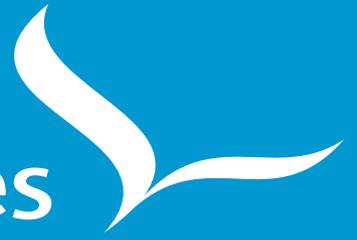


# Phoenix Futures

Ending dependency, transforming lives



Rebuilding the lives of

# 20,566

people

Annual Review 2010 / 2011



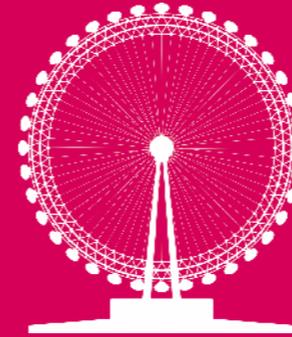
Phoenix Futures is a leading provider of recovery focused services for people with drug and alcohol problems. We offer services within community, prison and residential settings in England and Scotland.

We helped **20,566** people in their recovery journey last year. That's enough people to fill ...

**41**  
JUMBO JETS



**4**  
ALBERT HALLS



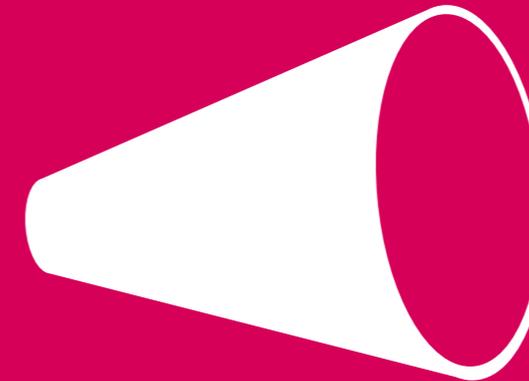
**26**  
LONDON EYES

**8**  
SYDNEY OPERA HOUSES



**294**  
DOUBLE DECKER BUSES

Lined up end to end these would stretch for 2 miles!



If you spoke to each person for **10 minutes**, non-stop, it would take **5 months** to speak to them all

If you spoke to each person for **one hour**, it would take **2.5 years**

# Delivering innovation

**We believe innovation and continuous improvement help us to deliver better services that meet the needs of individuals and communities**

## Phoenix Forest: A living symbol of recovery

With Phoenix Forest we are quite literally putting recovery on the map. Every tree planted in our forest this year marks the recovery journey of someone leaving our service drug free. The purpose of each tree is not just to commemorate and celebrate the recovery journey of our service users but also the efforts of our staff members and community partners in supporting them. The long term vision is to create a permanent tribute to recovery which will always be growing, evolving and be a legacy for future generations and an incentive for continued engagement for those in treatment. 700 trees have been planted at Heartwood Forest, the location of Phoenix Forest, in partnership with The Woodland Trust, the UK's leading woodland conservation charity. In ten years time, there will be at least 7,000 trees reaching maturity; a growing symbol of recovery.

The idea for Phoenix Forest came from John Crane, winner of our innovation competition for staff.

## Service user qualifications pilot

We see recovery as more than just abstinence from drugs or alcohol. It's about building a meaningful and productive life in the community. Developing their education and employment skills can be key in enabling our service users to reintegrate back into society and contribute to their local community. We have developed and piloted a core development skills qualification in our Barnsley services and an employment skills qualification in our Birmingham services in partnership with the Open College Network. On completion our service users gain a Level 2 qualification which will give them entry to college courses. Building on this success we will be starting a pilot for a conservation qualification in Glasgow in September and a mentoring qualification in our prison services.

“It is truly inspirational. A tree is so symbolic. The planting day is a really special day in my recovery and the forest is a place I will return to with my children in the future.”

*Jamie, service user*



## Innovative treatment models connected into the local community

Park House is an innovative new Centre of Excellence for drug and alcohol treatment in Birmingham which has celebrated its first year anniversary this year. The Centre offers a unique 'all under one roof' approach to drug and alcohol detoxification, stabilisation and rehabilitation treatment. Park House provides an 18 bed residential service and community based rehabilitation. Phoenix Futures is proud to work in partnership with Inclusion and Midland Heart to deliver services at Park House. The Centre is commissioned by Birmingham Drug and Alcohol Action Team.

**So far, the graduates of Park House have together achieved 2,000 days of abstinence and counting.**

In Barnsley Phoenix Futures is working with South West Yorkshire Partnership NHS Foundation Trust and partner organisations to deliver a truly integrated and comprehensive recovery oriented system throughout the borough. Locally, commissioners, staff, and service users work together to deliver a shared vision of recovery for Barnsley.

## Addressing the gap in treatment provision

Our Alcohol Intervention Service is a flexible and cost effective service run specifically for people in custody who have experienced alcohol-related problems. We developed and designed this innovative service to address the gap in alcohol treatment provision for offenders with the pilot service being delivered at several prisons across England.

“I didn't think it would be possible to get a few days clean never mind a year, but it is possible and everyone should grab the opportunity to live again. Achieving a year's abstinence has helped me to like myself more and believe in myself. Thank you to everyone who has helped me on my journey, it's been tough but it certainly feels rewarding.”

*Kate, first Park House resident to be abstinent for one year*

“The partnership in Barnsley has developed a coherent and inclusive recovery outcome focussed treatment system. Phoenix Futures are key participants and have developed services to support recovery journeys as well as ensuring access to other treatment and relevant 'wrap-around' provision. Such actions not only benefit those in treatment but also support families and make communities in Barnsley stronger and safer.”

*Diana Powell,  
Commissioning Manager Substance Misuse, Barnsley DAAT*

# Effectiveness in action

We are committed to quality and ensuring we provide a range of effective recovery services

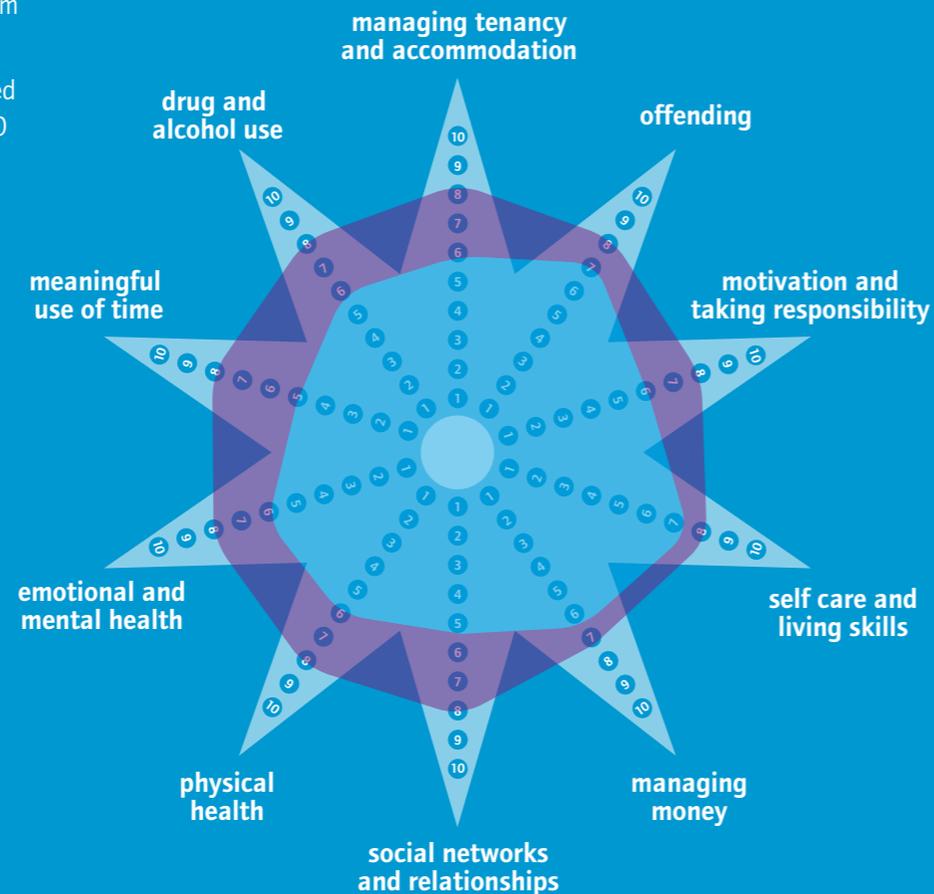
## Demonstrating outcomes

We help people progress on their journey of recovery as shown by the average Outcomes Star® across all Phoenix Futures' services in the UK, from first (blue) to last (purple):

The Outcomes Star® helps show distance travelled in terms of progress on addressing each of the 10 issues shown below.

## Retaining service users

There was a 65% increase in retention of service users on Phoenix Futures' programmes where they embarked on our unique Conservation Therapy Programme.



## Providing high quality rehabilitation

Phoenix Futures is fully committed to delivering flexible, value for money and high quality residential service provision. Last year we introduced some innovative changes into our residential programme to improve quality of treatment and outcomes for our service users and to improve commissioners' experience of our residential services. Our redesigned and enhanced programme has three core stages including the innovative Welcome House (including a detox option), Primary Stage, Secondary Stage and the extra option of a fourth stage - Re-entry.

Where residents have been through our Welcome House 46% go on to complete treatment and achieve abstinence.

## Investing in our people

In June 2010 we carried out a major survey of staff opinions and in March 2011 we were awarded Investors in People Bronze Award, which puts us in the top 5% of Investors in People organisations in the UK.

Both reports found great unity of purpose, a high level of commitment to excellence in service delivery and the success of the organisation, and staff with a good understanding of the organisation's objectives and priorities. We also found that staff enjoyed their work, cared about each other and cared about service users and their recovery.

We are committed to having a qualified and highly skilled workforce and in the last 18 months over 100 staff have completed their SVQ/NVQ 3 qualifications on our OCN accredited course and we have provided over 1443 training days.

“Conservation for me is amazing. It is the highlight of the week in my recovery, as it makes me realise the beautiful things in life are free to everyone. Instead of sitting in a flat all day, you can come and work in the countryside and it motivates me with my physical and mental abilities.”

# Benefiting families and communities



**We bring positive change to the lives of families and communities affected by substance misuse**

## Helping people from deprived communities

- Nearly 1 out of every 2 service users in our Scottish Residential Service were from the 10% most deprived areas in Scotland
- Nearly 3 out of every 4 service users in our English Residential Services were from the 30% most deprived areas in England

## Contributing to the local environment

Our unique and innovative Conservation Therapy Programme brings together volunteers from our treatment services to work as a team to assist in the conservation of specific areas of the countryside. It provides tangible results to service users and local communities, as well as providing real benefits to the environment. We help people connect, enjoy and care for wild places within their communities.

Our service users contribute over 14,000 hours of voluntary work each year. This is equivalent to around 8.5 full time workers delivered free to our partners such as the National Trust, Natural England and local councils.

## Sharing stories of recovery

Our 'Brown & White' exhibition at Millenium Galleries Sheffield celebrated and shared stories of recovery with the local community. Brown and white are the street slang terms used to describe heroin and crack cocaine. Twenty residents from our Sheffield Residential Service worked with Ceramist Emilie Taylor to create large scale ceramic art works that depict their individual experiences of drug use, dependency and recovery.

The Brown & White exhibition aimed to extend people's understanding of drug and alcohol use beyond media stereotypes. It was made by people brave enough to confront themselves, and generous enough to share their experiences in the striking and sophisticated art works.

## Rebuilding families

We reunite families in our Family Services:

- 100% of families who arrived together, stayed together
- 69% of children who were previously in care were reunited safely with their families

The work we do in all our services not only benefits individuals but also impacts positively on their families by helping people to rebuild relationships with family members and loved ones. These are just two of the many compliments we receive from our service users, their families and professionals through our Compliments and Complaints procedure. We had 4 compliments for every complaint in 2010/11, showing how much people wanted to formally thank us.

“ I would like to thank all of the staff involved in helping my daughter and grandsons in achieving the goals they have already reached. Not seeing my daughter and grandsons for some months while they have been at your programme, I hardly recognise their appearance and their behaviour was fantastic. They looked brilliant. All of their outlooks on life and the future are positive now. My daughter no longer feels like she is a waste of life and not worthy of any of her peers. Thank you for giving her a purpose back and showing her a brighter future for her and her children.

*Sheffield Family Service* ”

“ To all the staff at the Therapeutic Community wing, on behalf of me and my family, I would like to thank you all for your work and effort. You have brought us back the son we know and love.

*HMP Garth  
Therapeutic Community* ”

# Rediscovering lives

We see recovery as more than just abstinence from drugs or alcohol. It's about building a meaningful and productive life in the community. It's about becoming good parents and partners, it's about realising aspirations.

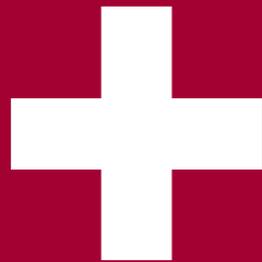


## We helped 20,566 people in their recovery journey last year:

- 682 in residential adult and family services
- 4,815 in community services
- 15,059 in prison services

## Improving health

We helped bring about a **33%** improvement in mental health and a **25%** improvement in physical health for our service users



## Housing needs

Our service users had a **64%** decrease in acute housing problems across all our English services



## Recovery in action

### In our South Lanarkshire service

- The rate of employment for people leaving our service was **double** that of when they started
- Of those entering the service with a housing problem, **66%** had it resolved by the time they left our service

### In our Birmingham services

- **125** people completed our day programme
- **29%** went into voluntary or paid work and **31%** went into education
- In total, **60%** went into either education or employment after completing our programme



## Quality of life

We have helped people improve their quality of life by **54%** in our residential services and **31%** in our community services

“The programme has made me who I am today, pro-social, assertive, confident and comfortable in challenging high risk situations drug-free. I have future plans. Now I see the real true me, free from drugs. I have the respect of my family. I will not lose that.”

“The service has helped me to understand that the way I lived my life wasn't right. It has given me the confidence and motivation for the future to live a pro-social life... I am now very positive because of this service and I can see a future for myself.”

“You helped me on the journey to putting my life back in order and to help break that cycle of misery and madness I was so wrapped up in. I am finally free to live again... and leave the nightmare of addiction behind me for good.”

“My key worker has helped me not only with my issues taking drugs but has given me support and advice on personal and family issues. I'm a hard man to work with at the best of times but I have realised I things I was doing wrong. My key worker pointed me in the right direction.”

# Message from our Chief Exec



We sadly are all too aware of the devastating impact addiction has on individuals, families and communities. At Phoenix Futures we know recovery is possible, we witness it every day. I hope this annual review has gone some way to demonstrating the impact that *recovery* services can have on communities.

I believe that every individual has the potential to rebuild their lives and this report has shown you how recovery services do so much more than address the addiction of the individual. We are able to bring about improvements in mental health as well as physical health, address housing need, deliver improved quality of life and rebuild families.

I would like to thank the staff for their continued commitment to the organisation and more importantly the people they

serve. Their passion and innovation is what gives Phoenix Futures its uniqueness and many of the initiatives you have read about in this report have come from their ideas.

We are all aware we are living through a very difficult time, with reduced public spending and increasing demand on our services. We recognise that it is at times like these that we need to work in partnership with stakeholders, commissioners and other providers to ensure we can continue to serve our communities well. We are grateful to our partners, sponsors and national and local donors who continue to support the organisation and allow us to innovate.

I would like to thank the Board for their ongoing support and good stewardship through the last year.

Finally I would like to thank our service users and volunteers. Phoenix began as a self help organisation 40 years ago. Much has changed in the organisation over that period but what we hold dear is the respect for the experience of people in recovery and those who have recovered.

*Karen Biggs*

# Message from our Chair



This is my first report as Chair and I am proud to be able to present such a positive Annual Review which demonstrates some of our key strengths and achievements.

Last year Phoenix Futures helped 20,566 people in their recovery journey - an astonishing figure.

We see that recovery journey as more than just abstinence from drugs or alcohol; it's about building a meaningful and productive life in the community. One of the ways we are achieving this is through our pilot of service user qualifications to support individuals to gain education and employability skills.

We know the positive impact of recovery benefits not just the individual but also friends and family, neighbours, and local communities through improved

relationships, reduction in crime and 'giving back' to society. As a national provider of services we are proud to deliver services focused on the needs of local communities, such as Park House in Birmingham and the Barnsley treatment system.

This year we have also literally put recovery on the map through Phoenix Forest with every tree planted commemorating the recovery journey of a service user and also the efforts of our staff and community partners in supporting them.

The incredible work that we do is only possible through the skills, dedication and hard work of our staff and volunteers. I was delighted to share in celebrating the achievements and successes of teams

from across the country at our staff and volunteers award ceremony New Year Honours in January 2011.

I look forward to working with my colleagues on the Board and across the organisation to ensure Phoenix Futures continues to provide recovery in our communities.

*Mark Haysom*

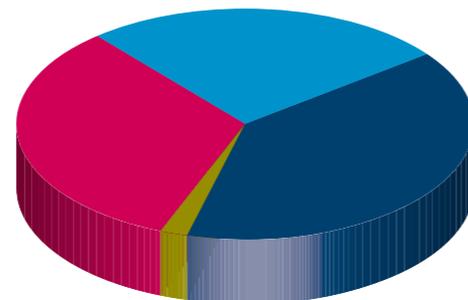
# Financial information

INCOME AND EXPENDITURE ACCOUNT for the year ended 31 MARCH 2011		
	2011	2010
	£	£
TURNOVER	26,071,924	22,885,292
Operating costs	(25,447,900)	(22,336,199)
OPERATING (DEFICIT)/SURPLUS	624,024	549,093
Surplus on disposal of fixed assets	3,988	2,871
Other interest receivable and similar income	43,678	11,884
Other interest payable and similar charges	(37,289)	(45,975)
(DEFICIT)/SURPLUS FOR THE YEAR	634,401	517,873
REVENUE RESERVES*	4,071,941	3,437,540

\*Included within the revenue reserve is £2,196,036 (2010: £2,190,097) of resources invested in the Company's fixed assets that are not available for other purposes. This represents the equivalent of the Net Book Value of Fixed Assets less Grants received to fund the purchase of such assets.

## Analysis of income

Charges to statutory bodies and others	26%
Revenue grants	39%
Charitable donations and sundry income	2%
Income from criminal justice contracts	33%



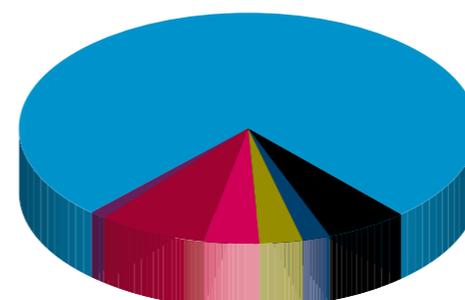
The accounts set out in this report are abridged versions of the accounts. If you would like a full copy of the audited accounts together with the auditors' report, please write to:

**Phoenix Futures, 3rd Floor ASRA House  
1 Long Lane, London SE1 4PG**

The financial statements were approved by the Directors on 8th September 2010 and signed on their behalf by George Lambis (Company Secretary).

## Analysis of expenditure

Property costs	6%
Utility costs	2%
Running costs	3%
Food, activities and health costs	4%
Business Management costs	7%
Professional services and other costs	1%
Staff costs	77%



BALANCE SHEET as at 31 MARCH 2011	2011	2010
	£	£
FIXED ASSETS		
Tangible assets:		
Housing properties - cost less depreciation	3,373,349	3,374,125
Grants - Social housing	(605,715)	(605,715)
Grants - Other	(790,386)	(752,834)
Other tangible fixed assets	218,788	174,521
Investments	100	100
	<u>2,196,136</u>	<u>2,190,197</u>
CURRENT ASSETS		
Debtors	2,664,425	2,438,400
Cash at bank and in hand	3,162,110	2,169,107
	<u>5,826,535</u>	<u>4,607,507</u>
CREDITORS:		
Amounts falling due within one year	(3,334,295)	(2,841,562)
NET CURRENT ASSETS	<u>2,492,240</u>	<u>1,765,945</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	4,688,376	3,956,142
CREDITORS:		
Amounts falling due after more than one year	500,935	518,602
Provisions for liabilities and charges	115,500	-
CAPITAL AND RESERVES		
Share capital	-	-
Designated reserves	2,190,098	2,190,098
Income and expenditure account	1,881,843	1,247,442
	<u>4,688,376</u>	<u>3,956,142</u>

# Thanks to our staff and supporters

We would like to thank our staff and everyone who has supported our work. Unfortunately we are not able to thank them all here, however we'd like to offer special thanks to:

## Vice Patrons

Baroness Masham of Ilton  
Professor Griffith Edwards

## Executive Team

Karen Biggs, Chief Executive  
Adele Duncan, Director of Operations  
England  
Marion Logan, Director of Operations  
Scotland  
Paula Logan, Director of Resources  
George Lambis, Director of Finance

## Board

Mark Haysom CBE (Chair)  
Annie Gunner Logan (Vice Chair)  
William Caplan  
Emily Finch  
Toto Gronlund  
Vicky Hemming  
Tony Hunter  
Simon Lanyon  
Susan Matheson  
Gordon Statham  
Gill Saunders  
Sarah Thewlis

## Our Supporters

29th May 1961 Charitable Trust  
The Barbour Trust  
The British Humane Association  
Albert Hunt Trust  
CHK Charities Ltd  
Comic Relief  
Coutts Charitable Trust  
Gannochy Foundation  
Henry Smith Charity  
MacRobert Trust  
Marsh Christian Trust  
Miss Agnes H Hunter's Trust  
The Sheffield Church Burgesses Trust  
Souter Charitable Trust  
Westminster Foundation

## Phoenix Futures

Ending dependency, transforming lives



3rd Floor ASRA House, 1 Long Lane, London SE1 4PG

Call: 020 7234 9740

Email: [info@phoenix-futures.org.uk](mailto:info@phoenix-futures.org.uk)

View: [www.phoenix-futures.org.uk](http://www.phoenix-futures.org.uk)

Phoenix House (operating as Phoenix Futures) is a registered charity in England and Wales (No. 284880) and in Scotland (No. SC039008); Company Limited by Guarantee Number 1626869; Registered Tenant Services Authority Number H3795; National Housing Federation Member.

This information is correct at time of printing (October 2011)

