



## **UK SMART Recovery Strategic Plan 2020-2023**

The purpose of this plan is to provide strategic direction for the organisation over the next three years, focussing on maximising access to the UK based SMART programmes. The Trustee Board, staff team and volunteers have renewed their commitment to the development of UK SMART Recovery by ratifying\* and accepting this plan.

### **1. The Organisation**

UK SMART Recovery is a charity, registered with the Charity Commission in England and Wales (1160516) and OSCR in Scotland (SC046297). It has the exclusive UK licence to promote and develop the SMART Recovery programme in partnership with SMART Recovery International, which owns and develops SMART Recovery worldwide.

The charity is governed by a Board of Trustees which includes peer members. The Board meets four times per year, oversees the development of the organisation, provides high level direction and delegates responsibility to the Chief Executive Officer (CEO). The CEO is the senior responsible officer for overall deployment and success of the strategy and the Director of Operations ensures delivery of objectives.

### **2. The organisational structure (Appendix A)**

The structure of the organisation will change when objective 1 has been completed. Following a change in Board leadership a full review was undertaken of the staffing structure. It has been agreed that a significant change is required in order to meet the new and emerging needs of the business. A change in leadership will be matched with a change in funded posts and more community co-ordinators will be employed. This reduces the number of managerial posts and increases local support for growth across targeted regions. An organogram of the new structure is in Appendix A. At the time of writing this strategy the organisation restructure process has commenced and should set the organisation on its new path by the summer of 2020.

### **3. Our programmes**

The SMART acronym stands for Self Management And Recovery Training. The SMART Recovery training programme is accessed through attending mutual aid meetings in the community, online and through partner agencies. Five distinct programmes are available:

1. SMART Recovery, aimed at people with any type of addiction, both substance and behaviour. It empowers participants to build and maintain motivation, cope with cravings and urges, manage thoughts feelings and behaviours and create a balanced life.
2. SMART Family & Friends is a programme to support family members and friends of those with an addiction, modelled on the CRAFT programme. It aims to empower participants to create more positive communication with their loved one, maintain healthy boundaries, disable enabling behaviours and care for themselves.

\*Strategic plan ratified by the UK Board on 21.09.2020.

\*\* See separate document 'Mapping and strategic development' April 2019.

3. Inside Out is a 24-session structured educational programme, specifically designed for addiction issues in criminal justice settings.
4. SMART for Teens is modelled on the SMART Recovery programme with some amendments to language and concepts tailored to the age and developmental level of understanding of participants.
5. SMART Military; a bespoke package delivering SMART Recovery meetings in partnership with Humankind, to a military base.

#### 4. Training and partnerships

An online training programme is provided for people either interested in learning more for their own recovery, or those who aspire to become a Meeting Facilitator. Face to face training can be arranged as an alternative on an ad hoc cohort basis.

SMART Recovery UK partners with a wide range of organisations: treatment and care agencies, rehabilitation facilities, prisons, housing projects, Local Authorities, military bases and the NHS to provide choice in mutual aid and roll out the SMART programme in the UK. The programmes can be delivered via third party charities. The focus is on developing peer led meetings in the community, delivered by a network of Volunteer Regional Coordinators who are supported by salaried Community Co-ordinators.

Partnerships are formed under an agreement or licence, of which, the strategic direction is modernisation and harmonisation with SRI over the coming years.

Partners are able to access the website with information about SMART Recovery, the opportunity to purchase materials and access to online meetings. <https://www.smartrecovery.org.uk>

Diversifying the partnership portfolio is a key objective in this strategy.

#### 5. Strategic Objectives

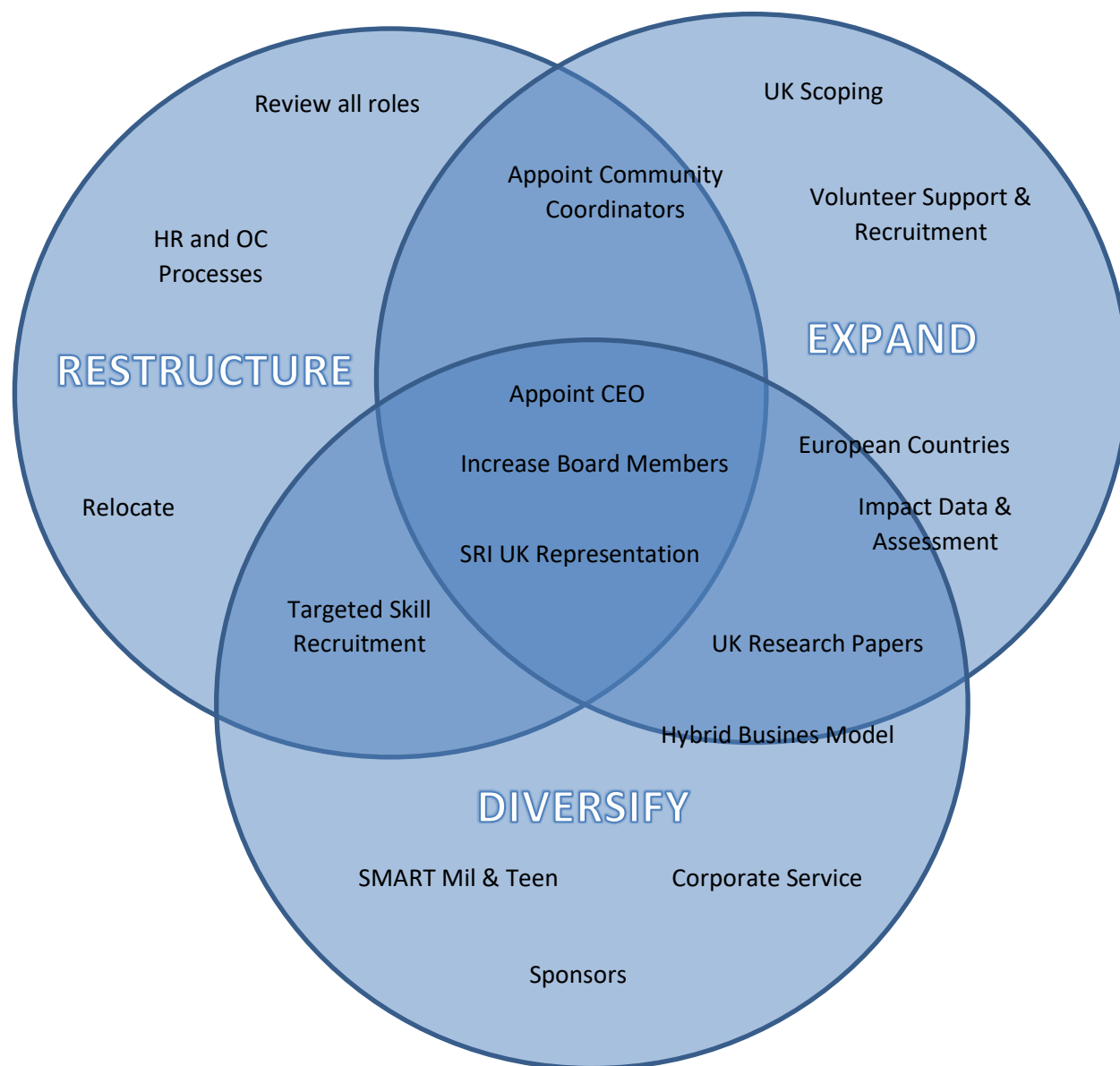
From 2014 to 2019 the focus has been on developing a credible, modern organisation able to operate in the professional environment of treatment organisations, NHS, Local Authorities and other third sector competitors. Meeting numbers have grown substantially, but in an ad hoc opportunistic manner with partners or volunteers who have chosen the SMART Programme for their area. Due to several factors there is a high meeting attrition rate, where new meetings open and existing ones close, but an overall increase has not been made. It is also difficult to evidence impact, due to the arm's length relationship SMART has with meeting facilitators. In order to remain relevant in the ever-changing landscape of addiction/recovery and develop in a more coherent way a new approach and structure to the organisation is needed first. The three primary strategic objectives are:

1. **Restructure** the organisation to provide strategic leadership, remove ineffective roles and re-focus resources on areas of need.
2. **Expand** services to the following four regions of the UK by recruiting community co-ordinators in the following new regions\*\*:
  - North East
  - North West
  - West Midlands
  - London
3. **Diversify** income streams in order to grow the charity and associated portfolio of partners.

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The strategic objectives are represented below to demonstrate their inter-connectivity:



These objectives have been expanded, assigned to roles and aligned to a time scale over a three year period. A rolling 12 month operational plan will provide a focus on priorities and a mean to measure performance. A risk register will accompany the operational plan. Expanded objectives are tabulated below:

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**Objective I:** Restructure the organisation to focus expertise and resources on developing targeted regions.

	Actions	Resources	People	Year	KPI
Relocation	Identify and procure appropriate Manchester City Centre office base	Budget for rent, utilities, rates, comms, removals, office furniture	All	2020	Move into new office
Staff restructure	Agree new structure Follow HR advice on appropriate process. Communicate changes to existing staff team and process for job matching or redundancy	Time, HR advice	Trustees	2020	Completed HR Processes.
Recruit new leadership posts	Identify order of recruitment: Board Trustees, Strategic leadership, Operational leadership.	Time, cost of advertising roles, DBS/PVG checks	Trustees	2020	Vacancies filled.

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**Objective 2.** Expand and sustain SMART meetings in existing and new regions of UK.

	Actions	Resources	People	Year	KPI
Staffing	Recruit and on-board four new Community Coordinators.	Funds to be allocated in budget	CEO & Director of Operations	2020	Vacancies filled.
Volunteers	Develop appropriate package of support and supervision for volunteers	Time, expertise	Community Co-ordinators & VRCs	2020	Meeting attrition rate drops by 10%
	Focused volunteer recruitment drives within targeted regions	Time, funds	All	2020	5 new, sustainable peer led meetings per region by 2022
Impact	Regional monthly survey data and case study database development	Time, training	Regional Co-ordinators & Central Office	2022	Accuracy, completion rate improves by 50%. Automation of data collection in place.
	Develop annual meeting participant survey and implement	Time, training	Director of operations, DOO Associate, Facilitators.	2021	Number of responders. Survey results inform future development.
	Analyse and report on impact data	Time	Director of Operations & CEO	2020	Credible evidence & reporting
	Increase UK representation and harmonisation with SRI	Time & expertise	CEO	2020	A UK representative on every committee.
	Develop study on SMART within CGL with LSBU	Grant via CGL	Trustees/CEO	2020-2021	Study published

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**Objective 3** Diversify income streams in order to resource the development of regions and a central hub of expertise for programme and organisational development

	Actions	Resources	Person/s	Year	KPI
Income generation	Continue DWP application process	Time	CEO	2019	Application successful
	Train Community Coordinators and VRC's to deliver training	Time	CEO/Director of Operations	2020	SMART training delivered to DWP clients
	Contact Scottish Drugs Forum, get SMART Training added to Addiction Worker programme.	Time	CEO	2020	SDF pay for SMART training to be added to programme
	Develop a hybrid service business plan	Digital expertise, funding	All	2021	Meetings offered online & fully mobile with digitised materials
Growth	Increase European member countries	Time, SRI & expertise	CEO	2021/22	Increased number of European members
Marketing	Market SMART to Gambleaware, NHS and private gambling clinics	Time, marketing materials	CEO/Trustees	2021	Gambleaware sponsor SMART
	Market SMART to universities	Specific marketing materials	CEO /Ops manager/Trustee	2021	5 new universities in partnership with SMART
Corporate Sponsorship *subject to change*	Year 1: <ul style="list-style-type: none"> <li>Eddie Shepherd, CEO Clintons.</li> <li>Lesley McGeoch, Head of Policy and Employment, Business services, Royal Bank of Scotland</li> <li>Steve Mason, Vice President EMEA and the Americas, Avery Dennison</li> </ul> Years 2 & 3	Time, marketing materials, travel	CEO/Trustees	2020/21          2022/23	Sponsors commit to 2 years funding to specific regional projects or posts with a %age for Central Office

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	<ul style="list-style-type: none"> <li>• Nick Peel, Head of Estates and Asset Management at Battersea power station.</li> <li>• John McLaughlin, Song writer and Artist management.</li> <li>• Fiona Robinson, Trading Director Mothercare.</li> <li>• Helen Burgess, Property Director WHS</li> <li>• Nick Carter, Zencargo, Catapult, TenKites and Fruugo</li> </ul>				
Fundraising	Develop volunteer team to plan and implement community fundraising events	Volunteers	Community coordinators & VRCs	2021	Community Fundraising events raise £3000

## 6. Performance Management

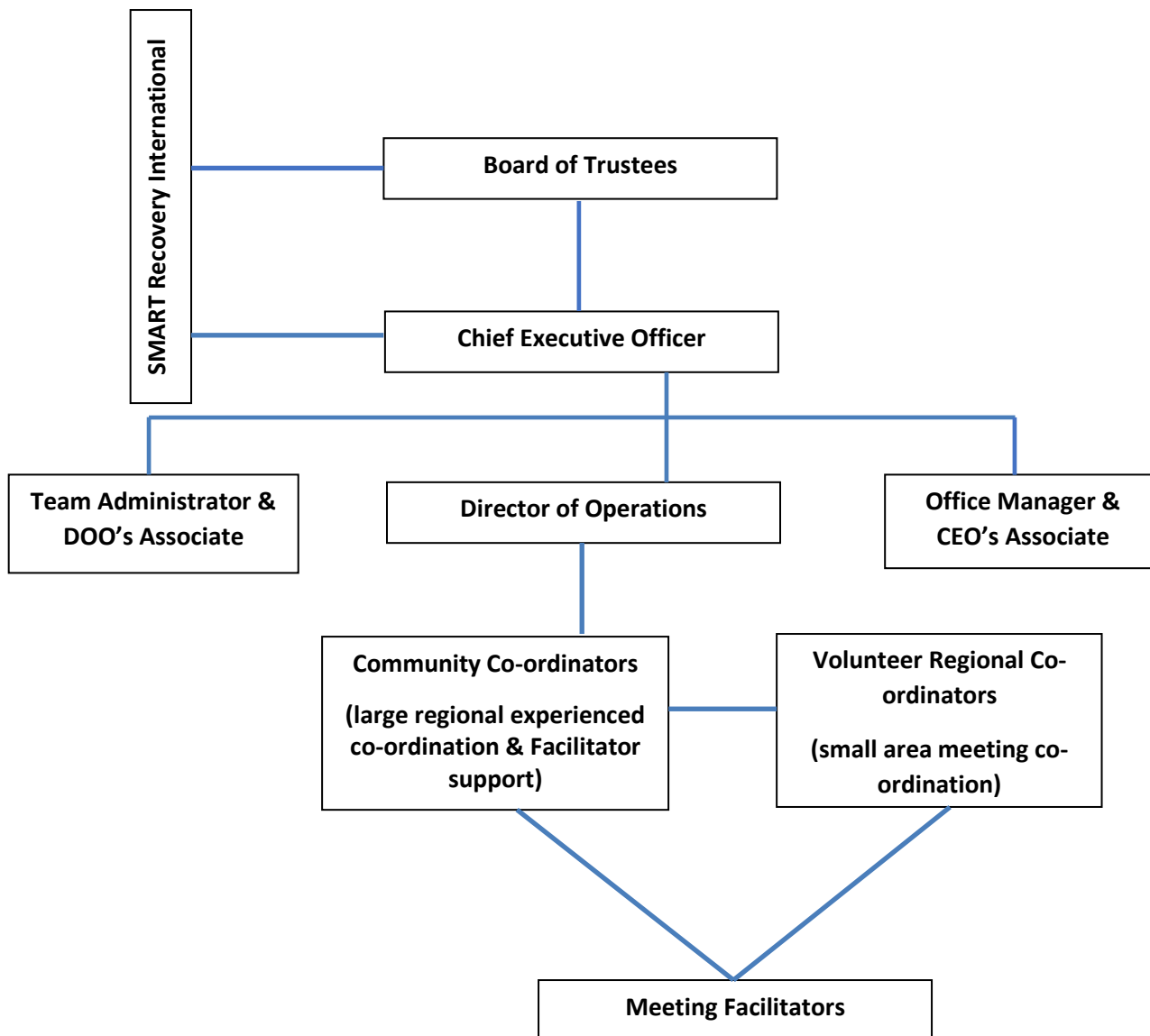
This strategy will be translated into role specific operational plans of increasing granularity as required by those responsible for progress and implementation. At the most granular level project management tools will be used to track progress and mitigate risks. The CEO, as the senior responsible officer will oversee progress against high level objectives and be responsible for review and sign off of resources required. The Director of Operations is responsible for the operational delivery of objectives and the translation of these into project plans. The Director of Operations will escalate issues of significance to the CEO. The CEO will, in turn, escalate matters of a serious nature to the Board. The Board will not concern itself with the operational aspects of the day to day running of projects.

In order to provide high level oversight of progress a Gantt chart will be created for the whole programme (3 year strategy) and regular assessments and reports of progress will be made to the Board. This strategy will be reviewed on an annual basis.

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## Appendix A – New Organisational Structure.



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