

Annual Report and Accounts

For The Year Ending 31st March 2021



Contents

Trustees' Annual Report	2
Finance Report	18
Principal Risks And Uncertainties & Risk Management	23
Structure, Governance and Management	26
Statement of Trustees' Responsibilities	30
Going Concern Declaration	31
Auditor's Report	32
Statement of Financial Activities	36
Balance Sheet	37
Cash Flow Statement	38
Notes to the Financial Statements	39
Reference and Administrative Details	59

TRUSTEES' ANNUAL REPORT



Introduction

We began the current reporting year having recently moved all of our operations, as well as all of our Head Office functions into alternate ways of working as a result of the COVID-19 global pandemic, and the restrictions that were required of us in order to ensure the continued safety of our clients and our staff.

Whether working under the severe restricted access to prisoners as a result of prisons locking down, or developing new ways of accessing our community based clients remotely, we have managed to continue to deliver our services throughout, (although not at the levels that we would want to, given their vulnerability, and needs).

During the year we have made further strides in our Employment Services division and are rapidly growing a reputation for delivery that has seen us succeed, even when up against the larger and more experienced providers in this area.



We have also transformed our ability to offer services to our clients through employment of technological solutions in the form of social media platforms such as Zoom and Kaizala, as well as through new digital content.

Our Prison Substance Misuse Division has, despite COVID-19 during the year, continued to build on our fledgling delivery of the NHS Improving Access to Psychological Therapies (IAPT) programme, mobilising and embedding this service across five prisons in Hertfordshire, Essex, and Suffolk.

Our financial performance, having turned a corner during the previous year, has suffered somewhat due to complications brought on by COVID-19 and

increased costs relating to keeping our staff and clients safe, compounded by a slow-down in contribution from some of our key charitable donors. Our key sources of contract income have stayed firm throughout.

As a consequence, the charity will only return a small deficit and not only remains a going concern, but will expand significantly during 2021 and beyond through merger and key contract wins in the Probation market.

The Board of Trustees confirm that this annual report and consolidated financial statements are made under charity law, provide a strategic report and directors' report, and are produced as required by company law.

Message from the Chair

Hon David Bernstein, Chair of Trustees



The 12 months covered by this report have been quite unlike any other, and that is true for all of us: not just Forward Trust senior management, staff, and clients, but the whole country. While it is arguable that our prison clients have suffered the greatest stresses and hardships over the last 18 months, all of us have been deeply affected, and in new and unfamiliar ways, by the pandemic and its consequences.

The admirable way that the whole Forward team responded to the many restrictions and obstacles we have had to deal with are well described in the following sections of this report. What shines out is the remarkable combination of resourcefulness and imagination that everyone brought to the task of finding ways to continue to deliver our services to our clients. Just one example is Reach Out, our online chat service that was conceived, devised, and implemented in a matter of weeks. Staff volunteers were trained to operate the service and soon they were dealing with tens and then hundreds of contacts - many from people getting in touch with Forward for the first time.

As you will discover later in this report over half those contacting us via Reach Out were seeking help with mental health problems. This, I believe, is a reflection of the impact that the various COVID-19 lockdowns have had on the general population, and also of the growing public awareness of the ever wider range of services that the Forward Trust can offer.



One of our key aims as a national charity is to raise awareness of the many positive solutions that are on offer for our client group - those affected by addiction and by crime. We aim to reduce the unwarranted stigma attached to our beneficiaries, so many of whom are now enjoying

reformed lives in recovery, rebuilding relationships with family, working as highly valued employees, and employers, and showing by example that many more can and will be helped to turn their lives around.

During the year under review we were approached by Action on Addiction, another leading charity working in the same field. After some thorough and very positive discussions the two boards of trustees decided to move to full merger of the two organisations. I am delighted to be able to report that shortly after the end of our financial year, on 30th April, the merger took place. As a result the combined charities will be able to deepen and extend the range and the reach of our programmes.

We already have exciting plans for the coming year, and many of these will be in the public domain by the time this report is published. One piece of news which we were particularly proud to announce in June is the decision of HRH The Duchess of Cambridge to become our Royal Patron. Her commitment to the work we do has been evident for many years through her patronage of Action on Addiction. We are delighted that she has agreed to serve as our Patron following the merger of the two charities. We acknowledge and welcome her interest in early childhood, and

in the importance of early intervention to address the consequences of childhood trauma, which can so often lead to addiction and other problems later in life. Increased emphasis on our family work is one part of our response to the growing need for mental health programmes.

We are also taking on new challenges through our success in winning a number of Personal Wellbeing contracts that have been awarded to us as part of the Probation Service Dynamic Purchasing Framework. We hope that we can bring the same Forward Trust approach to all the programmes and services we provide, namely a firm belief that anyone, whatever their particular problems and needs, can be given the tools and support they require to help them take responsibility for their own futures.

As we navigate the prospect of a gradual return to a “new normal”, we will rely more and more on each other, and a shared concern for mutual support. I am sure that our staff, trainees, and volunteers will work together to continue to help all our clients to turn their lives around and maintain stable recovery.

Each year I am humbled by the commitment of everyone at Forward Trust, this year more than ever. I remain confident that we will meet the challenges ahead, and that our charity will continue to thrive.

A handwritten signature in blue ink, appearing to read 'David Bernstein', with a stylized flourish at the end.

Hon David Bernstein

Chair of Trustees

Message from the Chief Executive Officer

Mike Trace, Chief Executive



As for everyone, the year from April 2020 has for Forward Trust been dominated by the COVID-19 pandemic, and the lockdowns that followed. We had to react quickly to the initial lockdown at the end of March 2020 and work hard to develop and maintain working practices that maximised the safety of our staff, while continuing to deliver as much of the life-saving care and support that our clients need.

I am proud of the fact that, throughout this year of disruption, the Forward Trust has been able to continue expanding our services, and maintain our financial stability, with no need to make any employees redundant, or temporarily furloughed. All our staff and volunteers have been kept busy on delivering our mission, often having to make fundamental changes to working patterns or job roles but remaining focused on finding creative ways to provide advice and support and promote recovery. This has been made possible by the continued dedication and client focus of our workforce, who have shown again that they are experts at adapting to new circumstances and challenges.

Knowing that loneliness, isolation, and anxiety are key drivers of addiction and other mental health problems, we always expected a spike in demand for our services. This has been the case in general, but also specifically evidenced by the response to our 'Reach Out' online chat function. Identifying that people would need an open access channel to seek a 'friendly voice' and get anonymous access to advice and reassurance, we launched the Reach Out service in spring 2020. With limited advertising and no funding, this 'no strings attached' chat line has since responded to thousands of calls from people feeling isolated, most of whom want nothing more than to feel that someone cares and is listening. I pay tribute to the Forward Trust staff and volunteers who have given up their time to attend training and operate the service.

We have also commissioned research into patterns of drinking and drug use amongst the general population during the lockdowns, which was published in June 2021, and showed that more people were drinking to dangerous or dependent levels and, most worryingly, that those who reported themselves to be in recovery were more likely to be going through relapses triggered by isolation and depression.

Service provision, particularly in prisons, has been severely disrupted, with opportunities for face to face delivery severely constrained for most of the year. Our structured therapeutic programmes, in which the closeness of the group is an important part of recovery, have been impossible to deliver face to face during this period. Where possible, we have worked with clients remotely (through Zoom groups and social media, and in one-to-one, socially distanced, sessions). We have also made extensive use of written materials and exercises, to keep clients occupied and connected from their prison cell, or COVID lockdown accommodation.

While there is no substitute for the human connection of face to face work, we have found that many of these remote methods, introduced by necessity, have actually improved the accessibility and efficiency of some services. Creative approaches such as online assessments, remote delivery of vocational and employment training, social media-based support groups, and virtual viewings of accommodation have been appreciated by clients, and in many cases led to better outcomes. We will be incorporating these new ways of working into our post-lockdown patterns of work.

One of the most daunting tasks at the first outbreak of COVID was the closing down of our Head Office in London in March 2020. Like most federated service provision charities, all of our Central Services were operated from the Head Office, based in Kennington, South London, with all staff attending the office daily. We took the decision to totally close the office on 17th March 2020, and each department quickly moved to a remote style of working with, for

example, financial transactions approved electronically, meetings all held on Zoom and Teams, and audits and management checks undertaken remotely. In contrast to initial fears of major disruption to communications, this remote model of working has stood up remarkably well, for which I need to give thanks to our tireless and creative IT department, and the flexibility and 'can do' attitude of staff and managers. Like most organisations, we are now negotiating a return to office based working and are planning a hybrid model of office attendance and remote services.

Conclusive evidence of the robust health of the organisation through this difficult period is provided by our merger, just after the year end, with Action on Addiction. Forward Trust leadership were approached in late 2020 to consider merging with this well established and well regarded addiction recovery charity. Brisk negotiations showed the merger to be clearly in the interests of both charities' missions, and an agreement to merge was made by the end of March 2021 and implemented without major disruption in May 2021. Combined with a number of successful contract wins to deliver services under the new Unified Probation Model, this merger has raised our annual turnover to around £33 million, and significantly increased the number and diversity of the clients that we can offer the prospect of recovery and rehabilitation to. We therefore enter a new year full of hope and confidence in pursuing our mission to help people turn their lives around.

Forward in Numbers – Understanding our Impact

2020/21 has been a year like no other. That said, it has seen some remarkable achievements even in the face of significant challenges, and these are detailed below:

Key Achievements in 2020/21

2,571	Employment Services Clients/Learners received employment and training support in prisons (IAG).
60%	Of Employment Services Clients/Learners placed in a job or apprenticeship sustain it for at least 3 months
6,814	Substance Misuse clients started a structured intervention.
794	New clients joining our Forward Connect recovery community.
300	Clients and families engaged with Forward Family Programmes.
243	Active volunteers engaged with us over the year 2020-21.
77	Housing clients who were offered secure tenancies sustained them for 6+ months since April 2020.
44	Trainees (formerly referred to as Forward Apprentices) were recruited

Forward Thinking – Innovation and Imagination, Our Stock in Trade



forward
Thinking

We achieve the results we do because we believe and invest in people's capacity to change.

We also create structures and initiatives which celebrate people's achievements, help them to act as role models, and demonstrate 'visible recovery' to those following behind them.

Innovation and imagination have been especially important during the current period, and in particular to craft new and different ways of engaging our clients in response to the restrictions on face to face access brought about by the country's response to COVID-19.

Here at Forward we have, in our usual determined and passionate way, embraced this, and have set in place over the reporting period numerous initiatives and innovations focused at not only minimising the impact of COVID-19 restrictions, but that even embrace them and use them as a vehicle for driving change.

Here are some examples of how we have continued to put our mission into practice.

Remote and Digital Support



Restricted by lockdown from being able to deliver the bulk of our 'in person' services (one-to-one key work sessions or groups), Forward – like many organisations that care for vulnerable people – had to switch overnight to a telephone and online-based service to maintain core support for community clients (audio/video calls and text messaging).

However, motivated by client demand, we then piloted a wider, more ambitious range of digital tools, aiming to further enhance connection with and between clients.

Reach Out

An online, text-based chat service to reach people in need of advice and support, providing a 'friendly voice' of hope and motivation;

Digital workbooks

Self-help resources to raise awareness and help address problematic use of alcohol, cannabis, and powder cocaine during lockdown;

Social Messaging Apps

To enable peer-to-peer connection and support for groups at various stages of treatment and recovery;

Online Group Programmes

Using video call software to continue delivery of structured group programmes for both service users and recovering families.

More than merely 'filling the gap' during lockdown, initial findings suggest that these tools can enhance traditional models of face to face support in the future, offering benefits of:

Greater Reach – engaging more younger and older (70+) client groups than previously supported, and also friends and families of people in need;

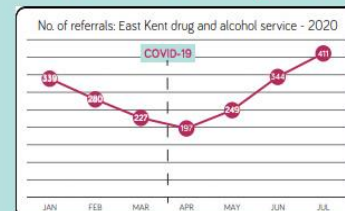
Safety and Confidence – many people feel more comfortable connecting from home (once online protocols are in place); barriers such as transport, childcare, and the stigma of being seen at a service hub location are also overcome;

Stronger Engagement – clients who use online tools and platforms enjoy the experience and come back for more; they also claim that they are more likely to return to or commence ‘in-person’ groups;

Service User Empowerment – clients are able to use tools 24/7 to support each other and also to create motivational content (e.g. recovery films); they are ‘running with the tech’ unconstrained by set times or locations;

Wider Influence – technology captures and shares messages of peer support at a greater scale than can be achieved through face to face communication; this amplifies ‘visible recovery’.

Headline Impact



- ▶ Rise in referrals over lockdown period (East Kent) bucking national trends
- ▶ **43%** reduction in Did Not Attend Rates (Hull) for online group programmes and 40% increase in numbers participating
- ▶ **31,000** messages of peer support and visible recovery on social messaging apps (East Kent)

Building on this intensive period of innovation and learning in response to lockdown, Forward is committed to the further development of digital tools and approaches, as well as to measuring the outcomes they achieve compared to traditional approaches, acknowledging that digital access is not possible for everyone, or not to everyone's taste.

However, client feedback already demands that remote and digital support continues as an option in a future beyond lockdown, as part of a ‘blended’ approach alongside ‘in-person’ services, and we believe that there is enormous potential for developing this to complement the on-going programme for digitalising prisons.

Insight - Pandemic Vs the Dover Day Programme...



Nobody could have predicted that a virus could possibly have had as much of an impact on the world as we knew it as COVID-19. Nor could we imagine having to adapt every aspect of how we work to accommodate the new ‘COVID-secure’ rules, keeping all our staff and clients safe. COVID has hindered our world in so many ways, particularly how we interact with one another, as well as highlighting the importance of mental health.

It has destroyed so many lives, taking away loved ones and forcing us to isolate ourselves, which is especially hard if you are already in a lonely place.

Communities have worked together helping each other stay safe and practise social distancing. We have had to look at new ways to stay connected, be it with family or in a work environment. For us, the workplace looks very different.

This is the story of how one of our Hubs in East Kent has adapted to continue to facilitate the Dover Day programme, supporting people with substance misuse issues.

Before the pandemic, staff and clients would all come together as a group - in the same room - and this would help clients support one another to stay abstinent.

Staff would also deliver one-to-one key work in person, because being able to connect visibly in a therapeutic environment is so important.



The programme usually ran from 10am to 3pm, Monday to Friday. When lockdown happened, this changed almost overnight.

The Team knew that they had to adapt quickly to make sure the programme could still be delivered. Clients were in the middle of their treatment programmes, and we had to support them no matter what.

The Team quickly responded and adapted the programme to run online, using digital services such as Microsoft Teams and Zoom.

This was not easy, as a number of both staff and clients were insufficiently technically literate. But by coming together and supporting each other they were able to get up to speed quickly.



In addition to running groups online, the Team also set up a secure group for clients on Kaizala (a chat app similar to WhatsApp), where clients could access out-of-hours support if they needed to. One-to-one key work was now done over the phone, including contacting any clients who needed a chat after online group sessions.

Colleagues supported each other remotely when service users wanted check-ins, providing people the chance to talk, or be an ear to listen - in confidence, of course – as well as signposting clients to other services they needed. Clients were offered remote support with their assignments as well. Despite all the changes and restrictions, we have even had the pleasure of seeing participants actually graduate from the programme.

Usually we would celebrate the achievements of the graduates with cake, but under the circumstances, cake will have to wait a bit longer.

Forward are passionate about change, and what better opportunity does a person get to embrace change than during these times. We can all learn from these experiences and listen to the powerful messages of hope as we come together again post COVID, just in a different way.

As COVID restrictions diminish, Forward is seeing a lot more people coming into our services. Our ability as an organisation to support these clients is unwavering despite the challenges of running a service during a pandemic, because we have adapted to the situation and – in many ways – actually improved the way that we work together. The message is out there for all to see.

We never give up because everyone deserves a chance, and if we all pull together, we can continue to demonstrate that change is possible.

Reach Out – Forward's On-Line Chat Service...

Reach Out: Forward's online chat service grew from an emergency pandemic response into a valuable safety net.

In May 2020, Forward launched its first ever live chat service: **Reach Out**.

We were mindful that a lot of vulnerable people, both our current service users and those not currently getting help but struggling, would be looking for sources of support at what was an incredible lonely and anxious time.

Reach Out seemed to be one small way in which we could help.

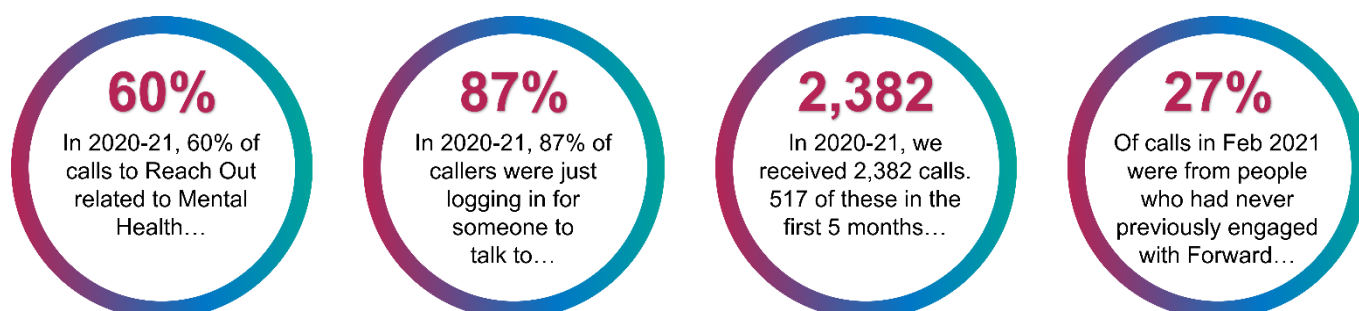


It took a while for people to learn about the service, but – with funding from the National Lottery's Coronavirus Community Support Fund and from J Leon Group to help with marketing and promotion – it has become increasingly popular.

We have now seen a **500%** growth in call volume since November of last year.

Although Forward delivers a range of different types of support, including employment and housing, we are best known for our drug and alcohol services. So we thought it was likely that the vast majority of people contacting us would do so to chat about issues with substances. And, to begin with, they did.

However, in the course of the last year, we have had an increasing amount of people getting in touch due to mental health issues, and these actually now form a significant proportion of the calls we receive: **60%** in total.



Lockdown has, of course, been a driver in people wanting to reach out, but the biggest thing we have noticed is people getting in touch because they had no-one else to talk to.

We are helping people who are feeling quite lost and, although that is a big responsibility, it is also a huge privilege to know that we can be a source of support and comfort to them.

Reach Out is run by a team of Forward staff and volunteers, who have been able to set aside time during lockdowns to become 'agents' for the service.

One of the amazing things is that it is not just callers who have benefitted from the service, but our team. Many of them have told us that, in addition to the satisfaction of knowing that they are helping people, volunteering for Reach Out has helped them to hone their skills and knowledge base.

This has been particularly important for frontline staff whose interaction with clients have been severely limited due to the restrictions on face to face contact in the past year.

For everyone that has been involved, whether it is the people who are getting in touch, or the amazing team at the end of the line, Reach Out has served an incredibly important purpose.

Forward's New IAPT Service for Health and Wellbeing...

April 2020 saw the introduction of Forward's new 'Improving Access to Psychological Therapies' (IAPT) services at HMPs Warren Hill, Hollesley Bay, High Point and The Mount. This was in addition to HMP Chelmsford, where we had already been delivering an IAPT service for two years.

IAPT services help people who are experiencing low-level mental health issues, such as depression and anxiety. As a service, IAPT began in 2008 in the community, and has transformed the treatment of anxiety disorders and depression in adults in England. It is widely-recognised as one of the most ambitious programmes that uses talking therapies, and more than one million people have accessed its services for help since it first launched.

IAPT is designed to help people take positive steps that will improve their wellbeing through structured, evidence-based interventions. It largely consists of techniques from Cognitive Behavioural Therapy (CBT), a talking therapy that can help people manage their problems by changing the way they think and behave.

Insight: Additional Support for IAPT Clients from the Recovery Support Service

Our Recovery Support Service supports people who have completed one of our programmes and can help with the transition back into the community. The Forward Trust are now offering this service to IAPT clients who have completed an IAPT programme at Hollesley Bay, Warren Hill, The Mount, Highpoint or Chelmsford.

The service provides:

- Release planning workshops;
- One-to-one support;
- Bespoke release packs;
- The opportunity to be connected to a mentor in the community;
- Signposting to recovery, resettlement, mental health, and wellbeing services;
- The opportunity to be linked into our national Forward Connect network in prison and in the community
- Support for up to eight weeks after release into the community.

Building Stability...



According to MOJ figures, nearly two in five prisoners (**37%**) state that they need help finding a place to live when they are released. Of these, **84%** report needing a lot of help.

Prisoners who reported needing help with a drug or alcohol problem were also more likely to report needing help finding a place to live when they leave prison, compared with those who did not report needing help with a drug or alcohol problem.

Three-fifths (**60%**) of prisoners believed that having a place to live was important in stopping them from reoffending in the future.

Accommodation and Recovery Housing

In 2020/21, Forward assessed the housing needs of clients and offered advice and information across all our services (e.g. for prison clients, we know that over **50%** will leave to no fixed abode).

We also offered a range of housing options to clients, depending on their need and readiness to live independently.

With three established housing pathways for our clients (supported housing/high-care residential settings, Recovery Houses, and independent flats in the private rented sector) and with good sustainment results for each, our priority in the coming period is to scale-up each of the options, increasing placements, whilst maintaining these positive outcomes.

Whilst limited public funding impedes the availability of supported housing, we have exciting plans to expand Recovery Houses.

We also hope to encourage more private landlords to make their properties available by working with Forward's housing team – our Vision Housing service – which is an efficient model of 'Housing First, providing good quality accommodation and working with tenants to build the skills and resilience to successfully sustain them.



Reach

- 305 clients referred for housing support;
- 500 private rented properties sourced through our network of private landlords in 16 local authority areas;
- 83 clients were placed in a Vision Housing tenancy, and there was a **98%** tenancy sustainment rate for 20/21.
- 420 one-to-one mentoring sessions delivered to support maintaining a tenancy;
- 24 clients provided with starter packs containing a variety of items (depending on the clients' needs) including bedding, duvets, towels, cutlery, white goods, plates and dishes, cups and mugs, irons, ironing boards, kettles, and toasters.

Insight: Housing Clients During the Pandemic

COVID-19 and subsequent lockdowns presented our Resettlement Housing Team and the people we support with significant risks and challenges. With an increased risk of street homelessness, in particular for prison leavers, people were no longer able to 'sofa surf' with friends, which brought with it a health risk from exposure to the virus.

In response, the Government put emergency measures in place to find hotels for homeless people and also to enable people in temporary accommodation to remain in situ while the pandemic lasted.

While this provided effective short-term respite (in London, over 4,000 homeless people were accommodated in hotels, including prison leavers with only six COVID-19 related deaths compared to 86 in New York City), long term housing solutions were and are still needed, and we offered and adapted our services to meet the needs of local authorities and charities in order to support our clients.

For our Resettlement Housing Team based in London, who source private rented sector accommodation for clients and provide a tenancy sustainment service, one of the greatest challenges in responding to this demand was being unable to view potential properties in person due to social distancing rules.

We quickly adapted our assessment and viewing processes, organising online viewings with landlords and providing pictures and videos for clients.


"I'm Speechless"

Accommodation and care received from Forward has been over and above what I would have expected.

I'm very grateful. I'm hoping to get a job in Sainsburys and probation and Forward helped me a lot to get back on my feet during Covid.

I'm very grateful. Thank you." ...

Abdul,
Housed August 2020



Once in their tenancy, as with other parts of the organisation, we maintained remote support for clients 7 days a week through telephone and video contact (providing smart phones and move in packs for those who needed them); our efforts were supported by volunteers

Between March 2020 and June 2020 we arranged 86 viewings and supported 16 people into private rented flats, whilst continuing to support another 51 clients who we had housed pre-March 2020 through the pandemic with tenancy sustainment and wellbeing support.

We continue to support local authorities and charities to support individuals who need stable accommodation, and our move on services have made a difference to so many people.

Building Communities



At Forward, one of the key skills we have is building communities that are capable of sustaining individuals through their recovery journey, be that through addressing substance misuse, long-term unemployment and homelessness, or other criminogenic needs.

Building from our early successes in running effective Recovery Wings in our Prisons, and more recently in community settings, we have developed a range of services in support of meeting those needs that our experience tells us are most critical in nurturing those undertaking transformational change and supporting them through it.

Insight: The Health and Wellbeing Wing at HMP Brixton



For many years, Forward has delivered our Substance Dependence Treatment Programme (SDTP) at HMP Brixton within a dedicated 48- bed 'Recovery Wing' devoted to those undertaking the programme.

More recently and working in partnership with our healthcare partner, we have re-launched the wing as a place of Health and Wellbeing, allowing access to a wider group of people – those participating in the intensive addiction recovery programme, but also prisoners committed to using their sentence to build a more positive and healthier lifestyle. Health and Wellbeing clients remain on the wing for a period of three months and then have the opportunity to become a Peer Supporter.

There are a range of health and wellbeing interventions available to them, including sleep hygiene, managing stress and worry, managing mood, yoga, acupuncture, and more time at the gym. All clients are also invited to some of the SDTP groups such as 'mutual aid' fellowship. They are also asked to SDTP graduations.

Insight: Forward Connect

Forward Connect is Forward's national community of ex-offenders and people in recovery from addiction who give and receive support both face to face (e.g. at reunion events) and via apps and online. Forward Connect has three calls to action for its current **1,000+** members.



Building Relationships



The Ministry of Justice's own research shows that for a prisoner who receives visits from a family member the odds of reoffending are **39%** lower than for those who do not.

Employment and education are repeatedly cited as mainstream rehabilitation activities in offender management that all prisoners are expected to undertake whilst.

In stark contrast, work to maintain and improve family and other relational ties is rarely even mentioned. Yet such work can provide meaning and all-important motivation to these other strands of activity. It also has proven success in preventing re-offending in its own right.

It has long been widely known amongst both practitioners and prisoners how important getting relationships back on track is, and how much of an opportunity can be missed whilst in prison, where insufficient focus and resource is applied to ensuring that prisoners are able to establish, maintain, and repair family relationships.

At Forward, we recognise this, and have set about embedding programmes aimed at strengthening ties with family members wherever we work.

One of the biggest challenges of the past six months, for people across the globe, has been the far-reaching consequences of separation from friends and family.

Whilst much of the world has been grappling with restrictions on contact, many of our Prison clients and their families have been dealing with a “lockdown within a lockdown” with family visits cancelled and an increased reliance on phone calls, letters and video calling ‘visits’.

In the community, many of our Concerned Significant Others (CSOs) have been faced with the suspension of face-to-face support and groups transferring online. Circumstances have also meant that family members have been forced to spend longer periods at home with loved ones, many of whom are still struggling with drug or alcohol dependency.

Insight: Dave's Story

The infographic features a large profile of a man on the left. To the right, a series of circular images and text boxes tell Dave's story:

- Top right (pink box):** Dave speaks to his son most days on the phone. His partner reports feeling more supported, and she still maintains contact with other mums she met on M-PACT for Mutual Support.
- Middle right (blue box):** M-Pact gave Dave's son the space to talk about how he was feeling and for Dave to recognise the impact of his behaviour on his family. This gave Dave the motivation to engage with the SMS service.
- Below that (dark blue box):** Dave, his partner, and son all engaged with the M-PACT Programme..
- Center (teal box):** Dave's Family Worker suggested he and his family took part in the M-PACT Programme. Assessments were completed and Dave and his family were accepted on the programme.
- Bottom right (blue box):** Dave explained that Social Services were now involved and were concerned about the impact of Dave's drug use on his son.
- Bottom left (pink box):** Dave disclosed that he was worried about his 12yr old son who had become withdrawn since Dave had come to prison. Dave explained he had been using heroin and crack and had been involved in petty crime to fund his habit.

The M-PACT logo is visible in the center of the infographic.

Forward Family Connections Service

During this time of uncertainty, Forward's Family Connections Service has continued to offer help and support by adapting interventions and working in a more remote capacity. All practitioners have worked hard to find ways to deliver the service and to continue to offer hope and much needed guidance.

Within our Prisons all groups were cancelled, and face-to-face contact was restricted for some time. During the early part of the pandemic, we created 'distraction packs' for clients which focussed on self-care and positive thinking. We also put together some 'Parent and Child Contact Packs' to send out.

In total 400 packs were distributed, 50 for each of our Family Work teams in Rochester, Standford Hill, Wandsworth, Brixton, Lewes, Coldingley, Send, Maidstone, East Sutton Park and Downview prisons.

As lockdown measures eased, our Family Connections Workers were able to meet with clients face-to-face while adhering to social distancing guidelines. The most common intervention has been checking on welfare, while other appointments have been more in-depth, focussing on managing the impact of the pandemic on family relationships.

The usual areas of support are still very much needed, such as help navigating social services and supervised contact along with managing worries about family members getting sick. We have also worked with other professionals in the prison and community to support our clients and their families far as possible and the results have been largely positive.

Step Back (Violence Reduction at HMP Swaleside)



The decline in numbers completing our structured treatment dependence programmes is partly caused by an increasingly violent and therefore disruptive prison environment, making it difficult for clients to engage and focus on recovery. To tackle this problem, we are piloting a violence reduction programme ('Step Back') in HMP Swaleside, a Category B men's prison in Kent, where we have delivered substance misuse services for 18 years.

With funding from the Colyer Ferguson Foundation, we are recruiting dedicated practitioners to identify and work with clients who are the most frequent cause of violent incidents.

The work is centred on one-to-one sessions (using CBT techniques) and group workshops to help clients manage their behaviour in the short term, whilst also tackling the underlying causes of violence (e.g. substance misuse, debt, gambling, involvement in gangs).

The programme will also feature distraction packs (e.g. containing mindfulness exercises, puzzles, and craft materials) and alternative therapies (acupuncture and therapy dogs), alongside visits from More Than My Past ambassadors.

Finally, we are training peer supporters who are positive role models in de-escalation techniques, allowing them to intervene to prevent violence where appropriate.

We are actively looking for other pilot sites for the delivery of this programme and believe this would be a compelling inclusion in any Prison Violence Reduction Strategy.

Forward Looking – Outlook for 2021 and Beyond



During the period of our last three-year strategic plan, and as a result of the various slowdowns in activity either in respect of accessing charitable income, or securing new contract growth into different sectors., we have continued to operate with a turnover of circa £21m, with over 430 employees and around 140 volunteers.

The restructuring and cost reduction measures undertaken in previous years are now embedded and largely accountable for the relative health of the Charity despite an extremely challenging year, both financially and operationally. We have come through this year stronger and better organised, and we look forward to great things during 2021 and beyond.

Throughout 2021, we have already secured growth through merger and contract wins that will increase our budgeted turnover to in excess of £33m, and we expect to be entering a period of further growth, as new commissioning opportunities emerge post COVID-19, including:

- Opportunities to further expand our prison and community substance misuse services;
- Opportunities to expand our employment advice, skills development and job finding services in prisons and community;
- Further opportunities to expand on recent successes under the Probation Dynamic Purchasing Framework;
- Opportunities to bid as key partners to Prime Providers under Phase 1 of the Prison Procurement Framework (HMP & YOI Parc, HMP Lowdham Grange and HMP Altcourse);
- Opportunities to develop and implement new models of intervention for offenders with gambling problems; and
- New models of accommodation for clients in recovery, probation service clients and prison leavers.

Whilst our success during the latter part of 2020-21, and the early months of the 2021-22 year will see us hit our original target of increasing turnover to between £30-35 million by 2023 early, we will continue to conduct a wide-ranging programme of business development over the next 3-year period.

Our expansion plans will continue to be informed by our programme of continuous improvement to our service provision – refining and developing new models of intervention, responding to user feedback, and adding to our sector-leading portfolio of evaluation and outcome research. We are also aware that we have a number of contracts due for re-tender, and our commitment to retaining these remains one of our key priorities.

We will continue to support our mission and contracted service delivery by maximising the promotion of 'visible recovery' in all its forms, including recovery from addiction, crime, homelessness, and unemployment – developing and creating role models who demonstrate the possibility and value of recovery and rehabilitation. We will achieve this through continuous expansion of our Forward Connect recovery community, and extending the reach of the 'More Than My Past' online campaign.

Mike Trace

Mike Trace

Chief Executive Officer

FINANCE REPORT

Tony Hazell, Treasurer



Message from the Treasurer

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

The accounts for 2020/21 record a period that has seen the Charity standing up to the significant challenges of operating amidst the considerable impacts of the worldwide COVID-19 pandemic crisis.

Although returning a small deficit for the year (£105k), the Charity can take pride in a hugely creditable performance, particularly when set against the significant additional costs relating to sustaining delivery in the midst of COVID-19 restrictions, as well as dealing with the impact of some of our major funders either cancelling or deferring budgeted income.

We have come through this year with our contracts base intact, and with the appreciation and good will of our commissioners across the board for our co-operation, and for the support we have offered them in sustaining their services through significant challenges.

As ever, and perhaps even more so than previously, this outcome has resulted from carefully and consistently matching the Charity's resources against its service obligations throughout the year. This has represented particular challenges during this period, and it is testament to the good stewardship of our leaders, and the excellent support provided by our Finance Team, that our outturn for the year was within tolerance of forecast.

As ever, the Charity remains dependent on its fundraising activities, and we pay tribute to all involved for their generosity and dedication in supporting the Charity, particularly through difficult times.

On a personal note, I wish to thank my fellow Trustees and all members of the Executive Team without whose expertise and wisdom the Charity would not find itself in the strong position reported here.

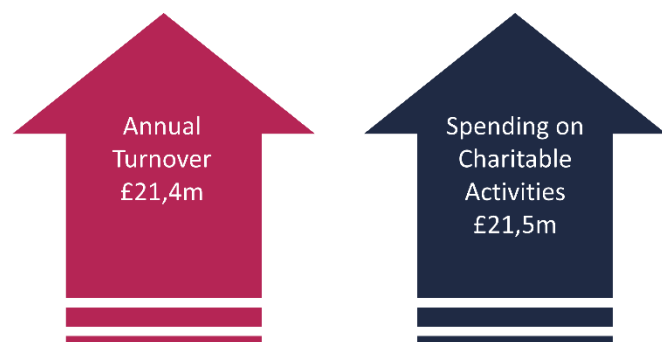
Anthony Hazell

Tony Hazell
Treasurer

Financial Highlights –Forward in Numbers

The Charity's total income for the period increased slightly to £21.38 million (2020: £21.29 million). This is largely due to a relatively stable period with only a small movement in contract flow throughout the year.

This income derives principally from contracts with local authorities, NHS Trusts or similar institutions, commercial contracts, fundraising activities including trust and grant income.



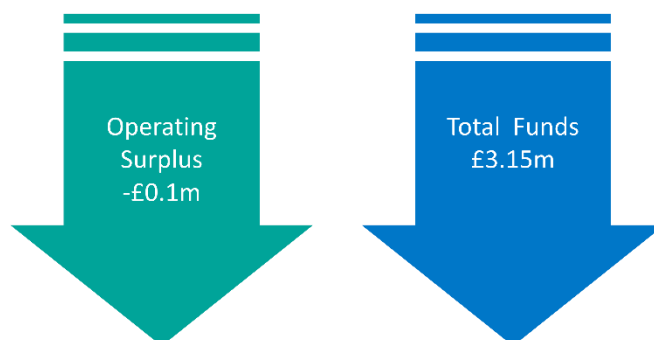
Income from charitable activities, which represented 94.3% of total income, increased slightly by 0.4% on the previous financial year.

Principal funding resources are explained in the notes to the financial statements.

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

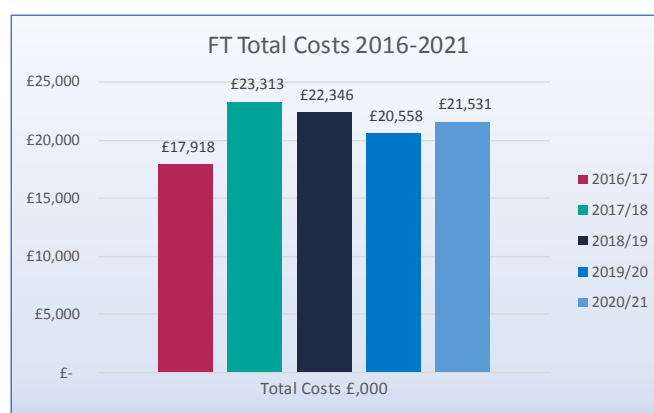
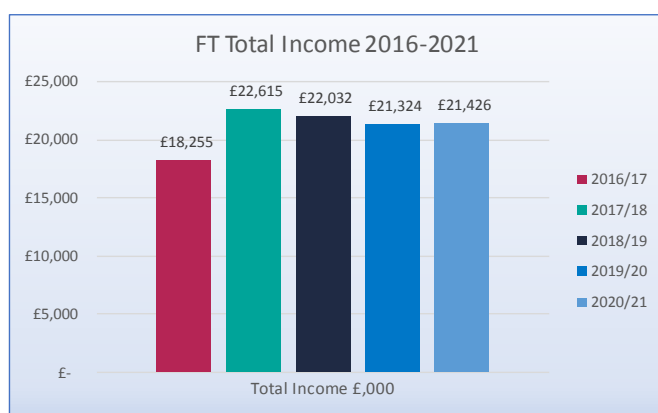
The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between a number of service offerings.

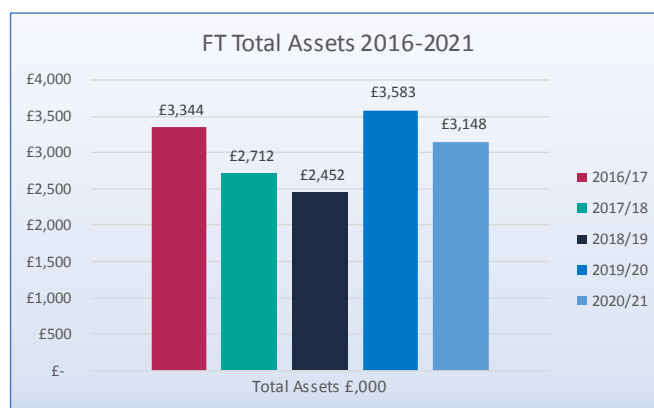
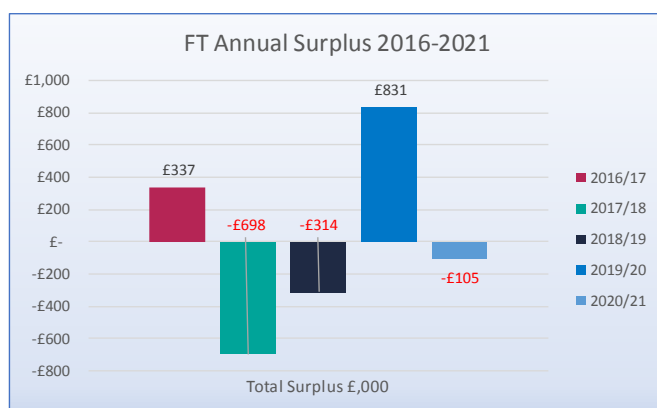
Substance Misuse/Health & Well-Being Services, Family Services, Recovery Support Services, Residential Rehabilitation Services, Clinical Services, Employment Services, Apprenticeships and Vocational Training Services and activity related to the Forward Enterprise Fund.



The total spending on charitable activities has risen in the period from £20.56m to £21.53m.

Financial Highlights – Key Comparisons





The above comparisons offer a clear representation of how the organisation has maintained performance, even against significant financial headwinds largely due to the pandemic, and in particular the impact of charitable income and costs of keeping our staff and clients safe.

Our contractual base, which constitutes over 94% of total income, remains stable and indeed will grow significantly during the coming year. Despite a small operating loss, we retain a strong and healthy cash and reserves position.

For the 2021-22 financial year, we are budgeting a significant increase in turnover, and a healthy surplus.

Reserves Policy

The General Reserves Policy continues to protect our programme work from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring that we do not retain income for longer than required. The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, considering the following factors:

- Vulnerability to unplanned changes in financial position, including potential costs arising from the termination of services and delays in payment of invoices;
- The need for the Charity to invest in implementation and other start-up costs of new services;
- The Charity's requirement to manage fluctuations in cash flow;
- Financial risks related to the above, considering the likely speed of onset as well as the mitigation steps available to management;
- The fact that expenditure is generally predictable and long term, with the exception of 'variable' spend on restricted programmes, where risks typically involve unplanned events such as a change in government policies.

On 31st March 2021, the Charity's General Reserves (excluding designated funds) are £2.63m (2020: £2.71 m) and represent unrestricted funds, excluding funds that have been designated and those funds tied up in fixed assets. The basis of determining the target reserves' level is kept under periodic review, and will be adjusted as perceptions of risk and other factors change. Our total funds as at 31st March 2021 are £3.15 million (2020: £3.25 million).

There is a degree of judgement involved in identifying risks faced by the Charity and in establishing the appropriate level of reserves that the Charity should maintain to mitigate these risks.

The Trustees are of the opinion that the level of reserves is acceptable based on the level of activity, and therefore the appropriate target range for free reserves is between £2.1 million and £4.3 million. This will also provide a buffer should Forward Trust encounter adverse conditions in its market, and on this basis, the Trustees also consider that the Forward Trust has adequate resources to continue the business for the foreseeable future.

Designated Funds (unrestricted)

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

The designated funds held at 31st March 2021 were £0.47 million (2020: £0.47 million), which are allocated to cover our estimated maximum liability for redundancy payments, potential pension liabilities and dilapidation costs on The Bridges project and other property. Further details of the designated funds and their movements during the year are shown in Note 14 of the accounts.

Restricted Funds

These funds are used for specified purposes, as laid down by the donor. As at 31st March 2021, unspent restricted funds were £0.05 million (2020: £0.08 million).

Going Concern

The Trustees consider that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK economy (including any future negative impact resulting from the COVID-19 worldwide pandemic), and that the Charity has adequate resources to continue in operational existence for the foreseeable future.

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

Key Management Personnel Remuneration

The Trustees consider the Board of Trustees and the Executive Management Team (which includes the Chief Executive Officer) as comprising the key management personnel of the Charity in charge of directing, running, and controlling the Charity, and operating the Charity on a day-to-day basis.

All Trustees give their time freely and no Trustee remuneration was paid during the year. Details of any Trustee expenses and related party transactions are disclosed in Notes 8 and 18 to the accounts.

In deciding appropriate pay levels, The Forward Trust aims to strike a balance between paying enough to recruit and keep people with the skills we need, meeting our contracting partners' needs, and the public and our supporters' expectations that the money they entrust us with will be used wisely.

In setting Executive Management Team (ET) pay, the Trustees take account of the skills and experience required for each of the roles, and the remuneration in the sectors from which suitable candidates for such posts would be found. They also take account of affordability for The Forward Trust.

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

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

Financial Risk Management

Services are subject to contracts; prices of goods are based on market prices; and salary costs are subject to a formal annual review. Our standard payment terms are 30 days. Credit risk on amounts owed by debtors is low.

In terms of liquidity risk, The Forward Trust has no borrowings, and our policies on the management of investments and reserves are set out above.

MANAGEMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

In delivering our objectives, we face significant risks every day (whether that be to the safety of our staff, to our clients, to our financial health, a duty of care to those that attend our fundraising events etc.).

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

Risk Policy

The Forward Trust carries out annual risk identification, assessment, and management analysis. A register of risks has been compiled, with risks scored for likelihood and impact severity.



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

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

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

Key Risks

For each risk identified, specific actions and performance indicators relating to them are monitored quarterly by the relevant committee. Risks are managed either through Directorate Workplans or by operating a Central Risk Register for those not mitigated by this process. The following major risks were identified at an organisational level for the Charity in 2020/21:

- Failure in Financial Process and Accounting practice leading to inaccurate forecasting, budgeting, and reporting;
- Non-compliance with statutory or commissioner-led requirements leading to significant reputational damage or contract loss;
- Significant and prolonged failure of main Forward Trust networks through either infrastructure failure or cyber-attack;
- Threat to the organisation's reputation through negative PR or poor-quality communications;
- The impact of a global pandemic severely impacting on our ability to:
 1. Provide a safe service for service users;
 2. Deliver contracted services;
 3. Secure sufficient income streams;
 4. Deliver on our strategic ambitions.

- Failure to maintain a credible relationship with a prime provider that facilitates whole healthcare procurement opportunities in the custodial estate;
- Potential damage to income, reputation and professional credibility should procurement in prisons and the community not be successful in the forthcoming demanding pipeline of business opportunities;
- A shortfall in fundraised income for agreed contractual commitments, which presents a strain on statutory contract budgets;
- Risk of Employment Services revenue and contribution target not being achieved;
- Risk that Employment Services staffing or volunteering is not representative of the learner/client base we support (i.e. EDI);
- Risk of significant illness (including COVID-19), injury or death to Employment Services employee through procedural/systemic failure.

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

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

The Trustees seek to monitor and manage the above risks through a strategic risk register, which outlines each risk's likelihood, impact, severity, as well as the risk owner and the committee responsible for the risk. These risks are also reviewed on a regular basis and are standing agenda items during monthly supervisions of risk owners and quarterly committee meetings. Internal risks are minimised through a clear authorisation process for all transactions and projects to ensure consistent quality of delivery for all operational aspects of the Charity. These procedures are reviewed annually to ensure that they continue to meet the needs of the Charity.

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

Coronavirus

Throughout this reporting year, the Forward Trust, like all other organisations was impacted by the continued prevalence of Coronavirus (COVID-19), and the restrictions imposed in order to ensure public safety.

The impact of this on our operations has continued to be largely mitigated by a comprehensive management response, continuous review of procedures and risk management, as well as continued new and innovative approaches to service delivery to our clients.

We do, however acknowledge that our ability to create the level of impact on the lives of those engaged with our services has not been as significant as we would have liked.

In financial terms, we have continued to benefit from the fact that the vast majority of our contract income, (which makes up over 94% of our total income), has been protected. This is because our main contract clients are HM Government Agencies such as the NHS and HMPPS, or local authorities.

As the country becomes fully vaccinated, and as the impact and risk from the continuation of COVID-19 restrictions reduces, we anticipate a rebound in our ability to secure our planned and budgeted levels of charitable income, which still represents a small, but important percentage of our total.

Auditor

A resolution proposing the reappointment of Haysmacintyre LLP as the group auditor will be submitted at the Annual General Meeting.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

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

Board of Trustees (Directors)

As of 31st March 2021, the following members of the Board of Trustees were registered as Directors of the Charity:

Chair	Hon David Bernstein
Treasurer	Anthony Hazell
	Lady Louise Gibbings
	Hon Isabelle Laurent
	Dame Benita Refson OBE
	Ben Houghton
	Dame Clare Gerada MB BS
	Andrew Wylie
	David Riddle

The Directors of the Charity, who are the Charity's Trustees, form the Board of Trustees which is its ultimate governing body. The Board of Trustees is responsible for ensuring that all activities are within UK law and fall within the agreed charitable objectives. Its work includes governance, setting the strategic direction, ensuring the Charity upholds its values and delivers its objectives, and agreeing the financial plan.

The Board of Trustees reviews a schedule of matters reserved to them and delegates certain responsibilities to the Trustee sub-committees and the Chief Executive Officer. The day-to-day running of the Charity has been delegated to the Executive Management Team (Chief Executive Officer, Chief Operating Officer, Divisional Director of Substance Misuse, Divisional Director of Employment Services and Divisional Director of Business Development).

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

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

The Trustees are recruited to provide the skills and experience required to govern the Charity. We seek to appoint Trustees from among our Trustees' network and through external advertisement. Recommendations for appointments are made to the Board by the Chair, which is then ratified by the Board.

New Trustees are provided with information on legal obligations under Charity and Company Law, the Charity Commission's guidance on public benefit; and the content of the Articles of Association, the committee and decision-

making processes, the business plan and recent financial performance of the Charity. New Trustees also spend a day meeting key employees and other Trustees. Trustees are required to complete mandatory training modules and are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

The Chair is an ex officio member of all Committees. Any Trustee may attend any Trustee sub-committee meeting. The sub-committees each have specific responsibilities on behalf of the Charity as outlined below. They provide counsel, expertise, and support to the Senior Management Team. Individual Trustees also take reasonable steps to ensure there is regular and direct contact between Trustees, staff, volunteers, and people who use our services at a local level. There are annual scheduled visits to Programmes by Trustees with an Executive Management Team member, although these have been suspended during this period due to COVID-19 restrictions.

Finance and General Purposes Sub-committee

During the reporting year, the committee was comprised of the following members: Six Trustees (Tony Hazell (Chair), Ben Houghton, Hon David Bernstein, Hon Isabelle Laurent, David Riddle, and Andrew Wylie), together with the Chief Executive, Chief Operating Officer, Head of Human Resources, and Director of Finance & Commercial.

The Committee is responsible for the oversight of all aspects of the Charity's financial policies and operations. It monitors the short and long-term financial viability of the Charity, ensuring there are sufficient resources to fund its commitments. The committee reviews and approves for recommendation the Investment and Reserves Policy and monitors the effectiveness of the Charity's risk management and internal control systems. It reviews the annual financial plans of the Charity and monitors performance against plans, and recommends action where necessary. The Committee also reviews all issues concerning human resources (including sickness, staff turnover, and equality, diversity, and inclusion). It met five times during the reporting year (one of these an extraordinary meeting regarding the merger).

Governance & Quality Assurance Sub-committee

The Committee has responsibility for the implementation and monitoring of effective governance throughout the organisation, including clinical governance. During the reporting year the committee was comprised of the following members: Five Trustees (David Riddle (Chair), Hon David Bernstein, Lady Louise Gibbings, Dame Clare Gerada MB BS, and Dame Benita Refson OBE), the Chief Executive, Chief Operating Officer, Divisional Directors of Services, the Clinical Director and the Head of Governance and Quality Assurance.

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



The Committee is responsible for managing a culture of statutory compliance, as well as processes for managing health & safety issues; facilitating an examination and review of significant events and incidents; ensuring audits of services are undertaken and acted upon; and ensuring compliance with all legislation and contractual obligations. During the period, the Charity was assessed and achieved accreditation (with zero non-compliance) against ISOs 9001, 14001, and 45001 as well as Cyber Essentials Plus accreditation.

Research, Fundraising and Communications Sub-committee

The Committee members include four Trustees (Lady Louise Gibbings (Chair), Hon David Bernstein, Hon Isabelle Laurent, and Dame Benita Refson OBE) and the Chief Executive together with the Divisional Director of Business Development. All the meetings are chaired by a Trustee. The Committee is responsible for providing an effective governance framework for the management of all aspects of the Research, Fundraising and Communications functions of the Charity's Business Development Division.

Public Benefit Statement

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

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

Our main activities and achievements within these are described in the Chief Executive's section of this report. Broadly, our activities help advance health and save lives amongst our direct beneficiaries by the provision of treatment and support to rehabilitate substance misusers; we advance citizenship through reintegration support; and we deliver benefits to the wider public through the prevention of crime and destructive behaviour. In addition to the many thousands of prisoners who have received services from the Charity, our programmes have also had a positive benefit for the families of the individuals we directly help, as well as for the wider community through reducing reoffending among some of the most prolific offenders and improving life chances through the delivery of education and vocational training to disadvantaged groups.

Supporting Our Employees and Volunteers

As at 31st March 2021 we employed a total of **431** staff, an increase of **1.89%** on the 423 people we employed at 31st March 2020.



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

We have a strong commitment to develop the diversity of our staff and volunteers through equal opportunity policies, training, and practical action. As at 31st March 2021 the representation of women in our total workforce was increased slightly to **68.3%** from 66.9%.

The percentage of staff from an ethnic minority decreased slightly to **26.89%** of the total workforce for whom their ethnic origin is known.

We remain particularly indebted to the commitment of the **12,164** hours volunteered to us during the year from the **243** volunteers we engaged over the year. Our volunteers work tirelessly in various projects. These incredible people are at the heart of everything that we do.

We calculate the value of these hours to be in excess of **£115,565** (based on the Outer London Real Living Wage), and our services and events simply would not be possible without them. The roles

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

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

Lived Experience

The Charity is strengthened by the number of people with Lived Experience, both those in recovery from addiction, and ex-offenders who are involved in the day-to-day operations at all levels. This involvement ranges from Board members to 'peer supporters' and serving prisoners who volunteer to support our programme delivery. In the year 2020/21, an average of over **38.7%** of our paid staff (who identified as such) had their own lived experience of being in recovery from drug or alcohol addiction. This is a significant increase from last year where the figure was 32.5%'

Employee Engagement Forum

The Employee Engagement Forum (EEF) has evolved significantly over the year in response to lockdowns and exploiting the opportunities provided by virtual participation. The forum is now convened via Zoom but remains an important element in our quest to be fully inclusive, championing employee involvement and two-way communication between management and employees.

The EEF provides an opportunity to share information and consult on proposed changes to employees' contractual terms and conditions and the policies that sit alongside them. It is not intended to replace or undermine other methods and channels of communication, but rather to enhance them. Its purpose is to:

- Promote an exchange of views between managers and employees;
- Test new ideas and approaches with employees;
- Provide an opportunity for the views of employees to be considered in making decisions that are likely to affect them directly.

Zoom has allowed us to widen participation in these forums and reach more of our people.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

In so far as we are aware:

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

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

The Trustees' Report, incorporating the Strategic Report, was approved, and authorised by the Board of Trustees on 10th November 2021 and signed on their behalf by:



Hon David Bernstein
Chair of Trustees

GOING CONCERN DECLARATION

The Trustees have reviewed the circumstances of The Forward Trust and consider that adequate resources are available to fund the activities of the Charity for the foreseeable future. Twelve-month rolling cashflow projections are included in management's regular financial reports to Trustees, and income and expenditure is monitored against budget. The Trustees are of the opinion that the Charity and the group are a going concern and the accounts have been prepared on this basis.



Hon David Bernstein
Chair of Trustees

AUDITOR'S REPORT

Independent Auditor's Report to The Members of The Forward Trust

Opinion

We have audited the financial statements of The Forward Trust for the year ended 31 March 2021 which comprise the Statements of Financial Activities, the Balance sheet, the Cash flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2021 and of the Charitable Company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other Information

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

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

Opinions on Other Matters Prescribed by the Companies Act 2006

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

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

Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees for the Financial Statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 30, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, in particular in relation to income from donations, legacies and income from charitable activities and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity relevant to the preparation of the financial statements to ensure these were in place throughout the year, including during the Covid-19 remote working period;
- Reviewing debtors recoverability post year end.
- Reviewing managements decisions on bad debt.
- Reviewing post balance sheet events.
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

Use of Our Report

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



Murtaza Jessa (Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP,

Statutory Auditors

10 Queen Street Place

London

EC4R 1AG

Date: 15 December 2021

STATEMENT OF FINANCIAL ACTIVITIES

Including the income and expenditure accounts for the year ended 31st March 2021.

		Restricted Funds £'000	Unrestricted Funds £'000	2021 Total funds £'000	2020 Total Funds £'000
	Notes				
INCOME					
Donations and Legacies	2	946	272	1,218	1,310
Charitable Activities	3				
Substance Misuse		-	14,788	14,788	14,830
Family Services		-	52	52	55
Young People Services (FEF)		-	104	104	110
Recovery Support Services		-	1,041	1,041	826
Residential Rehabilitation Services		-	730	730	578
Clinical Services		-	1,487	1,487	1,994
Employability Services		-	1,854	1,854	1,520
Investment Income		-	1	1	9
Income from Other Trading Activities		-	101	101	63
Total Income		946	20,430	21,376	21,295
EXPENDITURE					
Costs of Raising Funds	4				
Raising Funds		-	23	23	17
Expenditure on Charitable Activities	4				
Substance Misuse		185	15,675	15,860	15,296
Family Services		25	30	55	56
Young People Services (FEF)		144	(34)	110	113
Recovery Support Services		377	739	1,116	853
Residential Rehabilitation Services		106	677	783	597
Clinical Services		-	1,595	1,595	2,057
Employability Services		144	1,845	1,989	1,569
Total Expenditure		981	20,550	21,531	20,558
Net Income (Expenditure)		(35)	(120)	(155)	737
Other Recognised Gains and Losses					
Actuarial gains on Def Ben Pension Scheme	20/21	-	50	50	64
Net Movement of Funds		(35)	(70)	(105)	801
Reconciliation of funds					
Total Funds Brought Forward		82	3,171	3,253	2,452
Total Funds Carried Forward		47	3,101	3,148	3,253

The notes on pages 39 to 58 form part of these financial statements. The statement of financial activities includes all gains and losses recognised in the year. All amounts derive from continuing activities.

BALANCE SHEET

Company Number 02560474

As at 31st March 2021

ASSETS			2021	2020
		Notes	£'000	£'000
FIXED ASSETS				
	Tangible Assets	9	1	3
CURRENT ASSETS				
	Debtors and Prepayments	10	2,877	3,979
	Cash at Bank and In Hand		2,285	1,725
			<u>5,162</u>	<u>5,704</u>
CREDITORS				
	Amounts Falling Due Within One Year	11	(2,015)	(2,454)
NET CURRENT ASSETS			<u>3,147</u>	<u>3,250</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>3,148</u>	<u>3,253</u>
FUNDS				
Unrestricted Funds				
	General Reserves	14/15	2,632	2,702
	Designated fund	14/15	469	469
			<u>3,101</u>	<u>3,171</u>
Restricted Funds		14/15	47	82
TOTAL			<u>3,148</u>	<u>3,253</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 10th November 2021 and signed on their behalf, by:

Anthony Hazell

.....

Tony Hazell

Treasurer

Hon David Bernstein

.....

Hon David Bernstein

Chairman

The notes on pages 39 to 58 form part of these financial statements.

CASH FLOW STATEMENT

	2021	2020
	£'000	£'000
Cash Flows from Operating Activities	559	(519)
Cash Flows from Investing Activities		
Dividends, Interest and Rents from Investments	1	9
Purchase of Property, Plant, and Equipment	-	-
Net Cash Provided By (Used In) Investing Activities	1	9
Increase (Decrease) in Cash and Cash Equivalents	560	(510)
Analysis of Cash and Cash Equivalents		
Cash and Cash Equivalent at the Beginning of the Period	1,725	2,235
Cash and Cash Equivalent at the End of the Period	2,285	1,725

	2021	2020
	£'000	£'000
Reconciliation of Net Movement in Funds to Cash Flow Operating Activities		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(155)	737
Pension Service Cost Net of Finance cost	50	64
Depreciation Charges	2	2
Dividends, Interest, and Rents from Investments	(1)	(9)
Decrease (Increase) in Debtors	1,102	(1,408)
Decrease (Increase) in Creditors	(439)	95
Net Cash Provided By (Used) in Operating Activities	559	(519)

The notes on pages 39 to 58 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting Policies

Status of the Charity.

The Forward Trust is a charity registered in England, a Limited Company by guarantee without share capital use of 'Limited' exemption limited by guarantee and not having share capital. It is a registered charity with its registered office at Unit 106-7, Edinburgh House, 170 Kennington Lane, London SE11 5DP, and is not liable to direct UK taxation on its charitable activities.

Accounting Policies

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

Basis of Preparation

The financial statements of The Forward Trust have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Going Concern

The Trustees have reviewed the circumstances of the Charity and consider that adequate resources continue to be available to fund their activities for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Income

All income is recognised once the Charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

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

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

Grant Income

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

Investment Income

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

Donations & Legacies

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

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

Fund Accounting

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

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

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprises the direct and indirect costs associated in the day-to-day running of a Fundraising Department.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Direct costs are allocated on an actual basis to the relevant expenditure headings.

Support costs are allocated between expenditure headings on the basis of time spent and the number of staff working on projects and activities. Governance costs are allocated in line with the support costs.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Employee Benefits

Short term benefits

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

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS102.

Operating Leases

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

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

Pension Costs

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

A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan's assets at the reporting date.

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

Tangible Fixed Assets

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

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

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

Financial Instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash equivalents are used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions

Debtors

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

Cash and Cash Equivalents

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

Creditors and Provisions

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

Share Capital

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

Taxation

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

Judgement in Applying Accounting Policies and Key Resources of Estimation Uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on Management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The Trustees consider the following items to be areas subject to estimation and judgement.

Depreciation:

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

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

Pensions:

The Charity has obligations to pay pension benefits to certain employees.

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

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

2. Income from Donations and Grants

	2021	2020
	£'000	£'000
Individual Donations	29	29
Other Income	1,112	1,224
Events Income	77	57
	<u>1,218</u>	<u>1,310</u>

3. Income from Charitable Activities

	2021	2020
	£'000	£'000
Substance Misuse	14,788	14,830
Family Services	52	55
Young People Services (FEF)	104	110
Recovery Support Services	1,041	826
Residential Rehabilitation	730	578
Clinical Services	1,487	1,994
Employability Services	1,854	1,520
	<u>20,056</u>	<u>19,913</u>

4. Analysis of Expenditure

	Direct Costs Staff £'000	Other Direct Costs £'000	Support Costs £'000	Total Costs 2021 £'000
Substance Misuse	9,467	4,609	1,784	15,860
Family Services	33	16	6	55
Young People Services (FEF)	66	32	12	110
Recovery Support Services	666	325	125	1,116
Residential Rehabilitation Services	468	228	87	783
Clinical Services	952	463	180	1,595
Employability Services	1,187	578	224	1,989
Cost of Raising Funds	12	11	-	23
	12,851	6,262	2,418	21,531

	Direct Costs Staff £'000	Other Direct Costs £'000	Support Costs £'000	Total Costs 2020 £'000
<i>Substance Misuse</i>	<i>8,921</i>	<i>4,281</i>	<i>2,094</i>	<i>15,296</i>
<i>Family Services</i>	<i>33</i>	<i>16</i>	<i>7</i>	<i>56</i>
<i>Young People Services (FEF)</i>	<i>66</i>	<i>32</i>	<i>15</i>	<i>113</i>
<i>Recovery Support Services</i>	<i>497</i>	<i>239</i>	<i>117</i>	<i>853</i>
<i>Residential Rehabilitation Services</i>	<i>348</i>	<i>167</i>	<i>82</i>	<i>597</i>
<i>Clinical Services</i>	<i>1,200</i>	<i>576</i>	<i>281</i>	<i>2,057</i>
<i>Employability Services</i>	<i>915</i>	<i>439</i>	<i>215</i>	<i>1,569</i>
<i>Cost of Raising Funds</i>	<i>10</i>	<i>7</i>	<i>-</i>	<i>17</i>
	11,990	5,757	2,811	20,558

5. Analysis of Support Costs

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

	Executive & Central Admin £'000	Resources £'000	Governance £'000	2020 Total £'000
<i>Substance Misuse</i>	805	1,117	172	2,094
<i>Family Services</i>	3	4	-	7
<i>Young People Services (FEF)</i>	6	8	1	15
<i>Recovery Support Services</i>	45	62	10	117
<i>Residential Rehabilitation Services</i>	31	44	7	82
<i>Clinical Services</i>	108	150	23	281
<i>Employability Services</i>	83	114	18	215
	<u>1,081</u>	<u>1,499</u>	<u>231</u>	<u>2,811</u>

6. Governance Costs

	2021 £'000	2020 £'000
Staff Costs	151	200
Legal and Professional Fees	56	3
Audit Fees and Other Fees Payable to Auditor	30	28
	<u>237</u>	<u>231</u>

7. Net Income for the Year

These are stated after charging:

	2021 £'000	2020 £'000
Depreciation	2	2
Auditors Remuneration (excludes VAT)	30	28
Operating Lease Charges		
Property	340	435
Other	78	51
	<u></u>	<u></u>

8. Staff Numbers and Costs

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

	2021 £'000	2020 £'000
Charitable	387	362
Administration	52	49
	<u>439</u>	<u>411</u>

Staff Costs Were as Follows:

	2021 £'000	2020 £'000
Salaries and Wages	12,471	11,941
Social Security Costs	1,246	1,171
Pension Contributions	649	666
Apprenticeship Levy	48	47
Operating Costs of the Defined Benefit Pension Scheme	50	64
Redundancy and Termination Costs	28	66
Other Forms of Employee Benefit (Life, Critical Illness Insurance and Health Plan)	147	134
	<u>14,639</u>	<u>14,089</u>

The redundancy and termination costs are accounted for in full during the year.

There are no liabilities at the balance sheet date that relate to ex gratia payments or payments in lieu of notice.

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

	2021	2020
£60,000 - £69,999	6	5
£70,000 - £79,999	4	4
£80,000 - £89,999	1	1
£90,000 - £99,999	2	2
£100,000 - £109,999	1	1

In respect of the higher paid employees above, contributions for the provision of pension benefits totalled £101k (2020: £92k).

The total remuneration of the key management personnel of the of the group, including benefits were £1,331k (2020 £1,125k)

The Key Management personnel of the organisation are the Chief Executive Officer, Chief Operating Officer, Divisional Director of Substance Misuse Services, Divisional Director of Employment Services and Divisional Director of Business Development.

During the year, no Trustee received any remuneration (2021: £Nil), any benefits in kind (2021: £Nil), or any reimbursement of expenses or amounts that were paid directly to third parties (2021: £Nil).

9. Tangible Assets

	Total (Fixtures, Fittings, Motor Vehicles and Equipment) £'000
Cost	
At 1 st April 2020	126
Additions in Year	-
Disposals	-
As at 31 st March 2021	<u>126</u>
Depreciation	
At 1 st April 2020	123
Additions in Year	2
Disposals	-
As at 31 st March 2021	<u>125</u>
Net Book Value	
At 1 st April 2020	<u>3</u>
As at 31 st March 2021	<u>1</u>

10. Debtors: Due Within One Year

	2021 £'000	2020 £'000
Trade Debtors	2,416	3,670
Other Debtors	85	95
Prepayment and Accrued Income	376	214
	<u>2,877</u>	<u>3,979</u>

11. Creditors: Amounts Falling Due Within One Year

	2021 £'000	2020 £'000
Trade Creditors	458	682
Other Taxes and Social Security	313	348
Accruals	368	566
Other Creditors	88	156
Deferred Income	786	702
	<u>2,013</u>	<u>2,454</u>

12. Deferred Income Within One Year

	2021 £'000	2020 £'000
At 31 st March 2020	702	892
Released to Incoming Resources	(497)	(493)
Income Deferred to a Future Year	581	303
	<u>786</u>	<u>702</u>

Deferred income are funds received for charitable activities in future years.

13. Financial Instruments

	2021 £'000	2020 £'000
Cash	2,285	1,725
Financial Measures that are Debt Instruments Measured at Amortised Cost		
Trade Debtors	2,416	3,670
Other Debtors	85	95
	<u>2,501</u>	<u>3,765</u>
Financial Liabilities Measured at Amortised Cost		
Trade Creditors	458	682
Other Creditors	88	156
	<u>546</u>	<u>838</u>

14. Statement of Funds

	1 st April 2020 £'000	Income £'000	Expenditure £'000	Transfers Gains/Losses £'000	31 st March 2021 £'000
Designated Funds					
Redundancy & Pension Fund	350	-	-	-	350
Works – The Bridges	30	-	-	-	30
Works – Head Office	89	-	-	-	89
	<u>469</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>469</u>
General Funds	2,702	20,430	(20,550)	50	2,632
Total Unrestricted Funds	<u>3,171</u>	<u>20,430</u>	<u>(20,550)</u>	<u>50</u>	<u>3,101</u>

	1 st April 2019 £'000	Income £'000	Expenditure £'000	Transfers Gains/Losses £'000	31 st March 2020 £'000
Designated Funds					
Redundancy & Pension Fund	350	-	-	-	350
Works – The Bridges	30	-	-	-	30
Works – Head Office	89	-	-	-	89
	<u>469</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>469</u>
General Funds	1,675	20,381	(19,418)	64	2,702
Total Restricted Funds	<u>2,144</u>	<u>20,381</u>	<u>(19,418)</u>	<u>64</u>	<u>3,171</u>

The Designated Fund represents funds set aside to cover the potential redundancy and pension liabilities towards its staff, refurbishment costs of the Bridges Project in Hull, Head Office in London and funding earmarked for Employment Services employment/training work.

Summary of Restricted Funds

FY 2020/21	1 April 2020 £'000	Income £'000	Expenditure £'000	31 March 2021 £'000
Restricted Funds				
The Julia and Hans Rausing Trust	39	329	(368)	-
The Saintbury Trust	17	-	(7)	10
The Taylor Family Foundation	7	-	(2)	5
J Leon Group	3	10	(10)	3
Monday Charitable Trust	3	6	(3)	6
The Reso Charitable Foundation	3	-	(1)	2
The Cyril & Eve Jumbo Charitable Trust	2	-	(1)	1
The Big Give	-	3	(1)	2
The Mackie Foundation	-	15	(5)	10
Michael and Shirley Hunt Charitable Trust	-	3	(1)	2
The Souter Charitable Trust	-	3	(3)	-
Hull & East Riding Charitable Trust	-	5	(5)	-
Shepherd Building Group Ltd	-	2	(2)	-
The Liz and Terry Bramall Foundation	-	50	(50)	-
The Sir James Reckitt Charity	-	6	(6)	-
Joseph and Annie Cattle Trust	-	3	(3)	-
HULL County Council	-	15	(15)	-
Colyer-Fergusson charitable Trust	-	35	(35)	-
Clifford Chance Global Foundation	-	4	(4)	-
City of London Corporation	-	11	(11)	-
Police & Crime Commissioner for Kent	-	44	(44)	-
CHK Charities Limited	-	55	(55)	-
Suffolk Community Foundation	-	10	(10)	-
The Rayne Foundation	-	25	(25)	-
Fowler Smith and Jones Trust	-	2	(2)	-
Kent Police	-	6	(6)	-
The John Armitage Charitable Trust	-	100	(100)	-
Regulatory Settlement, Gambling Commission	-	31	(31)	-
The National Lottery Community Fund	-	5	(5)	-
Payne-Gallwey Charitable Trust	-	10	(10)	-
The Rothschild Foundation	-	53	(53)	-
The Aurum Charitable Trust	-	77	(77)	-
Symphony Communication services	-	2	(2)	-
Other restricted funding	8	26	(27)	7
	<u>82</u>	<u>946</u>	<u>(980)</u>	<u>47</u>

The Forward Trust
For the year ending 31st March 2021

<i>FY 2019/20</i>	<i>1 April 2019 £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>31 March 2020 £'000</i>
<i>Restricted Funds</i>				
<i>City Bridge Trust</i>	23	-	(23)	-
<i>Hans & Julia Rausing</i>	285	453	(699)	39
<i>Rothschild Foundation</i>	-	82	(82)	-
<i>Liz & Terry Bramhall Foundation</i>	-	50	(50)	-
<i>Police & Crime Commissioner for Kent</i>	-	45	(45)	-
<i>John Armitage</i>	-	40	(40)	-
<i>City of London</i>	-	32	(32)	-
<i>Other Restricted Funding</i>	-	25	(17)	8
<i>Rayne Foundation</i>	-	25	(25)	-
<i>Sainsbury Trust</i>	-	25	(8)	17
<i>Kent Police</i>	-	17	(17)	-
<i>Millhills Charitable Trust</i>	-	16	(16)	-
<i>Holbeck Charitable Trust</i>	-	15	(15)	-
<i>Deloitte LLP</i>	-	26	(26)	-
<i>S Shepherd & S Dickson</i>	-	12	(12)	-
<i>Taylor Family Foundation</i>	-	10	(3)	7
<i>Sir James Reckitt Charitable Trust</i>	-	6	(6)	-
<i>J Leon</i>	-	5	(2)	3
<i>Monday Charitable Trust</i>	-	5	(2)	3
<i>Banham Foundation</i>	-	4	(4)	-
<i>Green Hall Foundation</i>	-	4	(4)	-
<i>Reso Charitable Foundation</i>	-	4	(1)	3
<i>Joseph & Annie Cattle Trust</i>	-	3	(3)	-
<i>Cyril & Eve Jumbo Charitable Trust</i>	-	3	(1)	2
<i>Barclays Grant</i>	-	2	(2)	-
<i>Tempest of Brough Charitable Trust</i>	-	2	(2)	-
<i>Goldsmiths</i>	-	1	(1)	-
<i>Paul Stephenson Memorial trust</i>	-	1	(1)	-
<i>W.L. Pratt Charitable Trust</i>	-	1	(1)	-
	<u>308</u>	<u>914</u>	<u>(1,140)</u>	<u>82</u>

The purpose of restricted funds are:

The Souter Charitable Trust	Funding towards the core costs of the Bridges
Hull & East Riding Charitable Trust	Funding towards the core costs of the Bridges
Shepherd Building Group Ltd	Funding towards the core costs of the Bridges
The Liz and Terry Bramall Foundation	Funding towards the core costs of the Bridges
The Sir James Reckitt Charity	Funding towards the core costs of the Bridges
Joseph and Annie Cattle Trust	Funding towards the core costs of the Bridges
HULL County Council	Funding for Adult Social Care Lateral Flow Testing Grant
HULL County Council	Funding for Adult Social Care Infection Control Grant
The Big Give	Funding towards the costs of Family Services across the Surrey prisons
Monday Charitable Trust	Funding towards the costs of Family Services across the Surrey prisons
The Mackie Foundation	Funding towards the core costs of family Services
Michael and Shirley Hunt Charitable Trust	Funding towards the core costs of family Services
The Saintbury Trust	Funding towards the core costs of family Services
The Taylor Family Foundation	Funding towards the core costs of family Services
The Reso Charitable Foundation	Funding towards the core costs of family Services
The Cyril & Eve Jumbo Charitable Trust	Funding towards the core costs of family Services
Colyer-Fergusson charitable Trust	Funding for Violence reduction programme at HMP Swaleside
Clifford Chance Global Foundation	Funding towards care packages for clients in HMP Brixton
City of London Corporation	Funding towards the core costs of Recovery Support Services
Police & Crime Commissioner for Kent	Funding towards the core costs of Recovery Support Services
The Julia and Hans Rausing Trust	Funding towards the core costs of Recovery Support Services
CHK Charities Limited	Funding towards the core costs of Recovery Support Services
Suffolk Community Foundation	Funding for Recovery & Reintegration Worker in Suffolk
Police & Crime Commissioner for Kent	Funding for East Kent Violence Reduction Peer Mentor Initiative
The Julia and Hans Rausing Trust	Funding towards the core costs of East Kent Recovery
The Rayne Foundation	Funding towards the core costs of Housing & Resettlement
Fowler Smith and Jones Trust	Funding for Recovery & Resettlement Worker HES Prisons
Kent Police	Funding towards the core costs of East Kent
The John Armitage Charitable Trust	Funding towards the core costs of Surrey HMP
Caesars Entertainment UK	Funding towards National Strategy - Gambling Harms
CHK Charities Limited	Funding towards the development of a recovery programme for young people
J Leon Group	Funding for Online Chat Service
The National Lottery Community Fund	Funding for Digital Communications Services
Payne-Gallwey Charitable Trust	Funding towards the core costs of Blue Sky Services
The John Armitage Charitable Trust	Funding towards the core costs of Employment Services
The Rothschild Foundation	Funding towards the core costs of Employment Services
The Aurum Charitable Trust	Funding towards the core costs of Employment Services
Symphony Communication services	Funding towards the core costs of Employment Services

CHK Charities Limited	Funding towards the core costs of Employment Services
The Julia and Hans Rausing Trust	Funding towards the core costs of the Forward Enterprise Fund
The Aurum Charitable Trust	Funding towards the core costs of the Forward Enterprise Fund
Aurum Charitable Trust	Funding towards the core costs of Employment Services
Symphony Communication services	Funding towards the core costs of Employment Services
CHK Charities Limited	Funding towards the core costs of Employment Services
Hans & Julia Rausing	Funding towards the core costs of the Forward Enterprise Fund
Aurum Charitable Trust	Funding towards the core costs of the Forward Enterprise Fund
The Souter Charitable Trust	Funding towards the core costs of the Bridges

15. Summary of Funds

	1 st April 2020 £'000	Income £'000	Expenditure £'000	Transfers Gains/Losses £'000	31 st March 2021 £'000
Designated Funds	469	-	-	-	469
General Funds	2,702	20,430	(20,550)	50	2,632
Total Restricted Funds	82	946	(981)	-	47
	<u>3,253</u>	<u>21,376</u>	<u>(21,531)</u>	<u>50</u>	<u>3,148</u>

16. Analysis of Net Assets Between Funds

At 31 st March 2021	Restricted Funds £'000	Unrestricted Funds £'000	Total Funds £'000
Fixed Assets	-	1	1
Current Assets	47	5,115	5,162
Current Liabilities	-	(2,015)	(2,015)
	<u>47</u>	<u>3,101</u>	<u>3,148</u>
	<i>Restricted</i>	<i>Unrestricted</i>	<i>Total</i>
At 31 st March 2020	<i>Funds £'000</i>	<i>Funds £'000</i>	<i>Funds £'000</i>
Fixed Assets	-	2	2
Current Assets	83	5,622	5,705
Current Liabilities	-	(2,454)	(2,454)
	<u>83</u>	<u>3,170</u>	<u>3,253</u>

17. Operating Lease Commitments

At 31st March 2021, the Charity's future minimum operating lease payments are as follows:

BUILDINGS	2021	2020
Leases That Expire:	£'000	£'000
Within One Year	234	293
Two to Five Years	27	216
Over Five Years	-	-
	<u>261</u>	<u>509</u>

During the year, the Charity incurred rental costs in respect of assets under operating leases of £340k (2020: £435k).

18. Related Party Transactions

There were no related party transactions in the year.

Donations from Trustees in aggregate were £2.6k (2020: £4.6k).

19. Pensions

The Charity contributes to both defined contribution and defined benefit pension schemes for its employees. All defined benefit schemes are closed to new entrants and the numbers of active members can only grow as a result of the transfer of staff from other organisations (TUPE).

The Charity contributes to a number of schemes: Group Personal Pension Plan managed by Aviva, NHS Pension Scheme managed by NHS Pensions, Shropshire County Pension fund managed by Shropshire Council, Civil Service Pension managed by The Cabinet Office and The Prudential Platinum Pension Scheme. The Group Personal Pension Plan managed by Aviva is a defined contribution plan.

The NHS Pension Fund is a closed defined benefit scheme specific to employees TUPEd who were members of a NHS Pension Scheme at the time of transfer. Shropshire County Pension is a closed defined benefit scheme applicable to employees TUPEd who were members of Shropshire Pension Scheme at the time of transfer. Civil Service Pension Scheme is a closed defined benefit scheme applicable to employees who were members of the Civil Service Pension Scheme at the time of transfer.

The Charity participates in 'Prudential Platinum Pension – The Forward Trust', a funded defined benefit statutory pension scheme in the UK which is contracted out of State Second Pension. This scheme was set up to ensure that we provide a comparable scheme for staff who are TUPEd with final salary pension rights. The assets of all pension schemes are held separately from those of the Charity.

Pension costs charged in the Statement of Financial Activities represent all the contributions payable by the Charity for the year together with any material provision to record the Charity's liability in relation to a defined benefit pension scheme, where this can be identified, in accordance with the accounting standard incorporated in FRS102.

20. Pensions: Prudential Platinum Pension – The Forward Trust

Prudential Platinum Pension is a centralised scheme which is available to employers throughout the United Kingdom. Each participating employer (or group company arrangement) has its own ring-fenced section and accordingly there is no cross subsidy between employers, other than in a group company arrangement.

The Scheme provides retirement and death in service benefits for Members and their Dependants. It is a defined benefit scheme which means that the benefits under it are calculated on a pre-determined basis specified in the Scheme's rules.

The Scheme, which is legally and financially separate from the employers, is constituted by a Trust Deed and is administered in accordance with the rules by the Trustees. The Forward Trust is legally bound by a Deed of Adherence to the Scheme and became a participating employer with effect from 18 May 2012.

Note 20 to the Financial Statements reflects the position appropriate to The Forward Trust for the purposes of the UK pensions accounting standard FRS 102. It does not reflect the position of any other participating employer in the Prudential Platinum Pension Scheme. The costs and balance sheet items in respect of the Charity's other pension arrangements are included elsewhere in the Charity's disclosures.

The Prudential Platinum Pension scheme is set up on a tax relieved basis as a separate trust independent of the Charity and supervised by an independent Trustee. The Trustee is responsible for ensuring that the correct benefits are paid, that the Scheme is appropriately funded and that Scheme assets are appropriately invested.

This scheme provides pensions and lump sums to members on retirement and to their dependants on death. Members who leave service before retirement are entitled to a deferred pension.

Active members of the Scheme pay contributions at a rate based on their pensionable pay and the Charity pays the balance of the cost as determined by regular actuarial valuations. The independent trustee is required to use prudent assumptions to value the liabilities and costs of the scheme whereas the accounting assumptions must be best estimates.

The liabilities for this year's accounting disclosures have been calculated by rolling forward the 31 December 2015 liabilities from that valuation date to 31 March 2021 allowing for member movements and cash-flows and using the assumptions set out below. The figures in the following disclosure were measured using the Projected Unit Method.

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

	2021 £'000	2020 £'000
Defined Benefit Obligation	(561)	(354)
Fair Value of Plain Assets	711	674
	<u>150</u>	<u>320</u>
Net amount recognised year end (before any adjustment for deferred tax)	<u>150</u>	<u>320</u>
	<u>(150)</u>	<u>(320)</u>
Adjustment of Non-Recognition of Surplus		

The amounts recognised as comprehensive income are:

SERVICE COST	2021 £'000	2020 £'000
Current Service Cost (Net of Employee's Contributions)	13	13
Administration Expenses	44	43
Loss (Gain) on Plan Introductions, Changes, Curtailments and Settlements	-	12
Net Interest Expense (Credit)	(7)	(4)
	<hr/>	<hr/>
Change (Credit) Recognised in Profit and Loss	50	64
	<hr/>	<hr/>
	2021 £'000	2020 £'000
Change (Credit) Recognised in Profit and Loss	-	50
Re-measurements of the Net Liability		
Return on Scheme assets (Excluding amounts Included in Net Interest Expense)	(10)	(15)
Actuarial Gains (Losses)	189	(107)
	<hr/>	<hr/>
Credit Recorded on Other Comprehensive Income	179	(72)
	<hr/>	<hr/>
Total Defined Benefit Cost	229	(58)
	<hr/>	<hr/>

The Principal Actuarial Assumptions Used Were:

	2021 %	2020 %
Liability Discount Rate	2.1	2.2
Inflation Assumption – RPI	3.1	2.3
Inflation Assumption - CPI	2.1 / 2.9	1.5
Rate of Increase in Salaries	2.6 / 3.4	2.0
Revaluation of Deferred Pensions - CPI	2.1 / 2.9	1.5
Increases for Pensions Payment - CPI	2.1 / 2.9	1.5
Expected age of Death of Current Pensioner at Age 65:		
Male Aged 65 at Year End	87.2	87
Female Aged 65 at Year End	89.5	89.4
Expected age of Death of Future Pensioner at Age 65:		
Male Aged 45 at Year End	88.5	88.7
Female Aged 45 at Year End	90.9	91.1

Reconciliation of Scheme Assets and Liabilities

	Assets £'000	Liabilities £'000	Total £'000
At Start of Period	674	(354)	320
Benefits Paid	(4)	4	-
Administration Expenses	(44)	-	(44)
Current Service Cost	-	(13)	(13)
Contributions from the Employer	59	-	59
Contributions from the Employees	1	(1)	-
Interest Income (Expenses)	15	(8)	7
Return on Assets (Excluding Amount Included)	10	-	10
Net interest Expense	-	(189)	(189)
Actuarial Gains (Losses)	-	-	-
At End of Period	711	(561)	150

The Return on Plan Assets Was:

	2020 £'000	2019 £'000
Interest Income	15	15
Return on Plan Assets (excluding amounts included in net interest expense)	10	15
Total Return on Plan Assets	25	30

The Scheme has no investments in the Charity on property occupied by the Charity.

The Major Categories of Scheme Assets are as Follows:

	2020 £'000	2019 £'000
Corporates	366	337
Index Linked	344	337
Total Market Value of Assets	710	674

21. Post Balance Sheet Events

On 1st May 2021 Forward Trust merged with another addictions charity, Action on Addiction. The merger between Forward Trust and Action on Addiction presents an opportunity to strengthen our mission and its implementation through service provision, campaigning and awareness raising. The merger will add circa £5m to Forward Trust turnover and £3.7m (see note to RHS) to our Balance Sheet, predominantly through the transfer of three freehold properties.

In February 2021, Forward was successful in bidding for 12 new contracts to deliver probation services as part of HMPPS Dynamic Framework across the UK. 9 of these are delivering Personal Wellbeing services to probation clients across the East of England, Kent, Surrey, Sussex as well as Cheshire and 3 are delivering accommodation services in South Wales, Gwent, and Dyfed Powys. These 42 month contracts are valued at circa £17.2m.

REFERENCE AND ADMINISTRATIVE DETAILS

The Forward Trust is a charitable company limited by guarantee.

Charity Number:	1001701
Company Number:	02560474

Trustees/Directors

Chair	Hon David Bernstein
Treasurer	Anthony Hazell
	Lady Louise Gibbings
	Hon Isabelle Laurent
	Ben Houghton
	Dame Benita Refson OBE
	Rev John Wates OBE (Resigned August 2020)
	John Mason (Resigned November 2020)
	Andrew Wylie
	David Riddle
	Dame Clare Gerada MB BS

COMPANY SECRETARY	John Biggin OBE
-------------------	-----------------

PATRONS	Tony Adams MBE
	The Revd. Jonathan Aitken
	Chris Difford
	Roger Graef OBE
	Sir Anthony Hopkins CBE
	Erwin James
	Mick May OBE
	Jonathan Pryce CBE
	The Hon. Emma Soames

FOUNDERS

Jonathan Wallace
Peter Bond
Michael Meakin

**BUSINESS ADDRESS/
REGISTERED OFFICE**

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

**KEY MANAGEMENT
PERSONNEL**

Michael Trace	Chief Executive Officer
John Biggin OBE	Chief Operating Officer
Jason Moore	Divisional Director of Substance Misuse Services
Asi Panditharatna	Divisional Director of Employment Services
Carwyn Gravell	Divisional Director of Business Development.

BANKERS

HSBC
The Peak
333 Vauxhall Bridge
Victoria
London SW1V 1EJ

AUDITOR

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

SOLICITORS

BATES WELLS & BRAITHWAITE
10 Queens Street
London EC4R 1BE