

**Phoenix Futures**

Ending dependency, transforming lives



# HERE'S THE PLAN

**THIS IS  
OUR  
VISION**

**Every person who is dependent  
on drugs and alcohol has the  
potential to rebuild their life.**

# WE HAVE A MISSION

**Phoenix Futures brings positive change in the lives of individuals, families and communities affected by substance misuse. We reduce the impact of drug and alcohol related harm and enable our service users to rebuild their lives. Our purpose is achieved through the skills and dedication of our staff.**

**WHAT  
WE DO IS  
INFORMED  
BY OUR  
VALUES**

**Effective**

**Caring**

**Person focused**

**Committed**

# OUR STORY SO FAR

**The UK's first 'Phoenix House' opened its doors in London in 1969, offering Therapeutic Community (TC) based residential rehabilitation. Throughout the 1970s the Phoenix House TC programme adapted and modernised, becoming less rigid and adding Cognitive Behavioural Therapy (CBT) based group work to the programme. We expanded and opened more houses in the 1980s.**

**In the early 1990s, a large increase in funding for the substance misuse field focussed on HIV prevention. Many of the resulting services were harm reduction based. Phoenix House decided not to get involved in such activity as it contradicted the mission and competencies of the organisation. Our services were abstinence based, for clients who wanted to be 'clean' and had stopped taking illegal drugs before they walked through the door.**



**The first shift in approach came with the opening of the Fountain Project in 1994, an HIV / AIDS palliative care unit in South London. This service took clients on methadone prescriptions for the duration of their stay.**

**From this point on the organisation began to embrace services for people who were trying to abstain, but were not quite at the point of actually achieving it. As these abstinence oriented services expanded we won prison contracts where the goal of treatment was abstinence but the clients themselves were more ambivalent.**

**As we developed more Tier 3 structured day services, commissioners increasingly asked us to add open access or Tier 2 elements to our provision. Initially, we embraced Tier 2 work that provided open access / entry points to the treatment system, whilst continuing to avoid 'classic' harm reduction activities such as needle exchange.**

**With good services and strong local leadership we expanded into harm reduction. This has become the third stage of the organisation's evolution, so that we now deliver abstinence based, abstinence oriented and harm reduction services.**

**We have always believed that our service users are individuals and that the recovery process for each person is different. We will use whatever interventions and models of service delivery help them along their personal path of recovery.**

**As one of the most diverse substance misuse organisations in the UK we take pride in our ability to support changed lives from the street through to resettlement.**

# OUR AMBITIONS FOR THE FUTURE

**Over the next three years, Phoenix Futures will be a leading force in providing effective and innovative drug and alcohol treatment interventions.**

**We will develop further our culture of excellence and continuous improvement, informed by the knowledge and experience of our staff and service users.**

**We will seize opportunities for growth which meet user needs and enhance quality. We will expand our geographical reach into the south of England. We will consolidate and expand our criminal justice and community services.**



**We will achieve long-term financial viability and minimise business risk through diversification.**

**We will proactively encourage and extend the benefits of diversity within our organisation. We will continue to address the needs of all our staff and service users, central to this will be a specific focus on disability.**

**We understand the importance of the personal experience of our service users and the crucial impact this can have on enhancing and developing our service delivery. In recognition of this, we will maximise their involvement throughout the organisation.**

**We acknowledge the commitment and contribution of our staff to the work of the organisation. As part of our commitment to them, we will review our pay and reward structures. We will highlight their achievements and celebrate their successes.**

**As part of our collaborative approach, we will work in partnership with local community groups to meet the needs of our users. We will also build strategic alliances with key agencies across sectors for mutual benefit.**

**We will ensure the integration of all our corporate strategies.**

**At Phoenix Futures, our people are at the centre of everything we do. This plan was created through full consultation with our service users and staff.**

**Phoenix Voices, our staff consultation group, played a vital role in the formation of this plan. The group includes representatives from all levels, areas and functions of the organisation.**

**It will monitor and support the delivery of our ambitions outlined in this plan.**

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Phoenix House (operating as Phoenix Futures) is a registered charity in  
England and Wales (No.284880) and in Scotland (No.SCO39008)

Company Limited by Guarantee Number 1626869

Registered Housing Corporation Number H3795

National Housing Federation Member

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