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UK SMART Recovery.

Strategic Springboard.

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Overview

UK SMART Recovery (UKSR) has been a registered charity in the UK since 2015 and is part of a global organisation with SMART Recovery having a presence in 27 countries around the world. The three founding affiliates are UK, USA and Australia who work closely together to grow and ensure strategic alignment. Today UKSR faces a number of challenges:

- Competing for funding from an ever-shrinking public purse in relation to addiction recovery as opposed to treatment.
- A lack of awareness of how SMART Recovery programmes can be deployed in different settings.
- Outdated systems and processes which require modernising to increase efficiency and improve our stakeholder's experience.
- A lack of UK-focused research featuring SMART Programmes at the centre of the enquiry.
- Inconsistent activity and impact data.

To address these the Board of Trustees have come together with the Chief Executive Officer (CEO) and Chief Finance Officer (CFO) to co-create this new strategy. It is aligned to the SRI Springboard 2022 to keep the UK aligned with global developments.

01

Introduction.

To effectively focus on growing, connecting, supporting and unlocking the potential of UK SMART Recovery (UKSR) it is important to understand the SMART Recovery community and landscape in which it operates. In this section the various elements that currently formulate the community are defined and described.

The community whose lives are affected by addictions.

The UK SMART Recovery community is made up of people aged 13 years upwards from all different backgrounds and cultures who are suffering from engrained behaviours, known as addictions, that cause them problems. They will have an addiction to a substance and/or a behaviour such as gambling or exercise. Many but not all will be receiving other treatments and therapies for their addiction. They will experience the SMART Recovery Programme either via mutual aid group meetings or it will be a part of their other interventions such as counselling.

The other significant part of the community are those whose lives are affected by people living with addiction. This could be a loved one, a friend, a colleague or fellow student. There is also SMART Veterans network (including their family and friends).

The UK community that helps and supports those suffering from addictions.

There are volunteer SMART Peer Facilitators who are trained to run mutual aid meetings in the community. Many of them volunteer for SMART only, whilst others also volunteer for other organisations in which they offer mutual aid SMART meetings. The peer facilitators who are all over the UK have created meetings that meet the needs of specific groups such as LGBTQ+, Polish- and Spanish-speaking individuals as well as for those with medication addiction. There is an online community as well as many local regional communities who meet online or face to face.

There are counsellors, welfare officers and therapists trained to be SMART Facilitators who are employed by addiction services, education providers or other charities. They are able to introduce SMART tools into the various methods that they utilise for clients. This community-based care is delivered either on a one-to-one or group basis. This is sometimes referred to as 'In treatment SMART'.

There are clinical psychologists and psychiatrists who offer SMART as a treatment intervention in clinical setting such as the NHS or detox/rehab residential facilities.

There are people working in the criminal justice system who deliver SMART meetings either in prisons or in the community. These include prison welfare officers, drug and alcohol prison workers. This is known as the 'Inside Out Programme'.

With these communities in mind, the Board of Trustees together with the CEO have developed this strategy. The starting point and basis for reflection was the SMART Recovery International 2022 Strategic Springboard Document.

The Global Community.

In addition to the recovery communities all over the world who access SMART Recovery Programmes in 11 different languages and the central office teams in the other two founding affiliate countries of the USA and Australia, there is SMART Recovery International (SRI). It is an umbrella organisation that is a registered charity based in Australia.

SRI consists of a voluntary Board of Directors, a number of themed sub-committees and an employed Executive Director. It provides governance, oversight and a connection mechanism for all SMART Affiliate countries. It ensures harmonization of effort and sharing of best practice. UKSR representatives were involved in the creation of the SRI 2022 Springboard Strategy and, as such, it is used as the basis for the creation of this strategy.

SMART Recovery International (SRI) is an umbrella organisation that is a registered charity based in Australia. SRI consists of a voluntary Board of Directors, a number of themed sub-committees and an employed Executive Director. It provides a governance, oversight and a connection mechanism for all SMART Affiliate countries. It ensures harmonization of effort and sharing of best practice. UKSR representatives are actively involved with all SRI committees.

The UK Board of Trustees and the CEO came together in July 2022 to commence the work by exploring four initial lines of enquiry. These informed the generation of key questions, ideas, and ambitions against the following themes:

Strategic Intent

02

The UK Board of Trustees and the CEO came together in July 2022 to explore 4 lines of enquiry which led to the generation of ideas against the following themes:

Grow, Connect, Support, Unlock

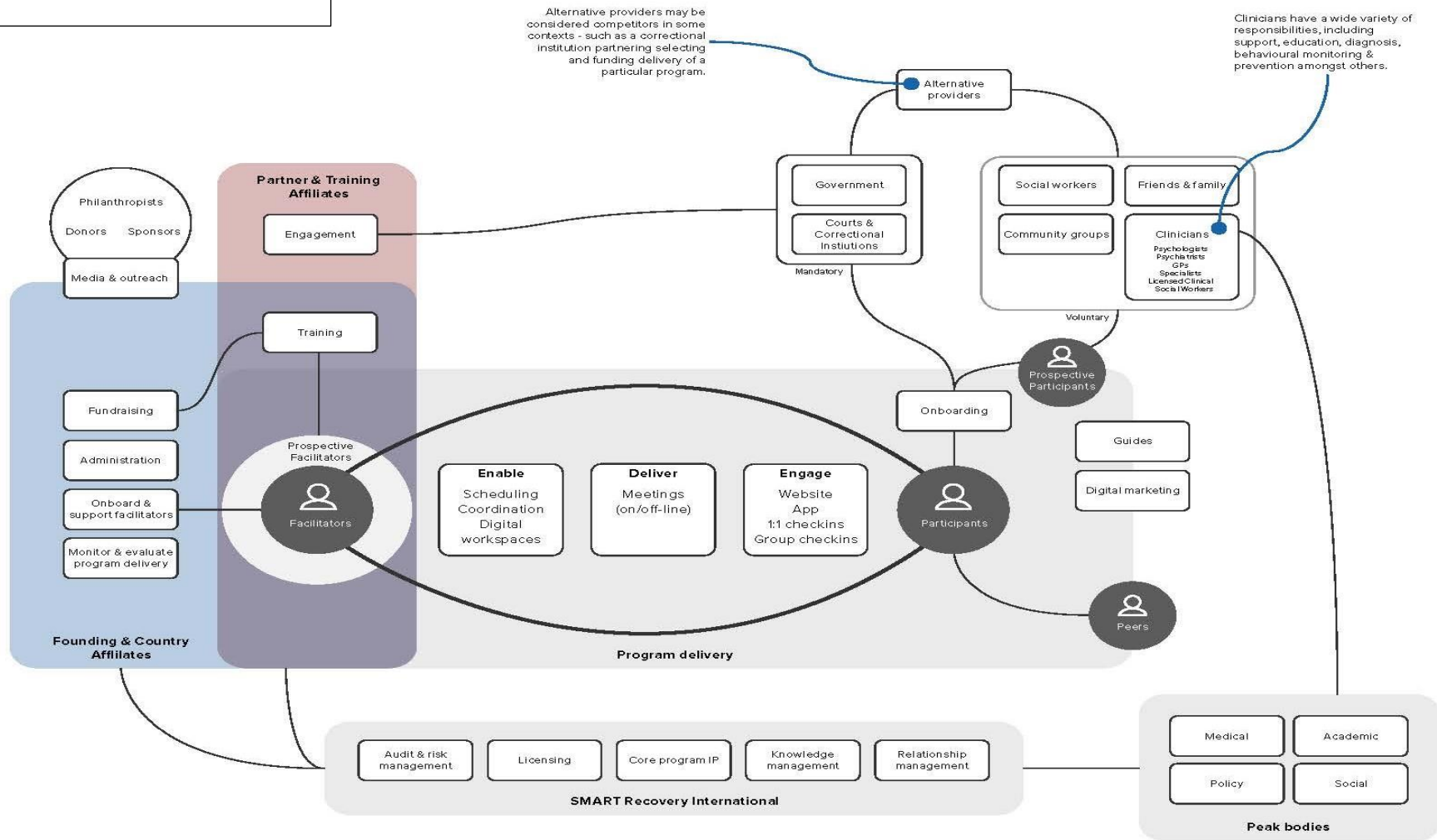
Question 1: Does UKSR align with SMART Recovery International (SRI)?

Using the SRI system map as a reference point, the group discussed areas of similarity and difference in the various elements that make up the composition of SMART Recovery UK (UKSR) as an organisation. The aim is to create a UK systems map that demonstrates both the existing and future desired state of UKSR and provides an easy-to-read comparison with the SRI system. It demonstrates how the UK is linked to and mirrors SRI infrastructure.

- ❖ Figure 1 is the SRI system map.
- ❖ Figure 2 is the current state UK system map.
- ❖ Figure 3 is the desired future state UK system map.

In developing this strategy, the UK Board agreed that any mirroring of structure or functions with SRI would benefit the collective mission to achieve better global alignment and harmonization of the brand. The following diagram displays the SRI system map in its current form, and it is followed by the current and future map of the UK Organisation.

Figure 1: SRI System Map.



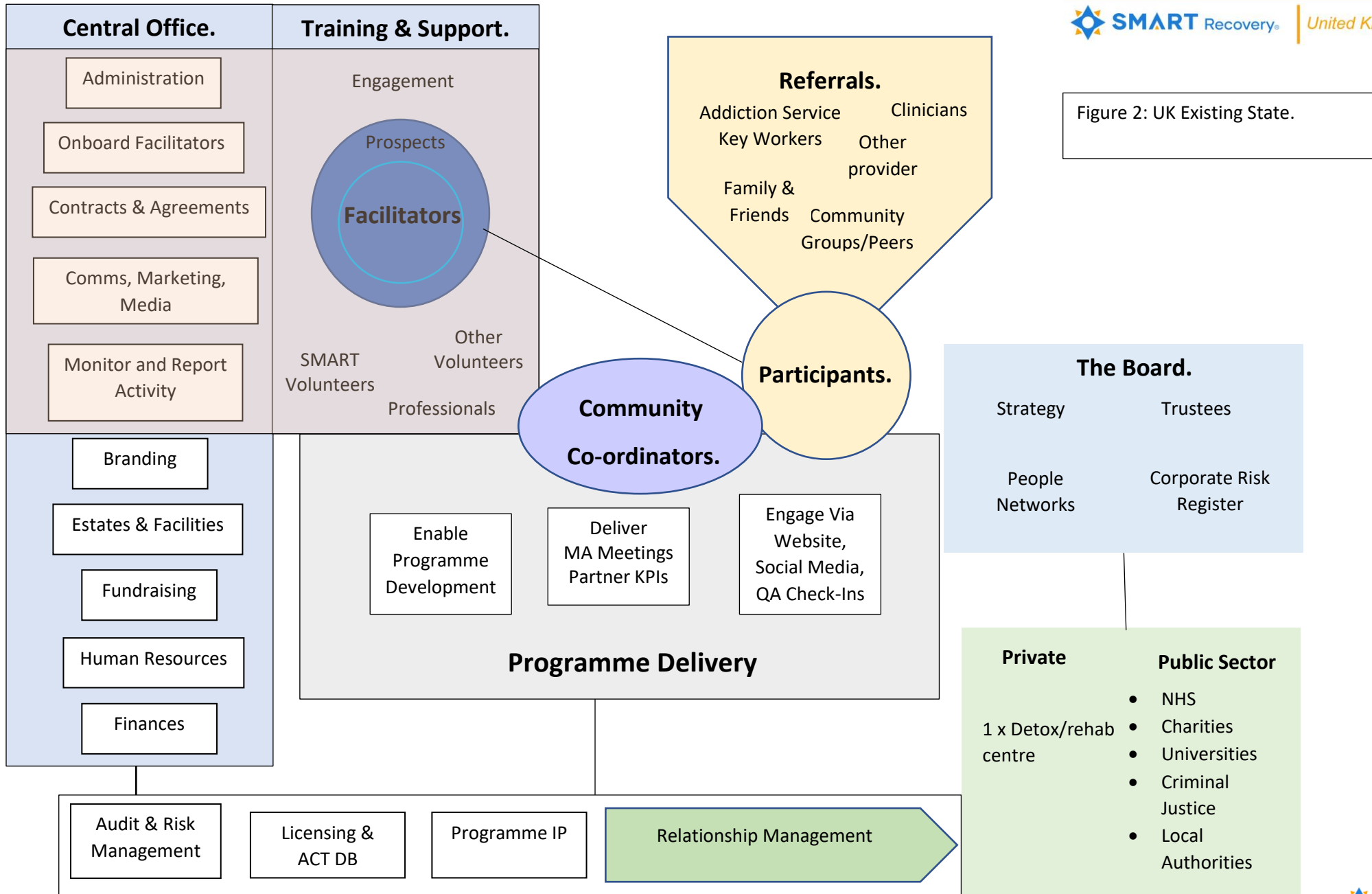
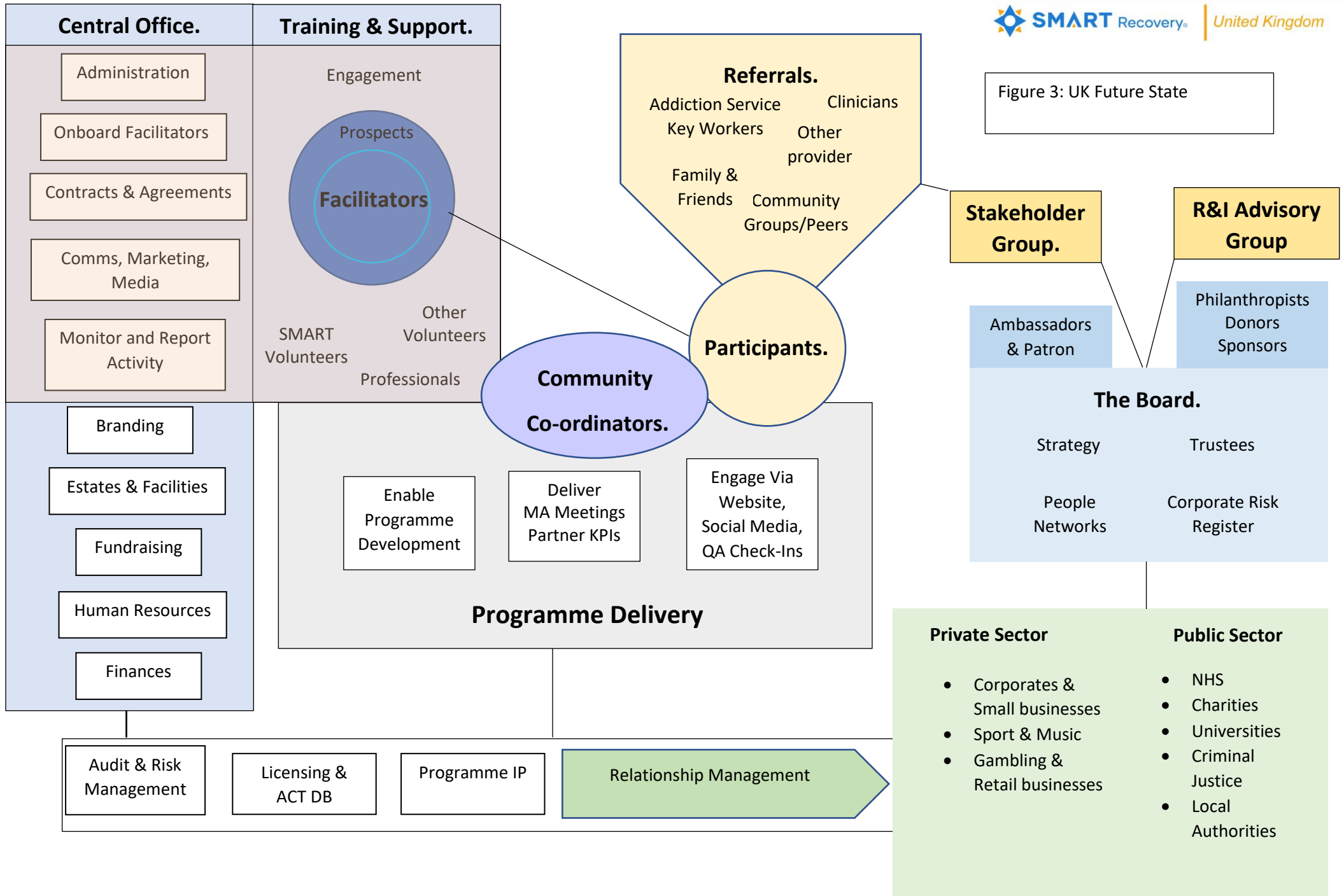


Figure 2: UK Existing State.

Figure 3: UK Future State



Question 2: This strategy will help UKSR.....

Contribute to shifting the rhetoric around stigma through popular culture.

Become a recovery and mutual aid exemplar organisation and spread-out key learning to every addiction service in the UK and then beyond into Europe.

Become one of the largest mutual aid organisations in the UK.

Become better known and hence better financed and better able to help a greater number of people needing help.

Broaden our reach across all demographics and help us achieve being the primary source people think of for help.

Expand as an organisation with a focus on increasing meeting numbers and raising our profile in the public consciousness and all forms of media.



Question 3: Our greatest potential lies in.....

That we are avowedly secular, inclusive, non-judgmental. Evidence base of efficacy.

That we offer a secular recovery programme based on evidence-based approaches (MI, REBT, CBT) incorporated in a psychosocial approach at a low cost.

That we deliver sustainable change

Embracing inclusivity and diversity – we should be able to offer something for everyone regardless of their demographic or cultural background.

The opportunities within the .Gov 10 yr strategy From Harm to Hope - leveraging these through collaboration with other organisations

Partnering with a small, medium and large corporate organisation. Link with business owners

Becoming a large charity with income over £500K per annum to support our mission.



Footnote: Corporate size defined by size of workforce.

Our Unique Selling Point is:

**SMART Recovery's secular approach
empowers people to take control
and make the right choices for
themselves.**

The Headlines.

Improve stakeholder management to create a better experience, thereby enabling growth and new business by becoming increasingly diverse.



Grow

Connect & Support



Improve our communications and data to champion what we do and the effectiveness of our programmes thereby increasing awareness of UKSR through demonstrating its impact.

Value and advocate the deployment of all programmes in order to attract investment and donations.



Unlock

Strategic Implementation

03

Key Initiative: Grow

Six key areas of the business were identified on which to focus growth:

1. Communications, Marketing and Media.
2. Income.
3. Facilitator experience.
4. Programme Delivery.
5. Partnerships.
6. Research.

This ambition relies on:

The size of the operational team and the skills that exist within it.

Relationship building and negotiation.

Leveraging our collective people networks.

The six key initiatives identified are:

1. Adopt a more sophisticated and modern approach to stakeholder management and the comms, media and marketing that go with it.
2. Diversify income streams and launch fundraising initiatives to capitalize on opportunities.
3. Create a better facilitator experience by offering gold standard volunteer support to become an exemplar volunteer organisation.
4. Offer the full suite of SMART Programmes and develop the collateral for emerging markets and tailored partnerships.
5. Diversify organizational partners.
6. Create and sustain an academic network and help drive research.

Connect and Support

Connecting and supporting the UK SMART Community focuses on six areas of the business:

1. Communication.
2. Facilitators.
3. Community Co-Ordinator's.
4. Digital Platforms.
5. Referral Networks.
6. People Networks.

This ambition relies on:

A strategic and pro-active approach to communications.

Upskilling the team.

Better marketing.

The following six initiatives are identified:

1. Create a fun and rewarding communications strategy and upskill the team (From Board to Admin).
2. Connect with, bring together and celebrate facilitators more.
3. Host more events, awards, webinars, videos.
4. Market SMART Recovery to all clinical community stakeholders to encourage referrals.
5. Pro actively connect to prospects (both individuals and organisations) via our people networks and take both a planned and opportunistic approach.

Unlock Potential.

The greatest potential can be unlocked from focusing on four areas:

1. Business Intelligence.
2. Fundraising.
3. Valuing and monetising all Programs and associated collateral.
4. Diversifying the market to include the private/corporate sector.
5. Brand Ambassadors.

This ambition relies on:

Improvements in data collection and reporting.

An innovative approach to fundraising.

Marketing the Brand well.

There are five corresponding initiatives:

1. Conduct an improvement project to create reliable activity data and better reporting. Create academic collaborations to undertake research using this and/or service held data.
2. Skill up the team on digital communications and create a social media schedule.
3. Create a fundraising strategy.
4. Value and sell each programme and its collateral in a flexible manner to increase diversity in partnerships.
5. Break into the corporate and private sectors.
6. Appoint brand ambassadors. Then create a patron offering.

All initiatives: Prioritisation.

Improvement initiatives have been placed in priority order according to alignment with the organisational risk register i.e. the highest scoring risks requiring improvement are deemed top priority.

| Priority order for each Theme | GROW | CONNECT AND SUPPORT | UNLOCK POTENTIAL |
|-------------------------------|--|---|--|
| 1 | Create a better facilitator experience by offering gold standard volunteer support to become an exemplar volunteer organisation. | Conduct an improvement project to create reliable activity data and better reporting. Attract academic partners to undertake research able to inform our mission. | Value and sell each programme and its collateral in a flexible manner to increase diversity in partnerships. |
| 2 | Adopt a more sophisticated and modern approach to stakeholder management and comms, media and marketing approaches. | Connect with, bring together and celebrate facilitators more. | Create a fundraising strategy. |
| 3 | Diversify income streams and launch fundraising initiatives/opportunities. | Market SMART Recovery to all clinical community stakeholders to encourage referrals. | Skill up the team on digital communications and create a social media strategy. |
| 4 | Diversify organisational partners. Offer the full suite of SMART Programmes and develop the collateral for emerging markets and tailored partnerships. | Create a communications strategy and upskill the team (From Board to Admin). | Appoint a Brand Ambassador. Then create a patron offering. |
| 5 | Create an academic network and help drive research. | Host more events, awards, webinars, videos. | Go to market in corporate and private business sectors. |
| 6 | | Pro actively connect to prospects (both individuals and organisations) via our people networks and take both a planned and opportunistic approach. | |

Project snap shots: Operational intent.

04

Key Initiative: Grow

Project 1: Create a better facilitator experience.

Aims:

- Improve the facilitator experience once training is complete in order to help them acquire a level of self confidence and maintain the motivation to set up mutual aid meetings.
- Improve the ongoing wrap around support they receive and the information available to them.
- Provide facilitators with better recognition and reward for their commitment to delivering the SMART Recovery programme.

Ambition: Increase the number of peer facilitators who go on to deliver meetings, recognize and reward their efforts to create a vibrant and growing peer led community.

Project activities:

- Map the facilitator journey and information flow.
- Pin information and support resources to each stage of the journey.
- Standardise comms and resources offered.
- Increase the support available and adopt a more pro-active approach.
- Create a volunteer recognition scheme.

Project 2: Adopt a more sophisticated and modern approach to stakeholder management.

Aims:

- Improve the ability to manage stakeholders and the business intelligence associated with them.
- Improve the ability to provide communication via segmentation.
- Create more efficient processes.

Ambition: Commission a Customer Relationship Management platform that's fit for purpose, that the whole team can use and that modernises the way we work.

Project activities:

- Find and commission a new CRM.
- Have the whole team trained in using it.

Project 3: Diversify income streams.

Aims:

- Create better information in the public domain about how SMART can be applied in different settings/organisations.
- Create a patron and philanthropy offer.
- Secure a business/corporate partner.
- Enable fundraising and donations.
- Create an addiction recovery accredited awareness course.

Ambition: Generate a range of income streams to increase revenue and reduce the risk associated with reliance on any one partner for our financial sustainability.

Project activities:

- Improve the information on our website.
- Horizon scan for grant and other funding opportunities.
- Pro actively seek out organisations to work with.
- Value our organisational assets
- Create a corporate elevator pitch.

Project 4: Offer the full suite of SMART Programmes and develop the collateral for emerging markets and tailored partnerships.

Aims:

- Develop a publication for gambling addiction.
- Launch the new Veterans and young people's programmes.

Ambition: All of the SMART Programmes are available to be commissioned in a flexible manner to suit all manner of organisation/partner.

Project activities:

- Seek funding to create and launch a gambling publication.
- Complete the build of the Veterans and Youth Programmes (training modules and publications).
- Pro actively seek out potential new partners and market the 2 new programmes to existing ones.

Project 5: Create an academic network and help drive research.

Aims:

- Bring together a group of key academics who can provide advise about developing the UK evidence base.
- Involve university students in helping to create a research portfolio.
- Publish research on the effectiveness of our programme(s)

Ambition: A UK Research Advisory Committee made up of academics leading the field of addiction and behaviour that leads to a portfolio of UK based research about SMART.

Project activities:

- Conduct a literature search to find recent key publications and the associated academic authors.
- Create terms of reference for a National committee and a call to action.
- Seek advice and links with the SRI GRAC
- Scope out likely members and invite them to join.
- Appoint a chairperson and convene the inaugural meeting.

Key Initiative: Connect and Support

Project 1: An improvement project to create reliable information that can be shared to demonstrate the value of our programmes.

Aims:

- Create new ways to capture activity and impact data.
- Improve the response rate.
- Provide reports and infographics for external audiences and stakeholders.
- Communicate our impact more.

Ambition: Activity data, impact and participant insights reported in the public domain that clearly demonstrate the effectiveness of SMART.

Project activities:

- Create a new minimum data set for facilitators and participants.
- Implement a new mechanism to capture the data.
- Create new reporting templates.
- Develop a library of case studies.

Project 2: Connect with, bring together and celebrate facilitators more.

Aims:

- Improved end to end support for facilitators.
- Facilitators are well informed and have the support they need to deliver meetings.
- Grow the number of mutual aid meetings.
- Celebrate facilitator milestones and achievements.

Ambition: A vibrant and well-connected growing network of facilitators that feel well supported and appreciated.

Project activities:

- Set up regular facilitator support sessions/learning opportunities.
- Identify and keep a register of the volunteer manager or lead within key partner organisations and develop a working relationship with them.
- Feed into the new website development, feedback on what facilitators want – ensure there are opportunities to connect via the site.
- Bring the national online community ‘closer to home’ and under the co-ordination of the central team.
- Create and engage with opportunities to connect the recovery community globally.
- Organise facilitator webinars and events.
- Create a library of facilitator stories and share these online e.g. facilitator spotlight articles/blogs/vlogs.

Project 3: Market SMART Recovery to all clinical community stakeholders.

Aims:

- Make GPs more aware of SMART, how and when to refer patients.
Make the lead clinical psychologist in each hospital aware of SMART and how to refer patients.
- Improve the information about SMART on the NHS website.
- Improve the visibility of SMART on websites relevant to health/mental health/addiction.

Ambition: Clinical care providers are clear about the referral pathway to SMART and recommend the programme to patients.

Project activities:

- Create a coded logo to share with organisations for their websites that provides a link to our website.
- Create and distribute a GP and clinical psychologist information pack.
- Contact the NHS website and get more information on it about SMART.

**Project 4: Create a communications strategy and upskill the team (From Board to Admin).
Make it fun and rewarding!**

Aims:

- A communications strategy that enables us to plan ahead.
- Better skills within the team.
- Communications that are interesting, relevant and attract people to SMART.

Ambition: A strong presence built through highly professional multi-media scheduled and organic communications.

Project activities:

- Scope out current state of play and identify gaps or improvements.
- Write a communication strategy.
- Plan training sessions.
- Create a calendar and timetable of communications.
- Find reporters to work with and generate a key contacts list.
- Identify copywriters to work with.

Project 5: Host more events, awards, webinars, videos.

Aims:

- Create professional multi-media content.
- Host an annual conference.
- Create volunteer awards.
- Host webinars.

Ambition: A calendar of events both online and physical that brings together and celebrates the recovery community.

Project activities:

- Source a pro-bono partner to help create professional content.
- Schedule a webinar(s) and participate in those provided by others.
- YouTube One Door.
- Design and implement a volunteer recognition scheme.
- Fundraise to host a conference or recovery walk.

Project 6: Pro-actively connect to prospects.

Aims:

- A professional network that understands our mission that we are able to call to action when we need it.
- Robust relationships that stand the test of time.
- Agile help and advice as and when we need it.

Ambition: We leverage new business, pro-bono support and advice and associated ventures via our trusted professional and personal networks.

Project activities:

- Define what our business needs and where our skill/knowledge gaps lie.
- Define a standard way to articulate our needs.
- Ensure all staff and Trustees are trained in our specific Marketing approach.
- Conduct a skills and network assessment of the whole team to create an inventory of prospects.
- Have between 6-10 prospects running at any one time.
- Onboard ambassadors with good networks and create a patron offering.

Key Initiative: Unlock Potential.

Project 1: Value and sell each programme and its collateral in a flexible manner to increase diversity in partnerships.

Aims:

- All existing tailored programmes are available to partners.
- High quality publications are available for each programme at an affordable price.
- The partnership guidance makes the value of licences clear.
- Partners commission a range of programmes wherever possible.

Ambition: A high quality portfolio of self management programmes that are accessible to all.

Project activities:

- Accreditation of SMART Recovery training modules.
- Complete the work to finalise the Start SMART and SMART veterans' programmes.
- Create a Gambling Programme.

Project 2: Create a fundraising strategy.

Aims:

- A range of fundraising initiatives throughout the year.
- Donating to the charity is easy and feels rewarding.
- Our fundraising efforts attracts a philanthropist.

Ambition: Successful fundraising campaigns and philanthropy.

Project activities:

- Create and disseminate a strategy.
- Create asset register.
- Scope out examples/exemplars to create opportunities for SMART.

Project 3: Skill up the team on digital communications and create a social media schedule.

Aims:

- The whole team are able to engage with and utilise digital media.
- There is a decent level of knowledge about our digital comms throughout the organisation.
- There is a schedule of relevant content at all times.

Ambition: The online presence of the organisation is vibrant, engaging and professional, opening up opportunities for SMART.

Project activities:

- Organise a schedule of training events/seminars for team members.
- Write a communications strategy.
- Create and implement a comms schedule.
- Create a library of content and a process to gather new content.

Project 4: Appoint a Brand Ambassador. Then create a patron offering.

Aims:

- To have 3-4 volunteer ambassadors who engage continuously with the charity.
- Ambassadors find the role rewarding and of mutual benefit.
- Ambassadors resonate well with a diverse range of people.

Ambition: The charity has a number of ambassadors from the sport, creative and performing arts industries that elevate public awareness of the brand.

Project activities:

- Ambassador brief is distributed throughout networks.
- A Board recommendations paper regarding patrons.
- Follow up recommendations.

Project 5: Go to market in corporate and private business sectors.

Aims:

- A clear corporate/business offering.
- A network of business contacts.
- A portfolio of business partners.
- A new offering of a commercialised addiction awareness course for business.

Ambition: SMART UK has a range of business partners who provide the programmes to their workforce.

Project activities:

- Create a corporate pitch slide deck.
- Source a business partner to develop the course.
- Find an accreditation partner.
- Create a go to market plan.

Appendices.

The projects can also be linked together from left to right according to the area of impact as shown below.

| Priority order & area of impact. | Linked Initiatives. | | |
|---|--|---|--|
| | GROW | CONNECT AND SUPPORT | UNLOCK POTENTIAL |
| 1: Facilitators | Create a better facilitator experience by offering gold standard volunteer support to become an exemplar volunteer organisation. | Connect with, bring together and celebrate facilitators more. | <i>The first 2 projects will naturally unlock potential.</i> |
| 2: Stakeholders | Adopt a more sophisticated and modern approach to stakeholder management and the comms, media and marketing that go with it. | Market SMART Recovery to all clinical community stakeholders re: referral pathway. | Value and sell each programme and its collateral in a flexible manner to increase diversity in partnerships. |
| 3: Finance | Diversify income streams and launch fundraising initiatives/opportunities. | Host more events, awards, webinars, videos. | Create a fundraising strategy. |
| 4: Diversity | Diversify organisational partners. Offer the full suite of SMART Programmes and develop the collateral for emerging markets and tailored partnerships. | Pro actively connect to prospects (both individuals and organisations) via our people networks and take both a planned and opportunistic approach. | Break into the corporate and private sectors. |
| 5: Evidence base and advocacy of efficacy | Create an academic network and help drive research. | Conduct an improvement project to create reliable activity data and better reporting. Create academic collaborations to undertake research using this and/or service held data. | Appoint a Brand Ambassador. Then create a patron offering. |
| 6: Communications | <i>The organisation will naturally grow due to improved, segmented and targeted comms.</i> | Create a communications strategy and upskill the team (From Board to Admin). Make it fun and rewarding! | Skill up the team on digital communications and create a social media schedule. |

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