



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.

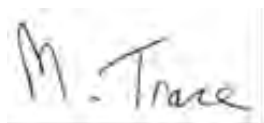
Fundraising and Communications Directorate

- 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

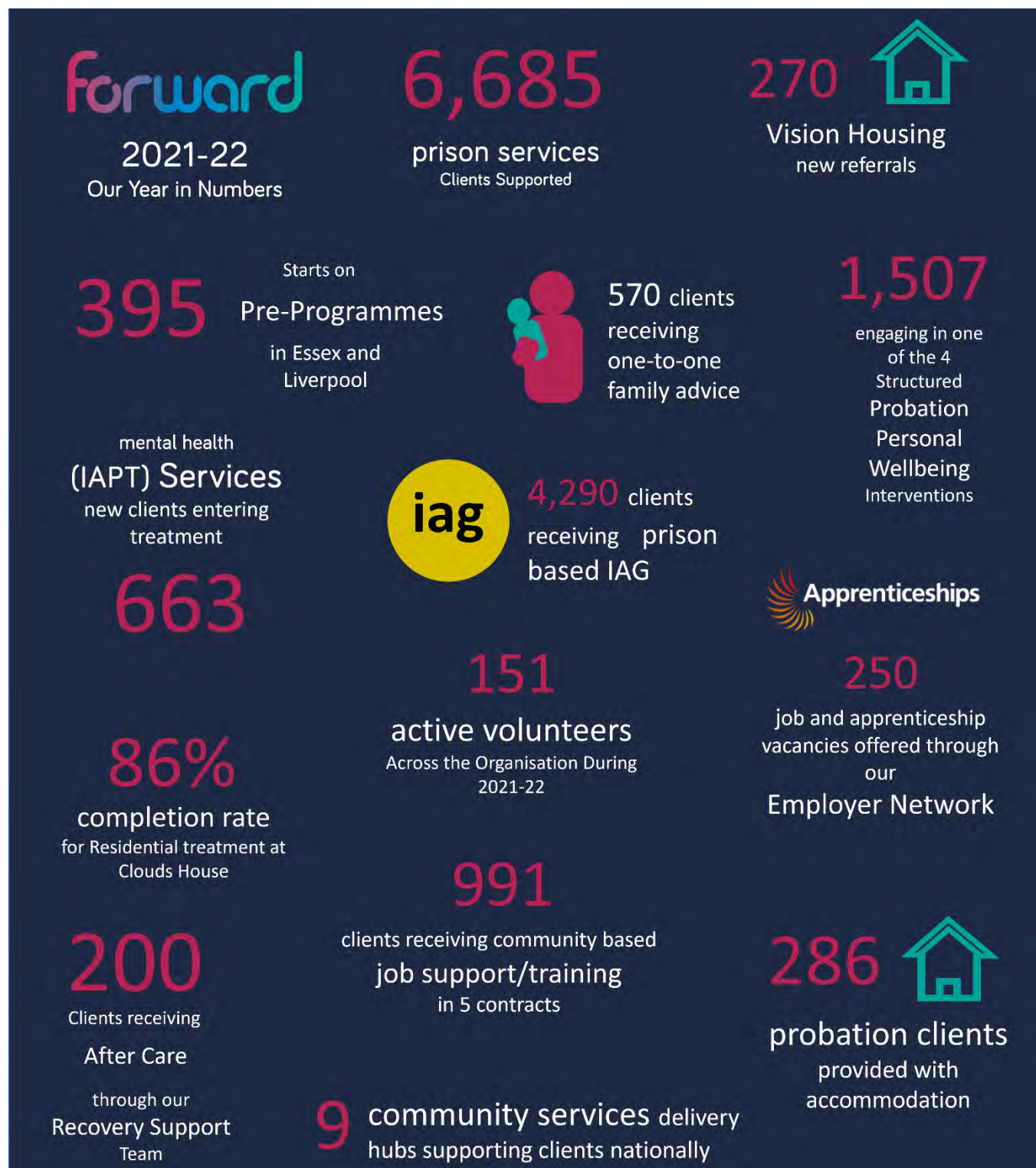


Mike Trace

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

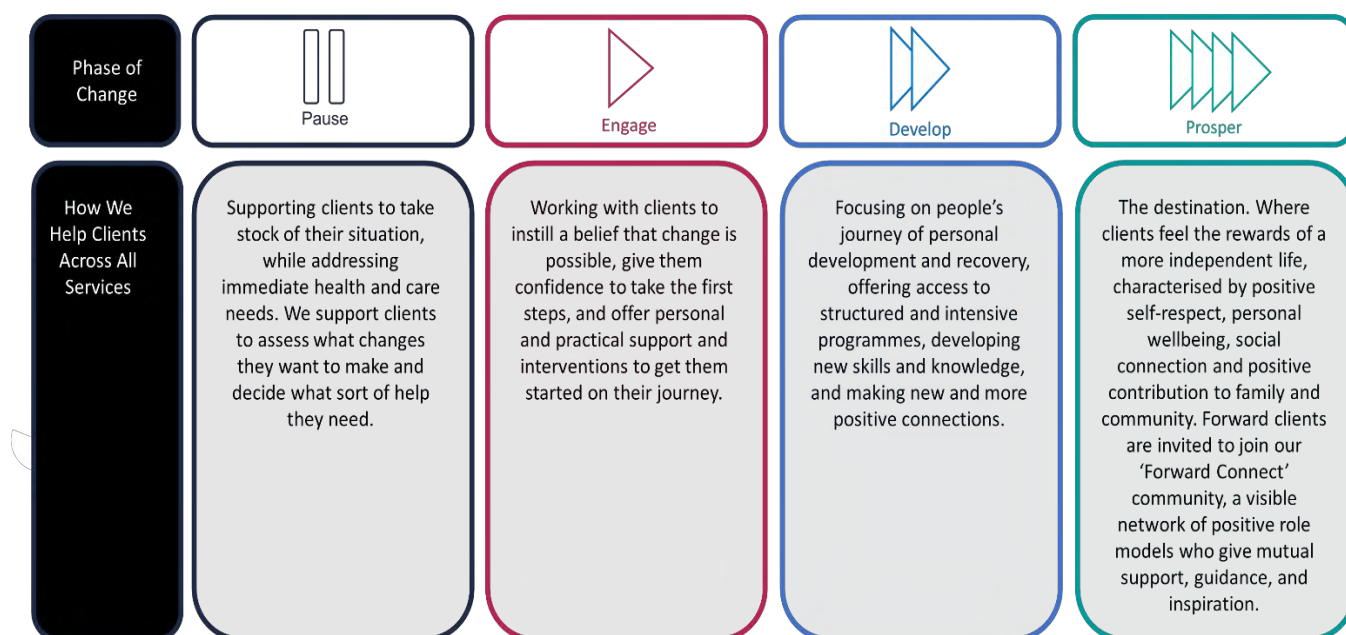
People come to Forward for help for a variety of reasons – dependence on drugs and alcohol, gambling or other forms of addiction, mental health problems, or to get out of the cycle of reoffending, long-term unemployment, poor accommodation, difficult family situations or unhealthy relationships.

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

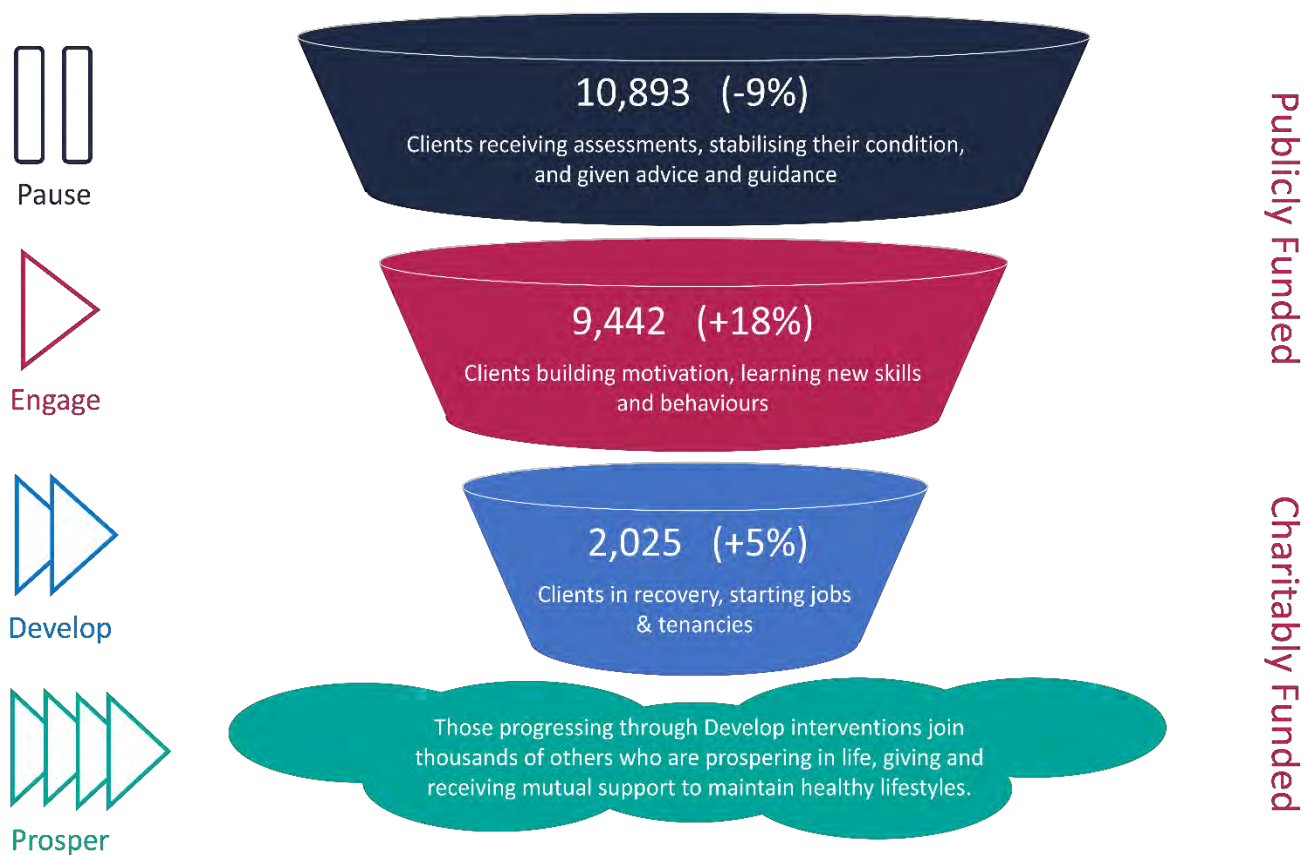


We offer a range of interventions at each stage to enable progression, covering drug and alcohol recovery, health and wellbeing, connections (with family and friends), employment and housing, and with peer supporters and mentors providing hope and motivation at every step.

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

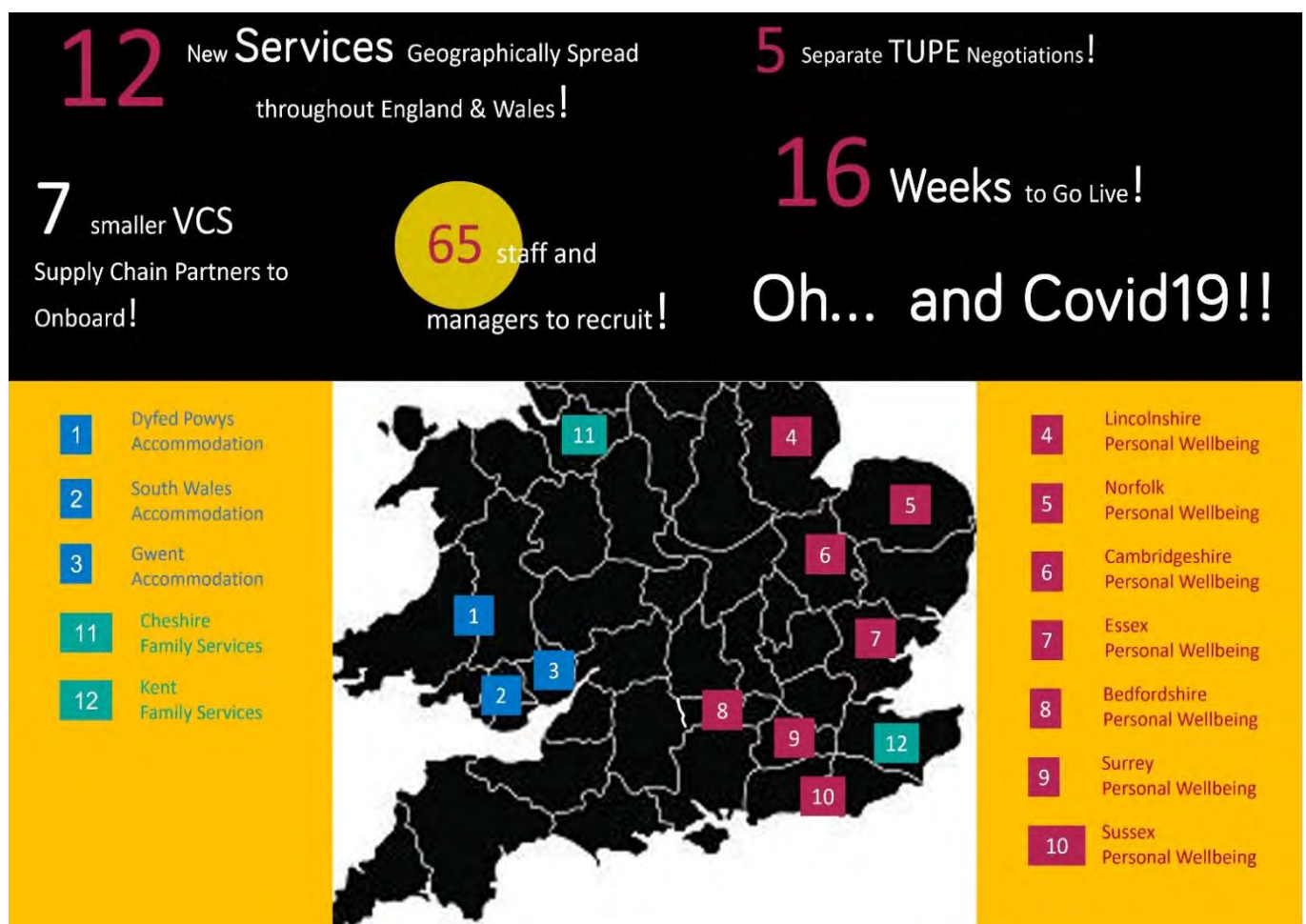
- More than a third (39.8%) reported to have some sort of disability
- Almost 1 in 5 (18%) reported having a housing problem; that includes 7.4% with No Fixed Abode
- Over half (62.4%) reported having a mental health treatment need
- 33.5% reported to be unemployed

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 Government's 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

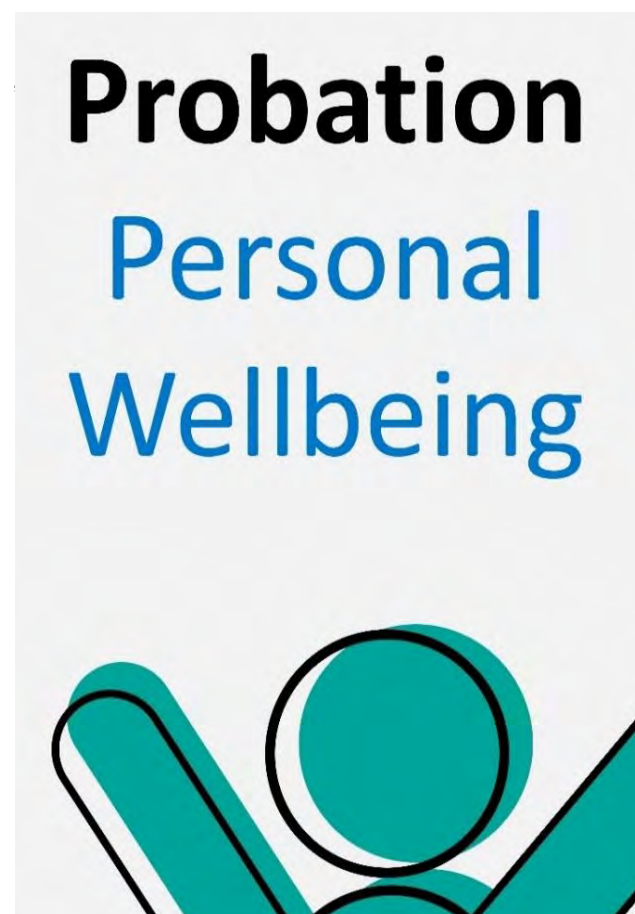
staff, by engaging in on-line TUPE consultations and remote commissioner meetings.

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.

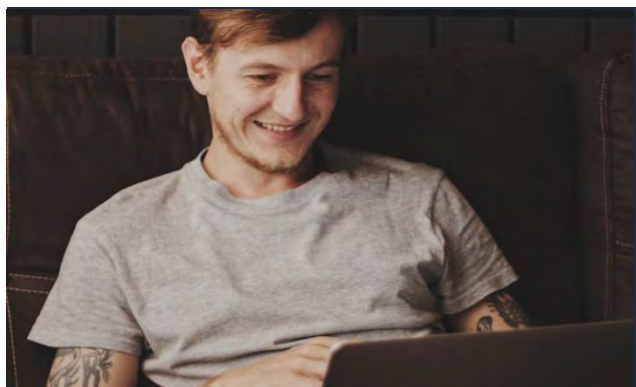
With restrictions lifted, Reach Out continues to provide a much-needed friendly voice of advice and support.

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.

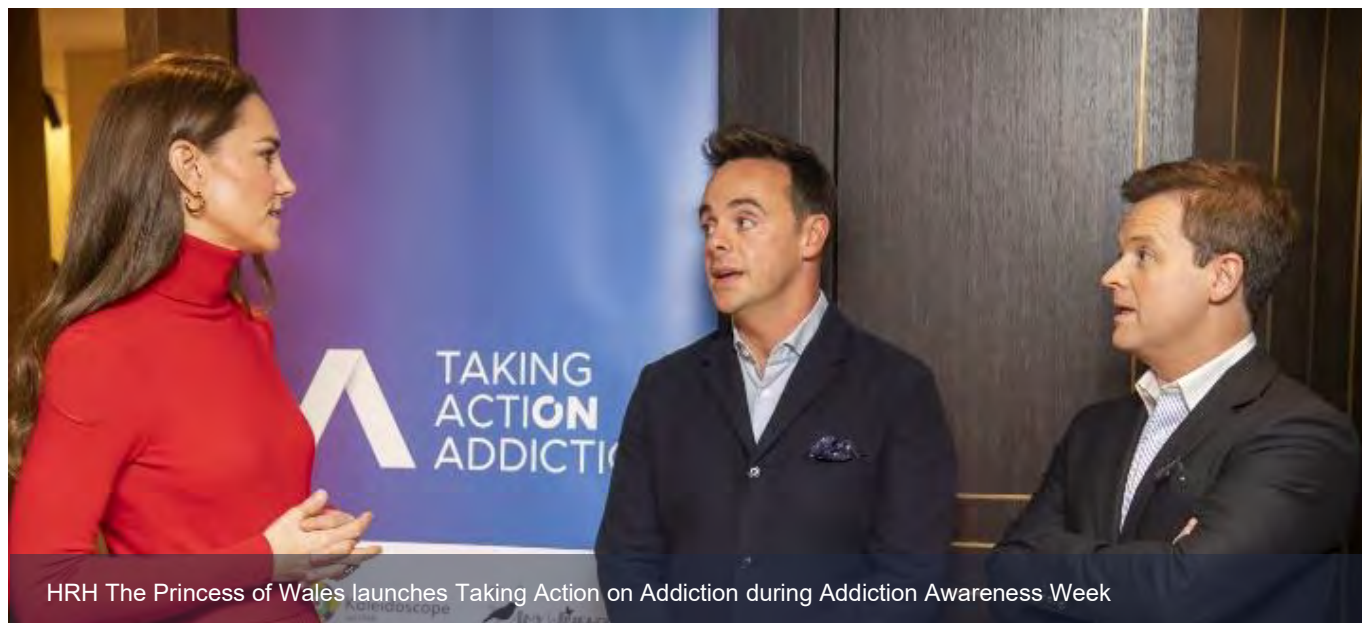
Anyone can be affected by addiction, and everyone deserves the help they need to overcome it. Anyone ready to ask for help should be listened to with empathy and understanding and have the opportunity to access the specialist support they need.

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

**Reed in Partnership**

Achievements

By the end of March 2022, Forward:

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

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

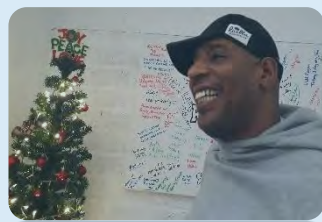
Additional Services Mobilisation and Service Enrichment

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.



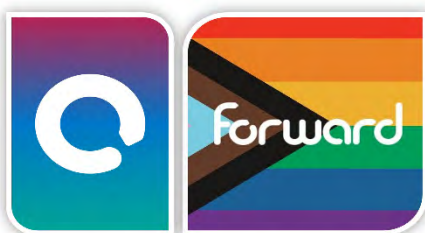
We have been able to diversify our clinical service offer with the additional funding to provide a 'Fibroscan' service across the hubs for those with Alcoholic Liver Disease. The addition of a clinical van has given this service a mobile capacity. The service will have a reach across all our hubs and 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.

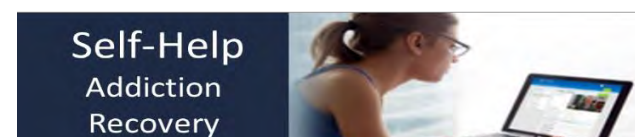
Both of these services are supported by a Counselling Intervention Service (CIS) that works with treatment providers to prepare and support clients for the detoxification process prior to starting the abstinence-based programmes. They hold successful reunions each year.

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.



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.



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.



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.

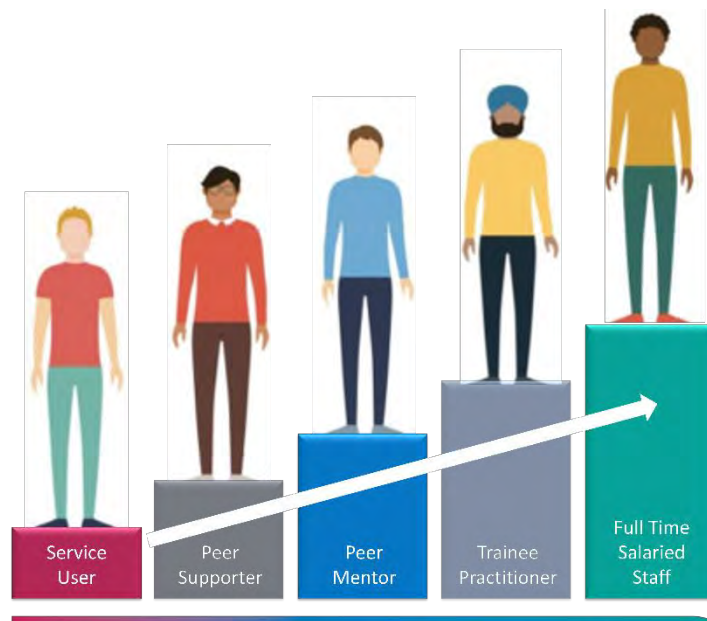


INVESTING IN THE SKILLS OF CLIENTS & STAFF

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 & YO1 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 contracts '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.





Tony Hazell, Treasurer

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.

A handwritten signature in dark ink, appearing to read 'Tony Hazell', with a horizontal line underneath.

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.

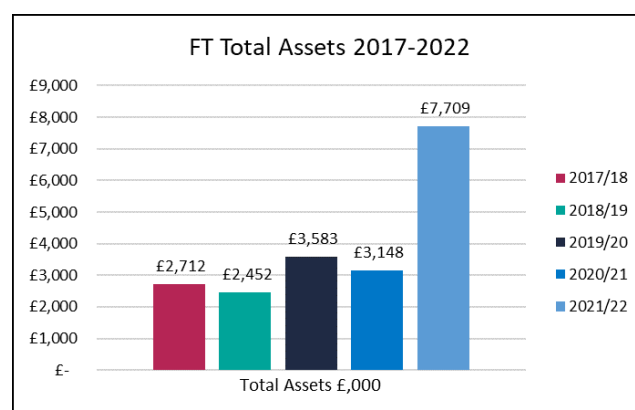
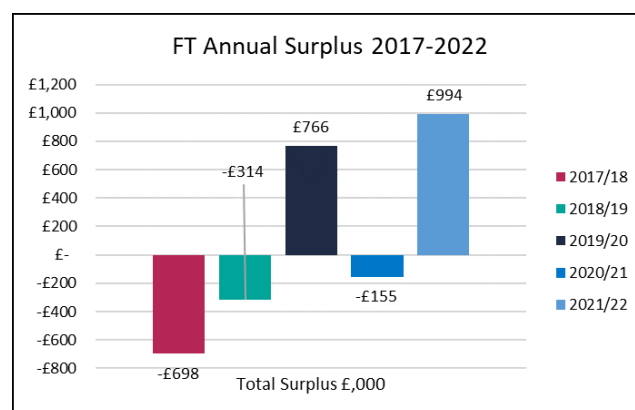
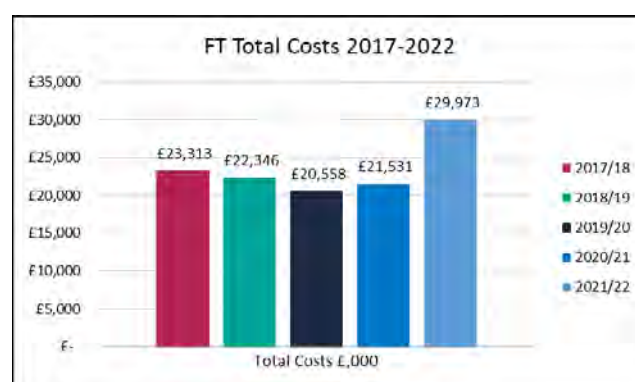
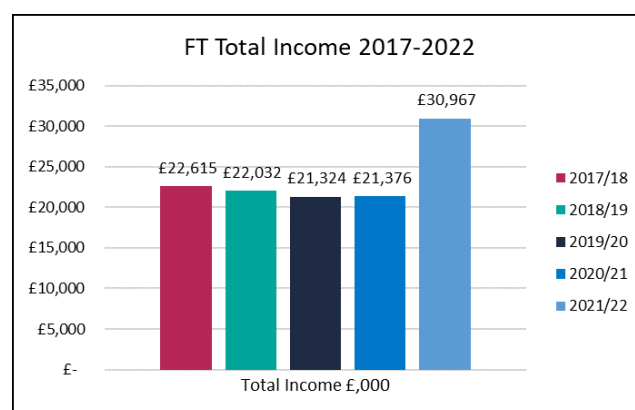
Substance Misuse/Health & Well-Being Services, Family Services, Recovery Support Services, Residential Rehabilitation Services, Clinical Services, Probation Services, Employment Services, Apprenticeships and Vocational Training Services.

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 through 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.

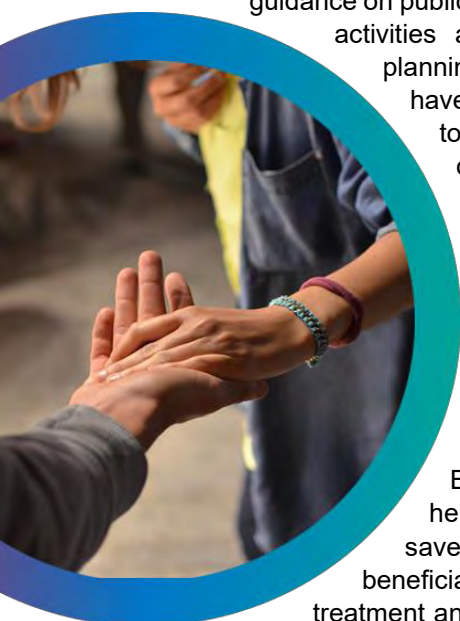
We remain particularly indebted to the commitment of the 1,570 hours volunteered to us during the year from the 151 volunteers we engaged over the year.

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.

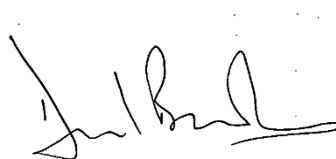
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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:



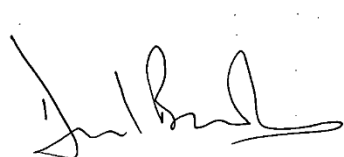
Hon David Bernstein
Chair of Trustees

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 Wales, 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

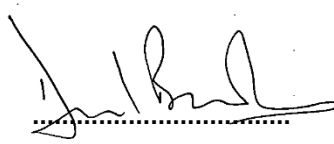
ASSETS		Notes	2022 £'000	2021 £'000
FIXED ASSETS				
	Tangible Assets	9	3,369	1
	Intangible Assets	10	29	-
	Investments	11	2	-
CURRENT ASSETS				
	Stock	12	2	-
	Debtors and Prepayments	13	3,696	2,877
	Cash at Bank and In Hand	16	3,644	2,285
			<u>7,342</u>	<u>5,162</u>
CREDITORS				
	Amounts Falling Due Within One Year	14	(3,033)	(2,015)
NET CURRENT ASSETS			<u>4,309</u>	<u>3,147</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>7,709</u>	<u>3,148</u>
FUNDS				
Unrestricted Funds				
	General Reserves	17, 18, 19	6,646	2,632
	Designated Funds	17, 18, 19	500	469
			<u>7,146</u>	<u>3,101</u>
Restricted Funds			563	47
TOTAL			<u>7,709</u>	<u>3,148</u>

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		2021	
	£'000	£'000	£'000	£'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 Addition on Acquisition		173		-
Cash and Cash Equivalent at the End of the Period		3,644		2,285

	2022	2021
	£'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)	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
	<u>2,564</u>	<u>1,218</u>

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	-
	<u>28,046</u>	<u>20,056</u>

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
	<u>17,026</u>	<u>9,079</u>	<u>3,868</u>	<u>29,973</u>

	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
	<u>12,851</u>	<u>6,262</u>	<u>2,418</u>	<u>21,531</u>

5. Analysis of Support Costs

	Executive & Central Admin £'000	Resources £'000	Governance £'000	2022 Total £'000	5
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	
	<u>1,753</u>	<u>1,787</u>	<u>328</u>	<u>3,868</u>	

	Executive & Central Admin £'000	Resources £'000	Governance £'000	2021 Total £'000
<i>Substance Misuse</i>	607	1,003	174	1,784
<i>Family Services</i>	2	3	1	6
<i>Young People Services (FEF)</i>	4	7	1	12
<i>Recovery Support Services</i>	43	70	12	125
<i>Residential Rehabilitation Services</i>	30	48	9	87
<i>Clinical Services</i>	61	101	18	180
<i>Employability Services</i>	76	126	22	224
	<u>823</u>	<u>1,358</u>	<u>237</u>	<u>2,418</u>

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
	<u>328</u>	<u>237</u>

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
	<u>495</u>	<u>418</u>

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
	<u>701</u>	<u>439</u>

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
	<u>19,743</u>	<u>14,639</u>

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 1 st 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 31 st March 2022	3,100,000	7,088	167,000	295,530	16,373	22,560	3,616,949
Depreciation							
At April 1 st 2021	-	-	91,563	12,973	-	20,668	125,203
Charge For Year	-	3,658	60,728	55,586	-	1,892	121,865
At March 31 st 2022	-	3,658	152,291	68,559	-	22,560	247,068
Net Book Value							
At 31 st March 2021	-	-	-	643	-	-	643
At 31 st March 2022	3,100,000	3,430	14,710	226,970	16,373	8,398	3,369,881

10. Intangible Assets

	Assets Under Construction	Computer Software	Total
	£	£	£
Cost or Valuation			
At 1 st 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 1 st 2021	-	-	-
Charge For Year	-	12,645	12,645
At March 31st 2022	-	-	12,645
Net Book Value			
At 1 st April 2021	-	-	-
At 31st March 2022	-	28,739	28,739

11. Fixed Asset Investments

	Assets Under Construction
	£
Cost or Valuation	
At 1 st April 2021	-
Additions	1,581
At 31st March 2022	1,581
At 31 st March 2021	-

12. Stock

	2022	2021
	£'000	£'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
	<u>3,696</u>	<u>2,877</u>

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
	<u>3,033</u>	<u>2,013</u>

15. Deferred Income Within One Year

	2022 £'000	2021 £'000
As at 31 st March 2021	786	702
Released to Incoming Resources	(683)	(497)
Income Deferred to a Future Year	734	581
As at 31 st March 2022	<u>837</u>	<u>786</u>

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
	<u>3,031</u>	<u>2,501</u>

	2022 £'000	2021 £'000
--	---------------	---------------

Financial Liabilities Measured at Amortised Cost				
	Trade Creditors	825		458
	Other Creditors	409		88
		<u>1,234</u>		<u>546</u>

17. Statement of Funds

	1 st April 2021 £'000	Income £'000	Expenditure £'000	Transfers Gains/Losses £'000	31 st March 2022 £'000
Designated Funds					
Redundancy Fund	350	-	(350)	-	-
Property Maintenance Fund	119	381	-	-	500
	<u>469</u>	<u>381</u>	<u>(350)</u>	<u>-</u>	<u>500</u>
General Funds	2,632	28,290	(27,608)	3,332	6,646
Total Unrestricted Funds	<u>3,101</u>	<u>28,671</u>	<u>(27,958)</u>	<u>3,332</u>	<u>7,146</u>

	1 st April 2020 £'000	Income £'000	Expenditure £'000	Transfers Gains/Losses £'000	31 st March 2021 £'000
Designated Funds					
Redundancy Fund	350	-	-	-	350
Works – The Bridges	30	-	-	-	30
Works – Head Office	89	-	-	-	89
	<u>469</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>469</u>
General Funds	2,702	20,430	(20,550)	50	6,646
Total Unrestricted Funds	<u>3,171</u>	<u>20,430</u>	<u>(20,550)</u>	<u>50</u>	<u>3,101</u>

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
	<u>346</u>	<u>2,232</u>	<u>(2,015)</u>	<u>563</u>

Summary of Restricted Funds 2020-21

<i>FY 2019/20</i>	<i>1 April 2020 £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>31 March 2021 £'000</i>
<i>Restricted Funds</i>				
<i>The Julia and Hans Rausing Trust</i>	39	329	(368)	-
<i>The Saintbury Trust</i>	17	-	(7)	10
<i>The Taylor Family Foundation</i>	7	-	(2)	5
<i>J Leon Group</i>	3	10	(10)	3
<i>Monday Charitable Trust</i>	3	6	(3)	6
<i>The Reso Charitable Foundation</i>	3	-	(1)	2
<i>The Cyril & Eve Jumbo Charitable Trust</i>	2	-	(1)	1
<i>The Big Give</i>	-	3	(1)	2
<i>The Mackie Foundation</i>	-	15	(5)	10
<i>Michael and Shirley Hunt Charitable Trust</i>	-	3	(1)	2
<i>The Souter Charitable Trust</i>	-	3	(3)	-
<i>Hull & East Riding Charitable Trust</i>	-	5	(5)	-
<i>Shepherd Building Group Ltd</i>	-	2	(2)	-
<i>The Liz and Terry Bramall Foundation</i>	-	50	(50)	-
<i>The Sir James Reckitt Charity</i>	-	6	(6)	-
<i>Joseph and Annie Cattle Trust</i>	-	3	(3)	-
<i>HULL County Council</i>	-	15	(15)	-
<i>Colyer-Fergusson charitable Trust</i>	-	35	(35)	-
<i>Clifford Chance Global Foundation</i>	-	4	(4)	-
<i>City of London Corporation</i>	-	11	(11)	-
<i>Police & Crime Commissioner for Kent</i>	-	44	(44)	-
<i>CHK Charities Limited</i>	-	55	(55)	-
<i>Suffolk Community Foundation</i>	-	10	(10)	-
<i>The Rayne Foundation</i>	-	25	(25)	-
<i>Fowler Smith and Jones Trust</i>	-	2	(2)	-
<i>Kent Police</i>	-	6	(6)	-
<i>The John Armitage Charitable Trust</i>	-	100	(100)	-
<i>Regulatory Settlement, Gambling Commission</i>	-	31	(31)	-
<i>The National Lottery Community Fund</i>	-	5	(5)	-
<i>Payne-Gallwey Charitable Trust</i>	-	10	(10)	-
<i>The Rothschild Foundation</i>	-	53	(53)	-
<i>The Aurum Charitable Trust</i>	-	77	(77)	-
<i>Symphony Communication services</i>	-	2	(2)	-
<i>Other restricted funding</i>	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

	1 st April 2021 £'000	Income £'000	Expenditure £'000	Transfers Gains/Losses £'000	31 st 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
	<u>3,148</u>	<u>30,903</u>	<u>(29,973)</u>	<u>3,631</u>	<u>7,709</u>

19. Analysis of Net Assets Between Funds

At 31 st 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)
	<u>563</u>	<u>7,146</u>	<u>7,709</u>

At 31 st 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)
	<u>47</u>	<u>3,101</u>	<u>3,148</u>

20. Operating Lease Commitments

At 31st March 2022, the Charity's future minimum operating lease payments are as follows:

BUILDINGS	2022 £'000	2021 £'000
Leases That Expire:		
Within One Year	165	234
Two to Five Years	74	27
Over Five Years	-	-
	<u>239</u>	<u>261</u>

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 1 st 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
	3,216
Total Net Assets	
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	<u>710</u>	<u>(501)</u>	<u>209</u>

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	<u>(4)</u>	<u>25</u>

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	<u>710</u>	<u>711</u>

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
Carwyn Gravell	Executive Director of Research & Development
Julie Muir	Executive Director of Recovery
Sally Benton	Executive Director of Fundraising & Communications

Bankers

HSBC
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333 Vauxhall Bridge
Victoria
London SW1V 1EJ

Auditor

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Chartered Accountants & Registered Auditors
10 Queens Street Place
London EC4R 1AG

Solicitors

BATES WELLS & BRAITHWAITE
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