



**Emerging Futures  
& Thrive Social  
Housing Group**

# **2024/25 Annual Review**

**EMERGING  
FUTURES**





# Contents

|                                       |    |
|---------------------------------------|----|
| A message from our CEO .....          | 4  |
| Who we are .....                      | 6  |
| <b>Our impact &amp; stories</b> ..... | 8  |
| Where we work .....                   | 9  |
| A year in numbers .....               | 10 |
| Our housing .....                     | 12 |
| Our community-based support .....     | 16 |
| Our criminal justice support .....    | 20 |
| Our work with families .....          | 22 |
| Our coaching programme .....          | 24 |
| <b>Finance</b> .....                  | 26 |
| Financial overview .....              | 27 |
| Gender pay at Emerging Futures .....  | 28 |
| <b>Thank you</b> .....                | 30 |



# A message from our CEO



**I joined EF in April 2024, stepping into the role previously held by our founder, Ray Jenkins. It's been an incredible year, one where I've had the privilege of seeing firsthand the determination of a team committed to creating real, lasting change for people affected by homelessness and drug and alcohol use.**

In this review, we look back at some key moments and share stories from individuals who have rebuilt their lives while living in, or being supported by, Emerging Futures services. The data speaks for itself; recovery is possible. But it's just as important to remember that behind every number is a person – a life changed, a family reconnected, a future reclaimed.

From the moment I joined Emerging Futures, it was clear how special our workforce is. The blend of colleagues and volunteers with lived experience, alongside those with learned expertise, creates a powerful foundation for our work. We aim to meet people exactly where they are, helping them feel safer, heard, and less alone. I've loved travelling across the country to meet people using our services, many of whom have told me how much it means to be truly listened to and understood by the EF team.

We also began the year by celebrating our Provider of Training Excellence award, a real testament to our commitment to delivering high-quality, meaningful training that opens new doors for our community.

Finally, I'd like to extend a heartfelt thank you to our staff, volunteers and partners. None of this would be possible without your passion and dedication. Together, we will continue working towards building a world where everyone has somewhere to live, something to do, and someone to love.

**Claire Bloor**  
Chief Executive Officer



# Who we are

**The Emerging Futures CIC and Thrive Social Housing group helps people affected by homelessness and drug and alcohol use by providing safety and recovery through housing, therapeutic programmes and peer led coaching.**

We believe that no one should suffer the stigma associated with addiction and homelessness, and that everyone seeking support should feel valued and respected.

Our highly trained workforce includes many people that bring a lived experience of recovery from homelessness or drug and alcohol use, offering a vital and unique insight. Others contribute learnt experience and include those who have been personally affected by a loved one's addiction or that have extensive backgrounds working in mental health and social care services.

It is the integration of these varied perspectives, combining lived experience with professional and sector-based expertise, that achieves fantastic results for the people we support.





# Our impact & stories



## Where we work

In 2024/25 our Emerging Futures team delivered housing and community support services across **12 different regions**.

- ▶ Lancashire
- ▶ Yorkshire
- ▶ Greater Manchester
- ▶ Cheshire East
- ▶ Merseyside
- ▶ West Midlands
- ▶ Norfolk
- ▶ Gloucestershire
- ▶ Wiltshire
- ▶ Hertfordshire
- ▶ East Sussex
- ▶ West Sussex





# A year in numbers

Our workforce was made up of

**248**  
members of staff



across our housing services, community projects and central teams

We welcomed

**57**  
volunteers



to our projects whose experience and contribution was integral to our work supporting those accessing our services



We provided

**125,777**  
nights of safe, supported accommodation

to our housing residents

**5,164**  
people

accessed our community-based support services across

**17 different projects**

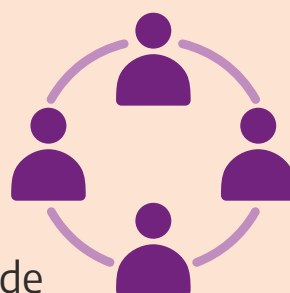
Staff supporting people leaving the criminal justice system conducted in-reach activities in



**22** prisons across

**13** counties in the UK

Progress takes partnership, and our community support teams made



**5,892** 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

Our volunteer Family Coaches gave

**1,065**  
hours

of their time to support those affected by a loved one's addiction

Our social media content generated

**86,818**  
impressions

across Facebook, Instagram and LinkedIn sharing **positive, powerful stories of recovery** from our staff and the people we support



# Our housing

**We offer professionally managed, high-quality housing for people who are affected by homelessness and drug and alcohol use.**

We understand that people benefit from different levels of support depending on where they are in their recovery journey, so we provide a variety of shared and individual housing options to support our residents' needs.

By structuring our houses around the stages of an individual's recovery, we encourage people to connect with others in a similar situation and begin building their recovery capital.

---

In 2024/25 we housed

**1,169 residents  
in 505 bedspaces  
across 92 properties**

---

**88 days**

**the average length residents  
stay with us before moving on**



## Partnering with socially conscious landlords

We actively seek out landlords who share our values and are motivated to give back.

Over the years, we have learnt that many private investors and landlords are socially conscious, often with personal connections to addiction or homelessness, and who are keen to work with charities that make a difference.

While we recognise that these are business and legal relationships, we've found that when values align, our partnerships can lead to outcomes that benefit everyone. Together, we're able to deliver high-quality housing solutions that support vulnerable people, while offering landlords a stable and rewarding partnership.

There are clear financial advantages for landlords who work with Emerging Futures, alongside the social impact of helping people affected by homelessness and addiction. These benefits include:

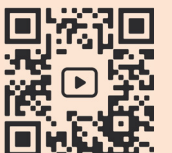
- ▶ Longer lease agreements than typical private tenancies, offering greater security.
- ▶ Zero void periods throughout the lease term, ensuring consistent rental income.
- ▶ Reduced administrative burden, as Emerging Futures manages property maintenance directly.

This model not only supports our mission to provide safe, stable housing for those in recovery, but also offers landlords a reliable and ethical investment opportunity.

By working together, we create homes that foster hope, stability, and long-term change.

---

**Scan the QR code to watch  
a short video about how  
we work with socially  
conscious landlords**





### Identifying areas for support

When we asked people what the main challenges that they needed support with were when accessing our housing services, they were:

- 1 Drug and alcohol use
- 2 Homelessness
- 3 Mental health

### Empowering change

Our residents are provided with structured programmes which help people to build resilience and increase wellbeing, giving them the best chance at lasting change.

We use the homelessness outcome star to measure the wellbeing and improvement of our residents. Residents are asked about their wellbeing at intervals throughout their stay.

### Once living with us:

**91%** of people stabilised or decreased their drug and alcohol use

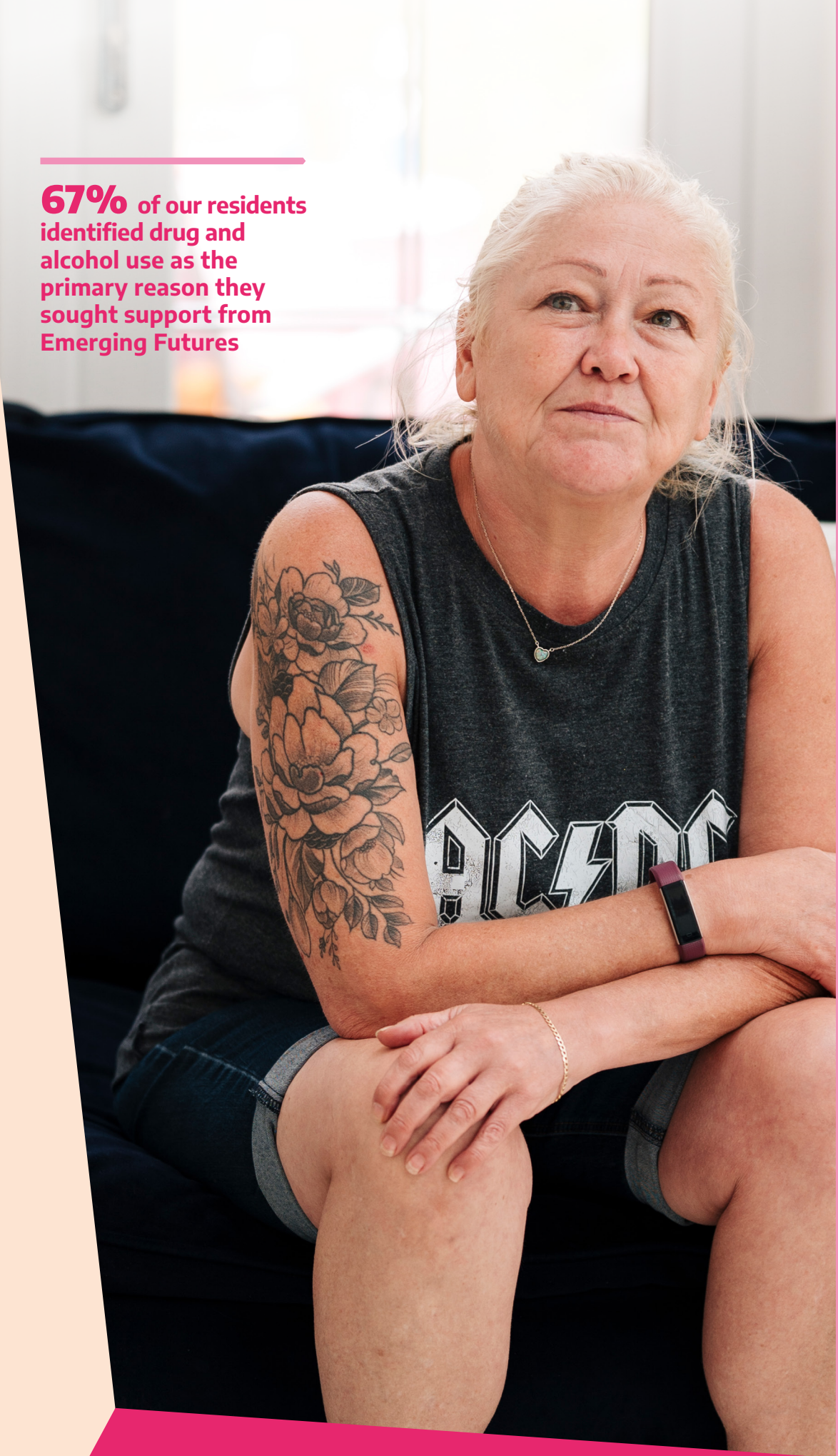
**94%** of people improved or maintained their social networks and relationships

**93%** of people improved or maintained their own self-care and living skills

Scan the QR code to watch a short video about our detox housing project in Watford



**67%** of our residents identified drug and alcohol use as the primary reason they sought support from Emerging Futures



### Joanne’s story

Before joining the FRESH (Female Recovery Enhanced Supported Housing) service, Joanne’s life was marked by a 32-year struggle with addiction. The impact on her family, especially her four children, was profound, as they witnessed the turmoil and emotional pain caused by her illness. Joanne’s health had deteriorated significantly; she spent much of her time in supported housing, frequently hospitalised with alcohol-related illnesses including alcoholic hepatitis, an enlarged liver, and ascites.

Daily life became unmanageable. She was bedridden, unable to care for herself, and reliant on welfare checks due to blackout drinking. A final hospital admission revealed her liver was on the brink of cirrhosis, leaving her feeling hopeless and desperate for change.

Joanne’s admission to the Emerging Futures FRESH project marked a change in direction. Arriving anxious and lacking self-worth, she found unwavering support from staff, who provided compassion and reassurance without judgement. The women-only environment was initially daunting after years of isolation, but the sense of belonging and safety soon became a foundation for her recovery. Structured routines and participation in a 12-week behaviour change programme called ‘Thrive’ equipped Joanne with coping strategies, resilience, and a renewed sense of purpose. Activities such as mindfulness, journalling, and group sessions helped her rebuild her identity and self-esteem.

As Joanne progressed, she set and achieved personal goals, including completing the Couch to 5K programme. Relationships with her children, particularly her daughters, began to heal, restoring hope to her family. Moving into second-stage housing, Joanne embraced new opportunities. She began volunteering, recovery coaching, and completing a 12-step programme. Today, after two years in recovery, Joanne co-facilitates the same Thrive group that helped her when she joined the project, using her own lived experience to empower other women on their journeys. She describes her life as joyful and fulfilled and is grateful for the support of the EF FRESH team, who have enabled her to reclaim her health, rebuild her family bonds, and find lasting freedom from addiction.

The FRESH project, she says, saved her life.

\*Name changed to protect confidentiality.

**“I started to settle in, and it soon became my home. It gave me structure, routine and for the first time in my life I had a sense of belonging.”**



# Our community services

**Our community services and behaviour change programmes provide people with a confidential space to share experiences and offer practical support to learn the skills needed for lasting change.**

We recognise the importance of offering differing levels of support to people, depending on their personal circumstances. We work with people who haven't started their journey yet, through to individuals who are established in their recovery but still want to stay connected to people in a similar situation.



For individuals who want to change their behaviours and reduce negative dependencies on drugs, alcohol and crime, we offer the Foundations of Recovery program.

Foundations of Recovery is delivered in partnership with Change Grow Live and takes the form of structured therapeutic group sessions aimed at helping service users build resilience and gain a deeper self-understanding, which is fundamental to achieving lasting change.

Facilitated by our Psychological Wellbeing and Community Support Workers, in 2024/25 our team delivered:

- ▶ **Preparation for Change:** Encouraging people to identify their strengths, motivations and resources. Preparation for Change reflects on the links between actions and values.
- ▶ **Foundations of Change:** Building on a motivation and commitment to change. Foundations of Change helps increase insight and self-understanding. Workshops highlight our wellbeing needs, and how we can meet them naturally.
- ▶ **Foundations of Growth:** Learning how negative thoughts influence behaviour. Foundations of Growth nurtures an understanding of better communication and helps people put their learning into practice to refine skills and build new healthy habits.
- ▶ **Live & Thrive:** Maintaining abstinence through focussed workshops. Live and Thrive raises tolerance to discomfort so that people can learn to respond to thoughts and emotions without the use of drugs or alcohol.
- ▶ **Foundations of Rehabilitation:** Supporting service users to identify offending behaviours and patterns in order to facilitate positive change and reintegration into the community.

Scan the QR code to watch a short video about our community support project in Kirklees





## Spotlight on our community support in Norfolk

In 2024/25, our community-based support in Norfolk delivered a full suite of Foundations of Recovery behaviour change programmes, along with a volunteer led 1:1 counselling project. People were able to access support across four different locations: Kings Lynn, Norwich, Thetford and Great Yarmouth.

Norfolk's six behaviour change programmes saw **578 commencements** and **395 completions**, representing **a completion rate of approximately 70%**.

Led by our Area Service Manager and supported by an Administrator and eight Psychological Wellbeing Workers, the small but highly committed team recorded:

**81,280 minutes of additional support** outside of the structured group work or counselling sessions.

This represents **1,354 hours and 40 minutes of engagement** which includes:

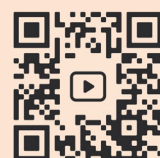
- ▶ Telephone, text message and videocall check-ins
- ▶ Email signposting, and
- ▶ 1:1 face to face support

## Norfolk THRIVES at fundraising

In June 2024, the Norfolk THRIVE abstinence community group, along with Emerging Futures staff and volunteers, leapt out of a plane at 13,000 feet for the local recovery community.

Together, they fundraised **£6,375** for vital transport solutions to connect members and reach the more rural areas of Norfolk.

Scan the QR code to watch a short video of the sky diving highlights



## Brad's story

Brad joined the Norfolk behaviour change programmes at a time when life felt overwhelming. His marriage was under strain, health and financial worries loomed, and his drinking, often alone, was distancing him from loved ones.

The shift began when Brad joined his first Preparation for Change group with the Emerging Futures team in Norfolk. He attended all 12 weekly sessions, and early in the programme, made the courageous decision to become abstinent. With each session, his confidence grew. He began speaking openly about recovery, hope, and the life he wanted to rebuild.

Then came the first major test; a pre-booked all-inclusive holiday, an environment that can be especially challenging to anyone in recovery, let alone the early stages. With support from Emerging Futures, Brad created a clear plan for his trip, and returned sober, energised, and proud of his achievements.

From there, his commitment deepened. Brad voluntarily attended over 72 behaviour change workshops, becoming a source of inspiration for others through his openness and determination.

Now, three years into his recovery, Brad has retired from work but stepped forward in life. He remains abstinent, has reconnected with his family and supported them through a serious illness, offering lifts, emotional support, and being present every day.

Today, Brad is a valued member of the Norfolk Community THRIVE Groups. Drawing on his lived experience, he walks alongside others on their recovery journeys, showing that change is not only possible, but it can also lead to a fulfilling, happy life.

\*Name changed to protect confidentiality.

**“Emerging Futures gave me what I needed to move forward in a way I couldn’t imagine. I feel positive and able to make the changes I need.”**



# Our work in criminal justice

**Our work within the criminal justice system is a vital part of our mission to create opportunities for people to transform their lives. Individuals leaving prison often face multiple and complex challenges, including support needs around drug and alcohol addiction, homelessness, and a lack of access to essential community support.**

Our dedicated criminal justice teams play a key role in addressing these issues by ensuring that individuals have access to safe, supported accommodation and tailored community services upon release.

In 2024/25, our criminal justice teams conducted in-reach activities in:

- ▶ HMP Bedford
- ▶ HMP The Mount
- ▶ HMP Peterborough
- ▶ Swaleside Prison
- ▶ HMP Five Wells
- ▶ HMP Wayland
- ▶ HMP Isis
- ▶ HMP Highpoint
- ▶ Hollesley Bay Prison
- ▶ Chelmsford Prison
- ▶ HMP Norwich
- ▶ HMP Ford
- ▶ HMP Altcourse
- ▶ HMP Liverpool
- ▶ HMP Thorn Cross
- ▶ HMP Hindley
- ▶ HMP Risley
- ▶ HMP Birmingham
- ▶ HMP Hewell
- ▶ HMP Oakwood
- ▶ HMP Featherstone
- ▶ YOI Brinsford

As a result, **we met 153 individuals at the prison gates** on the day of their release, providing immediate support and helping to lay the foundation for a more stable and hopeful future.

## Jonathan's story

Following a 23-month prison sentence, Jonathan was referred to our service seeking a fresh start in a recovery-focused, abstinent environment. With a history of alcohol and narcotics use, he faced a high risk of relapse, but he was determined to change.

Initially restricted by electronic tagging, Jonathan began attending Narcotics Anonymous (NA) meetings online. He also connected with Change Grow Live (CGL) for additional recovery support. As soon as his tag was removed, Jonathan transitioned to in-person meetings, embracing every opportunity to engage.

Our staff supported Jonathan through regular 1:1 sessions, harm reduction discussions, and goal setting. He underwent regular testing and was signposted to mutual aid and external agencies. With guidance, Jonathan completed his first behaviour change programme through CGL and became a consistent presence at NA meetings.

Jonathan's background in medicine and the army gave him a strong foundation, but it was his openness and commitment that truly stood out. He maintained close ties with his family, offering and receiving support as he rebuilt trust and connection.

Today, Jonathan remains in residence and continues to engage positively with the structured recovery framework. He's achieved key early goals and is exploring increased participation in community meetings. His journey is a testament to resilience, showing that with the right support, recovery is possible.

\*Name changed to protect confidentiality.



# Our family support

While we can't change the circumstances of those affected by a loved one's addiction, our family services can support them. We create connections, build resilience and improve wellbeing to empower family members.

We do this through:

- **In person and online support groups** – a safe space for people to connect with others and share experiences in a confidential, non-judgemental environment.
- **Foundations of Family** – a 12-week programme exploring practical coping skills that help people build emotional resilience and communicate better with their loved one.
- **1:1 coaching** – a dedicated coach to support with making the choices and changes needed to improve wellbeing.



## Guiding families in Lancashire

Our dedicated team of family support workers and volunteers delivered a county-wide service across Lancashire, available seven days a week. Support ranged from urgent help during times of crisis to planned sessions, offered through online platforms, in-person group work, one-to-one peer coaching, and the 12-week Foundations of Family behaviour change programme.

East Lancashire delivered

**298 group sessions**

East Lancashire delivered

**2,610 telephone support interventions**

(calls in to helpline / calls out to SU's)

North & Central Lancs delivered

**907 1:1 family coaching sessions**

**28 people**

completed the 12-week Foundations of Family programme

## Christina's story

Christina first accessed Lancashire Emerging Futures' family support services three years ago, during one of the most challenging periods of her life. Her son was battling alcohol addiction, and the emotional toll on Christina was immense. She was prescribed antidepressants, receiving weekly calls from her GP, and experiencing suicidal thoughts. Life had lost its colour, and she had withdrawn from the world around her.

She was introduced to Emerging Futures through another local drug and alcohol service. A team member encouraged her to attend Coffee & Connect, a peer support group for families affected by addiction. Arriving at her first session emotionally exhausted, Christina cried openly and shared her story, discovering that she was not alone. Others in the room were facing similar struggles, and for the first time, she felt seen and understood.

Over time, she found the family support service to be a safe, non-judgemental environment where she could speak freely. The team consistently reminded her that she mattered, and each meeting left her feeling more hopeful. As her confidence grew, Christina enrolled in the Foundations of Family programme. There, she learned about addiction science, co-dependency, enabling behaviours, and how to manage her own responses.

Support extended beyond the sessions. Staff regularly checked in during moments of crisis, calling during panic attacks, sending messages of reassurance, and offering calm, compassionate guidance.

Christina credits Emerging Futures with saving her life. While her son continues to face challenges, she now has the resilience, knowledge, and hope to carry on.

\*Name changed to protect confidentiality.

**"I literally fell through that door. I sat and cried and poured my heart out. I found that I was not alone – something that I was convinced I was. There were people just like me."**



# Our coaching

**Coaching is at the heart of our approach to supporting those in our service and is delivered across all our projects from supported housing, family services and through our treatment partnerships. The first step towards volunteering at Emerging Futures is by completing our Coaching Essentials training programme.**

**In 2024/25, we achieved a significant milestone in our commitment to training excellence by being formally awarded the Provider of Training Excellence accreditation.**

This recognition reflects our sustained efforts to deliver high-quality, impactful training experiences that are aligned with industry standards and best practices.

This accreditation is a strong endorsement of the quality and impact of our training. It confirms that our programmes are trusted, results-driven, and consistently deliver value to learners.

As part of this recognition, we were awarded accredited status as a CPD training provider and entitles people to gain:

- ▶ A formal CPD-accredited certificate for 25 hours of CPD.
- ▶ 1 year's free membership to the CPD Institute.
- ▶ A pathway into volunteer roles within our organisation and others.
- ▶ A foundation for employment within the health and social care sector.

Coaching training is a solution to the shortage of skilled workers who are experts by experience. Our team of volunteer coaches are experts by experience, providing support, advocacy and structured interventions that are collaborative in nature to guide people towards their values and what is important to them.



## Hannah's story

In May 2023, Hannah moved into supported recovery housing to address her alcohol and drug addiction. Initially managed by another organisation, the service transitioned to Emerging Futures in 2024, which marked a turning point in her recovery.

When she arrived, Hannah was vulnerable with multiple health conditions. She was living with heart failure, frequently hospitalised due to fluid overload. Despite these challenges, Emerging Futures provided consistent support. Our team were always available, even during her hospital stays, offering reassurance and care.

Hannah maintained her sobriety and is now 28 months alcohol and drug-free. As her confidence grew, she completed the 5-day Emerging Futures Coaching Essentials training, which helped her understand her own addiction and use her lived experience to support others.

Living in supported accommodation gave Hannah the skills and stability to move on. She now lives independently and continues to thrive in her recovery.

Today, Hannah lives independently in her own home and continues to thrive. She volunteers with Emerging Futures' community and housing teams as a peer support worker offering guidance and hope to others, just as staff once did for her.

Her long-term goal is to join the organisation in a paid role, continuing to show that recovery is not only possible, it can lead to a life of purpose, pride, and connection.

\*Name changed to protect confidentiality.

**“ Not only did the Coaching Essentials training help me understand my own personal addictions, but it also enabled me to use my lived experience with professionalism to help others in need of support.”**



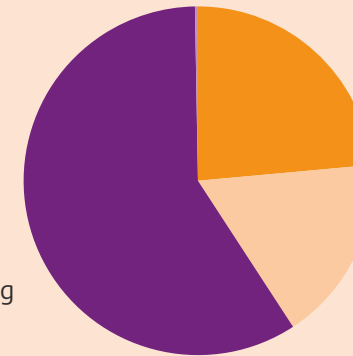
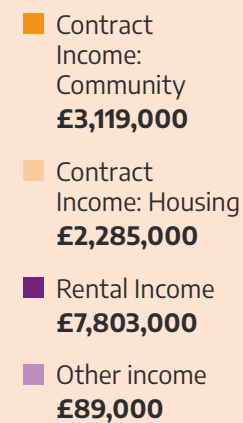
# Finance



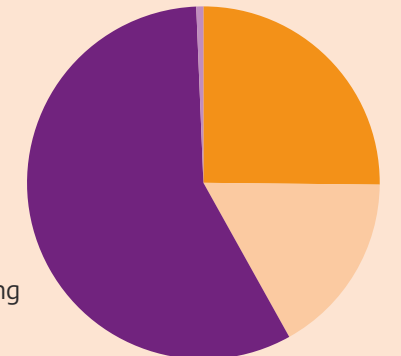
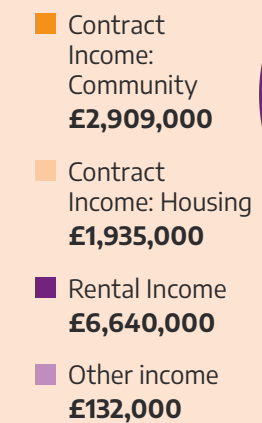
## Financial overview

### Income

#### 2024-25

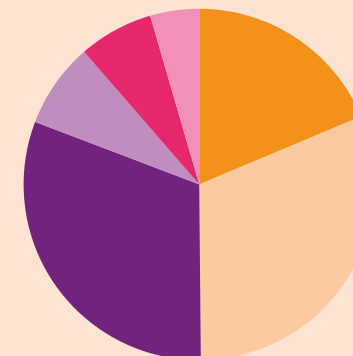
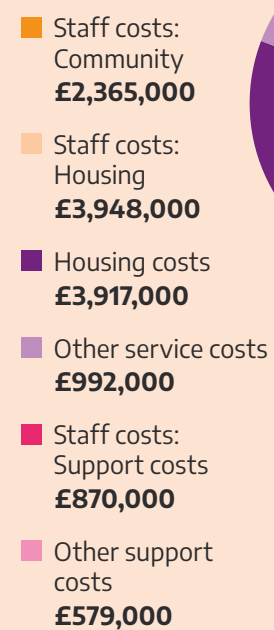


#### 2023-24

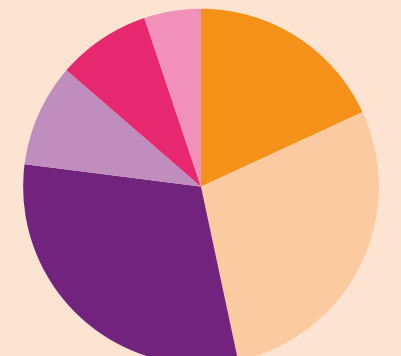
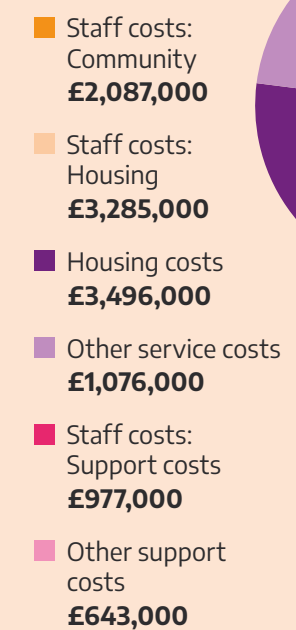


### Expenditure

#### 2024-25



#### 2023-24





# Gender pay at Emerging Futures

2023/24 marked the first year that Emerging Futures was legally required to report on our gender pay gap, due to a growing workforce that exceeded 250 reportable staff members. The numbers were positive, with a small mean paygap of just 2.1%.

We made a pledge to improve on the benchmark set, and we were pleased to share that **our mean gender pay gap is now just 3p** down from 31p last year. In 2024/25 **there was no median pay gap at all**, reduced from 1.6% in 2023/24!

## The detail in the Emerging Futures gender pay gap numbers

In April 2025, Emerging Futures employed 233 reportable staff on which it was able to draw our gender pay gap data. Our colleagues were made up of:

- ▶ 107 (46%) – Male colleagues
- ▶ 126 (54%) – Female colleagues

### Emerging Futures mean gender pay gap

0.2%

The mean gender pay gap statistic represents the average difference in earnings between men and women.

### Emerging Futures median gender pay gap

0%

The median gender pay gap statistic measures the difference in pay between the middle-earning man and woman.

## Emerging Futures pay quartiles

A gender pay quartile divides the workforce into four equal parts based on their pay rates, from the higher earners in quartile 1, to lower earners in quartile 4. These figures help us assess gender distribution across different pay grades within Emerging Futures.

We continue to see equal pay proportionally represented in each of the four quartiles, with 57% of the highest paid quartile identifying as female.

|        | Quartile 1<br>Upper earners | Quartile 2<br>Upper middle earners | Quartile 3<br>Lower middle earners | Quartile 4<br>Lower earners |
|--------|-----------------------------|------------------------------------|------------------------------------|-----------------------------|
| Male   | 43%                         | 50%                                | 43%                                | 47%                         |
| Female | 57%                         | 50%                                | 57%                                | 53%                         |

## Progress made. Commitment continues.

Whilst we can celebrate this achievement, we acknowledge that this is an ongoing journey and remain committed to equal pay for all.

While gender pay is one focus, we recognise there's more to do on diversity and equality. As we shape our next 5-year strategy, we're dedicated to making EF an inclusive workplace with equality embedded in all that we do.



# Thank you



**As we reflect on another year of progress and transformation, we extend a heartfelt thank you to everyone who has made our journey possible.**

To our partners and commissioners, your trust and collaboration have enabled us to deliver high-quality housing and community support to those who need it most. Your commitment to our shared mission has been instrumental in driving positive change across our communities.

To our dedicated staff and volunteers, your passion, expertise, and unwavering belief in the potential of every individual are the heartbeat of Emerging Futures. Whether drawing on lived experience or professional knowledge, your efforts have empowered people to rebuild their lives and find hope for the future.

Most importantly, we thank the people who access our services. Your courage, resilience, and determination inspire us every day. It is your stories of recovery, growth, and connection that remind us why our work matters. Together, we are building communities where everyone can thrive, free from stigma and full of possibility.

Thank you for being part of this journey with us.



**Email:** [info@emergingfutures.org.uk](mailto:info@emergingfutures.org.uk)

**Phone:** 03330 124 714

[emergingfutures.org.uk](http://emergingfutures.org.uk)

   [@emergingfuturescic](https://www.instagram.com/emergingfuturescic)