

forward



IMPACT REPORT

November 2019

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WELCOME TO THE REPORT

Mike Trace, CEO, The Forward Trust

Welcome to our Impact Report for 2018/19.

Last year we launched our very first impact report as The Forward Trust at HMP Downview, where our journey as an organisation began in 1991. That report set out Forward's range of services as a merged organisation (combining RAPt, Blue Sky and Vision Housing) and what we knew about the impact of those services. We also introduced our new 'Theory of Change', illustrating the pathways to progress, personal growth and transformational change that our clients can follow through drug and alcohol recovery, health and wellbeing, housing, employment and connections with family and friends.

In Part 1 of this year's report, we present a snapshot of the number of clients in 2018/19 at different stages of progress within this Theory of Change. We present our latest data on the characteristics of our clients, showing the nature and extent of disadvantage and deprivation that they have faced and continue to face (e.g. over half left school before 16); we believe these factors help to explain though not excuse bad behaviour and poor choices, while also believing that, despite hardship and a troubled past, anyone can move forward with their lives. We also present our new set of organisational values, accompanied by the voice of staff members who embody those values. We present the principles that guide our service delivery, our model of fore-fronting lived experience as the inspiration for our clients, believing in people, not process, as the true driver of change. And we showcase our new campaign, 'More Than My Past', which aims to tackle stigma towards ex-offenders and people in recovery from addiction.

In Part 2 of the report we focus on particular services and the reach and impact they have achieved in 2018/19; we present insight into areas of success but also areas for improvement. In this section, the delivery of drug and alcohol recovery services accounts for most of our client reach and impact; however, other areas of service delivery such as housing, employment, health and wellbeing, and family support are steadily growing.

Finally, Part 3 of the report presents highlights from our programme of service development and innovation. While not yet areas of work that have proven impact to the same extent as our more established interventions and programmes, we are committed to developing new approaches and models and to evaluating them over time.

We hope you enjoy reading this report.



OUR VALUES

In this report we launch our new, streamlined set of organisational values: **transformational change, responsibility, influence and insight, client-centred**, and **evidence**.

These values were chosen following extensive consultation with staff, an exercise which demonstrated our people's extraordinary dedication and commitment to the charity's mission, and the profound impact of the work they do on their sense of purpose and value to society.

Transformational Change:

We believe in an individual's ability to make transformational changes to their lives, whatever their past; and that inspirational role models and clear pathways to recovery and rehabilitation are vital ingredients for enabling this change.

“I've worked for Forward for over nine years. One of the main things that has made me stay so long is having the opportunity to interact with clients who have undergone such transformational change as a result of the support Forward has given them. It's such a privilege to hear so many people tell me their stories of how they have turned their lives around.”

Amy Williams, Communications Manager



“It's great to see a client going from never having had a job to going on their first interview and getting their first role. Knowing I have played a role – however large or small – in helping them to gain confidence and new skills is incredibly rewarding.”

Almas Bashir, Employment Coach



“I feel very proud to work for an organisation that champions evidence and puts impact at the forefront of service development. Forward's commitment to rigorous evaluation ensures that our service users receive the very best treatment, helping them to make meaningful and long-lasting changes in their lives.”

Katie Smithsbury, Senior Research Officer



“It's fantastic to work for an organisation where service users, clinical staff and frontline practitioners are all directly involved in the development of new interventions. I'm really proud to have been involved in the creation of so many innovative, evidence-based approaches that not only take into account national best practice, but also the on-the-ground feedback from the people delivering and benefiting from them.”

Claire Carlow, Band 8 Nurse Clinical Lead, East Kent



Evidence:

We have an unflinching commitment to researching and understanding the evidence of our impact, and making changes to what we do in the light of this evidence.

“ I love working for Forward as my role allows me to witness the positive changes individuals make within their lives. It is fantastic to see the impact the organisation has on supporting clients build positive and meaningful relationships with friends and family.”

Andy Jackson, Recovery Support Team Leader, East Kent



Influence and Insight:

We believe that one person's transformation has a deep impact on the people around them, spreading positive influences to family and community, and that what we teach our clients about believing and investing in change with openness and positivity must also be applied to ourselves.

“ I truly feel I empower people to change their lives. When family clients first engage they often have no hope. Many have spent years trying to 'fix' their loved one's addiction and frequently feel they are to blame. Our service helps them to gain insight and understanding into their loved one's addiction, relieving the shame, blame and isolation they feel. Seeing the transformation in clients when they realise they have choices and can make positive change for themselves is amazing.”

Sharon Igoe, Team Leader, ReNew Family Service



Responsibility:

We believe that individuals should take responsibility for the impact their behaviour has on others, showing personal strength and insight to confront problems with honesty, openness and a willingness to change.

“ I love the fact that Forward offer so much more than just drug and alcohol services – they really understand how to support people with complex issues in so many other areas of their lives, like employment and family issues. One of my favourite things is seeing clients taking responsibility for their own treatment path and supporting them to find their own desire to find recovery, instead of them being told they 'have' to do something. Forward helps save lives.”

Cordelia Nixon, Drug & Alcohol Practitioner, HMP Lewes



Client-centred:

We believe that all our expertise, commitment and resources should be focused on improving the lives of our clients. We should take every opportunity to allow them to plan their own journey, and to listen to their perspectives on the services they receive.

“ Our clients are at the core of everything we do at Forward. That's the reason why we all go the extra mile and why we care passionately about what we do for our clients. We are there as a guide for hard times, and to share in their successes too, but ultimately they are the designers of their own recovery path. It's amazing and humbling to be part of their journey.”

Eric Walker, Recovery & Resettlement Worker



OUR CLIENTS

In 2018/19, we supported over 15,000* unique service users, some of society's most marginalised people. Whatever their history or current circumstance, we believe that anyone is capable of lasting change - of finding the help they need to move forward from a life of crime and addiction, and of building a fulfilling and productive future with a home, a job, loving relationships, and a sense of belonging to local communities and wider society.

A snapshot of the characteristics of the people we support in prison shows the extent of multiple deprivation and problems faced:

- ▶ On average, our service users have received **22 previous convictions and 7 previous custodial sentences** (according to Ministry of Justice statistics, offenders with 9 or more previous offences are responsible for 80% of all crime)
- ▶ 1 in 3 are in prison for **violent** offences (with each violent crime that involves injury costing the state over £14,000, according to Home Office statistics)
- ▶ Over half of our service users **left school before 16**
- ▶ Over half have not had a job for 3 or more years or have **never worked**
- ▶ 63% are parents, yet 84% **don't live with their children**
- ▶ 1 in 3 have **mental health problems**
- ▶ 50% report that they will be **homeless** on release from prison

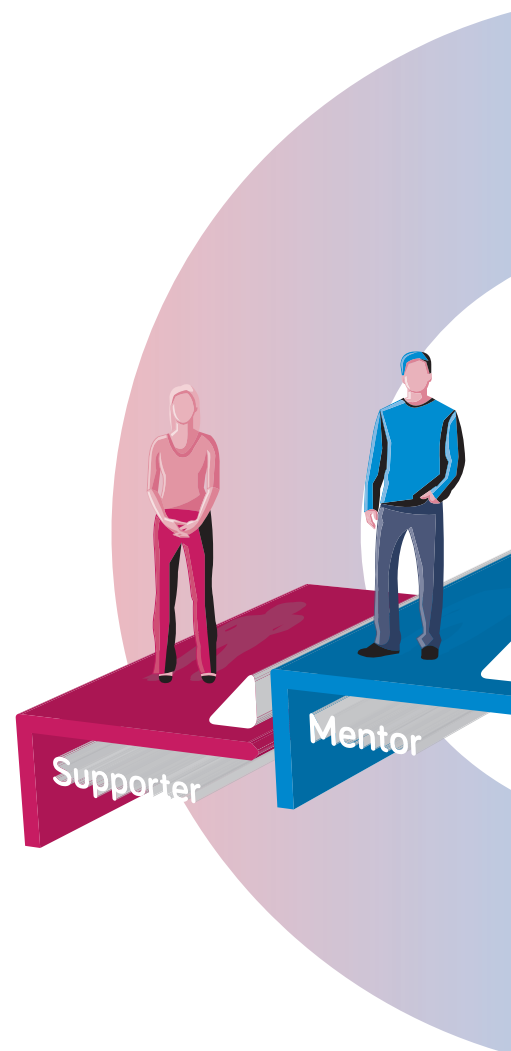
We also know that among the general prison population:

- ▶ A third of people (34%) report that they have a **learning disability or difficulty**.¹
- ▶ 24% of the adult prison population **have been in care**²
- ▶ 63% of prisoners reported being temporarily **excluded from school**; 42% had been permanently excluded³

Our mission is to break these cycles of marginalisation by helping people develop coping strategies, positive attitudes and personal strengths that allow the development of positive lifestyles.

*This figure includes not only new client entering services in 18/19 but existing clients to whom we provide ongoing support.

1 Skills Funding Agency (2018), OLASS English and maths assessments by ethnicity and learners with learning difficulties or disabilities: participation 2014/15 to 2017/18
2 Ministry of Justice (2014), Prisoners' childhood and family backgrounds Results from the Surveying Prisoner Crime Reduction (SPCR) longitudinal cohort study of prisoners
3 Ministry of Justice (2012), Prisoners' childhood and family backgrounds; results from the Surveying Prisoner Crime Reduction (SPCR) longitudinal cohort study of prisoners



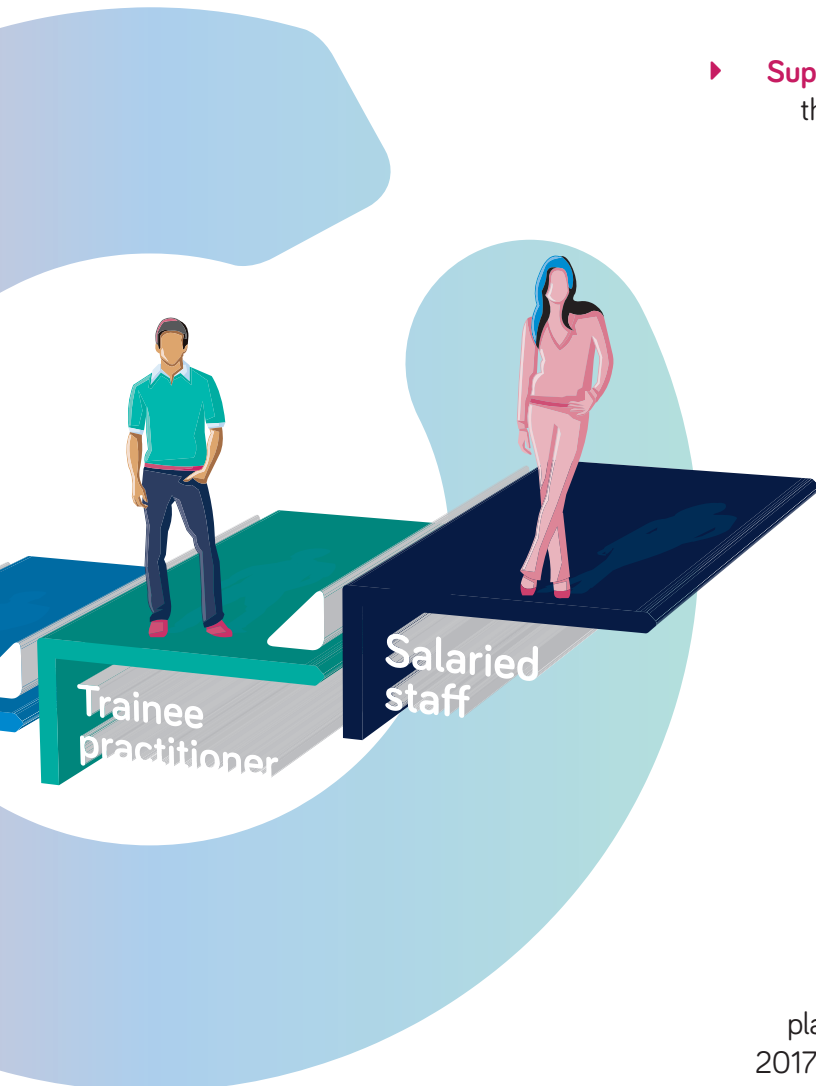
LIVED EXPERIENCE

Forward's Opportunity Escalator ▼

People with lived experience are central to Forward's vision and mission across all our services. As outlined above, we support some of society's most marginalised people to achieve transformational change. But not only do we believe that anyone, regardless of their past, can move forward with their lives, we also believe that they inspire hope and motivation among others that recovery and rehabilitation is possible.

At Forward, service users are also service providers. We offer progressive opportunities for service users to 'give back' and to develop valuable skills in the process that can lead to jobs and career development.

The key stages of what we call our 'opportunity escalator' are set out below:



- ▶ **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 and Wellbeing Champions (HAWCs) - focus on health and wellbeing)
- ▶ **Mentors** ...are more 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. This includes our award winning 'Apprenticeship Scheme', which has employed over 120 people in recovery, with 75% progressing to full-time employment in the sector following the 12-month placement. The scheme won an HR Excellence Award in 2017
- ▶ **Full-time salaried staff** ...we work hard to ensure that people with lived experience make up a high proportion of our workforce - our 2019 staff survey (of over 400) showed that **33%** had lived experience of either addiction or offending

Case Study

Andy - Meet and Greet Volunteer

"I started drinking in my late teens, but it escalated in my early twenties. Then I got into drugs and things spiralled from there. I first went to rehab in 2003. I got clean and stayed sober for three months, but deep down I didn't think I had a problem with drink. When I moved to my own place, I struggled to pay my bills and soon turned to drink, then drugs. I did my best to look after myself for the next few decades. But I couldn't let go of drugs and alcohol.

Then my dad died. I started attending 'fellowship' meetings such as Alcoholics Anonymous but I still wasn't quite ready to let go of substances. If anything, the grief made my addiction worse. A couple of months following my dad's death, I had one of those life-changing conversations with a friend. Something inside me clicked and I knew I

needed to get sober. I haven't touched a drug or a drink since.

A month after, I started volunteering. It's been so good for my recovery and helps give me a structure and purpose. A friend introduced me to Forward, who put me on a Level 2 course in peer mentoring. I now do 'meet and greets' – meeting a client at the prison gate when they are released and supporting them with things like getting to rehab. It took me a long time to get where I am, but I've worked hard. I'm giving back and learning new skills. I'm hoping to apply for Forward's Apprenticeship Scheme soon."



Case Study

Antonia – Forward's 'front of house'

"I'd been using drugs and alcohol from the age of 12, a pattern of behaviour that slowly got worse until I ended up overdosing. Over that time I lost my friends, my family, my job and my home, and I lost myself. I knew I wanted to stop but I just didn't know how, so I ended up going to my doctor, and then went into rehab for four and a half months. It saved my life.

Since I have found recovery a new life has started for me and I finally found the version of myself I thought I had lost! I still found it hard to find a job, until I met a friend in recovery working at Forward. I applied for and was offered a 12 month paid apprenticeship for people in recovery at Forward's head office, which included full training and mentoring.

After my Apprenticeship ended, I got a permanent job with Forward, who have supported me in completing my NVQ in Business and

Administration. I decided I wanted to continue my education and am now in my fourth year of studying for my BA with the Open University. Once I finish that I'm hoping to complete my Masters degree! Forward have given me the job I always dreamed of finding!

Because of Forward everything is different. Not only do I have a stable job and home, but I have my dignity, self-respect, and I really feel like I am giving back to society. I am so proud of myself for getting clean and getting my life back to where I wanted it, but I am most proud of my amazing relationship with my family and my daughter!"



THEORY OF CHANGE

Forward's mission is to empower people to break the cycle of crime and addiction and to achieve transformational change.

Our 'Theory of Change' (introduced in last year's Impact Report) sets out a series of service pathways that clients can follow to turn their lives around, with a range of interventions available at each stage to enable progression, covering drug and alcohol recovery, health and wellbeing, connections (with family and friends), employment and housing.



Pause



Engage



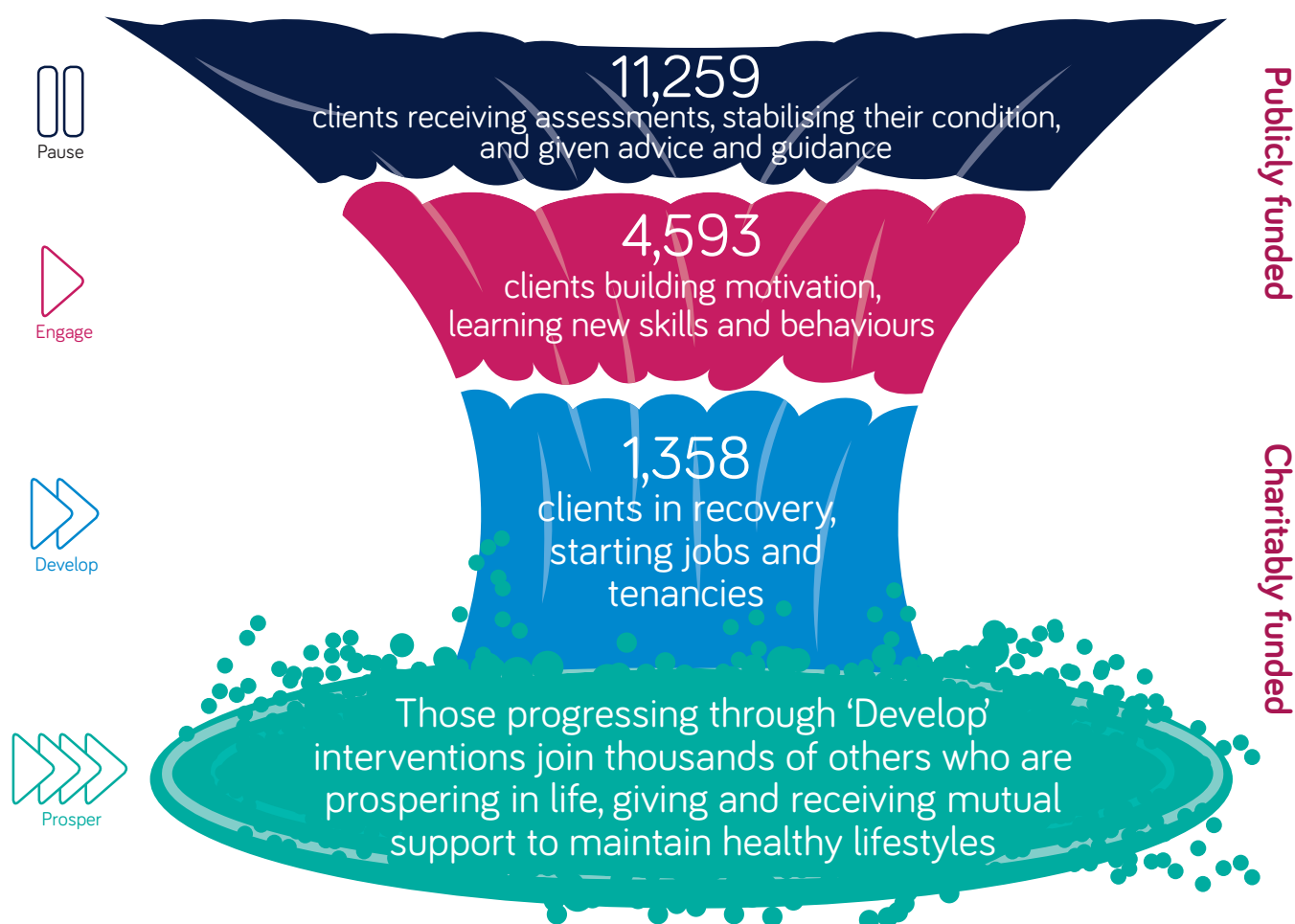
Develop



Prosper

Drug and Alcohol Recovery	Assessment and stabilisation of drug use. Immediate medical care and prescribing	Working on motivation to change, skills and recovery	Working through our 12 step recovery programmes, engagement with support networks	Independent and positive lifestyle, free from crime and addiction	
Health and Wellbeing	Assessment, triage, and harm reduction advice and information	1-2-1 support and group workshops to promote wellbeing and healthy behaviours	Pursuit of safe and healthy behaviours, and activities that generate mental health and wellbeing	A long, contented and healthy life	
Connections	Mapping and reviewing key relationships	Reaching out to family, friends and peers to develop positive connections	Working through difficult issues, building positive networks	Lasting, supportive and positive relationships with family and social networks	
Employment	Assessment of employment status, and realistic job opportunities	Articulating dreams and ambitions; vocational skills and work-ready behaviours	Placement into real jobs or work experience	Economic independence, self-worth, career progression	
Housing	Assessment of housing status, advice and information	Support planning aimed at starting and maintaining tenancies	Sustainable and safe independent housing with wraparound support	A sense of stability & belonging with a foundation for the future	

The Forward Funnel: Clients at stages of our Theory of Change in 2018/19



The diagram above shows the number of service users we supported in 2018/19 and the interventions they received at each stage of our Theory of Change from 'Pause' to 'Develop', representing a funnel that flows into our ever-growing reservoir of people who are 'Prospering' in life. This is the first year when we have categorised our interventions in this way. As such, the figures represent our 'baseline' to measure improvement year on year.

How did we perform? Though proud that 4 in 10 clients, on average, took committed steps on their journey to recovery and rehabilitation (reaching 'Engage'), and 1 in 10 maintained progress through intensive 'Develop' programmes, we think the proportions should be higher - our goal is to increase the number of clients who progress through our stages of change and move forward with their lives. While acknowledging the fact that many prison clients such as those on remand aren't with us for long enough to achieve lasting change, we still believe that, however brief the intervention, we can make a difference by motivating people and giving them the skills and belief that change is possible.

However, we believe that the real engine of change is the existence of a vibrant 'recovery community' of visible role models who support others on their journey. Ironically, while our public sector contracts will pay for our client engagement and care services, it is these transformational change and personal development activities and networks for which public funds are least available. Connection to positive, reinforcing social influences is the lasting, life-long antidote to addiction and criminality. While the limited ambition of 'move on' or 'exit' from treatment are the official goals of publicly funded services, Forward's mission is for clients to develop as people, attain inter-dependence with their peers, and to become part of a self-sustaining community of support. See p29 in Part 3 for more on how we are developing this community, which is called Forward Connect.

'MORE THAN MY PAST'

In September 2019, Forward launched a national campaign, More Than My Past, to raise awareness of the potential for ex-offenders and people in recovery from addiction to turn their lives around, including through employment.

The campaign challenges the stigmas that can prevent people with difficult pasts from reaching their full potential – calling on the Government, employers and the general public to share a belief in people's capacity for recovery and rehabilitation, to celebrate their stories of achievement against adversity, and to take action to support this agenda.

The campaign website (www.morethanmypast.org.uk) and social media channels share the stories of people from all walks of life - from celebrities to former Forward service users - who have successfully confronted their problems and moved on to prosper in their personal and professional lives, showing the inspirational truth about those who have overcome addiction and offending. It proves that many offenders and people with drug and alcohol problems not only want to change and succeed – they can and do!

“People are at the heart of what we do at COOK. People's past doesn't matter to us; but their future really does! We believe that everyone has the potential to be remarkable. Our RAW Talent programme supports people with criminal convictions, and other barriers to employment, into sustainable, meaningful work. We are learning so much as a company from RAW Talent, and would wholeheartedly recommend others to get involved. 'More than my Past' is really close to our heart. We're delighted to support the campaign.”

Annie Gale, RAW Talent Manager, COOK



▲ Tony Adams, former England football captain



▲ Julie Muir, Head of Recovery and Resettlement at Forward, and former service user

Forward are supported in the campaign by several employers who have already committed to give ex-offenders another chance as a potential new pool of talent in these challenging times – with Brexit and associated workforce shortages on the horizon. Catering company and food retailer COOK, leading retail service provider Timpson and transport social enterprise HCT Group are among those already embracing the opportunity to work with such groups of people.

The campaign demonstrates to other employers that individuals who have successfully recovered from addiction or who are rehabilitated ex-offenders can make great employees, if given the opportunity to prove themselves.



▲ Former Forward service users at the London reunion event

Part 2: Our Services in 2018/19

DRUG AND ALCOHOL RECOVERY

PRISONS

In 2018/19 Forward delivered drug and alcohol services, both clinical and psychosocial treatment, in 18 male and female prisons across London, Kent, Surrey, Sussex, Hertfordshire, the West Midlands and

also at Gatwick Immigration Removal Centre. We also provided recovery support 'through the gate' for graduates of our prison programmes.

Reach

- ▶ **7,028** clients accessing structured support in 2018/19
- ▶ **1,587** clients receiving a pharmacological intervention e.g. structured detox pathways and Opioid Substitution Therapy (OST)
- ▶ **434** 'Develop' interventions delivered (e.g. Substance Dependent Treatment Programme, a 16-21 week intensive structured programme)
- ▶ **415** graduates of 'Develop' interventions supported in the community upon release through charitable funds

Over 7,000

prisoners supported with substance misuse issues

415

'Develop' graduates supported on release

Insight: Decline in support for proven programmes

Forward's range of 'RAPt' structured, abstinence-based treatment programmes have supported thousands of people into lasting recovery, and have a significant impact on reducing reoffending:

- ▶ **18%** one year reoffending rate for completers of our Women's Substance Dependence Treatment Programme or WSDTP (Ministry of Justice (MoJ) Justice Data Lab, 2019)
- ▶ **37%** one year reoffending rate for completers of our Alcohol Dependence Treatment Programme or ADTP (MoJ Justice Data Lab, 2018)

- ▶ **31%** two year reoffending rate for completers of Substance Dependence Treatment Programme or SDTP (Kopak et al. 2014¹)

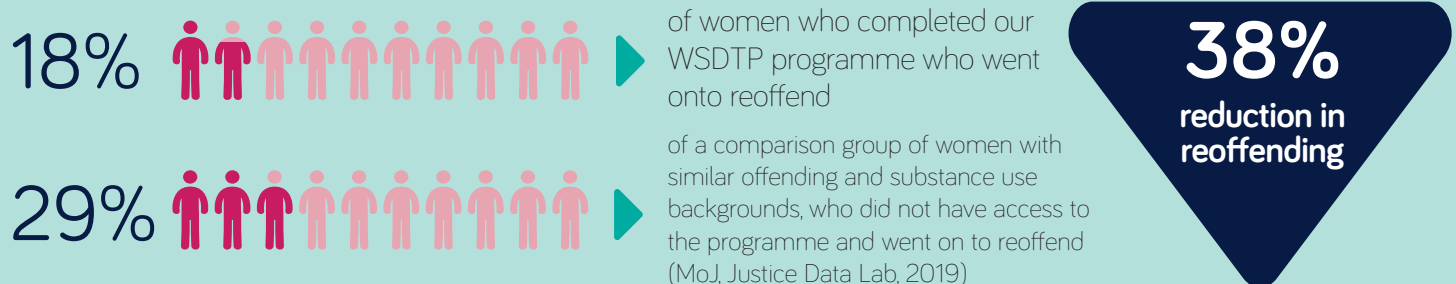
Just how positive is this impact? There are methodological limitations in estimating the likely reoffending rate for drug or alcohol **dependent** offenders who do **not** access these programmes. For example, the Justice Data Lab comparison groups (with re-offending rates of between 35 and 40%) are based on a criteria of frequent drug/alcohol use, rather than dependence, leading to significant underestimates. Other estimates of

¹ Kopak, A. M., Dean, L., Proctor, S. L., Miller, L., & Hoffman, N. G. (2014). Effectiveness of the Rehabilitation for Addicted Prisoners Trust (RAPt) programme. *Journal of Substance Use*, 20(4), 254–261. doi:10.3109/14659891.2014.904938



Impact

Reducing re-offending



Completion of programmes

79% of clients completed our Stepping Stones programme

50% of clients completed our structured abstinence-based treatment programmes

97% of clients exited treatment in a planned way, compared to a 93% national average (7,488)

the reoffending rates of drug/alcohol dependent offenders range between 58% (participants of all accredited drug/alcohol programmes in prison, according to a MoJ Analytical Series study in 2013²) and 76% for ex-prisoners who reported using Class A drugs post-release (in the same study). Taking this upper end estimate as a comparison, RAPt programmes could potentially reduce reoffending by nearly 60%.

Yet despite this significant impact, we have seen a decline both in the number of people starting programmes (a reduction of 58% over the last 3 years) and in their completion rate (particularly for SDTP from 45% to 22%). The increasingly

challenging prison environment (an aggressive prison drug market, lack of space on dedicated 'recovery wings' to run group programmes, prison 'lock-downs' preventing programme delivery, and placing of inappropriate referrals onto programmes) is part of the reason, but we have also realised, through consultation with staff and service users, that we need to improve the way we prepare applicants for the intensity of our programmes. The development of the Stepping Stones short course in several prisons has helped, and at HMP Send (where we run WSDTP) the introduction of our Theory of Change model with preparatory 'Engage' interventions led to a 25% increase in programme completion.

2 Brunto-Smith, I., & Hopkins, K. (2013). The factors associated with proven re-offending following release from prison, Ministry of Justice Analytical Study

COMMUNITY

In 2018/19, Forward delivered drug and alcohol recovery services in East Kent (an integrated service across 5 sites in Ashford, Canterbury, Dover and Folkestone, Margate and Sittingbourne) and in Hull (The Bridges residential rehabilitation centre, and the ReNew service, in partnership with Change Grow Live, delivering group programmes and a family service).

Reach

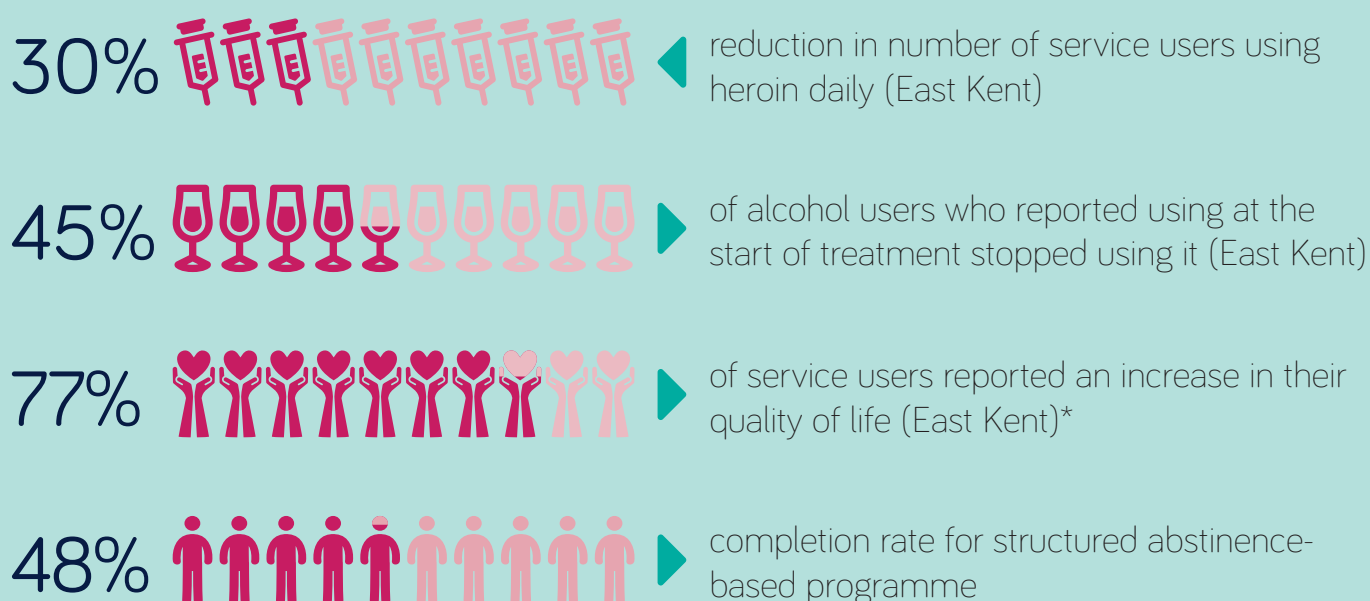
- ▶ **2,915** clients accessing structured support in 2018/19
- ▶ **1,699** clients receiving a pharmacological intervention e.g. structured detox pathways and Opioid Substitution Therapy (OST)
- ▶ **948** clients starting Stepping Stones as an 'Engage' intervention
- ▶ **131** 'Develop' interventions delivered (e.g. a new abstinence-based day programme in Dover which launched in June 2018)



“I knew I wanted to get sober, so I started engaging with the Forward team in Sittingbourne Community Hub, and they were amazing. They helped me deal with the domestic violence issues and would keep me safe if I felt at risk. The staff at Forward taught me to believe in myself, and they were right by my side the whole way.”

Kay, former Forward East Kent client

Impact



(*NB based on 'self-report' surveys; we will be undertaking follow up independent evaluations of our community programmes in the future.)

Insight: Continuity of care for prison leavers in the community

Ensuring continuity of care for prison leavers who have a history of substance misuse is crucial. It is estimated that 76% of prison leavers who have addiction problems will reoffend within 12 months of release³, compared with a national average of 37% for all prison leavers. Prison leavers with addiction problems are also 7.5 times more likely to die within two weeks of release than other prison leavers.

In theory, referral from prison to community substance misuse services should provide this continuity of care but, in practice, prison leavers often fail to transfer to community services. There are many procedural and structural reasons for

this poor continuity of service, but we believe the main reason is to do with human connection – only a minority of prisoners walk out of the prison gate with a clear motivation to change, and a connection with peers or professionals who will help them make that change. The national average rate for smooth transfer from prison to community services is 34%. As substance misuse service provider in both Kent prisons and East Kent community services, we have been able to develop a robust transfer process, achieving a 53% pick up rate from HMP Elmley (the main resettlement prison in the Kent prison cluster) to our Kent community services – 19% better than the national average.

3 Pulse #8 – The Bridges: recovery and belonging for ex-offenders in Hull

Case Study: Sylvia

"I witnessed the effects of alcohol from a young age because my mother was an alcoholic. I was always scared of drinking and I never thought what I'd seen happen to others could happen to me. I thought when I first started drinking that I could control it and drink casually, but my drinking got worse as I tried to block things out, and by the time I was 30 I'd started using drugs. After I began using, I started breaking the law and ended up spending four years in prison.

When I went to prison I lost everything and I knew something needed to change. So, when I heard about prisons offering the RAPt (now Forward) intensive 12-step programme I requested a transfer so I could take part. With the support of the counsellors and key workers, Forward helped me understand what had happened to me and taught me that recovery isn't just about working on addiction, but about working on yourself. Forward taught me to be more spiritually available, and this didn't have to be with religion, but just with a belief

in something bigger than yourself.

While I was in prison I became a peer support worker with Forward. Since leaving prison I've continued to work voluntarily to help other people going through the same thing. Forward supported me in my education and I now have an A-Level in Advice and Guidance. I also completed several other courses and I'm going to college to do a level three course in counselling funded by Forward. I've now been offered a 12-month paid Apprenticeship with Forward with amazing training and the chance for a permanent job after.

I mean it when I say I owe Forward my life. Thanks to them I feel like I'm finally living, not just existing".



HEALTH & WELLBEING

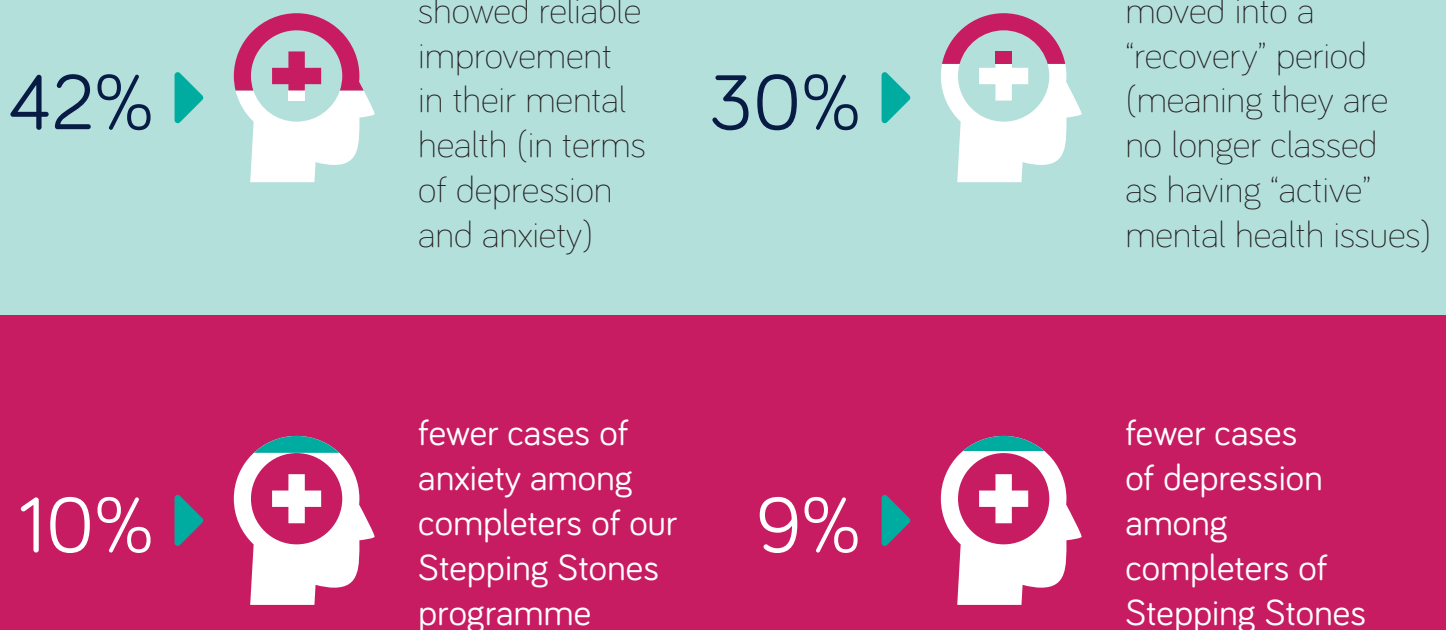
In 2018/19, Forward supported the health and wellbeing of clients in a number of ways. For example, we have known for many years that we work with people who have mental health as well as substance misuse problems, and that our drug and alcohol programmes are proven to improve clients' symptoms of anxiety and depression as well as tackling their substance dependence. Building on this experience and expertise, in July 2018 we successfully mobilised our Improving Access to Psychological Therapies (IAPT) service at HMP Chelmsford (supporting people with mild to moderate mental health problems such as low mood, anxiety, and depression), having mobilised our prototype IAPT service at HMP Wormwood Scrubs in previous years. We also won the contract to deliver IAPT services in four other prisons from April 2020. Finally, we have extended our 'Health and Wellbeing Champion' model of peer support - where trained prisoners promote access to and deliver workshops on general healthcare alongside substance misuse services - to two prisons having tested and evaluated the approach at HMP The Mount.

Reach

- ▶ At HMP The Mount, our Health and Wellbeing Champions in 2018/19 delivered:
 - **Health and wellbeing advice to 868** new receptions over the year, **84%** of all new arrivals
 - **6,000** brief interventions (advice and guidance) delivered including smoking cessation, weight loss and fitness.
 - **35** peer-delivered workshops across the year, with 202 attendees, including a Mental Health Awareness group and a Body Mass Index (BMI) Clinic.
- ▶ **269** clients supported through the IAPT service at HMP Chelmsford in the first six months of the contract



Impact





Insight: Integrated provision for mental health and substance misuse clients

Forward's research shows that 71% of prisoners who engage with substance misuse services also present with one or more mental health symptoms, with an average of 3.4 mental health problems per client - the most prevalent of these are depression, anxiety, and experience of childhood trauma. Given the prevalence of 'dual diagnosis' among prisoners, it is clear that responding to mental health symptoms should be an integral part of substance misuse treatment

and vice versa - an integrated approach within prisons is essential.

As well as integrated models of care planning (combining substance misuse and mental health assessment and treatment for clients) Forward have developed a range of interventions (from 'sleep hygiene' to 'in-cell workouts') that promote both mental and physical health and wellbeing and that complement and enhance our drug and alcohol recovery services.

LJ's in-cell workout

"If you'd have told me I'd have ended up in prison, I'd never have believed you. I came from a good family, had a happy home life and did well in school. I went to uni and got a 2:1 in Music Management, planning to work in the music business. Then one night changed my life. I went out for a normal evening and got pulled into a fight. One moment of madness - that's all it took. I was supposed to be going to my graduation ceremony, but instead I ended up with a prison sentence, eventually spending 14 months inside.

I decided I didn't want to let this define me, so I made sure I used my time inside productively. I'd always liked fitness, so I got some Personal Trainer qualifications to help me get a job in the prison gym. It gave me a purpose and sense of productivity to be working towards the qualifications. What I quickly realised was that, although I (and pretty much everyone) loved going to the gym, it was tricky to get time in there. If there was a staff shortage, riot or the prison was on lockdown (all regular occurrences!) you

wouldn't be able to go anywhere, let alone the gym. At times, particularly at the beginning, I'd be locked in my cell for up to 22 hours a day.

I started reading fitness magazines to get ideas for how I could get fit on my own without any equipment. But it was quite obvious that the exercises were aimed at people who had access to more space, equipment and freedom of movement that I did. I sensed an opportunity and thought, "What if there was a guide for someone like me to get fit in an enclosed space with no equipment?" I spent the next year researching and hand writing 182 pages of notes and drawings, creating the first ever fitness guide for serving prisoners (not bad for a 'borderline dyslexic'). The 'Cell Workout' was born.



Continued on next page ►

◀ Continued from previous page

When the end of my sentence approached, although I wanted to focus on the book I knew that in the short term I needed to make sure I had somewhere to stay and a job to start earning money. I was really lucky in that I was able to stay at my mum's. I had so much more waiting for me when leaving prison than most people – a family that loved me, somewhere safe to stay and food to eat. If it wasn't for my family, I don't know what I would have done.

Because of my Personal Training qualifications, I applied for work in a gym. I knew that it might be tricky because of my background, so I decided to take an unconventional route – turning up unannounced at my local Virgin gym and asking if the manager would meet with me. I told him I was interested in applying for a role as a trainer at the gym, had all the right qualifications, but that I had just got out of prison. He said he was willing to give me a chance, which was amazing.

I worked there full time for two years, building up a clientele and working on the book in my spare time. I also applied to The Prince's Trust's Enterprise Programme, which supports young people to start their own businesses and I'd seen advertised on a poster whilst I was still in prison.

The Prince's Trust helped me to hone my ideas and write a business plan, as well as support me with training, funding and a mentor.

I've also received business support and funding from The Forward Enterprise Fund, run by Forward. I launched the Cell Workout book in 2015. It was hard to get it into prisons to begin with but then the Prison Libraries Group heard about it and invited me to speak at their national conference. It's since sold over 10,000 copies and is apparently the prison service's most stolen book!"

“My confidence and self-esteem has grown so much.”

Forward service user, HMP East Sutton Park

868

people given health and wellbeing advice by our Health and Wellbeing Champions at HMP The Mount



EMPLOYMENT



In 2018/19, Forward's Employment Services division delivered a new and expanded range of support for offenders, working in both prison and community settings in a range of new markets (e.g. prison education, local authority contracts, Job Centre Plus and Department for Education).

- ▶ **Pre-employment support** - One-to-one coaching; accredited learning and qualifications; non-accredited learning with a focus on soft skills, employability skills and mind-set
- ▶ **Working for someone else** - Support into further education, traineeships, apprenticeships and jobs, plus in-work support for those to sustain their jobs
- ▶ **Working for us** - Support into work experience, apprenticeships and jobs within Forward, including our social enterprises Blue Sky Services and Trew Era Café
- ▶ **Working for yourself** - Financial and business support for enterprises (run by and for ex-offenders and people in recovery) to help them grow, through Crowdfunding and loans (Forward Enterprise Fund)

256

ex-offenders supported with employability training

Reach

- ▶ **256** ex-offenders were supported in 2018/19 with employability training to get a job or apprenticeship
- ▶ **190** learners received employability and vocational training in prison
- ▶ **40** employers were engaged to provide work experience and jobs in environmental services, hospitality, construction, leisure, retail, digital and business services
- ▶ **98%** of unemployed clients completed their programmes (including one-to-one support) with us in the community

40

employers engaged to provide jobs and work experience

Impact

153



clients progressed into jobs and apprenticeships (including 67 employed by Forward)



88%

of clients sustained their jobs or apprenticeships for at least 3 months

20



enterprises supported with business support and Crowdfunding

£249k

investment approved for four enterprises run by and for ex-offenders and people in recovery



Insight: New economy, new focus on quality jobs

Ex-offenders and people in recovery from addiction have, for many years, struggled to find work due to employer discrimination and lack of opportunity for education or training. Blue Sky (now part of Forward) was a pioneering social business that tackled discrimination head on by exclusively employing ex-offenders to fulfil entry level jobs in industries such as waste management. In recent years, however, the economy has changed, with the highest employment rates since 1971. But many of the jobs created have been low-skill, poorly paid and temporary. Whilst being more accessible for disadvantaged groups (including Forward clients), these type of jobs don't offer the stability or progression opportunities that are

important for people on a recovery journey. Responding to these changes, 2018/19 has been a transitional year for Forward. We have supported fewer clients into jobs than in the previous year (222 in 2017/18) but worked to diversify our employment provision, offering a wider range of job opportunities across a number of industries – acknowledging that waste management isn't for everyone. We now offer both entry-level and higher skilled jobs to suit the differing needs and career interests of our diverse beneficiary groups (including more choice for young people and women), while also being more responsive to employers. We placed 153 offenders into jobs in 2018/19, and forecast getting 500 people into jobs in 2019/20.



“I was near the end of my sentence and I wanted to get a job when I got out. The prison told me about Forward and asked if I wanted to sign up for one of their courses. I went on their one-day ‘Work Taster’ session, then got in touch when I got out. I’m now employed in their Blue Sky Services team. This job keeps me smiling. Not many companies would have given me this opportunity with my background and I’m so grateful.”

Mez, Forward Employment Services client

98%

of unemployed clients
completed their
programmes with us in
the community

Case Study: Andrew

"It was easy to end up in trouble or get involved with alcohol and drugs when you were in foster care. Drugs were everywhere. When I was ten, I started mixing with the wrong kind of people in an environment where drinking and doing drugs was normal. When you're in these situations you don't see anything wrong with it, and it doesn't seem illegal. I started getting involved with social services a lot and moved around in foster care, it felt like wherever I went trouble followed.

The realisation things needed to change happened overnight when my son was born. He is what I am most proud of. But I still found it hard to find proper work after getting in trouble with the law, so I grabbed the first job I could, and pushed myself to go to college where I took different maintenance courses and learned new skills. I then found a job advertised by Blue Sky

[one of Forward's social enterprises] and I applied.

I've now been working for five months as a Grounds Maintenance Operative where I maintain different grounds, like allotments and parks.

When I first started working at Blue Sky I didn't know much about it, but when it was explained to me I really liked the idea they have of helping other people in hard situations find work and stop reoffending. My life is amazing now! Before I always felt it was chaotic, but today things seem smooth and organised!"



Case Study: Chris

Chris De Banks' passion for music throughout the mid 90s led him to underage drinking on nights out until he was 18 and old enough to go to the pub every night instead. Chris always saw himself as creative but never felt destined to achieve. For Chris, believing this was easier than facing the truth that he was an alcoholic.

By 2015 Chris decided he needed to get help, and so he checked into a treatment centre. However, he found himself back drinking 11 days after finishing the programme and began a seven month binge that nearly killed him. After intervention from a friend, Chris went back into treatment and from then on his life started again. After a lot of soul-searching, Chris' recovery gave him self-acceptance and the ability to be honest with himself about who he was and what he wanted out of life. Addiction had given Chris a hollowed out version of life with no hope,

willingness, or joy, and so he made a promise to himself from then on that life in recovery had to be better than anything he had done before.

Once he could accept all his faults and imperfections he saw his recovery had given him the ability to say with absolute honesty that he is happy. The life he leads now is beyond his wildest dreams. Chris runs his own record label, We Are Not Saints, the UK's first record label to support artists in recovery in reaching their full creative potential. We Are Not Saints is one of the first recipients of the Forward Enterprise Fund.



CONNECTIONS

In 2018/19, Forward employed dedicated family workers in 12 of our prisons, with drug and alcohol practitioners leading on family work in the remainder, supporting clients to reconnect and improve their relationships with family and friends, including through our Family Ties programme. Dedicated family workers in our community services in East Kent and Hull not only support individual clients but have also established Recovering Families group programmes for family members and concerned significant others to help them understand their loved ones' addiction and to foster mutual support.

Reach

- ▶ **637** clients supported in 2018/19 with structured family support work
- ▶ **250** clients accessed the Family Ties group programme
- ▶ **122** concerned significant others (CSOs) accessed the Recovering Families group programme



Impact

85%

of Family Ties participants showed improvements in all post-programme measures including 'Understanding of how behaviour affects their family' and 'Confidence to make changes to their relationships'

73%

of CSOs completed 'Recovering Families' a structured programme specifically for the friends and family of those with a substance misuse issue





Insight: Fostering mutual support for family and friends

We know that the family and friends of people with substance misuse problems can play a crucial role in supporting their loved one's recovery.

As outlined above, our eight session Recovering Families programme equips families with the knowledge and skills to understand the dynamics of addiction and how it can impact relationships, and also to understand the balance between nurturing support and 'tough love'.

However, as with all Forward's work, the value of structured interventions delivered by practitioners is enhanced by what peers bring in terms of motivation and social and emotional support.

In Hull, the delivery of Recovering Families as part of the ReNew contract has led to a thriving Family Recovery Support Network that runs weekly family support groups.



“I have learnt a lot about myself, I felt I never could. My family wants to know me now. I'm clean and better. I see where I went wrong and I wouldn't want to go through that again.”

Forward service user, HMP Rochester

Case Study: Katie

“I started drinking when I was about 14 to try and deal with my mental health issues and block out family problems. I drank because I wanted to act selfishly, I had no commitments or responsibilities to care about. From around 2011 I ended up being in and out of prison 16 or 17 times. Whenever I was in prison I was offered a detox programme to try and help my addiction, but it never worked. But, when I was offered treatment by Forward, I realised I needed to get sober for my kids and since then I have never looked back.

As part of the treatment, I took part in Family Ties. This helped me to learn about the boundaries between addiction and my family and made me realise how my addiction affects others. What I gave to the Family Ties programme I got back in

support from the staff, and it really worked. It was so helpful having people talk to you about your addiction and mending your family when they have gone through it all themselves, they really understood.

The Family Ties Programme helped me earn back love from my kids. Before I was in recovery Christmas was always about myself and how drunk I could get, but this year it's all about my kids and what I can finally give them.”



HOUSING

In 2018/19 Forward reviewed the housing need of clients and offered advice and information across all our services (as an indication of the scale of need identified, 50% of our prison clients say they will leave prison without a home to go to). Other achievements included fully integrating the housing support model of our merger partner Vision Housing (offering accommodation in the private rented sector with mentoring support to sustain tenancies) within our Recovery and Resettlement Team, while also further developing our strategic partnership with Kairos who provide supported housing for people in recovery as a stepping stone to live independently.

420

one-to-one mentoring sessions delivered to support maintaining a tenancy

Reach

- ▶ **500** properties sourced in 2018/19 through our network of private landlords
- ▶ **420** one-to-one mentoring sessions delivered to support maintaining a tenancy
- ▶ **14** local authority areas where we housed clients in 2018/19

500

properties sourced in 2018/19

Impact

70

ex-offenders/individuals with substance misuse issues housed with private landlords

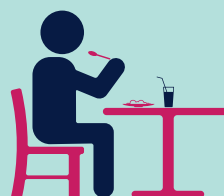
100

further individuals referred into recovery houses through our partner organisation Kairos



72%

of individuals housed by us sustaining their tenancies for a minimum of 6 months





Insight: Recovery Housing as stepping stone to independence

While our innovative model of independent accommodation in the private rented sector is effective and scalable, we know that it is not immediately appropriate for some of our clients who need to achieve more stability on their recovery journey before taking the next step to independent living. With this in mind, and inspired by our work with Kairos and their supported living model, Forward has been developing the idea of 'Recovery Housing' where groups of 3-5 people in recovery live together, offering mutual support and motivation. Working in partnership with the Goodwin Development Trust, we have recently opened our first recovery house in Hull and aim to open further recovery houses in the city in the coming months. We are also looking to develop Recovery Housing in Kent.



“Forward arranged a flat for me when I left prison. The Recovery Support Worker brought me to the flat and stayed until the landlord came with the keys. She made me feel welcome.”

Former Forward prison client

Case Study: Darren

“I grew up in a home filled with alcohol, drugs and violence, so I started drinking when I was young by taking a bit of the alcohol lying around the house. I liked the feeling of drinking because it made me forget about everything going on. When I was older I couldn't get a job, so I turned to dealing drugs and petty crime to fund my addiction and ended up going to prison. In prison I had a bad episode smoking spice and had to be taken to hospital where my heart temporarily stopped beating.

When I woke up I didn't remember anything, it was like the spice had made me into a different person. I realised that things had to change. I had spoken to counsellors while in prison and no one had ever really understood, but when I went to see someone from Forward they were so supportive. Forward finally got me to open up.

When I was released from prison Forward found

me somewhere to live near my mum who was in bad health. This meant that I could be near my mum in her final days and she could finally see me clean and healthy.

The house supplied by Forward gave me a bit of my life back and having somewhere to live has given me the breathing space I needed to turn my life around.

When I was in prison I saw people leave but soon come back, because they had nowhere to live they would end up reoffending. Having housing and support from Forward helped me stop this cycle and change my life.”



Part 3: Innovation and service development



We are always trying to improve the quality and range of our services, responding to our understanding of client need. In this section of the report we present highlights from our 2018/9 service improvement programme, alongside emerging evidence of impact.



Naloxone: preventing fatal opioid overdoses for prison leavers

Drug-related deaths in England and Wales are at record levels: 3,756 deaths were recorded in 2017, increasing by 16% in 2018, the highest annual rise since 1993. Death rates among prisoners (especially those on post-release supervision) are many times higher than in the general population. There were 955 deaths of offenders in the community in England and Wales in 2017/18.

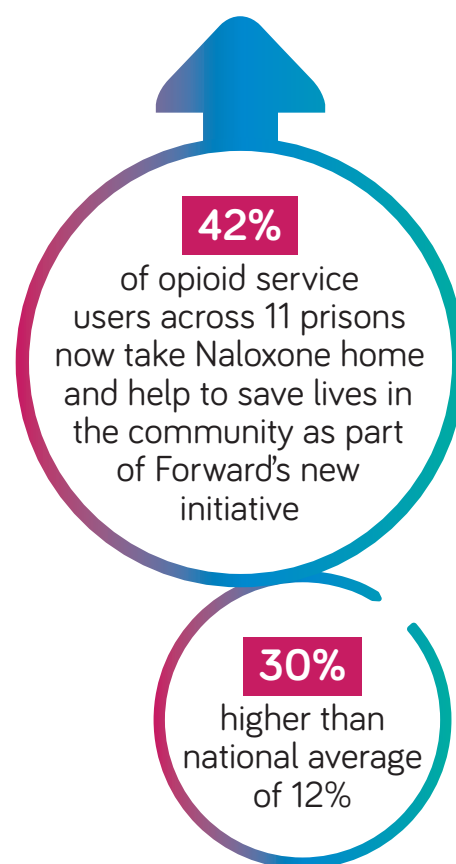
The few weeks immediately after release from prison are a particularly high-risk period for drug-related death.

In response to these findings, and as part of our commitment to continually improve services and to deliver the best care possible, Forward have instigated a targeted initiative to increase the number of service users being released from prison with Take Home Naloxone (THN), a drug that can save lives by reversing the reduced breathing rate caused by an opioid overdose.

First piloted at HMP Lewes in 2018 and since implemented in 10 other prisons, Forward's initiative has centred on nominating a dedicated practitioner as 'Naloxone Lead' to take responsibility for training prison leavers on how to use the drug (administered by injection) and for providing THN kits upon their release.

As a result of this initiative, National Drug Treatment Monitoring System statistics show that 42% of opioid service users across these 11 prisons have been released with THN, more than three times the national average of 12%, with many lives saved as a consequence.

Building on these impressive results, Forward aims to further improve pick-up rates of THN in prisons where it has already been introduced, and to promote the initiative in all other prisons where we operate. As part of these plans, and in line with our ethos of service user empowerment, we will upskill peer supporters so they can train service users on how to use THN.



Co-production: client-led service design and development in East Kent

Responding to the need for a radical new approach to the delivery of substance misuse services in East Kent when it took over the contract, Forward used 'co-design' to place service users and local stakeholders at the heart of reshaping the support available. A total of 253 service users and over 70 agencies were involved in this large-scale, ambitious process, one of the largest of its kind in the field.

The co-design process identified a number of recommendations which we have implemented in the first two years of the contract, including:



- ▶ **Developing wider recovery communities and pathways** – we have established peer-to-peer abstinence based support groups for service users who are making progress in their recovery. These are well attended in Ashford, Swale and Thanet and we plan to roll these out to Canterbury, Dover and Folkestone in 2019/20
- ▶ **Supporting older people with problematic alcohol use** – we have implemented a new, needs-led alcohol pathway, giving alcohol users a choice of treatment pathways, also easing the pressure of increasing staff caseloads so those with complex needs (i.e. older people) can be better supported
- ▶ **Supporting entrenched opiate users** – we have implemented a new drug pathway to better meet the needs of drug users (especially those using opiates). This includes more flexible treatment options such as an extended drop-in where opiate users don't need to make appointments, and a tailored opiate detox process

What is co-design?

Sometimes referred to as co-production, co-design is the inclusion of users and beneficiaries (defined as “Experts by Experience”) in the commissioning, planning and delivery of services as equal partners with service providers and professionals. It is a well balanced approach, having been defined in the 1970s in America, and drawing on longer history of both community development and person-centred care.

“I do a lot more as a peer mentor now Forward runs the service and there are more peer mentors than there were. Having that visual recovery is great for the clients.”

(Service user)

“What I found really positive was the cross-sector engagement in the East Kent co-design, because substance misuse is something that impacts every element of society.”

(Stakeholder)

The Wellbeing Suite: activities to energise, lighten and bond





To complement Forward's extensive range of evidence-based interventions and programmes for drug and alcohol recovery, and in response to client feedback, we are developing a suite of wellbeing activities that can be used flexibly in different settings to fulfil a number of objectives:

1. As 'tasters' of recovery, offering an experience of calm, insight, or natural exhilaration, enthusing and energising clients and leading them to our more formal programmes and interventions
2. As 'lighter' components of group programmes, run in the evening or weekend – participation in therapeutic treatment can be intensive and emotionally demanding; as a counterpoint, there is a need for activities that foster fun and relaxation
3. As 'bonding' sessions for those who have completed intensive treatment programmes, and who want to keep in touch with others in recovery for mutual support, encouragement and friendship

“Working in the gardens was good - it connected me back to the simple stuff and I felt like a kid again”

Forward service user, HMP
Standford Hill

The diagram below presents an overview of the activities that we offer, by category and type. The number and range of activities will constantly evolve, reflecting the passions and interests of staff and clients, who will be encouraged to run the activities themselves.

Forward's Wellbeing Suite	
Life category	Activity types
Sport & fitness 	In-cell workouts Gym sessions Park runs Team sports
Spirituality & Wellbeing 	Yoga Acupuncture Meditation
Arts, crafts & culture 	Book clubs Ukelele groups Origami Film clubs
Nature, pets & wildlife 	Fishing trips Pet therapy Serenity garden

Forward Connect

As outlined earlier in our Theory of Change, we offer clients structured pathways to achieve transformational change, with a range of interventions and programmes that are appropriate to people at different stages of their journey. While aiming to support everyone we work with to stay safe and healthy, we aim to empower as many as possible to take big strides forward, making significant progress in turning their lives around, and moving on to fulfilling lives away from addiction and criminality.

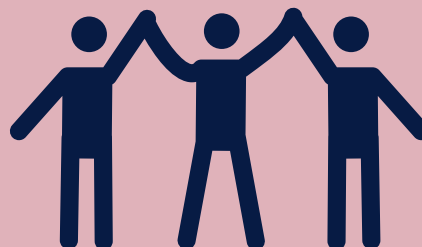
We believe that this group of people, the 'winners', working towards recovery and rehabilitation, are themselves a force for good, whose social potential has not been fully realised – the potential to strengthen and sustain each other's recovery and rehabilitation, to help and motivate others who are at an earlier stage of their journey, and to carry the message to the wider world that transformational change is possible.

Forward Connect is a project to harness this force, creating a community of ex-offenders and people in recovery from addiction who give and receive support both face-to-face and online; the project will have an initial focus on London, East Kent and Hull but will also have national reach. Forward Connect has three calls to action for members, as explained in the column to the right.

“Speaking at the reunion was nerve racking to begin with and then after a bit I realised there was nothing to worry about and that I was amongst friends and love. Exactly the same as my recovery.”

Jamie, former client and now staff member, speaking about his experience of sharing his story at the 2019 Forward London Graduate Reunion, one of the key elements of Forward Connect

1. **Team Up:** Sustaining and strengthening each other's recovery and preventing relapse through mutual support and encouragement, and through practical help with housing and employment



2. **Help Up:** Recruiting from among their ranks volunteers and mentors to inspire and motivate others who are looking for a way out of their life of addiction and criminality, for example by visiting prisons to deliver talks, workshops and recovery 'tasters'



3. **Speak Up:** Celebrating and promoting successful recovery through sharing their story, aiming to reach a wider audience than Forward's community, challenging public opinion and inspiring employers and policy makers among others to believe in change



Animal Assisted Interventions: therapy dogs

There is a growing body of research on the impact of Animal Assisted Interventions (AAI) on the health, wellbeing and behaviour of vulnerable groups such as people with mental health problems, dementia patients, and prisoners. AAI have been shown to facilitate improvements in mental illness, physical ailments and the therapeutic alliance between practitioner and participant. In particular, there is evidence that Pets as Therapy (PAT) dogs can help people feel relaxed and more connected with practitioners, which in turn makes them feel supported, leading to improved therapeutic outcomes.

Informed by this research, Forward has introduced four dogs (Lottie, Poppy, Peanut and Isla) into three of our prison services (HMP Send, HMP Swaleside and HMP Lewes) with the aim of improving service user wellbeing and increasing engagement with psychosocial groups and one-to-one sessions. Whilst this project is still relatively new and further evaluation is required, to date results are promising.

Forward intends to implement a robust pre- to post- evaluation framework, looking specifically at the relationship between frequency of interaction with the dogs and level of wellbeing. This will inform our decision making around future roll-out of the intervention across the organisation.

- ▶ **90%** of service users said they felt calm or very calm whilst interacting with the dogs
- ▶ **63%** of prison and Forward staff at our programmes said they felt calm or very calm when the dogs came into their work

“ I am going straight back to my cell to write about what I did today. Isla was lovely and so calm, it was like she knew we wanted to see her.”

Forward service user, HMP Lewes



90%
of service users said they felt calm or very calm whilst interacting with the dogs

63%
of prison and Forward staff at our programmes said they felt calm or very calm when the dogs came into their work



Name: Peanut

DUTIES: MONTHLY PRISON VISITS

‘Espresso Futures’: new employment pathways for young ex-offenders

“We want to show the coffee community and the world that a positive work environment can be created behind bars”

Max Dubiel, Co-founder, Redemption Roasters



Forward is always looking to develop new interventions or programmes that address the particular needs and aspirations of different client groups. As an example, Espresso Futures is a new project targeted at young offenders and those at risk of offending that provides training and employment opportunities in the coffee industry, delivered in partnership with ‘Redemption Roasters’ (who currently run a coffee roastery and barista training in HMYOI Aylesbury, alongside three cafés in central London).

Funded by a range of supporters including The Rothschild Foundation, the project engages, motivates and trains young offenders to be coffee ‘baristas’, leading to employment opportunities and apprenticeships in the coffee industry, enabling

them to gain self-respect and a job with strong career prospects, thereby reducing the likelihood of offending or re-offending.



Why coffee? The coffee industry is growing significantly (there will be more coffee shops than pubs in London by 2022) with many high-street chains and their suppliers urgently requiring skilled labour. Also, cafés are aspirational places where people in mainstream society meet socially or to conduct business. Espresso Futures offers previously excluded young people the opportunity to be on the inside of this world, delivering a valued service, meeting people, and earning money.

The project started in Summer 2019 and aims to support over 150 young people into employment over the next 3 years.

ABOUT **Forward**

Forward empowers people to break the often interlinked cycles of addiction or crime to move forward with their lives. For more than 25 years we have been working with people to build positive and productive futures. We believe that anyone is capable of lasting change. Our services have supported thousands of people to make changes to create better lives with jobs, family, friends and a sense of community.

If you are interested in learning more about our work or collaborating with us, please email development@forwardtrust.org.uk or call **0203 981 5533** and ask to speak to a member of the Business Development Team.

Unit 106 and 107, Edinburgh House, 170 Kennington Lane, London SE11 5DP
Tel: 0203 981 5533
info@forwardtrust.org.uk
www.forwardtrust.org.uk

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