |
|---|---|---|
| Charitable | 719 | *637* |
| Administration | 98 | *80* |
| | 817 | *717* |

Staff Costs Were as Follows:

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Salaries and Wages | 24,685 | *21,095* |
| Social Security Costs | 2,447 | *2,049* |
| Pension Contributions | 1,274 | *1,102* |
| Apprenticeship Levy | 109 | *91* |
| Operating Costs of the Defined Benefit Pension Scheme | 49 | *(4)* |
| Redundancy and Termination Costs | 125 | *64* |
| Other Forms of Employee Benefit (Life, Critical Illness Insurance and Health Plan) | 292 | *227* |
| | 28,981 | *24,624* |





The redundancy and termination costs are accounted for in full during the year, and there are no liabilities at the balance sheet date that relate to ex gratia payments or payments in lieu of notice.

The number of employees whose annualised earnings were over £60,000 per annum:

| | | 2025 | *2024* |
|---|---|---|---|
| £60,000 - £69,999 | | 6 | *10* |
| £70,000 - £79,999 | | 5 | *5* |
| £80,000 - £89,999 | | 5 | *3* |
| £90,000 - £99,999 | | 1 | *1* |
| £100,000 - £109,999 | | 1 | *3* |
| £110,000 - £119,999 | | - | *-* |
| £120,000 - £129,999 | | 1 | *-* |
| £130,000 - £139,999 | | 1 | *-* |
| £140,000 - £149,999 | (NB. The employee in the high band is a specialist Doctor) | 1 | *1* |
| £150,000 - £159,999 | | 1 | *1* |
| | | 22 | *24* |

Regarding the higher-paid employees above, contributions for the provision of pension benefits totalled £207k (2024: £181k). The total remuneration of the key management personnel of the group, including benefits, was £907k (2024 £797k).

The Key Management personnel of the organisation at 31st March 2025 are the Chief Executive Officer, Chief Operating Officer, Executive Director of Substance Misuse Services, Executive Director of Employment Services, Executive Director of Criminal Justice Services, Executive Director of Research & Development, Executive Director of Recovery Services and Executive Director of Fundraising and Communications.

During the year, no Trustee received any remuneration (2024: £Nil), any benefits in kind (2024: £Nil), or any reimbursement of expenses or amounts that were paid directly to third parties (2024: £Nil).

## 9. Tangible Assets

| | Freehold Property £'000 | Leasehold Property £'000 | IT £'000 | Plant & Machinery £'000 | Motor Vehicles £'000 | Fixtures & Fittings £'000 | Total £'000 |
|---|---|---|---|---|---|---|---|
| **Cost or Valuation** | | | | | | | |
| At 1st April 2024 | | | | | | | |
| Additions | 3,849 | 225 | 555 | 296 | 16 | 279 | 5,220 |
| Disposals | 138 | 117 | 203 | 33 | - | 117 | 608 |
| At 31st March 2025 | 3,987 | 342 | 758 | 329 | 16 | 396 | 5,828 |
| **Depreciation** | | | | | | | |
| At April 1st 2024 | - | 33 | 249 | 253 | 7 | 44 | 586 |
| Charge For Year | - | 45 | 94 | 44 | 3 | 56 | 242 |
| At March 31st 2025 | - | 78 | 343 | 297 | 10 | 100 | 828 |
| **Net Book Value** | | | | | | | |
| At 31st March 2024 | 3,849 | 192 | 307 | 42 | 10 | 234 | 4,635 |
| At 31st March 2025 | 3,987 | 264 | 415 | 2 | 6 | 296 | 5,000 |

## 10. Intangible Assets

| | | Computer Software £'000 | Investment in Subsidiary £'000 | Total £'000 |
|---|---|---|---|---|
| **Cost or Valuation** | | | | |
| At 1st April 2024 | | 38 | 75 | 113 |
| | Additions | 69 | - | 69 |
| | Disposals | - | - | - |
| **At 31st March 2025** | | **107** | **75** | **182** |
| **Amortisation** | | | | |
| At April 1st 2024 | | 37 | 29 | 66 |
| | Charge For Year | 7 | 15 | 22 |
| | Elimination on Disposal | - | - | - |
| **At March 31st 2025** | | **44** | **44** | **88** |
| **Net Book Value** | | | | |
| At 1st April 2024 | | 1 | 46 | 47 |
| **At 31st March 2025** | | **63** | **31** | **94** |

## 11. Fixed Asset Investments

| | | Assets £'000 |
|---|---|---|
| **Cost or Valuation** | | |
| At 1st April 2024 | | 2 |
| | Additions | - |
| **At 31st March 2025** | | **2** |
| **At 31st March 2024** | | **2** |
| **At 31st March 2025** | | **2** |

## 12. Stock

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Finished Goods and Goods for Resale | 2 | *2* |





## 13. Debtors: Due Within One Year

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Trade Debtors | 2,705 | *2,218* |
| Other Debtors | 126 | *111* |
| Prepayment and Accrued Income | 1,382 | *1,307* |
| | 4,213 | *3,636* |

## 14. Creditors: Amounts Falling Due Within One Year

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Trade Creditors | 1,454 | *1,442* |
| Other Taxes and Social Security | 1,722 | *839* |
| Accruals | 455 | *966* |
| Other Creditors | 585 | *590* |
| Deferred Income | 475 | *597* |
| | 4,691 | *4,434* |

## 15. Deferred Income Within One Year

| | | 2025 £'000 | *2024 £'000* |
|---|---|---|---|
| At 31st March 2024 | | 597 | *1,197* |
| | Released to Incoming Resources | (323) | *(1,038)* |
| | Income Deferred to a Future Year | 201 | *438* |
| At 31st March 2025 | | 475 | *597* |

## 16. Statement of Funds

| | 1st April 2024 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2025 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| Property Maintenance Fund | 500 | - | - | - | 500 |
| | 500 | - | - | - | 500 |
| **General Funds** | 6,546 | 42,893 | (44,221) | (49) | 5,169 |
| **Total Unrestricted Funds** | 7,046 | 42,893 | (44,221) | (49) | 5,669 |

| | 1st April 2023 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2024 £'000 |
|---|---|---|---|---|---|
| ***Designated Funds*** | | | | | |
| *Property Maintenance Fund* | *500* | *-* | *-* | *-* | *500* |
| | *500* | *-* | *-* | *-* | *500* |
| *General Funds* | *6,494* | *38,266* | *(38,210)* | *(4)* | *6,546* |
| *Total Unrestricted Funds* | *6,994* | *38,266* | *(38,210)* | *(4)* | *7,046* |

The Designated Fund represents funds set aside to cover refurbishment costs of the freehold properties at Clouds House and Manor House, the Bridges Project in Hull, and Head Office in London.

## Summary of Restricted Funds 2024-25

| FY 2024/25 | 1st April 2024 £'000 | Income £'000 | Expenditure £'000 | 31st March 2025 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| Andrew and Belinda Scott Charitable Trust | - | 13 | (13) | - |
| Arts Council England | - | 5 | (5) | - |
| Belpech Charitable Trust | - | 5 | (5) | - |
| BNY Mellon | - | 1 | (1) | - |
| Brent Council | - | 14 | (14) | - |
| Bupa Foundation | - | 2 | (2) | - |
| City Bridge Foundation | - | 49 | (49) | - |
| Community Foundation for Surrey | - | 7 | (7) | - |
| DMG Roper Charitable Trust | - | - | - | - |
| DSA Prospect | - | - | - | - |
| Duchy of Lancaster Benevolent Fund | - | 3 | (3) | - |
| Elizabeth Rathbone Trust | - | 3 | (3) | - |
| Other restricted funding | - | 5 | (5) | - |
| Garfield Weston Foundation | - | 75 | (75) | - |
| Hull & East Riding Charitable Trust | - | 5 | (5) | - |
| Inchcape Foundation | - | 2 | (2) | - |
| J Leon | - | 20 | (20) | - |
| John Armitage Charitable Trust | - | 75 | (75) | - |
| Joseph Boaz Charity | - | - | - | - |
| LandAid Charitable Trust | - | 15 | (15) | - |
| Other restricted funding | - | - | - | - |
| Mobbs Memorial Trust | - | 5 | (5) | - |
| Oasis Church Hull | - | - | - | - |
| Peter Storrs Trust | - | 3 | (3) | - |
| Pilkington Charities Fund | - | 4 | (4) | - |





| | | | | |
|---|---|---|---|---|
| Price Parry Charitable Trust | - | 3 | (3) | - |
| Shanly Foundation | - | 4 | (4) | - |
| Steve Morgan Foundation | - | 5 | (5) | - |
| The Adrian Swire Charitable Trust | - | 5 | (5) | - |
| The Belstead Ganzoni Charitable Settlement | - | 3 | (3) | - |
| The Calmcott Trust | - | 1 | (1) | - |
| The Charles & Elsie Sykes Trust | - | 2 | (2) | - |
| The Christopher and Henry Oldfield Trust | - | 25 | (25) | - |
| The Gilbert Edgar Trust | - | 1 | (1) | - |
| The Gosling Foundation | - | 10 | (10) | - |
| The Hemby Charitable Trust | - | 2 | (2) | - |
| The Henry and Dora Needler Memorial Trust | - | 2 | (2) | - |
| The Johnson Foundation | - | 5 | (5) | - |
| The Joseph and Annie Cattle Trust | - | 8 | (8) | - |
| The Julia Rausing Trust | - | 942 | (942) | - |
| The Keith Howard Foundation | - | 10 | (10) | - |
| The Leigh Trust | - | 5 | (5) | - |
| The Matrix Causes Fund | - | 1 | (1) | - |
| The Medlock Charitable Trust | - | 10 | (10) | - |
| The National Lottery Community Fund | - | 76 | (76) | - |
| The Oakdale Trust | - | 2 | (2) | - |
| The Patrick and Helena Frost Foundation | - | 8 | (8) | - |
| The Prudence Trust | - | 32 | (32) | - |
| The Sir James Reckitt Charity | - | 10 | (10) | - |
| The Sydney Black Charitable Trust | - | 1 | (1) | - |
| The Sylvia and Colin Shepherd Charitable Trust | - | 12 | (12) | - |
| The Taylor Family Foundation | - | 14 | (14) | - |
| The Troutsdale Charitable Trust | - | 1 | (1) | - |
| Other restricted funding | - | 29 | (29) | - |
| **Total** | **-** | **1,540** | **(1,540)** | **-** |

## Summary of Restricted Funds 2023-24

| FY 2023/24 | 1st April 2023 £'000 | Income £'000 | Expenditure £'000 | 31st March 2024 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| 1772 - The Debtor's Relief Funds Charity | - | 2 | (2) | - |
| Colyer-Fergusson Charitable Trust | - | 5 | (5) | - |
| Duchy of Lancaster Benevolent Fund | - | 7 | (7) | - |
| Garfield Weston Foundation | - | 100 | (100) | - |
| Geoffrey F Armitage Family Charitable Trust | - | - | 0 | - |
| Henry Oldfield Trust | - | 25 | (25) | - |
| Hustmere School | - | 1 | (1) | - |
| Ian Mactaggart Trust | - | 7 | (7) | - |
| J Leon | - | 20 | (20) | - |
| Annon Donor | - | 15 | (15) | - |
| John Armitage Charitable Trust | - | 105 | (105) | - |
| Maxtrix Causes Fund | - | 1 | (1) | - |
| Other restricted funding | - | 19 | (19) | - |
| Porticus UK | - | 100 | (100) | - |
| Annon Donor | - | 64 | (64) | - |
| Second Junior Charitable Trust | - | 5 | (5) | - |
| Thames Valley Police | - | 5 | (5) | - |
| The 29th May 1961 Charitable Trust | - | 1 | (1) | - |
| The Andrew and Belinda Scott Charitable Trust | - | 10 | (10) | - |
| The Annie Tranmer Charitable Trust | - | 2 | (2) | - |
| The Belstead Ganzoni Charitable Settlement | - | 2 | (2) | - |
| The City Bridge Foundation | - | 13 | (13) | - |
| The Gilbert Edgar Trust | - | 1 | (1) | - |
| The Henry and Dora Needler Memorial Trust | - | - | 0 | - |
| The Inchcape Foundation | - | 2 | (2) | - |
| The Joseph and Annie Cattle Trust | - | 10 | (10) | - |
| The Julia and Hans Rausing Trust | - | 820 | (820) | - |
| The Mackie Foundation | - | 15 | (15) | - |
| The National Lottery Community Fund | - | 151 | (151) | - |
| The Patrick & Helena Frost Foundation | - | 12 | (12) | - |
| The Pilkington Charities' Fund | - | 4 | (4) | - |
| The Samuel Storey Family Charitable Trust | - | 1 | (1) | - |
| The Sir James Reckitt Charity | - | 10 | (10) | - |
| The Souter Charitable Trust | - | 3 | (3) | - |
| The Sylvia and Colin Shepherd Charitable Trust | - | 12 | (12) | - |
| The Taylor Family Foundation | - | 6 | (6) | - |
| Yorkshire Charity Clay Days | - | 90 | (90) | - |
| **Overall Total** | **-** | **1,646** | **(1,646)** | **-** |





## The purpose of restricted funds are:

| | |
|---|---|
| Andrew and Belinda Scott Charitable Trust | Clouds House bursaries |
| Arts Council England | Arts Therapy - HMP Aylesbury |
| Belpech Charitable Trust | The Bridges |
| BNY Mellon | The Brink |
| Brent Council | Enterprise |
| Bupa Foundation | Gardening supplies - Southend |
| City Bridge Foundation | Vision Housing |
| City Bridge Foundation | Enterprise |
| Community Foundation for Surrey | Trainee Health & Wellbeing Practitioners at HMP Highdown |
| DMG Roper Charitable Trust | The Bridges |
| DSA Prospect | Taking Action on Addiction |
| Duchy of Lancaster Benevolent Fund | The Brink: maintenance/refurb costs |
| Elizabeth Rathbone Trust | The Brink |
| Other restricted funding | Clouds House bursaries |
| Garfield Weston Foundation | Family Services |
| Hull & East Riding Charitable Trust | The Bridges |
| Inchcape Foundation | Clouds House bursaries |
| J Leon | Forward Connect |
| John Armitage Charitable Trust | Surrey Prisons: female offenders |
| Joseph Boaz Charity | The Bridges |
| LandAid Charitable Trust | Vision Housing |
| Other restricted funding | The Bridges |
| Mobbs Memorial Trust | Blue Sky: Tools |
| Oasis Church Hull | Renew |
| Peter Storrs Trust | Clouds House bursaries |
| Pilkington Charities Fund | The Brink |
| Price Parry Charitable Trust | The Brink |
| Shanly Foundation | Trainee Health & Wellbeing Practitioners at HMP Highdown |
| Steve Morgan Foundation | The Brink |
| The Adrian Swire Charitable Trust | Blue Sky: Tools |
| The Belstead Ganzoni Charitable Settlement | Recovery Support |
| The Calmcott Trust | The Bridges |
| The Charles & Elsie Sykes Trust | The Bridges |
| The Christopher and Henry Oldfield Trust | Vision Housing |
| The Gilbert Edgar Trust | Clouds House bursaries |
| The Gosling Foundation | Recovering Families |
| The Hemby Charitable Trust | The Brink: maintenance |
| The Henry and Dora Needler Memorial Trust | The Bridges |
| The Johnson Foundation | The Brink: maintenance/refurb costs |
| The Joseph and Annie Cattle Trust | The Bridges |
| The Julia Rausing Trust | Digital Innovation |
| The Julia Rausing Trust | Family Services |
| The Julia Rausing Trust | Recovery Support |
| The Julia Rausing Trust | Suicide Prevention |
| The Julia Rausing Trust | Clouds House bursaries |
| The Keith Howard Foundation | The Bridges |
| The Leigh Trust | Trainee Health & Wellbeing Practitioners at HMP Highdown |
| The Matrix Causes Fund | Worth project |
| The Medlock Charitable Trust | Clouds House bursaries |
| The National Lottery Community Fund | Forward Connect |
| The Oakdale Trust | Substance misuse support in Welsh Prisons |
| The Patrick and Helena Frost Foundation | Clouds House bursaries |
| The Peter Storrs Trust | Clouds House bursaries |
| The Prudence Trust | HMP Brixton |
| The Sir James Reckitt Charity | The Bridges |
| The Sydney Black Charitable Trust | The Bridges |
| The Sylvia and Colin Shepherd Charitable Trust | The Bridges |
| The Taylor Family Foundation | Family Services: MPACT Surrey |
| The Taylor Family Foundation | General Family Support work |
| The Troutsdale Charitable Trust | The Bridges |

## 17. Summary of Funds

| | 1st April 2024 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2025 £'000 |
|---|---|---|---|---|---|
| Designated Funds | 500 | - | - | - | 500 |
| General Funds | 6,546 | 42,893 | (44,221) | (49) | 5,169 |
| Restricted Funds | - | 1.540 | (1.540) | - | - |
| | 7,046 | 44,433 | (45,761) | (49) | 5,669 |

## 18. Analysis of Net Assets Between Funds

| At 31st March 2025 | Restricted Funds £'000 | Unrestricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| Fixed Assets | - | 5,096 | 5,096 |
| Current Assets | - | 5,264 | 5,264 |
| Current Liabilities | - | (4,691) | (4,691 |
| | - | 5,669 | 5,669 |

| *At 31st March 2024* | *Restricted Funds £'000* | *Unrestricted Funds £'000* | *Total Funds £'000* |
|---|---|---|---|
| *Fixed Assets* | - | *4,684* | *4,684* |
| *Current Assets* | - | *6,796* | *6,796* |
| *Current Liabilities* | - | *(4,434)* | *(4,434)* |
| | - | *7,046* | *7,046* |

## 19. Operating Lease Commitments

At 31st March 2025, the Charity's future minimum operating lease payments are as follows:

| BUILDINGS Leases That Expire: | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Within One Year | 696 | *522* |
| Two to Five Years | 425 | *428* |
| Over Five Years | 38 | *54* |
| | 1,159 | *1,004* |

During the year, the Charity incurred rental costs in respect of assets under operating leases of £970k (2024: £807k). These costs relate only to property leases.





## 20. Related Party Transactions

There were no related party transactions in either the current or prior year.

Donations from Trustees in aggregate were £2.5K (2024: £3.7k).

## 21. Pensions

The Charity contributes to both defined contribution and defined benefit pension schemes for its staff. All defined benefit schemes are closed to new members, and the number of active members can only increase due to transfers from other organisations (TUPE). The Charity contributes to several schemes: the Group Personal Pension Plan managed by Aviva, the NHS Pension Scheme managed by NHS Pensions, the Shropshire County Pension Fund managed by Shropshire Council, the Civil Service Pension managed by The Cabinet Office, and the Prudential Platinum Pension Scheme. The Group Personal Pension Plan managed by Aviva is a defined contribution scheme. The NHS Pension Fund is a closed defined benefit scheme specific to employees who were transferred under TUPE and were members of an NHS Pension Scheme at the time of transfer. The Shropshire County Pension is a closed defined benefit scheme applicable to employees TUPEd who were members of Shropshire Pension Scheme at the transfer time. The Civil Service Pension Scheme is a closed defined benefit scheme applicable to employees who were members of the Civil Service Pension Scheme at the transfer time.

The Charity participates in 'Prudential Platinum Pension – The Forward Trust,' a funded defined benefit statutory pension scheme in the UK that is contracted out of the State Second Pension. This scheme was established to ensure that we offer a comparable scheme for staff who are transferred under TUPE with final salary pension rights. The assets of all pension schemes are held separately from those of the Charity. Pension costs charged in the Statement of Financial Activities include all contributions payable by the Charity for the year, along with any material provision recorded to reflect the Charity's liability for a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

### Pensions: Prudential Platinum Pension – The Forward Trust

The Prudential Platinum Pension is a centralised scheme available to employers throughout the United Kingdom. Each participating employer (or group company arrangement) has its own ring-fenced section, and accordingly, there is no cross-subsidy between employers, other than in a group company arrangement. The Scheme provides retirement and death-in-service benefits for Members and their Dependants. It is a defined benefit scheme, which means that the benefits under it are calculated on a pre-determined basis specified in the Scheme's rules. The Scheme, which is legally and financially separate from the employers, is constituted by a Trust Deed and is administered in accordance with the regulations by the Trustees. The Forward Trust is legally bound by a Deed of Adherence to the Scheme and became a participating employer with effect from 18 May 2012. This note reflects the position appropriate to The Forward Trust for the purposes of the UK pensions accounting standard FRS 102. It does not reflect the position of any other participating employer in the Prudential Platinum Pension Scheme. The costs and balance sheet items related to the Charity's other pension arrangements are included elsewhere in the Charity's disclosures.

The Prudential Platinum Pension scheme is established on a tax-relieved basis as a separate trust, independent of the Charity, and is supervised by an independent Trustee. The Trustee is responsible for ensuring that the correct benefits are paid, that the Scheme is adequately funded, and that Scheme assets are invested appropriately. This scheme provides pensions and lump sums to members upon retirement and to their dependents upon death. Members who leave service before retirement are entitled to a deferred annuity. Active members of the Scheme pay contributions at a rate based on their pensionable pay, and the Charity pays the balance of the cost as determined by regular actuarial valuations. The independent trustee is required to use prudent assumptions to value the liabilities and expenses of the scheme, whereas the accounting assumptions must be the best estimates.

The liabilities for this year's accounting disclosures have been calculated by rolling forward the 31 December 2015 liabilities from that valuation date to 31 March 2025, allowing for member movements and cash flows, and using the assumptions set out below. The figures in the following disclosure were measured using the Projected Unit Method.

The amounts recognised in the statement of financial position are as follows:

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Defined Benefit Obligation | (294) | (347) |
| Fair Value of Plain Assets | 431 | 506 |
| **Net Defined Benefit Liability/Asset** | **137** | *159* |
| Restriction On Asset Recognised | - | - |
| **Net Amount Recognised Year End (Before Any Adjustment For Deferred Tax)** | **137** | *159* |

The amounts recognised as comprehensive income are:

| SERVICE COST | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Current Service Cost (Net of Employee's Contributions) | 5 | *5* |
| Administration Expenses | 52 | *-* |
| Loss (Gain) on Plan Introductions, Changes, Curtailments and Settlements | - | *-* |
| Net Interest Expense (Credit) | (8) | *(9)* |
| Change (Credit) Recognised in Profit and Loss | 49 | *(4)* |

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Re-measurements of the Net Liability | | |
| Return on Scheme Assets (Excluding amounts Included in Net Interest Expense) | 103 | *35* |
| Actuarial Gains (Losses) | (69) | *(3)* |
| Adjustment for restrictions on the asset recognised | - | *-* |
| Credit Recorded on Other Comprehensive Income | 34 | *32* |
| Total Defined Benefit Cost | 83 | *28* |





The Principal Actuarial Assumptions Used Were:

| | 2025 % | *2024 %* |
|---|---|---|
| Liability discount rate | 5.80 | *4.90* |
| Inflation assumption – RPI | 2.90 | *3.05* |
| Inflation assumption – CPI | 1.90 | *2.05* |
| Inflation assumption – CPI (after 2030) | 2.70 | *2.85* |
| **Revaluation of Deferred Pensions** | | |
| Revaluation of deferred pensions (after 2030) | 1.90 | *2.05* |
| Revaluation of deferred pensions (after 2030) | 2.70 | *2.85* |
| **Increases For Pensions in Payment:** | | |
| CPI (prior to 2020) pension increase | 1.90 | *2.05* |
| CPI (after 2030) pension increase | 2.70 | *2.85* |
| Expected age at death of current pensioner at age 65: | | |
| Male aged 65 at year end | 85.3 | *85.8* |
| Female aged 65 at year end | 88.4 | *88.7* |
| Male aged 45 at year end | 87.1 | *87.1* |
| Female aged 45 at year end | 89.8 | *90.2* |

| Reconciliation of Scheme Assets and Liabilities | Assets £'000 | Liabilities £'000 | Total £'000 |
|---|---|---|---|
| **At Start of Period** | 506 | (347) | 159 |
| Benefits Paid | (7) | 7 | - |
| Administration Expenses | (52) | - | (52) |
| Current Service Cost | - | (5) | (5) |
| Contributions from the Employer | 61 | - | 61 |
| Contributions from the Employees | 1 | (1) | - |
| Interest Income (Expenses) | 25 | (17) | 8 |
| Return on Assets (Excluding Amount Included) | (103) | - | (103) |
| Actuarial Gains (Losses) | - | 69 | 69 |
| **At End of Period** | 431 | (294) | 137 |

The Return on Plan Assets Was:

| | 2025 £'000 | *2024 £'000* |
|---|---|---|
| Interest Income | 25 | *25* |
| Return on Plan Assets (excluding amounts included in net interest expense) | (103) | *(35)* |
| **Total Return on Plan Assets** | (78) | *(10)* |

The Scheme has no investments in the Charity's property.

The Major Categories of Scheme Assets are as Follows:

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Corporates | 232 | 264 |
| Index Linked | 199 | 242 |
| **Total Market Value of Assets** | 431 | 506 |

Sensitivity of the Liability Value to Changes in the Principal Assumptions:

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Discount Rate - increase by 0.1% | (5) | (6) |
| Discount Rate - decrease by 0.1% | 5 | 7 |
| Rate of inflation - increase by 0.1% | 5 | 6 |
| Rate of inflation -decrease by 0.1% | (4) | (6) |
| Assumed life Expectancy at age 65 - increase by 1 year | 9 | 11 |
| Assumed life Expectancy at age 65 - decrease by 1 year | (9) | (11) |

Estimation of Next Period's Profit and Loss:

| | 31/03/2026 £'000 |
|---|---|
| Service Cost - Inc. Current & Past Service Costs, Settlements | 5 |
| Service Cost - Administrative Cost | 54 |
| Net Interest on the Net Defined Benefit Liability | (7) |
| **Total Expense** | **52** |

## 22. Post Balance Sheet Events

In April 2024, as part of a ground-breaking and hugely transformational partnership with Mitie Care & Justice and People Plus, Forward was successful in its bid to be a top-table delivery partner in the operation of HMP Millsike, a brand-new Resettlement Prison situated on land opposite the existing HMP Full Sutton. The prison opened in April 2025 on time and on budget. The value of this contract will be around £15 million over ten years.





# REFERENCE AND ADMINISTRATIVE DETAILS

The Forward Trust is a charitable company limited by guarantee.

Charity Number: 1001701

Company Number: 02560474

### Trustees/Directors as at 19th November 2025

| | |
|---|---|
| **Chair** | Tony Adams MBE |
| **Treasurer** | Jamie Drummond-Smith |
| | Dame Benita Refson DBE |
| | Isabelle Laurent |
| | Joyce Adu |
| | Lisa Villiers |
| | Rebecca Priestley |
| | Amelia Fitzalan-Howard |
| | David Meredith |
| | Ivor St John McKay |
| | Katie Simpson-Lloyd |
| | Steven McIntosh |
| **Company Secretary** | John Biggin OBE |
| **Patron** | HRH The Princess of Wales |
| **Ambassadors** | Sir Anthony Hopkins CBE |
| | Bryony Gordon |
| | Chris Difford |
| | The Hon. Emma Soames |
| | The Rev. Jonathan Aitken |
| | Jonathan Pryce CBE |
| | Lily Allen |
| | Lola Bute |

| | | |
|---|---|---|
| **Business Address** | Unit 106, Edinburgh House | |
| **Registered Office** | 170 Kennington Lane<br>London SE11 5DP | |
| **Key Management Personnel** | Michael Trace | Chief Executive Officer |
| | John Biggin OBE | Chief Operating Officer |
| | Jason Moore | Executive Director of Substance Misuse Services |
| | Asi Panditharatna MBE | Executive Director of Employment Services |
| | Emma Stuart | Executive Director of Criminal Justice Services |
| | Carwyn Gravell | Executive Director of Research & Development |
| | Julie Muir | Executive Director of Recovery |
| **Bankers** | HSBC<br>The Peak<br>333 Vauxhall Bridge<br>Victoria<br>London SW1V 1EJ | |
| **Auditor** | HaysMac LLP<br>Chartered Accountants<br>& Registered Auditors<br>10 Queen Street Place<br>London EC4R 1AG | |
| **Solicitors** | Bates Wells<br>10 Queen Street Place<br>London EC4R 1BE | |



Unit 106 Edinburgh House,
170 Kennington Lane, London
SE11 5DP

Tel: 0203 981 5525
info@forwardtrust.org.uk

www.forwardtrust.org.uk

Registered Charity No. 1001701
Company No. 2560474

**THE FORWARD TRUST**

England & Wales - Charity number 1001701

# Accounts



Forward

# Annual Report and Accounts

## Year Ending 31st March 2024

Company No. 2560474









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# Message from the Chair

Some months ago, I informed my board colleagues of my decision to step down this year as Chairman of The Forward Trust after ten years in the role. In May 2013 I offered to replace my predecessor Michael Wilks who was unwell.

At the time, this was planned to be an interim appointment, pending the recruitment of a permanent successor. I am very grateful for the confidence that my board colleagues have shown in me by allowing me to stay in post for so long!

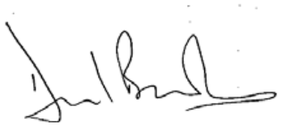
The decade since has been one of enormous change for the charity. We have changed our name from RAPt – Rehabilitation for Addicted Prisoners Trust – to The Forward Trust. We have merged with three smaller charities: Blue Sky in 2017; Vision Housing a year later; and most recently with Action on Addiction in 2021. Crucially, we have steadily extended and expanded the range and reach of services that we are able to offer our beneficiaries, both in the community and in the criminal justice system.

In 2013 our turnover was approximately £14m and our staff numbered 450. As you will discover elsewhere in this report the Forward Trust income in the year to April 2024 was just short of £40 million, and we now employ over 700 people. This in turns resulted in almost 25,000 receiving treatment help and advice from us. A tremendous achievement that all at Forward Trust can be proud of.

In the body of this report you will find details of all the many services we now provide, but I would like to mention here a couple of significant recent developments. We have extended and deepened our involvement in Wales where we now work in three prisons providing drug treatment, and in the community where we also help clients find accommodation, training and employment.

In another important move, we submitted a tender with Mitie Care and Justice to run a new prison being built in Yorkshire. We learnt in April that our bid was successful and HMP Millsike will open in April 2025. The Forward Trust will be centrally involved in developing and running the resettlement programmes in the prison. This is not only a first for us, it is the first time that a third sector organisation has been “at top table” in running a prison in the UK. It marks an important milestone for this organisation, and will enable us to put thirty years’ experience of working in the criminal justice system to positive use at scale.

Finally, in what should prove to be my last Chairman’s statement, I would like to mention some of my colleagues. Two long serving trustees have left the board this year. David Riddle joined us through the merger with Blue Sky. His experience in the corporate world has been invaluable in building our employment directorate, which has now grown to over 10% of our turnover. He has also chaired our Governance and Quality Assurance subcommittee for many years, ensuring that we consistently meet the highest standards in all our service delivery. We are very grateful for his contribution. We thanked longstanding trustee, Lady Louise Gibbings, for all her work and commitment to The Forward Trust in July, and wished her luck in newfound retirement. How we all miss her! Louise was a founding trustee of the organisation. Her boundless energy, her unwavering commitment to our mission, her deep and sincere empathy with every single one of our clients, whatever their background, are irreplaceable. We will miss her every day, but will strive the harder to continue to keep the spirit she brought to our work burning strongly. And to ensure that happens, we can rely not only on those remaining trustees who have served alongside her for many years, but also on the five new trustees who we have recruited during the year. I know that together they will be more than capable of providing Mike Trace and his excellent executive team with the leadership and guidance they will need as this excellent charity moves into its next chapter.



**Hon David Bernstein**
Chair of Trustees



# Message from the Chief Executive

I am proud to report that the financial year 2023-24 was another successful one for The Forward Trust. We have continued to meet our overall aim of steady growth in service provision, while maintaining operational and financial stability.

Our portfolio of projects increased to more than 70, with an increasing geographical spread across England and, increasingly, Wales. All these services are helping marginalised people to make improvements to their lives through substance misuse and mental health treatment and recovery, finding employment, and securing safe and comfortable accommodation.

With almost 25,000 beneficiaries across the year across all projects, we are also seeing a higher proportion of these clients engaging in meaningful interventions that support them to confront their life challenges, and make transformational changes towards a positive and fulfilling life.

Our financial statements show that this has been a break even year – with an operating surplus of less than 0.2% on a turnover of almost £40 million. But this position masks a major regret: while our hard working and skilled staff can take credit for the organisation's strong performance through the pandemic lockdowns, we are acutely aware that the cost of living crisis has had a deep impact on lower paid employees as we return to normal operations.
The Forward Trust as an employer strives to recognise this fact through increasing remuneration and employee benefits, however, we can only work within the constraints of our contract income, and our overall financial position.
Although we have been able to increase salaries for all employee groups, we are always looking at ways to improve salary packages., but can only work within the constraints of our contract income, and our overall financial position.



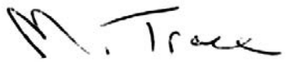
THE FORWARD TRUST ANNUAL REPORT AND ACCOUNTS | YEAR ENDING 31ST MARCH 2024

We track progress against our strategic objectives through a series of departmental annual work plans, that are reviewed quarterly by the Executive Team and the Trustees. A few headline achievements from 23/24:

- Our community based employment/skills services were rated 'Good' by OFSTED – an outstanding achievement for a new 'disruptor' entrant into the sector.
- Our 'Restart' service in Thanet was rated amongst the best in the country at getting the most marginalised groups into jobs.
- We mobilised new community substance misuse contracts in Thurrock and Medway, implementing The Forward Trust recovery oriented model that focuses on inspiration and support to overcome addiction.
- Our 'Camau' accommodation service for offenders in Wales significantly increased its activity, with over 1300 clients helped (an increase of 85% on the previous year).
- We increased occupancy in our two residential addiction recovery programmes – Clouds House in Wiltshire, and the Bridges in Hull – and moved The Bridges into a larger premises to enable the admission of female clients.
- We opened three new prison-based recovery programmes in Welsh prisons – Swansea, Cardiff, and Berwyn – under a contract with the Welsh office of HM Prison and Probation Service.
- We expanded our 'peer mentor' workforce – volunteers who have lived experience of addiction and imprisonment, who commit to pass on the things they have learned to others – to over 170 individuals, 70 in prisons, and over 100 in the community (now more than 250 at the time of writing).
- We expanded our 'Forward Connect' recovery community – a social network that supports people who are making good progress in their treatment and recovery – to 3450 members at the end of the year (now more than 4000 at the time of writing).
- We significantly expanded our volunteer capacity, with 180 volunteers active at year end, and 37 volunteers being supported into paid employment across the year.
- We revamped our 'housing first' offer – a private landlord scheme for released prisoners - and housed a total of 117 clients in the year, with a 12 month tenancy sustainment rate of over 80%.
- We established a peer led recovery organisation for the county of Kent – roarkent.com
- We broadened the scope of our Taking Action on Addiction campaign, with a series of events, partnerships, a campaign film, and a YouGov survey – taking the message to policy makers and the public that addiction affects everyone, but recovery is possible.

So we enter the 2024-25 financial year as a confident and clear sighted organisation, well prepared for continued growth and delivery of our mission.

Finally, I would just like to pay public tribute to our outgoing Chair of Trustees, David Bernstein, who has been a calm and principled leader of our organisation for many years, and from whom I have learnt a lot.

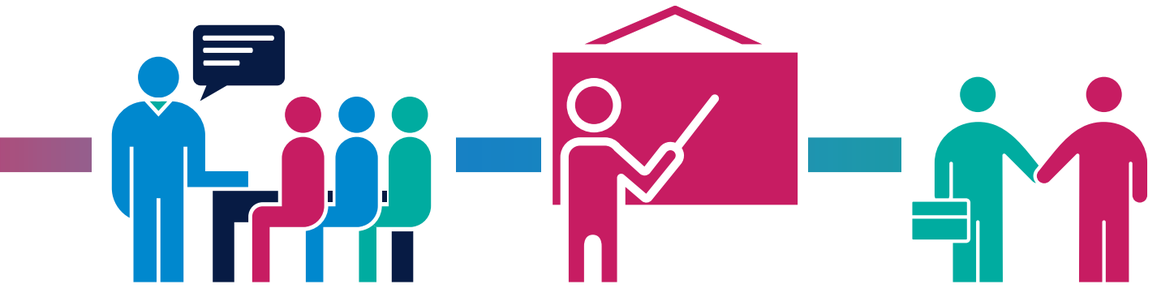


**Mike Trace**
Chief Executive



# Supporting people into employment

**The Employment Services Directorate has continued to build on success, adding new Adult Skills Services, including a numeracy support service called 'Multiply' which launched in London and East Kent.**



**5,580**

**individuals supported with careers information, advice and guidance in prisons**

**1,312**

**individuals supported with employability and education services in the community**

**500**

**individuals supported into sustainable employment or self employment**

## DWP Restart

Our Thanet DWP Restart service was the prime provider of the Restart Scheme for the Home Counties together with Reed in Partnership. It has continued to support long-term unemployed individuals into work. By the end of March 2024, The Forward had supported **1,013** participants into employment.



RESTART SCHEME

In partnership with Department for Work & Pensions

REED IN PARTNERSHIP

Forward Employment Services





Case Study

## Aaron

As a referral to Restart 'Aaron' was eager to work, but felt held back by his interviewing skills, CV writing, confidence, and motivation.

Working with Aaron to develop his CV and interview technique helped them improve. A 4-day back-to-work course followed, which developed his confidence in a group setting. He then attended a jobs fair and secured more interviews.

Further intensive coaching from our Employment Advisors saw Aaron interview at a local company dealing with scrap metal and cars. This led to a full-time position following a trial shift.

Because of the job's location, we helped Aaron by buying him a bike.



On his time at Restart, Aaron said:

***"I was always made to feel welcome. My advisor Kirsty went above and beyond to ensure I was supported. My time here was never overwhelming and always productive."***

ersa Employment Related Services Association

## Employability Day

To celebrate Employability Day in July, the Directorate hosted an awards event with keynote speaker Elizabeth Taylor, Chief Executive of the Employment Related Services Association. Some of our Restart participants and Adult Skills/Multiply Learners received awards.

## JCP DPS Service

Alongside our Restart service, we delivered the **DWP Job Centre Plus Dynamic Purchasing Service**, which supported over 100 participants referred by Job Centre Plus: 40% progressed into sustainable employment, by focusing on transferable skills, work preparation, interview techniques, self-reflection, and confidence building.

- **95%** of participants found the service interactive, relevant and well delivered
- **95%** enjoyed the workshops and one-to-one support
- **90%** would recommend this service to others



Artist Carl Stafford said:

***"I am feeling very positive about my future as a self-employed artist. It's taken years to get to this step... I've now got an account, social media support and an art exhibition in February. Thank you to The Forward Trust!"***

# ERSA Finalist 2023

## Employment Related Services Awards 2023

We are proud that Kirsty Langley, a Restart Scheme Employment Advisor, was a finalist for **Frontline Advisor of the Year** at the 2023 ERSA Employability Awards.

The category recognises staff and trainers who show exceptional commitment to working with their caseload, in terms of moving people into jobs with opportunities and career prospects and providing in-work support.




# Adult Skills

Supporting more than **400** learners on adult skills programmes in London and East Kent, The Forward Trust achieved an overall rate of 92%.

Ofsted inspected The Forward Trust in October 2023 and gave a Good (Grade 2) judgement for its Adult Skills and Apprenticeships provision.

Exciting partnerships with employers including Thames Water and the Felix Project will help learners access jobs in the emerging green sector.

Ofsted
GRADED GOOD

# Enterprise Work

We celebrated Global Entrepreneurship Week (13–19 November 2023) by focusing on our growing work with Enterprise Mentors (volunteers) who have extensive entrepreneurial or lived experience.

GLOBAL ENTREPRENEURSHIP WEEK

### Case Study

## Allistair Hall

The Forward Trust helped Allistair — an actor, writer and performer in recovery — to become self-employed so he could launch a play, '**Declan**', which progressed to the Edinburgh Fringe Festival. It won the "Keep it Fringe Award" and was subsequently published.

Allistair also created a partnership with an agent, taking his play on tour for four months.



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# Substance Misuse & Wellbeing

**More than 15,000 people received help from our Substance Misuse and Wellbeing Directorate during 2023–24.**

Our portfolio incorporates 20 prisons, 2 immigration removal centres and more than 11 community hubs. With more locations than ever, even more people can access high-quality, transformational support.

Prisons continue to be overcrowded, and fraught with regime restrictions and national recruitment issues. Emerging drug trends continue to pose a high risk .

Our front-line managers lead the way in ensuring services are delivered to a high standard. Users are treated respectfully, free from judgement, and with compassion.

The directorate has a strong senior leadership team: Executive and Clinical Directors, Heads of Services and Nursing, Operational Support and Regional Management. This team leads on challenges presented by an expanding and evolving service portfolio.

We have seen sustained traction to improve user access.




# Community Substance Misuse

## East Kent

### New initiatives implemented - Breakfast and Dinner Clubs

Introduced in Canterbury and Thanet to encourage engagement with our Risk of Rough sleeping (RORs) project, they provide a welcome and hot food. February's pilot saw:

- **135** people access clubs
- Client engagement increased from **54% – 72%**
- **10** new referrals into Structured Treatment

Due to this success the initiative will expand across East Kent into Ashford, Dover, and Sittingbourne.



# Family Support Expands in East Kent

Forward's **M-PACT** (Moving Parents and Children Together) programme has supported 42 families and expanded across the area.

M-PACT is an accredited programme focusing on families impacted by addiction to improve coping skills, family functioning, and to identify resources to provide ongoing help to build resilience.

**Recovering Families** supports between 10 and 20 people each month in East Kent, helping concerned family members and friends learn about addiction and recovery, and explore ways to cope with the challenges of someone else's substance misuse. It provides a safe, non-judgmental place to meet others in similar situations.



MPACT
Moving Parents and Children Together

# Medway RIVER Community Service

**In partnership with Open Road, we launched our Medway RIVER service in April 2023. Highlights include:**

## Streetlight UK

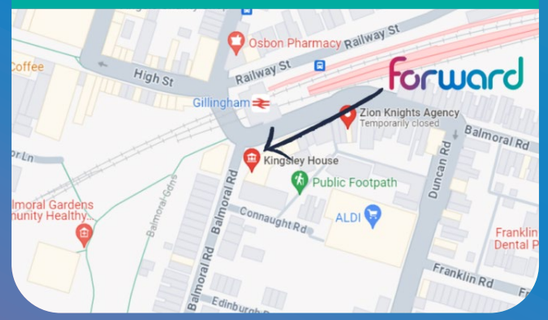
Our partnership with Streetlight UK, and the positive impact of a seconded staff member joining our team, has transformed our work with prostitutes who work online and on the streets in Medway. We are now looking to extend into East Kent with a research pilot.



Streetlight UK
offering fresh choices

## RIVER has moved

Our new Medway service has moved into Kingsley House to reduce the stigma and trauma that can be compounded by attending a treatment centre. We can now invite clients into a trauma-informed space for a full recovery-oriented service.








# The Forward Trust in partnership with Open Road awarded new contract

The Forward Trust was contracted in partnership with Open Road to deliver integrated drugs and/or alcohol misuse services for adults and young people in Thurrock. The service went live in April 2024.

Open Road will provide a tailored young persons' service for those up to age 29.

This service builds on The Forward Trust's support for people in surrounding areas with substance misuse issues. We already deliver community services in Medway, with Open Road, Southend-on-Sea and East Kent.

Co-design — a process which involves clients in design and delivery of services — will form a crucial part of this contract. We will also embed peers with lived experience. The new service will be 'trauma-informed,' to address barriers that people affected by trauma may experience when accessing services. Other partners include charities Open Door and the Essex Recovery Foundation.



openroad
your journey to recovery



# Prison Services

## Midlands Prisons

During 2023–24, we added another **400** service users to our North & Midlands Region. At Rye Hill, our first abstinence programme (Bridge) was delivered, with positive feedback about its impact.

**+400** Service Users

## HMP Chelmsford and HMP Stoke Heath

We extended contracts to deliver substance misuse services, reaffirming our commitment to Continuity of Care.

## From harm to hope

We were granted 'Harm to Hope' funding for up to 9.5 staff across our Aylesbury and Surrey Prisons in recognition of our values around 'recovery' and our commitment to continuously improve and evolve our services.

Strategically, this much-needed funding enables us to widen our scope of delivery and to remain bold in our pursuit to help those impacted by addiction, crime, homelessness, and mental health.



# New Initiatives

## Synthetic Opioids – Keeping Our Clients Safe

Nationally, 2023–24 saw an increase in incidents involving synthetic opioids, especially Nitazenes.

Learning from the pandemic, we acted swiftly to find ways of reporting incidents involving synthetic opioids to staff and service users, and ensuring interventions are tailored appropriately. Initiatives include local text message alerts in areas of concern and social media updates.



Our R&D team has devised relevant interventions for prisons and the wider community.

## Surrey Prisons Naloxone Pathfinder

Stopping unnecessary fatalities through opioid overdose by increasing uptake is the primary goal, alongside preventing active use of Nasal Naloxone in the community.

The project targets all prisoners due for release from five Surrey prisons (HMPs High Down, Coldingley, Send, Downview and Bronzefield).

The project will run for 12 months and monitor use and patient experience following release to inform a national rollout.





## Buvidal

We have successfully stabilised opioid-dependent clients across East Kent with Buvidal

- 16 clients in Sittingbourne prescribed
- Margate Buvidal pilot seeks to stabilize 10 chaotic clients at risk of homelessness

Our Southend and Thurrock services have prescribed five clients. Canterbury, Ashford and Margate have more funding for next year.

Our Surrey prisons continue Buvidal prescriptions for those transferred from elsewhere. HMP Chelmsford now has 8 clients.



## What do clients say about Buvidal?

Clients and families report positive changes including better sleep, reduced stigma and general health improvements.

Comments include:

***"Great for my work-life balance."***

***"Now I'm able to go to work and holiday without the thought of falling off scrip."***

One client called Buvidal "the magic drug", saying he now uses his money for paying bills and no longer faces eviction. He reports reduced cravings, and he no longer visits the pharmacy daily, reducing contact with drug dealers.

Forward, with support from recovery workers, nurses, NMPs and doctors, are committed to supporting clients with Buvidal to achieve the work–life balance they seek..

## Pabrinex

This rapid therapy for severe depletion or malabsorption of vitamin B & C in alcohol dependence helps prevent Wernicke's encephalopathy or Korsakoff's Syndrome.

Originally planned for community detox clients, it's now given to those on the alcohol pathway.

Since September 2023, we have administered 90 Pabrinex injections in East Kent.




## Fibroscan

This ultrasound scan measures stiffness and fatty changes in the liver.

Our clinicians find Fibroscan can be effective in persuading people to engage with treatment and stop drinking because they can better understand and see what is happening to their liver.

Follow-up scans after periods of abstinence can reinforce motivation.

- **335** Fibroscans completed in East Kent



# Recovery Services

## Alton Towers – March 2024

A day at Alton Towers brought together Forward Connect members from Hull and Liverpool. Some had never been to a theme-park. The butterflies didn't last long as they pulled together to face the rollercoasters' ups and downs!

Michael, our newest volunteer for Forward Connect, said...

"We are so grateful for Forward Connect putting this trip on. We were told that it was a special one-off... but we hope it can happen again."



## Recovery Support Volunteer Awards

The first Recovery Support Volunteer Awards in July 2023 saw volunteers join members of the recovery support directorate, Julie Muir (Executive Director for Recovery), and Trustee Lady Louise Gibbings.

Volunteers are the lifeblood of our aftercare so it was incredible to be able to show our appreciation for all they do.

We welcomed Mark Ash and James Gyllon to share their journeys from clients to full-time staff.





## National Reunion

The Recovery Support team held their first 2024 event in January, the annual National Reunion at Hackney Church. It was a huge success; 300 people attended with a coachload from each of Liverpool, Hull, Essex, Southend and East Kent.

Guest speakers included the Mayor of Hackney, a RAPt graduate from HMP Send, a Dover Day programme graduate, a speaker from Vision Housing and a representative from our Probation Dependency and Recovery service.

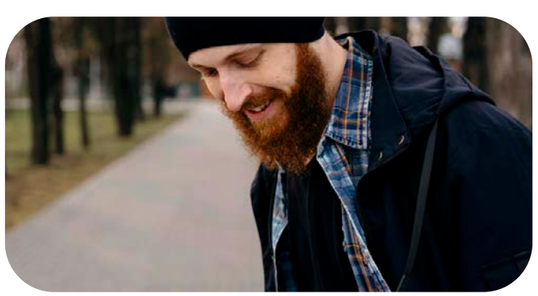
Lunch was served by Ilario, a former RAPt graduate with his own catering company.

Clients were interviewed about the importance of Forward Trust and the reunion. You can watch these interviews on Forward's Instagram and Facebook.




## Forward Connect

Forward Connect is a peer-led, mutual-aid community of people making progress in their own journeys. They may be in addition recovery, family recovery, moving away from crime, overcoming mental health problems, or addressing unemployment and homelessness.



## Other charities shared their work

Swim promotes health and life chances for people in Hackney; Treasures Foundation is a women-only recovery housing project.

An open-mic session let people share their experiences and read their poetry, followed by a clean-time countdown — always an inspirational celebration. Some people in the room had over 30 years' recovery under their belts.

TREASURES FOUNDATION

SWIM ENTERPRISES

# Families and Young People

**Our family work aims to strengthen relationships and interpersonal connections, so people feel safe, supported and valued by the people who surround them.**

We recognise the value and complexity of the family and understand their potential positive and negative impacts.

During 2023–24 our family support provision continued to grow, focusing on the importance of relationships and significant connections in the recovery and rehabilitation process.



## Relationships Matter

Piloted in late 2022 and launched in April 2023, our Prison, Community, and Residential services delivered the complete programme to 243 clients. Outcomes include the following:

- **79%** felt more confident in their relationships
- **72%** felt they were coping better with relationship challenges
- **69%** improved communication with someone close to them
- **50%** started new, supportive relationships
- **44%** increased their contact with a family member



*"It has helped me to stop and think before I talk, and take on and deal with what my family are saying to me."*

**Programme Participant**



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## MPACT

**Moving Parents and Children Together**

The Moving Parents and Children Together (M-PACT) programme was developed in response to the 2003 Hidden Harm report. M-PACT aims to improve the wellbeing of children and families affected by parental substance misuse.

In 2023 our M-PACT programme supported 196 families across the UK, Ireland and the Isle of Man in improving family functioning, coping and communication.

### Case Study

All programmes now provide a separate space with sensory equipment where children, young people and their adult family members can spend time.

These spaces help participants process their experiences on the programme. In one instance a young person used the space to communicate with practitioners in her own way, using a white board to write down thoughts and feelings which could not be verbalised.



### Case Study

Through a new assessment process staff established that one young person particularly disliked food with colour and was sensitive to food's texture. As a consequence, food was discussed and planned before every session.

## Training

In 2023–24 we delivered the following training:

- Adverse Childhood Experiences (ACEs), their impact in adulthood
- Think Family
- Working with families affected by addiction and offending

A total of **390** staff attended, with overwhelmingly positive responses. Our work helps to embed a trauma-informed and family-focused approach in all service areas.

*"I feel privileged to receive such excellent training."*

**Programme Participant**



# Commissioned Rehabilitative Services (CRS)

## Personal Wellbeing (PWB)

### Helping men on probation complete their supervision, stop offending, and live their potential since June 2021.

Our interventions provide users with skills, insight, and support for building relationships with their community, other services, pro-social friends, family members, and themselves.

The Forward Trust's Supporting People on Probation Navigators form close working relationships with service users, Probation practitioners, Prisons and Community Services to help the user build connections that will sustain him in his journey from crime and stop the cycle of harm.

Our Personal Wellbeing Service is delivered in:

- 32 Probation Delivery Units
- 9 community settings
- 11 prisons
- 9 counties, covering rural areas such as Norfolk and Kent and densely populated areas of Essex.

We work with a range of not-for-profit organisations, some of whom credit The Forward Trust with enabling their participation in criminal justice work, reaching more people whom their specialism can help.

We proudly partner with Gangsline, Groundwork, Forces Employment Charity, Lincolnshire Action Trust, Magistra Group, Spark Inside, and Sussex Pathways.

*"Trust means so much to him; he has never opened-up to another professional. Whatever you are doing is working"*

**Probation Practitioner**

This year, we piloted music interventions with Maverick Sounds in Essex. Designed to engage young and harder-to-reach groups, these sessions were a massive success, leading to their adoption by HMPPS and longer-term implementation.

Together with Groundwork, our men on probation have created an allotment in the Chelmsford Quaker Meeting House. The vegetables are used in a community kitchen. Our service is about providing one-to-one personalised support, community connection and national influence.

Case Study

### Prison to Practitioner

Christopher applied to become a peer mentor with The Forward Trust in 2022, having spent over 10 years in prison serving a life sentence and struggling with addiction from a young age.

He volunteered for several years in drug and alcohol services. Passionate about using his skills and experience to support others in custody or on licence, he was drawn to working with men on probation.

Since qualifying as a peer mentor, Christopher has worked alongside our Supporting People on Probation Navigators, Lauren and Rhianna, co-facilitating group sessions, attending one-to-one meetings with staff, joining focus groups and activities and offering direct support to others. He has volunteered as a mentor while retaining a full-time hospitality job.

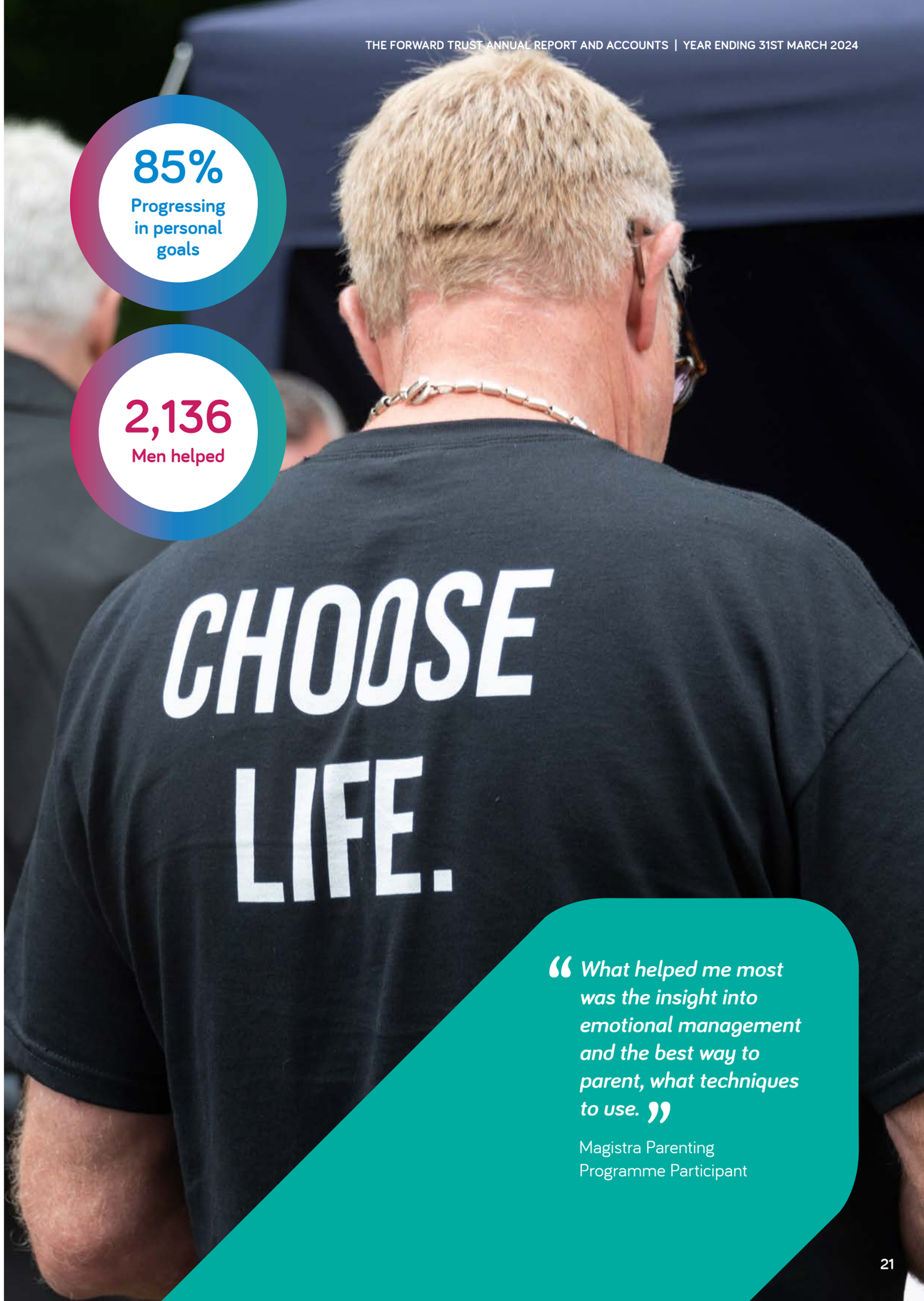
Christopher wants to demonstrate it's possible to overcome stigma and other barriers to employment, which he understands can contribute to feelings of low self-esteem and anxiety for people with criminal convictions.

After volunteering as a peer mentor for two years, Christopher secured a permanent position at The Forward Trust as a Trainee Practitioner in our Essex Reconnect team.

Christopher is eager to share how much volunteering has changed his life.



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*"What helped me most was the insight into emotional management and the best way to parent, what techniques to use."*

Magistra Parenting Programme Participant







Case Study

## Recovering Family

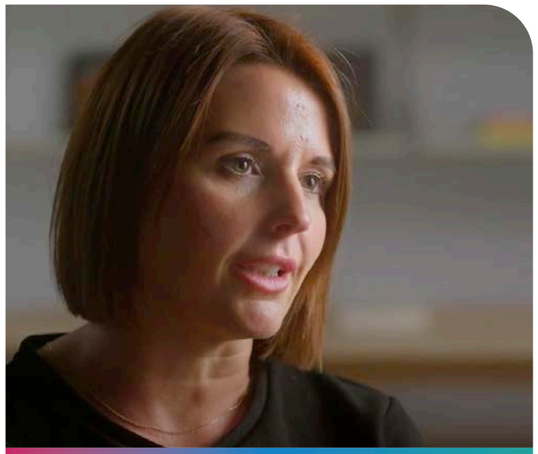
Paul T was due to be released from prison but was faced with challenges: he had no support network to return to, had lost contact with his family, his home area was some distance away, and he had been battling an alcohol addiction.

Paul worked with his Supporting People on Probation Navigator before his release. He was referred to Forward Connect and linked with a PWB Peer Mentor.

He is now accessing support groups and NA/AA meetings and is back in contact with his family.

***"I received excellent support from Forward Connect, my Peer Mentor and Navigator, and am on the road to sobriety."***





***"What I really like is the innovation here. We get to do some really cool stuff."***

**Charlotte Howell**
Service Manager, Probation Services

***"I'm able to talk about housing and work. Forces Employment Charity chased up my operation, which was holding me back the most. I now feel positive that things are moving in the right direction."***

**Veteran, Forces Employment Charity Referral**

Case Study

## Reach Out and Recover

Paul J wanted help with family relationships having been in prison for four years.

He had lost their respect and wanted to re-engage and deal with childhood trauma.

Paul worked on these goals with his Personal Wellbeing (PWB) Family Connections Worker which led to reconnecting with family, and his children have positively commented on his change.



# Camau – Probation Accommodation

**Launched in June 2021, The Forward Trust's Camau service in Wales prevents homelessness and improves the housing options for men on probation in Dyfed, Powys, Gwent, and South Wales.**

The team is trained by Shelter Cymru in housing legislation and use their knowledge and skills to advocate for in-need and vulnerable men.

This year was the most successful to date: **46%** of those supported this year were homeless, or in temporary, often unstable accommodation, or about to be released from prison.

Most had a poor accommodation history, complex needs or additional difficulties arising from their offence type.

A further **41%** were at risk of homelessness, and while they may have had some success in maintaining a tenancy, they had additional challenges like learning difficulties.

Our service users are frequently stressed, anxious and worried about their safety and ability to meet basic needs. They are often digitally excluded; many are using substances.

We work in:

- **19** Probation Delivery Units.
- **5** prisons, and an ever-growing number of community locations.
- Across **16** Local Authority areas, from rural Ceredigion to Cardiff city centre.

The Camau team is housing men, improving their quality of life, and offering them a chance of a crime-free and safe life.

## Gwasanaeth Cymraeg Yn Cael Ei Gynnig

**Our Camau Service is offered in Welsh or English with two team members speaking Welsh and two learning. Meeting men at risk of homelessness with respect increases our chance of success.**

***Roedd gen i gleient yng Ngheredigion. Roedd ei benodiadau gyda'r Awdurdod Lleol yn Gymraeg. Roedd ei benodiadau gyda'r Gwasanaethau Prawf yn Gymraeg, felly hefyd ei benodiadau gyda DDAS ac Forward Trust.***

***Rwy'n teimlo ei fod yn ein rhoi ni ar yr un lefel a'r asiantaethau eraill.***

**18**
homes saved

**100%**
rated their worker as knowledgeable & helpful

**85%**
increase in referrals since last year

**92%**
progressing in their housing goals



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Case Study

## Safe Home, Safe Outcomes

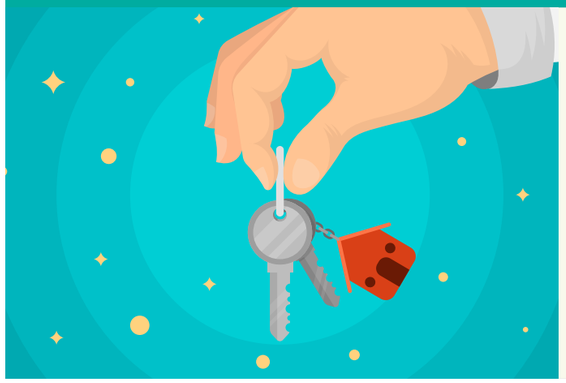
A Camau service user was living in a bungalow rented from Valleys to Coast, a Registered Social Landlord.

He had lived there alone and safely for almost three years, despite mobility issues. Unfortunately, his needs increased and he required further adaptations to the home to accommodate a wheelchair and electric scooter.

He believed the adaptations would not be possible and he would have to move home — a prospect that caused him anxiety, owing to a lack of suitable bungalows in his area, his increased needs, and his probation reporting requirements and criminal record.

Working with his Camau Housing Interventions Worker, he was empowered to request an Occupational Therapy Assessment, which concluded that the bungalow could, in fact, be adapted.

The adaptations provided access to and from the front and back of his house, enabled by widening doors and installing ramps. He also has a new electric wheelchair.





Case Study

## From Homeless to Hopeful

Naomi, one of our Housing Interventions Workers, first met C when he was released from prison. Like most who serve a prison sentence, he had lost his job and his home. C's relationship had broken down.

Prior to his conviction, C was a chef who took pride in his work.

Naomi worked closely with his Probation Practitioner, his Local Authority homelessness team, and housing providers to explore options where housing and work were closely linked.

C secured a chef post and a new home. He now lives and works in a beautiful part of the country and is busy building a rewarding, crime-free life.

***"Everything is going well and I am really enjoying my new job." - C***



# Dependency and Recovery

**Launched in September 2022, The Forward Trust's Dependency and Recovery Service is going from strength-to-strength. It supports men on probation with complex substance misuse needs linked to their offending.**

We have partnered with Catch 22, who work with those aged between 18 and 25.

Catch 22 have eight hubs — in Canning Town, Romford, King's Cross, Tottenham, Croydon, Brixton, Lewisham, and Ealing

In Yorkshire and Humber, we deliver in both urban and rural areas, across all Probation Delivery Units in Hull and East Riding, North East Lincolnshire and HMP Hull and HMP Humber.

37% of men referred to our services were 'high complexity', a dual diagnosis with identifiable substance misuse, alcohol misuse, prescription, gambling or other dependencies linked to reoffending. They have a history of poor engagement with treatment services and require a high level of motivation and support.

51% of men referred to our services were classed as 'medium complexity' — they have lapses/crises that may lead to relapse and/or are at a transition point, e.g. from prison into community. They are on probation, have a moderate level of motivation, but require a high level of support for dependencies linked to re-offending, including chemsex.

45% of all incidents reported in 2023–24 for dependency and recovery involved service users with thoughts of self-harm and suicide, with 13% harming themselves.

The Forward Trust provides wrap-around support designed to help navigate men on probation navigate through their recovery journey and provides a bridge between probation, service users and substance misuse services in the community.

Our approach supports and sustains recovery. We have developed keen local knowledge, understanding and joined-up services in every borough and region. Our work is critical to increasing numbers of men in recovery and often provides a lifesaving relationship between the service user and Recovery Navigator.



**In London, we deliver in:**

- 32 boroughs
- 18 Probation Delivery Units
- 18 prisons



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Case Study

## Navigating A New Life and Finding a Recovery Community

John began working with our London Dependency and Recovery services when he approached the end of his prison sentence. When he went into custody, John was homeless and living on the streets. Like too many care leavers, his early life involved moving around children's and foster homes, compounding adverse childhood experiences. On leaving the care system, he was ill-equipped for life as an adult and self-medicated. Prior to custody John was using heroin and crack cocaine daily; as he approached the prospect of being released homeless and back into addiction, he was anxious, low in mood and feeling hopeless.

John began working with Domenica, his Recovery Navigator, who advocated for John, helped him form relationships with recovery services, and worked with him one-to-one.

On the day of his release, to support his path towards abstinence, he was given appropriate medication, moved into Community Accommodation Service Tier 3 (84 nights' accommodation for prison leavers), and into longer-term treatment support with Change Grow Live.

John's Navigator helped him find and join a Cocaine Anonymous daily meeting where he quickly settled and picked up the commitment of meeting and greeting guests at the door with a welcoming cuppa. John was soon thriving in a supportive network and joined the football team.

John moved onto Nehemiah abstinence supported housing, graduated and is seeking independent living. He now helps others as a Forward Trust Peer Mentor, running weekly groups in Probation Delivery Units.

This year he spoke movingly to over 400 people about his experiences, the key relationship his Navigator played, and his hopes for the future. He also ran the London Half Marathon in April 2024.

*"Forward Trust changed my life."*

***John***





**1,685**
**engaged in treatment**

Case Study

## Mark Ash took the Forward Opportunity Escalator to become a full-time Lived Experience Coordinator for our London Dependency and Recovery Service

"From not being able to read, write, spell, draw or do maths, to becoming what felt like an outcast in an underworld of drug addiction, the journey of escape from addiction was never an option as I became convinced it was my life.

And so, the lie had me in its snare for over fifteen years.

Yes, you could say I was a functioning addict as I had many jobs, but I was on a path that would become all out warfare with myself and society. Just me against the world, never needing or seeking help as everyone else had the problem. This was the lie I kept telling myself without the full understanding of addiction.

Sleeping rough for three years, and getting stabbed six times still never made me see the truth that I needed to change as darkness covered my eyes.

Thankfully, and gratefully, in judgment of my actions, I was imprisoned on the 11th of November 2017; I was remanded to HMP and sentenced to 40 months.

During that time, I had the opportunity to engage in treatment with Forward. My heart was willing, but my motivation was weak.

That said, I was showing interest. I started engaging with Forward and learning about my addiction and myself.

Bit by bit, and for the first time in my life, I felt a bond with others as I engaged in group sessions.

There were more people like me in the groups who had trauma and went through the same life as me and the same struggle for freedom from addiction as I did.

On the 9th of April 2019 I stood at the gates upon release from HMP.

No more walking in darkness as God had set me completely free and washed my addiction away. The path to faith was never a thought for 39 years. Having a church was a form of escape from prison life. It was powerful.

I took part in the Christmas choir where 80 Forward Trust staff and volunteers attended.

Imagine this… I'm in prison doing my courses in drug addiction with Forward and finding faith at the same time. In recovery they say, what works for you, work it, and I needed faith. I got released from HMP with a new mind and love for life.

While in addiction my family stood by me, although it was mentally draining for them to witness their son tangled in addiction. My family would visit me once a month at HMP High Down, always believing their son would change and seek help, not realising at the time that drug addiction can become an illness. Today my family are amazed at the transformation and how far I have come in 5 years.

From active addiction and HMP, to living in supported abstinent housing to becoming employed as a staff member. Sharing my experience, strength and hope with residents and becoming a peer mentor, then trainee, recovery navigator and now a Lived Experience Coordinator…"

***"You could say I had come full cycle. Now I help those who helped me to help others."***







***"I am incredibly impressed. He had been working with CGL for his Drug Rehabilitation Requirement since I first took on his case which has been at least 1.5 years. I am amazed by how quick his Forward practitioner acted … also in terms of contacting CGL to discuss how we could both support him with recovery and rehab. Just wanting to show my appreciation from one agency to another! Also, apologies in advance if you now have a flood of referrals coming through from me and all my colleagues."***

**Probation Practitioner**

***"My Recovery Navigator remained non-judgemental and accepting throughout our sessions, which was extremely effective. For the first time, I no longer had a desire to do drugs, not because I had been told not to, but because I recognised my self-worth. I believe my Recovery Navigator's support and guidance made this possible.***

***This is not just a compliment; it has been life changing."***

**Brendan –**
**Dependency and Recovery Service User**

***"In our line of work positive feedback to this degree is not common, and it was clear to me during our conversation that Brendan really gained a lot from his sessions with D&R, so thank you very much!"***

**Brendan's Probation Practitioner**

Case Study

## Jihan Kirby, Probation Officer to Service Manager who knows the power of believing in others

"Having worked as a front-line Probation Officer for 21 years, I became frustrated with a lack of 'thinking outside the box' and felt that my strengths were not valued or utilised. I made the decision to leave and join The Forward Trust in Humberside.

I made the right decision. I am happy, feel valued and have a voice! The Forward Trust clearly value their staff. This in turn empowers us to support others.

In our Dependency and Recovery Service we improve engagement with services; we give people the tools to make changes. For some this opens the door to more structured treatment.

We believe in them. Sometimes that's all they need."



# Our Campaigns

**We campaign to change public attitudes and policy so that people, who are often written off by society, can access support that transforms lives.**

We are proud to be the UK's leading addiction recovery charity, improving public awareness and understanding, showing compassion and demonstrating the belief in the potential of people to recover and rebuild their lives.

In November we delivered **Addiction Awareness Week 2023**, in collaboration with our campaign partners for Taking Action on Addiction (TAOA). During the week we launched new polling on the impact of addiction, a powerful new film: Everybody Knows Somebody, and for the first time ever, hosted a live panel event, broadcast to people across the country gathering to talk about addiction. The week saw record levels of media coverage across national and local media and film engagement reached over a million impressions, thanks to incredible coverage across social media and BBC 5 Live.

In October 2023, we were thrilled to welcome our Patron, **HRH The Princess of Wales** to HMP Highdown. The Princess joined family members from our alumni community, who walked our Patron through a prison visit from a family's perspective. The Princess went on to meet prison staff, Forward alumni and their families at a special lunch hosted by The Clink Restaurant HMP Highdown.













# Peter McCann (1940–2024) – a tribute to the Clouds House founder

**The Forward Trust was saddened to learn that Clouds House founder, Peter McCann, passed away on 4 March, 2024.**

Peter was a pioneering force in drug and alcohol recovery services. Over 40 years ago, with his beloved wife, Dr Margaret Ann McCann, he began helping people to overcome addiction and enter a life of recovery.

After studying economics and psychology at Trinity College, Dublin, and a career in the City of London, Peter founded Clouds House with Margaret in 1983. In the late 1980s, Peter and Margaret left Clouds in safe hands, establishing Castle Craig in Scotland in 1988.

Last June, the Clouds community had the honour of celebrating its 40th birthday with Peter and his family. During this special day, we honoured a legacy of recovery felt across the country.

Peter founded EATA (European Addiction Treatment Agency) in the early 1990s and more recently was elected to the Board of the International Council of Alcohol and Addictions.

We will be forever thankful to Peter for his dedication to realising his vision for better treatment of addiction in the UK. He will be remembered with love and gratitude at Forward Trust and Clouds House.





THE FORWARD TRUST ANNUAL REPORT AND ACCOUNTS | YEAR ENDING 31ST MARCH 2024

# Finance Report

## Message from the Treasurer

This Trustees' Annual Report and Accounts has been produced in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the FRS102 Charity SORP (Statement of Recommended Practice effective 1st January 2019).

The accounts for the year ending 31 March 2024 show the Charity continuing to grow and diversify. Over the last five years, Charity income has almost doubled, and we expect this growth to continue into the next financial year. This report shows that the charity has managed to achieve this safely and sustainably, and our economic outlook remains stable.

Our contract base remains intact, and there was further growth at the beginning of the next period, as described in the Post Balance Sheet note to these accounts.



The Charity delivered a modest surplus in 2023-24, but this is set against a challenging financial environment that has seen pressures on our commissioners to reduce costs and on some of our philanthropic supporters, who have had to either discontinue financial support or defer funding decisions beyond the year-end.

Despite these pressures, and mainly due to effective cost control and prudent financial planning, the charity will be budgeting for a surplus in the coming financial year. Our cash flow analysis over the next eighteen months allows us to confidently adopt a 'going concern' approach to our accounting.

The Charity will continue to manage its financial resources carefully and will take steps to improve its financial results further, but that will always be reflective of the levels of service and support we must offer to our colleagues to deliver our mission. Our longer-term strategy will continue to guide our future financial plans.

Despite challenges, we continue to benefit from our donors' generosity and the enormous faith they place in us to use their donations to ensure we can provide the highest quality of care to those who need it.



**Jamie Drummond-Smith**
Treasurer

# Financial Highlights – Forward in Numbers

The Charity's total income for the period increased to **£39.91 million** (2023: £32.87 million).

This is primarily due to contract growth, particularly in prison and community substance misuse.

Total income derives principally from contracts with Local Authorities, NHS Trusts, the Ministry of Justice, or similar institutions, commercial agreements, and fundraising activities, including trust and grant income.

Income from charitable activities, which represented **94.1%** of total income, increased from the previous financial year, while fundraised income decreased during the year.

Principal funding resources are explained in the notes to the financial statements.

These funds are directly applied to the delivery of addiction treatment services, accommodation services, family services, mental health, probation, and employability services.

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between the following service offerings.

Substance Misuse Services, Family Services, Recovery Support Services, Residential Rehabilitation Services, Clinical Services, Employability Services, and Probation Services.

Total spending on charitable activities rose to **£39.86 million** during the period (£33.68 million in 2023).

Despite a challenging financial situation and stubborn, although reducing toward year-end, inflationary pressures, careful control of costs throughout the period has meant that at year-end, the charity is returning a small surplus for the current reporting year.

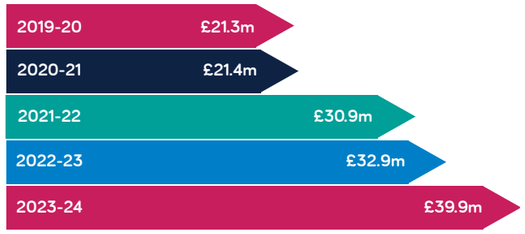
Total assets for 2023-24 have increased slightly and remain significantly higher than before the merger with Action on Addiction in May 2021.

Total assets remain strong at just over **£7million**.

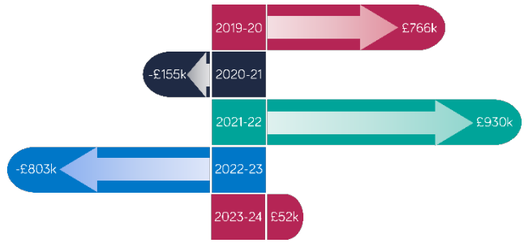
The above comparisons represent how the organisation has achieved continued growth and stability. This progress was set against significant financial headwinds over the period and especially inflationary pressures that gave rise to the cost-of-living crisis, impacting both charitable income and the costs of keeping our staff and clients safe.

Our contractual base, which constitutes **94.1%** of total income, remains stable and will grow again during the coming year. We retain a strong and healthy cash and reserves position.

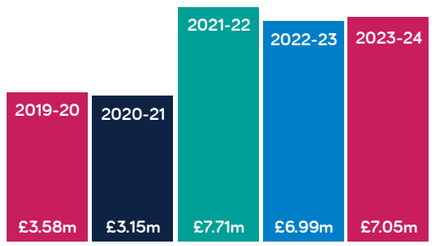
For the 2024-25 financial year, we are budgeting a better than breakeven budget. However, like many other organisations, we expect another challenging period due to the impact of sustained global financial pressures.



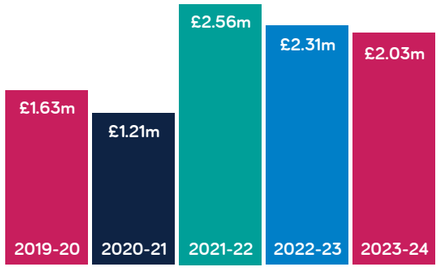

**Strong and Sustained Growth**




**5-Year Contribution Over £800k**




**Assets Almost Doubled Over 5 Years**




**Reliance on Fundraising Reducing**





# Reserves Policy

The General Reserves Policy protects our programme work from disruption at short notice due to a lack of funds while ensuring we do not retain income for longer than required.

The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, considering the following factors:

- Vulnerability to unplanned changes in financial position, including potential costs arising from the termination of services and delays in payment of invoices.
- The need for the Charity to invest in implementation and other start-up costs of new services.
- The Charity's requirement to manage fluctuations in cash flow.
- Financial risks related to the above and the mitigation steps available to management.
- The fact that expenditure is generally predictable and long-term, except for 'variable' spending on restricted programmes, where risks typically involve unplanned events, such as changes in government policies.

On 31 March 2024, the Charity's General Reserves (excluding designated funds) were **£6.55 million** (2023: £6.49 million), representing unrestricted funds, excluding designated funds and those tied up in fixed assets.

The basis of determining the target reserves' level is kept under periodic review and will be adjusted as perceptions of risk and other factors change.

Our total funds were slightly higher at **£7.05 million** as of 31 March 2024 (2023: £6.99 million).

Identifying risks faced by the Charity and establishing the appropriate level of reserves that the Charity should maintain to mitigate these risks requires judgment.

The Trustees believe that the level of reserves is acceptable based on the level of activity, and therefore, the appropriate target range for free reserves is between **£2.1 million** and **£4.3 million**.

This will also provide a buffer should The Forward Trust encounter adverse conditions in its market.

On 31 March 2024, cash and cash equivalents were **£3.16 million**, within the target level for free reserves.

On this basis, the Trustees also consider that The Forward Trust has adequate resources to continue the business for the foreseeable future.

The Reserves Policy will be subject to full review during the 2024-25 reporting year.

# Designated Funds (unrestricted)

Designated funds are those unrestricted funds set aside by the Trustees for particular purposes.

The designated funds held on 31 March 2024 were **£0.50 million** (2023: £0.50 million).

These funds are allocated to cover our estimated maximum liability for dilapidation costs on the freehold properties, the Bridges project and other properties.

Note 17 of the accounts details the designated funds and their movements during the year.

# Restricted Funds

These funds are used for specified purposes, as laid down by the donor. As of 31 March 2024, unspent restricted funds were **£0** (20233: £0).

# Going Concern

The Trustees consider sufficient reserves are held at year-end to manage any foreseeable downturn in the UK economy, including any future adverse impact resulting from the worldwide cost-of-living crisis.

Trustees believe that the Charity has adequate resources to continue in operational existence for the foreseeable future.

For this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

**On 31 March 2024, cash and cash equivalents were £3.16 million, within the target level for free reserves.**

## Key Management Personnel Remuneration

The Trustees consider the Board of Trustees and the Executive Management Team (ET), which includes the Chief Executive Officer, to comprise the key management personnel of the Charity in charge of directing, running, and controlling the Charity and operating it on a day-to-day basis.

All Trustees gave their time freely, and no Trustee remuneration was paid during the year. Details of any Trustee expenses and related party transactions are disclosed in Notes 8 and 18 to the accounts.

In deciding appropriate pay levels, The Forward Trust aims to balance paying enough to recruit and keep people with the skills we need, meeting our contracting partners' needs and the public and our supporters' expectations that the money they entrust us with will be used wisely.

In setting ET pay, the Trustees consider the skills and experience required for each role and remuneration in the sectors from which suitable candidates for such posts would be found. They also consider affordability for The Forward Trust.

We do not pay bonuses or other incentive payments. Pay increases to the ET and other employees are reviewed annually subject to good performance and the Charity's financial position.

The remuneration is also benchmarked against other competitors within the sector of a similar size to ensure that it is set fairly and in line with that of generally similar roles.

## Financial Risk Management

Services are subject to contracts; prices of goods are based on market prices; and salary costs are subject to a formal annual review.

Our standard payment terms are 30 days. Credit risk on amounts owed by debtors is low. The organisation retains a small overdraft facility on its main bank account.

Regarding liquidity risk, The Forward Trust has one relatively small current mortgage taken out to cover the purchase of our new Bridges rehab in Hull. Our policies on the management of investments and reserves are set out above.







# MANAGEMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

In delivering our objectives, we face significant risks every day (whether that be to the safety of our staff, clients, financial health, duty of care to those who attend our fundraising events, etc.).

We have robust procedures for evaluating, designing, and implementing effective measures to reduce these risks' likelihood and potential impact.

## Risk Policy

The Forward Trust conducts annual risk identification, assessment, and management analysis. A register of risks has been compiled, with risks scored for likelihood and impact severity.

Risk management strategies and time scales are also established and reviewed at least annually. Individual senior managers or committees are nominated to take responsibility for each critical risk, which is reviewed quarterly.

The Trustees review how risk is managed within the Charity and the level of reserves that should be held concerning the principal risks we face.

The Trustees also examine other operational and business risks through an organisational risk management process, identify them, and confirm that they have established systems to mitigate the significant risks.

## Key Risks

For each risk identified, the relevant committee monitors specific actions and performance indicators quarterly.

The following significant risks were identified at an organisational level for the Charity in 2023-24:

- There is a risk that income from contracts without fixed prices will not meet budgeted expectations, with a particular focus on income derived from employment services and fundraising.

  The impact is compounded when recruitment and other costs are increased in expectation of this income, and therefore, these cost centres have a significant negative impact on the bottom line.

- There is a risk that continued increases in legal cases regarding Medical Malpractice mean that our ability to secure insurance coverage will be significantly compromised, particularly given the current growth focus on services where clinical delivery is a significant element.

  For the current year, our broker could only secure insurance from our incumbent insurer, which increased the premium by 67% and doubled the excess.

- There is a risk that a combination of sustained significant increases in the cost of living and flat or significantly under-inflation increases in contract income make our ability to fund a compensatory pay increase in 2024 challenging.

  This is compounded by the likely expectation of our staff of a significant 2023 pay increase, placing a substantial demand against a near-break-even budget. There is a risk of failing to reach revenue targets for new contract wins and maximising revenues through Payment by Results contracts.

- There is a risk that environmental and operational factors are increasing voluntary turnover, impacting the costs of delivering services and the organisation's reputation.

- There is a risk that, with mergers, acquisitions, and contract wins, the IT department may be unable to support all the new users efficiently and that current user service will suffer. There is a side risk that the integration of legacy systems will introduce security threats to FT systems. There is a risk that interfacing with numerous organisations and subcontractors will compromise information security, resulting in reputational and regulatory impacts.

- There is a risk that the CQC's introduction of new regulatory standards could negatively impact inspection outcomes, mainly because most newly mobilised services are CQC registered. There continue to be many unknowns regarding the new framework.

- There is a risk that transient staff and poor retention rates will exacerbate vacancies, impacting service quality and the delivery of the mission.

- There is a risk that successful bidding may result in high levels of mobilisation and implementation projects that bring organisational stretch and pressure, alongside failure to deliver and reputational damage.

- There is a risk that the Full Ofsted Inspection for Apprenticeships and Adult Education provision may lead to a 'requires improvement' or 'unsatisfactory' judgement from Ofsted.

- Two apprentices on the Employability Practitioner Apprenticeship Standard are out of funding. This means they have completed the apprenticeship training but still need to enter the Gateway for End Point Assessment.

  The risk is that they are no longer funded learners and are at risk of failing to complete their apprenticeship.

  A full compliance audit is taking place in August/ September 2023 for the Greater London Authority/ Mayor of London funded Adult Education Budget provision. This is part of the contractual requirement relating to funding compliance. The risk is that if the compliance audit finds errors above 5%, funding must be paid back to the GLA.

- There is a risk of failing to mitigate the loss of the London Prisons IAG contract in April, which was worth £800K in 2023-24, and thus the ability of Employment Services to achieve their overall revenue target of £4.77M.

  The Directorate is attempting to secure additional business development to mitigate this loss of revenue in the financial year.

- There is a risk of failing to reach targets for new contract wins and retention of existing contracts coming up for re-tender. Failure to mitigate any loss of re-tendered contracts through new contract wins poses a risk in terms of impact on income for 2024-25, (although no income from new contracts has been budgeted this financial year).

Other critical components of The Forward Trust's risk management include:

- Governance & Quality Assurance Framework.
- Clinical Governance Framework.
- Clear policies regarding safeguarding children and vulnerable adults.
- The trustees regularly consider financial results and variances from budgets, delegation of authority, and segregation of duties.
- The Trustees approve a strategic plan and annual budget; performance is reported regularly, including monthly financial reports.

The Trustees seek to monitor and manage the above risks through a strategic risk register, which outlines each risk's likelihood, impact, and severity, as well as the risk owner and the committee responsible for the risk.

These risks are also reviewed regularly and are standing agenda items during monthly supervisions of risk owners and quarterly committee meetings. Internal risks are minimised through a straightforward authorisation process for all transactions and projects to ensure consistent quality of delivery for all operational aspects of the Charity. These procedures are reviewed annually to ensure that they continue to meet the charity's needs.

The Trustees receive regular reports on compliance with regulatory and statutory frameworks, including those regarding the health and safety of staff and clients.

## Fundraising

The Forward Trust does not actively raise money from the general public, and no complaints have been received about fundraising in either the current or preceding accounting period.

## Auditor

On 18 November 2024 the charity's auditor changed its name from Haysmacintyre LLP to HaysMac LLP.

A resolution proposing the reappointment of HaysMac LLP as the charity auditor will be submitted at the Annual General Meeting.





# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

The Forward Trust is a charity registered in England and Wales (Charity Number: 1001701) and a UK company limited by guarantee (Company Registration Number: 02560474). The governing document, the Articles of Association, determines its legal framework. The Charity has no share capital.

## Board of Trustees (Directors)

As of 31 March 2024, the following members of the Board of Trustees were registered as Directors of the Charity:

| | |
|---|---|
| Chair | Hon David Bernstein |
| Treasurer | Jamie Drummond-Smith |
| | Lady Louise Gibbings |
| | Hon Isabelle Laurent |
| | Dame Benita Rayne DBE |
| | Andrew Wylie |
| | David Riddle |
| | Lisa Bryer |
| | Rebecca Priestley |
| | Joyce Adu |
| | Amelia Fitzalan Howard* |
| | Katherine Simpson Lloyd* |
| | Ivor McKay* |
| | David Meredith* |
| | Steven McIntosh* |

* All appointed 23rd August 2023

The charity's Directors, who are its Trustees, form the Board of Trustees, its ultimate governing body.

The Board of Trustees ensures all activities are within UK law and fall within the agreed charitable objectives. Its work includes governance, setting the strategic direction, ensuring the Charity upholds its values and delivers its objectives, and deciding on the financial plan.



## Executive Team

The Board of Trustees reviews a schedule of matters reserved to them and delegates specific responsibilities to the Trustee sub-committees and the Chief Executive Officer.

The day-to-day running of the Charity has been delegated to the Executive Management Team constituting:

- Chief Executive Officer
- Chief Operating Officer
- Executive Director of Substance Misuse
- Executive Director of Employment Services
- Executive Director of Research & Development
- Executive Director of Fundraising and Communications
- Executive Director of Recovery

## Structure

The Board of Trustees meets quarterly to consider strategic business issues. We approve the annual budget and strategic risk register each year and review the charity's strategic plan.

The Trustees and Chair are appointed for an initial three-year term that can be extended for a further three years. A further extension may be made if it is deemed in the charity's best interests.

Trustees are recruited to provide the skills and experience required to govern the Charity.

We seek to appoint trustees from within our trustee network and, where required, through external advertising or specialist agencies.

Recommendations for appointments are made to the Board by the Chair, which the Board then ratifies.

New Trustees are provided with information on the charity's legal obligations under Charity and Company Law, the Charity Commission's guidance on public benefit, the content of the Articles of Association, the committee and decision-making processes, the business plan, and the charity's recent financial performance.

New Trustees also spend a day meeting key employees and other Trustees. Trustees are required to complete mandatory training modules and are encouraged to attend appropriate external training events that will facilitate the undertaking of their role.

The Chair is an ex officio member of all Committees. Any Trustee may attend any Trustee sub-committee meeting. The sub-committees each have specific responsibilities for the Charity as outlined below. They provide counsel, expertise, and support to the Senior Management Team.

Individual Trustees also take reasonable steps to ensure regular and direct contact between Trustees, staff, volunteers, and people who use our services at a local level.

## Finance and General Purposes Sub-committee

During the reporting year, the committee was comprised of the following members: Jamie Drummond-Smith (Chair), Hon David Bernstein, Hon Isabelle Laurent, David Riddle, and Andrew Wylie, together with the Chief Executive, Chief Operating Officer, Executive Director of Research & Development, Director of Human Resources, and Director of Finance & Commercial.

The Committee is responsible for overseeing all aspects of the Charity's financial policies and operations. It monitors the charity's short—and long-term economic viability and ensures sufficient resources to fund its commitments.

The committee reviews and approves the Investment and Reserves Policy for recommendation and monitors the effectiveness of the Charity's risk management and internal control systems. It also reviews the charity's annual financial plans, monitors performance against plans, and recommends action where necessary.

The Committee also reviews all issues concerning human resources (including sickness, staff turnover, equality, diversity, and inclusion). It met five times during the reporting year (one was an extraordinary meeting regarding salary increase proposals).

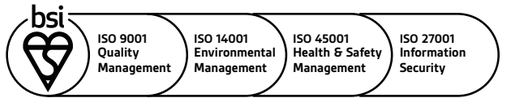
## Governance & Quality Assurance Sub-committee

The Committee is responsible for implementing and monitoring effective governance throughout the organisation, including clinical governance. During the reporting year, the committee was comprised of the following members: David Riddle (Chair), Hon David Bernstein, Lady Louise Gibbings, Lisa Bryer, and Dame Benita Rayne DBE, the Chief Executive, Chief Operating Officer, Executive Directors of Services, the Clinical Director and the Director of Governance and Quality Assurance.

A separate Clinical Governance Quality Assurance Forum is responsible for ensuring the collection and analysis of data and other information sufficient to provide effective clinical governance, ensuring the input of clinical leadership and advice, and promoting quality of care, including the safety and wellbeing of service users, families, and carers. This forum reports to the Governance and Quality Assurance Sub-committee via the Clinical Director.

The Committee is responsible for managing a culture of statutory compliance and processes for managing health and safety issues, facilitating the examination and review of significant events and incidents, ensuring service audits are undertaken and acted upon, and ensuring compliance with all legislation and contractual obligations.

During the period, the Charity was assessed and re-accredited (with zero non-compliance) against ISOs 9001, 14001, 45001, 27001, and Cyber Essentials Plus accreditation.




## Continuous Service Improvement (CSI) Sub-committee

The Committee members include up to five Trustees, including (Dame Benita Rayne DBE (Chair), Hon David Bernstein, Lady Louise Gibbings, and Lisa Bryer) and the Chief Executive, together with the Divisional Director of Research & Development and Director of Service Improvement.

The Continuous Service Improvement Sub-committee provides an effective governance framework for managing all aspects of service improvement across all service delivery areas. Its focus is on research, service improvement, and implementation of best practices.

## Fundraising & Communications (FC) Sub-committee

The Committee members include four Trustees (Lady Louise Gibbings (Chair), Hon David Bernstein, Hon Isabelle Laurent, and Dame Benita Rayne DBE) and the Chief Executive together with the Executive Director of Fundraising & Communications.

The Committee is responsible for providing a practical governance framework for the management of all aspects of the Fundraising and Communications functions of the Charity.





## Public Benefit Statement

In preparing the report, the Board of Trustees considered the requirements of the Charities Act 2011. It was satisfied that they had complied with their duty to have due regard to the 'Public Benefit' guidance published by the Charity Commission.

We have referred to the Charity Commission's guidance on public benefit in reviewing our activities and objectives and planning future activities. We have also reviewed our reporting to ensure our activities indicate public benefit by achieving our aims.

Our main activities and achievements within these are described in the Chief Executive's section of this report. Broadly, our activities help advance health and save lives amongst our direct beneficiaries by providing treatment and support to rehabilitate substance misusers; we advance citizenship through reintegration support and deliver benefits to the wider public by preventing crime and destructive behaviour.

In addition to the many thousands of prisoners who have received services from the Charity, our programmes have also had a positive benefit for the families of the individuals we directly help and for the broader community by reducing reoffending among some of the most prolific offenders and improving life chances through the delivery of education and vocational training to disadvantaged groups.

## Supporting Our Employees and Volunteers

As of 31 March 2024, we employed 746 staff, an 11.2% increase from the 671 people we employed on 31 March 2023.

Achieving the desired transformational changes in our clients will depend on the expertise and motivation of those who work with us. Throughout the last year, we have continued to make efforts to support our workforce's adaptation to the changes in how we work.

We are firmly committed to developing the diversity of our staff and volunteers through equal opportunity policies, training, and practical action.

As of 31 March 2024, the representation of women in our total workforce slightly decreased to 72.6% from 72.9%.

The percentage of staff from an ethnic minority increased slightly to 17% of the total workforce for whom their ethnic origin is known.

We remain particularly indebted to the commitment of the 13,592 hours (a 28% increase on last year) volunteered to us during the year from the 153 volunteers we engaged over the year.

Our volunteers work tirelessly on various projects. These incredible people are at the heart of everything that we do.

We calculate the value of these hours to be more than £163,104 (based on the Outer London Real Living Wage - support worker rate), and our services and events would not be possible without them.

The roles vary from project to project and event to event: it might be a few hours or entire days. Whatever their role, our volunteers generously provide significant amounts of their time to The Forward Trust, and we are enormously grateful.

We are committed to strengthening skills training for all our volunteers, ensuring they gain new experiences and feel a greater connection to our work.

## Lived Experience

The Charity is strengthened by the number of people with lived experience, both those in recovery from addiction and ex-offenders who are involved in the day-to-day operations at all levels.

This involvement ranges from board members to 'peer supporters' and includes serving prisoners who volunteer to support our programme delivery.

In the year April 2023 to March 2024, an average of 34.6% of our staff and volunteers (who declared as such) had their own lived experience of being in recovery from drug or alcohol addiction. This is an increase from last year when the figure was 27%.

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (Directors of The Forward Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements per applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give an accurate and fair view of the state of affairs of the Charity and of the net movement in funds and application of resources, including the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose the charity's financial position with reasonable accuracy at all times and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the charity's assets and, hence, for taking reasonable steps to prevent and detect fraud and other irregularities.

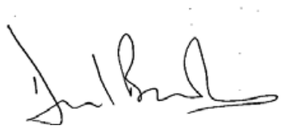
The Trustees are responsible for maintaining the integrity of the corporate and financial information on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as we are aware:

- There is no relevant audit information of which the Charity's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The auditor HaysMac LLP, is willing to be re-appointed in accordance with section 485 of the Companies Act 2006.

The Trustees' Report, incorporating the Strategic Report, was approved and authorised by the Board of Trustees on 6th November 2024 and signed on their behalf by:



**Hon David Bernstein**
Chair of Trustees





# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FORWARD TRUST

## Opinion

We have audited the financial statements of The Forward Trust for the year ended 31st March 2024 which comprise the Statement of Financial Activities, the Balance sheet, the Cash flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and the Republic of Ireland (the United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and accurate view of the state of the Charitable Company's affairs as at 31st March 2024 and of the Charitable Company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in preparing the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the Trustees' responsibilities with respect to going concern are described in the relevant sections of this report.

## Other Information

The Trustees are responsible for the other information, which comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information, except to the extent otherwise explicitly stated in our report; we do not express any assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. Suppose we identify such material inconsistencies or apparent material misstatements. In that case, we must determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Matters on Which we are Required to Report by Exception

In light of the knowledge and understanding of the Charitable Company and its environment obtained during the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic and directors' reports). We have nothing to report in respect of the following matters about which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the charitable company; or
- The charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations required for our audit.

## Responsibilities of Trustees for the Financial Statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 42, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give an accurate and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance. Still, it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our above responsibilities to detect material misstatements concerning irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that directly impact the preparation of the financial statements, such as the Companies Act 2006.





We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). We determined that the principal risks were related to revenue recognition, particularly the risks that revenue is recorded in the wrong accounting period or that improper journals are posted to revenue and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing recoverability of debtors, including post-year end payments and the appropriateness of judgements made about the need for provisions against bad or doubtful debts;
- Reviewing post-balance sheet events;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulations. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities due to fraud rather than error, as fraud involves intentional concealment, forgery, conspiracy, omission, or misrepresentation.

A further description of our responsibilities for auditing the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

## Use of Our Report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



**Lee Stokes (Senior Statutory Auditor)**
For and on behalf of HaysMac LLP,
Statutory Auditors,
10 Queen Street Place,
London EC4R 1AG

25/11/2024

# STATEMENT OF FINANCIAL ACTIVITIES

Including the income and expenditure accounts for the year that ended 31st March 2024.

| | Notes | Restricted Funds £'000 | Unrestricted Funds £'000 | 2024 Total Funds £'000 | *2023 Total Funds £'000* |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| **Donations and Legacies** | 2 | 1,646 | 380 | 2,026 | *2,314* |
| **Charitable Activities** | 3 | | | | |
| Substance Misuse | | - | 21,345 | 21,345 | *15,309* |
| Family Services | | - | 268 | 268 | *410* |
| Young People Services | | - | 78 | 78 | *124* |
| Recovery & Resettlement Services | | - | 855 | 855 | *662* |
| Residential Rehabilitation Services | | - | 2,694 | 2,694 | *2,654* |
| Clinical Services | | - | 1,073 | 1,073 | *1,217* |
| Employability Services | | - | 4,776 | 4,776 | *5,472* |
| Probation Services | | - | 6,147 | 6,147 | *4,265* |
| Education Services | | - | 311 | 311 | *124* |
| **Investment Income** | | - | 94 | 94 | *38* |
| **Income from Other Trading Activities** | | - | 245 | 245 | *283* |
| **Total Income** | | 1,646 | 38,266 | 39,912 | *32,872* |
| **EXPENDITURE** | | | | | |
| **Costs of Raising Funds** | 4 | | 71 | 71 | *56* |
| **Expenditure on Charitable Activities** | 4 | | | | |
| Substance Misuse | | 324 | 22,296 | 22,620 | *17,024* |
| Family Services | | 122 | 160 | 282 | *455* |
| Young People Services | | 9 | 73 | 82 | *139* |
| Recovery & Resettlement Services | | 541 | 365 | 906 | *736* |
| Residential Rehabilitation Services | | 545 | 2,309 | 2,854 | *2,948* |
| Clinical Services | | - | 1,137 | 1,137 | *1,354* |
| Employability Services | | 105 | 4,955 | 5,060 | *6,084* |
| Probation Services | | - | 6,515 | 6,515 | *4,740* |
| Education Services | | - | 329 | 329 | *139* |
| **Total Expenditure** | | 1,646 | 38,210 | 39,856 | *33,675* |
| Net Income (Expenditure) Before Transfer of Action on Addiction Assets | | | | | *(803)* |
| Transfer of Assets from Action on Addiction | | | | | *-* |
| **Net Income/Expenditure** | | - | 56 | 56 | *(803)* |
| **Other Recognised Gains and Losses** | | | | | |
| Actuarial Gains on Def Ben Pension Scheme | 21 | - | -4 | -4 | *88* |
| **Net Movement of Funds** | | - | 52 | 52 | *(715)* |
| **Reconciliation of funds** | | | | | |
| Total Funds Brought Forward | | - | 6,994 | 6,994 | *7,709* |
| **Total Funds Carried Forward** | | - | 7,046 | 7,046 | *6,994* |





# BALANCE SHEET

Company Number 02560474

As at 31st March 2024

| **ASSETS** | | Notes | 2024 £'000 | *2023 £'000* |
|---|---|---|---|---|
| **FIXED ASSETS** | | | | |
| | Tangible Assets | 9 | 4,635 | *4,075* |
| | Intangible Assets | 10 | 47 | *75* |
| | Investments | 11 | 2 | *2* |
| **CURRENT ASSETS** | | | | |
| | Stock | | 2 | *4* |
| | Debtors and Prepayments | | 3,636 | *4,153* |
| | Cash at Bank and In Hand | | 3,158 | *2,329* |
| | | | 6,796 | *6,486* |
| **CREDITORS** | | | | |
| | Amounts Falling Due Within One Year | | (4,434) | *(3,644)* |
| **NET CURRENT ASSETS** | | | 2,362 | *2,842* |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | | 7,046 | *6,994* |
| **FUNDS** | | | | |
| **Unrestricted Funds** | | | | |
| | General Reserves | | 6,546 | *6,494* |
| | Designated Funds | | 500 | *500* |
| | | | 7,046 | *6,994* |
| **Restricted Funds** | | | - | *-* |
| **TOTAL** | | | 7,046 | *6,994* |

The financial statements were approved and authorised for issue by the Board of Trustees on 6th November 2024 and signed on their behalf by:

**Jamie Drummond-Smith**
Treasurer

**Hon David Bernstein**
Chairman

The notes on pages 49 to 67 form part of these financial statements.

# CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

| | 2024 £'000 | 2024 £'000 | 2023 £'000 | 2023 £'000 |
|---|---|---|---|---|
| **Cash Flows from Operating Activities** | | 1,504 | | *(443)* |
| **Cash Flows from Investing Activities** | | | | |
| Dividends, Interest and Rents from Investments | 94 | | *38* | |
| Purchase of Property, Plant, and Equipment | (769) | | *(910)* | |
| **Net Cash Provided By (Used In) Investing Activities** | | (675) | | *(872)* |
| **Increase (Decrease) in Cash and Cash Equivalents** | | 829 | | *(1,315)* |
| **Analysis of Cash and Cash Equivalents** | | | | |
| Cash and Cash Equivalent at the Beginning of the Period | | 2,329 | | *3,644* |
| Cash and Cash Equivalent at the End of the Period | | 3,158 | | *2,329* |

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| **Reconciliation of Net Movement in Funds to Cash Flow Operating Activities** | | |
| Net Income/(Expenditure) for the Reporting Period (as per the statement of financial activities) | 56 | *(803)* |
| Pension Service Cost Net of Finance Cost | (4) | *88* |
| Depreciation and Amortisation Charges | 237 | *158* |
| Dividends, Interest, and Rents from Investments | (94) | *(38)* |
| Decrease (Increase) in Debtors | 517 | *(457)* |
| Decrease (Increase) in Creditors | 790 | *611* |
| Movement in stock | 2 | *(2)* |
| **Net Cash Provided By (Used) in Operating Activities** | 1,504 | *(443)* |

The notes on pages 49 to 67 form part of these financial statements.





# NOTES TO THE FINANCIAL STATEMENTS

## 1. Accounting Policies

### Status of the Charity

The Forward Trust is a charity registered in England, a Limited Company by guarantee without share capital.

It is a registered charity with its registered office at Unit 106, Edinburgh House, 170 Kennington Lane, London SE11 5DP, and is not liable to direct UK taxation on its charitable activities.

### Accounting Policies

The principal accounting policies adopted, judgements and critical sources of estimation uncertainty in the preparation of the financial statements are as follows:

### Basis of Preparation

The financial statements of The Forward Trust have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Forward Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

### Going Concern

The Trustees have reviewed the circumstances of the Charity and consider that adequate resources remain available to fund their activities for the foreseeable future.

They have considered forecast cashflows, current contract portfolios, pipelines, reasonable fundraising expectations, and known significant projects in making this determination.

The Trustees also consider that sufficient reserves are held at year-end to manage any foreseeable downturn in the UK economy, the impact of inflation, and the worldwide cost of living crisis.

Accordingly, the financial statements have been prepared on a going concern basis, and the Trustees are satisfied that there are no material uncertainties in making that assessment.

### Income

Income is recognised when the Charity has an entitlement to the funds, any performance conditions attached to the item(s) of income have been met, the income will probably be received, and the amount can be measured reliably.

Recognition of income is deferred where conditions specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes, such income is included in incoming resources as restricted funds.

### Grant Income

Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

## Investment Income

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

## Donations & Legacies

Income from donations and legacies, including donations and gifts in wills, is recognised where there is an entitlement, probability of receipt, and the amount of the gift is measurable. Income from donations, covenants, and gift aid also includes receipts from fundraising events.

Donations and the resulting tax credit from gift aid are credited directly to the statement of financial activities on an accrual basis. Donations and all other receipts (including capital receipts) from fundraising are reported gross, and the related fundraising costs are reported in raising funds.

## Fund Accounting

General funds are unrestricted funds available at the Trustees' discretion to further the charity's general objectives and have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes.

## Expenditure

Expenditure is recognised once there is a legal or constructive obligation to pay a third party; the settlement will probably be required, and the obligation amount can be measured reliably. Expenditure is classified under the following activity headings:

- The cost of raising funds comprises the direct and indirect costs associated with the day-to-day running of a Fundraising Department.
- Expenditure on charitable activities includes the costs of all activities undertaken to further the charity's purposes relating to the strategic vision and their associated support costs.
- Direct costs are allocated on an actual basis to the relevant expenditure headings.
- Support costs are allocated between expenditure headings based on time spent and the number of staff working on projects and activities. Governance costs are allocated in line with the support costs.
- Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

## Employee Benefits

***Short-term benefits***
Short-term benefits, including holiday pay, are recognised as expenses in the period in which the service is received.

***Employee termination benefits***
Termination benefits are accounted for on an accrual basis and in line with FRS102.

## Operating Leases

Rentals payable under operating leases are charged to the SOFA on a straight-line basis over the lease term.

The Forward Trust strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract, we strive to ensure that break clauses are in place.





## Pension Costs

The Charity operates five defined benefit pension schemes on behalf of its employees. The Pension Schemes have been accounted for in accordance with FRS 102.

A defined benefit plan defines the pension benefit the employee will receive on retirement, usually dependent upon several factors, including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan. The liability recognised in the balance sheet for the defined benefit plan is the present value of the defined benefit obligation at the reporting date minus the fair value of the plan's assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. The Charity engages independent actuaries to calculate the obligation annually. The present value is determined by discounting the estimated future payments using market yields on high-quality corporate bonds denominated in sterling and with terms approximating the estimated period of future payments.

## Tangible Fixed Assets

Tangible fixed assets costing over £1,000 are capitalised and included at cost, including any incidental acquisition expenses. Depreciation has been provided on the straight-line method to write off the cost of tangible fixed assets on a straight-line basis over their considered useful economic lives as follows:

- Furniture, fixtures, and fittings over 3 years
- Computer equipment over 3 years
- Motor vehicles & equipment over 3 years

A whole year of depreciation is charged in the year of acquisition.

## Financial Instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost, except for investments held at fair value. Financial assets held at amortised cost comprise cash at the bank and in hand, together with trade and other debtors.

A specific provision is made for debts for which recoverability is in doubt. Cash equivalents are used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

## Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts owing.

## Cash and Cash Equivalents

Cash and cash equivalents include cash and short-term highly liquid investments.

## Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are usually recognised at their settlement amount after allowing for any trade discounts owing.

## Share Capital

The Charity has no share capital but is limited by guarantee. Its members are the Trustees, who are also ordinary members. In the event of the Charity being wound up, the liability with respect to the guarantee is limited to £1 per member of the Charity.

### Taxation

The Charity is registered and, therefore, is not subject to Corporation Tax on surpluses arising from charitable activities. The Charity is also registered for VAT purposes. VAT is paid on inputs (purchases/costs) and charged to the relevant expense category unless expressly reclaimable under HMRC guidance.

### Judgement in Applying Accounting Policies and Key Resources of Estimation Uncertainty

Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Although these estimates are based on Management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider the following areas subject to estimation and judgement.

***Depreciation:*** The usual economic lives of tangible fixed assets are based on Management's judgement and experience. When Management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are insignificant, variances between actual and estimated useful economic lives will not materially impact the operating results. Historically, no changes have been required.

***Pensions:*** The Charity has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on several factors, including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds.

The accounts have not been adjusted to recognise the surplus within the sub-scheme. This is consistent with the treatment of the surplus in last year's disclosures. Management estimates these factors when determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends.

## 2. Income from Donations and Grants

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Individual Donations | 160 | *109* |
| Other Income | 1,646 | *1,784* |
| Events Income | 220 | *421* |
| | 2,026 | *2,314* |

## 3. Income from Charitable Activities

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Substance Misuse | 21,345 | *15,309* |
| Family Services | 268 | *410* |
| Young People Services (FEF) | 78 | *124* |
| Recovery Support Services | 855 | *662* |
| Residential Rehabilitation | 2,964 | *2,654* |
| Clinical Services | 1,073 | *1,217* |
| Employability Services | 4,776 | *5,472* |
| Probation Services | 6,147 | *4,265* |
| Education Services | 311 | *124* |
| | 37,547 | *30,237* |



THE FORWARD TRUST ANNUAL REPORT AND ACCOUNTS | YEAR ENDING 31ST MARCH 2024

## 4. Analysis of Expenditure

| | Direct Costs Staff £'000 | Other Direct Costs £'000 | Support Costs £'000 | Total Costs 2024 £'000 |
|---|---|---|---|---|
| Substance Misuse | 12,379 | 7,779 | 2,462 | 22,620 |
| Family Services | 155 | 98 | 29 | 282 |
| Young People Services | 45 | 28 | 9 | 82 |
| Recovery Resettlement Services | 496 | 312 | 98 | 906 |
| Residential Rehabilitation Services | 1,562 | 982 | 310 | 2,854 |
| Clinical Services | 622 | 391 | 124 | 1,137 |
| Employability Services | 2,770 | 1,740 | 550 | 5,060 |
| Probation Services | 3,566 | 2,240 | 709 | 6,515 |
| Education Services | 180 | 113 | 36 | 329 |
| Cost of Raising Funds | 44 | 27 | - | 71 |
| | 21,819 | 13,710 | 4,327 | 39,856 |

| | *Direct Costs Staff £'000* | *Other Direct Costs £'000* | *Support Costs £'000* | *Total Costs 2023 £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *9,487* | *5,558* | *1,979* | *17,024* |
| *Family Services* | *254* | *149* | *52* | *455* |
| *Young People Services* | *77* | *45* | *17* | *139* |
| *Recovery Resettlement Services* | *410* | *240* | *86* | *736* |
| *Residential Rehabilitation Services* | *1,644* | *963* | *341* | *2,948* |
| *Clinical Services* | *754* | *442* | *158* | *1,354* |
| *Employability Services* | *3,390* | *1,986* | *708* | *6,084* |
| *Probation Services* | *2,641* | *1,548* | *551* | *4,740* |
| *Education Services* | *77* | *45* | *17* | *139* |
| *Cost of Raising Funds* | *29* | *27* | *-* | *56* |
| | *18,763* | *11,003* | *3,909* | *33,675* |

## 5. Analysis of Support Costs

| | Executive & Central Admin £'000 | Resources £'000 | Governance £'000 | 2024 Total £'000 |
|---|---|---|---|---|
| Substance Misuse | 1,061 | 1,149 | 252 | 2,462 |
| Family Services | 13 | 13 | 3 | 29 |
| Young People Services | 4 | 4 | 1 | 9 |
| Recovery Support Services | 42 | 46 | 10 | 98 |
| Residential Rehabilitation Services | 134 | 144 | 32 | 310 |
| Clinical Services | 53 | 58 | 13 | 124 |
| Employability Services | 237 | 257 | 56 | 550 |
| Probation Services | 305 | 331 | 73 | 709 |
| Education Services | 15 | 17 | 4 | 36 |
| | 1,864 | 2,019 | 444 | 4,327 |

| | *Executive & Central Admin £'000* | *Resources £'000* | *Governance £'000* | *2023 Total £'000* |
|---|---|---|---|---|
| Substance Misuse | *827* | *931* | *221* | *1,979* |
| Family Services | *22* | *24* | *6* | *52* |
| Young People Services | *7* | *8* | *2* | *17* |
| Recovery Support Services | *36* | *40* | *10* | *86* |
| Residential Rehabilitation Services | *143* | *160* | *38* | *341* |
| Clinical Services | *66* | *74* | *18* | *158* |
| Employability Services | *296* | *333* | *79* | *708* |
| Probation Services | *230* | *259* | *62* | *551* |
| Education Services | *7* | *8* | *2* | *17* |
| | *1,634* | *1,837* | *438* | *3,909* |

## 6. Governance Costs

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Staff Costs | 282 | *293* |
| Legal and Professional Fees | 128 | *96* |
| Audit Fees and Other Fees Payable to the Auditor | 34 | *49* |
| | 444 | *438* |

## 7. Net Income for the Year

These are stated after charging:

| | | 2024 £'000 | 2023 £'000 |
|---|---|---|---|
| Depreciation & Amortisation | | 237 | *158* |
| Auditors Remuneration (excludes VAT) | | 34 | *49* |
| Operating Lease Charges | | | |
| | Property | 807 | *660* |
| | Other | 82 | *93* |

## 8. Staff Numbers and Costs

The average number of employees during the year, excluding trustees/directors, was:

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Charitable | 637 | *552* |
| Administration | 80 | *77* |
| | 717 | *629* |





Staff Costs Were as Follows:

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Salaries and Wages | 21,095 | *18,389* |
| Social Security Costs | 2,049 | *1,852* |
| Pension Contributions | 1,102 | *995* |
| Apprenticeship Levy | 91 | *78* |
| Operating Costs of the Defined Benefit Pension Scheme | (4) | *88* |
| Redundancy and Termination Costs | 64 | *54* |
| Other Forms of Employee Benefits (Life, Critical Illness Insurance and Health Plan) | 227 | *205* |
| | 24,624 | *21,661* |

The redundancy and termination costs are accounted for in total during the year.

At the balance sheet date, no liabilities relate to ex gratia payments or payments in lieu of notice.

The number of employees whose annualised earnings were over £60,000 per annum:

| | | 2024 | *2023* |
|---|---|---|---|
| £60,000 - £69,999 | | 10 | *9* |
| £70,000 - £79,999 | | 5 | *5* |
| £80,000 - £89,999 | | 3 | *3* |
| £90,000 - £99,999 | | 1 | *2* |
| £100,000 - £109,999 | | 3 | *1* |
| £110,000 - £119,999 | | - | *1* |
| £140,000 - £149,999 | | 1 | *-* |
| £150,000 - £159,999 | (NB. The employee in the high band is a specialist Doctor) | 1 | *-* |
| £160,000 - £169,999. | (NB. The employee in the high band is a specialist Doctor) | - | *1* |

For the higher-paid employees above, contributions for the provision of pension benefits totalled £181k (2023: £169k). The total remuneration of the group's key management personnel, including benefits, was £797k (2023 £791k).

The organisation's Key Management personnel as of 31 March 2024 are the Chief Executive Officer, Chief Operating Officer, Executive Director of Substance Misuse Services, Executive Director of Employment Services, Executive Director of Research and Development, Executive Director of Recovery, and Executive Director of Fundraising and Communications.

During the year, no Trustee received any remuneration (2023: £Nil), any benefits in kind (2023: £Nil), or any reimbursement of expenses or amounts that were paid directly to third parties (2023: £Nil).

## 9. Tangible Assets

| | Freehold Property £000 | Leasehold Property £000 | IT £000 | Plant & Machinery £000 | Motor Vehicles £000 | Fixtures & Fittings £000 | Total £000 |
|---|---|---|---|---|---|---|---|
| **Cost or Valuation** | | | | | | | |
| At 1st April 2023 | 3,575 | 7 | 416 | 296 | 16 | 142 | 4,452 |
| Additions | 274 | 218 | 139 | - | - | 137 | 769 |
| Disposals | - | - | - | - | - | - | - |
| At 31st March 2024 | 3,849 | 225 | 555 | 296 | 16 | 279 | 5,221 |
| **Depreciation** | | | | | | | |
| At April 1st 2023 | - | 5 | 182 | 161 | 3 | 26 | 377 |
| Charge For Year | - | 28 | 67 | 92 | 4 | 19 | 209 |
| At March 31st 2024 | | 33 | 249 | 253 | 7 | 45 | 586 |
| **Net Book Value** | | | | | | | |
| At 31st March 2023 | 3,575 | 2 | 234 | 135 | 13 | 116 | 4,075 |
| At 31st March 2024 | 3,849 | 192 | 307 | 42 | 10 | 234 | 4,635 |

## 10. Intangible Assets

| | Computer Software £000 | Investment in Subsidiary £000 | Total £000 |
|---|---|---|---|
| **Cost or Valuation** | | | |
| At 1st April 2023 | 38 | 75 | 113 |
| Additions | - | - | - |
| Disposals | - | - | - |
| **At 31st March 2024** | 38 | 75 | 113 |
| **Amortisation** | | | |
| At April 1st 2023 | 24 | 14 | 38 |
| Charge For Year | 13 | 15 | 28 |
| Elimination on Disposal | - | - | - |
| **At March 31st 2024** | 37 | 29 | 66 |
| **Net Book Value** | | | |
| At 1st April 2023 | 14 | 61 | 75 |
| **At 31st March 2024** | 1 | 46 | 47 |





## 11. Fixed Asset Investments

| | Assets £ |
|---|---|
| **Cost or Valuation** | |
| At 1st April 2023 | 1,581 |
| Additions | - |
| **At 31st March 2024** | 1,581 |
| **At 31st March 2023** | 1,581 |
| **At 31st March 2024** | 1,581 |

## 12. Stock

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Finished Goods and Goods for Resale | 2 | *4* |

## 13. Debtors: Due Within One Year

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Trade Debtors | 2,218 | *3,361* |
| Other Debtors | 111 | *109* |
| Prepayment and Accrued Income | 1,307 | *683* |
| | 3,636 | *4,153* |

## 14. Creditors: Amounts Falling Due Within One Year

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Trade Creditors | 1,442 | *1,046* |
| Other Taxes and Social Security | 839 | *776* |
| Accruals | 966 | *422* |
| Other Creditors | 590 | *203* |
| Deferred Income | 597 | *1,197* |
| | 4,434 | *3,644* |

## 15. Deferred Income Within One Year

| | | 2024 £'000 | 2023 £'000 |
|---|---|---|---|
| As at 31st March 2023 | | 1,197 | 837 |
| | Released to Incoming Resources | (1,038) | (818) |
| | Income Deferred to a Future Year | 438 | 1,178 |
| As at 31st March 2024 | | 597 | 1,197 |

## 16. Statement of Funds

| | 1st April 2023 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2024 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| Redundancy & Pension Fund | - | - | - | - | - |
| Property Maintenance Fund | 500 | - | - | - | 500 |
| | 500 | - | - | - | 500 |
| **General Funds** | 6,494 | 38,266 | (38,210) | (4) | 6,546 |
| **Total Unrestricted Funds** | 6,994 | 38,266 | (38,210) | (4) | 7,046 |

| | *1st April 2022 £'000* | *Income £'000* | *Expenditure £'000* | *Transfers Gains/Losses £'000* | *31st March 2023 £'000* |
|---|---|---|---|---|---|
| ***Designated Funds*** | | | | | |
| *Redundancy Fund* | - | - | - | - | - |
| *Property Maintenance Fund* | 500 | - | - | - | 500 |
| | 500 | - | - | - | 500 |
| *General Funds* | 6,646 | 31,145 | (31,384) | 88 | 6,494 |
| *Total Unrestricted Funds* | 7,146 | 31,145 | (31,384) | 88 | 6,994 |

The Designated Fund represents funds set aside to cover refurbishment costs of the freehold properties at Clouds House and Manor House, the Bridges Project in Hull, and the Head Office in London.





### Summary of Restricted Funds 2023-24

| FY 2022/23 | 1st April 2023 £'000 | Income £'000 | Expenditure £'000 | 31st March 2024 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| 1772 - The Debtor's Relief Funds Charity | - | 2 | (2) | - |
| Colyer-Fergusson Charitable Trust | - | 5 | (5) | - |
| Duchy of Lancaster Benevolent Fund | - | 7 | (7) | - |
| Garfield Weston Foundation | - | 100 | (100) | - |
| Geoffrey F Armitage Family Charitable Trust | - | - | 0 | - |
| Henry Oldfield Trust | - | 25 | (25) | - |
| Hustmere School | - | 1 | (1) | - |
| Ian Mactaggart Trust | - | 7 | (7) | - |
| J Leon | - | 20 | (20) | - |
| Other restricted funding | - | 15 | (15) | - |
| John Armitage Charitable Trust | - | 105 | (105) | - |
| Maxtrix Causes Fund | - | 1 | (1) | - |
| Other restricted funding | - | 19 | (19) | - |
| Porticus UK | - | 100 | (100) | - |
| Prudence McLeod | - | 64 | (64) | - |
| Second Junior Charitable Trust | - | 5 | (5) | - |
| Thames Valley Police | - | 5 | (5) | - |
| The 29th May 1961 Charitable Trust | - | 1 | (1) | - |
| The Andrew and Belinda Scott Charitable Trust | - | 10 | (10) | - |
| The Annie Tranmer Charitable Trust | - | 2 | (2) | - |
| The Belstead Ganzoni Charitable Settlement | - | 2 | (2) | - |
| The City Bridge Foundation | - | 13 | (13) | - |
| The Gilbert Edgar Trust | - | 1 | (1) | - |
| The Henry and Dora Needler Memorial Trust | - | - | 0 | - |
| The Inchcape Foundation | - | 2 | (2) | - |
| The Joseph and Annie Cattle Trust | - | 10 | (10) | - |
| The Julia and Hans Rausing Trust | - | 820 | (820) | - |
| The Mackie Foundation | - | 15 | (15) | - |
| The National Lottery Community Fund | - | 151 | (151) | - |
| The Patrick & Helena Frost Foundation | - | 12 | (12) | - |
| The Pilkington Charities' Fund | - | 4 | (4) | - |
| The Samuel Storey Family Charitable Trust | - | 1 | (1) | - |
| The Sir James Reckitt Charity | - | 10 | (10) | - |
| The Souter Charitable Trust | - | 3 | (3) | - |
| The Sylvia and Colin Shepherd Charitable Trust | - | 12 | (12) | - |
| The Taylor Family Foundation | - | 6 | (6) | - |
| Yorkshire Charity Clay Days | - | 90 | (90) | - |
| **Total** | **-** | **1,646** | **(1,646)** | **-** |

## Summary of Restricted Funds 2022-23

| *FY 2021/22* | *1 April 2022 £'000* | *Income £'000* | *Expenditure £'000* | *31 March 2023 £'000* |
|---|---|---|---|---|
| Restricted Funds | | | | |
| The Saintbury Trust | *8* | - | *(8)* | - |
| The Taylor Family Foundation | *3* | - | *(3)* | - |
| J Leon Group | *4* | - | *(4)* | - |
| Monday Charitable Trust | *4* | - | *(4)* | - |
| The Reso Charitable Foundation | *1* | - | *(1)* | - |
| The Cyril & Eve Jumbo Charitable Trust | *1* | - | *(1)* | - |
| The Big Give | *4* | - | *(4)* | - |
| The Mackie Foundation | *12* | - | *(12)* | - |
| Michael and Shirley Hunt Charitable Trust | *1* | - | *(1)* | - |
| 16th July 2022 Gala Fundraising Event | - | - | - | - |
| In Memory of Mary Parkinson | *4* | - | *(4)* | - |
| John Bramble charity motorcycle Ride | *5* | - | *(5)* | - |
| St James Place | *26* | - | *(26)* | - |
| CHK Charities Limited | *6* | - | *(6)* | - |
| Fowler Smith & Jones Trust | *1* | *3* | *(4)* | - |
| Ganzoni Charitable Trust | *1* | - | *(1)* | - |
| Garfield Weston Foundation | *74* | *25* | *(99)* | - |
| Peter Cruddas Foundation | *6* | - | *(6)* | - |
| Suffolk Community Foundation | *4* | - | *(4)* | - |
| Annie Tranmer Charitable Trust | - | - | - | - |
| The Julia and Hans Rausing Trust | *287* | *1,057* | *(1,344)* | - |
| The National Lottery Community Fund | *69* | *82* | *(151)* | - |
| Randal Charitable Foundation | *9* | *18* | *(27)* | - |
| Frank Litchfield General Charitable Trust | - | *1* | *(1)* | - |
| David & Ruth Lewis Family Charitable Trust | *27* | - | *(27)* | - |
| 29th May 1961 Charitable Trust | - | *1* | *(1)* | - |
| Cumber Family Charitable Trust | - | *1* | *(1)* | - |
| Eternity Dinner & Auction | - | *40* | *(40)* | - |
| Tanagra Foundation | - | *50* | *(50)* | - |
| The Patrick & Helena Frost Foundation | - | *3* | *(3)* | - |
| The WO Street Charitable Foundation | - | *3* | *(3)* | - |
| The Belvedere Trust | - | *1* | *(1)* | - |
| Eleanor Rathbone Charitable Trust | - | *5* | *(5)* | - |
| Hospital Saturday Fund | - | *2* | *(2)* | - |
| Pilkington Charities' Fund | - | *4* | *(4)* | - |
| Stichting Benevolentia | - | *100* | *(100)* | - |
| The Rothschild Foundation | - | *8* | *(8)* | - |
| The Aurum Charitable Trust | - | *40* | *(40)* | - |
| Henry & Dora Needler Memorial Trust | - | *2* | *(2)* | - |
| Liz & Terry Bramall Foundation | - | *50* | *(50)* | - |
| Lord Barnby's Foundation | - | *6* | *(6)* | - |
| R E Pilkington's No 4 Settlement | - | *1* | *(1)* | - |
| Sir James Reckitt Charity | - | *10* | *(10)* | - |
| The Brewers' Company General Charitable Trust | - | *1* | *(1)* | - |
| The Samuel Storey Family Charitable Trust | - | *1* | *(1)* | - |
| The Sylvia and Colin Shepherd Charitable Trust | - | *12* | *(12)* | - |
| Yorkshire Charity Clay Day | - | *80* | *(80)* | - |
| John Coates Charitable Trust | - | *3* | *(3)* | - |
| Surrey Community Foundation | - | *5* | *(5)* | - |
| CHK Foundation | - | *13* | *(13)* | - |
| Wittersham PCC | - | *1* | *(1)* | - |
| Colyer-Fergusson Charitable Trust | - | *35* | *(35)* | - |
| D C Moncrieff Trust | - | *1* | *(1)* | - |
| Kent PCC | - | *18* | *(18)* | - |
| The John Armitage Charitable Trust | - | *30* | *(30)* | - |
| Other Restricted Funding | *5* | *18* | *(23)* | - |
| Overall Total | ***563*** | ***1,727*** | ***(2,290)*** | - |

**The purpose of restricted funds are:**

| | |
|---|---|
| Maxtrix Causes Fund | The Worth Project (violence reduction intervention) |
| Ian Mactaggart Trust | The Bridges |
| The Sir James Reckitt Charity | The Bridges |
| The Sylvia and Colin Shepherd Charitable Trust | The Bridges |
| The Samuel Storey Family Charitable Trust | The Bridges |
| The Henry and Dora Needler Memorial Trust | The Bridges |
| The Joseph and Annie Cattle Trust | The Bridges |
| The Julia and Hans Rausing Trust | Recovery Apprentices at Renew |
| The Julia and Hans Rausing Trust | Recovery Support |
| The Julia and Hans Rausing Trust | Surrey Prisons |
| The Julia and Hans Rausing Trust | Enterprise Support |
| The Julia and Hans Rausing Trust | Clouds House Bursaries |
| 1772 - The Debtor's Relief Funds Charity | Family Services |
| The Taylor Family Foundation | Family Services: MPACT Surrey |
| The Mackie Foundation | Family Services: MPACT |



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| | |
|---|---|
| Garfield Weston Foundation | Family Services |
| The Annie Tranmer Charitable Trust | HESS Recovery & Reintegration Service |
| The Belstead Ganzoni Charitable Settlement | HESS Recovery & Reintegration Service |
| The National Lottery Community Fund | Forward Connect |
| Colyer-Fergusson Charitable Trust | Medway: hardship packages |
| Henry Oldfield Trust | Vision Housing |
| The City Bridge Foundation | Vision Housing |
| The City Bridge Foundation | Enterprise Support |
| John Armitage Charitable Trust | Surrey Prisons: female offenders |
| Porticus UK | Prison Apprenticeship Pathways |
| The Inchcape Foundation | Clouds House Bursaries |
| The Patrick & Helena Frost Foundation | Clouds House Bursaries |
| The 29th May 1961 Charitable Trust | Clouds House Bursaries |
| Second Junior Charitable Trust | Clouds House Bursaries |
| The Gilbert Edgar Trust | Clouds House Bursaries |
| Duchy of Lancaster Benevolent Fund | The Brink: maintenance/refurbishment costs |
| The Pilkington Charities' Fund | The Brink |
| The Souter Charitable Trust | The Brink |
| Geoffrey F Armitage Family Charitable Trust | The Bridges |
| Hustmere School | Families programme in Kent |
| J Leon | Forward Connect |
| Yorkshire Charity Clay Days | The Bridges: Renovation work |
| The Andrew and Belinda Scott Charitable Trust | Clouds House Bursaries |
| Other restricted funding | Clouds House Bursaries |
| Other restricted funding | HMP Brixton |
| Other restricted funding | TAOA Campaign |
| Other restricted funding | The Bridges |
| Other restricted funding | Southend Community |
| Other restricted funding | East Kent community |
| Other restricted funding | Family Services |
| Other restricted funding | HMP Send |
| Other restricted funding | Clouds House |
| Other restricted funding | Clouds House Bursaries |
| Other restricted funding | Liverpool - Sharp services |
| Other restricted funding | Sharp Wickford |
| Other restricted funding | Braintree |
| Other restricted funding | The Brink |
| Other restricted funding | Family Services |
| Other restricted funding | Employability |





## 17. Summary of Funds

| | 1st April 2023 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2024 £'000 |
|---|---|---|---|---|---|
| Designated Funds | 500 | 0 | 0 | 0 | 500 |
| General Funds | 6,494 | 38,266 | (38,210) | (4) | 6,546 |
| Total Restricted Funds | - | 1,646 | (1,646) | - | - |
| | 6,994 | 39,912 | (39,856) | (4) | 7,046 |

## 18. Analysis of Net Assets Between Funds

| At 31st March 2024 | Restricted Funds £'000 | Unrestricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| Fixed Assets | - | 4,684 | 4,684 |
| Current Assets | - | 6,796 | 6,796 |
| Current Liabilities | - | (4,434) | (4,434) |
| | - | 7,046 | 7,046 |

| *At 31st March 2023* | *Restricted Funds £'000* | *Unrestricted Funds £'000* | *Total Funds £'000* |
|---|---|---|---|
| Fixed Assets | - | *4,152* | *4,152* |
| Current Assets | - | *6,486* | *6,486* |
| Current Liabilities | - | *(3,644)* | *(3,644)* |
| | - | *6,994* | *6,994* |

## 19. Analysis of Net Assets Between Funds

On 31st March 2024, the Charity's future minimum operating lease payments are as follows:

| BUILDINGS Leases That Expire: | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Within One Year | 522 | *461* |
| Two to Five Years | 428 | *249* |
| Over Five Years | 54 | *5* |
| | 1,004 | *715* |

During the year, the Charity incurred rental costs of £807k (2023: £660k) for assets under operating leases.

## 20. Related Party Transactions

There were no related party transactions in the current year.

Donations from Trustees in aggregate were £3.7k (2023: £4.5k).

## 21. Pensions

The Charity contributes to defined contribution and defined benefit pension schemes for its employees. All defined benefit schemes are closed to new entrants, and active members can only grow due to staff transfers from other organisations (TUPE).

The Charity contributes to several schemes: the Group Personal Pension Plan managed by Aviva, the NHS Pension Scheme managed by NHS Pensions, the Shropshire County Pension fund managed by Shropshire Council, the Civil Service Pension managed by The Cabinet Office, and the Prudential Platinum Pension Scheme. The Group Personal Pension Plan managed by Aviva is a defined contribution plan.

The NHS Pension Fund is a closed-defined benefit scheme specific to TUPEd employees who were members of an NHS Pension Scheme at the time of transfer. Shropshire County Pension is a closed defined benefit scheme applicable to TUPEd employees who were members of the Shropshire Pension Scheme at the time of transfer. The Civil Service Pension Scheme is a closed defined benefit scheme applicable to employees who were members of the Civil Service Pension Scheme at the time of transfer.

The Charity participates in Prudential Platinum Pension—The Forward Trust, a funded defined benefit statutory pension scheme in the UK contracted out of State Second Pension. This scheme was set up to ensure we provide a comparable scheme for TUPEd staff with final salary pension rights. The assets of all pension schemes are held separately from those of the Charity.

Pension costs charged in the Statement of Financial Activities represent all the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

### Pensions: Prudential Platinum Pension – The Forward Trust

Prudential Platinum Pension is a centralised scheme available to employers throughout the United Kingdom. Each participating employer (or group company arrangement) has its ring-fenced section, and accordingly, there is no cross-subsidy between employers other than in a group company arrangement. The Scheme provides retirement and death-in-service benefits for Members and their Dependents. It is a defined benefit scheme, which means that the benefits under it are calculated on a pre-determined basis specified in the Scheme's rules. The Scheme, which is legally and financially separate from the employers, is constituted by a Trust Deed and is administered in accordance with the regulations by the Trustees. The Forward Trust is legally bound by a Deed of Adherence to the Scheme and became a participating employer effective 18 May 2012. This note reflects the position appropriate to The Forward Trust for the UK pensions accounting standard FRS 102. It does not reflect the position of any other participating employer in the Prudential Platinum Pension Scheme. The costs and balance sheet items regarding the Charity's other pension arrangements are included elsewhere in the Charity's disclosures.

The Prudential Platinum Pension scheme is set up on a tax-relieved basis as a separate trust independent of the Charity and supervised by an independent Trustee. The Trustee is responsible for ensuring that the correct benefits are paid, that the Scheme is appropriately funded, and that Scheme assets are appropriately invested. This scheme provides pensions and lump sums to members on retirement and their dependents on death. Members who leave service before retirement are entitled to a deferred annuity.





Active members of the Scheme pay contributions at a rate based on their pensionable pay, and the Charity pays the balance of the cost as determined by regular actuarial valuations. The independent trustee must use prudent assumptions to value the liabilities and expenses of the scheme, whereas the accounting assumptions must be best estimates. The liabilities for this year's accounting disclosures have been calculated by rolling forward the 31 December 2015 liabilities from that valuation date to 31 March 2024, allowing for member movements and cash flows and using the assumptions below. The figures in the following disclosure were measured using the Projected Unit Method.

The amounts recognised in the statement of financial position are as follows:

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Defined Benefit Obligation | (347) | *(341)* |
| Fair Value of Plain Assets | 506 | *520* |
| Net defined benefit (liability)/asset | 159 | *179* |
| Net amount recognised year-end (before any adjustment for deferred tax) | 159 | *179* |
| Adjustment of Non-Recognition of Surplus | (159) | *(179)* |

The amounts recognised as comprehensive income are:

| SERVICE COST | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Current Service Cost (Net of Employee's Contributions) | 5 | *8* |
| Administration Expenses | - | *86* |
| Loss (Gain) on Plan Introductions, Changes, Curtailments and Settlements | - | *-* |
| Net Interest Expense (Credit) | (9) | *(6)* |
| Change (Credit) Recognised in Profit and Loss | (4) | *88* |

| | 2024 £'000 | *2023 £'000* |
|---|---|---|
| Re-measurements of the Net Liability | | |
| Return on Scheme assets (Excluding amounts Included in Net Interest Expense) | 35 | *204* |
| Actuarial Gains (Losses) | (3) | *(167)* |
| Adjustment for restrictions on the asset recognised | - | *-* |
| Credit Recorded on Other Comprehensive Income | 32 | *37* |
| Total Defined Benefit Cost | 28 | *125* |

The Principal Actuarial Assumptions Used Were:

| | 2024 % | 2023 % |
|---|---|---|
| Liability discount rate | 4.90 | *4.85* |
| Inflation assumption – RPI | 3.05 | *3.15* |
| Inflation assumption – CPI | 2.05 | *2.15* |
| Inflation assumption – CPI (after 2030) | 2.85 | *2.95* |
| Rate of increase in salaries (before 2030) | 2.55 | *2.65* |
| Rate of increase in salaries (after 2030) | 3.35 | *3.45* |
| | | |
| Revaluation of deferred pensions | 2.05 | *2.15* |
| Revaluation of deferred pensions (after 2030) | 2.85 | *2.95* |
| | | |
| Increases for pensions in payment: | | |
| CPI (prior to 2020) pension increase | 2.05 | *2.15* |
| CPI (after 2030) pension increase | 2.85 | *2.95* |
| | | |
| Expected age at death of current pensioner at age 65: | | |
| Male aged 65 at year end | 85.8 | *85.9* |
| Female aged 65 at year end | 88.7 | *88.9* |
| Male aged 45 at year end | 87.1 | *87.2* |
| Female aged 45 at year end | 90.2 | *90.3* |

| Reconciliation of Scheme Assets and Liabilities | Assets £'000 | Liabilities £'000 | Total £'000 |
|---|---|---|---|
| **At the start of the Period** | 520 | (341) | 179 |
| Benefits paid | (13) | 13 | - |
| Administration expenses | - | - | - |
| Current service cost | - | (5) | (5) |
| Contributions from the employer | 8 | - | 8 |
| Contributions from the employees | 1 | (1) | - |
| Interest income/(expenses) | 25 | (16) | 9 |
| Return on assets (excluding amount included net interest expense) | (35) | - | (35) |
| Actuarial gains/(losses) | - | 3 | 3 |
| Gain/(loss) on plan introductions and changes | - | - | - |
| Gain/(loss) on curtailments | - | - | - |
| Assets distributed / liabilities extinguished on settlements | - | - | - |
| Assets acquired / liabilities assumed in a business combination | - | - | - |
| **At the End of the Period** | 506 | (347) | 159 |





The Return on Plan Assets Was:

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Interest Income | 25 | *19* |
| Return on Plan Assets (excluding amounts included in net interest expense) | (35) | *(204)* |
| **Total Return on Plan Assets** | (10) | *(185)* |

The Scheme has no investments in the Charity on property occupied by the Charity.

The Major Categories of Scheme Assets are as follows:

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Corporates | 264 | *265-* |
| Index Linked | 242 | *255* |
| **Total Market Value of Assets** | 506 | *520* |

## 22. Capital Commitments

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Website Development | 100 | - |
| Refurbishment/Improvements to The Bridges Beverley Rd, Hull | 75 | *253* |
| Refurbishment/Improvements to Clouds House, Wiltshire | 160 | *24* |
| Investment in IT infrastructure across the organisation | 83 | *140* |
| **Total Capital Expenditure** | 418 | *417* |

## 23. Contingent Liabilities.

There are no qualifying Contingent Liabilities in the current or prior year.

## 24. Post Balance Sheet Events

In April 2024, as part of a ground-breaking and hugely transformational partnership with Mitie Care & Justice and People Plus, Forward was successful in its bid to be a top-table delivery partner in the operation of HMP Millsike, a brand-new Resettlement Prison situated on land opposite the existing HMP Full Sutton. The prison is currently being constructed and will open in April 2025. The value of this contract will be around £15 million over ten years.

# REFERENCE AND ADMINISTRATIVE DETAILS

**The Forward Trust is a charitable company limited by guarantee.**

**Charity Number:** 1001701

**Company Number:** 02560474

**Trustees/Directors as at 6th November 2024**

| | |
|---|---|
| **Chair** | Hon David Bernstein |
| **Treasurer** | Jamie Drummond-Smith |
| | Dame Benita Rayne DBE |
| | Hon Isabelle Laurent |
| | Joyce Adu |
| | Lisa Bryer |
| | Rebecca Priestley |
| | Andrew Wylie |
| | Amelia Fitzalan Howard |
| | David Meredith |
| | Ivor McKay |
| | Katie Simpson Lloyd |
| | Steven McIntosh |
| **Company Secretary** | John Biggin OBE |
| **Patron** | HRH The Princess of Wales |
| **Ambassadors** | Tony Adams MBE |
| | The Revd. Jonathan Aitken |
| | Chris Difford |
| | Sir Anthony Hopkins CBE |
| | Jonathan Pryce CBE |
| | The Hon. Emma Soames |
| **Founders** | Jonathan Wallace |
| | Peter Bond |
| | Michael Meakin |



THE FORWARD TRUST ANNUAL REPORT AND ACCOUNTS | YEAR ENDING 31ST MARCH 2024

| | | |
|---|---|---|
| **Business Address** | Unit 106, Edinburgh House | |
| **Registered Office** | 170 Kennington Lane, London SE11 5DP | |
| **Key Management Personnel** | Michael Trace | Chief Executive Officer |
| | John Biggin OBE | Chief Operating Officer |
| | Jason Moore | Executive Director of Substance Misuse Services |
| | Asi Panditharatna MBE | Executive Director of Employment Services |
| | Carwyn Gravell | Executive Director of Research & Development |
| | Julie Muir | Executive Director of Recovery |
| | Sally Benton | Executive Director of Fundraising & Communications |
| **Bankers** | HSBC<br>The Peak, 333 Vauxhall Bridge, Victoria, London SW1V 1EJ | |
| **Auditor** | HAYSMAC LLP<br>Chartered Accountants & Registered Auditors,<br>10 Queen Street Place, London EC4R 1BE | |
| **Solicitors** | BATES WELLS<br>10 Queen Street Place, London EC4R 1BE | |

Forward

Unit 106 Edinburgh House,
170 Kennington Lane, London
SE11 5DP

Tel: 0203 981 5525
info@forwardtrust.org.uk
www.forwardtrust.org.uk

Registered Charity No. 1001701
Company No. 2560474

**THE FORWARD TRUST**

England & Wales - Charity number 1001701

# Accounts

# The Forward

## Annual Report and

## For The Year Ending 31st

Company Number: 02560470













# Contents



# TRUSTEES' ANNUAL REPORT

## Introduction

These annual report and accounts cover a year where the charity has experienced the extremes of working through the fallout from the 'cost of living crisis' contrasted by a period of significant organisational growth.

We have had to manage the challenge of delivering our mission, and looking after our staff and volunteers through a year that has seen the price of commodities increase significantly, set against the effect of cost pressures on our commissioners and benefactors and the impact of this on our finances.

All these factors were set against a period of strong organic growth as a result of significant contract wins.

Against the flow, and despite posting a loss for the current year, we have continued to go from strength to strength, both reinforcing our mission, as well as diversifying into important new markets.

As the graphic on page 6 of the report shows, we have helped nearly 15,000 clients (an increase of over 35% on the previous year) begin their journey into recovery.

We recognise that our ability to deliver these excellent services depends on the welfare and motivation of our workforce, who have faced considerable cost of living and social pressures.

We therefore decided to make a 'one off' cost of living payment to all staff early in the year. And in October 2022 we made an annual pay rise award that was better than in recent years, although unfortunately still well under the rate of inflation.

In addition, it is gratifying to note that an increased number of our staff took advantage of the range of non-cash benefits that we offer our staff such as Healthcare, Childcare Vouchers, and our Salary Sacrifice EV scheme. We also set up a facility to offer our staff interest free crisis loans.

In contrast to these financial pressures, we have had operationally a very good year and have seen a further significant expansion of our Commissioned Rehabilitative Services portfolio, succesfully winning and mobilising Probation Service contracts to deliver Dependency & Recovery Services to People on Probation (PoP) in London and in Humberside.

We have also retained and grown our Surrey Prisons contract, and this now includes HMP Bronzefield.



This makes us the largest provider of substance misuse services to the womens prison estate. We also secured a significant new community substance misuse contract in Medway, Kent.

The last quarter of the 2022-23 year saw us procure, and begin an extensive refurbishment of a new home for our iconic Bridges residential facility in Hull.

Our new freehold premises will allow for a significant upgrade in the standard of accommodation available, as well as the providing the opportunity for a significant growth in capacity including provision for women requiring residential treatment.

The new premises also give us the capacity for more community outreach and potentially the opening of a 'Recovery Café' in the future.

We do not underestimate the consequences of the financial headwinds likely to hit in the coming year, particularly in respect of the continued pressure on energy and utility costs, and the continued impact of high inflation. We remain acutely aware of the effect of all this on our staff and the pressure that this will continue to place on available resources during 2023-24.

The Board of Trustees confirm that this annual report and consolidated financial statements are made under charity law, provide a strategic report and



directors' report, and are produced as required by company law.



# Hon David Bernstein, Chair

## Message From the Chair

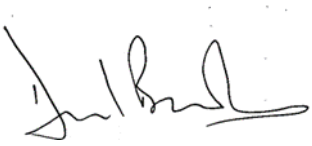
Despite losing one of our longest standing and largest prison contracts in Kent, the year under review shows substantial increases in turnover, in the numbers of projects we run, and in the number of clients we reach and help. This is very gratifying. However, this report also shows a considerable swing in our finances.

In the year to March 2022, we reported a surplus of over £900k. This year we show a loss of just over £800k. That represents a swing of £1.6m or approx. 5% of our turnover. Our free reserves remain adequate, and we are confident that the charity remains a going concern, but this does demonstrate the challenges that all voluntary organisations face in the present economic climate. We are therefore doubly appreciative of all the efforts that everyone at Forward has made over the last twelve months. As is more fully explained in the rest of this comprehensive report, many thousands more individuals than last year have received help from us in the 70 or more separate programmes we now run in England and Wales. The mission of the charity, to help people turn their lives around, whatever the crisis they are dealing with, whether related to drugs, to drink, to involvement in the criminal justice system, or to general mental health, remains central to all we do, and we are proud of our ability to carry on and expand our work, despite the many challenges we all face in our day to day lives.

Over the last 12 to 18 months, we have seen two marked changes; the restrictions and effects of the COVID-19 pandemic are reducing, while the impact of price inflation and cost of living increases have risen. In some respects, the former has allowed us to work more effectively, though in prisons in particular, restrictive regimes still reduce access to clients. The latter change has hit all our staff as well as the charity's cost base. One other aspect of the changes we have weathered in recent years that worries me is the legacy of working remotely. While this was an essential innovation during the pandemic that allowed ours and many other organisations to continue to function, it has continued as a new way of working that has definite disadvantages. I hope that in the future we will all be able to work together rather than in isolation. This must be healthier for all, not just our clients but also our staff.

One aspect of our recent work that I would like to draw to the reader's attention is our increased focus on enhancing equality, diversity, and inclusion in the charity. We have all been able to examine and improve our performance on these essential themes and I believe the Forward Trust is a better organisation for that.

Finally, I would like to thank my board colleagues for their support and guidance, and mention in particular Tony Hazell who stepped down as trustee and treasurer during the year. He was a valuable member of the leadership team and will be much missed. We are all very grateful for the contribution he made to the charity during the time he served on the board.



**Hon David Bernstein**

Chair of Trustees



# Mike Trace, Chief Executive Officer

## Message From the Chief Executive

We at Forward Trust remain proud of our history, and the continuing efforts to implement our vision for some of the most marginalised people in society:

*Our vision is that anyone – whatever their history or circumstances – gets the opportunity and support to live a positive life that fulfils their potential, and to inspire others to follow the same path.*




We have more than 70 different projects around the country that aim to help people make these transformational changes in their lives – to prosper in their personal lives and make a positive contribution in their communities.

Many people go through periods of difficulty in their lives – unemployment, broken relationships, homelessness, mental health problems, addiction. For many, these problems have their roots in adverse childhood experiences – abuse, trauma, neglect – they have not experienced the care and stability that all children should receive and are still feeling the pain in adulthood.

Forward is here to help. We try to ensure all our services inspire people to believe in their own potential to overcome their current difficulties and live a better life. Whatever the 'label' given to our individual services, our approach is to deal with the individual – their unique challenges, qualities, and ambitions.

- Our Employment Services aim to help people use training, work experience and job placements as a springboard to acceptance and self-respect.
- Our Addiction Services aim to help people confront and overcome the reasons driving them to problematic substance use and find the skills and strength to achieve and sustain recovery.
- Our Probation Services aim to help people put a criminal lifestyle behind them, and to tackle the stigma often attached to being an ex-offender.
- Our Mental Health Services aim to help people understand and cope with their symptoms and reach their potential.
- Our Accommodation Services aim to place people in safe and comfortable accommodation, that brings stability and security to otherwise precarious lives.

Across all our services, the concept of role models is crucial – people who have successfully turned their lives around, who give their time and experience to encourage others to follow the same path.

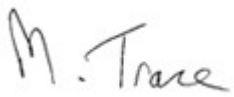
Most of our volunteers and trainees, and almost 30% of our employees, have lived experience of addiction or the criminal justice system.

This year, we have helped a record number of people, with a record proportion of them engaging in our structured 'develop' programmes, and by the end of year over 2,000 enrolled in our Forward Connect social network.



This growth has been achieved through winning more public sector contracts, which brings its own challenges – commissioners are always looking for higher activity levels, creating pressure to reduce the quality and intensity of the interventions. We know that people need consistent and structured care to prosper, but this is not always possible for our teams to deliver under workload and capacity pressure.

We will continue in the coming year to push for higher quality services, and campaign for better public and policy understanding of our clients' ability to change and prosper.

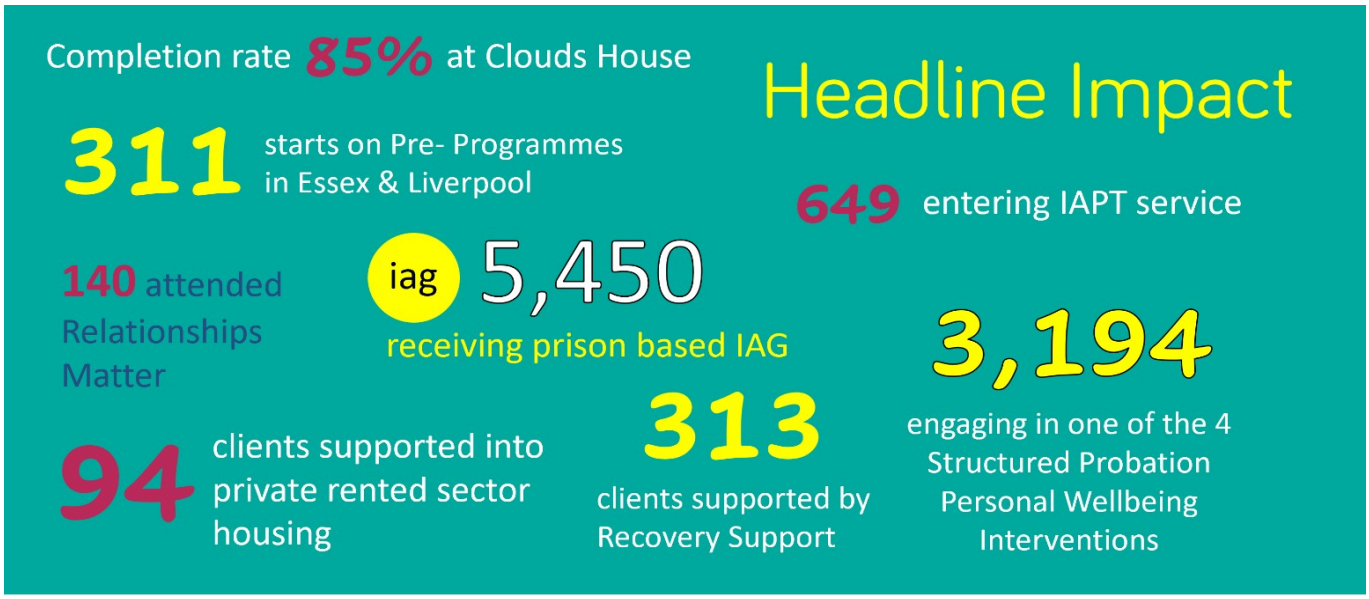


**Mike Trace**

Chief Executive Officer

## Forward in Numbers – Understanding Our Impact

2022-23 has been a challenging year in many ways. That said, it has seen some remarkable achievements even in the face of these challenges, and these are detailed below. Despite on-going restrictions, particularly within our prison-based contracts, we have continued to deliver our services to our clients and in many ways have exceeded the challenging targets that we set ourselves.




## Forward Trust System of Care and Support

Our system of care and support is informed by internationally recognised 'recovery-orientated' models, proven to generate long-term positive outcomes for people trapped in cycles of addiction, crime and associated mental ill health. Our system is organised along four phases of change:

### Phases of Change

| Phase of Change | Pause | Engage | Develop | Prosper |
|---|---|---|---|---|
| How We Help Clients Across All Services | Supporting clients to take stock of their situation, while addressing immediate health and care needs. We support clients to assess what changes they want to make and decide what sort of help they need. | Working with clients to instill a belief that change is possible, give them confidence to take the first steps, and offer personal and practical support and interventions to get them started on their journey. | Focusing on people's journey of personal development and recovery, offering access to structured and intensive programmes, developing new skills and knowledge, and making new and more positive connections. | The destination. Where clients feel the rewards of a more independent life, characterised by positive self-respect, personal wellbeing, social connection and positive contribution to family and community. Forward clients are invited to join our 'Forward Connect' community, a visible network of positive role models who give mutual support, guidance, and inspiration. |

We offer a range of interventions at each stage to enable progression covering drug and alcohol recovery, health and wellbeing, connections (with family and friends), employment and housing, and with peer supporters and mentors providing hope and motivation at every step.

In 2018-19 we started to collect data on the number of our service users who were accessing support at different stages of Change, from 'Pause' through 'Engage' to 'Develop', The data can be visualised as a 'funnel' that flows into our ever-growing reservoir of people who are 'Prospering' in life (becoming part of our 'Forward Connect'– see below).

The diagram below shows our headline performance for 2022-23, as well as the performance of our 'funnel' showing progression through our phases of change with numbers in brackets showing the percentage increase from 2021-22.

## Client Activity

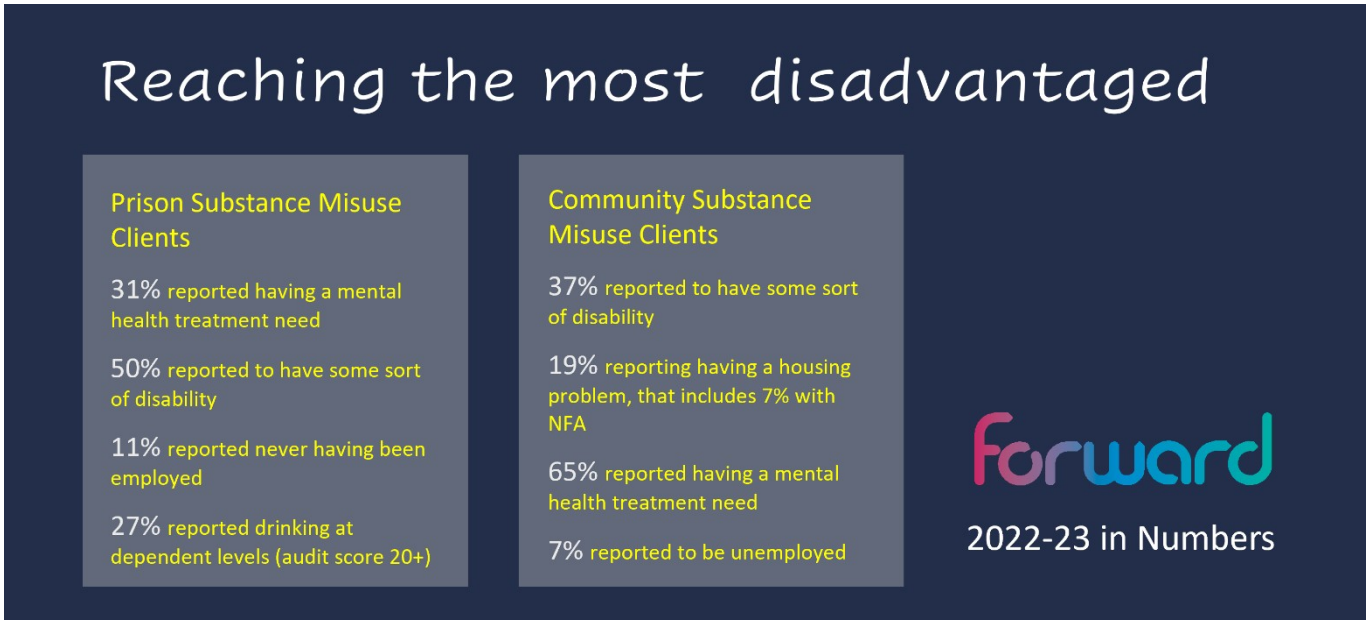
People come to Forward for help for a variety of reasons – dependence on drugs and alcohol, gambling or other forms of addiction, mental health problems, or to get out of the cycle of reoffending, long-term unemployment, poor accommodation, difficult family situations or unhealthy relationships.

Whatever the presenting challenge, our approach is to see the person behind the problem, working with them to discuss positive goals, build self-confidence and self-belief, and enable them to develop and prosper as independent individuals.

## The Forward Funnel – Clients at Stages of our Phases of Change 2022-23




*Figures in Brackets show % increase/decrease from those recorded in the 2021-22 Forward Trust Impact Report..*




## Building on Success

The test of an organisation that is 100% committed to its mission even through circumstances where the odds seem stacked against it, be that lock downs, restricted access in prisons, clients suffering extreme hardship and the impacts of all of this on a client base that are already marginalised, is the resilience and commitment of its people to do their very best.

The examples below demonstrate exactly this and we are rightly proud of all involved in delivering these remarkable outcomes.

### Forward's new Dependency and Recovery Services launches in Humberside and London

On Monday 12th September 2022 Forward's newest service, delivering dependency and recovery support to over 8,000 people on probation in Humberside and London, went live.

The service will help People on Probation (prison leavers and those on community orders). It is part of the suite of add-on services that probation teams can commission to provide bespoke wrap-around support to their clients and has been designed to 'bridge the gap' between probation and substance misuse services in the community, by building their motivation and confidence.

For our London service, we are delighted to be partnering with Catch22, a social business who are experts in designing and delivering services that build resilience and aspiration in people and communities.

The Dependency and Recovery service will involve working closely with Probation Teams, developing their understanding of substance misuse, and raising their awareness of the support available through community providers of treatment. It will also involve us brokering referrals and helping to address gaps in the criminal justice pathway.

The Forward Trust For the year ending 31st

Forward Trust CEO Mike Trace said:

*"This is a new and exciting service for Forward. Having spent years helping people in prison and the community, we know first-hand how vital it is they get the right support when transitioning out of the criminal justice system, and we are thrilled to be part of this new package of support."*



Matt Randle, Assistant Director of Justice at Catch22, said:




*"We know that there is a well-established and complex link between criminality and dependency issues. We know that for individuals with such needs, being able to address these will be one of the biggest factors determining whether they can go on to live a crime-free and fulfilling life. We're excited about being involved in such service which aims to enhance an individual's ability and motivation to access holistic support.*

*We are also really happy to be partnering with an organisation such as Forward Trust on this, I feel that with our collective experience and expertise we can deliver some high quality and impactful services which will expand and complement our existing offer of support to People On Probation throughout London."*

# Delivering impact to People on Probation

In 2022-23 Forward continued to deliver services to people on probation to support their personal wellbeing (enabling positive lifestyles, social inclusion, emotional wellbeing and strengthened relationships with family and significant others) and to support their accommodation needs.

**Personal Wellbeing**

REACH
**1,390**
clients achieving positive Develop outcomes

**Accommodation Services**

REACH
**680**
clients achieving positive Develop outcomes

# Innovation and New Developments

Enhanced Peer Networks: we are increasingly connecting people on probation enabling them to achieve positive outcomes with the Forward Connect recovery network as a source of peer support, alongside opportunities to volunteer and develop skills.

Celebrating Success: we hold events to celebrate the progress made by clients, inviting friends, family, and partner organisations to take part, and building belief in the service.

Creativity and Inspiration: we are increasingly using creative projects and activities to inspire and engage clients such as music projects, acupuncture and gardening at community allotments.

# Impact

Forward's evaluation of the Personal Wellbeing Service analysing pre and post intervention data showed statistically significant improvements in scores for:

Resilience **(+9%)**

Mental wellbeing **(+14%)**

Quality of life **(+16%)**

*"You are absolutely amazing at what you do - please keep at it, the world needs more of what you bring!"* (Probation Client)

*"I have been able to think about the progress I have made and how it was a big step for me joining in the group as this is not something that I am comfortable with. I've surprised myself."* (Probation Client)

## Addiction Awareness Week 2022



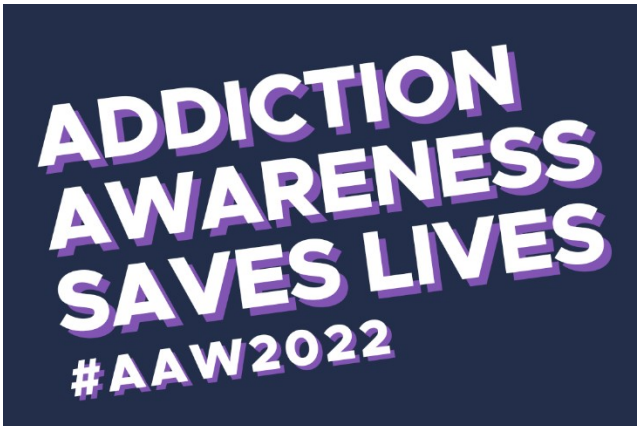

Addiction Awareness Week took place during October 2022. The week is part of a series of activities run in connection with the Taking Action on Addiction campaign, which is led by The Forward Trust. We were delighted to have the support of our patron HRH The Princess of Wales, who this year recorded a special video message directed at people impacted and living with addiction.



*"Addiction is a serious mental health condition that can happen to anyone, no matter what age, gender, race, or nationality. Attitudes to addiction are changing. But we are not there yet, and we need to be. Still the shame of addiction is stopping people and families asking for help and people are still tragically losing their lives. We as a society need to recognise that the only way to help those suffering is to try and understand what has led them to addiction, to empathise with them and to be compassionate to their struggles.*

*And so today, during Addiction Awareness Week, I want to share a message of support to those who are continuing to suffer. Please know that addiction is not a choice. No-one chooses to become an addict. I want you to know that this is also a serious health condition. Please do not let shame hold you back from getting the help you so desperately need. They are here for you. So please ask for help. I know this was not a choice. Recovery is possible."*

We were also thrilled to have a further video message of support from Tony Adams, former Arsenal and England footballer, who recorded the special message for our social media campaign and Everton and Liverpool Football Clubs who reached out to their community with campaign calls to action.




Campaign content from our channels alone reached over **370,000** people on social media during Addiction Awareness Week.

Traditional press coverage was even more impressive, seen by an estimated **802 million** people during the week of the campaign, sending the message that addiction is not a choice and recovery is possible.

During the week contact to our Reach Out chat service tripled.

MORE THAN MY PAST

More Than My Past is our ambitious campaign that aims to raise awareness of the potential for ex-offenders and people in recovery to turn their lives around.

In November 2022, we launched the second series of the More Than My Past podcast. This series moved

the focus from individual stories to a thematic approach.

Co-presented by film star Jason Flemyng and Forward Trust Director Julie Muir, Series 2 opens with an interview with former Prisons Minister and broadcaster Rory Stewart.




Other interviewees in series two include actor Michael Balogun, campaigner and charity fundraiser Speedo Mick and entrepreneur, philanthropist, and music producer Corey Johnson.

To listen to the podcast, follow this link:

https://morethanmypast.org.uk/podcast/

For more information on the More Than My Past campaign, go to www.morethanmypast.org.uk

## Fundraising

We are immensely grateful to all our supporters, funders, donors, and challenge event participants.

Funds raised through our Recovery Fund have enabled us to support people, families and communities impacted by addiction who would ordinarily face challenges in accessing support, aftercare, or recovery-based treatment.

Thanks to this exceptional support we have had, we have provided bursary places at residential treatment, expanded our family work, continued the growth of our Forward Connect communities, provided intensive recovery support for people exiting prison or treatment; and expanded the opportunities to train as a recovery practitioner for our ex-peers.



We are incredibly thankful to all those supporting and joining the Forward giving community, demonstrating the power of recovery communities, and reducing the stigma of addiction through their incredible work.

We were proud to announce Lola Bute as an Ambassador of Forward Trust, recognising her incredible work, through the Eternity movement, shining a light on addiction and the hope that recovery brings.


HUMBER

# Equality, diversity, and inclusion (EDI)

We aspire to be an organisation which celebrates diversity, delivers equality, and allows everyone to access our services and ensures fairness to all of our employees.

## Our commitment to EDI

Forward believes that everyone should be treated fairly and with compassion regardless of sex, race, disability, sexual orientation, gender reassignment, marriage including civil partnership status, pregnancy and/or parental position, religion and belief, or age.

As an organisation, we have always been driven by the need for social justice, always looking to empower people from all backgrounds to achieve their potential, addressing inequality and discrimination in the process.

However, even with these strong beliefs and foundations, we do not want to rest on our laurels and need to challenge ourselves further, especially as our organisation has grown and diversified, welcoming new staff and reaching new service users.

Over the last few years, Forward has developed an action plan to strengthen our work around equality, diversity, and inclusion (EDI), both as a service provider and as an employer.

We aspire to be an organisation which celebrates diversity, promotes equality, allows everyone to access our services and ensures fairness to all of our employees.

We are taking a pro-equality stance, to promote the best and fairest outcomes for Staff, Volunteers, and Service Users. There can be no quality without equality.

Our vision is that anyone – however, marginalised and whatever their history or circumstances – gets the opportunity and support to live a positive life that fulfils their potential and inspires others to follow the same path.

## Events

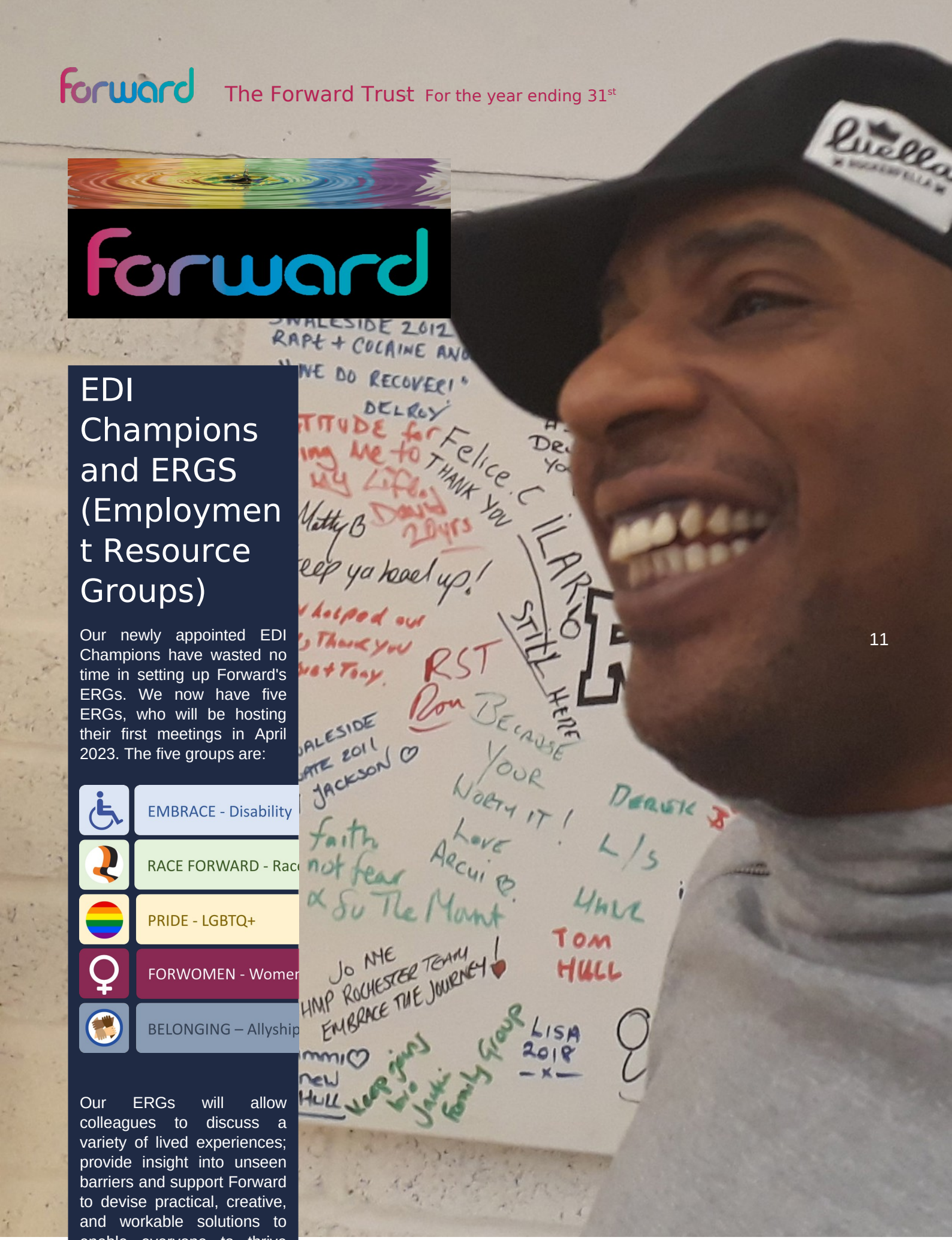



On the 8th of March, we celebrated International Women's Day.

We had numerous events during the day: a morning virtual meditation session, a Lunch and Learn with our female trustees, and an afternoon inspirational talk, and Q&A with Mandy Ogunmokun – one of our More Than my Past Ambassadors. At Margate, we shut the doors to male clients and staff for the day and opened it just to women. It was quite an inspirational day with lots of speakers, and we held well-being sessions throughout the day.

For LGBTQ+ month (February), we hosted an all-staff event in which LGBTQ+ civil rights and history were discussed. We also posted information on SharePoint with how to stand up and be a better ally to the LGBTQ+ community.

We also had staff members attend the Social Justice Conference weekend promoting Forwards work and LGBTQ+ support specifically.




# EDI Champions and ERGS (Employment Resource Groups)

Our newly appointed EDI Champions have wasted no time in setting up Forward's ERGs. We now have five ERGs, who will be hosting their first meetings in April 2023. The five groups are:

- EMBRACE - Disability
- RACE FORWARD - Race
- PRIDE - LGBTQ+
- FORWOMEN - Women
- BELONGING – Allyship

Our ERGs will allow colleagues to discuss a variety of lived experiences; provide insight into unseen barriers and support Forward to devise practical, creative, and workable solutions to enable everyone to thrive and be their authentic selves.

During meetings, employees may discuss personal



# Substance Misuse in the Community

During 2022-23, Forward delivered integrated substance misuse services in East Kent (6 sites in Ashford, Canterbury, Dover, Folkestone, Margate, and Sittingbourne) and in Southend-on-Sea.

Substance misuse services were also delivered alongside structured group 'day programmes' as part of wider treatment systems in Hull, Essex and Liverpool and our online programme for clients in East Kent

**1,737** Clients starting Engage group programmes (e.g., alcohol detox groups)

**1,589** Clients completing treatment who were drug/alcohol free

**301** Clients starting structured day programmes (Develop)

**246** Clients accessing residential rehabilitation (Develop)

## Social Value

During 2022/23 and working with the Social Value Portal we have started to calculate the economic value generated by our Community Substance Misuse contracts in terms of local employment, staff wellbeing and carbon reduction. For the period Oct '22–Mar' 23 we have generated social value of:

East Kent Community Service £576,810

Southend Community STARS £219,768

## Innovation and New Developments

Community growth was built on our previous year's success in Southend-on-Sea, and expansion in Essex and Liverpool through our merger with Action on Addiction.

Medway RIVER (Responsive, Inspirational, Visible, Empowering & Recovery-orientated) Service will be launched in April 2023 and will deliver in areas such as Chatham, Rochester, and Gillingham, and it sits adjacent to Forward's established service in East Kent. We will deliver this service in partnership with Open Road.

This relationship has forged good connections across commissioning boundaries and allows for enhanced learning and sharing of good practice.

The exciting growth of our community services will allow us to support and deliver our mission to an anticipated additional **1,500** service users.

Forward will turbo-charge its support for women offenders: from April 2023 with the implementation of a new service at the privately run women's prison HMP Bronzefield.

This will mean that we will be supporting over **1,500** female prisoners with substance misuse problems, making us the leading specialist provider to this group in the country.

In 2019, our substance dependence programme for women offenders, Footsteps to Recovery, was shown to reduce re-offending by **23%,** according to the Ministry of Justice.

## Additional Funding Streams

Additional funding from the Office of Health Improvement & Disparities (OHID) has allowed for many exciting projects to launch and continue across all of our community-based services.

Some examples of initiatives that have benefitted from funding injections and ongoing support are:

*The development of an enhanced recovery day centre at The Brink in central Liverpool. Our recovery café will be open for longer hours, offer increased support services that cover a host of matters, and warmly welcome cohorts from the community who may have previously not used this amazing facility.*

*Ensuring that our community hubs are welcoming, warm and trauma-informed. Co-design projects have informed what our facilities and properties should look and feel like. These service-user led projects have prompted major redesign, refurbishment, and even relocation. The results are the creation of welcoming and warm environments that help to reduce stigma and anti-social behaviour.*

*Opening our doors to new cohorts. As part of Forward's equality, diversity and inclusion agenda, attention and investment has gone into opening our doors and warmly welcoming those who may not have previously used our services, such as members of the LGBTQIA+ community, minority ethnic groups, rough sleepers, and sex workers.*

*Forward has also been proactive with outreach work by using satellite hubs and our mobile unit. This includes the use of Fibroscan, a portable machine that measures liver health. Our work in these areas continues into 2023-24, and we look forward to reporting on their positive impact in a future annual report.*




## It's a WRAP

For a while now we have been running a specialist vehicle purchased from the outgoing service provider when we took on the contract to deliver Community substance Misuse Services in Southend on Sea.

We recently had it wrapped and properly branded, and it is now operating within our East Kent community contract as well as Southend on Sea.

This vehicle is used for delivering the outreach described above; going out to rough sleepers and sex workers etc. as opposed to expecting them to come to us, which they rarely do.

It is kitted out inside with an examination bed, and clinical style cupboards, and we also operate our Fibroscan machine in it, measuring the liver health of street drinkers etc.

It is an extremely effective way of providing satellite services to disparate individuals and communities compared to renting a building or room.



# Prison Mental Health and

**Essex Reconnect,** an NHS commissioned service that seeks to improve continuity of care for those leaving prison, was recently added to Forward's recently formed but growing Care After Custody portfolio, and proudly sits alongside our successful Reconnect services in the Norfolk and Suffolk prisons.

Reconnect works with prisoners who have an identified health need and aims to improve the wellbeing and health of those leaving prison, addressing health inequalities. The programme can support service users for up to 6 months after release.

Whilst not a clinical service, work can commence in prison 12 weeks ahead of release or up to 12 weeks post release. The service takes the form of advocacy, signposting, referral, and support to facilitate engagement with community services.

Based at HMP Chelmsford, the new Essex Reconnect service compliments other Forward services located at this busy city centre establishment, including; psychosocial and clinical substance misuse services, mental wellbeing/talking therapies, and employment Information Advice and Guidance (IAG).

NHS England and our Commissioners, believe that supporting released prisoners to better transition into

**Mental Wellbeing Services** (previously known as IAPT) continues to develop and deliver good outcomes in our prisons in the East of England.

A review is currently underway of our Wellbeing Model in Suffolk prisons, which is set to explore how we can better meet the complex need of Service Users and overcome ongoing difficulties and barriers in recruiting IAPT qualified staff.

In the coming year, we intend to review and redesign our strategies with regards to both our mental wellbeing services and care after custody provision.





# Vision

## The Service

Our Vision Housing service supports individuals who are homeless or at risk of homelessness into private rented sector properties. We source suitable properties for clients, explain benefit entitlements, arrange viewings, and support the move in process.

Once housed, clients are given 12 months of support to help them maintain their tenancy as well as linking them into community activities and other services including Employment, Training, Substance Misuse and Mental Health.

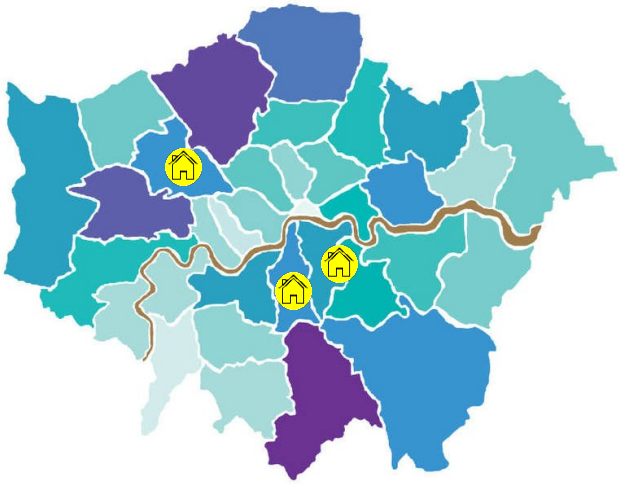
All housed clients are offered the opportunity to work with one of our volunteer mentors. Vision Housing work with private landlords and agents across London, Surrey, and parts of Kent.

### Vision Housing in Numbers,

| | |
|---|---|
| 32 | referrals made |
| 41 | viewings arranged |
| 22 | assessments completed |
| 94 | new tenancies |

Over **90%** of these tenancies have been sustained for over 6 months with **72%** over 12 months.

Discretionary Housing Payments or Rent in Advance and Deposit Payments arranged with Local Authorities have totalled over **£150k**.



*82% of our clients were housed in London, including 23% in Lambeth, 18% in Lewisham, and 7 % in Brent.*

*Remaining clients were housed in areas including Bromley, Crawley, and Surrey with the areas in which we can house people expanding, as the number of landlords and agents we work with continues to grow.*

Vision Housing specialises in supporting those who would traditionally struggle to access privately rented accommodation including prison leavers.

Data shows prison leavers without stable accommodation are almost **50%** more likely to reoffend and **53%** of those who have slept rough in the last year have spent time in prison.

Since 2021 Vision Housing has been a provider within the Accommodation for Ex-offender Schemes (AFEO).

Working across London and Surrey, our operation has included being the sole provider to Croydon and Surrey County Council where **90** new PRS tenancies have been achieved.

Over **£30k** has been allocated to clients as move-in grants supporting over **56** clients to settle in their new homes.

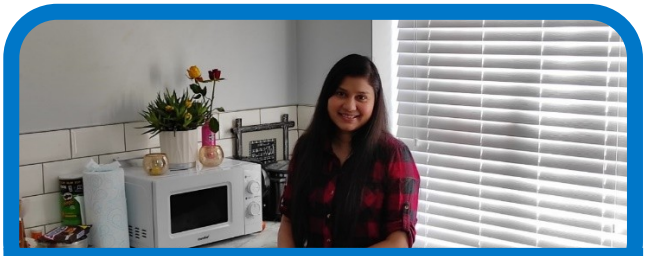
Forward's Vision Housing has supported Mole Valley Council to be one of the top 10 providers in the UK.

## Support On Release from Prison

Vision Housing supports women and men leaving Surrey Prisons (HMPs Downview, Send, Highdown, Coldingley and Bronzefield).

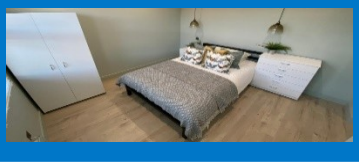
Funded by Surrey Police and Crime Commissioners during 2022-23, **36** people were supported into accommodation with a further **56** clients signposted to other support.

Vision Housing works in partnership with a range of other organisations to provide an overall package of care for its clients including Department of Work & Pensions, Interventions Alliance, Councils, Probation, The Clink, Women in Prison and Minerva. We have doubled our reach to women leaving these prisons.



*"You guys helped me so much I couldn't have done this on my own. It was a really good experience, any time I needed something I would call and you would provide me with the correct advice, all the staff were great, supportive and knowledgeable. I would recommend the service to others"*

Ma – Vision Housing Service User



## Partnerships

As we support more offenders, especially those linked to gangs, and more high need offenders, we have seen an increase in those recalled to prison across our Vision Housing service.

Department for Work & Pensions

We have worked with DWP and Resettlement Teams to save tenancies to prevent homelessness on release or

Homeless Link

to relinquish their tenancies and ones to collect their belongings, hat they can return to Vision on

Through our partnership with Homeless Link, Vision Housing, alongside other organisations including, Lambeth Council, DWP, Crisis, Fat Macey's, Hope Worldwide and DWP have formed a Private Rented Sector (PRS) London Steering Group.

The Group aims to improve the PRS in London, celebrating success learning through good practice and challenging legislation and bad practice.

## Mentors

Our mentors and volunteers provide a vital support to our service users with their tenancy sustainment Without them, we would not be able to deliver the service.

With over 15 current mentors, we are constantly reviewing how they are supported, including training needs. With some due to start their level 2 qualifications in Mentoring.

Mentors Feedback – Sam

*"I've found it a really interesting challenge. There's been a great cross-section of mentees to work with that have taught me lots, both about their situations and needs. I feel I am always learning about the impact of the criminal justice system on individuals and how this manifests in so many different ways. I have had to deal with some tricky situations which have helped improve my resilience and flexibility to adapt to these.*

*"I feel incredibly well supported. Alisa is phenomenal! She's always on top of what I am doing and checking in on what I need. When we have our catch-ups she is always across the mentees I'm working with which means our time is really well spent. She has lots of suggestions of how to help and follows up instantly on things we have discussed. I couldn't imagine anyone better for this role!"*

**Emily,** Restart Participant

> SOME HAVE AN ANGEL, PROTECTING US FROM SIN, I'VE GOT A DEMON WITH BIG TEETH AND A FIN.
>
> JOHN

We all have this sea we call life in which we all tread, some of us peacefully, some filled with dread. Some have an angel, protecting us from sin, I've got a demon with big teeth and a fin. Circling below me, keeping me at fin's length, He's biding his time and saving his strength.

A canny demon this one, attacks when I'm weak, he's subtle at first, as I can see his fin's peak. You see that's when I'm safe, I can judge his intent, but that fin goes under, he's on to my scent.

I've let my guard down, and lost sight of that fin, flailing my legs below the surface, I begin to spin. My eyes wide open, trying to spy that damn shark, he brushes my leg beneath in the cold and the dark.

The relapse is coming, and he can smell the fear, I glance below me, but the water ain't clear. With panic set in, arms and legs thrashing, I hear screams not my own, and others are splashing. I find I'm not alone in this sea, I have friends and peers, each with their own demons and their own fears.

But as a collective, we had bested that shark, I'm not alone in the cold and the dark.

## Employment Services in Partnership

In 2022-23, the Forward Trust has continued to deliver the DWP Restart Scheme in Thanet. Restart



Reed in Partnership – the prime provider of the Restart Scheme in the Home Counties.

*Education Budget course, and I learnt new things and it helped [illegible] my confide[illegible]*

*I also [illegible]ward Trust [illegible] my Advisor [illegible] their wing and [illegible] me to all the employers. I managed to get a work trial and whilst I was anxious [illegible] my Advisor helped [illegible]e this, and I [illegible] the work [illegible] was very [illegible] and encour[illegible] Work Trial helpe[illegible]nd a job in the retail sector that I am now thoroughly enjoying.*

**1,639**
**+132%**

In 2022-23 we supported 1,639 participants. An increase of 132% on the 707 supported in 2021-22

**608**
**+502%**

In 2022-23 we helped 608 participants to start a job. An increase of 502% on the121 supported in 2021-22

**286**
**+1682%**

In 2022-23 we helped 286 participants to sustain their employment. An increase of 1682% on the121 supported in 2021-22

***Case study: Jonathan***

*"When I started work[illegible]ng with Restart I ha[illegible] zero confidence, I was [illegible]uggling to get interviews a[illegible] I didn't have a CV. I h[illegible]e been supported by m[illegible] Restart Advisor at Forwa[illegible] I also [illegible]orward [illegible]dertook [illegible]sion to build a CV to whi[illegible] I could [illegible]dd and adjust eas[illegible]*

# The Prison Apprenticeship

PORTICUS

"Joseph attended the PAP during the summer of 2022 and completed the programme. Joseph had not previously worked in hospitality, but his IAG Advisor highlighted his interest in the hospitality sector. Joseph had little awareness of knowledge of apprenticeships prior to starting the PAP. Joseph was working in the prison kitchens which provided him with a practical flavour of the hospitality environment.

Joseph enjoyed the PAP workshops relating to effective communication and how technology was used in the hospitality sector, for example, how the kitchens could see customer orders using a paperless system.

Joseph stated that he struggled with his numeracy skills and was not well supported by prison education to do this. The PAP Tutor discussed with Joseph how numeracy could be applied to hospitality roles, for example, when weighing ingredients. However, he felt that numeracy could be a barrier to him applying for an apprenticeship as it specified a requirement for GCSEs or Level 2 functional skills.

The PAP Tutor worked with Joseph to explain that a Level 2 apprenticeship would not require this level of Maths and it would be taught within the apprenticeship. Joseph felt that he improved his organisational skills whilst he was undertaking the PAP course and that he was managing to engage better with his other prison education courses, He also felt he had improved his teamwork and communication skills particularly through his work in the prison kitchens.

Upon leaving prison, Joseph secured a job in a five star hotel chain and is considering undertaking an apprenticeship in hospitality once his probation period has been passed."

partner Umbrella Training and others to link them with suitable apprenticeships upon release.

## Achievements

By the end of March 2023, Forward had achieved the following:




## Impact



*"Today's session was a good eye opener to the current trends in the job and how I could improve myself. I enjoyed the session with Sherileen as she clearly explained the difference between mind-set and skills."*

**London Learner**

*"This course in general is really building my confidence around work. Doing this course has made me realise I need to work on my written communications skills. I enjoy using OneFile because I am building my IT skills. I like the Teaching methods because it's helpful and I gain immediate knowledge."*

**London Learner**

## Quotes



## The Bridges, Relocation and Refurbishment Project



The original Bridges building at Holderness Road was tired and in need of extensive overhaul in order to maintain our high standards in respect of providing safe and comfortable therapeutic spaces.

The Original Bridges Building at Holderness Road was tired and in need of an extensive overhaul in order to maintain our high standards in respect of providing safe and comfortable therapeutic spaces.

After 19 years of renting at Holderness Road in Hull, we made a huge decision to end our long tenancy made even more so after Covid-19 which saw several specialist treatment centres across the UK close down.

Ironically, the premises we decided to purchase was a former hotel and pub.

Buying the new building, however, was the easy part.

After completing, and after a nine month long planning battle to change the terms of use, we were finally granted planning permission to convert this somewhat rundown old site into the new home of The Bridges, Hull.

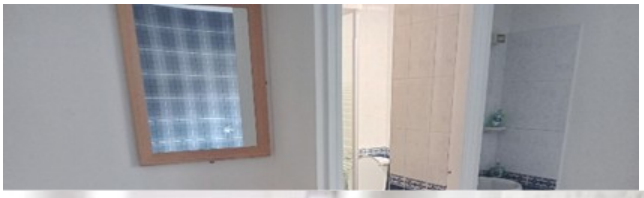
Refurbishing the site was about as complex and frustrating as these things almost always are, and the refurb and operations teams are to be commended for maintaining their positive and cooperative spirit despite all the frustrations.

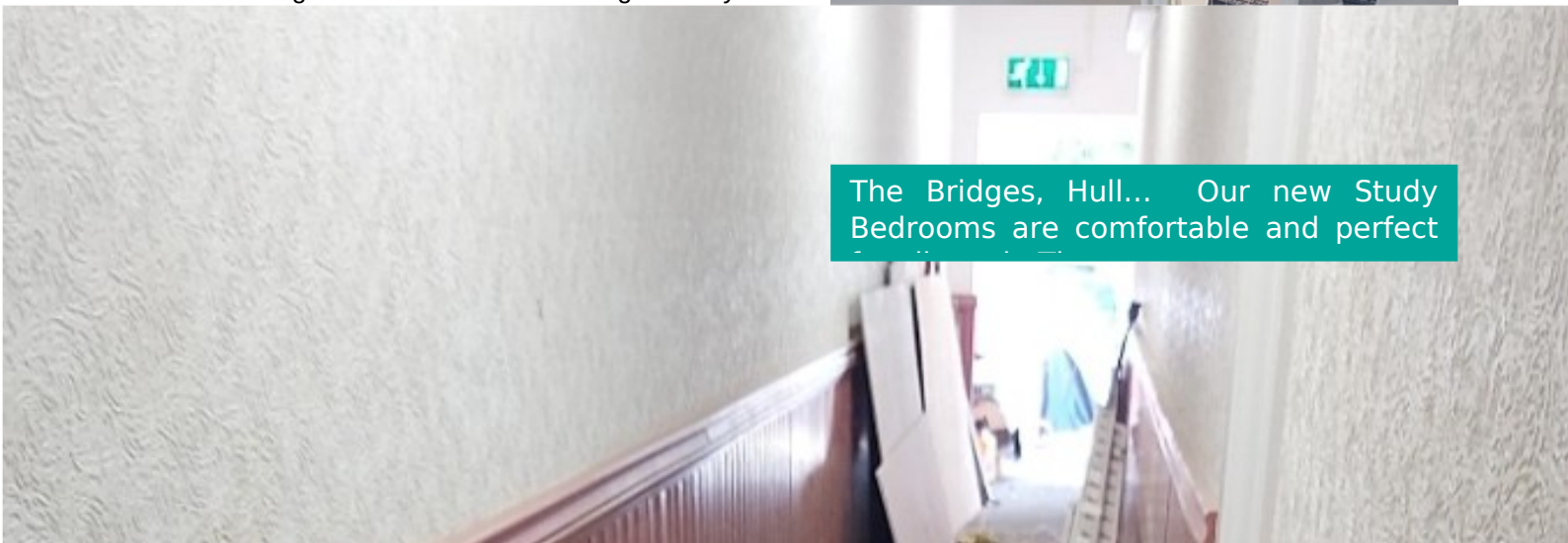
In the end, the transformation has been outstanding and in May 2023, we will commence the move into our new home.

The Bridges Hull will be open for men and women with a capacity of up to 18 residents in treatment. All client accommodation is en-suite.

There is also a health and wellbeing zone which will have free weights, exercise bikes and a running machine. There is also a studio for yoga, meditation, and mindfulness.

One of the key things about our new premises is that we really wanted to bring the recovery community into what we do, so we have created a space for fellowships such as AA and NA, and we will facilitate family groups to run meetings in the evenings and at weekends.





The Bridges, Hull... Our new Study Bedrooms are comfortable and perfect

The new premises for The Bridges, Hull were it’s fair to say, a bit of a challenging renovation….



## FAMILY & YOUNG PEOPLE

The 2022-23 financial year has been one of significant growth for the Forward Trust, with increased energy and focus being put into understanding the importance of relationships in recovery and how we can harness the power of connection to improve the lives of the people we support and their family members.

Following the 2021 merger with Action on Addiction, which brought together expertise from both organisations, the newly created Family and Young People department at the Forward Trust has supported the organisation through the introduction of a new programme of specialist training for staff, new therapeutic programmes co-produced with clients and increased partnership working.



### Family – A New Forward Definition

Over the decades research has highlighted that supporting an individual in isolation from the familial systems around them, may not provide the best chances of sustainable recovery. Taking a family-focused approach when designing and delivering treatment and other such services can better support improvements to the lives of those affected by addiction, offending and mental ill health.

We must also consider the impact on family members themselves and wider significant relationships. An individual's addiction, offending and mental ill health can have a psychological, physiological, and financial impact on the people around them.

Involving family members is complex though - for some people, their close relationships may be a protective factor, supporting them on their recovery journey. For others, their relationships may not be nurturing or safe and some may attribute their situation to difficult family experiences.

We also know that in the context of modern-day society the term Family has evolved. This was evidenced by an extensive external review of the literature undertaken by our Family and Young People team and an organisation wide survey which asked staff and clients to define what family means to them.

At Forward we spent 2022-23 reflecting on our use of the term family, what it means to those we support and challenged our own thinking in order to move the organisation and its approach to family work forward.

As a result of this, we have agreed on a Forward definition of family which will ensure we provide inclusive services that meet a diverse range of needs.

*At the Forward Trust we define family as a group of 2 or more individuals whose relationship plays a significant role in their lives. We recognise the value and complexity of family and understand the potential positive and negative impact of relationships.*

*We believe how a family is defined is up to the individuals within that system and that we all hold our own unique version of what family looks like.*

*Our family work aims to strengthen relationships and interpersonal connections, so every person feels safe, supported, and valued by the people they surround themselves with.*

## Specialist Training

One of the roles of the new department is to support the organisation's staff by providing a suite of specialist training to help continuously improve practice and outcomes for clients. In 2022-23 we designed and delivered the following courses for staff:

- Think Family & Relationships;
- Working with Families affected by offending/addiction;
- Adverse Childhood Experiences and their impact in adulthood;
- Facilitating Meetings with family/significant others;
- Relationships Matter facilitator training.

During the 2022-23 financial year we trained a total of 291 staff.

Staff feedback from training:

*"Please pass on my thanks for a fantastic training session today. It kept me engaged from beginning to end and I have really come away feeling better informed about ACEs and PACEs. I look forward to taking what I have learnt back into my job next week. A day thoroughly well spent - thank you"..*



## Relationships Matter

This new intervention has been developed following a scoping exercise and extensive review of our existing Family Ties programme. The review highlighted the need for an intervention which could be used flexibly and adapted across all of Forward's services, to support people to understand and focus on their relationships and explore how those relationships interact with their own behaviour.

In the context of our new definition of family, it was also important to ensure we were looking at family through a diverse lens.

The programme was piloted in 5 prisons, one community setting and one residential setting. **79** clients participated in the pilot and the feedback gathered from clients and staff informed the final version of the programme.

It was launched across the whole organisation in February 2023 and an additional **23** staff were trained to deliver the programme. Following the pilot and roll out, a total of 8 programmes were delivered in Q4, with **61** participants attending and **58** completing the programme.

Participant feedback:

*"Relationships do matter because we all have them in this world. I enjoyed getting to understand myself and others and our feelings and work together" (Relationships Matter participant)*

*"I would like to say thank you to the team who put this course together … It has made me realise relationships are so important to our lives … it's made a big impact on my way of life. I've spoken to my family, and they are so proud of me" (Richard, Relationships Matter Participant).*

## M-PACT Programme

Developed in 2005 in response the Advisory Council on the Misuse of Drugs (ACMD) Hidden Harm report, the M-PACT programme can be best described as an evidence-based, psychosocial, and educational intervention, that takes a whole family approach.

At its core, through recognising the overlooked voices and experiences of children, M-PACT has a number of objectives with the overarching aim of improving the well-being of children and families affected by addiction.



The programme continues to grow across the UK with **12** new licenced partners joining us in 2022/23. We now have **22** licenced sites delivering M-PACT around the UK and Ireland.

We also trained **124** staff who are now accredited M-PACT practitioners, able to support families affected by addiction.

During 2022-23 we have supported:

- 106 Families
- 130 Adults
- 59 Young People
- 106 Children

Feedback and Artwork produced by participants in the M-PACT programme in Kent

*"Re-affirmed my belief in people."*

*"Helped me understand my Dad's addiction."*

*"It has helped me to remember to take care of myself."*

*"It has helped my family understand each other a lot more."*

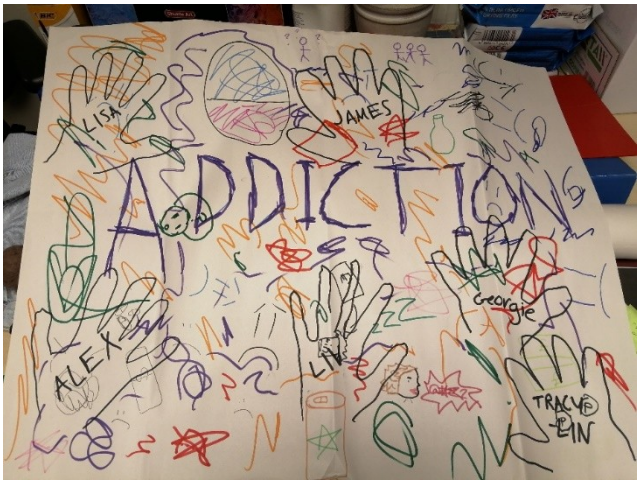
*"It has helped me to look forward to the future."*

*"It has helped me to deal with any problems."*

*"it has helped me understand myself, my family and addiction in a positive way."*

*"Has helped us to understand each other's emotions and made me feel not so alone."*

*"it helped us pull together as a Family and be more positive."*




## M-PACT Neurodiversity

In November 2022 we were delighted to be awarded funding from the Mackie foundation to undertake a complete review of the existing M-PACT programme from a neurodiverse perspective.

This project will enable us to make changes to continuously improve and better support the neurodiverse needs of the families attending the programme and the staff delivering it.

By doing this we will increase intervention effectiveness for all, reduce stigma and actively enable inclusion.

The project started on the 1st of January 2023 and has involved an in depth review of both our practitioner training and programme through a neurodiverse lens.

We are especially excited to be working in partnership with Yasmin Darling.

Yasmin is a holistic education consultant and neurodiversity specialist. She has a postgraduate diploma in psychoanalytic approaches to working with children, young people, and families, from the Tavistock & Portman NHS clinic in London.

Yasmin has over 26 years' experience of working with children and families and is the creator and founder of her own multi-award-winning early years holistic - systemic approach.

She also has her own lived experience of neurodiversity, and she is sharing her knowledge and expertise in this area with us to support programme changes.

## M-PACT Gambling

We are excited to announce that we will be working in partnership with the Beacon Counselling Trust on a 3 year project, addressing gambling harms within families.

Funded by Gamble Aware, we will be adapting our evidence-based M-PACT programme to help us to support children, young people, and adults, affected by a family member's harmful gambling. The project will commence on the 1st of April 2023 and delivery will be focused in the Liverpool region of the UK.

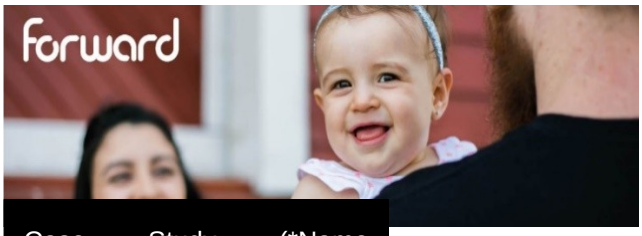


## Change

Funded by the CHK Foundation, the Change UP programme is an 8 session, group intervention for 18 to 30-year-olds which helps to reduce the harms associated with substance use.

The programme also supports young adults to improve their wellbeing and meet others with shared experiences. It is currently delivered online and has also been delivered as a 1:1 programme for those who do not feel ready for group learning.

We have also trained staff in 2 of our Prisons to deliver Change Up as a face-to-face programme.




Case Study (*Name Changed)

Jason* contacted us about attending the Change Up programme after he had been charged with driving without insurance and under the influence of cannabis. This event made him realise that he needed help and support to improve his quality of life and the choices he was making. Due to his severe social anxiety, we agreed to deliver the programme to Jason on a 1:1 basis.

Working with the practitioner he was able to explore how risk taking behaviours had negatively impacted his life and identify areas for change, to enable him to maintain contact with his daughter and take responsibility for his upcoming court case.

## Forward Looking – Outlook for 2023 and Beyond




During 2022-23, we have seen our service offering diversify significantly and have continued to grow into new mission-aligned markets at a rate that was beyond even our ambition. As we move into the 2023-24 financial year our turnover will grow to in excess of £40m.

As a result of this, we significantly exceeded our medium-term growth ambitions and strategic market positioning. We are therefore in a position to help an even greater number of those for whom the life chances that so many of us take for granted were never an option.

This success has now triggered a strategic review of our market positioning and operating model to ensure that our continued growth is both sustainable in terms of maintaining central contributions, but also remains laser focussed on our core mission.

Throughout 2022-23, we have secured growth through further contract wins in Prison Substance Misuse, retaining and expanding our Surrey Prisons contract which now includes HMP Bronzefield making us the leading provider of SMS services to prisoners in the women's estate, as well as winning contracts to provide community based services in Medway.

We have again overseen a significant expansion of our Commissioned Rehabilitative Services, mobilising contracts to provide services to Persons on Probation with support with Dependency and Recovery in both London and Humberside. These 43 month contacts went live in September 2022.

Our pipeline remains good and full of potential for future growth, and we continue to enjoy a 'top table' partnership with Mitie Care and Custody to bid for whole Prison contracts as part of the MOJ Prison Operator Services Framework. 2023 will see two of these competitions, and if the partnership is successful, Forward will be in the unique position of being part of the strategic management of the prison in a way that no other voluntary sector organisation is currently.

In addition to the above, our pipeline also provides opportunities for further growth:

- Opportunities to expand our employment advice, skills development and job finding services in prisons and community.
- Further opportunities to expand on recent successes under the Probation Dynamic Purchasing Framework.

- New and exciting models for Residential Rehabilitation Services through developing Clouds House as well as expanding our capacity in Hull.
- New opportunities to work with the families of those interacting with our services through further development of our new Families & Young People services; and
- Further new models of accommodation for clients in recovery, probation service clients and prison leavers.

Whilst our success during 2022-23, and the early months of the 2023-24 year will see us significantly exceed our original target of increasing turnover to between £30-35 million by 2023, we will continue to conduct a wide-ranging programme of business development over the next 3-year period.

Our expansion plans will continue to be informed by our programme of continuous improvement to our service provision – refining and developing new models of intervention, responding to user feedback, and adding to our sector-leading portfolio of evaluation and outcome research.

We will continue to support our mission and contracted service delivery by maximising the promotion of 'visible recovery' in all its forms, including recovery from addiction, crime, homelessness, and unemployment – developing and creating role models who demonstrate the possibility and value of recovery and rehabilitation.


forward

# FINANCE REPORT

## Message from the Treasurer

This Trustees' Annual Report and Accounts has been produced in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the FRS102 Charity SORP (Statement of Recommended Practice effective 1st January 2019).

The accounts for the year ending 31st March 2023 record a period that has seen the Charity facing several headwinds but thanks to the exceptional work of all our colleagues the Charity has continued to deliver its services to a growing number of people who need our help. We are in the process of developing a longer-term strategic plan which will help the Charity deliver on its System of Care and Support to that wider population.

Although the Charity delivered a deficit in the financial year, our strong reserves exist to help us manage the current challenges we face with the cost-of-living crisis following the impact of COVID-19. The Charity has prepared a budget for the 2023-24 financial year that should deliver a break-even result. Our donations from our funders have remained resilient in the face of the current economic climate.

We have come through this year with the majority of our contract base intact and the quality of our service delivery has helped us win a number of significant contracts in the year which are referred to elsewhere in the Annual Report. I am also personally very happy with the steps the Charity has taken in respect of Equality, diversity, and inclusion which allows everyone to access our services and ensures fairness to all our employees.

The Charity will continue to carefully manage its financial resources. There are undoubtedly steps we could take to improve the financial results of the Charity but that would affect our levels of service and the support we offer to our colleagues. The future financial plans will follow on from the work being done on our longer-term strategy.

Once again, we have benefitted from the generosity of our donors and the huge amount of work that some of them have done to ensure that we can provide the highest quality of care to those who need it.

On a personal note, I take this opportunity to thank my fellow Trustee Tony Hazell, my predecessor as Treasurer, who had to step down unexpectedly. Sometimes the accountancy profession can be perceived as a bit dry, but his calm demeanour and enormous empathy is something I can only wish to emulate.



**Jamie Drummond-Smith**

Treasurer

## Financial Highlights –Forward in Numbers

The Charity's total income for the period increased to £32.87 million *(2022: £30.90 million)*.

This is largely due to the mobilisation of new Probation Dependency & Recovery Contracts in London and in Humberside.

Total income derives principally from contracts with local authorities, NHS Trusts, Ministry of Justice or similar institutions, commercial contracts, fundraising activities including trust and grant income.

Income from charitable activities, which represented 93% of total income, increased from the previous financial year, largely due to a reduction in the amount of fundraised income raised during the year.

Principal funding resources are explained in the notes to the financial statements.

These funds are directly applied to the delivery of addiction treatment services, accommodation services, family services, mental health, probation, and employability services.

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between a number of service offerings.

Substance Misuse Services, Family Services, Young Peoples Services, Recovery Support Services, Residential Rehabilitation Services, Clinical Services, Employability Services, Probation Services, and Education Services.

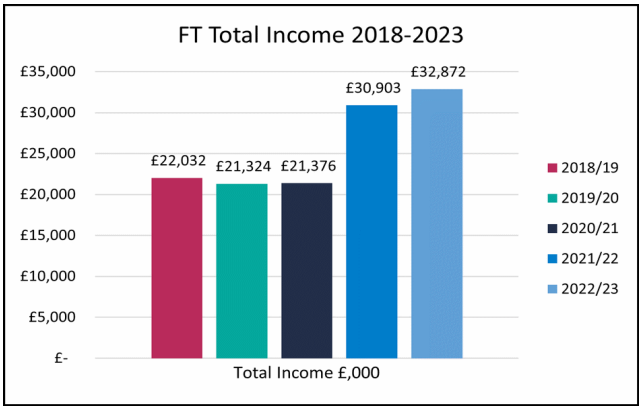
The total spending on charitable activities has risen in the period to £33.68million *(2022 £29.97 million)*.

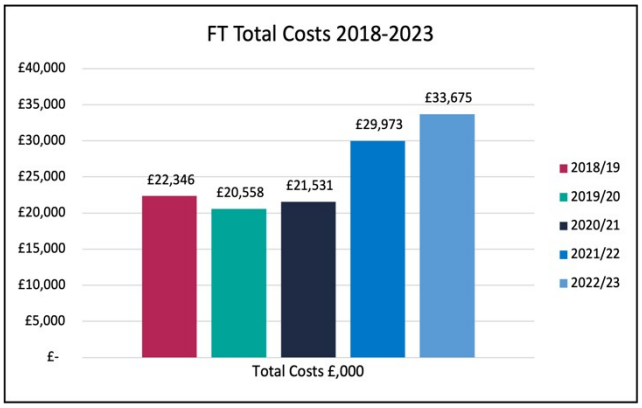
Despite careful control of costs throughout the period, spending to help staff face the cost-of-living crisis as well as significant inflationary pressures, have meant that at year-end, the charity is returning a deficit in respect of the current reporting year.

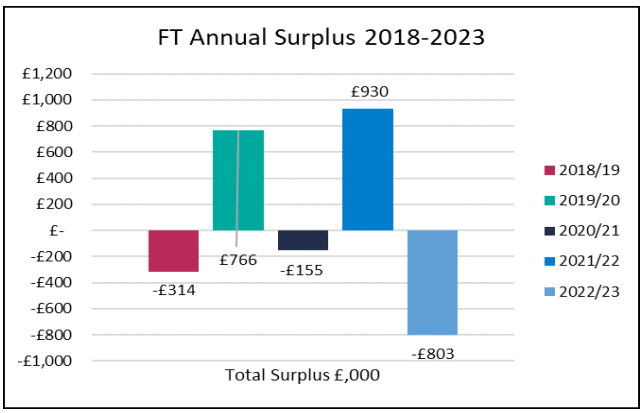
Total assets for 2022-23 have decreased slightly and this is largely due to the impact of the operating deficit. Total assets however remain strong at just short of £7m.

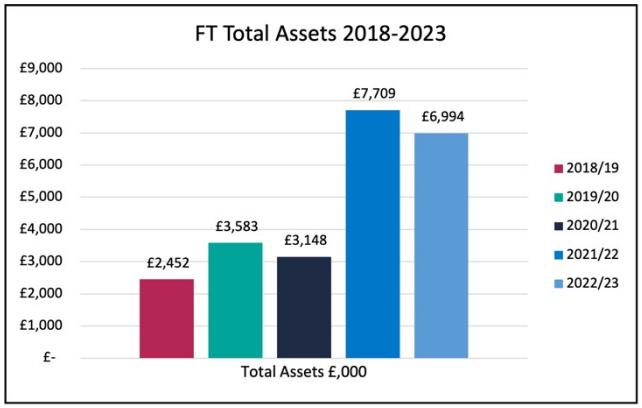
The above comparisons offer a clear representation of how the organisation has achieved continued growth and stability, even against significant financial headwinds largely due to the cost-of-living crisis and very high inflation, and in particular the impact of charitable income and costs of keeping our staff and clients safe.

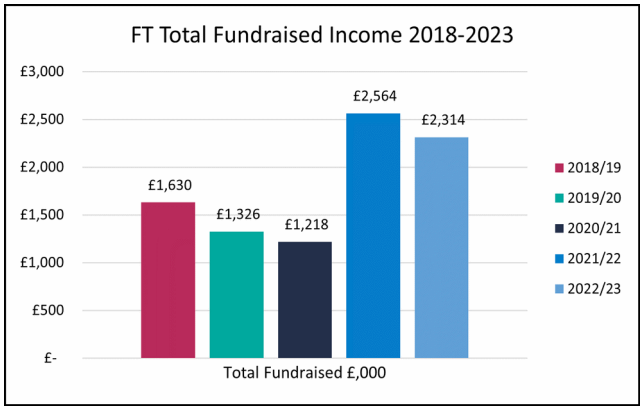
.






Our contractual base, which constitutes 93% of total income, remains stable and indeed will grow again during the coming year. We retain a strong and healthy cash and reserves position.

For the 2023-24 financial year, we are budgeting a better than breakeven budget, although like many other organisations we expect another challenging period due to the impact of global financial pressures.

## Reserves Policy

The General Reserves Policy continues to protect our programme work from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring that we do not retain income for longer than required.

The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, considering the following factors:

- Vulnerability to unplanned changes in financial position, including potential costs arising from the termination of services and delays in payment of invoices.
- The need for the Charity to invest in implementation and other start-up costs of new services.
- The Charity's requirement to manage fluctuations in cash flow.
- Financial risks related to the above, as well as the mitigation steps available to management.
- The fact that expenditure is generally predictable and long term, with the exception of 'variable' spend on restricted programmes, where risks typically involve unplanned events such as a change in government policies.

On 31st March 2023, the Charity's General Reserves (excluding designated funds) are £6.49 million *(2022: £6.65 million)* and represent unrestricted funds, excluding funds that have been designated and those funds tied up in fixed assets.

The basis of determining the target reserves' level is kept under periodic review and will be adjusted as perceptions of risk and other factors change.

Our total funds as at 31st March 2023 are slightly lower at £6.99 million *(2022: £7.71 million)*.

There is a degree of judgement involved in identifying risks faced by the Charity and in establishing the appropriate level of reserves that the Charity should maintain to mitigate these risks.

The Trustees are of the opinion that the level of reserves is acceptable based on the level of activity, and therefore the appropriate target range for free reserves is between £2.1 million and £4.3 million.

This will also provide a buffer should Forward Trust encounter adverse conditions in its market.

Cash and cash equivalents at 31st March 2023 were £2.33m and within the target level for free reserves.

On this basis, the Trustees also consider that the Forward Trust has adequate resources to continue the business for the foreseeable future.

The Reserves Policy will be subject to full review during the 2023-24 reporting year.

## Designated Funds (unrestricted)

Designated funds are those unrestricted funds that have been set aside by the Trustees for particular purposes.

The designated funds held at 31st March 2023 were £0.50 million *(2022: £0.50 million)*.

These funds are allocated to cover our estimated maximum liability for dilapidation costs on the freehold properties, the Bridges project and other property.

Further details of the designated funds and their movements during the year are shown in Note 17 of the accounts.

## Restricted Funds

These funds are used for specified purposes, as laid down by the donor. As at 31st March 2023, unspent restricted funds were £0 *(2022: £0.56 million)*.

## Going Concern

The Trustees consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy, including any future negative impact resulting from the worldwide cost of living crisis.

Trustees believe that the Charity has adequate resources to continue in operational existence for the foreseeable future.

For this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

## Key Management Personnel Remuneration

The Trustees consider the Board of Trustees and the Executive Management Team (ET), which includes the Chief Executive Officer, as comprising the key management personnel of the Charity in charge of directing, running, and controlling the Charity, and operating the Charity on a day-to-day basis.

All Trustees give their time freely and no Trustee remuneration was paid during the year. Details of any Trustee expenses and related party transactions are disclosed in Notes 8 and 18 to the accounts.

In deciding appropriate pay levels, The Forward Trust aims to strike a balance between paying enough to recruit and keep people with the skills we need, meeting our contracting partners' needs, and the public and our supporters' expectations that the money they entrust us with will be used wisely.

In setting ET pay, the Trustees take account of the skills and experience required for each of the roles, and remuneration in the sectors from which suitable candidates for such posts would be found. They also take account of affordability for The Forward Trust.

We do not pay bonuses or other incentive payments. Pay increases to the ET and other employees are reviewed annually subject to good performance and the Charity's financial position.

The remuneration is also benchmarked against other competitors within the sector of a similar size to ensure that the remuneration is set fairly, and not out of line with that of generally similar roles.

## Financial Risk Management

Services are subject to contracts; prices of goods are based on market prices; and salary costs are subject to a formal annual review.

Our standard payment terms are 30 days. Credit risk on amounts owed by debtors is low. The organisation retains a small overdraft facility on its main bank account.

In terms of liquidity risk, The Forward Trust has no current borrowings, and our policies on the management of investments and reserves are set out above.

# MANAGEMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

In delivering our objectives, we face significant risks every day (whether that be to the safety of our staff, to our clients, to our financial health, a duty of care to those that attend our fundraising events etc.).

We have robust procedures to evaluate, design and implement effective measures to reduce both the likelihood and the potential impact of these risks occurring.

## Risk Policy

The Forward Trust carries out annual risk identification, assessment, and management analysis. A register of risks has been compiled, with risks scored for likelihood and impact severity.




Risk management strategies and time scales are also established and reviewed at least annually. Individual senior managers or committees are nominated to take responsibility for each key risk, which is reviewed on a quarterly basis.

The Trustees reviewed how risk is managed within the Charity, and the level of reserves that should be held in relation to the principal risks that we face.

The Trustees have also examined other operational and business risks through an organisational risk management process; have identified those risks, which the Charity faces; and confirm that they have established systems to mitigate the significant risks.

## Key Risks

For each risk identified, specific actions and performance indicators relating to them are monitored quarterly by the relevant committee.

The following major risks were identified at an organisational level for the Charity in 2022-23:

- There is a risk that income from contracts that are not fixed price do not meet budgeted expectations, with a particular focus on income derived from Employment Services and Fundraising.
- There is a risk of failure to reach targets for new contract wins and retention of existing contracts that are coming up for re-tender.
- There is a risk of restrictive financial envelopes for new business opportunities (particularly for prisons) presenting real risks and challenges during this period of rising costs and salary demands. Forecasting tight budgets for a 5–7-year period presents risks financially and for both mission and service quality and could limit and restrict the number of future business opportunities that FT can safely absorb.
- There is risk of failure to reach revenue targets for new contract wins and maximise revenues through Payment by Results contracts.
- There is a risk that performance, compliance, and quality are below standards required by commissioners and may impact on revenue but also contract retention.
- There is a risk that a combination of significant increases in cost of living, as well as flat or significantly under inflation increases in contract income makes our ability to fund a significant % pay increase in October 2022 challenging.
- There is a risk of environmental and operational factors increasing voluntary turnover, impacting on the costs of delivering services and the reputation of the organisation.
- There is a risk that pending a planning application, The Bridges lease will be terminated at the end of September.
- There is a risk of poor employee retention impacting on contract and mission delivery.
- There is a risk of inability to effectively recruit quality and sufficient numbers of new staff. Similar reasons that contribute towards low workforce retention creating a challenging recruitment market.
- There is a risk of failure to achieve progress made/significant progress made on Ofsted

New Provider Monitoring Visits for Adult Education Budget and Apprenticeships (prime contracts).

Other key components of The Forward Trust's risk management include:

- Governance & Quality Assurance Framework.
- Clinical Governance Framework.
- Clear policies regarding safeguarding children and vulnerable adults.
- Regular consideration by the Trustees of financial results and variance from budgets and delegation of authority and segregation of duties.
- A Strategic Plan and annual budget approved by the Trustees and performance is reported regularly including financial reporting of monthly results.

The Trustees seek to monitor and manage the above risks through a strategic risk register, which outlines each risk's likelihood, impact, severity, as well as the risk owner and the committee responsible for the risk.

These risks are also reviewed on a regular basis and are standing agenda items during monthly supervisions of risk owners and quarterly committee meetings. Internal risks are minimised through a clear authorisation process for all transactions and projects to ensure consistent quality of delivery for all operational aspects of the Charity.

These procedures are reviewed annually to ensure that they continue to meet the needs of the Charity.

The Trustees receive regular reports on compliance with regulatory and statutory frameworks, including those in respect of the health and safety of staff and clients.

## Cost of Living Crisis – Inflation Pressures

As we move into the 2023-24 financial year, we are acutely aware of the continuing impact of the cost-of-living crisis on the organisation, and the potential for budget smashing price increases across a number of our cost lines.

We are also aware of the potential for inflationary pressures continuing to have a significant impact on our staff and the risk of expectations on higher pay increases as a result of these.

We have budgeted a slightly better than breakeven position for 2023-24, but recognising that achieving this, given current and predicted headwinds, will be challenging.

We will be devoting significant management energy throughout the coming year looking for opportunities to mitigate this, and to maximise the cash, as well as non-cash benefits for our staff.

## Fundraising

Forward Trust does not actively raise monies from the general public and no complaints were received in relation to fundraising in either the current or preceding accounting period.

## Auditor

A resolution proposing the reappointment of Haysmacintyre LLP as the charity auditor will be submitted at the Annual General Meeting.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

The Forward Trust is a charity registered in England and Wales (Charity Number: 1001701) and a UK company limited by guarantee (Company Registration Number: 02560474). The governing document is the Articles of Association that determine its legal framework. The Charity does not have any share capital. This remains the case after the merger with Action on Addiction.

## Board of Trustees (Directors)

As of 31st March 2023, the following members of the Board of Trustees were registered as Directors of the Charity:

| | |
|---|---|
| Chair | Hon David Bernstein |
| Treasurer | Jamie Drummond-Smith (Anthony Hazell resigned March 2023) |
| | Lady Louise Gibbings |
| | Hon Isabelle Laurent |
| | Dame Benita Refson DBE |
| | Ben Houghton |
| | Andrew Wylie |
| | David Riddle |
| | Lisa Bryer |
| | Rebecca Priestley |
| | Joyce Adu |

The Directors of the Charity, who are the Charity's Trustees, form the Board of Trustees which is its ultimate governing body.

The Board of Trustees is responsible for ensuring that all activities are within UK law and fall within the agreed charitable objectives. Its work includes governance, setting the strategic direction, ensuring the Charity upholds its values and delivers its objectives, and agreeing the financial plan.

## Executive Team

The Board of Trustees reviews a schedule of matters reserved to them and delegates certain responsibilities to the Trustee sub-committees and the Chief Executive Officer.

The day-to-day running of the Charity has been delegated to the Executive Management Team constituting:

- Chief Executive Officer
- Chief Operating Officer
- Executive Director of Substance Misuse
- Executive Director of Employment Services
- Executive Director of Business Development
- Executive Director of Fundraising and Communications
- Executive Director of Recovery

## Structure

The Board of Trustees meets quarterly to consider strategic business issues. Each year we approve the annual budget and strategic risk register and review the strategic plan of the Charity.

The Trustees and Chair are appointed for an initial period of three years that can be extended for further three-year terms. Any further extension may be made if it is deemed to be in the best interests of the Charity.

The Trustees are recruited to provide the skills and experience required to govern the Charity.

We seek to appoint Trustees from among our Trustees' network and through the utilisation of external advertising or specialist agencies where required.

Recommendations for appointments are made to the Board by the Chair, which is then ratified by the Board.

New Trustees are provided with information on legal obligations under Charity and Company Law, the Charity Commission's guidance on public benefit, and the content of the Articles of Association, the committee and decision-making processes, the

business plan and recent financial performance of the Charity.

New Trustees also spend a day meeting key employees and other Trustees. Trustees are required to complete mandatory training modules and are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

The Chair is an ex officio member of all Committees. Any Trustee may attend any Trustee sub-committee meeting. The sub-committees each have specific responsibilities on behalf of the Charity as outlined below. They provide counsel, expertise, and support to the Senior Management Team.

Individual Trustees also take reasonable steps to ensure there is regular and direct contact between Trustees, staff, volunteers, and people who use our services at a local level.

There are annual scheduled visits to Programmes by Trustees with an Executive Management Team member, although these have been suspended during this period due to COVID-19 restrictions.

## Finance and General Purposes Sub-committee

During the reporting year, the committee was comprised of the following members: Tony Hazell – Chair (replaced by Jamie Drummond-Smith in March 2023 after resignation), Ben Houghton, Hon David Bernstein, Hon Isabelle Laurent, David Riddle, and Andrew Wylie, together with the Chief Executive, Chief Operating Officer, Director of Human Resources, and Director of Finance & Commercial.

The Committee is responsible for the oversight of all aspects of the Charity's financial policies and operations. It monitors the short and long-term financial viability of the Charity, ensuring there are sufficient resources to fund its commitments. The committee reviews and approves for recommendation the Investment and Reserves Policy and monitors the effectiveness of the Charity's risk management and internal control systems. It reviews the annual financial plans of the Charity and monitors performance against plans and recommends action where necessary.

The Committee also reviews all issues concerning human resources (including sickness, staff turnover, and equality, diversity, and inclusion). It met five times during the reporting year (one of these an extraordinary meeting regarding salary increase proposals).

## Governance & Quality Assurance Sub-committee

The Committee has responsibility for the implementation and monitoring of effective governance throughout the organisation, including clinical governance. During the reporting year the committee was comprised of the following members: David Riddle (Chair), Hon David Bernstein, Lady Louise Gibbings, Lisa Bryer, and Dame Benita Refson DBE, the Chief Executive, Chief Operating Officer, Divisional Directors of Services, the Clinical Director and the Director of Governance and Quality Assurance.

A separate Clinical Governance Quality Assurance Forum is responsible for ensuring the collection and analysis of data and other information sufficient to ensure effective clinical governance, ensuring the input of clinical leadership and advice, promoting quality of care, including the safety and wellbeing of service-users, families, and carers. This forum reports into the Governance and Quality Assurance Sub-committee via the Clinical Director.

The Committee is responsible for managing a culture of statutory compliance, as well as processes for managing health & safety issues; facilitating an examination and review of significant events and incidents; ensuring audits of services are undertaken and acted upon; and ensuring compliance with all legislation and contractual obligations.

During the period, the Charity was assessed and achieved re-accreditation (with zero non-compliance) against ISOs 9001, 14001, and 45001 as well as Cyber Essentials Plus accreditation. Work continues on the achievement of ISO27001.

## Continuous Service Improvement (CSI) Sub-committee

The Committee members include up to five Trustees including (Dame Benita Rayne DBE (Chair), Hon David Bernstein, Lady Louise Gibbings, and Lisa Bryer) and the Chief Executive together with the Divisional Director of Research and Development and Director of Service Improvement.

The Continuous Service Improvement Sub-committee is charged with providing an effective governance framework for the management of all aspects of service improvement across all areas of service delivery. Its focus is on research, service improvement, and implementation of best practice.

## Fundraising & Communications (FC) Sub-committee

The Committee members include four Trustees (Lady Louise Gibbings (Chair), Hon David Bernstein, Hon Isabelle Laurent, and Dame Benita Refson DBE) and the Chief Executive together with the Executive Director of Fundraising & Communications. The Committee is responsible for providing an effective governance framework for the management of all aspects of the Fundraising and Communications functions of the Charity.




In preparing the report, the Board of Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have due regard to the 'Public Benefit' guidance published by the Charity Commission.

We have referred to the Charity Commission's guidance on public benefit in reviewing our activities and objectives, and in planning future activities. We have reviewed our reporting to ensure our activities clearly indicate public benefit through achievement of our aims.

Our main activities and achievements within these are described in the Chief Executive's section of this report. Broadly, our activities help advance health and save lives amongst our direct beneficiaries by the provision of treatment and support to rehabilitate substance misusers; we advance citizenship through reintegration support; and we deliver benefits to the wider public through the prevention of crime and destructive behaviour.

In addition to the many thousands of prisoners who have received services from the Charity, our programmes have also had a positive benefit for the families of the individuals we directly help, as well as for the wider community though reducing reoffending among some of the most prolific offenders and improving life chances through the delivery of education and vocational training to disadvantaged groups.

## Supporting Our Employees and Volunteers

As at 31st March 2023 we employed a total of 671 staff, a 6.3% increase on the 631 people we employed at 31st March 2022.

Achieving the desired transformational changes in our clients will depend on the expertise and motivation of those who work with us, and we have continued throughout the last year with efforts to support our workforce to adapt to the changes in the way that we work.

We have a strong commitment to develop the diversity of our staff and volunteers through equal opportunity policies, training, and practical action.

As at 31st March 2023 the representation of women in our total workforce increased to 72.9%. from 68.3%.

The percentage of staff from an ethnic minority decreased slightly to 16.7% of the total workforce for whom their ethnic origin is known.

We remain particularly indebted to the commitment of the 10,585 hours volunteered to us during the year from the 158 volunteers we engaged over the year.

Our volunteers work tirelessly in various projects. These incredible people are at the heart of everything that we do.

We calculate the value of these hours to be in excess of £115,376 (based on the Outer London Real Living Wage - support worker rate), and our services and events simply would not be possible without them.

The roles vary from project to project, and event to event: it might be a few hours or entire days. Whatever their role, our volunteers generously provide significant amounts of their time to The Forward Trust, and we are enormously grateful.

We are committed to strengthening skills training for all our volunteers, ensuring that they are able to gain new experiences and feel they have a greater connection to our work.

## Lived Experience

The Charity is strengthened by the number of people with Lived Experience, both those in recovery from addiction, and ex-offenders who are involved in the day-to-day operations at all levels.

This involvement ranges from Board members to ‘peer supporters’ and serving prisoners who volunteer to support our programme delivery.

In the year April 2022 to March 2023, an average of 27% of our staff and volunteers (who declared as such) had their own lived experience of being in recovery from drug or alcohol addiction. This is less than last year where the figure was 34.89%, but a reflection of the merger and our expanding contract base outside of substance misuse.

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, (who are also directors of The Forward Trust for the purposes of company law), are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the net movement in funds and application of resources, including the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

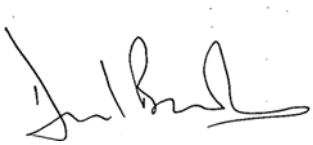
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as we are aware:

- There is no relevant audit information of which the Charity's auditor is unaware; and.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The auditor, Haysmacintyre LLP is willing to be re-appointed in accordance with section 485 of the Companies Act 2006.

The Trustees' Report, incorporating the Strategic Report, was approved, and authorised by the Board of Trustees on 8th November 2023 and signed on their behalf by:



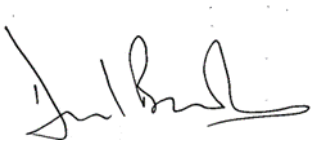
**Hon David Bernstein**
Chair of Trustees

# GOING CONCERN DECLARATION

The Trustees have reviewed the circumstances of The Forward Trust and consider that adequate resources are available to fund the activities of the Charity for the foreseeable future.

Eighteen-month rolling cashflow projections are included in management's regular financial reports to Trustees, and income and expenditure is monitored against budget.

The Trustees are of the opinion that the Charity is a going concern and the accounts have been prepared on this basis.



**Hon David Bernstein**
Chair of Trustees

# INDEPENT AUDITOR'S REPORT

## Opinion

We have audited the financial statements of The Forward Trust for the year ended 31st March 2023 which comprise the Statements of Financial Activities, the Balance sheet, the Cash flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Charitable Company's affairs as at 31st March 2023 and of the Charitable Company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other Information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work

we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report). We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the charitable company; or
- The charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees for the Financial Statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 41, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wale, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, in particular the risks that revenue is recorded in the wrong accounting period or that improper journals are posted to revenue, and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing recoverability of debtors, including post-year end payments and the appropriateness of judgements made in the relation to the need for provisions against bad or doubtful debts;
- Reviewing post balance sheet events.
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

## Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Lee Stokes (Senior Statutory Auditor)**

For and on behalf of Haysmacintyre LLP, Statutory Auditors,
10 Queen Street Place,
London EC4R 1AG

Date: 14 December 2023

# STATEMENT OF FINANCIAL ACTIVITIES

Including the income and expenditure accounts for the year ended 31st March 2023.

| | Notes | Restricted Funds £'000 | Unrestricted Funds £'000 | 2023 Total funds £'000 | *2022 Total Funds £'000* |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| **Donations and Legacies** | 2 | 1,727 | 587 | 2,314 | *2,564* |
| **Charitable Activities** | 3 | | | | |
| Substance Misuse | | - | 15,309 | 15,309 | *15,564* |
| Family Services | | - | 410 | 410 | *40* |
| Young People Services | | - | 124 | 124 | *89* |
| Recovery & Resettlement Services | | - | 662 | 662 | *930* |
| Residential Rehabilitation Services | | - | 2,654 | 2,654 | *3,350* |
| Clinical Services | | - | 1,217 | 1,217 | *1,588* |
| Employability Services | | - | 5,472 | 5,472 | *4,155* |
| Probation Services | | - | 4,265 | 4,265 | *2,151* |
| Education Services | | - | 124 | 124 | *179* |
| **Investment Income** | | - | 38 | 38 | *-* |
| **Income from Other Trading Activities** | | - | 283 | 283 | *292* |
| **Total Income** | | 1,727 | 31,145 | 32,872 | *30,903* |
| **EXPENDITURE** | | | | | |
| **Costs of Raising Funds** | 4 | - | 56 | 56 | *27* |
| **Expenditure on Charitable Activities** | 4 | | | | |
| Substance Misuse | | 253 | 16,771 | 17,024 | *16,620* |
| Family Services | | 286 | 169 | 455 | *42* |
| Young People Services | | 144 | (5) | 139 | *96* |
| Recovery & Resettlement Services | | 676 | 60 | 736 | *993* |
| Residential Rehabilitation Services | | 803 | 2,145 | 2,948 | *3,575* |
| Clinical Services | | - | 1,354 | 1,354 | *1,695* |
| Employability Services | | 127 | 5,957 | 6,084 | *4,438* |
| Probation Services | | - | 4,740 | 4,740 | *2,297* |
| Education Services | | 1 | 138 | 139 | *190* |
| **Total Expenditure** | | 2,290 | 31,385 | 33,675 | *29,973* |
| Net Income (Expenditure) Before Transfer of Action on Addiction Assets | | (563) | (240) | (803) | *930* |
| Transfer of Assets from Action on Addiction | | - | - | - | *3,587* |
| **Net Income/Expenditure** | | (563) | (240) | (803) | *4,497* |
| **Other Recognised Gains and Losses** | | | | | |
| Actuarial gains on Def Ben Pension Scheme | 21 | - | 88 | 88 | *64* |
| **Net Movement of Funds** | | (563) | (152) | (715) | *4,561* |
| **Reconciliation of funds** | | | | | |
| Total Funds Brought Forward | | 563 | 7,146 | 7,709 | *3,148* |
| **Total Funds Carried Forward** | | - | 6,994 | 6,994 | *7,709* |

The notes on pages 49 to 70 form part of these financial statements.

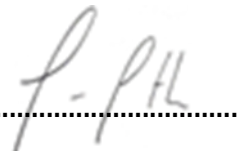
# BALANCE SHEET

Company Number 02560474

As at 31st March 2023

| ASSETS | | Notes | 2023 £'000 | *2022 £'000* |
|---|---|---|---|---|
| **FIXED ASSETS** | | | | |
| | Tangible Assets | 9 | 4,075 | *3,369* |
| | Intangible Assets | 10 | 75 | *29* |
| | Investments | 11 | 2 | *2* |
| **CURRENT ASSETS** | | | | |
| | Stock | 12 | 4 | *2* |
| | Debtors and Prepayments | 13 | 4,153 | *3,696* |
| | Cash at Bank and In Hand | 16 | 2,329 | *3,644* |
| | | | 6,486 | *7,342* |
| **CREDITORS** | | | | |
| | Amounts Falling Due Within One Year | 14 | (3,644) | *(3,033)* |
| **NET CURRENT ASSETS** | | | 2,842 | *4,309* |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | | 6,994 | *7,709* |
| **FUNDS** | | | | |
| **Unrestricted Funds** | | | | |
| | General Reserves | 16,17,18 | 6,494 | *6,646* |
| | Designated Funds | 16,17,18 | 500 | *500* |
| | | | 6,994 | *7,146* |
| **Restricted Funds** | | | - | *563* |
| **TOTAL** | | | 6,994 | *7,709* |

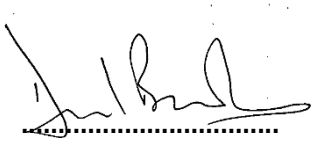
The financial statements were approved and authorised for issue by the Board of Trustees on 8th November 2023 and signed on their behalf, by:



.....

**Jamie Drummond Smith**

Treasurer



.....

**Hon David Bernstein**

Chairman

The notes on pages 49 to 70 form part of these financial statements.

# CASH FLOW STATEMENT

| | 2023 £'000 | 2023 £'000 | 2022 £'000 | 2022 £'000 |
|---|---|---|---|---|
| **Cash Flows from Operating Activities** | | (443) | | 1,328 |
| **Cash Flows from Investing Activities** | | | | |
| Dividends, Interest and Rents from Investments | 38 | | - | |
| Purchase of Property, Plant, and Equipment | (910) | | (142) | |
| **Net Cash Provided By (Used In) Investing Activities** | | (872) | | (142) |
| **Increase (Decrease) in Cash and Cash Equivalents** | | (1,315) | | 1,186 |
| **Analysis of Cash and Cash Equivalents** | | | | |
| Cash and Cash Equivalent at the Beginning of the Period | | 3,644 | | 3,644 |
| Cash and Cash Equivalent at the End of the Period | | 2,329 | | 3,644 |

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| **Reconciliation of Net Movement in Funds to Cash Flow Operating Activities** | | |
| Net Income/(Expenditure) for the Reporting Period (as per the statement of financial activities) | (803) | 930 |
| Pension Service Cost Net of Finance cost | 88 | 64 |
| Depreciation and Amortisation Charges | 158 | 135 |
| Dividends, Interest, and Rents from Investments | (38) | - |
| Decrease (Increase) in Debtors | (457) | (819) |
| Decrease (Increase) in Creditors | 611 | 1,018 |
| Movement in stock | (2) | - |
| **Net Cash Provided By (Used) in Operating Activities** | (443) | 1,328 |

The notes on pages 49 to 70 form part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Accounting Policies

**Status of the Charity.**

The Forward Trust is a charity registered in England, a Limited Company by guarantee without share capital use of 'Limited' exemption limited by guarantee and not having share capital.

It is a registered charity with its registered office at Unit 106, Edinburgh House, 170 Kennington Lane, London SE11 5DP, and is not liable to direct UK taxation on its charitable activities.

**Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**Basis of Preparation**

The financial statements of The Forward Trust have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Forward Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

**Going Concern**

The Trustees have reviewed the circumstances of the Charity and consider that adequate resources continue to be available to fund their activities for the foreseeable future.

In making this determination they have considered forecast cashflows, current contract portfolios, pipelines, reasonable fundraising expectations, as well as known major projects.

The Trustees also consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy, impact of continued high inflation, and the worldwide cost of living crisis.

Accordingly, the financial statements have been prepared on a going concern basis and the trustees are satisfied that there are no material uncertainties in making that assessment.

**Income**

All income is recognised once the Charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Recognition of income is deferred where conditions specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

**Grant Income**

Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

**Investment Income**

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

**Donations & Legacies**

Income from donations and legacies includes donations and gifts in wills, which are recognised where there is entitlement, probability of receipt and the amount of the gift is measurable. Income from donations, covenants and gift aid includes receipts from fundraising events.

Donations together with the resulting tax credit from gift aid, is credited directly to the statement of financial activities on an accruals basis. Donations and all other receipts (including capital receipts) from fundraising are reported gross and the related fundraising costs are reported in raising funds.

**Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprises the direct and indirect costs associated in the day-to-day running of a Fundraising Department.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Direct costs are allocated on an actual basis to the relevant expenditure headings.

Support costs are allocated between expenditure headings on the basis of time spent and the number of staff working on projects and activities. Governance costs are allocated in line with the support costs.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Employee Benefits**

*Short term benefits*

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

*Employee termination benefits*

Termination benefits are accounted for on an accrual basis and in line with FRS102.

**Operating Leases**

Rentals payable under operating leases are charged to the SOFA on a straight-line basis over the lease term.

The Forward Trust strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract, we strive to ensure that break clauses are in place.

**Pension Costs**

The Charity operates five defined benefit pension schemes on behalf of its employees. The Pension Scheme has been accounted for in accordance with FRS 102.

A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan. The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan's assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. Annually the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future payments.

**Tangible Fixed Assets**

Tangible fixed assets costing over £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation has been provided on the straight-line method to write off the cost of tangible fixed assets on a straight-line basis over their considered useful economic lives as follows:

- Furniture, fixtures, and fittings — over 3 years
- Computer equipment — over 3 years
- Motor vehicles & equipment — over 3 years

A full year of depreciation is charged in the year of acquisition.

**Financial Instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors.

A specific provision is made for debts for which recoverability is in doubt. Cash equivalents are used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Cash and Cash Equivalents**

Cash and cash equivalents include cash and short term highly liquid investments.

**Creditors and Provisions**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Share Capital**

The Charity has no share capital but is limited by guarantee. The members of the Charity are the Trustees who are also ordinary members. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**Taxation**

The Charity is registered and therefore is not subject to Corporation Tax on surpluses arising from charitable activities. The Charity is registered for VAT purposes. VAT is paid on inputs (purchases/costs) and is charged to the relevant expense category, unless expressly reclaimable under HMRC guidance.

**Judgement in Applying Accounting Policies and Key Resources of Estimation Uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on Management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider the following items to be areas subject to estimation and judgement.

***Depreciation:*** The usual economic lives of tangible fixed assets are based on Management's judgement and experience. When Management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

***Pensions:***

The Charity has obligations to pay pension benefits to certain employees.

The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. No adjustment has been made to the accounts to recognise the surplus within the sub-scheme. This is consistent with the treatment of the surplus in last year's disclosures. Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends.

## 2. Income from Donations and Grants

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Individual Donations | 109 | *128* |
| Other Income | 1,784 | *2,323* |
| Events Income | 421 | *113* |
| | 2,314 | *2,564* |

## 3. Income from Charitable Activities

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Substance Misuse | 15,309 | *15,564* |
| Family Services | 410 | *40* |
| Young People Services (FEF) | 124 | *89* |
| Recovery Support Services | 662 | *930* |
| Residential Rehabilitation | 2,654 | *3,350* |
| Clinical Services | 1,217 | *1,588* |
| Employability Services | 5,472 | *4,155* |
| Probation Services | 4,265 | *2,151* |
| Education Services | 124 | *179* |
| | 30,237 | *28,046* |

## 4. Analysis of Expenditure

| | Direct Costs Staff £'000 | Other Direct Costs £'000 | Support Costs £'000 | Total Costs 2023 £'000 |
|---|---|---|---|---|
| Substance Misuse | 9,487 | 5,558 | 1,979 | 17,024 |
| Family Services | 254 | 149 | 52 | 455 |
| Young People Services | 77 | 45 | 17 | 139 |
| Recovery Resettlement Services | 410 | 240 | 86 | 736 |
| Residential Rehabilitation Services | 1,644 | 963 | 341 | 2,948 |
| Clinical Services | 754 | 442 | 158 | 1,354 |
| Employability Services | 3,390 | 1,986 | 708 | 6,084 |
| Probation Services | 2,641 | 1,548 | 551 | 4,740 |
| Education Services | 77 | 45 | 17 | 139 |
| Cost of Raising Funds | 29 | 27 | - | 56 |
| | 18,763 | 11,003 | 3,909 | 33,675 |

| | *Direct Costs Staff £'000* | *Other Direct Costs £'000* | *Support Costs £'000* | *Total Costs 2022 £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *9,438* | *5,033* | *2,149* | *16,620* |
| *Family Services* | *24* | *13* | *5* | *42* |
| *Young People Services* | *54* | *29* | *13* | *96* |
| *Recovery Resettlement Services* | *564* | *301* | *128* | *993* |
| *Residential Rehabilitation Services* | *2,032* | *1,083* | *460* | *3,575* |
| *Clinical Services* | *963* | *513* | *219* | *1,695* |
| *Employability Services* | *2,520* | *1,344* | *574* | *4,438* |
| *Probation Services* | *1,305* | *696* | *296* | *2,297* |
| *Education Services* | *108* | *58* | *24* | *190* |
| *Cost of Raising Funds* | *18* | *9* | *-* | *27* |

| | | | | |
|---|---|---|---|---|
| | *17,026* | *9,079* | *3,868* | *29,973* |

## 5. Analysis of Support Costs

| | Executive & Central Admin £'000 | Resources £'000 | Governance £'000 | 2023 Total £'000 |
|---|---|---|---|---|
| Substance Misuse | 827 | 931 | 221 | 1,979 |
| Family Services | 22 | 24 | 6 | 52 |
| Young People Services | 7 | 8 | 2 | 17 |
| Recovery Support Services | 36 | 40 | 10 | 86 |
| Residential Rehabilitation Services | 143 | 160 | 38 | 341 |
| Clinical Services | 66 | 74 | 18 | 158 |
| Employability Services | 296 | 333 | 79 | 708 |
| Probation Services | 230 | 259 | 62 | 551 |
| Education Services | 7 | 8 | 2 | 17 |
| | 1,634 | 1,837 | 438 | 3,909 |

| | *Executive & Central Admin £'000* | *Resources £'000* | *Governance £'000* | *2022 Total £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *973* | *994* | *182* | *2,149* |
| *Family Services* | *3* | *2* | *0* | *5* |
| *Young People Services* | *6* | *6* | *1* | *13* |
| *Recovery Support Services* | *58* | *59* | *11* | *128* |
| *Residential Rehabilitation Services* | *209* | *212* | *39* | *460* |
| *Clinical Services* | *99* | *101* | *19* | *219* |
| *Employability Services* | *260* | *265* | *49* | *574* |
| *Probation Services* | *134* | *137* | *25* | *296* |
| *Education Services* | *11* | *11* | *2* | *24* |
| | *1,753* | *1,787* | *328* | *3,868* |

## 6. Governance Costs

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Staff Costs | 293 | *12* |
| Legal and Professional Fees | 96 | *278* |
| Audit Fees and Other Fees Payable to Auditor | 49 | *38* |
| | 438 | *328* |

## 7. Net Income for the Year

These are stated after charging:

| | | 2023 £'000 | 2022 £'000 |
|---|---|---|---|
| Depreciation & Amortisation | | 158 | 135 |
| Auditors Remuneration (excludes VAT) | | 49 | 38 |
| Operating Lease Charges | | | |
| | Property | 660 | 411 |
| | Other | 93 | 84 |

## 8. Staff Numbers and Costs

The average number of employees during the year, excluding trustees/directors was:

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Charitable | 552 | 490 |
| Administration | 77 | 61 |
| | 629 | 551 |

Staff Costs Were as Follows:

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Salaries and Wages | 18,389 | 16,854 |
| Social Security Costs | 1,852 | 1,619 |
| Pension Contributions | 995 | 898 |
| Apprenticeship Levy | 78 | 65 |
| Operating Costs of the Defined Benefit Pension Scheme | 88 | 64 |
| Redundancy and Termination Costs | 54 | 25 |
| Other Forms of Employee Benefit (Life, Critical Illness Insurance and Health Plan) | 205 | 218 |
| | 21,661 | 19,743 |

The redundancy and termination costs are accounted for in full during the year.

There are no liabilities at the balance sheet date that relate to ex gratia payments or payments in lieu of notice.

The number of employees whose annualised earnings were over £60,000 per annum:

| | 2023 | 2022 |
|---|---|---|
| £60,000 - £69,999 | 9 | 10 |
| £70,000 - £79,999 | 5 | 2 |
| £80,000 - £89,999 | 3 | 4 |
| £90,000 - £99,999 | 2 | 2 |
| £100,000 - £109,999 | 1 | - |
| £110,000 - £119,999 | 1 | 1 |
| £130,000 - £139,999 | - | 1 |
| £160,000 - £169,999. (NB. The employee in the high band is a specialist Doctor) | 1 | - |

In respect of the higher paid employees above, contributions for the provision of pension benefits totalled £169k (2022: £125k). The total remuneration of the key management personnel of the of the group, including benefits were £791k (2022 £724k).

The Key Management personnel of the organisation at 31st March 2023 are the Chief Executive Officer, Chief Operating Officer, Executive Director of Substance Misuse Services, Executive Director of Employment Services and Executive Director of Research & Development, Executive Director of Recovery and Executive Director of Fundraising and Communications.

During the year, no Trustee received any remuneration (2022: £Nil), any benefits in kind (2022: £Nil), or any reimbursement of expenses or amounts that were paid directly to third parties (2022: £Nil).

## 9. Tangible Assets

| | Freehold Property | Leasehold Property | IT | Plant & Machinery | Motor Vehicles | Fixtures & Fittings | Total |
|---|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ | £ |
| **Cost or Valuation** | | | | | | | |
| At 1st April 2022 | 3,100,000 | 7,088 | 167,000 | 295,530 | 16,373 | 30,958 | 3,616,949 |
| Additions | 475,325 | - | 248,896 | - | - | 110,589 | 834,810 |
| Disposals | - | - | - | - | - | - | - |
| At 31st March 2023 | 3,575,325 | 7,088 | 415,896 | 295,530 | 16,373 | 141,547 | 4,451,759 |
| **Depreciation** | | | | | | | |
| At April 1st 2022 | - | 3,658 | 152,291 | 68,559 | - | 22,560 | 247,068 |
| Charge For Year | - | 1,646 | 29,494 | 92,313 | 3,275 | 2,962 | 129,690 |
| At March 31st 2023 | - | 5,304 | 181,785 | 160,872 | 3,275 | 25,522 | 376,758 |
| **Net Book Value** | | | | | | | |
| At 31st March 2022 | 3,100,000 | 3,430 | 14,710 | 226,970 | 16,373 | 8,398 | 3,369,881 |
| At 31st March 2023 | 3,575,325 | 1,783 | 234,112 | 134,657 | 13,099 | 116,024 | 4,075,000 |

## 10. Intangible Assets

| | | Computer Software | Investment in Subsidiary | Total |
|---|---|---|---|---|
| | | £ | £ | £ |
| **Cost or Valuation** | | | | |
| At 1st April 2022 | | 41,384 | - | 41,384 |
| | Additions | - | 75,000 | 75,000 |
| | Disposals | (3,434) | - | (3,434) |
| **At 31st March 2023** | | **37,950** | **75,000** | **112,950** |
| **Amortisation** | | | | |
| At April 1st 2022 | | 12,645 | - | 12,645 |
| | Charge For Year | 12,650 | 13,750 | 26,400 |
| | Elimination on Disposal | (1,049) | - | (1,049) |
| **At March 31st 2023** | | **24,246** | **13,750** | **37,996** |
| **Net Book Value** | | | | |
| At 1st April 2022 | | 28,739 | - | 28,739 |
| **At 31st March 2023** | | **12,655** | **61,250** | **74,954** |

## 11. Fixed Asset Investments

| | | Assets |
|---|---|---|
| | | £ |
| **Cost or Valuation** | | |
| At 1st April 2022 | | 1,581 |
| | Additions | - |
| **At 31st March 2023** | | **1,581** |
| **At 31st March 2022** | | **1,581** |
| **At 31st March 2023** | | **1,581** |

## 12. Stock

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Finished Goods and Goods for Resale | 4 | *2* |

## 13. Debtors: Due Within One Year

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Trade Debtors | 3,361 | 2,938 |
| Other Debtors | 109 | 93 |
| Prepayment and Accrued Income | 683 | 665 |
| | 4,153 | 3,696 |

## 14. Creditors: Amounts Falling Due Within One Year

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Trade Creditors | 1,046 | 825 |
| Other Taxes and Social Security | 776 | 564 |
| Accruals | 422 | 398 |
| Other Creditors | 203 | 409 |
| Deferred Income | 1,197 | 837 |
| | 3,644 | 3,033 |

## 15. Deferred Income Within One Year

| | | 2023 £'000 | 2022 £'000 |
|---|---|---|---|
| As at 31st March 2022 | | 837 | 786 |
| | Released to Incoming Resources | (818) | (683) |
| | Income Deferred to a Future Year | 1,178 | 734 |
| As at 31st March 2022 | | 1,197 | 837 |

## 16. Statement of Funds

| | 1st April 2022 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2023 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| Redundancy & Pension Fund | - | - | - | - | - |
| Property Maintenance Fund | 500 | - | - | - | 500 |
| | 500 | - | - | - | 500 |
| **General Funds** | 6,646 | 31,145 | (31,384) | 88 | 6,494 |
| **Total Unrestricted Funds** | 7,146 | 31,145 | (31,384) | 88 | 6,994 |

| | 1st April 2021 £'000 | Income £'000 | Expenditure £'000 | *Transfers Gains/Losses £'000* | 31st March 2022 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| *Redundancy Fund* | *350* | *-* | *(350)* | *-* | *-* |
| *Property Maintenance Fund* | *119* | *381* | *-* | *-* | *500* |
| | *469* | *381* | *(350)* | *-* | *500* |
| ***General Funds*** | *2,632* | *28,290* | *(27,608)* | *3,332* | *6,646* |
| ***Total Unrestricted Funds*** | *3,101* | *28,671* | *(27,958)* | *3,332* | *7,146* |

The Designated Fund represents funds set aside to cover refurbishment costs of the freehold properties at Clouds House and Manor House, the Bridges Project in Hull, and Head Office in London.

Summary of Restricted Funds 2022-23

| FY 2022/23 | 1 April 2022 £'000 | Income £'000 | Expenditure £'000 | 31 March 2023 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| The Saintbury Trust | 8 | - | (8) | - |
| The Taylor Family Foundation | 3 | - | (3) | - |
| J Leon Group | 4 | - | (4) | - |
| Monday Charitable Trust | 4 | - | (4) | - |
| The Reso Charitable Foundation | 1 | - | (1) | - |
| The Cyril & Eve Jumbo Charitable Trust | 1 | - | (1) | - |
| The Big Give | 4 | - | (4) | - |
| The Mackie Foundation | 12 | - | (12) | - |
| Michael and Shirley Hunt Charitable Trust | 1 | - | (1) | - |
| 16th July 2022 Gala Fundraising Event | - | - | - | - |
| In Memory of Mary Parkinson | 4 | - | (4) | - |
| John Bramble charity motorcycle Ride | 5 | - | (5) | - |
| St James Place | 26 | - | (26) | - |
| CHK Charities Limited | 6 | - | (6) | - |
| Fowler Smith & Jones Trust | 1 | 3 | (4) | - |
| Ganzoni Charitable Trust | 1 | - | (1) | - |
| Garfield Weston Foundation | 74 | 25 | (99) | - |
| Peter Cruddas Foundation | 6 | - | (6) | - |
| Suffolk Community Foundation | 4 | - | (4) | - |
| Annie Tranmer Charitable Trust | - | - | - | - |
| The Julia and Hans Rausing Trust | 287 | 1,057 | (1,344) | - |
| The National Lottery Community Fund | 69 | 82 | (151) | - |
| Randal Charitable Foundation | 9 | 18 | (27) | - |
| Frank Litchfield General Charitable Trust | - | 1 | (1) | - |

| | | | | |
|---|---|---|---|---|
| David & Ruth Lewis Family Charitable Trust | 27 | - | (27) | - |
| 29th May 1961 Charitable Trust | - | 1 | (1) | - |
| Cumber Family Charitable Trust | - | 1 | (1) | - |
| Eternity Dinner & Auction | - | 40 | (40) | - |
| Tanagra Foundation | - | 50 | (50) | - |
| The Patrick & Helena Frost Foundation | - | 3 | (3) | - |
| The WO Street Charitable Foundation | - | 3 | (3) | - |
| The Belvedere Trust | - | 1 | (1) | - |
| Eleanor Rathbone Charitable Trust | - | 5 | (5) | - |
| Hospital Saturday Fund | - | 2 | (2) | - |
| Pilkington Charities' Fund | - | 4 | (4) | - |
| Stichting Benevolentia | - | 100 | (100) | - |
| The Rothschild Foundation | - | 8 | (8) | - |
| The Aurum Charitable Trust | - | 40 | (40) | - |
| Henry & Dora Needler Memorial Trust | - | 2 | (2) | - |
| Liz & Terry Bramall Foundation | - | 50 | (50) | - |
| Lord Barnby's Foundation | - | 6 | (6) | - |
| R E Pilkington's No 4 Settlement | - | 1 | (1) | - |
| Sir James Reckitt Charity | - | 10 | (10) | - |
| The Brewers' Company General Charitable Trust | - | 1 | (1) | - |
| The Samuel Storey Family Charitable Trust | - | 1 | (1) | - |
| The Sylvia and Colin Shepherd Charitable Trust | - | 12 | (12) | - |
| Yorkshire Charity Clay Day | - | 80 | (80) | - |
| John Coates Charitable Trust | - | 3 | (3) | - |
| Surrey Community Foundation | - | 5 | (5) | - |
| CHK Foundation | - | 13 | (13) | - |
| Wittersham PCC | - | 1 | (1) | - |
| Colyer-Fergusson Charitable Trust | - | 35 | (35) | - |
| D C Moncrieff Trust | - | 1 | (1) | - |
| Kent PCC | - | 18 | (18) | - |
| The John Armitage Charitable Trust | - | 30 | (30) | - |
| Other Restricted Funding | 5 | 18 | (23) | - |
| **Total** | **563** | **1,727** | **(2,290)** | **-** |

Summary of Restricted Funds 2021-22

| FY 2021/22 | 1 April 2021 £'000 | Income £'000 | Expenditure £'000 | 31 March 2022 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| The Saintbury Trust | 11 | - | (3) | 8 |
| The Taylor Family Foundation | 5 | 10 | (11) | 3 |
| J Leon Group | 2 | 5 | (3) | 4 |
| Monday Charitable Trust | 6 | - | (2) | 4 |
| The Reso Charitable Foundation | 2 | - | (1) | 1 |
| The Cyril & Eve Jumbo Charitable Trust | 1 | - | - | 1 |
| The Big Give | 2 | 3 | (2) | 4 |
| The Mackie Foundation | 10 | 8 | (5) | 12 |
| Michael and Shirley Hunt Charitable Trust | 2 | - | (1) | 1 |
| 16th July 2022 Gala Fundraising Event | 1 | - | - | - |
| AE Walker Fund | 2 | - | (2) | - |
| CHK Foundation | 15 | - | (15) | - |
| Duchy of Lancaster Benevolent fund | 5 | - | (5) | - |
| Eleanor Rathbone Charitable Trust | 3 | - | (3) | - |
| In Memory of Mary Parkinson | 33 | - | (30) | 4 |
| Jarvis (Harpenden) Charitable Trust | 5 | - | (5) | - |
| John Bramble Charity Motorcycle Ride | 7 | - | (2) | 5 |
| The Julia & Hans Rausing Trust | 7 | 1,214 | (934) | 287 |
| LCVS | 3 | - | (3) | - |
| Maria Marina Foundation | 10 | - | (10) | - |
| Patrick Wilson | 22 | - | (22) | - |
| Process Psychotherapy (S Hoare) | 2 | - | (2) | - |
| Reckitt Benckiser | 155 | - | (155) | - |
| St James's Place Charitable Foundation | 37 | - | (11) | 26 |
| The Tallow Chandlers Company | 2 | - | (2) | - |
| Wirral Council | - | - | - | - |
| Charles S French Charitable Trust | - | 3 | (3) | - |
| Belpech Trust | - | 5 | (5) | - |
| CHK Charities Limited | - | 58 | (52) | 6 |
| Duchy of Lancaster Benevolent Fund | - | 5 | (5) | - |
| Fowler Smith & Jones Trust | - | 3 | (2) | 1 |
| Ganzoni Charitable Trust | - | 2 | (1) | 1 |
| Garfield Weston Foundation | - | 100 | (26) | 74 |
| Henry Oldfield Trust | - | 25 | (25) | - |
| Hull & East Riding Charitable Trust | - | 5 | (5) | - |
| The Ian MacTaggart Trust | - | 2 | (2) | - |

| | | | | |
|---|---|---|---|---|
| *Kent Community Foundation* | - | *3* | *(3)* | - |
| *The Office of the Kent Police and Crime Commissioner* | - | *100* | *(100)* | - |
| *Liz & Terry Bramall Foundation* | - | *50* | *(50)* | - |
| *Mayor of Harrow's Charity Fund* | - | - | - | - |
| *Mobbs Memorial Trust* | - | *5* | *(5)* | - |
| *Peter Cruddas Foundation* | - | *15* | *(9)* | *6* |
| *Stichting Benevolentia* | - | *50* | *(50)* | - |
| *The Hemby Trust* | - | *1* | *(1)* | - |
| *Shepherd Building Group Limited* | - | *2* | *(2)* | - |
| *Sir James Reckitt Charity* | - | *10* | *(10)* | - |
| *Suffolk Community Foundation* | - | *10* | *(6)* | *4* |
| *Annie Tranmer Charitable Trust* | - | *1* | *(1)* | - |
| *The Joseph and Annie Cattle Trust* | - | *5* | *(5)* | - |
| *The National Lottery Community Fund* | - | *176* | *(108)* | *69* |
| *The Patrick & Helena Frost Foundation* | - | *8* | *(8)* | - |
| *The Payne-Gallwey Charitable Trust* | - | *5* | *(5)* | - |
| *Randal Charitable Foundation* | - | *13* | *(4)* | *9* |
| *The Rayne Foundation* | - | *25* | *(25)* | - |
| *The Samuel Storey Family Charitable Trust* | - | *4* | *(4)* | - |
| *The Shauna Gosling Trust* | - | *18* | *(18)* | - |
| *The Swire Charitable trust* | - | *5* | *(5)* | - |
| *The Sylvia and Colin Shepherd Charitable Trust* | - | *12* | *(12)* | - |
| *The Tribune Trust* | - | *3* | *(3)* | - |
| *Matrix Causes Fund* | | *1* | *(1)* | - |
| *Colyer-Fergusson Charitable Trust* | - | *35* | *(35)* | - |
| *Frank Litchfield General Charitable Trust* | - | *1* | *(1)* | - |
| *The John Armitage Charitable Trust* | - | *120* | *(120)* | - |
| *The Rothschild Foundation* | - | *38* | *(38)* | - |
| *Hull County Council* | - | *13* | *(13)* | - |
| *David & Ruth Lewis Family Charitable Trust* | - | *38* | *(11)* | *27* |
| *Chapman Charitable Trust* | - | *1* | *(1)* | - |
| *McInroy & Wood Limited* | - | *1* | *(1)* | - |
| *Headley Pitt Trust* | - | *1* | *(1)* | - |
| *Other restricted funding* | *(3)* | *17* | *(9)* | *5* |
| ***Overall Total*** | ***346*** | ***2,232*** | ***(2,015)*** | ***563*** |

The purpose of restricted funds are:

| | |
|---|---|
| The Julia and Hans Rausing Trust | Apprenticeships and Traineeships |
| Stichting Benevolentia | Prisoner Apprenticeships Pathways |
| CHK Charities Limited | Change Up Programme in East Kent |
| CHK Charities Limited | Change Up Programme in East Kent |
| Cumber Family Charitable Trust | Clouds House |
| Other Restricted funding | Clouds House |
| 29th May 1961 Charitable Trust | Clouds House Bursary |
| Eternity Dinner & Auction | Clouds House Bursary |
| Tanagra Foundation | Clouds House Bursary |
| The Julia and Hans Rausing Trust | Clouds House Bursary |
| The Patrick & Helena Frost Foundation | Clouds House Bursary |
| The WO Street Charitable Foundation | Clouds House Bursary |
| Garfield Weston Foundation | Core costs of Families & Young people |
| Other Restricted funding | Core costs of Families & Young people |
| Randal Charitable Foundation | Core costs of Families & Young people |
| The Taylor Family Foundation | Core costs of Families & Young people |
| The Saintbury Trust | Core costs of Families & Young people |
| J Leon Group | Core costs of Families & Young people |
| Monday Charitable Trust | Core costs of Families & Young people |
| The Reso Charitable Foundation | Core costs of Families & Young people |
| The Cyril & Eve Jumbo Charitable Trust | Core costs of Families & Young people |
| The Big Give | Core costs of Families & Young people |
| The Mackie Foundation | Core costs of Families & Young people |
| Michael and Shirley Hunt Charitable Trust | Core costs of Families & Young people |
| John Bramble charity motorcycle ride | Core costs of Families & Young people |
| In memory of Mary Parkinson | Core costs of Families & Young people & Research |
| The Julia and Hans Rausing Trust | Core costs of Recovery Support Services |
| CHK Foundation | Cost of a Recovery Support Worker |
| Suffolk Community Foundation | Recovery & Resettlement Worker in Suffolk HESS Prisons |
| The Rothschild Foundation | Espresso Futures |
| Other Restricted funding | Essex SHARP |
| Randal Charitable Foundation | Family Work in Surrey Prisons |
| David & Ruth Lewis Family Charitable Trust | Family Work in Surrey Prisons |
| The Julia and Hans Rausing Trust | Family Work in Surrey Prisons |
| John Coates Charitable Trust | Family Connections Service in Surrey |
| Surrey Community Foundation | Family Connections Service in Surrey |
| The John Armitage Charitable Trust | Surrey HMP Send & Downview: Female Offenders |
| The Julia and Hans Rausing Trust | Forward Connect |
| Wittersham PCC | East Kent Forward Connect |
| The National Lottery Community Fund | Salary costs in Forward Connect |
| The Aurum Charitable Trust | Forward Enterprise Fund |
| The Julia and Hans Rausing Trust | Forward Enterprise Fund |

| | |
|---|---|
| St James Place | MPACT development |
| Garfield Weston Foundation | M-PACT Families and Young People |
| The Belvedere Trust | Reach out services |
| Fowler Smith & Jones Trust | Recovery & Resettlement Worker HMP Chelmsford |
| Ganzoni Charitable Trust | Recovery & Resettlement Worker in HESS Prisons |
| Frank Litchfield General Charitable Trust | Recovery & Resettlement Worker in HESS Prisons |
| D C Moncrieff Trust | Recovery & Resettlement Worker in HESS Prisons |
| Other Restricted Funding | Recovery Support Services |
| The Julia and Hans Rausing Trust | Recovery Support Services |
| Henry & Dora Needler Memorial Trust | The Bridges |
| Liz & Terry Bramall Foundation | The Bridges |
| Lord Barnby's Foundation | The Bridges |
| Other Restricted funding | The Bridges |
| R E Pilkington's No 4 Settlement | The Bridges |
| Sir James Reckitt Charity | The Bridges |
| The Brewers' Company General Charitable Trust | The Bridges |
| The Samuel Storey Family Charitable Trust | The Bridges |
| The Sylvia and Colin Shepherd Charitable Trust | The Bridges |
| Yorkshire Charity Clay Day | The Bridges |
| Eleanor Rathbone Charitable Trust | The Brink Café, Liverpool |
| Hospital Saturday Fund | The Brink Café, Liverpool |
| Pilkington Charities' Fund | The Brink Café, Liverpool |
| Colyer-Fergusson Charitable Trust | Vision Housing |
| Peter Cruddas Foundation | Volunteering and Mentoring Worker |
| Kent PCC | VRF Recovery Support in East Kent |
| Frank Litchfield General Charitable Trust | Recovery and Resettlement Worker in HENS Prisons |

## 17. Summary of Funds

| | 1st April 2022 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2023 £'000 |
|---|---|---|---|---|---|
| Designated Funds | 500 | - | - | - | 500 |
| General Funds | 6,646 | 31,145 | (31,385) | 88 | 6,494 |
| Total Restricted Funds | 563 | 1,727 | (2,290) | - | - |
| | 7,709 | 32,872 | (33,675) | 88 | 6,994 |

## 18. Analysis of Net Assets Between Funds

| At 31st March 2023 | Restricted Funds £'000 | Unrestricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| Fixed Assets | - | 4,152 | 4,152 |
| Current Assets | - | 6,486 | 6,486 |
| Current Liabilities | - | (3,644) | (3,644) |
| | - | 6,994 | 6,994 |

| *At 31st March 2022* | *Restricted Funds £'000* | *Unrestricted Funds £'000* | *Total Funds £'000* |
|---|---|---|---|
| *Fixed Assets* | *-* | *3,400* | *3,400* |
| *Current Assets* | *563* | *6,779* | *7,342* |
| *Current Liabilities* | *-* | *(3,033)* | *(3,033)* |
| | *563* | *7,146* | *7,709* |

## 19. Operating Lease Commitments

At 31st March 2023, the Charity's future minimum operating lease payments are as follows:

| BUILDINGS Leases That Expire: | | 2023 £'000 | *2022 £'000* |
|---|---|---|---|
| | Within One Year | 461 | *165* |
| | Two to Five Years | 249 | *74* |
| | Over Five Years | 5 | *-* |
| | | 715 | *239* |

During the year, the Charity incurred rental costs in respect of assets under operating leases of £660k (2022: £411k).

## 20. Related Party Transactions

There were no related party transactions in the current year.

Donations from Trustees in aggregate were £4.6k (2022: £1.6k).

## 21. Pensions

The Charity contributes to both defined contribution and defined benefit pension schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations (TUPE).

The Charity contributes to a number of schemes: Group Personal Pension Plan managed by Aviva, NHS Pension Scheme managed by NHS Pensions, Shropshire County Pension fund managed by Shropshire Council, Civil Service Pension managed by The Cabinet Office and The Prudential Platinum Pension Scheme. The Group Personal Pension Plan managed by Aviva is a defined contribution plan.

The NHS Pension Fund is a closed defined benefit scheme specific to employees TUPEd who were members of an NHS Pension Scheme at the time of transfer. Shropshire County Pension is a closed defined benefit scheme applicable to employees TUPEd who were members of Shropshire Pension Scheme at the time of transfer. Civil Service Pension Scheme is a closed defined benefit scheme applicable to employees who were members of the Civil Service Pension Scheme at the time of transfer.

The Charity participates in 'Prudential Platinum Pension – The Forward Trust,' a funded defined benefit statutory pension scheme in the UK which is contracted out of State Second Pension. This scheme was set up to ensure that we provide a comparable scheme for staff who are TUPEd with final salary pension rights. The assets of all pension schemes are held separately from those of the Charity.

Pension costs charged in the Statement of Financial Activities represent all the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

**Pensions: Prudential Platinum Pension – The Forward Trust**

Prudential Platinum Pension is a centralised scheme which is available to employers throughout the United Kingdom. Each participating employer (or group company arrangement) has its own ring-fenced section and accordingly there is no cross subsidy between employers, other than in a group company arrangement. The Scheme provides retirement and death in service benefits for Members and their Dependants. It is a defined benefit scheme which means that the benefits under it are calculated on a pre-determined basis specified in the Scheme's rules. The Scheme, which is legally and financially separate from the employers, is constituted by a Trust Deed and is administered in accordance with the rules by the Trustees. The Forward Trust is legally bound by a Deed of Adherence to the Scheme and became a participating employer with effect from 18 May 2012. This note reflects the position appropriate to The Forward Trust for the purposes of the UK pensions accounting standard FRS 102. It does not reflect the position of any other participating employer in the Prudential Platinum Pension Scheme. The costs and balance sheet items in respect of the Charity's other pension arrangements are included elsewhere in the Charity's disclosures.

The Prudential Platinum Pension scheme is set up on a tax relieved basis as a separate trust independent of the Charity and supervised by an independent Trustee. The Trustee is responsible for ensuring that the correct benefits are paid, that the Scheme is appropriately funded and that Scheme assets are appropriately invested. This scheme provides pensions and lump sums to members on retirement and to their dependants on death. Members who leave service before retirement are entitled to a deferred pension.

Active members of the Scheme pay contributions at a rate based on their pensionable pay and the Charity pays the balance of the cost as determined by regular actuarial valuations. The independent trustee is required to use prudent assumptions to value the liabilities and costs of the scheme whereas the accounting assumptions must be best estimates.

The liabilities for this year's accounting disclosures have been calculated by rolling forward the 31 December 2015 liabilities from that valuation date to 31 March 2023 allowing for member movements and cash-flows and using the assumptions set out below. The figures in the following disclosure were measured using the Projected Unit Method.

The amounts recognised in the statement of financial position are as follows:

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Defined Benefit Obligation | (341) | *(501)* |
| Fair Value of Plain Assets | 520 | *710* |
| | 179 | *209* |
| Net amount recognised year end (before any adjustment for deferred tax) | 179 | *209* |
| Adjustment of Non-Recognition of Surplus | (179) | *(209)* |

The amounts recognised as comprehensive income are:

| SERVICE COST | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Current Service Cost (Net of Employee's Contributions) | 8 | *16* |
| Administration Expenses | 86 | *51* |
| Loss (Gain) on Plan Introductions, Changes, Curtailments and Settlements | - | *-* |
| Net Interest Expense (Credit) | (6) | *(3)* |
| Change (Credit) Recognised in Profit and Loss | 88 | *64* |

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Change (Credit) Recognised in Profit and Loss | 88 | *64* |
| Re-measurements of the Net Liability | | |
| Return on Scheme assets (Excluding amounts Included in Net Interest Expense) | 205 | *(19)* |
| Actuarial Gains (Losses) | (167) | *(75)* |
| Credit Recorded on Other Comprehensive Income | 38 | *(94)* |
| Total Defined Benefit Cost | 126 | *(30)* |

The Principal Actuarial Assumptions Used Were:

| | 2023 % | *2022 %* |
|---|---|---|
| Liability Discount Rate | 4.9 | *2.7* |
| Inflation Assumption – RPI | 3.2 | *3.3* |
| Inflation Assumption - CPI | 2.15 / 2.95 | *2.3 / 3.1* |
| Rate of Increase in Salaries | 2.65 / 3.45 | *2.8 / 3.6* |
| Revaluation of Deferred Pensions - CPI | 2.15 / 2.95 | *2.3 / 3.1* |
| Increases for Pensions Payment - CPI | 2.15 / 2.95 | *2.3 / 3.1* |
| Expected age of Death of Current Pensioner at Age 65: | | |
| Male Aged 65 at Year End | 85.9 | *85.9* |
| Female Aged 65 at Year End | 88.9 | *88.8* |
| Expected age of Death of Future Pensioner at Age 65: | | |
| Male Aged 45 at Year End | 87.2 | *87.1* |
| Female Aged 45 at Year End | 90.3 | *90.3* |

| Reconciliation of Scheme Assets and Liabilities | Assets £'000 | Liabilities £'000 | Total £'000 |
|---|---|---|---|
| **At Start of Period** | 711 | (501) | 210 |
| Benefits Paid | (15) | 15 | - |
| Administration Expenses | (86) | - | (86) |
| Current Service Cost | - | (8) | (8) |
| Contributions from the Employer | 95 | - | 95 |
| Contributions from the Employees | 1 | (1) | - |
| Interest Income (Expenses) | 19 | (13) | 6 |
| Return on Assets (Excluding Amount Included) | (205) | - | (205) |
| Net interest Expense | - | 167 | 167 |
| Actuarial Gains (Losses) | - | - | - |
| **At End of Period** | 520 | (341) | 179 |

The Return on Plan Assets Was:

| | 2023 £'000 | *2022 £'000* |
|---|---|---|
| Interest Income | 19 | *15* |
| Return on Plan Assets (excluding amounts included in net interest expense) | (205) | *(19)* |
| **Total Return on Plan Assets** | (186) | *(4)* |

The Scheme has no investments in the Charity on property occupied by the Charity.

The Major Categories of Scheme Assets are as Follows:

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Corporates | 265 | 343 |
| Index Linked | 255 | 367 |
| Cash | - | - |
| **Total Market Value of Assets** | 520 | 710 |

## 22. Capital Commitments.

In January 2023, the Forward Trust purchased a freehold property, The Mayfair Hotel at 333-335 Beverley Road, Hull, HU5 1LD. This purchase was made from Charity funds and for the purpose of providing permanent, charity owned, premises in order to transfer our Bridges™ Residential Rehabilitation programme from its current rented premises to a new fully renovated building. The property required extensive refurbishment overrunning the current year end. Up to 31st August 2023 these costs were £164k.

## 23. Contingent Liabilities.

There are no known contingent liabilities at the yearend.

## 24. Post Balance Sheet Events.

Forward was successful in winning a new contract to deliver community substance misuse services in Medway, Kent. This new service will operate for 5 years from 1st April 2023 and has a total contract value of £13.59m. In addition to this we have successfully retained and grown our existing contract to deliver substance misuse services in Surrey prisons. In addition to retaining the existing prisons in this group, we have also added HMP Bronzefield. This retained and expanded service will operate for 7 years from 1st April 2023 and has a total contract value of £33.15m. The addition of these 2 sizeable contracts, alongside other smaller wins will take our budgeted annual turnover for 2023-24 to over £41.7m.

# REFERENCE AND ADMINISTRATIVE DETAILS

The Forward Trust is a charitable company limited by guarantee.

| | |
|---|---|
| Charity Number: | 1001701 |
| Company Number: | 02560474 |

## Trustees/Directors as at 8th November 2023

| | |
|---|---|
| **Chair** | Hon David Bernstein |
| **Treasurer** | Jamie Drummond-Smith |
| | Dame Benita Refson DBE |
| | David Riddle |
| | Hon Isabelle Laurent |
| | Joyce Adu |
| | Lady Louise Gibbings |
| | Lisa Bryer |
| | Rebecca Priestley |
| | Andrew Wylie |
| | Amelia Fitzalan Howard (Joined 22nd August 2023) |
| | David Meredith (Joined 22nd August 2023) |
| | Ivor McKay (Joined 22nd August 2023) |
| | Katie Simpson Lloyd (Joined 22nd August 2023) |
| | Steven McIntosh (Joined 22nd August 2023) |
| **Company Secretary** | John Biggin OBE |
| **Patrons** | HRH The Princess of Wales |
| | Tony Adams MBE |
| | The Revd. Jonathan Aitken |
| | Chris Difford |
| | Sir Anthony Hopkins CBE |
| | Erwin James |
| | Jonathan Pryce CBE |
| | The Hon. Emma Soames |

| | | |
|---|---|---|
| **Founders** | Jonathan Wallace | |
| | Peter Bond | |
| | Michael Meakin | |
| **Business Address** | Unit 106, Edinburgh House | |
| **Registered Office** | 170 Kennington Lane | |
| | London SE11 5DP | |
| **Key Management** | Michael Trace | Chief Executive Officer |
| **Personnel** | John Biggin OBE | Chief Operating Officer |
| | Jason Moore | Executive Director of Substance Misuse Services |
| | Asi Panditharatna | Executive Director of Employment Services |
| | Carwyn Gravell | Executive Director of Research & Development |
| | Julie Muir | Executive Director of Recovery |
| | Sally Benton | Executive Director of Fundraising & Communications |
| **Bankers** | HSBC | |
| | The Peak | |
| | 333 Vauxhall Bridge | |
| | Victoria | |
| | London SW1V 1EJ | |
| **Auditor** | HAYSMACINTYRE LLP | |
| | Chartered Accountants & Registered Auditors | |
| | 10 Queens Street Place | |
| | London EC4R 1AG | |
| **Solicitors** | BATES WELLS & BRAITHWAITE | |
| | 10 Queens Street | |
| | London EC4R 1BE | |

www.forwardtrust.org.uk

www.forwardtrust.org.uk

**THE FORWARD TRUST**

England & Wales - Charity number 1001701

# Accounts

# The Forward Trust

## Annual Report and Accounts

For The Year Ending 31st March 2022



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# TRUSTEES' ANNUAL REPORT

## Introduction




Unprecedented is a word that many would contend is hugely overused, particularly since 2020, but we feel that it is an apt descriptor in summing up 2021-22 for Forward.

Against the flow, we have gone from strength to strength, both in terms of reinforcing our mission, as well as diversifying into strategically important new markets.

The 2021-22 reporting year commenced with the execution of our merger with Action on Addiction, a sister charity who shared our proud and longstanding commitment to helping individuals achieve long term, stable, abstinence-based recovery from addiction, and supporting families affected by addiction.

This merger, and the transfer of over a hundred new staff members and three freehold properties including the iconic Clouds House and Manor House in Warminster went extremely well and our new colleagues are now firmly a part of the Forward family.


Clouds House in Wiltshire is one of the country's most trusted and respected residential addiction facilities

In June 2021, we were thrilled that HRH The Princess of Wales agreed to transfer her Patronage of Action on Addiction and became a Patron of The Forward Trust. We are incredibly grateful to The Princess for her invaluable support in ensuring that more people and families access the help they need.

This was followed in July by an expansion into the supply chain for the newly reformed National Probation Service and we were successful in winning bids to deliver Health and Wellbeing Services to Persons on Probation (PoP) in nine geographically spread areas of England, as well as Accommodation Services to PoP in three regions of South Wales, making Forward one of the largest providers of Commissioned Rehabilitative Services.

Addiction Awareness Week in October 2021 saw the launch of Taking Action on Addiction, a national campaign led by The Forward Trust that aims to reframe existing perceptions of addiction. October also saw some major restructuring to align the organisation with our new structures and direction, resulting in some exciting new areas such as Families and Young People and Service Improvement.

The second half of the reporting year also saw us make further strides in our Employment Services division in which we are rapidly growing a reputation for delivery that has seen us succeed, even when up against the larger and more experienced providers in this area.

Towards the end of the year we also further expanded our delivery of substance misuse services in the community, successfully winning the bid to deliver the Southend Treatment and Recovery Service (STARS). This contract will mobilise on 1st April 2022. We were, however, unsuccessful in our bid to retain our Kent Prisons substance misuse contract which will also transfer on 1st April.

Our financial performance, having suffered in the previous year due to complications brought on by COVID-19 and increased costs, rebounded during 2021-22, and we have returned a healthy surplus for the current period.

We do not however underestimate the coming financial headwinds likely to hit in the coming year, particularly in respect of our energy and utility costs. We are also very aware of the impact of all this on our staff and the pressure that this will place on available resources during 2022-23.

The Board of Trustees confirm that this annual report and consolidated financial statements are made under charity law, provide a strategic report and directors' report, and are produced as required by company law.



# Hon David Bernstein, Chair of Trustees

## Message From the Chair

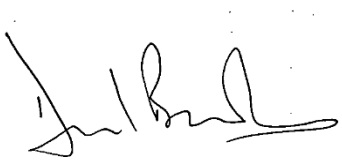
I have had the privilege to serve as chairman of the Board of Trustees of the Forward Trust for over seven years, and each year as I sit down to write a few words for our Annual Report I look back on a year of great change and upheaval! A year of quiet consolidation has yet to occur. So once again we review a year in which our staff and clients have had to adapt and develop new skills and ways of working. We have been very fortunate to win new contracts, some in new areas of endeavour. The other major area of activity over the last year has been the integration into Forward Trust of all the programmes of Action on Addiction, following the implementation of our merger last May. Our financial report reflects these changes. Turnover has increased from £21.4m to £32m – a huge jump. Similarly, the total assets on our balance sheet have increased from £3.1m to some £7.7m. We now employ over 700 people, against last year's figure of approximately 430. These increases have placed considerable strain on all our central services, and I am delighted to be able to report that everyone involved has tackled the responsibilities and challenges this work has placed on them admirably.

The detail of this growth and the development of new services is very well described elsewhere in this report. It reflects the continuing success of our mission to help those in need to turn their lives around. I am grateful to all my colleagues at Forward Trust, on the Board, in the Executive Team, and throughout our management and frontline staff for their commitment to the charity and our vital work with the many clients whom we reach.

On a less positive note, as is bound to happen on occasions, we have also lost some contracts that we have been delivering successfully for many years. This is the result not of any under-performance on our part, but due to the vagaries of the commissioning systems that do not always allow our past performance to influence the outcome of complex re-tendering processes. In particular we have repeatedly suffered as a result of the use of Whole Healthcare Commissioning in the prison service. Our specialist substance misuse experience and expertise are not given priority under that commissioning approach. We believe that this reduces our chance of helping the many individuals suffering from active addiction to find long-term recovery.

Despite reporting on a sizeable surplus in the past year, the future is full of uncertainty. As I write, the national economic background looks far from rosy. New ministers are in key positions that directly affect our operations; and energy prices, inflation and interest rates are all rising. This is bound to have an impact on our finances in the coming year. However, we have been able to increase our reserves and we hope that with cautious and prudent budgeting we will be able to continue to deliver our ever-wider range of services and help those in need of them.

Finally, I would like to mention the sad death in March this year of Mick May OBE. Mick was an extraordinary and unique man. He left a successful career in the City and in 2005 founded Blue Sky, a charity finding employment for ex-offenders. In 2014 he and his board of trustees approached RAPt (as this charity was then called) and suggested a merger. We were delighted to bring Blue Sky, Mick and his talented and dedicated group of staff and clients into our family. Forward Trust was the result of that merger. Our ever-growing Employment Directorate now embodies Mick's vision, and we are proud to carry that legacy into the future.



**Hon David Bernstein**

Chair of Trustees



# Mike Trace, Chief Executive

## Message From the Chief Executive

While still managing the multiple challenges thrown at us by COVID-19 and related lockdowns, we have to say that the year 2021-22 was a successful one for the Forward Trust.

Facing continued disruption to services, and the complex challenge of merging two major charities (and a subsequent management restructure), we started the year with plenty of 'known unknowns'.




Despite this we have continued to grow and diversify our services throughout this period, through the mobilisation of a series of contract wins, and the incorporation of the Action on Addiction portfolio of excellent addiction recovery programmes.

We have also been able to maintain our record of protecting staff from redundancies or cuts in services or benefits during a very turbulent time. Indeed, as our financial statements show, we were able to navigate this turbulence while still making a financial surplus for the year.

Following the merger with Action on Addiction, we undertook a structural and management review to create a clear and efficient management structure to oversee the next phase of our work. The result of this restructure was the creation of six Directorates within Forward Trust, each headed by an Executive Director, who together with me comprise the Executive Team - responsible for delivery of our work plan, and reporting on progress to the Board of Trustees. Each Directorate developed its own work plan for the year and as has become routine in recent years, reported quarterly on progress to senior colleagues and the Board.

Here are some highlights on achievements and challenges in the 2021-22 work plans.

**Central Services Directorate**

- We exceeded our target of keeping central costs below a threshold of 12% of turnover, achieving an actual rate of 11.6%.
- We kept our target of keeping staff sickness levels to less than 10 days per employee per year, although we experienced a worrying increase in staff turnover – up to 29% voluntary leavers in the year.
- We met our target of engaging and supporting the career development of more than 15 Apprentices/Trainees, and 130 volunteers, most of whom had lived experience of addiction or imprisonment.

**Substance Misuse Directorate**

- Despite the service interruptions caused by lockdowns, we provided substance misuse care and support to over 12,000 clients during the year.

- We struggled to relaunch our prison addiction recovery programmes, most of which had been closed down due to funding cuts and prison lockdowns. We are working hard to generate new opportunities and programmes in the current year.
- We have successfully integrated the Community Recovery Services in Essex and Liverpool into our network and have reopened the iconic Brink Café in Liverpool.
- We have expanded the recovery pathways offered to clients of our community services in East Kent and Hull and are increasing the numbers successfully completing these pathways.

**Employment Directorate**

- Despite the service interruptions caused by lockdowns, we provided employment advice and support to over 5,000 clients during the year.
- We expanded the range of employment support services to offenders and the long term unemployed, although unfortunately not sufficiently to meet our income target for the year of £4.5 million.
- We exceeded our target of supporting 75 entrepreneurs in the year to build their businesses, with 112 ex-offenders receiving this support from our staff and business mentors.

**Recovery Directorate**

This was a newly created Directorate in 2021-22, demonstrating our commitment to helping our clients to achieve transformational change in their lives. The Directorate manages our Residential Programmes, our Recovery Support and Forward Connect Peer Network, and a programme of Therapeutic Quality and Training.

- Despite the disruption of COVID-19, we received just over 200 clients into our residential programmes – Clouds House in Wiltshire, and The Bridges in Hull.
- At the end of the year, we had established local Forward Connect groups in four areas of the country and increased national membership of this peer support network to more than 1,100 individuals.
- We received over 4,000 calls to our online chat service, Reach Out. We established this service to provide a ‘no strings attached’ listener and advice service to people struggling and have continued to provide it throughout and beyond the lockdowns with no statutory funding support.
- By the end of the year, we completed an audit of the skills and qualifications of all our staff working on therapeutic programmes and counselling and developed a programme of in-house training to support their professional development.

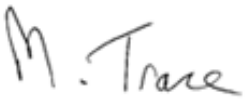
**Fundraising and Communications Directorate**

- We raised a total of just under £3 million from Trusts, Foundations, Individual Donors, and Events. These resources were directed at enhancing the delivery of the aspects of our mission that are not resourced through government contracts.
- We continued to promote our successful ‘More Than My Past’ campaign, including through a Podcast series hosted by the actor Jason Flemyng.
- We launched our national addiction awareness campaign – ‘Taking Action on Addiction’ – at a spectacular event at BAFTA in London hosted by Ant and Dec, and with a keynote speech from our Royal Patron, HRH The Princess of Wales.
- Through close co-operation with Dan Carden MP, we mobilised a cross party group of parliamentarians to lobby the government to prioritise addiction recovery, and ensure adequate funding, which contributed to a positive settlement for our sector in the 2021 spending review.

**Research and Development Directorate**

- We won new contracts to deliver substance misuse services in 3 Prisons and 1 Unitary Authority, and Probation Personal Wellbeing and Accommodation contracts in 12 areas. Offsetting these successes, we were disappointed to lose the contract to manage substance misuse services in the 6 Kent prisons, which had been part of the Forward Trust family for nearly 20 years.
- We incorporated and expanded the Family Support Services of the two merged organisations and adopted a new strategy to offer our unique M-PACT and Recovering Families interventions to over 1,000 individuals.
- We rationalised our client data systems to produce regular and consistent data on client characteristics, services received, and progress made.
- We created a robust system for auditing and reviewing our service quality across all Directorates and implementing agreed service improvement actions.

I am proud of the range and quality of work all our teams have achieved in the year, and look forward to further progress in 2022-23

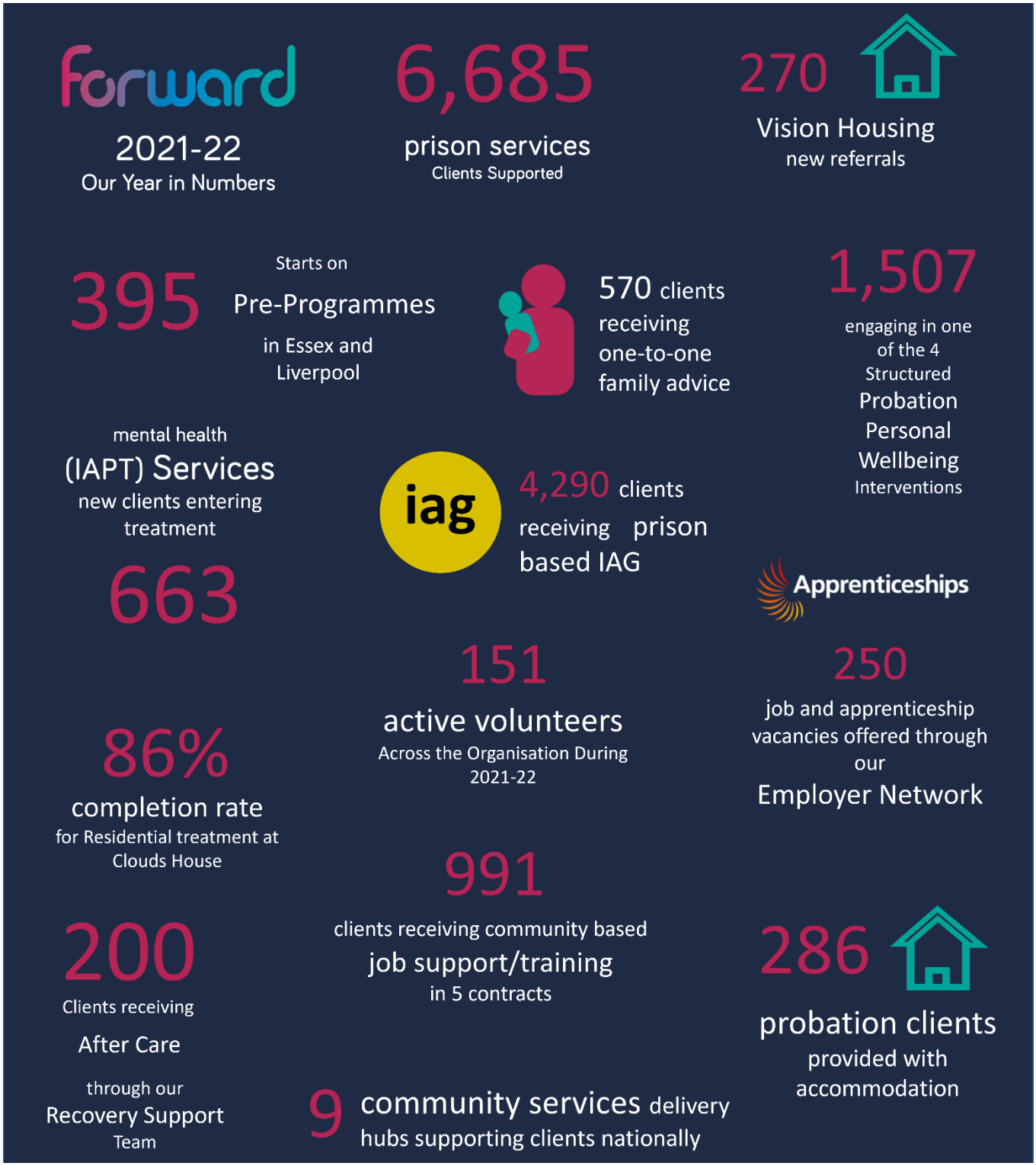


**Mike Trace**

Chief Executive Officer

## Forward in Numbers – Understanding Our Impact

2021-22 has been a year like no other. That said, it has seen some remarkable achievements even in the face of significant challenges, and these are detailed below:




Despite on-going restrictions, particularly within our prison-based contracts, we have continued to deliver our services to our clients and in many ways have exceeded the challenging targets that we set ourselves.

## Client Activity

People come to Forward for help for a variety of reasons – dependence on drugs and alcohol, gambling or other forms of addiction, mental health problems, or to get out of the cycle of reoffending, long-term unemployment, poor accommodation, difficult family situations or unhealthy relationships.

Whatever the presenting challenge, our approach is to see the person behind the problem, working with them to discuss positive goals, build self-confidence and self-belief, and enable them to develop and prosper as independent individuals.

# Forward Trust System of Care and Support

Our system of care and support is informed by internationally recognised 'recovery-orientated' models, proven to generate long-term positive outcomes for people trapped in cycles of addiction, crime and associated mental ill health. Our system is organised along four phases of change:

## Phases of Change

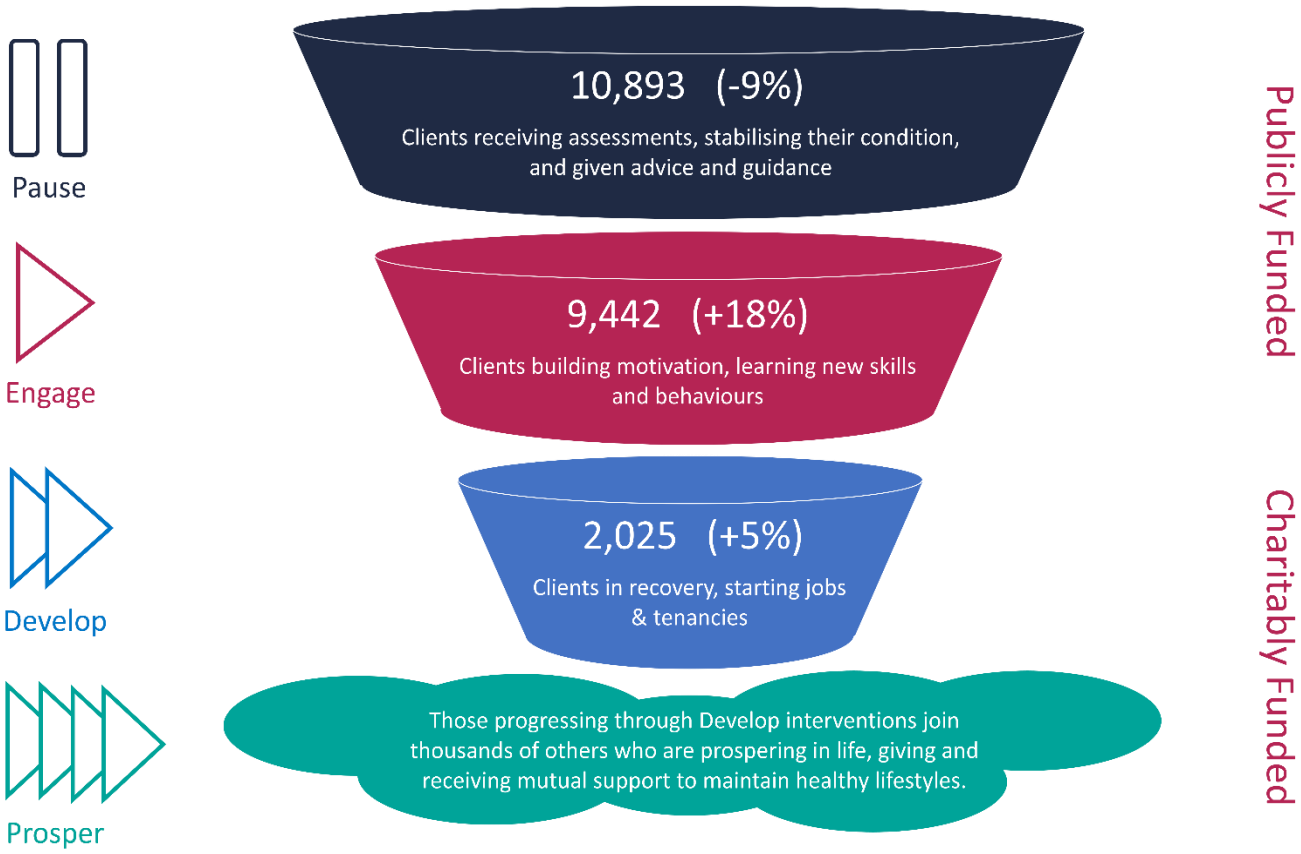
| Phase of Change | Pause | Engage | Develop | Prosper |
|---|---|---|---|---|
| How We Help Clients Across All Services | Supporting clients to take stock of their situation, while addressing immediate health and care needs. We support clients to assess what changes they want to make and decide what sort of help they need. | Working with clients to instill a belief that change is possible, give them confidence to take the first steps, and offer personal and practical support and interventions to get them started on their journey. | Focusing on people's journey of personal development and recovery, offering access to structured and intensive programmes, developing new skills and knowledge, and making new and more positive connections. | The destination. Where clients feel the rewards of a more independent life, characterised by positive self-respect, personal wellbeing, social connection and positive contribution to family and community. Forward clients are invited to join our 'Forward Connect' community, a visible network of positive role models who give mutual support, guidance, and inspiration. |

We offer a range of interventions at each stage to enable progression, covering drug and alcohol recovery, health and wellbeing, connections (with family and friends), employment and housing, and with peer supporters and mentors providing hope and motivation at every step.

In 2018-19 we started to collect data on the number of our service users who were accessing support at different stages of Change, from 'Pause' through 'Engage' to 'Develop', The data can be visualised as a 'funnel' that flows into our ever-growing reservoir of people who are 'Prospering' in life (becoming part of our 'Forward Connect'– see below).

The diagram below shows the performance of our funnel for 2021-22 with numbers in brackets showing the percentage increase from 2019-20 (we didn't publish figures for 2020-21 due to the extreme curtailment of service delivery because of COVID-19).

## The Forward Funnel – Clients at Stages of our Phases of Change 2021-22




Figures in brackets show % difference between 2019-20 and 2021-22. No data recorded during 2020-21 due to COVID-19.

## Reaching The Most Disadvantaged

### Prison Substance Misuse Clients in 2021-22

- 38% reported having a mental health treatment need
- Approaching a third (29%) reported to have some sort of disability
- 21% report never having been employed
- Over a third (34%) report drinking at dependent levels (Audit score of 20+)

### Community Substance Misuse Clients in 2021-22

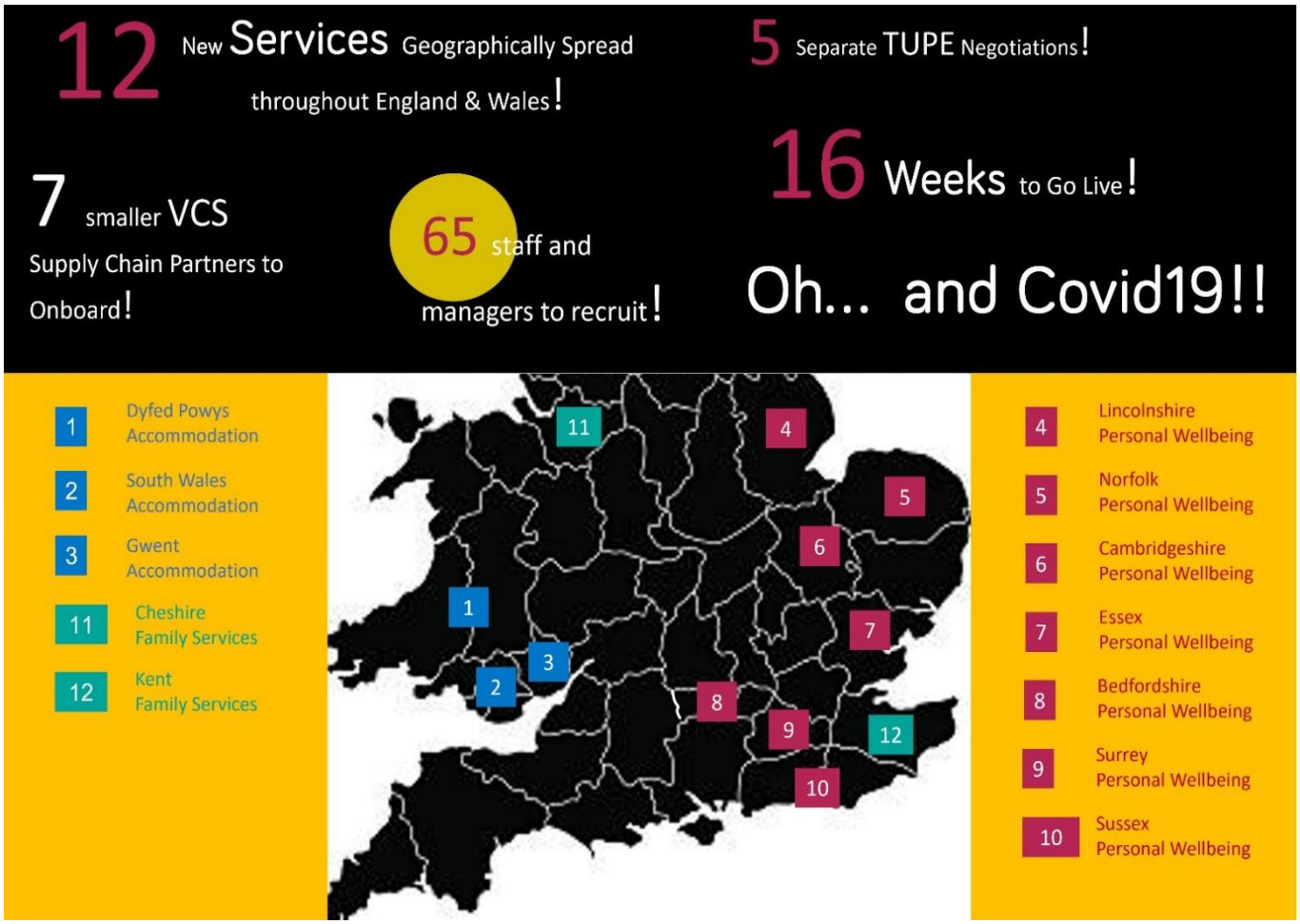
- More than a third (39.8%) reported to have some sort of disability
- Almost 1 in 5 (18%) reported having a housing problem; that includes 7.4% with No Fixed Abode
- Over half (62.4%) reported having a mental health treatment need
- 33.5% reported to be unemployed

## Succeeding Through Adversity

The test of an organisation that is 100% committed to its mission even through circumstances where the odds seem stacked against it, be that lock downs, restricted access in prisons, clients suffering extreme hardship and the impacts of all of this on a client base that are already marginalised, is the resilience and commitment of its people to do their very best.

The examples below demonstrate exactly this and we are rightly proud of all involved in delivering these remarkable outcomes.

### Extreme Mobilisation – Probation Commissioned Rehabilitation Services




In March 2021, we found out that we had been successful in our bid to deliver a brand-new service for Probation clients commissioned under the recently introduced Probation Dynamic Framework.

This framework was a consequence of the return of most of the work formerly delivered by Community Rehabilitation Companies (CRCs) under the Governments previous 'Transforming Rehabilitation' initiative, which was fraught with issues, to the National Probation Service (NPS).

The framework was set up as a vehicle for NPS to commission rehabilitation interventions from other providers, including a desire to attract more small and medium Voluntary Sector suppliers.

This was really exciting for us because the Personal Wellbeing Service was brand new and there was no established delivery model.

Personal Wellbeing interventions were to be delivered across four pathways.

**1 Families & Significant Others**

Helping Persons on Probation to develop positive relationships and avoid harmful ones. To help identify warning signs or triggers of reoccurring behaviour in relationships or towards family members or significant others. Helping to develop responsible parenting skills.

**2 Lifestyle & Associates**

Helping Persons on Probation to improve pro-social self-identity and address pro-criminal attitudes. Helping to recognise and dissociate with negative peers and access positive community-based support networks.

**3 Emotional Wellbeing**

Helping Persons on Probation to develop coping skills and strategies to regulate mood, increase happiness, self-efficacy, resilience, confidence & manage triggers. Furthermore, helping to demonstrate perspective taking and self-care by avoiding risky situations.

**4 Social Inclusion**

Helping Persons on Probation to develop and sustain social networks to reduce initial social isolation and develop resilience and perseverance. Supporting with reintegration and transition from custody to the community.

Even though addressing the categories above makes blindingly obvious sense in respect of helping someone to move away from offending towards family and positive activities away from crime, this had not been done before.

This meant that we could bring to bear our fantastically experienced and talented Research function, along with a new management structure to design the service and its attendant interventions from scratch.

We intend over time, working with Probation Commissioners, to co-design a service that will make a real difference to the life chances of thousands of probation clients.

That said, mobilising these services within an exceptionally tight time frame was very demanding, particularly whilst still impacted by the pandemic, and with the challenges of recruiting and onboarding new staff, by engaging in on-line TUPE consultations and remote commissioner meetings.

One of the keys to getting this right was to set in place a strong leadership team, supported by Forward's excellent headquarters functions:

Human Resources, Governance, ICT, Facilities Management – all stepped up in the most challenging of environments.

*Imagine sourcing, procuring, taking delivery of, building, and then dispatching over sixty laptops and smart phones – all from your front room.*

Imagine then developing and delivering onboarding as well as specific role required training to this group of new staff totally on-line, and in particular on a client system that had only just been built by them and was fraught with technical glitches.




At the same time as all this we were also on-boarding our new supply chain of smaller voluntary sector delivery partners, negotiating service contracts, and bringing them up to speed on delivery models and outcomes.

We are particularly proud to have been able to deliver this supply chain and to be able to leverage the expertise and passion that our partners bring to the delivery of our services, providing them with a stable and guaranteed income stream over these multi-year contracts.

> "Forward mobilised the Personal Wellbeing contract in East of England extremely efficiently – they managed staff well, kept clear lines of communication with commissioners, and met all key milestones"
>
> **Steve Johnson-Proctor**
> **Regional Probation Director, East of England**

## An Inspector Calls

At Forward, our services are inspected as part of the inspection frameworks of a variety of central government inspectorates, including:

- Her Majesty's Inspectorate of Prisons and Probation (HMIP).
- The Care Quality Commission (CQC); and
- The Office for Standards in Education, Children's Services and Skills (Ofsted).

During the reporting period, four of our prison services were the subject of HMIP inspections.

Forward's services were highly commended by HMIP inspectors during visits in 2021-22 as extracts below illustrate:

### HMP Coldingley

*"Forward Trust staff had established excellent working relationships with the prison. The substance misuse team had remained on site throughout the COVID-19 pandemic and had continued to see patients one to one with appropriate safety measures in place."*

HMIP Inspection Jan 2022

### HMP Send

*"The substance misuse service provided a good standard of care. The family worker in the substance misuse team continued to provide support to women and their families throughout the pandemic, which was good practise… [Forward's] skilled and caring team had continued to provide individual support to women on their caseload."*

HMIP Inspection May 2021

### HMP Wormwood Scrubs

*"The Forward Trust was well led and had good staffing levels. They had maintained a presence on-site throughout the pandemic and currently supported 311 prisoners."*

HMIP Inspection Sept 2021

### HMP Chelmsford

*"Forward Trust provided IAPT services, delivering counselling and psychological therapies. It was also commissioned to support a specific cohort of prisoners with suicide-risk factors, including prisoners aged thirty and under, those in prison for the first time, and those charged with offences against family members. The aim was to provide support to reduce the risk of suicide; this was a promising initiative."*

HMIP Inspection Nov 2021

### Ashford Community Service

Overview rating was 'good,' with an 'outstanding' in the caring domain.

*"Staff cared for and treated people with kindness and compassion. Staff went the extra mile to care and support clients."*

*"Leaders had the skills, knowledge, and experience to perform their roles. The service leaders had a good*

*understanding of the service and could clearly describe how the teams worked together to provide good quality care. Staff felt respected, supported, and valued."*

CQC Inspection Dec 2021

## Digital Innovation

Looking back on 2021-22, it has been a mixed year with more service delivery possible than in the previous two years, but with the impact of Covid-19 still acutely felt and affecting our services, especially in prisons.

But, despite these ongoing challenges, we still managed to reach almost 20,000 people and to provide meaningful, structured support to a significant proportion of those clients, through online and face-to-face support where available.

We also 'remotely' supported a further 3,729 people through our Reach Out chat line, a service developed during lockdown that continued to provide a lifeline for many in need of support.

### HMPPS Digital Hub

In the face of limited face-to-face engagement, Forward has explored every possible opportunity to reach people.

One of the ways we have done this was through the HMPPS's Digital Hub, now available in twelve prisons




We collaborated with the HMPPS Digital Team to make available More Than My Past videos and podcasts, sharing personal stories of recovery and rehabilitation, bringing hope and motivation to people stuck in their cells.

The material has been widely accessed and has received heart-warming feedback that clients have posted on the hub platform, using their in-cell laptops.

> "Watching this was inspirational and has opened my eyes as to what id like to do and achieve with my future and my past as i have so much more to offer and help other people with the experiences and things I have been through!"
>
> **HMPPS's Digital Hub Pilot Participant**

### Developing Forward Connect

Forward Connect is our network of peer-led communities for people who are making progress in their recovery and who want to meet and stay in touch with others for mutual aid and support on an on-going basis.

Forward Connect is a 'broad church' and open to anyone regardless of the recovery pathway they have chosen (be it SMART, 12-step or other pathway) and also open to people for whom addiction has not been a challenge but have made progress through other Forward service pathways, such as employment or housing. As members of a Forward Connect community, participants:

| | |
|---|---|
| Access Peer-based Support and Motivational Materials | Face to face and online (through Kaizala messaging app and Fuse social learning platform). |
| Develop Skills and Employability | Gaining valuable experience and qualifications such as Peer Mentoring and Recovery Coaching. |
| Give back | Volunteering with local organisations or with our Reach Out online chat service. |
| Co-design Services | Driving new provision, contributing to quality management meetings and help drive strategy. |
| Speak Up | Share experiences and recovery stories to motivate others to step forward for support. |

**Reach & Impact**

- 1,370 members of Forward Connect nationwide.
- Under the umbrella of Forward Connect, we have established recovery communities in:
  - East Kent (see case study below).
  - London.

- Essex.
- Wiltshire.
- Liverpool, and Hull.

- 28,816 messages of peer support generated through Kaizala.
- Over 200 active users of Fuse social learning platform, sharing inspirational content.

## Case Study

### Forward Connect in East Kent

The Forward Connect community in East Kent currently has 261 members and is embedded within the delivery of the East Kent Community Substance Misuse service, which Forward took over in 2017 and which supports over 3,000 people every year.

Since then, the recovery community in East Kent has gradually grown and was incorporated as a Forward Connect community at the start of 2020.

In the last 2 years, members have been involved in over 400 hours of meaningful activity including:

- Over 300 Mutual Aid meetings.
- A range of social activities: fun runs & recovery walks, creative writing groups, cake making (see opposite).
- 155 members have used Kaizala to send over 75,000 messages of peer support.
- 8 peer supporters and mentors have been trained, working towards professional qualifications.
- 2 have become full time employees of Forward in East Kent.
- Over 500 hours of volunteering activity.

A number of Forward Connect members have shared their recovery story in public.



*"Kaizala is there all the time … 24 hours a day. I get up in the morning and see 56 messages there. People have been supporting others all night… gosh these guys have been busy…"*

**Forward Connect Member**



*"Being a part of Forward Connect was a complete life changer for me. Unlike any other group I've experienced it celebrates all ways to sustain recovery, no 'musts,' 'should or 'do it this way' to succeed, which enabled me to bolster my recovery…*

*I gained the self-belief to fulfil my present and future plans that I had not even dared to dream before."*

**Mikila, Forward Connect East Kent member, former Trainee Practitioner and now Full Time Recovery Support Worker**

### Reach Out – Forward Will Be There

One of the many examples of digital innovation that Forward developed during lockdown was the Reach Out online chat service.

This was a newly established service to support both our current service users and those not currently getting help but struggling at a lonely and anxious time.

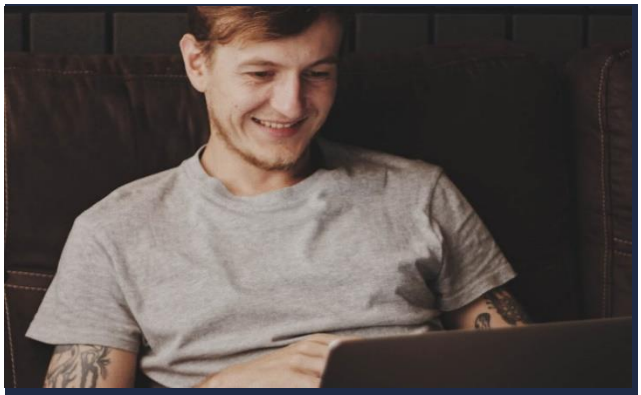
With restrictions lifted, Reach Out continues to provide a much-needed friendly voice of advice and support.

Launched in May 2020, Reach Out is a simple 'pop up' chat function that people can access on our website.

Reach Out is supported by a team of volunteers including people in recovery who want to give back and help others.

Volunteers are trained as 'call handlers' by a central team overseen by Recovery Services.

Callers ask for support on a number of issues including mental health (over 60% of calls), family, employment, and housing concerns as well as substance misuse.



### Reach and Impact

During 2021-22, Reach Out supported 3,729 people, taking the overall number supported since its launch to 8,190.

New people reached: 48% of callers had not previously been in touch with Forward or other support providers.

Support for families and friends: 9% of callers were the friends and family of those needing support.

## The Worth Women's Project

**A Trauma-Informed Approach to Violence Reduction**

Launched in November 2019, Forward's Worth Women's Project is a gender-specific violence reduction project delivered in Thanet, Margate.

In 2019, Ann Humphreys, East Kent Criminal Justice Team Leader and her team realised that the retention rates for our female clients were far lower than for their male counterparts, we realised that this low engagement could be linked to the fact that many female clients, in addition to having multiple and complex needs, have complicated relationships with authorities and related service providers.

The project aims to protect women by reducing their vulnerability to threats of violence, targeting those in contact with the criminal justice system who may have experienced domestic violence, substance misuse issues, trauma, involvement in violent crime, or any combination of these factors.

The project was originally delivered through face-to-face workshops exploring subjects like healthy relationships, attitudes towards crime, safe-coping, decision-making, recognising danger and managing potential pitfalls. Using trauma-informed approaches and evidence-based practices, project participants learned more about their own behaviour and developed new skills to challenge unhealthy responses, building resilience and preventing risk from harm.

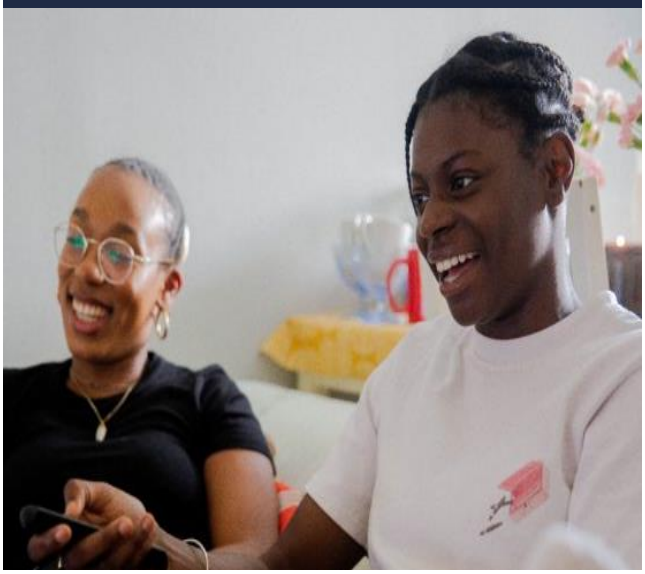
When COVID-19 hit, the project co-ordinators continued to work remotely with one-to-one sessions over the phone and twice-weekly Zoom coffee mornings. This was particularly important given the well-reported rise in domestic violence happening as a result of lockdown.

Worth participants learned more about their own behaviour and developed new skills to challenge unhealthy responses, building resilience and preventing risk from harm.

### Reach and Impact

In total 61 women have been supported through the Worth programme.

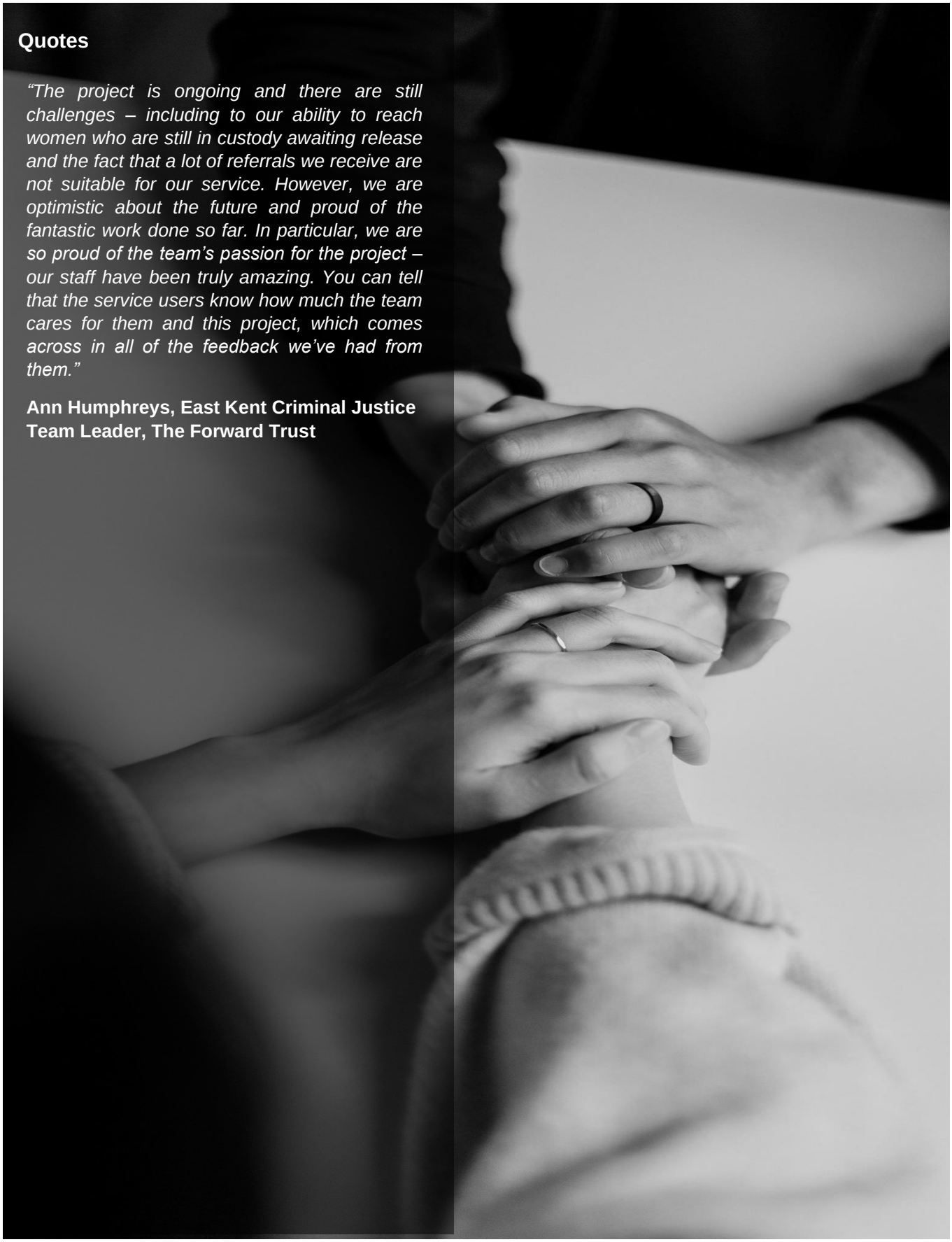
Our evaluation of pre- and post-programme psychometric measures show significant improvements for completers of the programme in terms of resilience, self-worth, anxiety, and depression.



## Quotes

*"The project is ongoing and there are still challenges – including to our ability to reach women who are still in custody awaiting release and the fact that a lot of referrals we receive are not suitable for our service. However, we are optimistic about the future and proud of the fantastic work done so far. In particular, we are so proud of the team's passion for the project – our staff have been truly amazing. You can tell that the service users know how much the team cares for them and this project, which comes across in all of the feedback we've had from them."*

**Ann Humphreys, East Kent Criminal Justice Team Leader, The Forward Trust**



# TAKING ACTION ADDICTION

## Taking Action on Addiction

In October 2021 we were proud to launch our Taking Action on Addiction campaign.

Taking Action on Addiction is a national campaign that aims to reframe existing perceptions of addiction and build awareness of it that improves understanding and empathy, reduces prejudice, and enables more people to get the help they need.

It calls for addiction to be treated as a serious mental health condition and for increased access to treatment, support, and care so that recovery can be possible for everyone.

Perceptions of addiction need to change, and our aim is to build compassion and understanding around addiction and support people to ask for help without judgement, discrimination, or stigma.

Anyone can be affected by addiction, and everyone deserves the help they need to overcome it. Anyone ready to ask for help should be listened to with empathy and understanding and have the opportunity to access the specialist support they need.

Addiction is a serious mental illness that has a devastating impact on people's lives. This must be recognised at all levels of government and society, through healthcare and mental health policy and provision and through support services across the UK.

This recognition must be matched with support that works with people to overcome addiction and bring about positive change in their lives.

The campaign was launched by our Patron HRH The Princess of Wales at an event hosted by Ant and Dec during Addiction Awareness Week.

We were proud to work with our partner charities to lead activities throughout the week, reaching audiences in excess of a million people and leading to a spotlighting of the effects of addiction and our campaign calls, which continued throughout the year in work across Parliament and the media.







HRH The Princess of Wales launches Taking Action on Addiction during Addiction Awareness Week

## Employment Services in Partnership

In July 2021, the Forward Trust began delivery of the DWP Restart Scheme in Thanet. Restart forms part of the Government's Plan for Jobs, which is helping millions of people across the country, many of whom have had their employment status impacted by the Covid-19 pandemic.

Forward's Restart Scheme provides intensive employability support to help unemployed people in Thanet find sustainable employment. We are delivering the service in conjunction with Reed in Partnership – the prime provider of the Restart Scheme in the Home Counties.

### Emily's Story

Emily had been out of work for 12 months and struggling to find employment due to a lack of experience for the role, she wanted to find as well as COVID-19 and the lockdown situation, with very few opportunities available.

*I feel my lack of experience held me back quite a lot; I had just lost my home and was actually homeless. I was in a dire position and did not know where to turn. Lost all confidence and just did not know what to do. Since being on the Restart programme, Maria my Forward Trust Employability Advisor supported me to register for housing support with the local council on my very first appointment. She explained what I needed to do and supported me through this. Maria also mentioned a job that was available which I was interested in. The Forward Trust set me up with an interview with the Barratt Group, and I was successful in the interview, and I started the job. The Forward Trust supported me to purchase work clothes e.g., some steel toe cap boots and gloves."*

**Emily,** Restart Participant

## Achievements

By the end of March 2022, Forward:

**707**
Were supporting 707 participants
102% of our planned target…

**121**
Had helped 121 participants to start a job
85% of our planned target…

**17**
Had helped 17 participants to sustain their employment
88% of our planned target…

## Good Work for All Green Skills' Recovery, London

The Greater London Authority (GLA commissioned research into the green skills that are expected to grow in demand as London moves to net zero. The resulting report included a number of recommendations to support the further growth and development of green skills' provision in the capital.

In August 2021, Forward began delivering the Mayor of London's Good Work for All Green Skills Recovery programme for the unemployed.

Good Work for All is part of the devolved Adult Education Budget and, as a prime provider, Forward are training unemployed adults in London in Climate Change and Environmental Awareness, Digital Skills, and Employability Skills.

The programme also offers spotlight sessions with employers in the Green and Sustainability sector along with guaranteed job interviews.

## Achievements

By the end of March 2022, Forward:




MAYOR OF LONDON

## Quotes

*"This course in general is really building my confidence around work. Doing this course has made me realise I need to work on my communication skills - written. I enjoy using OneFile because I am building my IT skills. I like the Teaching methods because it's helpful and gain immediate knowledge."*

**London Learner**

*"Today's session was a good eye opener to the current trends in the job and how I could improve myself. I enjoyed the session with Sherileen as she clearly explained the difference between mind-set and skills."*

**London Learner**



## Forward Growing in the Community

This year has seen some exciting developments in our community-based services.

### East Kent Community

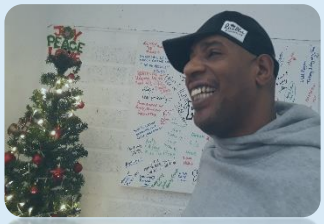
### Additional Services Mobilisation and Service Enrichment

With the welcome addition of new funding streams from Public Health England and The NHS Contain Outbreak Management Fund (COMF), we have been able to diversify and enrich our service offer in East Kent with the development of a number of distinctive projects all designed to broaden and enhance the service offer in the region.

The additional money allowed us to do the following:



Increase outreach activity to homeless clients and rough sleepers. This has had a positive impact on the numbers of street homeless in Thanet and Canterbury. The Rough Sleeping Initiative (RSI) in Thanet for example has reduced the number of rough sleepers from **50** to **8** during a controlled period of time and this has led to a successful application for a Rough Sleeping Drug and Alcohol Treatment Grant which will build on the success of the RSI projects previously funded by Thanet and Canterbury councils, thus enhancing this offer, and making it more integrated and robust.



Introduction of a service-wide art project and this was a welcome ‘add on’ to those who are in treatment creating art and finding a different way of expressing themselves through art.

Since April 2021 there have been **174** therapeutic expression sessions involving **59** clients and the feedback from staff and clients in their testimony has been very favourable.



Development of the Moving Parents & Children Together (MPACT) service across East Kent, with nine staff trained to deliver the nine-week programme for families and children. Since October 2021 we have worked with **17** families, with **15** completions.

The growth of the service has further enhanced the work we do with women on release from prison with the Worth Project and we are now in a position to integrate the work of the Worth Project into the main contract offer alongside MPACT provision.



We have been able to diversify our clinical service offer with the additional funding to provide a 'Fibroscan' service across the hubs for those with Alcoholic Liver Disease. The addition of a clinical van has given this service a mobile capacity. The service will have a reach across all our hubs and offer all clients who are receiving alcohol treatment the opportunity to understand how their alcohol use is affecting their liver with the mobile Fibroscan machine offering diagnostic information to clinicians that can be shared with the client at the point of the scan.




LGBTQ+ services are being developed and we plan to use some of the funding to create a pilot project that will build our service offer across East Kent and other services for LGBTQ+ clients who may not feel that traditional substance misuse service have anything to offer them in community and prison services.

In addition, we have been able to utilise this funding to deliver existing services:

- We have developed our online day rehab offer with a fully funded team that allows us to have both face to face and online support across the region. This has allowed us to meet the diverse needs of service users across the county and provide equality of access and opportunity to those who previously could not attend the Dover Day Programme.
- Additional treatment capacity in terms of staffing across the teams has allowed us to reconfigure our teams and to reduce caseloads and fully implement the opiate and alcohol models. This has seen Alcohol completions consistently reach over **40%** and Opiate completions rise by nearly **3%** across the year which means more service users achieving their treatment goals because of the treatment models and the additional resources to support these models properly.
- Funding has allowed us to enhance our Mental Health (MH) provision and Hospital In-reach service which has improved the pathway from MH services and local hospitals, with improved on-site provision and liaison and assessments in the hospital.
- We are able to provide additional rehabilitation and detoxification provision, and this additional capacity has meant that we can consider placements that are not restricted by budgetary considerations but can be needs-led.

East Kent Drug & Alcohol Services

The Forward Trust Ashford Hub

Transport House,
Drum Lane,
Ashford TN23 1LQ.
Tel: 01233 655 360
Email: ashford@forwardtrust.org.uk

The Forward Trust Swale & Canterbury Hub

6 Park Road,
Sittingbourne,
ME10 1DR.
Tel: 01795 411 780
Email: swale@forwardtrust.org.uk

The Forward Trust Dover & Folkstone Hub

Maybrook House
Queens Gardens
Dover CT17 9AH.
Tel: 01304 248 290
Email: dover@forwardtrust.org.uk

The Forward Trust Thanet Hub

Mill Lane House
Mill Lane
Margate CT9 1LB
Tel: 01233 655 360
Email: ashford@forwardtrust.org.uk

## Liverpool and Essex Integration

This year saw our merger with Action on Addiction, and this has meant that the successful Self-Help Addiction Recovery Programme (SHARP) abstinence-based day programmes in Liverpool and Essex became part of Forward's Substance Misuse directorate.

### Liverpool Icon




In Liverpool we have supported the core service to reopen the Brink Café which is a 'pre-abstinence, access into recovery' space well known within the Liverpool treatment community and services.

The service provides a vibrant alcohol-free bar that offers coffee, light refreshments and a meeting point and events venue for clients contemplating change, who are in the treatment system and are curious about recovery and abstinence.

The model is based upon the idea of supported and facilitated access into a recovery community of aspiration, hope and change through the provision of a safe starting point in a café culture where social interaction and support can be provided without it being delivered in a traditional drug and alcohol treatment setting.

For many people 'caught' in the treatment system, the Brink offers the first step in contemplating change with others in recovery.

The first stage of the treatment model for access into the SHARP Day Programme is via the Brink and into Brink of Change where we deliver a model that includes assessments, one-to-one support, pre-abstinence support groups, preparation, and counselling.

These are designed to create the foundations for recovery prior to entering the rigours of the full abstinence programme, allowing clients to keep motivated whilst reducing, stabilising, and preparing for the next steps of treatment.

It is a community resource as well for the general public to use in addition to a space where the Fellowship can operate alongside our staff to promote all aspects of recovery. It is actively building on the existing foundations of the Liverpool recovery community of self-help and mutual aid with the addition of Forward Connect, FUSE and Recovery Trainees.

### The Only Way to Change is Essex

SHARP was first piloted in Essex from 2013 to 2016. Independent evaluation showed that **79%** of people who completed the programme did not reappear anywhere in the treatment system during that entire period.

Our service in Essex is delivered from two sites in Wickford and Braintree and both sites run successful programmes and are well-integrated into the treatment system in Essex.

Both of these services are supported by a Counselling Intervention Service (CIS) that works with treatment providers to prepare and support clients for the detoxification process prior to starting the abstinence-based programmes. They hold successful reunions each year.

Reunions showcase the great work that happens in getting clients into recovery across Essex as a result of CIS and SHARP, the support it receives from other stakeholders such as Essex Recovery Foundation and the Public Health England Commissioner for Essex.

Highlights of the day are the personal histories of graduates of the programmes and the inspiration this provides to existing clients.

With over 60 clients in recovery attending the most recent event, this was a wonderful opportunity for them to get involved in Forward Connect.

25 new members have joined the support network which will enhance support for those in recovery in Essex who want to get support from themselves and to support others.






The iconic Brink Café Doors Re-open

## Southend Community Mobilisation.

Forward STARS
Treatment and Recovery Service
Southend

This year has seen Forward achieve further success in winning the tender for the Southend on Sea Substance Misuse Service (STARS) in partnership with Open Road who are sub-contracted to provide the service to young people (YP) and to young adults who are in transition from YP services to adult services.

The mobilisation involved a complex, but successful TUPE process with over **95%** of staff choosing to TUPE across to the Forward Trust. This has been to the satisfaction of stakeholders and the commissioner, and the partnership with Open Road is strong and well-integrated.

openroad your journey to recovery

In partnership with Open Road, we are supporting 2,000 young people, and offering new recovery pathways.

The service will benefit from additional funds in the coming months from the Office for Health Improvement and Disparities (OHID) and from the Rough Sleepers Drug and Alcohol Treatment Grant (RSDATG), which will further enhance and build on the strong foundations of the service.

The STARS service already benefits from a dedicated Criminal Justice team that was funded by the Universal Funding Grant and will continue with the OHID grant.

Delivering this enhanced STARS service is a great opportunity for Forward to implement all of the learning and innovations from our successful experience in East Kent over the past five years and to provide an improved treatment and recovery experience for service users in Southend.

Highlights of the service include a well-developed rough sleeper service that has an enhanced drop-in facility which provides light meals and refreshments; wrap-around support for rough sleepers; an integrated psychology offer; and a clinical van that enhances rough sleeping support and can also offer needle exchange and enhanced Hepatitis C support services.

The new STARS service will have an embedded peer mentoring and volunteer service that is the basis for Forward Connect, and those with lived experience will have their say in how the service operates, as they do in East Kent.

Breakeven
GAMCARE COUNSELLING PARTNER

A particular feature of the service is support for people who have gambling alongside drug or alcohol problems, where we are working in partnership with Breakeven.



## Head in the Clouds

In the heart of rural Wiltshire sits the iconic residential recovery centre, Clouds House.

The demise of a prominent East Knoyle family, the Seymours (of Jane Seymour fame), meant that the Clouds estate (or Clowdes as it was then), became available for purchase in the 1880s and was sold to Percy and Madeline Wyndham. They employed architect Philip Webb to design a grand house for them. He had already worked closely with William Morris, so the house was to be an exemplar of the Arts and Crafts movement.



Building began in 1881 to create a gothic-revival, but at the same time, a warm family home. The interior contained plasterwork, friezes, William Morris patterns and paintings by Burne-Jones, all curated by Madeline. They moved in in 1885.

In 1888-9, the winter was severe, and still-hot cinders from a fire, put inside a cupboard, set fire to paper, which led to a devastating blaze throughout the whole house. Efforts to extinguish the fire were delayed because there were no phones, the access road for the Mere fire brigade was almost impassable due to snow, and the water supply was frozen solid. Horses pulling the fire tenders slipped on the ice and were too injured to continue, and village fire services were inadequate to cope with such an inferno. Everyone did their utmost and saved what they could, but eventually, fighting was futile, and they gave up. All that was left was a grand ruin. How amazing though that no lives were lost.

The Wyndhams claimed on their insurance policy, re-engaged the original team of designers and builders, and within 32 months, they moved back in. This time, Percy set up his own fire brigade, based locally. Percy and Madeline celebrated their golden wedding anniversary there in 1910 and Percy died in 1911. His ashes were collected in an oak casket made from wood collected on the Clouds estate.

In 1938, the original house was demolished and rebuilt. What emerged was a smaller but equally striking building.



After being used by the military in the Second World War, in 1946 it became The Beatrix Nursery which was founded in 1943 by Dowager Lady Pembroke. The Nursery closed in July 1964, due to the rising costs of running the home and its inaccessible location.

During the 70s and 80s Clouds House was operated as a private school, before shutting down in 1983.

Since 1983 the house has been a treatment centre for drug and alcohol dependence, under the name Clouds House. In 2007 the Clouds House treatment centre merged with two other organisations to form the charity Action on Addiction, which was headquartered at East Knoyle, and which in May 2021, merged to become part of The Forward Trust.

### Clouds House Integration and Refurbishment Project

In the first six months of the merger, a review was commissioned of both the Clinical and Therapeutic teams with the intention of creating a more cohesive approach to referrals, admissions, prescribing, and therapeutic interventions.

The review unearthed lots of good practice from a very experienced and well-established team, with good client outcomes and a generally positive approach. There were, however, some areas for development.

One of these was the need to restructure and increase the staff team across both clinical and therapeutic teams.

Since the new structure was embedded, we have managed to develop a revised model creating therapeutic opportunities as well as more clinical cover across the seven days.

Along with the staffing review, a three-year schedule of works was created to bring the fabric of Clouds House up to a better standard. This programme includes replacement of the old faulty boilers with more energy efficient ones, and a complete refurbishment of all client areas, including painting all bedrooms and replacing all flooring.

We aim to have a robust business plan in place for Clouds, ensuring that occupancy targets increase, and establishing new referral pathways with local and national commissioners.

This plan was not only to secure the future of Clouds as a national resource, but also to support the growing demand for detoxification and rehabilitation places as a result of COVID-19 and the related lock downs taking their toll on people suffering from mental health issues and addiction.

We have recently been successful in securing framework agreements with Change, Grow, Live (CGL), Turning Point, and Oxfordshire Council, and we will continue to work on developing more agreements, to ensure more people have access to Clouds in the future.



One of the big highlights this year was being able to finally, after three long years of restrictions, re-open the doors of Clouds to host a 39th birthday reunion.

## And what a day it was




It was a very carefully considered event due to the ongoing risks from COVID-19. The day was full and fun packed, and we welcomed more than three hundred guests and staff to celebrate with us.

Events ranged from amazing shares from past and present clients to fantastic musical performances, including from an acclaimed singer, who showcased some new materials she had written since being in recovery.

Next year will mark Clouds House 40th Birthday, and we are already planning to make it a year to remember.



## FAMILY & YOUNG PEOPLE

Considering the clients we work with in the context of their familial and wider relationships has been shown to have a significant, positive social impact. Involving family members in an individual's addiction treatment for example, increases their chances of receiving treatment and achieving sustained recovery.



Addiction and offending can have a significant impact on relationships and also has direct consequences for family members, significant others, communities and beyond.

Poor mental and physical health among family members is commonplace when living with someone else's addiction, requiring increased medical intervention and access to other statutory services.

The financial consequences can result in families living with significant debt and in poverty. Access to education for children and young people is affected, with many not consistently attending school. Children and young people can also develop behavioural difficulties as they try to cope with the impact of familial addiction and offending.

Historically, our family support services have largely been based in prison, supporting clients with substance misuse problems. As part of this service, we routinely assess the status of clients' relationships, and their aspirations for those relationships, from the first of point contact.

Where funding for posts allows, we then refer clients to dedicated family workers to help them connect or re-connect with their loved ones, e.g., facilitating telephone conferences and family meetings.




In addition to one-to-one work with clients, we also deliver the following group programmes:

- **Family Ties:** supporting adult clients in recovery to re-build and improve their relationships with family members and loved ones. To date, over 900 of Forward's prison-based substance misuse clients across the country have completed the group programme.
- **Recovering Families:** supporting the families of people with substance misuse problems to understand and manage the dynamics of addiction and its impact on their relationships with loved ones, with over 277 participants to date.

In May 2021, the Forward Trust merged with Action on Addiction, which meant the charity could continue to grow the evidence-based Moving Parents and Children Together (M-PACT) programme.




This psychosocial, child-centred programme brings together 'whole families' affected by addiction. Over 700 families to date have participated in M-PACT.

Independent evaluation has shown that participation in the programme improves family coping, understanding of addiction, global family functioning and family cohesion.

In 2014 a Social Return on Investment (SROI) found that for every £1 spent on the M-PACT programme, £2.76p is generated in savings.

**Reach & Impact 2021-22**

- 570 clients receiving 1-2 support
- 180 clients commencing structured family programmes (M-PACT, Family Ties, Recovering Families)

## Achievements

In the face of the limitations imposed on prison delivery, we were unable to reach and support as many clients as we would have liked in 2021-22. We were however able to adapt some areas to online delivery and created web-based resources for older children and young adults during the pandemic.

Following the merger with Action on Addiction we took the opportunity to plan for the future and develop a dedicated new Family & Young People function with a strategic focus on developing our service for clients and their family members, including children and young adults. Our reach will also extend to all areas of the organisation including prisons, community-based services, residential services, probation, and housing.

The new strategy was developed in the latter part of the 2021-22 financial year for implementation from April 2022.

This three-year strategy will ensure our programme of support for clients, family members and significant others, will be able to address:

- The role of familial and other relationships in an individual's addiction and offending.
- The impact of an individual's addiction and offending on the family, significant others, and wider relationships.
- The importance of family and other relationships in treatment, recovery, and rehabilitation.
- The health, wellbeing and recovery of individual family members, the family as a unit as well as significant others.

For Young People, the strategy will address:

- The complex nature of young people's offending, addiction, and mental health support needs.
- The need for evidenced-based interventions which provide the necessary support and treatment to enable young people to reduce offending and sustain recovery from addiction.
- Young people's needs around education, training, employment, and life skills as part of the evidenced based interventions.



## Looking ahead

To achieve the strategic aims and objectives, from April 2022 we will be focusing on:

- The development and delivery of a specialist training programme to support staff delivering services in all areas of the organisation. This will cover a range of subject areas including raising awareness of the importance of considering familial and other relationships when working with individual clients, to training staff to deliver targeted psychosocial group interventions for both clients and family members.
- The development and delivery of new group interventions, which address a range of needs related to relationships, parenting and young people, to support clients and staff and improve outcomes in all areas of the organisation.
- Increasing our reach to family members, children and young people through more structured interventions and online resources and programmes.
- Expanding the delivery of M-PACT through training staff and partners to reach more families and children in areas of need. (See case study below). We will also be working on continuous improvement projects to ensure M-PACT remains in line with current, best practice and can meet the diverse needs of the people we support.

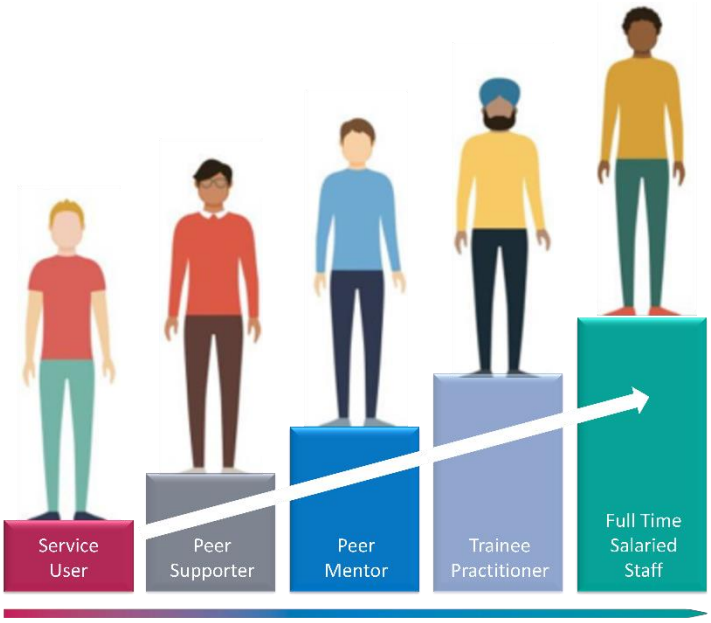


# INVESTING IN THE SKILLS OF CLIENTS & STAFF

## Client 'Opportunity Escalator'

For clients making good progress in their recovery and rehabilitation, our Opportunity Escalator sets out progressive opportunities to 'give back' and to develop valuable skills in the process that can lead to jobs and career development.

- Supporters: being a peer supporter is the first step on the escalator. Peer supporters help out by promoting our services and by co-facilitating workshops, drop-ins, activities, and graduations. Some of our peer support roles focus on promoting and role modelling recovery while others – our Health & Wellbeing Champions (HAWCs) – focus on health and wellbeing.
- Mentors: are further progressed in their recovery and play a more formal role as volunteers. They are provided with accredited training (Level 2 NCFE Peer Mentoring) while supporting clients to prepare for recovery and co-delivering programmes and other interventions.
- Trainee practitioners: we offer salaried placements for up to 12 months within Forward to support service delivery, including access to Apprentice-standard training.
- Full-time salaried staff: we work hard to ensure that people with lived experience make up a high proportion of our workforce.




### 2021-22 Performance

As at March 2022 48 employees have enrolled on and commenced Government-standard apprenticeships at Forward.

21% of staff were in a development opportunity;

48 peer supporters recruited

61 peer mentors recruited

17 Trainees recruited

30% of full-time salaried staff with lived experience

## Staff Progression

**Apprenticeships**: We understand and maximise the opportunities offered by our contribution to the Apprenticeship Levy. We are also featured on the Register of Apprenticeship Training Providers (RoATP) and deliver skills and training to our own and other organisations' staff.

We match available courses with staff who are motivated to learn and develop new skills across the organisation, offering a range of courses from Level 2 entry level courses to Level 7 management qualifications.

## Forward Looking – Outlook for 2022 and Beyond

During 2021-22, we have seen our service offering diversify significantly and have grown into new mission-aligned markets at a rate that was beyond even our ambition.

As a result of this, we are well on the way to meeting our medium-term growth ambitions and strategic market positioning. We are therefore in a position to help an even greater number of those for whom the life chances that so many of us take for granted were never an option.

Throughout 2022, we have already secured growth through further contract wins in Prison Substance Misuse, winning contracts to provide services in HMP Onley and Rye Hill, as well as in HMP & YOI Aylesbury. We have also overseen a significant expansion of our Commissioned Rehabilitative Services, winning contracts to provide services to Persons on Probation with support with Dependency and Recovery in both London and Humberside. These 43-month contacts 'go live' in September 2022.

The Dependency and Recovery services are brand new and there are no existing delivery models. This gives Forward a great opportunity to work with commissioners to shape these services and to utilise our expertise in 'co-design' to develop an offering with the potential to make a real difference in this space.

2021-22 was not, however, all positive, and we were disappointed to have not retained our service in the Kent Prisons, which transitioned out from Forward in April 2022. That said, we maintained our delivery and excellent service right up to handover and working closely with the incumbent provider ensured a seamless transition.

Our pipeline remains good and full of potential for future growth, and we have been able to secure a 'top table' partnership with Mitie Care and Custody and People Plus to bid for whole Prisons as part of the MOJ Prison Operator Services Framework. 2022 will see three of these competitions, and if the partnership is successful, Forward will be in the unique position of being part of the strategic management of the prison in a way that no other voluntary sector organisation is currently.

In addition to the above, our pipeline also provides opportunities for further growth:

- Opportunities to expand our employment advice, skills development and job finding services in prisons and community.
- Further opportunities to expand on recent successes under the Probation Dynamic Purchasing Framework.
- New and exciting models for Residential Rehabilitation Services through developing Clouds House as well as expanding our capacity in Hull.
- New opportunities to work with the families of those interacting with our services through further development of our new Families & Young People services; and
- Further new models of accommodation for clients in recovery, probation service clients and prison leavers.

Whilst our success during 2021-22, and the early months of the 2022-23 year will see us hit our original target of increasing turnover to between £30-35 million by 2023 early, we will continue to conduct a wide-ranging programme of business development over the next 3-year period.

Our expansion plans will continue to be informed by our programme of continuous improvement to our service provision – refining and developing new models of intervention, responding to user feedback, and adding to our sector-leading portfolio of evaluation and outcome research.

We are also aware that we have a number of contracts due for re-tender, and our commitment to retaining these remains one of our key priorities.

We will continue to support our mission and contracted service delivery by maximising the promotion of 'visible recovery' in all its forms, including recovery from addiction, crime, homelessness, and unemployment – developing and creating role models who demonstrate the possibility and value of recovery and rehabilitation.






# FINANCE REPORT

## Message from the Treasurer

This Trustees' Annual Report and Accounts has been produced in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the FRS102 Charity SORP (Statement of Recommended Practice effective 1st January 2019).

The accounts for 2021-22 record a period that has seen the Charity continuing to stand up to the significant challenges of operating amidst the considerable impacts of the worldwide COVID-19 pandemic crisis. At the same time, the Charity has implemented its business plan that has seen the integration of a number of highly able personnel following last year's merger with Action on Addiction.

Despite these challenges, the Charity can take pride in a hugely credible performance, particularly when set against the significant additional costs relating to sustaining delivery in the midst of COVID-19 restrictions, as well as dealing with the impact of some of our major funders either cancelling or deferring budgeted income.

We have come through this year with the majority of our contract base intact and with the appreciation and goodwill of our commissioners across the board for our co-operation. This is a clear reflection of their appreciation of the support we have provided to them in sustaining their services against the backdrop of these significant challenges.

These outcomes have resulted from carefully and consistently matching the Charity's resources against its service obligations throughout the year. This has posed particular challenges during this period, and it is testament to the good stewardship of our leaders, and the excellent support provided by our Finance Team, that our outturn for the year was within tolerance of forecast. As we move forward, the challenges facing the Charity are many and varied. The impact of inflation with its attendant impact on the cost-of-living demands will inevitably require careful stewardship in order to ensure that we continue to achieve our mission.

As ever, the Charity remains dependent on its fundraising activities, and we pay tribute to all involved for their generosity and dedication in supporting the Charity, particularly through difficult times.

On a personal note, I take this opportunity to thank my fellow Trustees, all members of the Executive Team and the entire staff of the Charity without whose expertise, wisdom, and dedication the Charity would not find itself in the strong position reported here.



**Tony Hazell**
Treasurer

## Financial Highlights –Forward in Numbers

The Charity's total income for the period increased significantly to £30.9 million *(2021: £21.38 million)*.

This is due to the merger with Action on Addiction as well as the mobilisation of new Probation Health and Wellbeing and Accommodation Contracts.

Total income derives principally from contracts with local authorities, NHS Trusts, Ministry of Justice or similar institutions, commercial contracts, fundraising activities including trust and grant income.

Income from charitable activities, which represented 91.7% of total income, more than doubled from the previous financial year, largely due to the merger with Action on Addiction, and the increased demand on fundraised income to support Clouds House.

Principal funding resources are explained in the notes to the financial statements.

These funds are directly applied to the delivery of addiction treatment services, accommodation services, family services, mental health, probation, and employability services.

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between a number of service offerings.

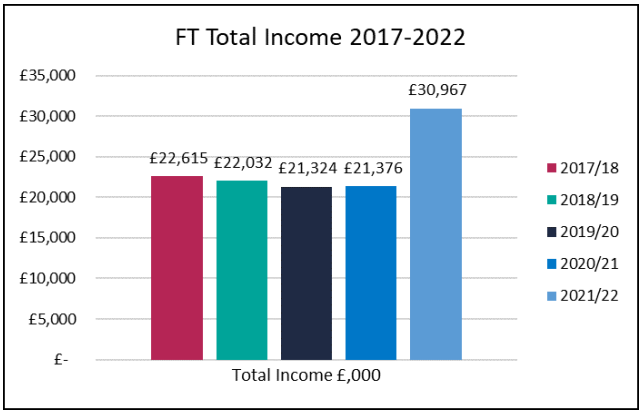
Substance Misuse/Health & Well-Being Services, Family Services, Recovery Support Services, Residential Rehabilitation Services, Clinical Services, Probation Services, Employment Services, Apprenticeships and Vocational Training Services.

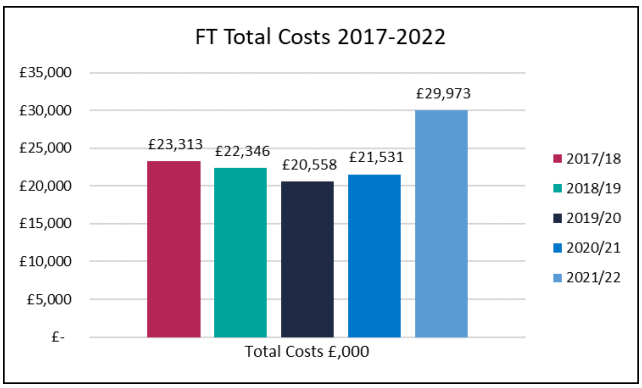
The total spending on charitable activities has risen in the period to £29.97million *(2021 £21.5 million)*, also due to the merger and contract wins.

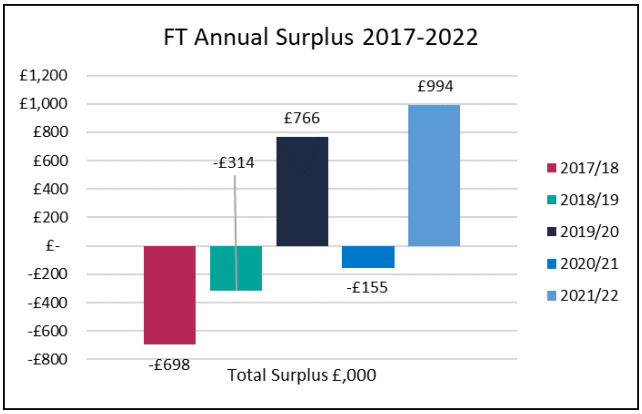
Careful control of costs throughout the period, however, have ensured that at year-end, the charity is returning a healthy surplus.

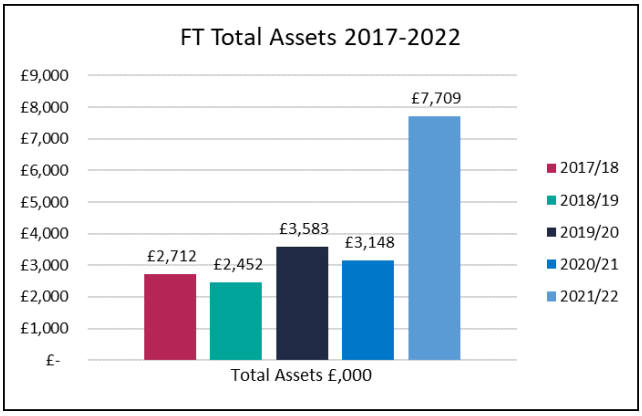
Total assets for 2021-22 have increased significantly and this is largely due to the transfer of freehold properties resulting from the merger at the start of the period with Action on Addiction.

This merger has had a significant strengthening effect on our balance sheet at year-end.



The above comparisons offer a clear representation of how the organisation has achieved growth and stability, even against significant financial headwinds largely due to the pandemic, and in particular the impact of charitable income and costs of keeping our staff and clients safe.

Our contractual base, which constitutes over 91% of total income, remains stable and indeed will grow again during the coming year. We retain a strong and healthy cash and reserves position.

For the 2022-23 financial year, we are budgeting a slightly better than breakeven budget, although like many other organisations we expect a challenging period due to the impact of global financial pressures.

## Reserves Policy

The General Reserves Policy continues to protect our programme work from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring that we do not retain income for longer than required.

The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, considering the following factors:

- Vulnerability to unplanned changes in financial position, including potential costs arising from the termination of services and delays in payment of invoices.
- The need for the Charity to invest in implementation and other start-up costs of new services.
- The Charity's requirement to manage fluctuations in cash flow.
- Financial risks related to the above, considering the likely speed of onset as well as the mitigation steps available to management.
- The fact that expenditure is generally predictable and long term, with the exception of 'variable' spend on restricted programmes, where risks typically involve unplanned events such as a change in government policies.

On 31st March 2022, the Charity's General Reserves (excluding designated funds) are £3.28million *(2021: £2.63 million)* and represent unrestricted funds, excluding funds that have been designated and those funds tied up in fixed assets.

The basis of determining the target reserves' level is kept under periodic review and will be adjusted as perceptions of risk and other factors change.

Our total funds as at 31st March 2022 are significantly higher at £7.71 million *(2021: £3.15 million)*.

There is a degree of judgement involved in identifying risks faced by the Charity and in establishing the appropriate level of reserves that the Charity should maintain to mitigate these risks.

The Trustees are of the opinion that the level of reserves is acceptable based on the level of activity, and therefore the appropriate target range for free reserves is between £2.1 million and £4.3 million.

This will also provide a buffer should Forward Trust encounter adverse conditions in its market, and on this basis, the Trustees also consider that the Forward Trust has adequate resources to continue the business for the foreseeable future.

The Reserves Policy will be subject to full review one year post merger when we better understand the requirements of the combined charity.

## Designated Funds (unrestricted)

Designated funds are those unrestricted funds that have been set aside by the Trustees for particular purposes.

The designated funds held at 31st March 2022 were £0.50 million *(2021: £0.47 million)*, which are allocated to cover our estimated maximum liability for dilapidation costs on the freehold properties, the Bridges project and other property.

These have increased in the period due to the transfer of substantial freehold properties (Clouds House, Jill Cunningham House, and Manor House) as a result of the merger with Action on Addiction.

Further details of the designated funds and their movements during the year are shown in Note 17 of the accounts.

## Restricted Funds

These funds are used for specified purposes, as laid down by the donor. As at 31st March 2022, unspent restricted funds were £0.56 million *(2021: £0.05*

*million)*, again increasing significantly due to the merger.

## Going Concern

The Trustees consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy, including any future negative impact resulting from the COVID-19 worldwide pandemic, and the worldwide cost of living crisis.

Trustees believe that the Charity has adequate resources to continue in operational existence for the foreseeable future.

For this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

## Key Management Personnel Remuneration

The Trustees consider the Board of Trustees and the Executive Management Team (ET), which includes the Chief Executive Officer, as comprising the key management personnel of the Charity in charge of directing, running, and controlling the Charity, and operating the Charity on a day-to-day basis.

All Trustees give their time freely and no Trustee remuneration was paid during the year. Details of any Trustee expenses and related party transactions are disclosed in Notes 8 and 18 to the accounts.

In deciding appropriate pay levels, The Forward Trust aims to strike a balance between paying enough to recruit and keep people with the skills we need, meeting our contracting partners' needs, and the public and our supporters' expectations that the money they entrust us with will be used wisely.

In setting ET pay, the Trustees take account of the skills and experience required for each of the roles, and remuneration in the sectors from which suitable candidates for such posts would be found. They also take account of affordability for The Forward Trust.

We do not pay bonuses or other incentive payments. Pay increases to the ET and other employees are reviewed annually subject to good performance and the Charity's financial position.

The remuneration is also benchmarked against other competitors within the sector of a similar size to ensure that the remuneration is set fairly, and not out of line with that of generally similar roles.

## Financial Risk Management

Services are subject to contracts; prices of goods are based on market prices; and salary costs are subject to a formal annual review.

Our standard payment terms are 30 days. Credit risk on amounts owed by debtors is low.

In terms of liquidity risk, The Forward Trust has no borrowings, and our policies on the management of investments and reserves are set out above.

# MANAGEMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

In delivering our objectives, we face significant risks every day (whether that be to the safety of our staff, to our clients, to our financial health, a duty of care to those that attend our fundraising events etc.).

We have robust procedures to evaluate, design and implement effective measures to reduce both the likelihood and the potential impact of these risks occurring.

## Risk Policy

The Forward Trust carries out annual risk identification, assessment, and management analysis. A register of risks has been compiled, with risks scored for likelihood and impact severity.




Risk management strategies and time scales are also established and reviewed at least annually. Individual senior managers or committees are nominated to take responsibility for each key risk, which is reviewed on a quarterly basis.

The Trustees reviewed how risk is managed within the Charity, and the level of reserves that should be held in relation to the principal risks that we face.

The Trustees have also examined other operational and business risks through an organisational risk management process; have identified those risks, which the Charity faces; and confirm that they have established systems to mitigate the significant risks.

## Key Risks

For each risk identified, specific actions and performance indicators relating to them are monitored quarterly by the relevant committee.

The following major risks were identified at an organisational level for the Charity in 2021-22:

- There is a risk of complex contracts, and a constantly changing bidding landscape resulting in increasing divergence from the established budget and leading to inaccurate forecasting, budgeting, and reporting. (This is more of a risk this year with the addition of many new contracts and the AoA business).
- There is a risk that environmental and operational factors resulting in increased reliance on Agency Nurses and coupled with the impact of IR35 on the cost of providing GPs results in rising clinical staffing costs year on year that outstrip budgets.
- There is a risk of potential damage to income, reputation and professional credibility should procurement in prisons and the community not be successful in the forthcoming demanding pipeline of business opportunities.
- There is a risk that a shortfall in fundraised income for agreed contractual commitments presents a strain on statutory contracts and other directorate budget lines (e.g., The Bridges and Recovery Support).
- There is a risk of Employment Services' revenue and contribution target not being achieved.
- There is a risk that, with mergers, acquisitions and contract wins, the IT department may not be able to efficiently support all the new users, and that current user service will suffer. There is a side risk that the integration of legacy systems will introduce security threats to FT systems.
- There is a risk that GDPR provision for individuals to issue DSAR requests, the complexity that these can result in, the risk that our systems contain data that could be regarded as either unacceptable in content or processed outside of the GDPR rules, results in a successful claim against the organisation resulting in significant financial or reputational impact.
- There is a risk that the COVID-19 global pandemic will severely impact on our ability to:
  1. Provide a safe service for service users.
  2. Deliver contracted services.
  3. Secure sufficient income streams.
  4. Deliver on our strategic ambitions.

- There is a risk of high levels of demand on operational management capacity caused through merger, implementing new contracts, post-pandemic operations and volume of procurement opportunities.
- There is a risk that Employment Services staffing or volunteering is not representative of the learner/client base we support.
- There is a risk of significant illness (including COVID-19), injury or death to Employment Services' employees through procedural/systemic failure.
- There is a risk that Ofsted Inspections in 2021-22 will make an assessment of insufficient progress, leading to contracts being suspended.

Other key components of The Forward Trust's risk management include:

- Governance & Quality Assurance Framework.
- Clinical Governance Framework.
- Clear policies regarding safeguarding children and vulnerable adults.
- Regular consideration by the Trustees of financial results and variance from budgets and delegation of authority and segregation of duties.
- A Strategic Plan and annual budget approved by the Trustees and performance is reported regularly including financial reporting of monthly results.

The Trustees seek to monitor and manage the above risks through a strategic risk register, which outlines each risk's likelihood, impact, severity, as well as the risk owner and the committee responsible for the risk.

These risks are also reviewed on a regular basis and are standing agenda items during monthly supervisions of risk owners and quarterly committee meetings. Internal risks are minimised through a clear authorisation process for all transactions and projects to ensure consistent quality of delivery for all operational aspects of the Charity.

These procedures are reviewed annually to ensure that they continue to meet the needs of the Charity.

The Trustees receive regular reports on compliance with regulatory and statutory frameworks, including those in respect of the health and safety of staff and clients.

## Coronavirus

Throughout this reporting year, the Forward Trust, like all other organisations has continued to be impacted by the continued prevalence of Coronavirus (COVID-19), and the restrictions imposed in order to ensure public safety. We sincerely hope that as we go into the 2022-23 reporting period, this will improve significantly.

The impact of this on our operations has continued to be largely mitigated by a comprehensive management response, continuous review of procedures and risk management, as well as continued new and innovative approaches to service delivery to our clients.

We do, however acknowledge that our ability to create the level of impact on the lives of those engaged with our services has continued to be less significant than we would have liked.

In financial terms, we have continued to benefit from the fact that the vast majority of our contract income, (which makes up over 91% of our total income), has been protected. Indeed, during the current period Forward have grown significantly and we are well on our way to achieving our medium-term goal of £35m turnover.

This is because our main contract clients are HM Government Agencies such as the NHS and MOJ, or Local Authorities.

As the risk from the continuation of COVID-19 restrictions reduces, we anticipate a rebound in our ability to secure our planned and budgeted levels of charitable income, which still represents a small, but important percentage of our total.

## Cost of Living Crisis – Inflation Pressures

As we move into the 2022-23 reporting year, we are acutely aware of the mounting impact of the cost of living crisis on the organisation, and the potential for budget smashing price increases across a number of our cost lines.

We are also aware of the potential for inflationary pressures having a significant impact on our staff and

the risk of expectations on higher pay increases as a result of these.

We have budgeted a slightly better than breakeven position for 2022-23, but recognising that achieving this, given current and predicted headwinds will be challenging.

We will be devoting significant management energy throughout the coming year looking for opportunities to mitigate this, and to maximise the cash, as well as non-cash benefits for our staff.

## Fundraising

Forward Trust does not actively raise monies from the general public and no complaints were received in relation to fundraising in either the current or preceding accounting period.

## Auditor

A resolution proposing the reappointment of Haysmacintyre LLP as the charity auditor will be submitted at the Annual General Meeting.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

The Forward Trust is a charity registered in England and Wales (Charity Number: 1001701) and a UK company limited by guarantee (Company Registration Number: 02560474). The governing document is the Articles of Association that determine its legal framework. The Charity does not have any share capital. This remains the case after the merger with Action on Addiction.

## Board of Trustees (Directors)

As of 31st March 2022, the following members of the Board of Trustees were registered as Directors of the Charity:

| | |
|---|---|
| Chair | Hon David Bernstein |
| Treasurer | Anthony Hazell |
| | Lady Louise Gibbings |
| | Hon Isabelle Laurent |
| | Dame Benita Refson DBE |
| | Ben Houghton |
| | Andrew Wylie |
| | David Riddle |
| | Jamie Drummond-Smith (appointed May 2021) |
| | Lisa Bryer (appointed May 2021) |
| | Rebecca Priestley (appointed May 2021) |
| | Joyce Adu (appointed June 2021) |

The Directors of the Charity, who are the Charity's Trustees, form the Board of Trustees which is its ultimate governing body. The Board of Trustees is responsible for ensuring that all activities are within UK law and fall within the agreed charitable objectives. Its work includes governance, setting the strategic direction, ensuring the Charity upholds its values and delivers its objectives, and agreeing the financial plan.

## Executive Team

The Board of Trustees reviews a schedule of matters reserved to them and delegates certain responsibilities to the Trustee sub-committees and the Chief Executive Officer.

The day-to-day running of the Charity has been delegated to the Executive Management Team constituting:

- Chief Executive Officer
- Chief Operating Officer
- Executive Director of Substance Misuse
- Executive Director of Employment Services
- Executive Director of Business Development (from the half year after restructure)
- Executive Director of Fundraising and Communications (from the half year after restructure)
- Executive Director of Recovery (from the half year after restructure)

## Structure

The Board of Trustees meets quarterly to consider strategic business issues. Each year we approve the annual budget and strategic risk register and review the strategic plan of the Charity.

The Trustees and Chair are appointed for an initial period of three years that can be extended for further three-year terms. Any further extension may be made if it is deemed to be in the best interests of the Charity.

The Trustees are recruited to provide the skills and experience required to govern the Charity.

We seek to appoint Trustees from among our Trustees' network and through the utilisation of external advertising or specialist agencies where required.

Recommendations for appointments are made to the Board by the Chair, which is then ratified by the Board.

New Trustees are provided with information on legal obligations under Charity and Company Law, the Charity Commission's guidance on public benefit, and the content of the Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charity.

New Trustees also spend a day meeting key employees and other Trustees. Trustees are required to complete mandatory training modules and are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

The Chair is an ex officio member of all Committees. Any Trustee may attend any Trustee sub-committee meeting. The sub-committees each have specific responsibilities on behalf of the Charity as outlined below. They provide counsel, expertise, and support to the Senior Management Team.

Individual Trustees also take reasonable steps to ensure there is regular and direct contact between Trustees, staff, volunteers, and people who use our services at a local level.

There are annual scheduled visits to Programmes by Trustees with an Executive Management Team member, although these have been suspended during this period due to COVID-19 restrictions.

## Finance and General Purposes Sub-committee

During the reporting year, the committee was comprised of the following members: Tony Hazell (Chair), Ben Houghton, Hon David Bernstein, Hon Isabelle Laurent, David Riddle, Jamie Drummond-Smith, and Andrew Wylie, together with the Chief Executive, Chief Operating Officer, Director of Human Resources, and Director of Finance & Commercial.

The Committee is responsible for the oversight of all aspects of the Charity's financial policies and operations. It monitors the short and long-term financial viability of the Charity, ensuring there are sufficient resources to fund its commitments. The committee reviews and approves for recommendation the Investment and Reserves Policy and monitors the effectiveness of the Charity's risk management and internal control systems. It reviews the annual financial plans of the Charity and monitors performance against plans, and recommends action where necessary.

The Committee also reviews all issues concerning human resources (including sickness, staff turnover, and equality, diversity, and inclusion). It met five times during the reporting year (one of these an extraordinary meeting regarding the merger).

## Governance & Quality Assurance Sub-committee

The Committee has responsibility for the implementation and monitoring of effective governance throughout the organisation, including clinical governance. During the reporting year the committee was comprised of the following members: David Riddle (Chair), Hon David Bernstein, Lady Louise Gibbings, Lisa Bryer, and Dame Benita Refson DBE, the Chief Executive, Chief Operating Officer, Divisional Directors of Services, the Clinical Director and the Director of Governance and Quality Assurance.

A separate Clinical Governance Quality Assurance Forum is responsible for ensuring the collection and analysis of data and other information sufficient to ensure effective clinical governance, ensuring the input of clinical leadership and advice, promoting quality of care, including the safety and wellbeing of service-users, families, and carers. This forum reports into the Governance and Quality Assurance Sub-committee via the Clinical Director.

The Committee is responsible for managing a culture of statutory compliance, as well as processes for managing health & safety issues; facilitating an examination and review of significant events and incidents; ensuring audits of services are undertaken and acted upon; and ensuring compliance with all legislation and contractual obligations.

During the period, the Charity was assessed and achieved re-accreditation (with zero non-compliance) against ISOs 9001, 14001, and 45001 as well as Cyber Essentials Plus accreditation. Work continues on the achievement of ISO27001.

## Continuous Service Improvement (CSI) Sub-committee

The Committee members include up to five Trustees including (Dame Benita Rayne DBE (Chair), Hon David Bernstein, Lady Louise Gibbings, and Lisa Bryer) and the Chief Executive together with the Divisional Director of Research and Development and Director of Service Improvement.

The Continuous Service Improvement Sub-committee is charged with providing an effective governance framework for the management of all aspects of service improvement across all areas of service delivery. Its focus is on research, service improvement, and implementation of best practice.

## Fundraising & Communications (FC) Sub-committee

The Committee members include four Trustees (Lady Louise Gibbings (Chair), Hon David Bernstein, Hon Isabelle Laurent, and Dame Benita Refson DBE) and the Chief Executive together with the Divisional Director of Business Development. A Trustee chairs all the meetings. The Committee is responsible for providing an effective governance framework for the management of all aspects of the Fundraising and Communications functions of the Charity.

## Public Benefit Statement

In preparing the report, the Board of Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have due regard to the 'Public Benefit' guidance published by the Charity Commission.

We have referred to the Charity Commission's guidance on public benefit in reviewing our activities and objectives, and in planning future activities. We have reviewed our reporting to ensure our activities clearly indicate public benefit through achievement of our aims.



Our main activities and achievements within these are described in the Chief Executive's section of this report. Broadly, our activities help advance health and save lives amongst our direct beneficiaries by the provision of treatment and support to rehabilitate substance misusers; we advance citizenship through reintegration support; and we deliver benefits to the wider public through the prevention of crime and destructive behaviour.

In addition to the many thousands of prisoners who have received services from the Charity, our programmes have also had a positive benefit for the families of the individuals we directly help, as well as for the wider community though reducing reoffending among some of the most prolific offenders and improving life chances through the delivery of education and vocational training to disadvantaged groups.

## Supporting Our Employees and Volunteers

As at 31st March 2022 we employed a total of 631 staff, an increase of 46.4%. on the 431 people we employed at 31st March 2021.

Achieving the desired transformational changes in our clients will depend on the expertise and motivation of those who work with us, and we have continued throughout the last year with efforts to support our workforce to adapt to the changes in the way that we work.

We have a strong commitment to develop the diversity of our staff and volunteers through equal opportunity policies, training, and practical action.

As at 31st March 2022 the representation of women in our total workforce decreased to 42.8%. from 68.3%.

The percentage of staff from an ethnic minority decreased slightly to 19.27% of the total workforce for whom their ethnic origin is known.

We remain particularly indebted to the commitment of the 1,570 hours volunteered to us during the year from the 151 volunteers we engaged over the year.

Our volunteers work tirelessly in various projects. These incredible people are at the heart of everything that we do.

We calculate the value of these hours to be in excess of £15,543 (based on the Outer London Real Living Wage), and our services and events simply would not be possible without them.

The roles vary from project to project, and event to event: it might be a few hours or entire days. Whatever their role, our volunteers generously provide significant amounts of their time to The Forward Trust, and we are enormously grateful.

We are committed to strengthening skills training for all our volunteers, ensuring that they are able to gain

new experiences and feel they have a greater connection to our work.

## Lived Experience

The Charity is strengthened by the number of people with Lived Experience, both those in recovery from addiction, and ex-offenders who are involved in the day-to-day operations at all levels.

This involvement ranges from Board members to 'peer supporters' and serving prisoners who volunteer to support our programme delivery.

In the year 2021/22, an average of 30% of our staff and volunteers (who identified as such) had their own lived experience of being in recovery from drug or alcohol addiction. This is less than last year where the figure was 38.7%, but a reflection of the merger and expanding contract base.

## Employee Engagement Forum

The Employee Engagement Forum (EEF) has evolved significantly over the year in response to lockdowns and exploiting the opportunities provided by virtual participation.

The forum is now convened via Zoom but remains an important element in our quest to be fully inclusive, championing employee involvement and two-way communication between management and employees.

The EEF provides an opportunity to share information and consult on proposed changes to employees' contractual terms and conditions and the policies that sit alongside them. It is not intended to replace or undermine other methods and channels of communication, but rather to enhance them.

Its purpose is to:

- Promote an exchange of views between managers and employees.
- Test new ideas and approaches with employees.
- Provide an opportunity for the views of employees to be considered in making decisions that are likely to affect them directly.

Zoom has allowed us to widen participation in these forums and reach more of our people.

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, (who are also directors of The Forward Trust for the purposes of company law), are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the net movement in funds and application of resources, including the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

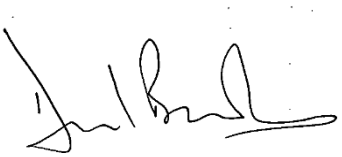
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as we are aware:

- There is no relevant audit information of which the Charity's auditor is unaware; and.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The auditor, Haysmacintyre LLP is willing to be re-appointed in accordance with section 485 of the Companies Act 2006.

The Trustees' Report, incorporating the Strategic Report, was approved, and authorised by the Board of Trustees on 16th November 2022 and signed on their behalf by:



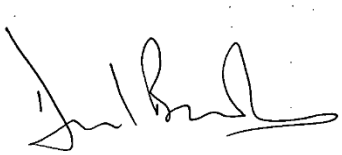
**Hon David Bernstein**
Chair of Trustees

# GOING CONCERN DECLARATION

The Trustees have reviewed the circumstances of The Forward Trust and consider that adequate resources are available to fund the activities of the Charity for the foreseeable future.

Eighteen-month rolling cashflow projections are included in management's regular financial reports to Trustees, and income and expenditure is monitored against budget.

The Trustees are of the opinion that the Charity is a going concern and the accounts have been prepared on this basis.



**Hon David Bernstein**
Chair of Trustees

# INDEPENT AUDITOR'S REPORT

## Opinion

We have audited the financial statements of The Forward Trust for the year ended 31 March 2022 which comprise the Statements of Financial Activities, the Balance sheet, the Cash flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2022 and of the Charitable Company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other Information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work

we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report). We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the charitable company; or
- The charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees for the Financial Statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 30, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wale, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, in particular the risks that revenue is recorded in the wrong accounting period or that improper journals are posted to revenue, and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing recoverability of debtors, including post-year end payments and the appropriateness of judgements made in the relation to the need for provisions against bad or doubtful debts;
- Reviewing post balance sheet events.
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

## Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Steven Harper (Senior Statutory Auditor)**

For and on behalf of Haysmacintyre LLP, Statutory Auditors,
10 Queen Street Place,
London EC4R 1AG

# STATEMENT OF FINANCIAL ACTIVITIES

Including the income and expenditure accounts for the year ended 31st March 2022.

| | Notes | Restricted Funds £'000 | Unrestricted Funds £'000 | 2022 Total funds £'000 | *2021 Total Funds £'000* |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| **Donations and Legacies** | 2 | 2,232 | 332 | 2,564 | *1,218* |
| **Charitable Activities** | 3 | | | | |
| Substance Misuse | | - | 15,564 | 15,564 | *14,788* |
| Family Services | | - | 40 | 40 | *52* |
| Young People Services | | - | 89 | 89 | *104* |
| Recovery & Resettlement Services | | - | 930 | 930 | *1,041* |
| Residential Rehabilitation Services | | - | 3,350 | 3,350 | *730* |
| Clinical Services | | - | 1,588 | 1,588 | *1,487* |
| Employability Services | | - | 4,155 | 4,155 | *1,854* |
| Probation Services | | - | 2,151 | 2,151 | |
| Education Services | | - | 179 | 179 | |
| **Investment Income** | | - | - | - | *1* |
| **Income from Other Trading Activities** | | - | 292 | 292 | *101* |
| **Total Income** | | 2,232 | 28,671 | 30,903 | *21,376* |
| **EXPENDITURE** | | | | | |
| **Costs of Raising Funds** | 4 | - | 27 | 27 | *23* |
| **Expenditure on Charitable Activities** | 4 | | | | |
| Substance Misuse | | 261 | 16,359 | 16,620 | *15,860* |
| Family Services | | 105 | (63) | 42 | *55* |
| Young People Services | | 117 | (21) | 96 | *110* |
| Recovery & Resettlement Services | | 635 | 358 | 993 | *1,116* |
| Residential Rehabilitation Services | | 774 | 2,801 | 3,575 | *783* |
| Clinical Services | | - | 1,695 | 1,695 | *1,595* |
| Employability Services | | 119 | 4,319 | 4,438 | *1,989* |
| Probation Services | | - | 2,297 | 2,297 | |
| Education Services | | 4 | 186 | 190 | |
| **Total Expenditure** | | 2,015 | 27,958 | 29,973 | *21,531* |
| Net Income (Expenditure) Before Transfer of Action on Addiction Assets | | 217 | 713 | 930 | - |
| Transfer of Assets from Action on Addiction | 21 | 299 | 3,268 | 3,587 | - |
| **Net Income/Expenditure** | | 516 | 3,981 | 4,497 | *(155)* |
| **Other Recognised Gains and Losses** | | | | | |
| Actuarial gains on Def Ben Pension Scheme | 23-24 | - | 64 | 64 | *50* |
| **Net Movement of Funds** | | 516 | 4,045 | 4,561 | *(105)* |
| **Reconciliation of funds** | | | | | |
| Total Funds Brought Forward | | 47 | 3,101 | 3,148 | *3,253* |
| **Total Funds Carried Forward** | | 563 | 7,146 | 7,709 | *3,148* |

The notes on pages 51 to 72 form part of these financial statements.

# BALANCE SHEET

Company Number 02560474

As at 31st March 2022

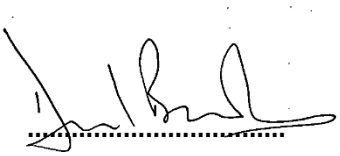
| ASSETS | Notes | 2022 £'000 | *2021 £'000* |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible Assets | 9 | 3,369 | *1* |
| Intangible Assets | 10 | 29 | *-* |
| Investments | 11 | 2 | *-* |
| **CURRENT ASSETS** | | | |
| Stock | 12 | 2 | *-* |
| Debtors and Prepayments | 13 | 3,696 | *2,877* |
| Cash at Bank and In Hand | 16 | 3,644 | *2,285* |
| | | 7,342 | *5,162* |
| **CREDITORS** | | | |
| Amounts Falling Due Within One Year | 14 | (3,033) | *(2,015)* |
| **NET CURRENT ASSETS** | | 4,309 | *3,147* |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | 7,709 | *3,148* |
| **FUNDS** | | | |
| **Unrestricted Funds** | | | |
| General Reserves | 17,18,19 | 6,646 | *2,632* |
| Designated Funds | 17,18,19 | 500 | *469* |
| | | 7,146 | *3,101* |
| **Restricted Funds** | 17,18,19 | 563 | *47* |
| **TOTAL** | | 7,709 | *3,148* |

The financial statements were approved and authorised for issue by the Board of Trustees on 16th November 2022 and signed on their behalf, by:



**Tony Hazell**

Treasurer



**Hon David Bernstein**

Chairman

The notes on pages 51 to 72 form part of these financial statements.

# CASH FLOW STATEMENT

| | 2022 £'000 | 2022 £'000 | 2021 £'000 | 2021 £'000 |
|---|---|---|---|---|
| **Cash Flows from Operating Activities** | | 1,328 | | 559 |
| **Cash Flows from Investing Activities** | | | | |
| Dividends, Interest and Rents from Investments | 0 | | 1 | |
| Purchase of Property, Plant, and Equipment | (142) | | - | |
| **Net Cash Provided By (Used In) Investing Activities** | | (142) | | 1 |
| **Increase (Decrease) in Cash and Cash Equivalents** | | (1,186) | | 560 |
| **Analysis of Cash and Cash Equivalents** | | | | |
| Cash and Cash Equivalent at the Beginning of the Period | | 2,285 | | 1,725 |
| Cash Balances Action on Addiction on Acquisition | | 173 | | - |
| Cash and Cash Equivalent at the End of the Period | | 3,644 | | 2,285 |

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| **Reconciliation of Net Movement in Funds to Cash Flow Operating Activities** | | |
| Net Income/(Expenditure) for the Reporting Period (as per the statement of financial activities) | 930 | (155) |
| Pension Service Cost Net of Finance cost | 64 | 50 |
| Depreciation and Amortisation Charges | 135 | 2 |
| Dividends, Interest, and Rents from Investments | - | (1) |
| Decrease (Increase) in Debtors | (819) | 1,102 |
| Decrease (Increase) in Creditors | 1,018 | (439) |
| **Net Cash Provided By (Used) in Operating Activities** | 1,328 | 559 |

The notes on pages 51 to 72 form part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Accounting Policies

**Status of the Charity.**

The Forward Trust is a charity registered in England, a Limited Company by guarantee without share capital use of 'Limited' exemption limited by guarantee and not having share capital.

It is a registered charity with its registered office at Unit 106, Edinburgh House, 170 Kennington Lane, London SE11 5DP, and is not liable to direct UK taxation on its charitable activities.

**Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**Basis of Preparation**

The financial statements of The Forward Trust have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Forward Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

**Going Concern**

The Trustees have reviewed the circumstances of the Charity and consider that adequate resources continue to be available to fund their activities for the foreseeable future.

In making this determination they have considered forecast cashflows, current contract portfolios, pipelines, reasonable fundraising expectations, as well as known major projects.

The Trustees also consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy, including any future negative impact resulting from the COVID-19 worldwide pandemic, and the worldwide cost of living crisis.

Accordingly, the financial statements have been prepared on a going concern basis and the trustees are satisfied that there are no material uncertainties in making that assessment.

**Income**

All income is recognised once the Charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Recognition of income is deferred where conditions specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

**Grant Income**

Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

**Investment Income**

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

**Donations & Legacies**

Income from donations and legacies includes donations and gifts in wills, which are recognised where there is entitlement, probability of receipt and the amount of the gift is measurable. Income from donations, covenants and gift aid includes receipts from fundraising events.

Donations together with the resulting tax credit from gift aid, is credited directly to the statement of financial activities on an accruals basis. Donations and all other receipts (including capital receipts) from fundraising are reported gross and the related fundraising costs are reported in raising funds.

**Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprises the direct and indirect costs associated in the day-to-day running of a Fundraising Department.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Direct costs are allocated on an actual basis to the relevant expenditure headings.

Support costs are allocated between expenditure headings on the basis of time spent and the number of staff working on projects and activities. Governance costs are allocated in line with the support costs.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Employee Benefits**

*Short term benefits*

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

*Employee termination benefits*

Termination benefits are accounted for on an accrual basis and in line with FRS102.

### Operating Leases

Rentals payable under operating leases are charged to the SOFA on a straight-line basis over the lease term.

The Forward Trust strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract, we strive to ensure that break clauses are in place.

### Pension Costs

The Charity operates five defined benefit pension schemes on behalf of its employees. The Pension Scheme has been accounted for in accordance with FRS 102.

A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan. The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan's assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. Annually the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future payments

### Tangible Fixed Assets

Tangible fixed assets costing over £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation has been provided on the straight-line method to write off the cost of tangible fixed assets on a straight-line basis over their considered useful economic lives as follows:

- Furniture, fixtures, and fittings — over 3 years
- Computer equipment — over 3 years
- Motor vehicles & equipment — over 3 years

A full year of depreciation is charged in the year of acquisition.

### Financial Instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors.

A specific provision is made for debts for which recoverability is in doubt. Cash equivalents are used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions

### Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### Cash and Cash Equivalents

Cash and cash equivalents include cash and short term highly liquid investments.

### Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### Share Capital

The Charity has no share capital but is limited by guarantee. The members of the Charity are the Trustees who are also ordinary members. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

### Taxation

The Charity is registered and therefore is not subject to Corporation Tax on surpluses arising from charitable activities. The Charity is registered for VAT purposes. VAT is paid on inputs (purchases/costs) and is charged to the relevant expense category, unless expressly reclaimable under HMRC guidance.

### Judgement in Applying Accounting Policies and Key Resources of Estimation Uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on Management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider the following items to be areas subject to estimation and judgement.

***Depreciation:*** The usual economic lives of tangible fixed assets are based on Management's judgement and experience. When Management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

***Pensions:***

The Charity has obligations to pay pension benefits to certain employees.

The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. No adjustment has been made to the accounts to recognise the surplus within the sub-scheme. This is consistent with the treatment of the surplus in last year's disclosures. Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends.

## 2. Income from Donations and Grants

| | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Individual Donations | 128 | *29* |
| Other Income | 2,323 | *1,112* |
| Events Income | 113 | *77* |
| | 2,564 | *1,218* |

## 3. Income from Charitable Activities

| | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Substance Misuse | 15,564 | *14,788* |
| Family Services | 40 | *52* |
| Young People Services (FEF) | 89 | *104* |
| Recovery Support Services | 930 | *1,041* |
| Residential Rehabilitation | 3,350 | *730* |
| Clinical Services | 1,588 | *1,487* |
| Employability Services | 4,155 | *1,854* |
| Probation Services | 2,151 | *-* |
| Education Services | 179 | *-* |
| | 28,046 | *20,056* |

## 4. Analysis of Expenditure

| | Direct Costs Staff £'000 | Other Direct Costs £'000 | Support Costs £'000 | Total Costs 2022 £'000 |
|---|---|---|---|---|
| Substance Misuse | 9,438 | 5,033 | 2,149 | 16,620 |
| Family Services | 24 | 13 | 5 | 42 |
| Young People Services | 54 | 29 | 13 | 96 |
| Recovery Resettlement Services | 564 | 301 | 128 | 993 |
| Residential Rehabilitation Services | 2,032 | 1,083 | 460 | 3,575 |
| Clinical Services | 963 | 513 | 219 | 1,695 |
| Employability Services | 2,520 | 1,344 | 574 | 4,438 |
| Probation Services | 1,305 | 696 | 296 | 2,297 |
| Education Services | 108 | 58 | 24 | 190 |
| Cost of Raising Funds | 18 | 9 | - | 27 |
| | 17,026 | 9,079 | 3,868 | 29,973 |

| | *Direct Costs Staff £'000* | *Other Direct Costs £'000* | *Support Costs £'000* | *Total Costs 2021 £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *9,467* | *4,609* | *1,784* | *15,860* |
| *Family Services* | *33* | *16* | *6* | *55* |
| *Young People Services* | *66* | *32* | *12* | *110* |
| *Recovery & Resettlement Services* | *666* | *325* | *125* | *1,116* |
| *Residential Rehabilitation Services* | *468* | *228* | *87* | *783* |
| *Clinical Services* | *952* | *463* | *180* | *1,595* |
| *Employability Services* | *1,187* | *578* | *224* | *1,989* |
| *Cost of Raising Funds* | *12* | *11* | *-* | *23* |
| | *12,851* | *6,262* | *2,418* | *21,531* |

## 5. Analysis of Support Costs

| | Executive & Central Admin £'000 | Resources £'000 | Governance £'000 | 2022 Total £'000 |
|---|---|---|---|---|
| Substance Misuse | 973 | 994 | 182 | 2,149 |
| Family Services | 3 | 2 | 0 | 5 |
| Young People Services | 6 | 6 | 1 | 13 |
| Recovery Support Services | 58 | 59 | 11 | 128 |
| Residential Rehabilitation Services | 209 | 212 | 39 | 460 |
| Clinical Services | 99 | 101 | 19 | 219 |
| Employability Services | 260 | 265 | 49 | 574 |
| Probation Services | 134 | 137 | 25 | 296 |
| Education Services | 11 | 11 | 2 | 24 |
| | 1,753 | 1,787 | 328 | 3,868 |

| | *Executive & Central Admin £'000* | *Resources £'000* | *Governance £'000* | *2021 Total £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *607* | *1,003* | *174* | *1,784* |
| *Family Services* | *2* | *3* | *1* | *6* |
| *Young People Services (FEF)* | *4* | *7* | *1* | *12* |
| *Recovery Support Services* | *43* | *70* | *12* | *125* |
| *Residential Rehabilitation Services* | *30* | *48* | *9* | *87* |
| *Clinical Services* | *61* | *101* | *18* | *180* |
| *Employability Services* | *76* | *126* | *22* | *224* |
| | *823* | *1,358* | *237* | *2,418* |

## 6. Governance Costs

| | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Staff Costs | 12 | *151* |
| Legal and Professional Fees | 278 | *56* |
| Audit Fees and Other Fees Payable to Auditor | 38 | *30* |
| | 328 | *237* |

## 7. Net Income for the Year

These are stated after charging:

| | | 2022 £'000 | 2021 £'000 |
|---|---|---|---|
| Depreciation & Amortisation | | 135 | 2 |
| Auditors Remuneration (excludes VAT) | | 38 | 30 |
| Operating Lease Charges | | | |
| | Property | 411 | 340 |
| | Other | 84 | 78 |

## 8. Staff Numbers and Costs

The average number of employees during the year, excluding trustees/directors was:

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Charitable | 627 | 387 |
| Administration | 74 | 52 |
| | 701 | 439 |

Staff Costs Were as Follows:

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Salaries and Wages | 16,854 | 12,471 |
| Social Security Costs | 1,619 | 1,246 |
| Pension Contributions | 898 | 649 |
| Apprenticeship Levy | 65 | 48 |
| Operating Costs of the Defined Benefit Pension Scheme | 64 | 50 |
| Redundancy and Termination Costs | 25 | 28 |
| Other Forms of Employee Benefit (Life, Critical Illness Insurance and Health Plan) | - | 147 |
| | 19,743 | 14,639 |

The redundancy and termination costs are accounted for in full during the year.

There are no liabilities at the balance sheet date that relate to ex gratia payments or payments in lieu of notice

The number of employees whose annualised earnings were over £60,000 per annum:

| | 2022 | 2021 |
|---|---|---|
| £60,000 - £69,999 | 10 | 6 |
| £70,000 - £79,999 | 2 | 4 |
| £80,000 - £89,999 | 4 | 1 |
| £90,000 - £99,999 | 2 | 2 |
| £100,000 - £109,999 | 2 | 1 |

In respect of the higher paid employees above, contributions for the provision of pension benefits totalled £125k (2021: £101k). The total remuneration of the key management personnel of the of the group, including benefits were £724k (2021 £518k).

The Key Management personnel of the organisation at 31st March 2022 are the Chief Executive Officer, Chief Operating Officer, Executive Director of Substance Misuse Services, Executive Director of Employment Services and Executive Director of Research & Development, Executive Director of Recovery and Executive Director of Fundraising and Communications.

During the year, no Trustee received any remuneration (2021: £Nil), any benefits in kind (2021: £Nil), or any reimbursement of expenses or amounts that were paid directly to third parties (2021: £Nil).

## 9. Tangible Assets

| | Freehold Property | Leasehold Property | IT | Plant & Machinery | Motor Vehicles | Fixtures & Fittings | Total |
|---|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ | £ |
| **Cost or Valuation** | | | | | | | |
| At 1st April 2021 | - | - | 91,563 | 13,616 | - | 20,668 | 125,846 |
| Additions | 3,100,000 | 7,088 | 75,438 | 281,914 | 16,373 | 10,290 | 3,491,103 |
| Removal/Disposal | - | - | - | - | - | - | - |
| At 31st March 2022 | 3,100,000 | 7,088 | 167,000 | 295,530 | 16,373 | 22,560 | 3,616,949 |
| **Depreciation** | | | | | | | |
| At April 1st 2021 | - | - | 91,563 | 12,973 | - | 20,668 | 125,203 |
| Charge For Year | - | 3,658 | 60,728 | 55,586 | - | 1,892 | 121,865 |
| At March 31st 2022 | - | 3,658 | 152,291 | 68,559 | - | 22,560 | 247,068 |
| **Net Book Value** | | | | | | | |
| At 31st March 2021 | - | - | - | 643 | - | - | 643 |
| At 31st March 2022 | 3,100,000 | 3,430 | 14,710 | 226,970 | 16,373 | 8,398 | 3,369,881 |

## 10. Intangible Assets

| | | Assets Under Construction | omputer Software | Total |
|---|---|---|---|---|
| | | £ | £ | £ |
| **Cost or Valuation** | | | | |
| At 1st April 2021 | | - | - | - |
| | Additions | 10,091 | 41,384 | 51,475 |
| | Removal/Disposal | (10,091) | - | (10,091) |
| **At 31st March 2022** | | **-** | **41,384** | **41,384** |
| **Amortisation** | | | | |
| At April 1st 2021 | | - | - | - |
| | Charge For Year | - | 12,645 | 12,645 |
| **At March 31st 2022** | | **-** | **-** | **12,645** |
| **Net Book Value** | | | | |
| At 1st April 2021 | | - | - | - |
| **At 31st March 2022** | | **-** | **28,739** | **28,739** |

## 11. Fixed Asset Investments

| | | Assets Under Construction |
|---|---|---|
| | | £ |
| **Cost or Valuation** | | |
| At 1st April 2021 | | - |
| | Additions | 1,581 |
| **At 31st March 2022** | | **1,581** |
| At 31st March 2021 | | - |

## 12. Stock

| | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Finished Goods and Goods for Resale | 2 | - |

## 13. Debtors: Due Within One Year

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Trade Debtors | 2,938 | 2,416 |
| Other Debtors | 93 | 85 |
| Prepayment and Accrued Income | 665 | 376 |
| | 3,696 | 2,877 |

## 14. Creditors: Amounts Falling Due Within One Year

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Trade Creditors | 825 | 458 |
| Other Taxes and Social Security | 564 | 313 |
| Accruals | 398 | 388 |
| Other Creditors | 409 | 88 |
| Deferred Income | 837 | 786 |
| | 3,033 | 2,013 |

## 15. Deferred Income Within One Year

| | | 2022 £'000 | 2021 £'000 |
|---|---|---|---|
| As at 31st March 2021 | | 786 | 702 |
| | Released to Incoming Resources | (683) | (497) |
| | Income Deferred to a Future Year | 734 | 581 |
| As at 31st March 2022 | | 837 | 786 |

## 16. Financial Instruments

| | | 2022 £'000 | 2021 £'000 |
|---|---|---|---|
| **Cash** | | 3,644 | 2,285 |
| **Financial Measures that are Debt Instruments Measured at Amortised Cost** | | | |
| | Trade Debtors | 2,938 | 2,416 |
| | Other Debtors | 93 | 85 |
| | | 3,031 | 2,501 |

| | 2022 £'000 | 2021 £'000 |
|---|---|---|

| | | | |
|---|---|---|---|
| **Financial Liabilities Measured at Amortised Cost** | | | |
| | Trade Creditors | 825 | *458* |
| | Other Creditors | 409 | *88* |
| | | 1,234 | *546* |

## 17. Statement of Funds

| | 1st April 2021 £'000 | Income £'000 | Expenditure £'000 | *Transfers Gains/Losses £'000* | 31st March 2022 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| Redundancy Fund | 350 | - | (350) | - | - |
| Property Maintenance Fund | 119 | 381 | - | - | 500 |
| | 469 | 381 | (350) | - | 500 |
| **General Funds** | 2,632 | 28,290 | (27,608) | 3,332 | 6,646 |
| **Total Unrestricted Funds** | 3,101 | 28,671 | (27,958) | 3,332 | 7,146 |

| | 1st April 2020 £'000 | Income £'000 | Expenditure £'000 | *Transfers Gains/Losses £'000* | 31st March 2021 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| Redundancy Fund | 350 | - | - | - | 350 |
| Works – The Bridges | 30 | - | - | - | 30 |
| Works – Head Office | 89 | - | - | - | 89 |
| | 469 | - | - | - | 469 |
| **General Funds** | 2,702 | 20,430 | (20,550) | 50 | 6,646 |
| **Total Unrestricted Funds** | 3,171 | 20,430 | (20,550) | 50 | 3,101 |

The Designated Fund represents funds set aside to cover refurbishment costs of the freehold properties at Clouds House and Manor House, the Bridges Project in Hull, and Head Office in London.

## Summary of Restricted Funds 2021-22

| FY 2020/21 | 1 April 2021 £'000 | Income £'000 | Expenditure £'000 | 31 March 2022 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| The Saintbury Trust | 11 | - | (3) | 8 |
| The Taylor Family Foundation | 5 | 10 | (11) | 3 |
| J Leon Group | 2 | - | (3) | 4 |
| Monday Charitable Trust | 6 | - | (2) | 4 |
| The Reso Charitable Foundation | 2 | - | (1) | 1 |
| The Cyril & Eve Jumbo Charitable Trust | 1 | - | - | 1 |
| The Big Give | 2 | 3 | (2) | 4 |
| The Mackie Foundation | 10 | 8 | (5) | 12 |
| Michael and Shirley Hunt Charitable Trust | 2 | - | (1) | 1 |
| 16th July 2022 Gala Fundraising Event | 1 | - | - | - |
| AE Walker Fund | 2 | - | (2) | - |
| CHK Foundation | 15 | - | (15) | - |
| Duchy of Lancaster Benevolent fund | 5 | - | (5) | - |
| Eleanor Rathbone Charitable Trust | 3 | - | (3) | - |
| In memory of Mary Parkinson | 33 | - | (30) | 4 |
| Jarvis (Harpenden) Charitable Trust | 5 | - | (5) | - |
| John Bramble Charity Motorcycle Ride | 7 | - | (2) | 5 |
| The Julia & Hans Rausing Trust | 7 | 1,214 | (934) | 287 |
| LCVS | 3 | - | (3) | - |
| Maria Marina Foundation | 10 | - | (10) | - |
| Patrick Wilson | 22 | - | (22) | - |
| Process Psychotherapy (S Hoare) | 2 | - | (2) | - |
| Reckitt Benckiser | 155 | - | (155) | - |
| St James's Place Charitable Foundation | 37 | - | (11) | 26 |
| The Tallow Chandlers Company | 2 | - | (2) | - |
| Wirral Council | - | - | - | - |
| Charles S French Charitable Trust | - | 3 | (3) | - |
| Belpech Trust | - | 5 | (5) | - |
| CHK Charities Limited | - | 58 | (52) | 6 |
| Duchy of Lancaster Benevolent Fund | - | 5 | (5) | - |
| Fowler Smith & Jones Trust | - | 3 | (2) | 1 |
| Ganzoni Charitable Trust | - | 2 | (1) | 1 |
| Garfield Weston Foundation | - | 100 | (26) | 74 |
| Henry Oldfield Trust | - | 25 | (25) | - |
| Hull & East Riding Charitable Trust | - | 5 | (5) | - |
| The Ian MacTaggart Trust | - | 2 | (2) | - |
| Kent Community Foundation | - | 3 | (3) | - |
| The Office of the Kent Police and Crime Commissioner | - | 100 | (100) | - |
| Liz & Terry Bramall Foundation | - | 50 | (50) | - |
| Mayor of Harrow's Charity Fund | - | - | - | - |

| | | | | |
|---|---|---|---|---|
| Mobbs Memorial Trust | - | 5 | (5) | - |
| Peter Cruddas Foundation | - | 15 | (9) | 6 |
| Stichting Benevolentia | - | 50 | (50) | - |
| The Hemby Trust | - | 1 | (1) | - |
| Shepherd Building Group Limited | - | 2 | (2) | - |
| Sir James Reckitt Charity | - | 10 | (10) | - |
| Suffolk Community Foundation | - | 10 | (6) | 4 |
| Annie Tranmer Charitable Trust | - | 1 | (1) | - |
| The Joseph and Annie Cattle Trust | - | 5 | (5) | - |
| The National Lottery Community Fund | - | 176 | (108) | 69 |
| The Patrick & Helena Frost Foundation | - | 8 | (8) | - |
| The Payne-Gallwey Charitable Trust | - | 5 | (5) | - |
| Randal Charitable Foundation | - | 13 | (4) | 9 |
| The Rayne Foundation | - | 25 | (25) | - |
| The Samuel Storey Family Charitable Trust | - | 4 | (4) | - |
| The Shauna Gosling Trust | - | 18 | (18) | - |
| The Swire Charitable trust | - | 5 | (5) | - |
| The Sylvia and Colin Shepherd Charitable Trust | - | 12 | (12) | - |
| The Tribune Trust | - | 3 | (3) | - |
| Matrix Causes Fund | | 1 | (1) | - |
| Colyer-Fergusson Charitable Trust | - | 35 | (35) | - |
| Frank Litchfield General Charitable Trust | - | 1 | (1) | - |
| The John Armitage Charitable Trust | - | 120 | (120) | - |
| The Rothschild Foundation | - | 38 | (38) | - |
| Hull County Council | - | 13 | (13) | - |
| David & Ruth Lewis Family Charitable Trust | - | 38 | (11) | 27 |
| Chapman Charitable Trust | - | 1 | (1) | - |
| McInroy & Wood Limited | - | 1 | (1) | - |
| Headley Pitt Trust | - | 1 | (1) | - |
| Other restricted funding | (3) | 17 | (9) | 5 |
| | 346 | 2,232 | (2,015) | 563 |

Summary of Restricted Funds 2020-21

| FY 2019/20 | 1 April 2020 £'000 | Income £'000 | Expenditure £'000 | 31 March 2021 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| The Julia and Hans Rausing Trust | 39 | 329 | (368) | - |
| The Saintbury Trust | 17 | - | (7) | 10 |
| The Taylor Family Foundation | 7 | - | (2) | 5 |
| J Leon Group | 3 | 10 | (10) | 3 |
| Monday Charitable Trust | 3 | 6 | (3) | 6 |
| The Reso Charitable Foundation | 3 | - | (1) | 2 |
| The Cyril & Eve Jumbo Charitable Trust | 2 | - | (1) | 1 |
| The Big Give | - | 3 | (1) | 2 |
| The Mackie Foundation | - | 15 | (5) | 10 |
| Michael and Shirley Hunt Charitable Trust | - | 3 | (1) | 2 |
| The Souter Charitable Trust | - | 3 | (3) | - |
| Hull & East Riding Charitable Trust | - | 5 | (5) | - |
| Shepherd Building Group Ltd | - | 2 | (2) | - |
| The Liz and Terry Bramall Foundation | - | 50 | (50) | - |
| The Sir James Reckitt Charity | - | 6 | (6) | - |
| Joseph and Annie Cattle Trust | - | 3 | (3) | - |
| HULL County Council | - | 15 | (15) | - |
| Colyer-Fergusson charitable Trust | - | 35 | (35) | - |
| Clifford Chance Global Foundation | - | 4 | (4) | - |
| City of London Corporation | - | 11 | (11) | - |
| Police & Crime Commissioner for Kent | - | 44 | (44) | - |
| CHK Charities Limited | - | 55 | (55) | - |
| Suffolk Community Foundation | - | 10 | (10) | - |
| The Rayne Foundation | - | 25 | (25) | - |
| Fowler Smith and Jones Trust | - | 2 | (2) | - |
| Kent Police | - | 6 | (6) | - |
| The John Armitage Charitable Trust | - | 100 | (100) | - |
| Regulatory Settlement, Gambling Commission | - | 31 | (31) | - |
| The National Lottery Community Fund | - | 5 | (5) | - |
| Payne-Gallwey Charitable Trust | - | 10 | (10) | - |
| The Rothschild Foundation | - | 53 | (53) | - |
| The Aurum Charitable Trust | - | 77 | (77) | - |
| Symphony Communication services | - | 2 | (2) | - |
| Other restricted funding | 8 | 26 | (27) | 7 |
| | 82 | 946 | (980) | 47 |

The purpose of restricted funds are:

| | |
|---|---|
| The Julia and Hans Rausing Trust | Clouds House bursary |
| The Patrick & Helena Frost Foundation | Clouds House bursary |
| The Shauna Gosling Trust | Clouds House bursary |
| Duchy of Lancaster Benevolent Fund | The Brink's refurbishment |
| The Hemby Trust | Kitchen equipment at The Brink |
| Garfield Weston Foundation | M-PACT Families and Young People |
| CHK Charities Limited | Change Up Programme in East Kent |
| The National Lottery Community Fund | Salary costs in Forward Connect |
| Mobbs Memorial Trust | Blue Sky, Employment Services, Traineeship and Tools |
| The Payne-Gallwey Charitable Trust | Blue Sky Traineeships |
| The Swire Charitable Trust | Blue Sky Traineeships |
| Stichting Benevolentia | Prison Apprenticeship Pathways |
| The Rothschild Foundation | Espresso Futures |
| The Julia and Hans Rausing Trust | Forward Enterprise Fund |
| CHK Charities Limited | Emergency Covid funding towards The Bridges |
| Belpech Trust | The Bridges |
| Hull & East Riding Charitable Trust | The Bridges |
| The Ian MacTaggart Trust | The Bridges |
| Liz & Terry Bramall Foundation | The Bridges |
| Shepherd Building Group Limited | The Bridges |
| Sir James Reckitt Charity | The Bridges |
| The Joseph and Annie Cattle Trust | The Bridges |
| The Samuel Storey Family Charitable Trust | The Bridges |
| The Sylvia and Colin Shepherd Charitable Trust | The Bridges |
| The Tribune Trust | The Bridges |
| Hull County Council | The Bridges |
| McInroy & Wood Limited | The Bridges |
| Saintbury Trust | Core Costs of Families & Young people |
| Taylor Family Foundation | Core Costs of Families & Young people |
| J Leon Group | Core Costs of Families & Young people |
| Monday Charitable Trust | Core Costs of Families & Young people |
| Reso Charitable Foundation | Core Costs of Families & Young people |
| Cyril & Eve Jumbo Charitable Trust | Core Costs of Families & Young people |
| Michael & Shirley Hunt | Core Costs of Families & Young people |
| The Big Give | Core Costs of Families & Young people |
| The Julia and Hans Rausing Trust | Core Costs of Families & Young people |
| The Mackie Foundation | Core Costs of Families & Young people |
| Randal Charitable Foundation | Family Work in Surrey Prisons |
| David & Ruth Lewis Family Charitable Trust | Family Work in Surrey Prisons |
| Colyer-Fergusson Charitable Trust | Step Back in HMP Swaleside |
| CHK Charities Limited | Cost of a Recovery Support worker |
| Fowler Smith & Jones Trust | Recovery and Resettlement Worker in HESS Prisons |
| Ganzoni Charitable Trust | Recovery and Resettlement Worker in HESS Prisons |

| | |
|---|---|
| J Leon Group | Recovery Support Services |
| Suffolk Community Foundation | Recovery & Resettlement worker in Suffolk/HESS prisons |
| Annie Tranmer Charitable Trust | Recovery & Resettlement worker in Suffolk/HESS prisons |
| The Julia and Hans Rausing Trust | Recovery Support Services |
| The Julia and Hans Rausing Trust | Forward Connect |
| The National Lottery Community Fund | Salary Costs in Forward Connect |
| Frank Litchfield General Charitable Trust | Recovery & Resettlement Worker in HESS Prisons |
| The Office of the Kent PCC | The Worth Project |
| The Office of the Kent PCC | Violence Reduction Mentoring Services |
| The Office of the Kent PCC | Violence Reduction Mentoring Services |
| Matrix Causes Fund | The Worth Project |
| Chapman Charitable Trust | The Worth Project |
| Headley Pitt Trust | The Worth Project |
| Peter Cruddas Foundation | Volunteering and Mentoring Worker |
| The Julia and Hans Rausing Trust | Apprenticeships and Traineeships |
| Taylor Family Foundation | Housing & Resettlement |
| Henry Oldfield Trust | Housing & Resettlement |
| Mayor of Harrow's Charity Fund | Housing & Resettlement |
| The Rayne Foundation | Housing & Resettlement |
| Kent Community Foundation | The Worth Project |
| The Office of the Kent PCC | Step Back Project in Elmley & Rochester |
| The John Armitage Charitable Trust | Surrey HMP Send & Downview: Female Offenders |
| 16th July 2022 Gala Fundraising Event | Residential Treatment at Clouds House |
| In Memory of Mary Parkinson | Core Costs of Families & Young people |
| St James Place Charitable Foundation | MPACT Development |
| AE Walker Fund | Residential Treatment at Clouds House |
| CHK Charities Limited | Residential Treatment at Clouds House |
| The Julia & Hans Rausing Trust | Residential Treatment at Clouds House |
| Maria Marina Foundation | Clouds house Core Costs |
| Duchy of Lancaster Benevolent fund | Volunteer Program Liverpool |
| Eleanor Rathbone Charitable Trust | Community-based Interventions for Individuals and Families, Liverpool |
| LCVS | Towards Male Suicide Prevention and Walking Group, Liverpool |
| Wirral Council | Community-based Interventions for Individuals and Families, Liverpool |
| Process Psychotherapy (S Hoare) | Professional Education (CATS) |
| The Tallow Chandlers Company | Professional Education (CATS) |
| In Memory of Mary Parkinson | Research |
| Patrick Wilson | Life in Recovery Research Program |
| Patrick Wilson | Residential Treatment Survey Research |
| Reckitt Benckiser | Brio Program |
| Jarvis (Harpenden) Charitable Trust | Newsletter and Annual Review |
| John Bramble Charity Motorcycle Ride | MPACT/Families |
| Charles S French Charitable Trust | HESS Recovery and Resettlement Workers |

## 18. Summary of Funds

| | 1st April 2021 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2022 £'000 |
|---|---|---|---|---|---|
| Designated Funds | 469 | 381 | (350) | - | 500 |
| General Funds | 2,632 | 28,290 | (27,608) | 3,332 | 6,646 |
| Total Restricted Funds | 47 | 2,232 | (2,015) | 299 | 563 |
| | 3,148 | 30,903 | (29,973) | 3,631 | 7,709 |

## 19. Analysis of Net Assets Between Funds

| At 31st March 2022 | Restricted Funds £'000 | Unrestricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| Fixed Assets | - | 3,400 | 3,400 |
| Current Assets | 563 | 6,779 | 7,342 |
| Current Liabilities | - | (3,033) | (3,033) |
| | 563 | 7,146 | 7,709 |

| *At 31st March 2021* | *Restricted Funds £'000* | *Unrestricted Funds £'000* | *Total Funds £'000* |
|---|---|---|---|
| *Fixed Assets* | *-* | *1* | *1* |
| *Current Assets* | *47* | *5,115* | *5,162* |
| *Current Liabilities* | *-* | *(2,015)* | *(2,015)* |
| | *47* | *3,101* | *3,148* |

## 20. Operating Lease Commitments

At 31st March 2022, the Charity's future minimum operating lease payments are as follows:

| BUILDINGS Leases That Expire: | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Within One Year | 165 | *234* |
| Two to Five Years | 74 | *27* |
| Over Five Years | - | *-* |
| | 239 | *261* |

During the year, the Charity incurred rental costs in respect of assets under operating leases of £411k (2021: £340k).

## 21. Acquisition of Action on Addiction

On the 1st May the activities and assets of Action on Addiction and its subsidiaries, Registered Charity No. 1117988, were transferred to Forward Trust. From this date Action on Addiction has no activity and is now dormant.

The following assets and liabilities were transferred to Forward Trust from Action on Addiction and are reflected on the Statement of Financial Activities, and within each asset class in the Forward Trust's Balance Sheet as at 31st March 2022.

| | Balance at 1st May 2021 £'000 |
|---|---|
| **Fixed Assets** | |
| Tangible Fixed Assets | 3,078 |
| **Current Assets** | 476 |
| Debtors | 298 |
| Deposits & Cash in Hand | 774 |
| Creditors Amount Falling Due Within One Year | 636 |
| **Net Current Assets** | 138 |
| **Total Net Assets** | **3,216** |
| **The Funds of the Charity: Funds & Reserves** | |
| **Unrestricted Funds** | |
| General Funds | 1,161 |
| Designated Funds | 1,756 |
| **Restricted Funds** | 299 |
| **Total Funds** | **3,216** |

## 22. Related Party Transactions

There were no related party transactions in the year.

Donations from Trustees in aggregate were £1.6k (2021: £2.6k).

## 23. Pensions

The Charity contributes to both defined contribution and defined benefit pension schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations (TUPE).

The Charity contributes to a number of schemes: Group Personal Pension Plan managed by Aviva, NHS Pension Scheme managed by NHS Pensions, Shropshire County Pension fund managed by Shropshire Council, Civil Service Pension managed by The Cabinet Office and The Prudential Platinum Pension Scheme. The Group Personal Pension Plan managed by Aviva is a defined contribution plan.

The NHS Pension Fund is a closed defined benefit scheme specific to employees TUPEd who were members of an NHS Pension Scheme at the time of transfer. Shropshire County Pension is a closed defined benefit scheme applicable to employees TUPEd who were members of Shropshire Pension Scheme at the time of transfer. Civil Service Pension Scheme is a closed defined benefit scheme applicable to employees who were members of the Civil Service Pension Scheme at the time of transfer.

The Charity participates in 'Prudential Platinum Pension – The Forward Trust,' a funded defined benefit statutory pension scheme in the UK which is contracted out of State Second Pension. This scheme was set up to ensure that we provide a comparable scheme for staff who are TUPEd with final salary pension rights. The assets of all pension schemes are held separately from those of the Charity.

Pension costs charged in the Statement of Financial Activities represent all the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

## 24. Pensions: Prudential Platinum Pension – The Forward Trust

Prudential Platinum Pension is a centralised scheme which is available to employers throughout the United Kingdom. Each participating employer (or group company arrangement) has its own ring-fenced section and accordingly there is no cross subsidy between employers, other than in a group company arrangement. The Scheme provides retirement and death in service benefits for Members and their Dependants. It is a defined benefit scheme which means that the benefits under it are calculated on a pre-determined basis specified in the Scheme's rules. The Scheme, which is legally and financially separate from the employers, is constituted by a Trust Deed and is administered in accordance with the rules by the Trustees. The Forward Trust is legally bound by a Deed of Adherence to the Scheme and became a participating employer with effect from 18 May 2012. This note reflects the position appropriate to The Forward Trust for the purposes of the UK pensions accounting standard FRS 102. It does not reflect the position of any other participating employer in the Prudential Platinum Pension Scheme. The costs and balance sheet items in respect of the Charity's other pension arrangements are included elsewhere in the Charity's disclosures.

The Prudential Platinum Pension scheme is set up on a tax relieved basis as a separate trust independent of the Charity and supervised by an independent Trustee. The Trustee is responsible for ensuring that the correct benefits are paid, that the Scheme is appropriately funded and that Scheme assets are appropriately invested.

This scheme provides pensions and lump sums to members on retirement and to their dependants on death. Members who leave service before retirement are entitled to a deferred pension.

Active members of the Scheme pay contributions at a rate based on their pensionable pay and the Charity pays the balance of the cost as determined by regular actuarial valuations. The independent trustee is required to use prudent assumptions to value the liabilities and costs of the scheme whereas the accounting assumptions must be best estimates.

The liabilities for this year's accounting disclosures have been calculated by rolling forward the 31 December 2015 liabilities from that valuation date to 31 March 2022 allowing for member movements and cash-flows and

using the assumptions set out below. The figures in the following disclosure were measured using the Projected Unit Method.

The amounts recognised in the statement of financial position are as follows:

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Defined Benefit Obligation | (501) | (561) |
| Fair Value of Plain Assets | 710 | 711 |
| | 209 | 150 |
| Net amount recognised year end (before any adjustment for deferred tax) | 209 | 150 |
| Adjustment of Non-Recognition of Surplus | (209) | (150) |

The amounts recognised as comprehensive income are:

| SERVICE COST | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Current Service Cost (Net of Employee's Contributions) | 16 | 13 |
| Administration Expenses | 51 | 44 |
| Loss (Gain) on Plan Introductions, Changes, Curtailments and Settlements | - | - |
| Net Interest Expense (Credit) | (3) | (7) |
| Change (Credit) Recognised in Profit and Loss | 64 | 50 |

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Change (Credit) Recognised in Profit and Loss | 64 | 50 |
| Re-measurements of the Net Liability | | |
| Return on Scheme assets (Excluding amounts Included in Net Interest Expense) | 19 | (10) |
| Actuarial Gains (Losses) | (75) | 189 |
| Credit Recorded on Other Comprehensive Income | (56) | 179 |
| Total Defined Benefit Cost | 8 | 229 |

The Principal Actuarial Assumptions Used Were:

| | 2022 % | 2021 % |
|---|---|---|
| Liability Discount Rate | 2.7 | 2.1 |
| Inflation Assumption – RPI | 3.3 | 3.1 |
| Inflation Assumption - CPI | 2.3 / 3.1 | 2.1 / 2.9 |
| Rate of Increase in Salaries | 2.8 / 3.6 | 2.6 / 3.4 |
| Revaluation of Deferred Pensions - CPI | 2.3 / 3.1 | 2.1 / 2.9 |

| | | | |
|---|---|---|---|
| Increases for Pensions Payment - CPI | | 2.3 / 3.1 | *2.1 / 2.9* |
| Expected age of Death of Current Pensioner at Age 65: | | | |
| | Male Aged 65 at Year End | 85.9 | *87.2* |
| | Female Aged 65 at Year End | 88.8 | *89.5* |
| Expected age of Death of Future Pensioner at Age 65: | | | |
| | Male Aged 45 at Year End | 87.1 | *88.5* |
| | Female Aged 45 at Year End | 90.3 | *90.9* |

| Reconciliation of Scheme Assets and Liabilities | Assets £'000 | Liabilities £'000 | Total £'000 |
|---|---|---|---|
| **At Start of Period** | 711 | (561) | 150 |
| Benefits Paid | (14) | 14 | - |
| Administration Expenses | (51) | - | (51) |
| Current Service Cost | - | (16) | (16) |
| Contributions from the Employer | 67 | - | 67 |
| Contributions from the Employees | 1 | (1) | - |
| Interest Income (Expenses) | 15 | (12) | 3 |
| Return on Assets (Excluding Amount Included) | (19) | - | (19) |
| Net interest Expense | - | 75 | 75 |
| Actuarial Gains (Losses) | - | - | - |
| **At End of Period** | 710 | (501) | 209 |

The Return on Plan Assets Was:

| | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Interest Income | 15 | *15* |
| Return on Plan Assets (excluding amounts included in net interest expense) | (19) | *10* |
| **Total Return on Plan Assets** | (4) | *25* |

The Scheme has no investments in the Charity on property occupied by the Charity.

The Major Categories of Scheme Assets are as Follows:

| | 2022 £'000 | *2021 £'000* |
|---|---|---|
| Corporates | 343 | *366* |
| Index Linked | 367 | *344* |
| **Total Market Value of Assets** | 710 | *711* |

## 25. Capital Commitments.

There are no known capital commitments at the yearend.

## 26. Contingent Liabilities.

There are no known contingent liabilities at the yearend.

## 27. Post Balance Sheet Events.

In June 2022, Forward was successful in winning new contracts to deliver probation services as part of HMPPS Dynamic Framework across the UK. These involve delivering brand new Dependency & Recovery services to probation clients across all London Boroughs, as well as in Humberside. These 43-month contracts, commencing in September are valued at circa £13m.

We also were informed during June 2022 that our bids to deliver Substance Misuse Services at Midlands Prisons (HMP Onley and HMP Rye Hill) and HMP & YOI Aylesbury. These services are in line with our core prison offer and will go live in October 2022. The combined value of these 7-year contracts is £8.25m.

# REFERENCE AND ADMINISTRATIVE DETAILS

The Forward Trust is a charitable company limited by guarantee.

| | |
|---|---|
| Charity Number: | 1001701 |
| Company Number: | 02560474 |

## Trustees/Directors

| | |
|---|---|
| **Chair** | Hon David Bernstein |
| **Treasurer** | Anthony Hazell |
| | Ben Houghton |
| | Dame Benita Refson DBE |
| | David Riddle |
| | Hon Isabelle Laurent |
| | Jamie Drummond-Smith |
| | Joyce Adu |
| | Lady Louise Gibbings |
| | Lisa Bryer |
| | Rebecca Priestley |
| | Andrew Wylie |
| **Company Secretary** | John Biggin OBE |
| **Patrons** | HRH The Duchess of Cambridge |
| | Tony Adams MBE |
| | The Revd. Jonathan Aitken |
| | Chris Difford |
| | Sir Anthony Hopkins CBE |
| | Erwin James |
| | Jonathan Pryce CBE |
| | The Hon. Emma Soames |
| **Founders** | Jonathan Wallace |
| | Peter Bond |
| | Michael Meakin |

| | | |
|---|---|---|
| **Business Address** | Unit 106, Edinburgh House | |
| **Registered Office** | 170 Kennington Lane | |
| | London SE11 5DP | |
| **Key Management Personnel** | Michael Trace | Chief Executive Officer |
| | John Biggin OBE | Chief Operating Officer |
| | Jason Moore | Executive Director of Substance Misuse Services |
| | Asi Panditharatna | Executive Director of Employment Services |
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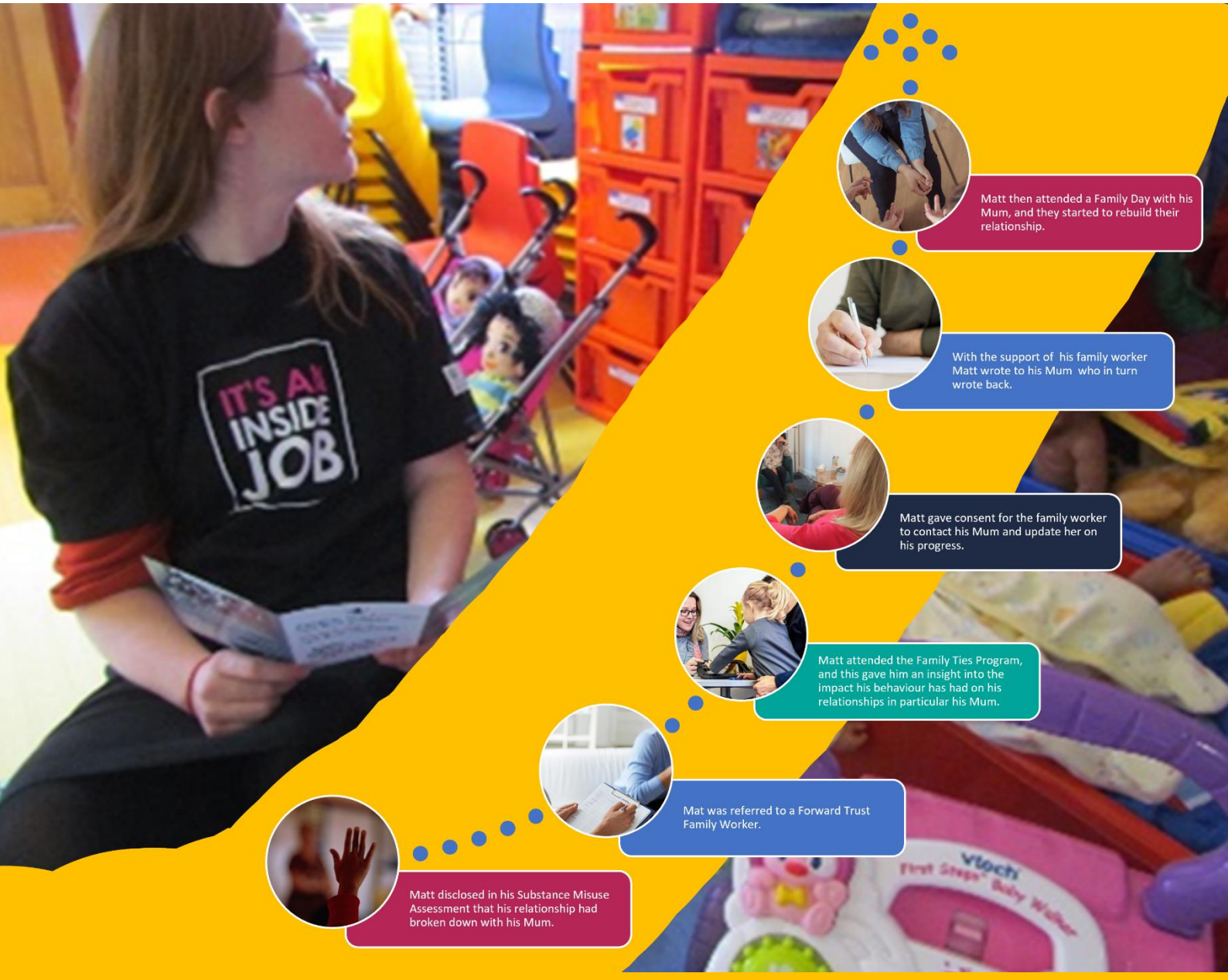
**THE FORWARD TRUST**

England & Wales - Charity number 1001701

# Accounts

# Annual Report and Accounts

## For The Year Ending 31st March 2021




Forward Family Connections *It's a relationship*

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# TRUSTEES' ANNUAL REPORT



## Introduction

We began the current reporting year having recently moved all of our operations, as well as all of our Head Office functions into alternate ways of working as a result of the COVID-19 global pandemic, and the restrictions that were required of us in order to ensure the continued safety of our clients and our staff.

Whether working under the severe restricted access to prisoners as a result of prisons locking down, or developing new ways of accessing our community based clients remotely, we have managed to continue to deliver our services throughout, (although not at the levels that we would want to, given their vulnerability, and needs).

During the year we have made further strides in our Employment Services division and are rapidly growing a reputation for delivery that has seen us succeed, even when up against the larger and more experienced providers in this area.



We have also transformed our ability to offer services to our clients through employment of technological solutions in the form of social media platforms such as Zoom and Kaizala, as well as through new digital content.

Our Prison Substance Misuse Division has, despite COVID-19 during the year, continued to build on our fledgling delivery of the NHS Improving Access to Psychological Therapies (IAPT) programme, mobilising and embedding this service across five prisons in Hertfordshire, Essex, and Suffolk.

Our financial performance, having turned a corner during the previous year, has suffered somewhat due to complications brought on by COVID-19 and increased costs relating to keeping our staff and clients safe, compounded by a slow-down in contribution from some of our key charitable donors. Our key sources of contract income have stayed firm throughout.

As a consequence, the charity will only return a small deficit and not only remains a going concern, but will expand significantly during 2021 and beyond through merger and key contract wins in the Probation market.

The Board of Trustees confirm that this annual report and consolidated financial statements are made under charity law, provide a strategic report and directors' report, and are produced as required by company law.

## Message from the Chair



Hon David Bernstein, Chair of Trustees

The 12 months covered by this report have been quite unlike any other, and that is true for all of us: not just Forward Trust senior management, staff, and clients, but the whole country. While it is arguable that our prison clients have suffered the greatest stresses and hardships over the last 18 months, all of us have been deeply affected, and in new and unfamiliar ways, by the pandemic and its consequences.

The admirable way that the whole Forward team responded to the many restrictions and obstacles we have had to deal with are well described in the following sections of this report. What shines out is the remarkable combination of resourcefulness and imagination that everyone brought to the task of finding ways to continue to deliver our services to our clients. Just one example is Reach Out, our online chat service that was conceived, devised, and implemented in a matter of weeks. Staff volunteers were trained to operate the service and soon they were dealing with tens and then hundreds of contacts - many from people getting in touch with Forward for the first time.

As you will discover later in this report over half those contacting us via Reach Out were seeking help with mental health problems. This, I believe, is a reflection of the impact that the various COVID-19 lockdowns have had on the general population, and also of the growing public awareness of the ever wider range of services that the Forward Trust can offer.




One of our key aims as a national charity is to raise awareness of the many positive solutions that are on offer for our client group - those affected by addiction and by crime. We aim to reduce the unwarranted stigma attached to our beneficiaries, so many of whom are now enjoying reformed lives in recovery, rebuilding relationships with family, working as highly valued employees, and employers, and showing by example that many more can and will be helped to turn their lives around.

During the year under review we were approached by Action on Addiction, another leading charity working in the same field. After some thorough and very positive discussions the two boards of trustees decided to move to full merger of the two organisations. I am delighted to be able to report that shortly after the end of our financial year, on 30th April, the merger took place. As a result the combined charities will be able to deepen and extend the range and the reach of our programmes.

We already have exciting plans for the coming year, and many of these will be in the public domain by the time this report is published. One piece of news which we were particularly proud to announce in June is the decision of HRH The Duchess of Cambridge to become our Royal Patron. Her commitment to the work we do has been evident for many years through her patronage of Action on Addiction. We are delighted that she has agreed to serve as our Patron following the merger of the two charities. We acknowledge and welcome her interest in early childhood, and

in the importance of early intervention to address the consequences of childhood trauma, which can so often lead to addiction and other problems later in life. Increased emphasis on our family work is one part of our response to the growing need for mental health programmes.

We are also taking on new challenges through our success in winning a number of Personal Wellbeing contracts that have been awarded to us as part of the Probation Service Dynamic Purchasing Framework. We hope that we can bring the same Forward Trust approach to all the programmes and services we provide, namely a firm belief that anyone, whatever their particular problems and needs, can be given the tools and support they require to help them take responsibility for their own futures.

As we navigate the prospect of a gradual return to a “new normal”, we will rely more and more on each other, and a shared concern for mutual support. I am sure that our staff, trainees, and volunteers will work together to continue to help all our clients to turn their lives around and maintain stable recovery.

Each year I am humbled by the commitment of everyone at Forward Trust, this year more than ever. I remain confident that we will meet the challenges ahead, and that our charity will continue to thrive.



**Hon David Bernstein**

Chair of Trustees

## Message from the Chief Executive Officer



Mike Trace, Chief Executive

As for everyone, the year from April 2020 has for Forward Trust been dominated by the COVID-19 pandemic, and the lockdowns that followed. We had to react quickly to the initial lockdown at the end of March 2020 and work hard to develop and maintain working practices that maximised the safety of our staff, while continuing to deliver as much of the life-saving care and support that our clients need.

I am proud of the fact that, throughout this year of disruption, the Forward Trust has been able to continue expanding our services, and maintain our financial stability, with no need to make any employees redundant, or temporarily furloughed. All our staff and volunteers have been kept busy on delivering our mission, often having to make fundamental changes to working patterns or job roles but remaining focused on finding creative ways to provide advice and support and promote recovery. This has been made possible by the continued dedication and client focus of our workforce, who have shown again that they are experts at adapting to new circumstances and challenges.

Knowing that loneliness, isolation, and anxiety are key drivers of addiction and other mental health problems, we always expected a spike in demand for our services. This has been the case in general, but also specifically evidenced by the response to our 'Reach Out' online chat function. Identifying that people would need an open access channel to seek a 'friendly voice' and get anonymous access to advice and reassurance, we launched the Reach Out service in spring 2020. With limited advertising and no funding, this 'no strings attached' chat line has since responded to thousands of calls from people feeling isolated, most of whom want nothing more than to feel that someone cares and is listening. I pay tribute to the Forward Trust staff and volunteers who have given up their time to attend training and operate the service.

We have also commissioned research into patterns of drinking and drug use amongst the general population during the lockdowns, which was published in June 2021, and showed that more people were drinking to dangerous or dependent levels and, most worryingly, that those who reported themselves to be in recovery were more likely to be going through relapses triggered by isolation and depression.

Service provision, particularly in prisons, has been severely disrupted, with opportunities for face to face delivery severely constrained for most of the year. Our structured therapeutic programmes, in which the closeness of the group is an important part of recovery, have been impossible to deliver face to face during this period. Where possible, we have worked with clients remotely (through Zoom groups and social media, and in one-to-one, socially distanced, sessions). We have also made extensive use of written materials and exercises, to keep clients occupied and connected from their prison cell, or COVID lockdown accommodation.

While there is no substitute for the human connection of face to face work, we have found that many of these remote methods, introduced by necessity, have actually improved the accessibility and efficiency of some services. Creative approaches such as online assessments, remote delivery of vocational and employment training, social media-based support groups, and virtual viewings of accommodation have been appreciated by clients, and in many cases led to better outcomes. We will be incorporating these new ways of working into our post-lockdown patterns of work.

One of the most daunting tasks at the first outbreak of COVID was the closing down of our Head Office in London in March 2020. Like most federated service provision charities, all of our Central Services were operated from the Head Office, based in Kennington, South London, with all staff attending the office daily. We took the decision to totally close the office on 17th March 2020, and each department quickly moved to a remote style of working with, for

example, financial transactions approved electronically, meetings all held on Zoom and Teams, and audits and management checks undertaken remotely. In contrast to initial fears of major disruption to communications, this remote model of working has stood up remarkably well, for which I need to give thanks to our tireless and creative IT department, and the flexibility and 'can do' attitude of staff and managers. Like most organisations, we are now negotiating a return to office based working and are planning a hybrid model of office attendance and remote services.

Conclusive evidence of the robust health of the organisation through this difficult period is provided by our merger, just after the year end, with Action on Addiction. Forward Trust leadership were approached in late 2020 to consider merging with this well established and well regarded addiction recovery charity. Brisk negotiations showed the merger to be clearly in in the interests of both charities' missions, and an agreement to merge was made by the end of March 2021 and implemented without major disruption in May 2021. Combined with a number of successful contract wins to deliver services under the new Unified Probation Model, this merger has raised our annual turnover to around £33 million, and significantly increased the number and diversity of the clients that we can offer the prospect of recovery and rehabilitation to. We therefore enter a new year full of hope and confidence in pursuing our mission to help people turn their lives around.

## Forward in Numbers – Understanding our Impact

2020/21 has been a year like no other. That said, it has seen some remarkable achievements even in the face of significant challenges, and these are detailed below:

### Key Achievements in 2020/21

| | |
|---|---|
| 2,571 | Employment Services Clients/Learners received employment and training support in prisons (IAG). |
| 60% | Of Employment Services Clients/Learners placed in a job or apprenticeship sustain it for at least 3 months |
| 6,814 | Substance Misuse clients started a structured intervention. |
| 794 | New clients joining our Forward Connect recovery community. |
| 300 | Clients and families engaged with Forward Family Programmes. |
| 243 | Active volunteers engaged with us over the year 2020-21. |
| 77 | Housing clients who were offered secure tenancies sustained them for 6+ months since April 2020. |
| 44 | Trainees (formerly referred to as Forward Apprentices) were recruited |

## Forward Thinking – Innovation and Imagination, Our Stock in Trade

We achieve the results we do because we believe and invest in people's capacity to change.

We also create structures and initiatives which celebrate people's achievements, help them to act as role models, and demonstrate 'visible recovery' to those following behind them.

Innovation and imagination have been especially important during the current period, and in particular to craft new and different ways of engaging our clients in response to the restrictions on face to face access brought about by the country's response to COVID-19.

Here at Forward we have, in our usual determined and passionate way, embraced this, and have set in place over the reporting period numerous initiatives and innovations focused at not only minimalising the impact of COVID-19 restrictions, but that even embrace them and use them as a vehicle for driving change.

Here are some examples of how we have continued to put our mission into practice.

### Remote and Digital Support



Restricted by lockdown from being able to deliver the bulk of our 'in person' services (one-to-one key work sessions or groups), Forward – like many organisations that care for vulnerable people – had to switch overnight to a telephone and online-based service to maintain core support for community clients (audio/video calls and text messaging).

However, motivated by client demand, we then piloted a wider, more ambitious range of digital tools, aiming to further enhance connection with and between clients.

| | |
|---|---|
| **Reach Out** | An online, text-based chat service to reach people in need of advice and support, providing a 'friendly voice' of hope and motivation; |
| **Digital workbooks** | Self-help resources to raise awareness and help address problematic use of alcohol, cannabis, and powder cocaine during lockdown; |
| **Social Messaging Apps** | To enable peer-to-peer connection and support for groups at various stages of treatment and recovery; |
| **Online Group Programmes** | Using video call software to continue delivery of structured group programmes for both service users and recovering families. |

More than merely 'filling the gap' during lockdown, initial findings suggest that these tools can enhance traditional models of face to face support in the future, offering benefits of:

**Greater Reach** – engaging more younger and older (70+) client groups than previously supported, and also friends and families of people in need;

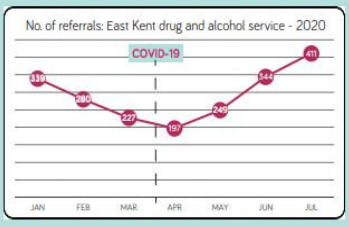
**Safety and Confidence** – many people feel more comfortable connecting from home (once online protocols are in place); barriers such as transport, childcare, and the stigma of being seen at a service hub location are also overcome;

**Stronger Engagement** – clients who use online tools and platforms enjoy the experience and come back for more; they also claim that they are more likely to return to or commence 'in-person' groups;

**Service User Empowerment** – clients are able to use tools 24/7 to support each other and also to create motivational content (e.g. recovery films); they are 'running with the tech' unconstrained by set times or locations;

**Wider Influence** – technology captures and shares messages of peer support at a greater scale than can be achieved through face to face communication; this amplifies 'visible recovery'.

## Headline Impact




- Rise in referrals over lockdown period (East Kent) bucking national trends
- **43%** reduction in Did Not Attend Rates (Hull) for online group programmes and 40% increase in numbers participating
- **31,000** messages of peer support and visible recovery on social messaging apps (East Kent)

Building on this intensive period of innovation and learning in response to lockdown, Forward is committed to the further development of digital tools and approaches, as well as to measuring the outcomes they achieve compared to traditional approaches, acknowledging that digital access is not possible for everyone, or not to everyone's taste.

However, client feedback already demands that remote and digital support continues as an option in a future beyond lockdown, as part of a 'blended' approach alongside 'in-person' services, and we believe that there is enormous potential for developing this to complement the on-going programme for digitalising prisons.

**Insight - Pandemic Vs the Dover Day Programme…**




Nobody could have predicted that a virus could possibly have had as much of an impact on the world as we knew it as COVID-19. Nor could we imagine having to adapt every aspect of how we work to accommodate the new 'COVID-secure' rules, keeping all our staff and clients safe. COVID has hindered our world in so many ways, particularly how we interact with one another, as well as highlighting the importance of mental health.

It has destroyed so many lives, taking away loved ones and forcing us to isolate ourselves, which is especially hard if you are already in a lonely place.

Communities have worked together helping each other stay safe and practise social distancing. We have had to look at new ways to stay connected, be it with family or in a work environment. For us, the workplace looks very different.

This is the story of how one of our Hubs in East Kent has adapted to continue to facilitate the Dover Day programme, supporting people with substance misuse issues.

Before the pandemic, staff and clients would all come together as a group - in the same room - and this would help clients support one another to stay abstinent.

Staff would also deliver one-to-one key work in person, because being able to connect visibly in a therapeutic environment is so important.



The programme usually ran from 10am to 3pm, Monday to Friday. When lockdown happened, this changed almost overnight.

The Team knew that they had to adapt quickly to make sure the programme could still be delivered. Clients were in the middle of their treatment programmes, and we had to support them no matter what.

The Team quickly responded and adapted the programme to run online, using digital services such as Microsoft Teams and Zoom.

This was not easy, as a number of both staff and clients were insufficiently technically literate. But by coming together and supporting each other they were able to get up to speed quickly.



In addition to running groups online, the Team also set up a secure group for clients on Kaizala (a chat app similar to WhatsApp), where clients could access out-of-hours support if they needed to. One-to-one key work was now done over the phone, including contacting any clients who needed a chat after online group sessions.

Colleagues supported each other remotely when service users wanted check-ins, providing people the chance to talk, or be an ear to listen - in confidence, of course – as well as signposting clients to other services they needed. Clients were offered remote support with their assignments as well. Despite all the changes and restrictions, we have even had the pleasure of seeing participants actually graduate from the programme.

Usually we would celebrate the achievements of the graduates with cake, but under the circumstances, cake will have to wait a bit longer.

Forward are passionate about change, and what better opportunity does a person get to embrace change than during these times. We can all learn from these experiences and listen to the powerful messages of hope as we come together again post COVID, just in a different way.

As COVID restrictions diminish, Forward is seeing a lot more people coming into our services. Our ability as an organisation to support these clients is unwavering despite the challenges of running a service during a pandemic, because we have adapted to the situation and – in many ways – actually improved the way that we work together. The message is out there for all to see.

We never give up because everyone deserves a chance, and if we all pull together, we can continue to demonstrate that change is possible.

## Reach Out – Forward's On-Line Chat Service…

Reach Out: Forward's online chat service grew from an emergency pandemic response into a valuable safety net.

In May 2020, Forward launched its first ever live chat service: **Reach Out.**

We were mindful that a lot of vulnerable people, both our current service users and those not currently getting help but struggling, would be looking for sources of support at what was an incredible lonely and anxious time.

Reach Out seemed to be one small way in which we could help.



It took a while for people to learn about the service, but – with funding from the National Lottery's Coronavirus Community Support Fund and from J Leon Group to help with marketing and promotion – it has become increasingly popular.

We have now seen a **500%** growth in call volume since November of last year.

Although Forward delivers a range of different types of support, including employment and housing, we are best known for our drug and alcohol services. So we thought it was likely that the vast majority of people contacting us would do so to chat about issues with substances. And, to begin with, they did.

However, in the course of the last year, we have had an increasing amount of people getting in touch due to mental health issues, and these actually now form a significant proportion of the calls we receive: **60%** in total.

**60%**
In 2020-21, 60% of calls to Reach Out related to Mental Health…

**87%**
In 2020-21, 87% of callers were just logging in for someone to talk to…

**2,382**
In 2020-21, we received 2,382 calls. 517 of these in the first 5 months…

**27%**
Of calls in Feb 2021 were from people who had never previously engaged with Forward…

Lockdown has, of course, been a driver in people wanting to reach out, but the biggest thing we have noticed is people getting in touch because they had no-one else to talk to.

We are helping people who are feeling quite lost and, although that is a big responsibility, it is also a huge privilege to know that we can be a source of support and comfort to them.

Reach Out is run by a team of Forward staff and volunteers, who have been able to set aside time during lockdowns to become 'agents' for the service.

One of the amazing things is that it is not just callers who have benefitted from the service, but our team. Many of them have told us that, in addition to the satisfaction of knowing that they are helping people, volunteering for Reach Out has helped them to hone their skills and knowledge base.

This has been particularly important for frontline staff whose interaction with clients have been severely limited due to the restrictions on face to face contact in the past year.

For everyone that has been involved, whether it is the people who are getting in touch, or the amazing team at the end of the line, Reach Out has served an incredibly important purpose.

## Forward's New IAPT Service for Health and Wellbeing…

April 2020 saw the introduction of Forward's new 'Improving Access to Psychological Therapies' (IAPT) services at HMPs Warren Hill, Hollesley Bay, High Point and The Mount. This was in addition to HMP Chelmsford, where we had already been delivering an IAPT service for two years.

IAPT services help people who are experiencing low-level mental health issues, such as depression and anxiety. As a service, IAPT began in 2008 in the community, and has transformed the treatment of anxiety disorders and depression in adults in England. It is widely-recognised as one of the most ambitious programmes that uses talking therapies, and more than one million people have accessed its services for help since it first launched.

IAPT is designed to help people take positive steps that will improve their wellbeing through structured, evidence-based interventions. It largely consists of techniques from Cognitive Behavioural Therapy (CBT), a talking therapy that can help people manage their problems by changing the way they think and behave.

**Insight: Additional Support for IAPT Clients from the Recovery Support Service**

Our Recovery Support Service supports people who have completed one of our programmes and can help with the transition back into the community. The Forward Trust are now offering this service to IAPT clients who have completed an IAPT programme at Hollesley Bay, Warren Hill, The Mount, Highpoint or Chelmsford.

The service provides:

- Release planning workshops;
- One-to-one support;
- Bespoke release packs;
- The opportunity to be connected to a mentor in the community;
- Signposting to recovery, resettlement, mental health, and wellbeing services;
- The opportunity to be linked into our national Forward Connect network in prison and in the community
- Support for up to eight weeks after release into the community.

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## Building Stability…



According to MOJ figures, nearly two in five prisoners **(37%)** state that they need help finding a place to live when they are released. Of these, **84%** report needing a lot of help.

Prisoners who reported needing help with a drug or alcohol problem were also more likely to report needing help finding a place to live when they leave prison, compared with those who did not report needing help with a drug or alcohol problem.

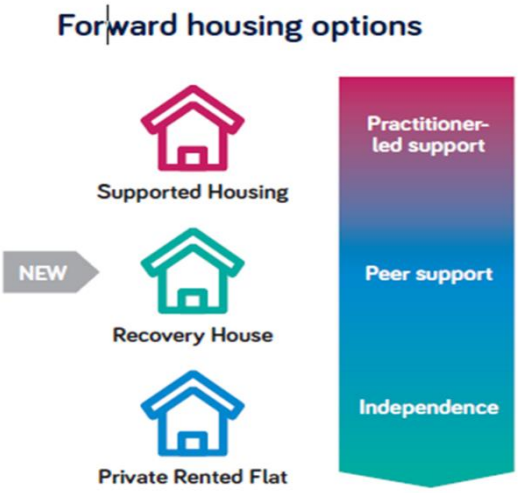
Three-fifths **(60%)** of prisoners believed that having a place to live was important in stopping them from reoffending in the future.

**Accommodation and Recovery Housing**

In 2020/21, Forward assessed the housing needs of clients and offered advice and information across all our services (e.g. for prison clients, we know that over **50%** will leave to no fixed abode).

We also offered a range of housing options to clients, depending on their need and readiness to live independently.

With three established housing pathways for our clients (supported housing/high-care residential settings, Recovery Houses, and independent flats in the private rented sector) and with good sustainment results for each, our priority in the coming period is to scale-up each of the options, increasing placements, whilst maintaining these positive outcomes.




Whilst limited public funding impedes the availability of supported housing, we have exciting plans to expand Recovery Houses.

We also hope to encourage more private landlords to make their properties available by working with Forward's housing team – our Vision Housing service – which is an efficient model of 'Housing First, providing good quality accommodation and working with tenants to build the skills and resilience to successfully sustain them.

**Reach**

- **305** clients referred for housing support;
- **500** private rented properties sourced through our network of private landlords in 16 local authority areas;
- **83** clients were placed in a Vision Housing tenancy, and there was a **98%** tenancy sustainment rate for 20/21.
- **420** one-to-one mentoring sessions delivered to support maintaining a tenancy;
- **24**clients provided with starter packs containing a variety of items (depending on the clients' needs) including bedding, duvets, towels, cutlery, white goods, plates and dishes, cups and mugs, irons, ironing boards, kettles, and toasters.

**Insight: Housing Clients During the Pandemic**

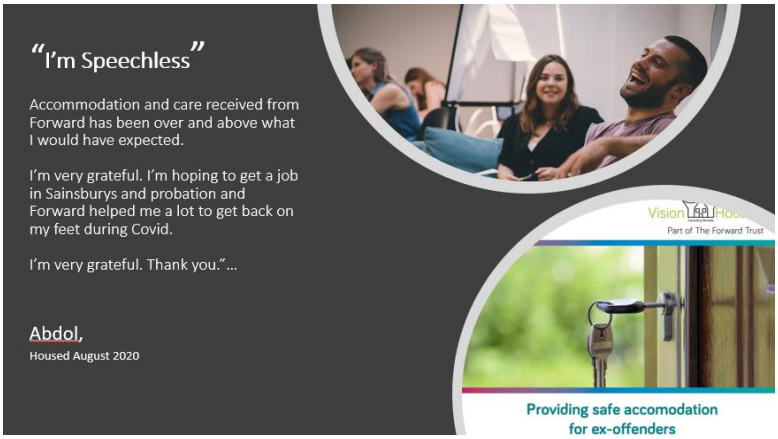
COVID-19 and subsequent lockdowns presented our Resettlement Housing Team and the people we support with significant risks and challenges. With an increased risk of street homelessness, in particular for prison leavers, people were no longer able to 'sofa surf' with friends, which brought with it a health risk from exposure to the virus.

In response, the Government put emergency measures in place to find hotels for homeless people and also to enable people in temporary accommodation to remain in situ while the pandemic lasted.

While this provided effective short-term respite (in London, over 4,000 homeless people were accommodated in hotels, including prison leavers with only six COVID-19 related deaths compared to 86 in New York City), long term housing solutions were and are still needed, and we offered and adapted our services to meet the needs of local authorities and charities in order to support our clients.

For our Resettlement Housing Team based in London, who source private rented sector accommodation for clients and provide a tenancy sustainment service, one of the greatest challenges in responding to this demand was being unable to view potential properties in person due to social distancing rules.

We quickly adapted our assessment and viewing processes, organising online viewings with landlords and providing pictures and videos for clients.




Once in their tenancy, as with other parts of the organisation, we maintained remote support for clients 7 days a week through telephone and video contact (providing smart phones and move in packs for those who needed them); our efforts were supported by volunteers

Between March 2020 and June 2020 we arranged 86 viewings and supported 16 people into private rented flats, whilst continuing to support another 51 clients who we had housed pre-March 2020 through the pandemic with tenancy sustainment and wellbeing support.

We continue to support local authorities and charities to support individuals who need stable accommodation, and our move on services have made a difference to so many people.

## Building Communities

At Forward, one of the key skills we have is building communities that are capable of sustaining individuals through their recovery journey, be that through addressing substance misuse, long-term unemployment and homelessness, or other criminogenic needs.

Building from our early successes in running effective Recovery Wings in our Prisons, and more recently in community settings, we have developed a range of services in support of meeting those needs that our experience tells us are most critical in nurturing those undertaking transformational change and supporting them through it.

**Insight: The Health and Wellbeing Wing at HMP Brixton**




For many years, Forward has delivered our Substance Dependence Treatment Programme (SDTP) at HMP Brixton within a dedicated 48- bed 'Recovery Wing' devoted to those undertaking the programme.

More recently and working in partnership with our healthcare partner, we have re-launched the wing as a place of Health and Wellbeing, allowing access to a wider group of people – those participating in the intensive addiction recovery programme, but also prisoners committed to using their sentence to build a more positive and healthier lifestyle. Health and Wellbeing clients remain on the wing for a period of three months and then have the opportunity to become a Peer Supporter.

There are a range of health and wellbeing interventions available to them, including sleep hygiene, managing stress and worry, managing mood, yoga, acupuncture, and more time at the gym. All clients are also invited to some of the SDTP groups such as 'mutual aid' fellowship. They are also asked to SDTP graduations.

**Insight: Forward Connect**

Forward Connect is Forward's national community of ex-offenders and people in recovery from addiction who give and receive support both face to face (e.g. at reunion events) and via apps and online. Forward Connect has three calls to action for its current **1,000+** members.



**1. Team Up:**
Sustaining and strengthening each other's recovery and preventing relapse through mutual support and encouragement.

**2. Help Up:**
Recruiting from among their ranks volunteers and mentors to inspire and motivate others who are looking for a way out of their life of addiction and criminality

**3. Speak Up:**
Celebrating and promoting successful recovery through sharing their story, challenging public opinion and inspiring employers and policy makers among others to believe in change.

## Building Relationships

The Ministry of Justice's own research shows that for a prisoner who receives visits from a family member the odds of reoffending are **39%** lower than for those who do not.

Employment and education are repeatedly cited as mainstream rehabilitation activities in offender management that all prisoners are expected to undertake whilst.

In stark contrast, work to maintain and improve family and other relational ties is rarely even mentioned. Yet such work can provide meaning and all-important motivation to these other strands of activity. It also has proven success in preventing re-offending in its own right.

It has long been widely known amongst both practitioners and prisoners how important getting relationships back on track is, and how much of an opportunity can be missed whilst in prison, where insufficient focus and resource is applied to ensuring that prisoners are able to establish, maintain, and repair family relationships.

At Forward, we recognise this, and have set about embedding programmes aimed at strengthening ties with family members wherever we work.

One of the biggest challenges of the past six months, for people across the globe, has been the far-reaching consequences of separation from friends and family.

Whilst much of the world has been grappling with restrictions on contact, many of our Prison clients and their families have been dealing with a “lockdown within a lockdown” with family visits cancelled and an increased reliance on phone calls, letters and video calling ‘visits’.

In the community, many of our Concerned Significant Others (CSOs) have been faced with the suspension of face-to-face support and groups transferring online. Circumstances have also meant that family members have been forced to spend longer periods at home with loved ones, many of whom are still struggling with drug or alcohol dependency.

**Insight: Dave’s Story**



**Forward Family Connections Service**

During this time of uncertainty, Forward's Family Connections Service has continued to offer help and support by adapting interventions and working in a more remote capacity. All practitioners have worked hard to find ways to deliver the service and to continue to offer hope and much needed guidance.

Within our Prisons all groups were cancelled, and face-to-face contact was restricted for some time. During the early part of the pandemic, we created 'distraction packs' for clients which focussed on self-care and positive thinking. We also put together some 'Parent and Child Contact Packs' to send out.

In total 400 packs were distributed, 50 for each of our Family Work teams in Rochester, Standford Hill, Wandsworth, Brixton, Lewes, Coldingley, Send, Maidstone, East Sutton Park and Downview prisons.

As lockdown measures eased, our Family Connections Workers were able to meet with clients face-to-face while adhering to social distancing guidelines. The most common intervention has been checking on welfare, while other appointments have been more in-depth, focussing on managing the impact of the pandemic on family relationships.

The usual areas of support are still very much needed, such as help navigating social services and supervised contact along with managing worries about family members getting sick. We have also worked with other professionals in the prison and community to support our clients and their families far as possible and the results have been largely positive.

## Step Back (Violence Reduction at HMP Swaleside)



The decline in numbers completing our structured treatment dependence programmes is partly caused by an increasingly violent and therefore disruptive prison environment, making it difficult for clients to engage and focus on recovery. To tackle this problem, we are piloting a violence reduction programme ('Step Back') in HMP Swaleside, a Category B men's prison in Kent, where we have delivered substance misuse services for 18 years.

With funding from the Colyer Ferguson Foundation, we are recruiting dedicated practitioners to identify and work with clients who are the most frequent cause of violent incidents.

The work is centred on one-to-one sessions (using CBT techniques) and group workshops to help clients manage their behaviour in the short term, whilst also tackling the underlying causes of violence (e.g. substance misuse, debt, gambling, involvement in gangs).

The programme will also feature distraction packs (e.g. containing mindfulness exercises, puzzles, and craft materials) and alternative therapies (acupuncture and therapy dogs), alongside visits from More Than My Past ambassadors.

Finally, we are training peer supporters who are positive role models in de-escalation techniques, allowing them to intervene to prevent violence where appropriate.

We are actively looking for other pilot sites for the delivery of this programme and believe this would be a compelling inclusion in any Prison Violence Reduction Strategy.

## Forward Looking – Outlook for 2021 and Beyond




During the period of our last three-year strategic plan, and as a result of the various slowdowns in activity either in respect of accessing charitable income, or securing new contract growth into different sectors., we have continued to operate with a turnover of circa £21m, with over 430 employees and around 140 volunteers.

The restructuring and cost reduction measures undertaken in previous years are now embedded and largely accountable for the relative health of the Charity despite an extremely challenging year, both financially and operationally. We have come through this year stronger and better organised, and we look forward to great things during 2021 and beyond.

Throughout 2021, we have already secured growth through merger and contract wins that will increase our budgeted turnover to in excess of £33m, and we expect to be entering a period of further growth, as new commissioning opportunities emerge post COVID-19, including:

- Opportunities to further expand our prison and community substance misuse services;
- Opportunities to expand our employment advice, skills development and job finding services in prisons and community;
- Further opportunities to expand on recent successes under the Probation Dynamic Purchasing Framework;
- Opportunities to bid as key partners to Prime Providers under Phase 1 of the Prison Procurement Framework (HMP & YOI Parc, HMP Lowdham Grange and HMP Altcourse);
- Opportunities to develop and implement new models of intervention for offenders with gambling problems; and
- New models of accommodation for clients in recovery, probation service clients and prison leavers.

Whilst our success during the latter part of 2020-21, and the early months of the 2021-22 year will see us hit our original target of increasing turnover to between £30-35 million by 2023 early, we will continue to conduct a wide-ranging programme of business development over the next 3-year period.

Our expansion plans will continue to be informed by our programme of continuous improvement to our service provision – refining and developing new models of intervention, responding to user feedback, and adding to our sector-leading portfolio of evaluation and outcome research. We are also aware that we have a number of contracts due for re-tender, and our commitment to retaining these remains one of our key priorities.

We will continue to support our mission and contracted service delivery by maximising the promotion of ‘visible recovery’ in all its forms, including recovery from addiction, crime, homelessness, and unemployment – developing and creating role models who demonstrate the possibility and value of recovery and rehabilitation. We will achieve this through continuous expansion of our Forward Connect recovery community, and extending the reach of the ‘More Than My Past’ online campaign.

*Mike Trace*

**Mike Trace**

Chief Executive Officer

# FINANCE REPORT

Tony Hazell, Treasurer



## Message from the Treasurer

This Trustees' Annual Report and Accounts has been produced in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the FRS102 Charity SORP (Statement of Recommended Practice effective 1st January 2019).

The accounts for 2020/21 record a period that has seen the Charity standing up to the significant challenges of operating amidst the considerable impacts of the worldwide COVID-19 pandemic crisis.

Although returning a small deficit for the year (£105k), the Charity can take pride in a hugely creditable performance, particularly when set against the significant additional costs relating to sustaining delivery in the midst of COVID-19 restrictions, as well as dealing with the impact of some of our major funders either cancelling or deferring budgeted income.

We have come through this year with our contracts base intact, and with the appreciation and good will of our commissioners across the board for our co-operation, and for the support we have offered them in sustaining their services through significant challenges.

As ever, and perhaps even more so than previously, this outcome has resulted from carefully and consistently matching the Charity's resources against its service obligations throughout the year. This has represented particular challenges during this period, and it is testament to the good stewardship of our leaders, and the excellent support provided by our Finance Team, that our outturn for the year was within tolerance of forecast.

As ever, the Charity remains dependent on its fundraising activities, and we pay tribute to all involved for their generosity and dedication in supporting the Charity, particularly through difficult times.

On a personal note, I wish to thank my fellow Trustees and all members of the Executive Team without whose expertise and wisdom the Charity would not find itself in the strong position reported here.

*Anthony Hazell*

**Tony Hazell**
Treasurer

## Financial Highlights –Forward in Numbers

The Charity's total income for the period increased slightly to £21.38 million (2020: £21.29 million). This is largely due to a relatively stable period with only a small movement in contract flow throughout the year.

This income derives principally from contracts with local authorities, NHS Trusts or similar institutions, commercial contracts, fundraising activities including trust and grant income.



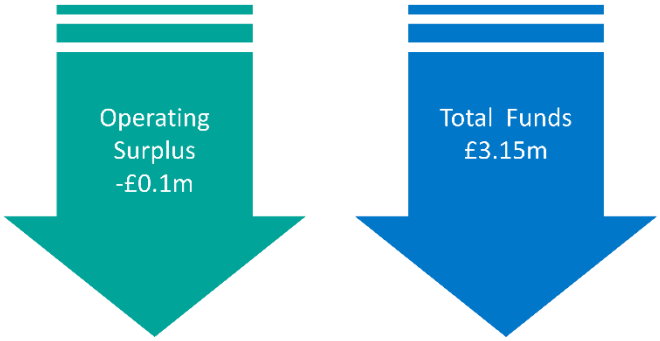

Income from charitable activities, which represented 94.3% of total income, increased slightly by 0.4% on the previous financial year.

Principal funding resources are explained in the notes to the financial statements.

These funds are directly applied to the delivery of addiction treatment services, accommodation services, mental health, and employability services.

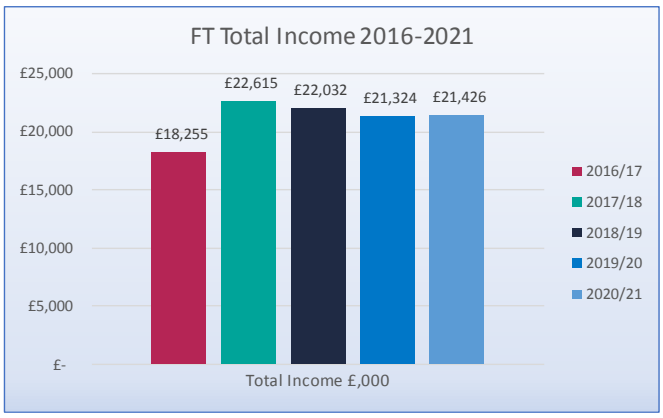
The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between a number of service offerings.

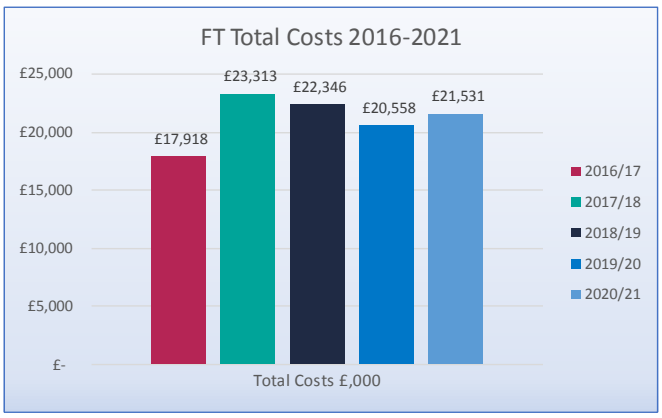
Substance Misuse/Health & Well-Being Services, Family Services, Recovery Support Services, Residential Rehabilitation Services, Clinical Services, Employment Services, Apprenticeships and Vocational Training Services and activity related to the Forward Enterprise Fund.

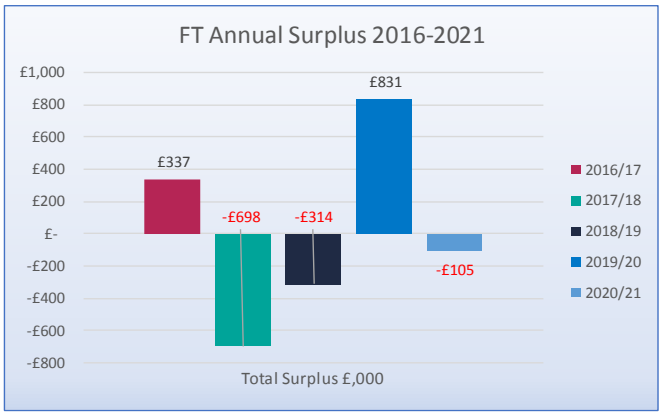


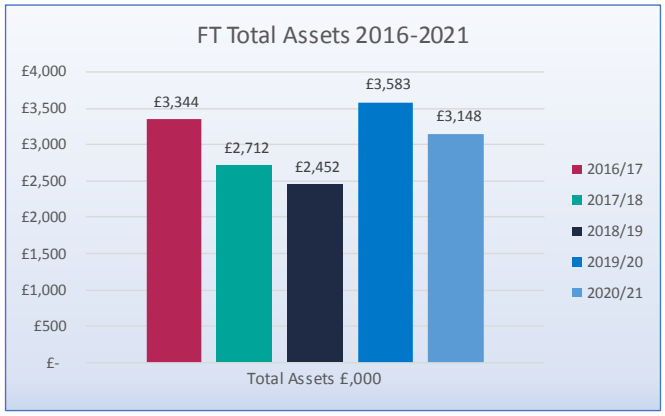

The total spending on charitable activities has risen in the period from £20.56m to £21.53m.

## Financial Highlights – Key Comparisons






The above comparisons offer a clear representation of how the organisation has maintained performance, even against significant financial headwinds largely due to the pandemic, and in particular the impact of charitable income and costs of keeping our staff and clients safe.

Our contractual base, which constitutes over 94% of total income, remains stable and indeed will grow significantly during the coming year. Despite a small operating loss, we retain a strong and healthy cash and reserves position.

For the 2021-22 financial year, we are budgeting a significant increase in turnover, and a healthy surplus.

## Reserves Policy

The General Reserves Policy continues to protect our programme work from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring that we do not retain income for longer than required. The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, considering the following factors:

- Vulnerability to unplanned changes in financial position, including potential costs arising from the termination of services and delays in payment of invoices;
- The need for the Charity to invest in implementation and other start-up costs of new services;
- The Charity's requirement to manage fluctuations in cash flow;
- Financial risks related to the above, considering the likely speed of onset as well as the mitigation steps available to management;
- The fact that expenditure is generally predictable and long term, with the exception of 'variable' spend on restricted programmes, where risks typically involve unplanned events such as a change in government policies.

On 31st March 2021, the Charity's General Reserves (excluding designated funds) are £2.63m (2020: £2.71 m) and represent unrestricted funds, excluding funds that have been designated and those funds tied up in fixed assets. The basis of determining the target reserves' level is kept under periodic review, and will be adjusted as perceptions of risk and other factors change. Our total funds as at 31st March 2021 are £3.15 million (2020: £3.25 million).

There is a degree of judgement involved in identifying risks faced by the Charity and in establishing the appropriate level of reserves that the Charity should maintain to mitigate these risks.

The Trustees are of the opinion that the level of reserves is acceptable based on the level of activity, and therefore the appropriate target range for free reserves is between £2.1 million and £4.3 million. This will also provide a buffer should Forward Trust encounter adverse conditions in its market, and on this basis, the Trustees also consider that the Forward Trust has adequate resources to continue the business for the foreseeable future.

## Designated Funds (unrestricted)

Designated funds are those unrestricted funds that have been set aside by the Trustees for particular purposes.

The designated funds held at 31st March 2021 were £0.47 million (2020: £0.47 million), which are allocated to cover our estimated maximum liability for redundancy payments, potential pension liabilities and dilapidation costs on The Bridges project and other property. Further details of the designated funds and their movements during the year are shown in Note 14 of the accounts.

## Restricted Funds

These funds are used for specified purposes, as laid down by the donor. As at 31st March 2021, unspent restricted funds were £0.05 million (2020: £0.08 million).

## Going Concern

The Trustees consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy (including any future negative impact resulting from the COVID-19 worldwide pandemic), and that the Charity has adequate resources to continue in operational existence for the foreseeable future.

For this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

## Key Management Personnel Remuneration

The Trustees consider the Board of Trustees and the Executive Management Team (which includes the Chief Executive Officer) as comprising the key management personnel of the Charity in charge of directing, running, and controlling the Charity, and operating the Charity on a day-to-day basis.

All Trustees give their time freely and no Trustee remuneration was paid during the year. Details of any Trustee expenses and related party transactions are disclosed in Notes 8 and 18 to the accounts.

In deciding appropriate pay levels, The Forward Trust aims to strike a balance between paying enough to recruit and keep people with the skills we need, meeting our contracting partners' needs, and the public and our supporters' expectations that the money they entrust us with will be used wisely.

In setting Executive Management Team (ET) pay, the Trustees take account of the skills and experience required for each of the roles, and the remuneration in the sectors from which suitable candidates for such posts would be found. They also take account of affordability for The Forward Trust.

We do not pay bonuses or other incentive payments. Pay increases to the Executive Team and other employees are reviewed annually subject to good performance and the Charity's financial position.

The remuneration is also benchmarked against other competitors within the sector of a similar size to ensure that the remuneration is set fairly, and not out of line with that of generally similar roles.

## Financial Risk Management

Services are subject to contracts; prices of goods are based on market prices; and salary costs are subject to a formal annual review. Our standard payment terms are 30 days. Credit risk on amounts owed by debtors is low.

In terms of liquidity risk, The Forward Trust has no borrowings, and our policies on the management of investments and reserves are set out above.

# MANAGEMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

In delivering our objectives, we face significant risks every day (whether that be to the safety of our staff, to our clients, to our financial health, a duty of care to those that attend our fundraising events etc.).

We have robust procedures to evaluate, design and implement effective measures to reduce both the likelihood and the potential impact of these risks occurring.

## Risk Policy

The Forward Trust carries out annual risk identification, assessment, and management analysis. A register of risks has been compiled, with risks scored for likelihood and impact severity.




Risk management strategies and time scales are also established and reviewed at least annually. Individual senior managers or committees are nominated to take responsibility for each key risk, which is reviewed on a quarterly basis.

The Trustees reviewed how risk is managed within the Charity, and the level of reserves that should be held in relation to the principal risks that we face.

The Trustees have also examined other operational and business risks through an organisational risk management process; have identified those risks, which the Charity faces; and confirm that they have established systems to mitigate the significant risks.

## Key Risks

For each risk identified, specific actions and performance indicators relating to them are monitored quarterly by the relevant committee. Risks are managed either through Directorate Workplans or by operating a Central Risk Register for those not mitigated by this process. The following major risks were identified at an organisational level for the Charity in 2020/21:

- Failure in Financial Process and Accounting practice leading to inaccurate forecasting, budgeting, and reporting;
- Non-compliance with statutory or commissioner-led requirements leading to significant reputational damage or contract loss;
- Significant and prolonged failure of main Forward Trust networks through either infrastructure failure or cyber-attack;
- Threat to the organisation's reputation through negative PR or poor-quality communications;
- The impact of a global pandemic severely impacting on our ability to:
    1. Provide a safe service for service users;
    2. Deliver contracted services;
    3. Secure sufficient income streams;
    4. Deliver on our strategic ambitions.

- Failure to maintain a credible relationship with a prime provider that facilitates whole healthcare procurement opportunities in the custodial estate;
- Potential damage to income, reputation and professional credibility should procurement in prisons and the community not be successful in the forthcoming demanding pipeline of business opportunities;
- A shortfall in fundraised income for agreed contractual commitments, which presents a strain on statutory contract budgets;
- Risk of Employment Services revenue and contribution target not being achieved;
- Risk that Employment Services staffing or volunteering is not representative of the learner/client base we support (i.e. EDI);
- Risk of significant illness (including COVID-19), injury or death to Employment Services employee through procedural/systemic failure.

Other key components of The Forward Trust's risk management include:

- Governance & Quality Assurance Framework;
- Clinical Governance Framework;
- Clear policies regarding safeguarding children and vulnerable adults;
- Regular consideration by the Trustees of financial results and variance from budgets and delegation of authority and segregation of duties;
- A Strategic Plan and annual budget approved by the Trustees and performance is reported regularly including financial reporting of monthly results.

The Trustees seek to monitor and manage the above risks through a strategic risk register, which outlines each risk's likelihood, impact, severity, as well as the risk owner and the committee responsible for the risk. These risks are also reviewed on a regular basis and are standing agenda items during monthly supervisions of risk owners and quarterly committee meetings. Internal risks are minimised through a clear authorisation process for all transactions and projects to ensure consistent quality of delivery for all operational aspects of the Charity. These procedures are reviewed annually to ensure that they continue to meet the needs of the Charity.

The Trustees receive regular reports on compliance with regulatory and statutory frameworks including those in respect of the health and safety of staff and clients.

## Coronavirus

Throughout this reporting year, the Forward Trust, like all other organisations was impacted by the continued prevalence of Coronavirus (COVID-19), and the restrictions imposed in order to ensure public safety.

The impact of this on our operations has continued to be largely mitigated by a comprehensive management response, continuous review of procedures and risk management, as well as continued new and innovative approaches to service delivery to our clients.

We do, however acknowledge that our ability to create the level of impact on the lives of those engaged with our services has not been as significant as we would have liked.

In financial terms, we have continued to benefit from the fact that the vast majority of our contract income, (which makes up over 94% of our total income), has been protected. This is because our main contract clients are HM Government Agencies such as the NHS and HMPPS, or local authorities.

As the country becomes fully vaccinated, and as the impact and risk from the continuation of COVID-19 restrictions reduces, we anticipate a rebound in our ability to secure our planned and budgeted levels of charitable income, which still represents a small, but important percentage of our total.

## Auditor

A resolution proposing the reappointment of Haysmacintyre LLP as the group auditor will be submitted at the Annual General Meeting.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

The Forward Trust is a charity registered in England and Wales (Charity Number: 1001701) and a UK company limited by guarantee (Company Registration Number: 02560474). The governing document is the Articles of Association that determine its legal framework. The Charity does not have any share capital.

## Board of Trustees (Directors)

As of 31st March 2021, the following members of the Board of Trustees were registered as Directors of the Charity:

| | |
|---|---|
| Chair | Hon David Bernstein |
| Treasurer | Anthony Hazell |
| | Lady Louise Gibbings |
| | Hon Isabelle Laurent |
| | Dame Benita Refson OBE |
| | Ben Houghton |
| | Dame Clare Gerada MB BS |
| | Andrew Wylie |
| | David Riddle |

The Directors of the Charity, who are the Charity's Trustees, form the Board of Trustees which is its ultimate governing body. The Board of Trustees is responsible for ensuring that all activities are within UK law and fall within the agreed charitable objectives. Its work includes governance, setting the strategic direction, ensuring the Charity upholds its values and delivers its objectives, and agreeing the financial plan.

The Board of Trustees reviews a schedule of matters reserved to them and delegates certain responsibilities to the Trustee sub-committees and the Chief Executive Officer. The day-to-day running of the Charity has been delegated to the Executive Management Team (Chief Executive Officer, Chief Operating Officer, Divisional Director of Substance Misuse, Divisional Director of Employment Services and Divisional Director of Business Development).

The Board of Trustees meets quarterly to consider strategic business issues. Each year we approve the annual budget and review the strategic plan of the Charity.

The Trustees and Chair are appointed for an initial period of three years that can be extended for further three-year terms. Any further extension may be made if it is deemed to be in the best interests of the Charity.

The Trustees are recruited to provide the skills and experience required to govern the Charity. We seek to appoint Trustees from among our Trustees' network and through external advertisement. Recommendations for appointments are made to the Board by the Chair, which is then ratified by the Board.

New Trustees are provided with information on legal obligations under Charity and Company Law, the Charity Commission's guidance on public benefit; and the content of the Articles of Association, the committee and decision-

making processes, the business plan and recent financial performance of the Charity. New Trustees also spend a day meeting key employees and other Trustees. Trustees are required to complete mandatory training modules and are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

The Chair is an ex officio member of all Committees. Any Trustee may attend any Trustee sub-committee meeting. The sub-committees each have specific responsibilities on behalf of the Charity as outlined below. They provide counsel, expertise, and support to the Senior Management Team. Individual Trustees also take reasonable steps to ensure there is regular and direct contact between Trustees, staff, volunteers, and people who use our services at a local level. There are annual scheduled visits to Programmes by Trustees with an Executive Management Team member, although these have been suspended during this period due to COVID-19 restrictions.

## Finance and General Purposes Sub-committee

During the reporting year, the committee was comprised of the following members: Six Trustees (Tony Hazell (Chair), Ben Houghton, Hon David Bernstein, Hon Isabelle Laurent, David Riddle, and Andrew Wylie), together with the Chief Executive, Chief Operating Officer, Head of Human Resources, and Director of Finance & Commercial.

The Committee is responsible for the oversight of all aspects of the Charity's financial policies and operations. It monitors the short and long-term financial viability of the Charity, ensuring there are sufficient resources to fund its commitments. The committee reviews and approves for recommendation the Investment and Reserves Policy and monitors the effectiveness of the Charity's risk management and internal control systems. It reviews the annual financial plans of the Charity and monitors performance against plans, and recommends action where necessary. The Committee also reviews all issues concerning human resources (including sickness, staff turnover, and equality, diversity, and inclusion). It met five times during the reporting year (one of these an extraordinary meeting regarding the merger).

## Governance & Quality Assurance Sub-committee

The Committee has responsibility for the implementation and monitoring of effective governance throughout the organisation, including clinical governance. During the reporting year the committee was comprised of the following members: Five Trustees (David Riddle (Chair), Hon David Bernstein, Lady Louise Gibbings, Dame Clare Gerada MB BS, and Dame Benita Refson OBE), the Chief Executive, Chief Operating Officer, Divisional Directors of Services, the Clinical Director and the Head of Governance and Quality Assurance.

A separate Clinical Governance Quality Assurance Forum is responsible for ensuring the collection and analysis of data and other information sufficient to ensure effective clinical governance, ensuring the input of clinical leadership and advice, promoting quality of care, including the safety and wellbeing of service-users, families, and carers. This forum reports into the Governance and Quality Assurance Sub-committee via the Clinical Director.

The Committee is responsible for managing a culture of statutory compliance, as well as processes for managing health & safety issues; facilitating an examination and review of significant events and incidents; ensuring audits of services are undertaken and acted upon; and ensuring compliance with all legislation and contractual obligations. During the period, the Charity was assessed and achieved accreditation (with zero non-compliance) against ISOs 9001, 14001, and 45001 as well as Cyber Essentials Plus accreditation.

## Research, Fundraising and Communications Sub-committee

The Committee members include four Trustees (Lady Louise Gibbings (Chair), Hon David Bernstein, Hon Isabelle Laurent, and Dame Benita Refson OBE) and the Chief Executive together with the Divisional Director of Business Development. All the meetings are chaired by a Trustee. The Committee is responsible for providing an effective governance framework for the management of all aspects of the Research, Fundraising and Communications functions of the Charity's Business Development Division.

## Public Benefit Statement

In preparing the report, the Board of Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have due regard to the 'Public Benefit' guidance published by the Charity Commission.

We have referred to the Charity Commission's guidance on public benefit in reviewing our activities and objectives, and in planning future activities. We have reviewed our reporting to ensure our activities clearly indicate public benefit through achievement of our aims.

Our main activities and achievements within these are described in the Chief Executive's section of this report. Broadly, our activities help advance health and save lives amongst our direct beneficiaries by the provision of treatment and support to rehabilitate substance misusers; we advance citizenship through reintegration support; and we deliver benefits to the wider public through the prevention of crime and destructive behaviour. In addition to the many thousands of prisoners who have received services from the Charity, our programmes have also had a positive benefit for the families of the individuals we directly help, as well as for the wider community though reducing reoffending among some of the most prolific offenders and improving life chances through the delivery of education and vocational training to disadvantaged groups.

## Supporting Our Employees and Volunteers

As at 31st March 2021 we employed a total of **431** staff, an increase of **1.89%**. on the 423 people we employed at 31st March 2020.



Achieving the desired transformational changes in our clients will depend on the expertise and motivation of those who work with us, and we have continued throughout the last year with efforts to support our workforce to adapt to the changes in the way that we work.

We have a strong commitment to develop the diversity of our staff and volunteers through equal opportunity policies, training, and practical action. As at 31st March 2021 the representation of women in our total workforce was increased slightly to **68.3%**. from 66.9%.

The percentage of staff from an ethnic minority decreased slightly to **26.89%** of the total workforce for whom their ethnic origin is known.

We remain particularly indebted to the commitment of the **12,164** hours volunteered to us during the year from the **243** volunteers we engaged over the year. Our volunteers work tirelessly in various projects. These incredible people are at the heart of everything that we do.

We calculate the value of these hours to be in excess of **£115,565** (based on the Outer London Real Living Wage), and our services and events simply would not be possible without them. The roles

vary from project to project, and event to event: it might be a few hours or entire days. Whatever their role, our volunteers generously provide significant amounts of their time to The Forward Trust, and we are enormously grateful.

We are committed to strengthening skills training for all our volunteers, ensuring that they are able to gain new experiences and feel they have a greater connection to our work.

## Lived Experience

The Charity is strengthened by the number of people with Lived Experience, both those in recovery from addiction, and ex-offenders who are involved in the day-to-day operations at all levels. This involvement ranges from Board members to 'peer supporters' and serving prisoners who volunteer to support our programme delivery. In the year 2020/21, an average of over **38.7%** of our paid staff (who identified as such) had their own lived experience of being in recovery from drug or alcohol addiction. This is a significant increase from last year where the figure was 32.5%'

## Employee Engagement Forum

The Employee Engagement Forum (EEF) has evolved significantly over the year in response to lockdowns and exploiting the opportunities provided by virtual participation. The forum is now convened via Zoom but remains an important element in our quest to be fully inclusive, championing employee involvement and two-way communication between management and employees.

The EEF provides an opportunity to share information and consult on proposed changes to employees' contractual terms and conditions and the policies that sit alongside them. It is not intended to replace or undermine other methods and channels of communication, but rather to enhance them. Its purpose is to:

- Promote an exchange of views between managers and employees;
- Test new ideas and approaches with employees;
- Provide an opportunity for the views of employees to be considered in making decisions that are likely to affect them directly.

Zoom has allowed us to widen participation in these forums and reach more of our people.

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, (who are also directors of The Forward Trust for the purposes of company law), are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the net movement in funds and application of resources, including the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as we are aware:

- There is no relevant audit information of which the Charity's auditor is unaware; and;
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The auditor, Haysmacintyre LLP is willing to be re-appointed in accordance with section 485 of the Companies Act 2006.

The Trustees' Report, incorporating the Strategic Report, was approved, and authorised by the Board of Trustees on 10th November 2021 and signed on their behalf by:



**Hon David Bernstein**
Chair of Trustees

# GOING CONCERN DECLARATION

The Trustees have reviewed the circumstances of The Forward Trust and consider that adequate resources are available to fund the activities of the Charity for the foreseeable future. Twelve-month rolling cashflow projections are included in management's regular financial reports to Trustees, and income and expenditure is monitored against budget. The Trustees are of the opinion that the Charity and the group are a going concern and the accounts have been prepared on this basis.



**Hon David Bernstein**
Chair of Trustees

# AUDITOR'S REPORT

## Independent Auditor's Report to The Members of The Forward Trust

### Opinion

We have audited the financial statements of The Forward Trust for the year ended 31 March 2021 which comprise the Statements of Financial Activities, the Balance sheet, the Cash flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2021 and of the Charitable Company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other Information**

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Opinions on Other Matters Prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

**Matters on Which we are Required to Report by Exception**

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the charitable company; or
- The charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

**Responsibilities of Trustees for the Financial Statements**

As explained more fully in the Trustees' Responsibilities Statement set out on page 30, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wale, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, in particular in relation to income from donations, legacies and income from charitable activities and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity relevant to the preparation of the financial statements to ensure these were in place throughout the year, including during the Covid-19 remote working period;
- Reviewing debtors recoverability post year end.
- Reviewing managements decisions on bad debt.
- Reviewing post balance sheet events.
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

**Use of Our Report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Murtaza Jessa (Senior Statutory Auditor)**

For and on behalf of Haysmacintyre LLP,

Statutory Auditors

10 Queen Street Place

London

EC4R 1AG

Date: 15 December 2021

# STATEMENT OF FINANCIAL ACTIVITIES

Including the income and expenditure accounts for the year ended 31st March 2021.

| | Notes | Restricted Funds £'000 | Unrestricted Funds £'000 | 2021 Total funds £'000 | *2020 Total Funds £'000* |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| **Donations and Legacies** | 2 | 946 | 272 | 1,218 | *1,310* |
| **Charitable Activities** | 3 | | | | |
| Substance Misuse | | - | 14,788 | 14,788 | *14,830* |
| Family Services | | - | 52 | 52 | *55* |
| Young People Services (FEF) | | - | 104 | 104 | *110* |
| Recovery Support Services | | - | 1,041 | 1,041 | *826* |
| Residential Rehabilitation Services | | - | 730 | 730 | *578* |
| Clinical Services | | - | 1,487 | 1,487 | *1,994* |
| Employability Services | | - | 1,854 | 1,854 | *1,520* |
| **Investment Income** | | - | 1 | 1 | *9* |
| **Income from Other Trading Activities** | | - | 101 | 101 | *63* |
| **Total Income** | | 946 | 20,430 | 21,376 | *21,295* |
| **EXPENDITURE** | | | | | |
| **Costs of Raising Funds** | 4 | | | | |
| Raising Funds | | - | 23 | 23 | *17* |
| **Expenditure on Charitable Activities** | 4 | | | | |
| Substance Misuse | | 185 | 15,675 | 15,860 | *15,296* |
| Family Services | | 25 | 30 | 55 | *56* |
| Young People Services (FEF) | | 144 | (34) | 110 | *113* |
| Recovery Support Services | | 377 | 739 | 1,116 | *853* |
| Residential Rehabilitation Services | | 106 | 677 | 783 | *597* |
| Clinical Services | | - | 1,595 | 1,595 | *2,057* |
| Employability Services | | 144 | 1,845 | 1,989 | *1,569* |
| **Total Expenditure** | | 981 | 20,550 | 21,531 | *20,558* |
| **Net Income (Expenditure)** | | (35) | (120) | (155) | *737* |
| **Other Recognised Gains and Losses** | | | | | |
| Actuarial gains on Def Ben Pension Scheme | 20/21 | - | 50 | 50 | *64* |
| **Net Movement of Funds** | | (35) | (70) | (105) | *801* |
| **Reconciliation of funds** | | | | | |
| Total Funds Brought Forward | | 82 | 3,171 | 3,253 | *2,452* |
| **Total Funds Carried Forward** | | 47 | 3,101 | 3,148 | *3,253* |

The notes on pages 39 to 58 form part of these financial statements. The statement of financial activities includes all gains and losses recognised in the year. All amounts derive from continuing activities.

# BALANCE SHEET

Company Number 02560474

As at 31st March 2021

| ASSETS | | Notes | 2021 £'000 | *2020 £'000* |
|---|---|---|---|---|
| **FIXED ASSETS** | | | | |
| | Tangible Assets | 9 | 1 | *3* |
| **CURRENT ASSETS** | | | | |
| | Debtors and Prepayments | 10 | 2,877 | *3,979* |
| | Cash at Bank and In Hand | | 2,285 | *1,725* |
| | | | 5,162 | *5,704* |
| **CREDITORS** | | | | |
| | Amounts Falling Due Within One Year | 11 | (2,015) | *(2,454)* |
| **NET CURRENT ASSETS** | | | 3,147 | *3,250* |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | | 3,148 | *3,253* |
| **FUNDS** | | | | |
| **Unrestricted Funds** | | | | |
| | General Reserves | 14/15 | 2,632 | *2,702* |
| | Designated fund | 14/15 | 469 | *469* |
| | | | 3,101 | *3,171* |
| **Restricted Funds** | | 14/15 | 47 | *82* |
| **TOTAL** | | | 3,148 | *3,253* |

The financial statements were approved and authorised for issue by the Board of Trustees on 10th November 2021 and signed on their behalf, by:

Anthony Hazell

.....

**Tony Hazell**

Treasurer

.....

**Hon David Bernstein**

Chairman

The notes on pages 39 to 58 form part of these financial statements.

# CASH FLOW STATEMENT

| | 2021 | | 2020 | |
|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 |
| **Cash Flows from Operating Activities** | | 559 | | (519) |
| **Cash Flows from Investing Activities** | | | | |
| Dividends, Interest and Rents from Investments | 1 | | 9 | |
| Purchase of Property, Plant, and Equipment | - | | - | |
| **Net Cash Provided By (Used In) Investing Activities** | | 1 | | 9 |
| **Increase (Decrease) in Cash and Cash Equivalents** | | 560 | | (510) |
| **Analysis of Cash and Cash Equivalents** | | | | |
| Cash and Cash Equivalent at the Beginning of the Period | | 1,725 | | 2,235 |
| Cash and Cash Equivalent at the End of the Period | | 2,285 | | 1,725 |

| | 2021 | 2020 |
|---|---|---|
| | £'000 | £'000 |
| **Reconciliation of Net Movement in Funds to Cash Flow Operating Activities** | | |
| Net income/(expenditure) for the reporting period (as per the statement of financial activities) | (155) | 737 |
| Pension Service Cost Net of Finance cost | 50 | 64 |
| Depreciation Charges | 2 | 2 |
| Dividends, Interest, and Rents from Investments | (1) | (9) |
| Decrease (Increase) in Debtors | 1,102 | (1,408) |
| Decrease (Increase) in Creditors | (439) | 95 |
| **Net Cash Provided By (Used) in Operating Activities** | 559 | (519) |

The notes on pages 39 to 58 form part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Accounting Policies

**Status of the Charity.**

The Forward Trust is a charity registered in England, a Limited Company by guarantee without share capital use of 'Limited' exemption limited by guarantee and not having share capital. It is a registered charity with its registered office at Unit 106-7, Edinburgh House, 170 Kennington Lane, London SE11 5DP, and is not liable to direct UK taxation on its charitable activities.

**Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**Basis of Preparation**

The financial statements of The Forward Trust have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Forward Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

**Going Concern**

The Trustees have reviewed the circumstances of the Charity and consider that adequate resources continue to be available to fund their activities for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

**Income**

All income is recognised once the Charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Recognition of income is deferred where conditions specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

**Grant Income**

Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

**Investment Income**

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

**Donations & Legacies**

Income from donations and legacies includes donations and gifts in wills, which are recognised where there is entitlement, probability of receipt and the amount of the gift is measurable. Income from donations, covenants and gift aid includes receipts from fundraising events.

Donations together with the resulting tax credit from gift aid, is credited directly to the statement of financial activities on an accruals basis. Donations and all other receipts (including capital receipts) from fundraising are reported gross and the related fundraising costs are reported in raising funds.

**Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprises the direct and indirect costs associated in the day-to-day running of a Fundraising Department.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Direct costs are allocated on an actual basis to the relevant expenditure headings.

Support costs are allocated between expenditure headings on the basis of time spent and the number of staff working on projects and activities. Governance costs are allocated in line with the support costs.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Employee Benefits**

*Short term benefits*

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

*Employee termination benefits*

Termination benefits are accounted for on an accrual basis and in line with FRS102.

**Operating Leases**

Rentals payable under operating leases are charged to the SOFA on a straight-line basis over the lease term.

The Forward Trust strives to ensure that its property leases are co-terminus with its contracts. Where a property lease is longer than the initial contract, we strive to ensure that break clauses are in place.

**Pension Costs**

The Charity operates five defined benefit pension schemes on behalf of its employees. The Pension Scheme has been accounted for in accordance with FRS 102.

A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan's assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. Annually the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future payments

**Tangible Fixed Assets**

Tangible fixed assets costing over £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation has been provided on the straight-line method to write off the cost of tangible fixed assets on a straight-line basis over their considered useful economic lives as follows:

- Furniture, fixtures, and fittings — over 3 years
- Computer equipment — over 3 years
- Motor vehicles & equipment — over 3 years

A full year of depreciation is charged in the year of acquisition.

**Financial Instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash equivalents are used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Cash and Cash Equivalents**

Cash and cash equivalents include cash and short term highly liquid investments

**Creditors and Provisions**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Share Capital**

The Charity has no share capital but is limited by guarantee. The members of the Charity are the Trustees who are also ordinary members. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**Taxation**

The Charity is registered and therefore is not subject to Corporation Tax on surpluses arising from charitable activities. The Charity is registered for VAT purposes. VAT is paid on inputs (purchases/costs) and is charged to the relevant expense category, unless expressly reclaimable under HMRC guidance.

**Judgement in Applying Accounting Policies and Key Resources of Estimation Uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on Management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider the following items to be areas subject to estimation and judgement.

*Depreciation:*

The usual economic lives of tangible fixed assets are based on Management's judgement and experience. When Management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

As tangible fixed assets are not significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

*Pensions:*

The Charity has obligations to pay pension benefits to certain employees.

The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds.

Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends.

## 2. Income from Donations and Grants

| | **2021** | *2020* |
|---|---|---|
| | **£'000** | *£'000* |
| Individual Donations | 29 | *29* |
| Other Income | 1,112 | *1,224* |
| Events Income | 77 | *57* |
| | 1,218 | *1,310* |

## 3. Income from Charitable Activities

| | **2021** | *2020* |
|---|---|---|
| | **£'000** | *£'000* |
| Substance Misuse | 14,788 | *14,830* |
| Family Services | 52 | *55* |
| Young People Services (FEF) | 104 | *110* |
| Recovery Support Services | 1,041 | *826* |
| Residential Rehabilitation | 730 | *578* |
| Clinical Services | 1,487 | *1,994* |
| Employability Services | 1,854 | *1,520* |
| | 20,056 | *19,913* |

## 4. Analysis of Expenditure

| | Direct Costs Staff £'000 | Other Direct Costs £'000 | Support Costs £'000 | Total Costs 2021 £'000 |
|---|---|---|---|---|
| Substance Misuse | 9,467 | 4,609 | 1,784 | 15,860 |
| Family Services | 33 | 16 | 6 | 55 |
| Young People Services (FEF) | 66 | 32 | 12 | 110 |
| Recovery Support Services | 666 | 325 | 125 | 1,116 |
| Residential Rehabilitation Services | 468 | 228 | 87 | 783 |
| Clinical Services | 952 | 463 | 180 | 1,595 |
| Employability Services | 1,187 | 578 | 224 | 1,989 |
| Cost of Raising Funds | 12 | 11 | - | 23 |
| | 12,851 | 6,262 | 2,418 | 21,531 |

| | *Direct Costs Staff £'000* | *Other Direct Costs £'000* | *Support Costs £'000* | *Total Costs 2020 £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *8,921* | *4,281* | *2,094* | *15,296* |
| *Family Services* | *33* | *16* | *7* | *56* |
| *Young People Services (FEF)* | *66* | *32* | *15* | *113* |
| *Recovery Support Services* | *497* | *239* | *117* | *853* |
| *Residential Rehabilitation Services* | *348* | *167* | *82* | *597* |
| *Clinical Services* | *1,200* | *576* | *281* | *2,057* |
| *Employability Services* | *915* | *439* | *215* | *1,569* |
| *Cost of Raising Funds* | *10* | *7* | *-* | *17* |
| | *11,990* | *5,757* | *2,811* | *20,558* |

## 5. Analysis of Support Costs

| | Executive & Central Admin £'000 | Resources £'000 | Governance £'000 | 2021 Total £'000 |
|---|---|---|---|---|
| Substance Misuse | 607 | 1,003 | 174 | 1,784 |
| Family Services | 2 | 3 | 1 | 6 |
| Young People Services (FEF) | 4 | 7 | 1 | 12 |
| Recovery Support Services | 43 | 70 | 12 | 125 |
| Residential Rehabilitation Services | 30 | 48 | 9 | 87 |
| Clinical Services | 61 | 101 | 18 | 180 |
| Employability Services | 76 | 126 | 22 | 224 |
| | 823 | 1,358 | 237 | 2,418 |

| | *Executive & Central Admin £'000* | *Resources £'000* | *Governance £'000* | *2020 Total £'000* |
|---|---|---|---|---|
| *Substance Misuse* | *805* | *1,117* | *172* | *2,094* |
| *Family Services* | *3* | *4* | *-* | *7* |
| *Young People Services (FEF)* | *6* | *8* | *1* | *15* |
| *Recovery Support Services* | *45* | *62* | *10* | *117* |
| *Residential Rehabilitation Services* | *31* | *44* | *7* | *82* |
| *Clinical Services* | *108* | *150* | *23* | *281* |
| *Employability Services* | *83* | *114* | *18* | *215* |
| | *1,081* | *1,499* | *231* | *2,811* |

## 6. Governance Costs

| | **2021 £'000** | *2020 £'000* |
|---|---|---|
| Staff Costs | 151 | *200* |
| Legal and Professional Fees | 56 | *3* |
| Audit Fees and Other Fees Payable to Auditor | 30 | *28* |
| | 237 | *231* |

## 7. Net Income for the Year

These are stated after charging:

| | **2021 £'000** | *2020 £'000* |
|---|---|---|
| Depreciation | 2 | *2* |
| Auditors Remuneration (excludes VAT) | 30 | *28* |
| Operating Lease Charges | | |
| Property | 340 | *435* |
| Other | 78 | *51* |

## 8. Staff Numbers and Costs

The average number of employees during the year, excluding trustees/directors was:

| | 2021 £'000 | *2020 £'000* |
|---|---|---|
| Charitable | 387 | *362* |
| Administration | 52 | *49* |
| | 439 | *411* |

Staff Costs Were as Follows:

| | 2021 £'000 | *2020 £'000* |
|---|---|---|
| Salaries and Wages | 12,471 | *11,941* |
| Social Security Costs | 1,246 | *1,171* |
| Pension Contributions | 649 | *666* |
| Apprenticeship Levy | 48 | *47* |
| Operating Costs of the Defined Benefit Pension Scheme | 50 | *64* |
| Redundancy and Termination Costs | 28 | *66* |
| Other Forms of Employee Benefit (Life, Critical Illness Insurance and Health Plan) | 147 | *134* |
| | 14,639 | *14,089* |

The redundancy and termination costs are accounted for in full during the year.

There are no liabilities at the balance sheet date that relate to ex gratia payments or payments in lieu of notice.

The number of employees whose annualised earnings were over £60,000 per annum:

| | 2021 | *2020* |
|---|---|---|
| £60,000 - £69,999 | 6 | *5* |
| £70,000 - £79,999 | 4 | *4* |
| £80,000 - £89,999 | 1 | *1* |
| £90,000 - £99,999 | 2 | *2* |
| £100,000 - £109,999 | 1 | *1* |

In respect of the higher paid employees above, contributions for the provision of pension benefits totalled £101k (2020: £92k).

The total remuneration of the key management personnel of the of the group, including benefits were £1,331k (2020 £1,125k)

The Key Management personnel of the organisation are the Chief Executive Officer, Chief Operating Officer, Divisional Director of Substance Misuse Services, Divisional Director of Employment Services and Divisional Director of Business Development.

During the year, no Trustee received any remuneration (2021: £Nil), any benefits in kind (2021: £Nil), or any reimbursement of expenses or amounts that were paid directly to third parties (2021: £Nil).

## 9. Tangible Assets

| | Total (Fixtures, Fittings, Motor Vehicles and Equipment) £'000 |
|---|---|
| **Cost** | |
| At 1st April 2020 | 126 |
| Additions in Year | - |
| Disposals | - |
| As at 31st March 2021 | 126 |
| **Depreciation** | |
| At 1st April 2020 | 123 |
| Additions in Year | 2 |
| Disposals | - |
| As at 31st March 2021 | 125 |
| **Net Book Value** | |
| At 1st April 2020 | 3 |
| As at 31st March 2021 | 1 |

## 10. Debtors: Due Within One Year

| | 2021 £'000 | *2020 £'000* |
|---|---|---|
| Trade Debtors | 2,416 | *3,670* |
| Other Debtors | 85 | *95* |
| Prepayment and Accrued Income | 376 | *214* |
| | 2,877 | *3,979* |

## 11. Creditors: Amounts Falling Due Within One Year

| | 2021 £'000 | *2020 £'000* |
|---|---|---|
| Trade Creditors | 458 | *682* |
| Other Taxes and Social Security | 313 | *348* |
| Accruals | 368 | *566* |
| Other Creditors | 88 | *156* |
| Deferred Income | 786 | *702* |
| | 2,013 | *2,454* |

## 12. Deferred Income Within One Year

| | 2021 £'000 | *2020 £'000* |
|---|---|---|
| At 31st March 2020 | 702 | *892* |
| Released to Incoming Resources | (497) | *(493)* |
| Income Deferred to a Future Year | 581 | *303* |
| | 786 | *702* |

Deferred income are funds received for charitable activities in future years.

## 13. Financial Instruments

| | | 2021 £'000 | *2020 £'000* |
|---|---|---|---|
| **Cash** | | 2,285 | *1,725* |
| **Financial Measures that are Debt Instruments Measured at Amortised Cost** | | | |
| | Trade Debtors | 2,416 | *3,670* |
| | Other Debtors | 85 | *95* |
| | | 2,501 | *3,765* |
| **Financial Liabilities Measured at Amortised Cost** | | | |
| | Trade Creditors | 458 | *682* |
| | Other Creditors | 88 | *156* |
| | | 546 | *838* |

## 14. Statement of Funds

| | 1st April 2020 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2021 £'000 |
|---|---|---|---|---|---|
| **Designated Funds** | | | | | |
| Redundancy & Pension Fund | 350 | - | - | - | 350 |
| Works – The Bridges | 30 | - | - | - | 30 |
| Works – Head Office | 89 | - | - | - | 89 |
| | 469 | - | - | - | 469 |
| **General Funds** | 2,702 | 20,430 | (20,550) | 50 | 2,632 |
| **Total Unrestricted Funds** | 3,171 | 20,430 | (20,550) | 50 | 3,101 |

| | *1st April 2019 £'000* | *Income £'000* | *Expenditure £'000* | *Transfers Gains/Losses £'000* | *31st March 2020 £'000* |
|---|---|---|---|---|---|
| ***Designated Funds*** | | | | | |
| *Redundancy & Pension Fund* | *350* | *-* | *-* | *-* | *350* |
| *Works – The Bridges* | *30* | *-* | *-* | *-* | *30* |
| *Works – Head Office* | *89* | *-* | *-* | *-* | *89* |
| | *469* | *-* | *-* | *-* | *469* |
| ***General Funds*** | *1,675* | *20,381* | *(19,418)* | *64* | *2,702* |
| ***Total Restricted Funds*** | *2,144* | *20,381* | *(19,418)* | *64* | *3,171* |

The Designated Fund represents funds set aside to cover the potential redundancy and pension liabilities towards its staff, refurbishment costs of the Bridges Project in Hull, Head Office in London and funding earmarked for Employment Services employment/training work.

## Summary of Restricted Funds

| FY 2020/21 | 1 April 2020 £'000 | Income £'000 | Expenditure £'000 | 31 March 2021 £'000 |
|---|---|---|---|---|
| **Restricted Funds** | | | | |
| The Julia and Hans Rausing Trust | 39 | 329 | (368) | - |
| The Saintbury Trust | 17 | - | (7) | 10 |
| The Taylor Family Foundation | 7 | - | (2) | 5 |
| J Leon Group | 3 | 10 | (10) | 3 |
| Monday Charitable Trust | 3 | 6 | (3) | 6 |
| The Reso Charitable Foundation | 3 | - | (1) | 2 |
| The Cyril & Eve Jumbo Charitable Trust | 2 | - | (1) | 1 |
| The Big Give | - | 3 | (1) | 2 |
| The Mackie Foundation | - | 15 | (5) | 10 |
| Michael and Shirley Hunt Charitable Trust | - | 3 | (1) | 2 |
| The Souter Charitable Trust | - | 3 | (3) | - |
| Hull & East Riding Charitable Trust | - | 5 | (5) | - |
| Shepherd Building Group Ltd | - | 2 | (2) | - |
| The Liz and Terry Bramall Foundation | - | 50 | (50) | - |
| The Sir James Reckitt Charity | - | 6 | (6) | - |
| Joseph and Annie Cattle Trust | - | 3 | (3) | - |
| HULL County Council | - | 15 | (15) | - |
| Colyer-Fergusson charitable Trust | - | 35 | (35) | - |
| Clifford Chance Global Foundation | - | 4 | (4) | - |
| City of London Corporation | - | 11 | (11) | - |
| Police & Crime Commissioner for Kent | - | 44 | (44) | - |
| CHK Charities Limited | - | 55 | (55) | - |
| Suffolk Community Foundation | - | 10 | (10) | - |
| The Rayne Foundation | - | 25 | (25) | - |
| Fowler Smith and Jones Trust | - | 2 | (2) | - |
| Kent Police | - | 6 | (6) | - |
| The John Armitage Charitable Trust | - | 100 | (100) | - |
| Regulatory Settlement, Gambling Commission | - | 31 | (31) | - |
| The National Lottery Community Fund | - | 5 | (5) | - |
| Payne-Gallwey Charitable Trust | - | 10 | (10) | - |
| The Rothschild Foundation | - | 53 | (53) | - |
| The Aurum Charitable Trust | - | 77 | (77) | - |
| Symphony Communication services | - | 2 | (2) | - |
| Other restricted funding | 8 | 26 | (27) | 7 |
| | 82 | 946 | (980) | 47 |

| *FY 2019/20* | *1 April 2019 £'000* | *Income £'000* | *Expenditure £'000* | *31 March 2020 £'000* |
|---|---|---|---|---|
| ***Restricted Funds*** | | | | |
| *City Bridge Trust* | *23* | *-* | *(23)* | *-* |
| *Hans & Julia Rausing* | *285* | *453* | *(699)* | *39* |
| *Rothschild Foundation* | *-* | *82* | *(82)* | *-* |
| *Liz & Terry Bramhall Foundation* | *-* | *50* | *(50)* | *-* |
| *Police & Crime Commissioner for Kent* | *-* | *45* | *(45)* | *-* |
| *John Armitage* | *-* | *40* | *(40)* | *-* |
| *City of London* | *-* | *32* | *(32)* | *-* |
| *Other Restricted Funding* | *-* | *25* | *(17)* | *8* |
| *Rayne Foundation* | *-* | *25* | *(25)* | *-* |
| *Sainsbury Trust* | *-* | *25* | *(8)* | *17* |
| *Kent Police* | *-* | *17* | *(17)* | *-* |
| *Millhills Charitable Trust* | *-* | *16* | *(16)* | *-* |
| *Holbeck Charitable Trust* | *-* | *15* | *(15)* | *-* |
| *Deloite LLP* | *-* | *26* | *(26)* | *-* |
| *S Shepherd & S Dickson* | *-* | *12* | *(12)* | *-* |
| *Taylor Family Foundation* | *-* | *10* | *(3)* | *7* |
| *Sir James Reckitt Charitable Trust* | *-* | *6* | *(6)* | *-* |
| *J Leon* | *-* | *5* | *(2)* | *3* |
| *Monday Charitable Trust* | *-* | *5* | *(2)* | *3* |
| *Banham Foundation* | *-* | *4* | *(4)* | *-* |
| *Green Hall Foundation* | *-* | *4* | *(4)* | *-* |
| *Reso Charitable Foundation* | *-* | *4* | *(1)* | *3* |
| *Joseph & Annie Cattle Trust* | *-* | *3* | *(3)* | *-* |
| *Cyril & Eve Jumbo Charitable Trust* | *-* | *3* | *(1)* | *2* |
| *Barclays Grant* | *-* | *2* | *(2)* | *-* |
| *Tempest of Brough Charitable Trust* | *-* | *2* | *(2)* | *-* |
| *Goldsmiths* | *-* | *1* | *(1)* | *-* |
| *Paul Stephenson Memorial trust* | *-* | *1* | *(1)* | *-* |
| *W.L. Pratt Charitable Trust* | *-* | *1* | *(1)* | *-* |
| | *308* | *914* | *(1,140)* | *82* |

The purpose of restricted funds are:

| | |
|---|---|
| The Souter Charitable Trust | Funding towards the core costs of the Bridges |
| Hull & East Riding Charitable Trust | Funding towards the core costs of the Bridges |
| Shepherd Building Group Ltd | Funding towards the core costs of the Bridges |
| The Liz and Terry Bramall Foundation | Funding towards the core costs of the Bridges |
| The Sir James Reckitt Charity | Funding towards the core costs of the Bridges |
| Joseph and Annie Cattle Trust | Funding towards the core costs of the Bridges |
| HULL County Council | Funding for Adult Social Care Lateral Flow Testing Grant |
| HULL County Council | Funding for Adult Social Care Infection Control Grant |
| The Big Give | Funding towards the costs of Family Services across the Surrey prisons |
| Monday Charitable Trust | Funding towards the costs of Family Services across the Surrey prisons |
| The Mackie Foundation | Funding towards the core costs of family Services |
| Michael and Shirley Hunt Charitable Trust | Funding towards the core costs of family Services |
| The Saintbury Trust | Funding towards the core costs of family Services |
| The Taylor Family Foundation | Funding towards the core costs of family Services |
| The Reso Charitable Foundation | Funding towards the core costs of family Services |
| The Cyril & Eve Jumbo Charitable Trust | Funding towards the core costs of family Services |
| Colyer-Fergusson charitable Trust | Funding for Violence reduction programme at HMP Swaleside |
| Clifford Chance Global Foundation | Funding towards care packages for clients in HMP Brixton |
| City of London Corporation | Funding towards the core costs of Recovery Support Services |
| Police & Crime Commissioner for Kent | Funding towards the core costs of Recovery Support Services |
| The Julia and Hans Rausing Trust | Funding towards the core costs of Recovery Support Services |
| CHK Charities Limited | Funding towards the core costs of Recovery Support Services |
| Suffolk Community Foundation | Funding for Recovery & Reintegration Worker in Suffolk |
| Police & Crime Commissioner for Kent | Funding for East Kent Violence Reduction Peer Mentor Initiative |
| The Julia and Hans Rausing Trust | Funding towards the core costs of East Kent Recovery |
| The Rayne Foundation | Funding towards the core costs of Housing & Resettlement |
| Fowler Smith and Jones Trust | Funding for Recovery & Resettlement Worker HES Prisons |
| Kent Police | Funding towards the core costs of East Kent |
| The John Armitage Charitable Trust | Funding towards the core costs of Surrey HMP |
| Caesars Entertainment UK | Funding towards National Strategy - Gambling Harms |
| CHK Charities Limited | Funding towards the development of a recovery programme for young people |
| J Leon Group | Funding for Online Chat Service |
| The National Lottery Community Fund | Funding for Digital Communications Services |
| Payne-Gallwey Charitable Trust | Funding towards the core costs of Blue Sky Services |
| The John Armitage Charitable Trust | Funding towards the core costs of Employment Services |
| The Rothschild Foundation | Funding towards the core costs of Employment Services |
| The Aurum Charitable Trust | Funding towards the core costs of Employment Services |
| Symphony Communication services | Funding towards the core costs of Employment Services |

| | |
|---|---|
| CHK Charities Limited | Funding towards the core costs of Employment Services |
| The Julia and Hans Rausing Trust | Funding towards the core costs of the Forward Enterprise Fund |
| The Aurum Charitable Trust | Funding towards the core costs of the Forward Enterprise Fund |
| Aurum Charitable Trust | Funding towards the core costs of Employment Services |
| Symphony Communication services | Funding towards the core costs of Employment Services |
| CHK Charities Limited | Funding towards the core costs of Employment Services |
| Hans & Julia Rausing | Funding towards the core costs of the Forward Enterprise Fund |
| Aurum Charitable Trust | Funding towards the core costs of the Forward Enterprise Fund |
| The Souter Charitable Trust | Funding towards the core costs of the Bridges |

## 15. Summary of Funds

| | 1st April 2020 £'000 | Income £'000 | Expenditure £'000 | Transfers Gains/Losses £'000 | 31st March 2021 £'000 |
|---|---|---|---|---|---|
| Designated Funds | 469 | - | - | - | 469 |
| General Funds | 2,702 | 20,430 | (20,550) | 50 | 2,632 |
| Total Restricted Funds | 82 | 946 | (981) | - | 47 |
| | 3,253 | 21,376 | (21,531) | 50 | 3,148 |

## 16. Analysis of Net Assets Between Funds

| At 31st March 2021 | Restricted Funds £'000 | Unrestricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| Fixed Assets | - | 1 | 1 |
| Current Assets | 47 | 5,115 | 5,162 |
| Current Liabilities | - | (2,015) | (2,015) |
| | 47 | 3,101 | 3,148 |

| *At 31st March 2020* | *Restricted Funds £'000* | *Unrestricted Funds £'000* | *Total Funds £'000* |
|---|---|---|---|
| *Fixed Assets* | *-* | *2* | *2* |
| *Current Assets* | *83* | *5,622* | *5,705* |
| *Current Liabilities* | *-* | *(2,454)* | *(2,454)* |
| | *83* | *3,170* | *3,253* |

## 17. Operating Lease Commitments

At 31st March 2021, the Charity's future minimum operating lease payments are as follows:

| **BUILDINGS** | **2021** | *2020* |
|---|---|---|
| **Leases That Expire:** | **£'000** | *£'000* |
| Within One Year | 234 | *293* |
| Two to Five Years | 27 | *216* |
| Over Five Years | - | *-* |
| | 261 | *509* |

During the year, the Charity incurred rental costs in respect of assets under operating leases of £340k (2020: £435k).

## 18. Related Party Transactions

There were no related party transactions in the year.

Donations from Trustees in aggregate were £2.6k (2020: £4.6k).

## 19. Pensions

The Charity contributes to both defined contribution and defined benefit pension schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations (TUPE).

The Charity contributes to a number of schemes: Group Personal Pension Plan managed by Aviva, NHS Pension Scheme managed by NHS Pensions, Shropshire County Pension fund managed by Shropshire Council, Civil Service Pension managed by The Cabinet Office and The Prudential Platinum Pension Scheme. The Group Personal Pension Plan managed by Aviva is a defined contribution plan.

The NHS Pension Fund is a closed defined benefit scheme specific to employees TUPEd who were members of a NHS Pension Scheme at the time of transfer. Shropshire County Pension is a closed defined benefit scheme applicable to employees TUPEd who were members of Shropshire Pension Scheme at the time of transfer. Civil Service Pension Scheme is a closed defined benefit scheme applicable to employees who were members of the Civil Service Pension Scheme at the time of transfer.

The Charity participates in 'Prudential Platinum Pension – The Forward Trust', a funded defined benefit statutory pension scheme in the UK which is contracted out of State Second Pension. This scheme was set up to ensure that we provide a comparable scheme for staff who are TUPEd with final salary pension rights. The assets of all pension schemes are held separately from those of the Charity.

Pension costs charged in the Statement of Financial Activities represent all the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

## 20. Pensions: Prudential Platinum Pension – The Forward Trust

Prudential Platinum Pension is a centralised scheme which is available to employers throughout the United Kingdom. Each participating employer (or group company arrangement) has its own ring-fenced section and accordingly there is no cross subsidy between employers, other than in a group company arrangement.

The Scheme provides retirement and death in service benefits for Members and their Dependants. It is a defined benefit scheme which means that the benefits under it are calculated on a pre-determined basis specified in the Scheme's rules.

The Scheme, which is legally and financially separate from the employers, is constituted by a Trust Deed and is administered in accordance with the rules by the Trustees. The Forward Trust is legally bound by a Deed of Adherence to the Scheme and became a participating employer with effect from 18 May 2012.

Note 20 to the Financial Statements reflects the position appropriate to The Forward Trust for the purposes of the UK pensions accounting standard FRS 102. It does not reflect the position of any other participating employer in the Prudential Platinum Pension Scheme. The costs and balance sheet items in respect of the Charity's other pension arrangements are included elsewhere in the Charity's disclosures.

The Prudential Platinum Pension scheme is set up on a tax relieved basis as a separate trust independent of the Charity and supervised by an independent Trustee. The Trustee is responsible for ensuring that the correct benefits are paid, that the Scheme is appropriately funded and that Scheme assets are appropriately invested.

This scheme provides pensions and lump sums to members on retirement and to their dependants on death. Members who leave service before retirement are entitled to a deferred pension.

Active members of the Scheme pay contributions at a rate based on their pensionable pay and the Charity pays the balance of the cost as determined by regular actuarial valuations. The independent trustee is required to use prudent assumptions to value the liabilities and costs of the scheme whereas the accounting assumptions must be best estimates.

The liabilities for this year's accounting disclosures have been calculated by rolling forward the 31 December 2015 liabilities from that valuation date to 31 March 2021 allowing for member movements and cash-flows and using the assumptions set out below. The figures in the following disclosure were measured using the Projected Unit Method.

The amounts recognised in the statement of financial position are as follows:

| | **2021** | *2020* |
|---|---|---|
| | **£'000** | *£'000* |
| Defined Benefit Obligation | (561) | *(354)* |
| Fair Value of Plain Assets | 711 | *674* |
| | 150 | *320* |
| Net amount recognised year end (before any adjustment for deferred tax) | 150 | *320* |
| Adjustment of Non-Recognition of Surplus | (150) | *(320)* |

The amounts recognised as comprehensive income are:

| SERVICE COST | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Current Service Cost (Net of Employee's Contributions) | 13 | 13 |
| Administration Expenses | 44 | 43 |
| Loss (Gain) on Plan Introductions, Changes, Curtailments and Settlements | - | 12 |
| Net Interest Expense (Credit) | (7) | (4) |
| Change (Credit) Recognised in Profit and Loss | 50 | 64 |

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Change (Credit) Recognised in Profit and Loss | - | 50 |
| Re-measurements of the Net Liability | | |
| Return on Scheme assets (Excluding amounts Included in Net Interest Expense) | (10) | (15) |
| Actuarial Gains (Losses) | 189 | (107) |
| Credit Recorded on Other Comprehensive Income | 179 | (72) |
| Total Defined Benefit Cost | 229 | (58) |

## The Principal Actuarial Assumptions Used Were:

| | 2021 % | 2020 % |
|---|---|---|
| Liability Discount Rate | 2.1 | 2.2 |
| Inflation Assumption – RPI | 3.1 | 2.3 |
| Inflation Assumption - CPI | 2.1 / 2.9 | 1.5 |
| Rate of Increase in Salaries | 2.6 / 3.4 | 2.0 |
| Revaluation of Deferred Pensions - CPI | 2.1 / 2.9 | 1.5 |
| Increases for Pensions Payment - CPI | 2.1 / 2.9 | 1.5 |
| Expected age of Death of Current Pensioner at Age 65: | | |
| Male Aged 65 at Year End | 87.2 | 87 |
| Female Aged 65 at Year End | 89.5 | 89.4 |
| Expected age of Death of Future Pensioner at Age 65: | | |
| Male Aged 45 at Year End | 88.5 | 88.7 |
| Female Aged 45 at Year End | 90.9 | 91.1 |

| Reconciliation of Scheme Assets and Liabilities | Assets £'000 | Liabilities £'000 | Total £'000 |
|---|---|---|---|
| **At Start of Period** | 674 | (354) | 320 |
| Benefits Paid | (4) | 4 | - |
| Administration Expenses | (44) | - | (44) |
| Current Service Cost | - | (13) | (13) |
| Contributions from the Employer | 59 | - | 59 |
| Contributions from the Employees | 1 | (1) | - |
| Interest Income (Expenses) | 15 | (8) | 7 |
| Return on Assets (Excluding Amount Included) | 10 | - | 10 |
| Net interest Expense | - | (189) | (189) |
| Actuarial Gains (Losses) | - | - | - |
| **At End of Period** | 711 | (561) | 150 |

The Return on Plan Assets Was:

| | 2020 £'000 | *2019 £'000* |
|---|---|---|
| Interest Income | 15 | *15* |
| Return on Plan Assets (excluding amounts included in net interest expense) | 10 | *15* |
| **Total Return on Plan Assets** | 25 | *30* |

The Scheme has no investments in the Charity on property occupied by the Charity.

The Major Categories of Scheme Assets are as Follows:

| | 2020 £'000 | *2019 £'000* |
|---|---|---|
| Corporates | 366 | *337* |
| Index Linked | 344 | *337* |
| **Total Market Value of Assets** | 710 | *674* |

## 21. Post Balance Sheet Events

On 1st May 2021 Forward Trust merged with another addictions charity, Action on Addiction. The merger between Forward Trust and Action on Addiction presents an opportunity to strengthen our mission and its implementation through service provision, campaigning and awareness raising. The merger will add circa £5m to Forward Trust turnover and £3.7m (see note to RHS) to our Balance Sheet, predominantly through the transfer of three freehold properties.

In February 2021, Forward was successful in bidding for 12 new contracts to deliver probation services as part of HMPPS Dynamic Framework across the UK. 9 of these are delivering Personal Wellbeing services to probation clients across the East of England, Kent, Surrey, Sussex as well as Cheshire and 3 are delivering accommodation services in South Wales, Gwent, and Dyfed Powys. These 42 month contracts are valued at circa £17.2m.

# REFERENCE AND ADMINISTRATIVE DETAILS

The Forward Trust is a charitable company limited by guarantee.

| | |
|---|---|
| Charity Number: | 1001701 |
| Company Number: | 02560474 |

## Trustees/Directors

| | |
|---|---|
| **Chair** | Hon David Bernstein |
| **Treasurer** | Anthony Hazell |
| | Lady Louise Gibbings |
| | Hon Isabelle Laurent |
| | Ben Houghton |
| | Dame Benita Refson OBE |
| | Rev John Wates OBE (Resigned August 2020) |
| | John Mason (Resigned November 2020) |
| | Andrew Wylie |
| | David Riddle |
| | Dame Clare Gerada MB BS |

## COMPANY SECRETARY

John Biggin OBE

## PATRONS

Tony Adams MBE
The Revd. Jonathan Aitken
Chris Difford
Roger Graef OBE
Sir Anthony Hopkins CBE
Erwin James
Mick May OBE
Jonathan Pryce CBE
The Hon. Emma Soames

| | | |
|---|---|---|
| **FOUNDERS** | Jonathan Wallace | |
| | Peter Bond | |
| | Michael Meakin | |
| **BUSINESS ADDRESS/ REGISTERED OFFICE** | Unit 106, Edinburgh House | |
| | 170 Kennington Lane | |
| | London SE11 5DP | |
| **KEY MANANGEMENT PERSONNEL** | Michael Trace | Chief Executive Officer |
| | John Biggin OBE | Chief Operating Officer |
| | Jason Moore | Divisional Director of Substance Misuse Services |
| | Asi Panditharatna | Divisional Director of Employment Services |
| | Carwyn Gravell | Divisional Director of Business Development. |
| **BANKERS** | HSBC | |
| | The Peak | |
| | 333 Vauxhall Bridge | |
| | Victoria | |
| | London SW1V 1EJ | |
| **AUDITOR** | HAYSMACINTYRE LLP | |
| | Chartered Accountants & Registered Auditors | |
| | 10 Queens Street Place | |
| | London EC4R 1AG | |
| **SOLICITORS** | BATES WELLS & BRAITHWAITE | |
| | 10 Queens Street | |
| | London EC4R 1BE | |