

GLOUCESTER  
HERTFORDSHIRE  
LANCASHIRE  
IMPACT  
MATTERS  
LEEDS  
MANCHESTER  
NORFOLK  
WEST SUSSEX  
BIRMINGHAM  
CHESHIRE EAST  
KIRKLEES  
SWINDON  
LANCASHIRE

EMERGING  
FUTURES



**Emerging Futures helps people overcome complex problems with substance misuse, offending behaviour and homelessness and believe in a better future for our service users.**

Change is hard, but we know people are more likely to recover if they have three key assets in place:

- **Someone or something to love**
- **Something positive to do**
- **Somewhere safe to live**

We combine Cognitive Behavioural and Acceptance and Commitment Therapies alongside psycho-social supports to help people enrich their lives with these attributes. Our behaviour change programmes enable people to understand how their thoughts, feelings and past experiences influence their behaviour in the here and now. They guide people to discover their

skills, strengths, and values to make better life choices and achieve their recovery goals.

We also recognise the importance of involving families, friends and significant others who can support people on their journey. These people are an essential ingredient in sustaining positive change.

Accredited Coaches work alongside people on treatment programmes, motivating them to connect with local recovery communities and build positive assets and support networks. This approach has been so successful that we now train people with lived experience to become accredited coaches as part of their recovery journey.

Giving back through coaching motivates purpose, helps develop a positive identity and improves mental health and wellbeing. With a clear pathway into paid employment, coaching is also a pathway out of treatment that produces skilled workers for the sector. We employ many former service users who have achieved their coaching qualification with us.

Finally, recognising that many people's recovery is held back by homelessness, we provide safe and supportive housing for people working to change

their lives. Our houses sit within local support networks where they provide varying levels of support depending upon people's needs. This combination of high-quality housing and effective treatment helps people transition to independent living.

The following report, commissioned from Russell Webster, describes our behaviour change, coaching and housing work and its impact on the people who use our services.

Welcome to Impact Matters.

**Ray Jenkins,**  
Chief Executive Officer,  
Emerging Futures



**I have found doing this series of evaluations for Emerging Futures an enriching experience, filling me with a sense of optimism which has been in short supply in the drug and alcohol field over recent years.**

I have shared many inspirational stories of recovery with colleagues and friends, as well as tales of the organisation's determination to make a difference – with lack of funding often no obstacle to setting up a new service to address unmet needs.

But in this foreword, I want to talk about just one of Emerging Futures' defining characteristics – its continual championing of the value of people with lived experience who make up the majority of its workforce. On the back of Dame Carol Black's Review of Drugs, the Government has finally reversed its underfunding of the sector, only to find that most organisations have struggled to recruit suitably able and committed staff.

That has not been a problem for Emerging Futures whose coaching system (which you'll read about in this report) has built a pathway for its service users to go beyond their initial recovery, but develop themselves further and develop careers in the social justice sector. It has also proved the organisation with a steady stream of committed and talented workers which has enabled it to expand rapidly over the last decade without diluting the quality of its work.

Given the current economic problems besetting the country, it's quite possible that the flow of new money into drug & alcohol services is much reduced again in the near future. If this happens, Emerging Futures can be proud of having produced a cohort of able & committed people, many of whom are already service managers with several individuals I have met destined to be future leaders of the sector.

**Russell Webster**

Independent Consultant & Researcher



**Emerging Futures adopted Acceptance and Commitment Therapy (ACT) to guide people from drug and alcohol use towards healthy behaviour change. But its benefits have led Emerging Futures to use ACT as a broader framework for use in the organisation.**

At its core, ACT is a model of human behaviour change, designed to help people take steps forward, guided by their values, even when those steps come with challenging, uncomfortable, or unwanted thoughts, feelings, memories, urges etc.

Initially developed in therapeutic contexts, ACT has a strong evidence-base, from more than 25 years of research and practice, across contexts: from the therapy room to the board room, from points of crisis in addiction to high-performance on the Olympics sports field.

In my work, I use ACT to enable organisations and their employees to be more effective and healthy. Over the past two years, I have had the privilege of working with Emerging Future's leaders, providing them with the space to reflect on the steps they take: how their behaviours align with their personal values, how they align with the organisation's values and purpose, and how they support others – whether employees, coaches or services users - to take values-led steps, even with their own challenging experiences.

This review highlights how ACT comes to life through EF – even when facing challenges, they put values and purpose at the heart of everything they do.

**Dr. Annie Gascoyne**

Organisational Psychologist

# HOUSING AT EMERGING FUTURES

Emerging  
Futures has:

**358+**

bedspaces

**64+**

properties

Our range of housing options meet the needs of people moving from homelessness to independence. With all our houses, we are guided by one simple question:

## ► **Would I live there?**

Only a resounding 'Yes' means a property meets the quality standards our residents deserve.



## Of our residents:

# 23%

of people have come out of prison

# 1 in 8

have been asked to leave home by family or friends

# 6%+

have suffered domestic violence or other forms of harassment and intimidation



## Transitional recovery housing

**Transitional housing provides support and a stable home for people to make the necessary changes to their lives to move towards independent, healthy living.**

We started by providing transitional accommodation for people using our recovery services. These are safe homes with intensive group and individual support and a big emphasis on structure, routine, peer support and community activities such as volunteering. We understand that recovery is never 'one size fits all', and these houses provide flexibility for residents to move on to greater independence when they are ready, or to step back into a more supported environment if they are struggling.

Residents are not allowed to use drugs and alcohol. However, people who lapse are supported elsewhere in the community (by our staff or local drug services), until they can return. Our staff with lived experience of addiction are particularly effective at encouraging people who lapse to try again.



## Complex needs housing

**Complex needs housing provides accommodation and a safe space for people facing homelessness who have substance misuse issues, mental and physical health needs, or are involved in crime.**

We realised our transitional housing model excluded many people. So, we also set up complex needs housing to support vulnerable people in crisis. This emergency housing provides warmth and safety while

staff build people's trust and confidence and address their basic need for health services, benefits and stable medication.

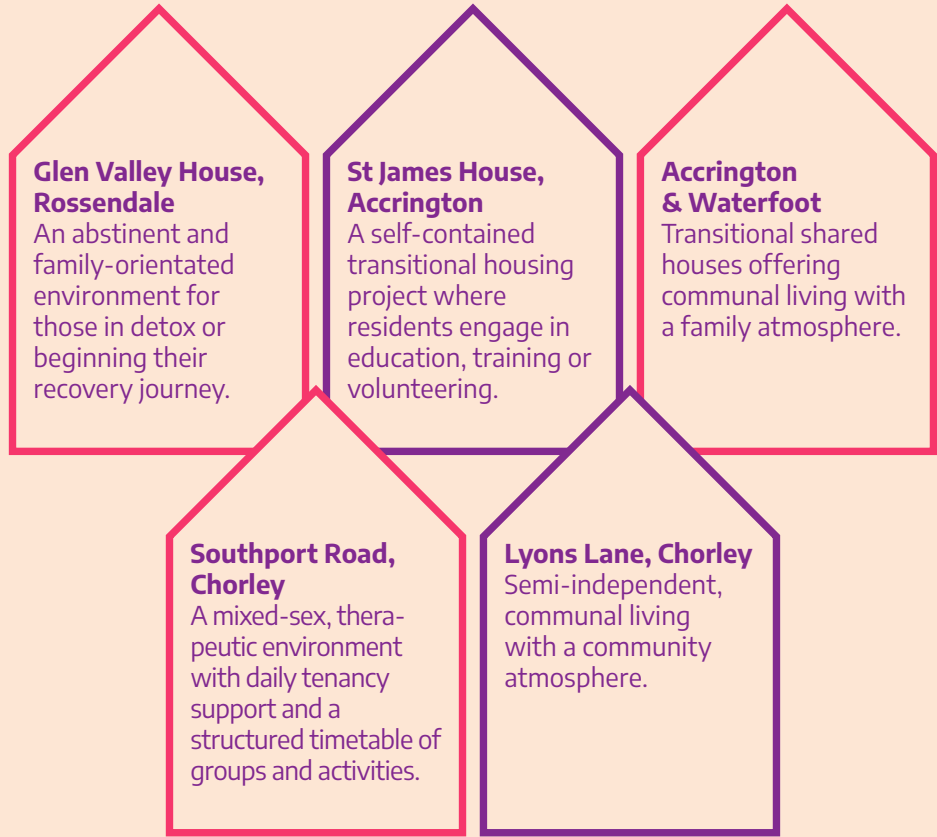
Working with people with complex needs and chaotic lifestyles is challenging, but we know they can successfully engage in treatment. Support from peers and staff with lived experience often inspires people to believe in recovery and a positive future.



## Local networks

Our houses sit within local support networks built in close partnership with local commissioners and other service providers, filling gaps rather than duplicating services.

We might begin with transitional housing and then discover a need for crisis support for people with complex needs. The network will also include options for people to move-on or step-down, as this example of a supported housing network across Lancashire shows.



In 2021/22 we supported 1,069 people in our houses. This section looks at how we helped these individuals.

82%

had a formal mental health diagnosis.

55%

had a physical health problem.

83%

had contact with the criminal justice system.

3%

were in full or part-time employment.

# OUR IMPACT

## Moving on

In 2021/22, 727 residents moved on from our supported accommodation, with 482 people moving in a planned way. Of those planned pathways:

30%

went to live in their own accommodation, or with family or friends, and reintegrated back into the community.

9%

were taken into custody or became homeless again.

61%

continued their recovery journeys in other forms of supported accommodation, including residential rehabilitation and detoxification services.

## Achieving personal goals

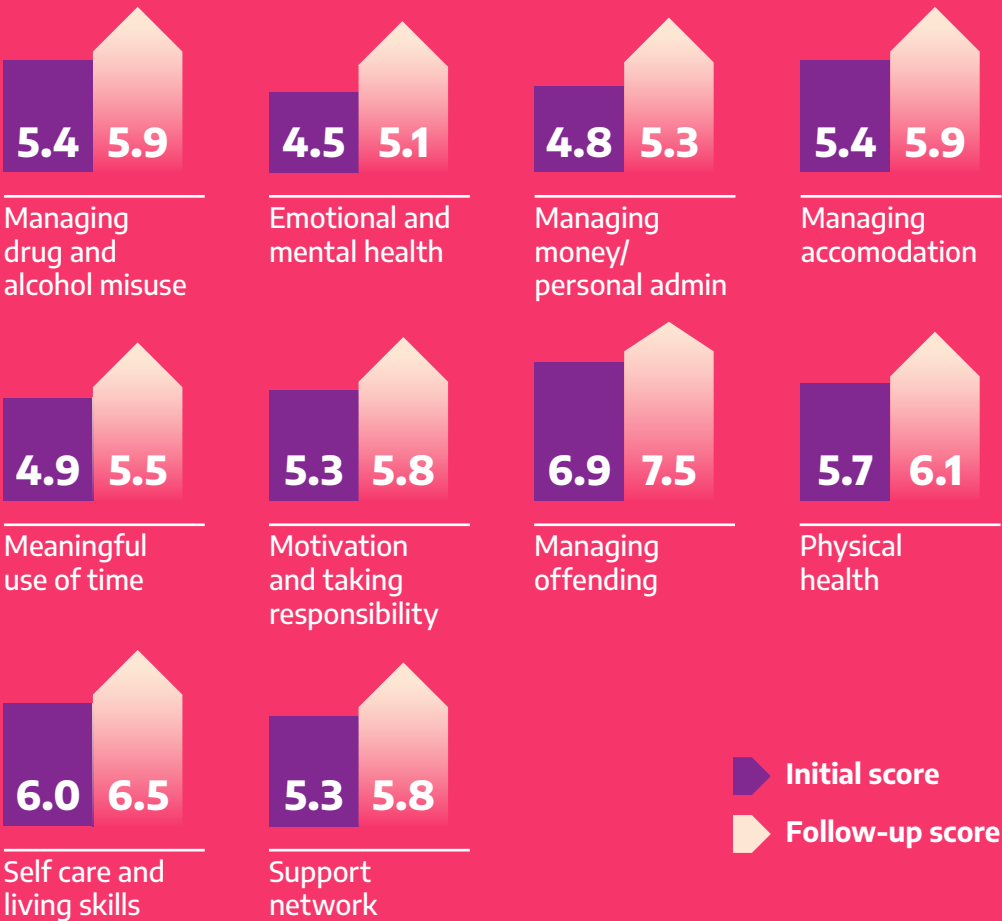
We ask our residents to regularly review and rate their own progress against ten key outcomes, including physical and mental/emotional health, motivation, social relationships and life skills.

326

of our residents completed both an initial and follow-up self-reported review within the 2021/22 financial year. Although individual recovery journeys typically follow an uneven trajectory with both progress and set-backs, on average this cohort of residents made significant measurable progress across all ten domains.

## Small steps are significant steps:

We ask our residents to regularly review and rate their own progress against ten key outcomes including physical and mental/emotional health, motivation, social relationships and life skills. The scores represent the journey of change, which start from feeling stuck, progressing to believing in change and reaching self-reliance.



## Angela's\* story

“Moving to this rehabilitation house/community is the best move I have made. I am now two months sober and clean from the chaotic life I had for six years. Just living in a proper routine, doing groups, managing my pain medication responsibly has been fantastic. I feel I have the drugs scenario well under control and am starting to understand myself a lot better. I have so many underlying problems that staff and my group of peers are helping me with.

“Activities are a real part of this house and so good for me and the group. For the first time in many, many years I feel that I am really starting to thrive. I am so thankful for this fresh start.”

\*name changed to protect confidentiality



### What our residents think

We asked 59 residents living in 18 different properties over a two-week period in February 2023, to rate their experience with us.

Practically everyone said our homes were a better place for them to live and almost half gave us full marks for helping their recovery. Over a third could find no room for improvement.

**“I’m full of hope and things are starting to happen for me that didn’t seem possible five months ago.”**

## Highlights

### High-quality support

# 63%

of people praised the quality of support from staff and peer mentors.

“They [staff] genuinely care about our wellbeing. Not once have I been told to “come back later” when I needed to talk. That is invaluable in recovery.”

### Progression

# 24%

of people said we helped them move forward in their recovery journeys.

“I’ve had lots of help with my problems and working things out. The rules and tenancy agreement have helped me to be drug free and not reoffend.”

### Safety and security

# 24%

of people said they valued having a home and a safe space with structured support.

“A warm house, a comfy bed and a roof over my head. Safety, security. The best thing about it is I have a place to live.”

### Room for improvement

We could do even better in a few areas such as: more groups, courses, keywork sessions and move-on options; better communication; more supervised drug testing and help with maintenance issues.





# SOURCING OUR HOUSING

**We source properties from private landlords, registered social providers and investors, especially those with a social conscience. As our reach and reputation grows, we are increasingly approached by potential partners who want to work with us.**

Renting to people working towards recovery can have drawbacks, so we are always honest with landlords about what to expect. On the plus side, we offer guaranteed income without any breaks in tenancy and undertake to make good any damage.

Our residents deserve high-quality, therapeutic homes with good-sized bedrooms and a communal living space, so we are transparent with private landlords about their financial returns.

In July 2021, we succeeded in accessing a £2.3 million social investment loan from Social and Sustainable Capital (SASC), to fund an additional 38 beds in nine properties.





# HOUSING AND ACT

## Acceptance and Commitment Therapy

**ACT helps motivate our service users to take steps forward, guided by their values. They learn to accept their experiences, rather than struggling with them or struggling to avoid them. We see ACT's impact, daily. E.g. "I'm finding sitting with my own thoughts positive now".**

ACT also helps our staff, not only by connecting them with their personal values, but also with our organisation's values of respect, integrity and accountability. To maintain those connections, our staff need the freedom and flexibility to adapt to what they face locally: responding to their residents, with their needs, in their accommodation. But not without support.

Acceptance helps us to acknowledge the complex needs of our residents, and the inevitability of setbacks or problems. It allows us to be better prepared with guidance and procedures that keep the accommodation safe and secure for all.



# WHAT WE HAVE LEARNT

## Partnership

High-quality partnerships with commissioners and other treatment agencies are essential and must start early. Cooperation, not competition, is the key to providing services that meet local needs.

## Funding

Quality cannot be provided on the cheap. We need enough funding to meet our residents' needs, especially those with complex issues. Close collaboration with treatment providers generates plenty of referrals of people ready and able to benefit from our housing support. This keeps our houses full and well-funded.

## Governance

The quality and safety of our housing is fundamental to its effectiveness. Investing in the professional skills of our central housing team means we can be sure our homes are safe, compliant and nurturing. All our properties comply with the highest health and safety standards including those relating to fire safety, damp, asbestos, carbon monoxide and the full range of hazards identified by the Department for Communities and Local Governments.



# BEHAVIOUR CHANGE AT EMERGING FUTURES

In 2021/22 we  
delivered behaviour  
change programmes  
to a total of:

**4608**

people across  
our regions.



# OUR APPROACH

## Our programmes offer practical support to people who want to change their lives.

We use the proven techniques of Cognitive Behavioural Therapy (CBT) and Acceptance and Commitment Therapy (ACT). These talking therapies help people understand how their thoughts, ideas and past experiences influence their behaviour and substance use. People learn to recognise and appreciate their existing strengths and skills and gain the confidence to make better life choices.

Becoming part of a recovery community of like-minded individuals who are going through similar experiences is central to the recovery process. We encourage people to live communally and get involved in local support groups.

### How we work

Our programmes are delivered by highly-trained professional staff, recovery coaches and volunteers who believe passionately that everyone deserves the opportunity to change their lives.

Many of our staff have their own past lived experience which they use to great effect to show people in crisis that we understand what they are going through. This helps build trust and convince people change is possible.

Many people who graduate from the programme go on to work with us and are our 'real life' success stories.

During Covid we moved all our interventions online. Since then, we have developed a blended approach of in-person and digital services. Online support has improved access for people who cannot attend in person due to where they live, their working hours, caring responsibilities or social anxiety. However, we know some people struggle with technology and prefer to see us in person.



The four phases of our Foundations of Recovery programme can be accessed flexibly or as part of a formal, staged programme. Our skilled practitioners adapt and develop the material to suit the specific needs of individuals and local communities.

## The Foundations of Recovery



### 1. Preparation for Change

This programme encourages people to identify their strengths and resources and reflect on the links between their actions and values. Participants learn to change how they think, develop a more positive outlook and manage their addiction safely as they set goals for change.



### 3. Foundations for Growth

This phase supports people to overcome addiction and improve their daily lives. People learn how negative thoughts influence their behaviour and hold them back. They learn better communication and how to build positive relationships. People are also encouraged to expand their social groups and attend community treatment services and recovery/mutual aid networks.



### 2. Foundations of Change

This stage builds motivation and commitment to change. People identify the personal, social and recovery capital that can help them change their thoughts and behaviours and move forward. We also help people improve their health, safety and wellbeing and deal with challenges and risks.



### 4. Foundations of Life

This stage teaches people how to develop a stronger sense of identity, self-worth and autonomy. People learn how to live a healthy and meaningful life with support from recovery and mutual aid groups. Mindfulness, relapse prevention and coping skills help promote wellbeing and resilience and sustain abstinence. Some people also become volunteers or peer mentors.

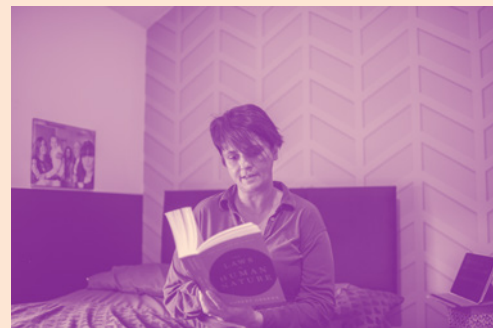


### Foundations of Families

This programme offers information and advice to the families and friends of people addicted to drugs and/or alcohol. We teach practical skills to help people build their emotional resilience and communicate better with their loved one. Participants can also share their experiences with others in peer support groups and receive one-to-one coaching.

# OUR BEHAVIOUR CHANGE PROGRAMMES

# MOVING FORWARD



**Recovery is a continuous process of self-discovery and learning. Our 'moving forward' programmes boost the confidence, self-knowledge and skills people need to improve their relationships and engage in productive activities.**

## Thrive

Thrive supports people to identify and come to terms with past traumatic experiences and understand the impact of trauma on their addiction. People learn to confront their past, develop more positive behaviours and better mental health.

## Foundations of Rehabilitation

Foundations of Rehabilitation explores the reasons for offending behaviour. People learn to focus on their achievements and live crime-free.

## Focus and Fly

Focus and Fly boosts all learners' self-esteem and confidence, including those with limited career histories and often poor educational experiences. People learn to value themselves and their abilities and move on into education, training, volunteering and/or employment.

Participants can also help support others as peer mentors or programme graduates.

**Acceptance and Commitment Therapy (ACT) is central to our behaviour change philosophy and how we function as an organisation.**

ACT helps people move towards a more values-focused life (commitment), by accepting unwanted or challenging inner experiences (such as thoughts, feelings and physical sensations), rather than struggling with them or seeking to avoid them. Over a 1,000 randomised control trials over 25 years demonstrate its effectiveness in many different settings.

In a recovery context, ACT guides people to accept their urges (such as substance cravings), and related psychological experiences (such as anxiety, depression, self-stigma), rather than engaging in substance use or other unhelpful behaviours. ACT does this while also strengthening meaningful patterns of behaviour that are more consistent with a valued life. Comprehensive reviews have shown ACT to be more effective than 'treatment-as-usual' and control conditions in randomised control trials for substance misuse.

► **ACT is central to our whole organisation.**

Research consistently shows beneficial outcomes for service users when their service providers apply ACT in their own lives. We use ACT in our staff development, supervision and appraisal process and train staff to understand and apply ACT confidently in their professional practice. We prioritise staff wellbeing and strive to provide a great workplace where staff can flourish.

The principles of ACT also guide our decision making – from the strategic to day-to-day – helping shape our behaviours and safeguard our values. ACT promotes a common language and honest dialogue. Being open about our experiences supports us to adapt as we keep working 'towards' our common purpose, ensuring our organisation is fit, healthy and reflective.

# BEHAVIOUR CHANGE AND ACT



# A YEAR IN NUMBERS

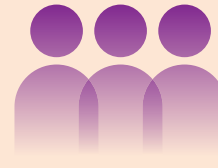
**12,475**

behaviour change sessions were attended in 2021/22.

No two journeys towards recovery are the same. Everybody who attends our behaviour change programmes is on their own path.

So, whilst it's easy to review the numbers, we should never forget that behind each number is a unique and individual story.

A person brave enough to make changes to improve their personal wellbeing for themselves and those around them.



**2293**

Preparation for Change sessions attended.

**1297**

Foundations of Change sessions attended.

**1477**

Foundations for Growth sessions attended.

**1290**

Foundations of Life sessions attended.

Our staff also delivered:

**3750**

additional recovery interventions and support sessions to individuals.

Progress takes partnership, and our staff made:

**8368**

connections with other organisations on behalf of our service users. These included GPs and other healthcare professionals, local authorities, criminal justice agencies including the police, courts and probation services along with adult social care and other housing support organisations.

# POSITIVE OUTCOMES

**“I started to believe in myself and that I have the power to change things.”**

Behaviour change interventions work. People come to us in crisis, often after many years of failed attempts to overcome addiction and take back control. They tell us our programme is transformative and puts them on the path to recovery.

We analysed a sample of feedback from one of our behaviour change services from January to December 2022. We found that:

## 99%

rated their experience as excellent or very good.

## 100%

said they would recommend us to others.

**“I know I still have a way to go, but I am making progress and that is important to me in terms of my mental wellbeing. I am now eating better and feeling physically stronger.”**

**“The list is endless. I have not drunk alcohol for 94 days and have no desire to which is the longest I have abstained in eight years. I have lost three stone, I look and feel great, I have interests, hobbies and aspirations – the list goes on. I have also dramatically decreased my long-term antidepressants.”**

**“So, coming in as a client I had no self-worth, no confidence. I was stressed and very alone. I can finally deal with the stresses of the situation I am in and let things go and have the ability to find peace within myself and apply boundaries to stop others sucking my energy leaving me drained.”**





# PERSONAL EXPERIENCES

*Names changed to safeguard confidentiality.*

## Ahmed's experience of

### Foundations of Change

**Ahmed first made contact with us when he was three weeks abstinent and attending regular AA meetings.**

He was determined to move forward with his recovery and engaged well with the sessions, applying the tools he picked up effectively. Ahmed learnt he could challenge his thoughts and feelings and not allow them to dictate the direction of his life. He was going through a difficult relationship

break up and experienced some very uncomfortable thoughts and feelings, particularly when he was unable to see his son on his son's birthday. Despite this he continued to move towards his values and build his recovery capital.

Ahmed never missed a session, finding them very supportive and helpful to his ongoing recovery. He got stressed from taking on too much so I advised him to make time for some mindfulness. He has now completed the programme, is three and a half months abstinent from alcohol and continues to attend regular AA meetings.

## Tony's experience of

### Foundations of Recovery

**Tony has multiple and complex needs and had spent a significant amount of time in psychiatric units.**

When he was referred to our Preparation for Change intervention he really struggled to engage and build relationships and trust due to his poor mental health. Tony had no contact with his family and was disconnected from the community. We encouraged and supported him to engage with a recovery plan to attend our programme and access mutual aid and local recovery groups.

Tony has achieved his personal goals of stopping illicit substance misuse and reducing alcohol consumption and has been able to engage with mental health services. We helped him work through his personal challenges, periods of non-engagement and chaos and reduce his risk of harm. He tells us he has now built a good relationship with his mother and feels more confident in himself and his recovery journey.

Tony continues to connect with us through our weekly recovery meeting and is preparing to move forward to independent living.



# COACHING AT EMERGING FUTURES



**805**

coaches accredited  
between April 2014 and  
March 2023 via our  
Recovery Academy

**£189,045**

social return on investment  
produced by coaching  
training in 2021/22

# OUR COACHING

**Coaches support service users to achieve change. They help people identify their values and beliefs and use these to develop self-confidence and overcome low self-esteem. Coaches encourage people to achieve their recovery goals and enrich their lives through sports, education, work, relationships and improved wellbeing.**

Coaching is similar to peer mentoring but with crucial differences. Peer mentors are volunteers who provide time-limited, one-to-one interventions that generally support people within treatment services. Coaching goes beyond this by cultivating a long-term relationship that integrates people into local recovery communities that support a sustainable future. Coaches begin as volunteers but are treated as equal members of the team with a clear pathway into paid employment.



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**“I loved learning new skills and meeting new people in a friendly, welcoming, supportive environment.”**



# DEVELOPING THE FUTURE WORKFORCE

“It was great to mix with others that survived the hell we put ourselves through. Learning compassion and empathy.”

**Dame Carol Black highlighted skills shortages and low morale in the drug treatment and recovery workforce (see Independent Review of Drugs 2021). She acknowledged the value of people with lived experience entering the sector, with the proviso they should not be required to do professional work “without appropriate training, pay or support”.**

The Government accepted Dame Black’s recommendations and provided additional funding to rebuild the sector. However, a current vacancy rate of between 11-25% holds back recruitment (see the first National Workforce Census of Drug & Alcohol Treatment and Recovery Services March 2023).

Coaching training is a solution to this shortage. For many years, our Recovery Academy has produced a steady stream of professional and committed workers for the sector.

## Coaching Training

Our coaching training is accredited with LASER learning awards that provide three credits towards an NVQ Level 3 for those who complete our training, supervision and observed practice requirements.

We currently train and support coaches with similar but distinct skillsets:

### Recovery coaches

Develop recovery communities and promote mutual aid groups, wellbeing and active citizenship.

### Behaviour recovery coaches

Support prison leavers and others within the criminal justice system to create long-term positive changes.

### Family coaches

Provide trauma-informed support to families, friends and significant others affected by a loved one’s addiction.

“I enjoyed getting an insight into how the support workers ‘work’ and getting a better understanding of recovery journeys. It was nice to get this perspective as a service user of EF.”

# THE COACHING JOURNEY



## Personal experience

Coaching can be part of an individual's recovery journey after treatment. The benefit of 'giving something back' to address negative feelings and rebuild self-esteem is recognised as an important step in reparation and recovery. Giving to others through volunteering is also identified as one of the five ways to improve mental health and wellbeing.



## Interview and DBS check

Identifies people's values, strengths, motivation and willingness to learn. We will consider candidates who are stable on medication (medically assisted recovery), or who are in temporary accommodation, if they are committed to the process.



## Training and accreditation

Training is delivered flexibly, usually over five days, and completion leads to an award of three credits that can be used towards an NVQ Level 3 health and social care award. Trainees learn about the role of a coach in supporting an individual's recovery and how to deliver professional engagement, planning and psycho-social interventions.



## Volunteering

Coaching graduates start as unpaid volunteers but are treated as equal members of the team. They are supervised and observed in practice and have a personal and professional development plan.



## Paid employment

We employ coaching graduates as soon as they are accredited and ready to move (back) into the world of work. Roles equivalent to two days per week enable people to try jobs without losing benefits (under the permitted earnings scheme). Some take up positions with other organisations in the sector.



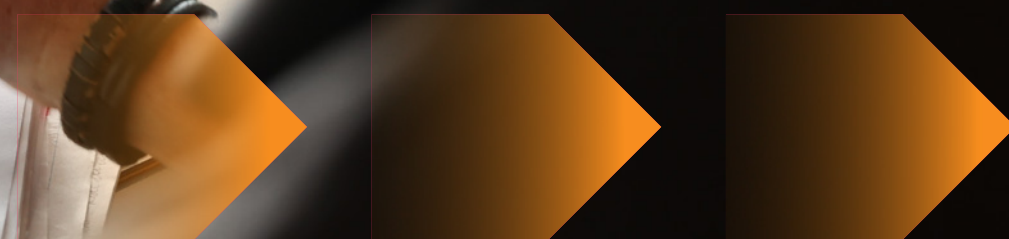
## Promotion

Individuals can progress from part-time, permitted earnings work, through to management.



# BEHAVIOUR CHANGE AND ACT

**Acceptance and Commitment Therapy (ACT) is central to coaching work at Emerging Futures, as a practical and evidence-based approach for behavioural change.**



**ACT offers coaches tried and tested strategies, tools, and techniques that develop confidence in their ability to promote sustained change.**

ACT empowers coaches to build trust and credibility to support this service user in this moment, guided by their values, in a way that helps them to show up more often as they aim to be.

Coaching also offers coaches themselves the opportunity to take steps they value. This might be through giving back and creating connection, developing skills or a deeper understanding of their own recovery - stretching them beyond their own comfort zones, even when those steps might feel challenging.

This values-based approach is at the heart of ACT and at the heart of everything Emerging Futures does.

# COACHING IN NUMBERS

Between April 2014 and March 2023, our Recovery Academy delivered 68 coaching courses comprising of:

**46**

Recovery Coaching courses

**14**

Family Coaching courses

**8**

Behaviour Coaching courses

## Pathways to employment

We were able to track the outcomes of 423 accredited coaches and validate that

**81%**

of people went on to use their coaching qualifications to volunteer with EF or find paid employment



## RECOVERY COACHES

276 recovery coaches volunteered for us after accreditation.

**70%**

of those volunteer coaches went onto paid employment with:

**151**

people gaining employment with Emerging Futures, with four promoted to management

**42**

people are now working for other organisations within the substance misuse or social justice sector after volunteering with us

## FAMILY COACHES

Many people who became accredited as family coaches were already in work and wanted to learn more about supporting their loved one with addiction.

45 family coaches volunteered for us after accreditation.

**45%**

of those family coaches went into paid employment with:

**19**

people gaining paid employment with Emerging Futures

**1**

person choosing to set up their own family support group

## BEHAVIOUR RECOVERY COACHES

20 behaviour recovery coaches volunteered for us after accreditation.

**70%**

of those volunteers achieved employment with:

**12**

people gaining paid employment with Emerging Futures

**2**

people now working for other substance misuse organisations after volunteering with us

### Louisa's story

**In 2018, Louisa had lost her house, car, most of her friends and relationships and her dog, due to alcohol addiction. She tried private psychotherapy, AA, NA and other services.**

After her fourth hospital detox she was referred to Emerging Futures. Louisa joined our behaviour change group and continued her recovery journey using techniques from our Foundations of Change programme. When the time was right, she started recovery coaching training.

**“I had nothing to lose and a powerful desire to give back what had been freely given to me. The training was a week I will always remember. There was a lot of laughter in the room, lots of knowledge and a ton of experience, which I absorbed like a sponge.”**

Louisa moved from volunteering to part-time work and is now a full-time recovery worker.

**“I realised I could earn my living by doing something meaningful that I'm passionate about. Volunteering was a pillar to my early recovery; it was the first time in my life I had felt valued. That whole period was lovely. I didn't feel pressured and I felt I was wanted somewhere and supported to progress at my own speed. I love the idea of staying with Emerging Futures. I've never felt this passionate about a job before.”**

### George's story

**George had worked for many years as a sports coach and always enjoyed helping people to learn and improve their skills. He had a very rewarding occupation until his life was derailed by alcohol dependency.**

George was supported by Emerging Futures where he was encouraged to try the recovery coaching course – a key moment in his recovery journey.

**“There were people from all walks of life with many different experiences, but we all had one thing in common: we wanted to try and help other people in the same way we had been helped.”**

George has now been a volunteer coach for both Emerging Futures and other organisations for five years. He chose not to work in the sector and earns his living in horticulture, but he intends to continue volunteering:

**“Ever since I started as a coach, I haven't looked back. Giving something back helped cement my own recovery – it reminded me there are people out there who need what I've got to give.”**

# PERSONAL EXPERIENCES

*Names changed to safeguard confidentiality.*





# SOCIAL RETURN ON INVESTMENT

**Coaching has clear economic benefits for us as an organisation and for the health and social care sector, local communities and wider society.**

In 2021/22 we trained:

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## 110

coaches at a cost of

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## £23,540

(£214 per person, based on 2023/24 financial figures).

Taking into account annual savings to the Government in terms of benefits and tax and insurance contributions, we calculate

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## £212,585

of the public purse is saved by trained coaches who go on into employment

This makes a return on investment of

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## £189,045

(or £1,719 for each individual accredited coach) for the year 2021/22.

Another common way of calculating cost benefits is the social return on investment. In this case:

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## £9.03

in direct savings in public expenditure for every £1 that Emerging Futures invests in its coaching

There are additional savings in terms of treatment service costs which are not included in these estimates.

The calculations leading to these figures are available in a separate appendix to this document which is available on request.



# WHAT NEXT?

## Housing

**We will continue to expand our housing services across the country so many more people get a chance to rebuild their lives. In addition:**

- We will provide affordable housing for members of staff with lived experience who work part-time or on a permitted earnings basis.
- We will expand our range of affordable move-on accommodation, both to support people's long-term recovery journeys and free up bed spaces for more people.
- We will provide more employment opportunities to help residents develop their careers and life potential.

## Behaviour change

**Our behaviour change programmes are continuously reviewed for effectiveness and updated to meet developing needs. For example:**

- We recently revised our programmes to reflect current learning and evidence.
- We are developing a blended approach of digital and in-person delivery to meet individual needs and provide more independent learning.
- We are improving the quality and range of our family work and are keen to promote its benefits to commissioners.
- We will continue to invest in the continuous professional development of all our staff. Combining the power of lived experience with high quality professional competence is what sets us apart from many other providers in the social justice field. As so many of our former service users become mentors, coaches or paid staff with us they have unique insights to offer.

## Coaching

- We will update our Recovery Academy coaching training programme in line with new evidence and learning from experience.
- We will develop specific coaching pathways for people in the criminal justice system and those with complex (particularly mental health) needs.
- We will provide dedicated support to help recovery coaches and volunteers with lived experience gain employment with us and other organisations.
- We will use our housing contacts to help our graduate coaches find accommodation so they can take up employment opportunities.





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### Get in touch

We believe that by empowering individuals to support each other, it leads to positive change; not only for themselves, but also for their communities.

If you are interested in finding out more about work of Emerging Futures, please contact:

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