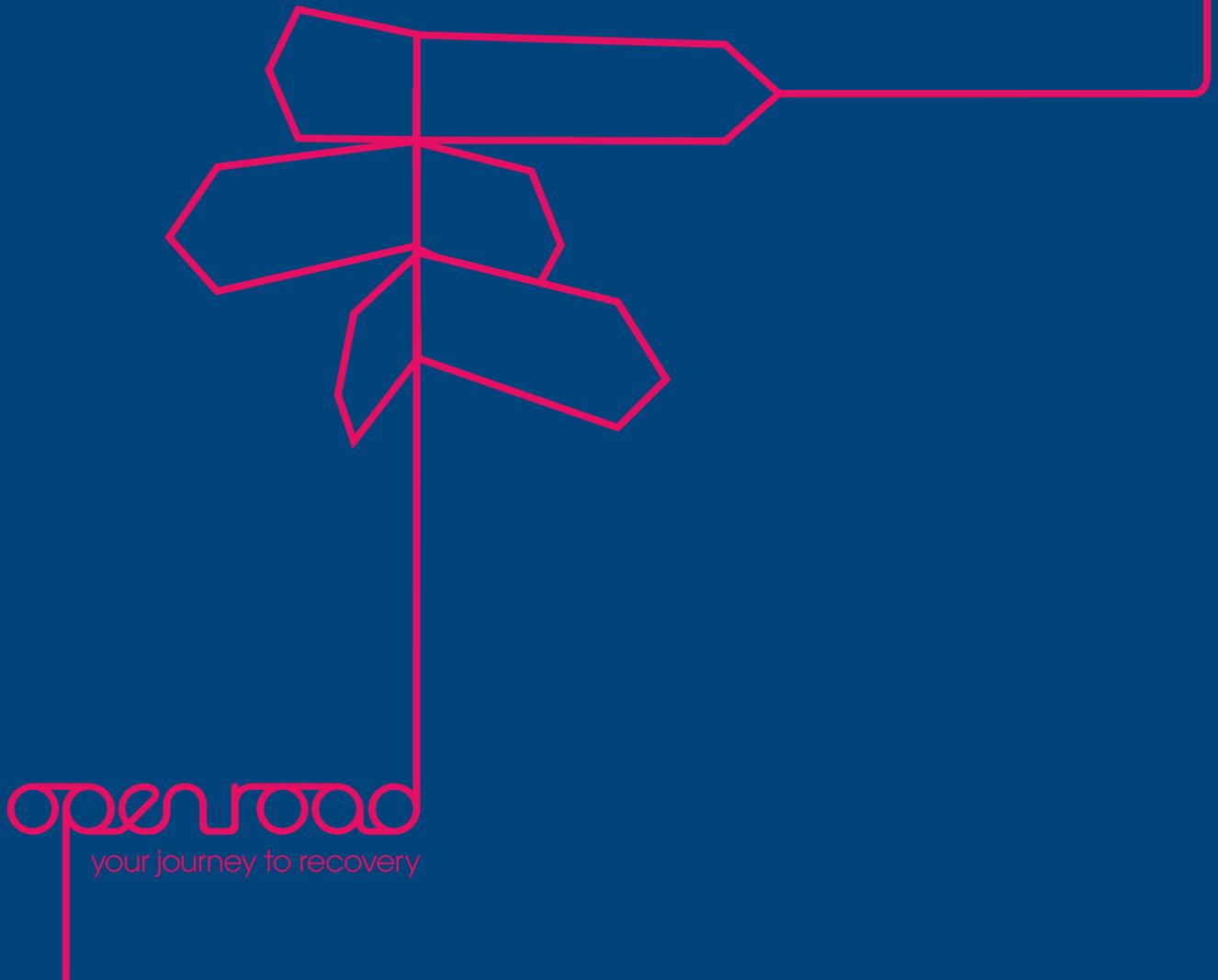


Open Road

Strategic Plan 2011 - 2016
(reprinted April 2013)

The route forward

Building on our reputation in the region as a leading charity
for supporting people with drug and alcohol addictions



open road
your journey to recovery

Mission Statement:

'Our mission is to empower individuals, families and communities in their journey of recovery from the harmful effects of drugs, alcohol and other addictions'



"Everything I ever said has been taken on board by the staff here. I don't think I have ever been so understood in all my life"

"I am always made to feel welcome and Open Road adapt their services to my needs"

"I felt like I was coming home"

"Open road staff are professional, empathic and generally lovely people to work with"

Open Road can provide the information in this document in alternative formats and we can arrange for it to be translated into other languages.

Welcome

Our Strategic Plan is written at a time of substantial growth and significant change

The recent growth of Open Road, through expansion of our work in Essex and into Suffolk and Norfolk, has been extraordinary in magnitude. This plan sets out how we intend to achieve further growth without relinquishing our reputation for individual care and effective services.

As we grow, maintaining this balance will continue to be a demanding challenge, but we realise that further growth is essential if we are to maintain a strong and successful organisation. Growth will enable us to build a broader base of specialist skills to better meet the needs of our service users. Growth will also allow us to benefit from economies of scale, keeping our administration against front line service costs in proportion.

Since the publication of our previous plan, the changes we now face are becoming more varied and more complex. Whilst we fully support new treatment models, they will demand innovative ways of working which will be a learning process for us together with our partners.

We predicted that our operating environment would change at an increasing rate and this has proved correct. The challenge for Open Road is to respond to the Government's agenda of recovery whilst retaining our principles of support and individual treatment which have characterised the organisation since it was founded in 1990. Our founders were extraordinarily far-sighted in their choice of name, Open Road, and we have developed that theme as part of our brand; 'your journey to recovery'.

We are seeing rapid change too in the types of front line services required, for example, new drugs appearing, the speed with which they become available and the uncertainty surrounding their legality. To address these changes, we will continue to train our staff so that they are up to date with the skills and innovative approaches they need. Our strengths reside in the excellence of all those who work for us, both staff

and volunteers. Awards for Investors in People Gold and Investing in Volunteers are arguably our greatest achievements in recent years.

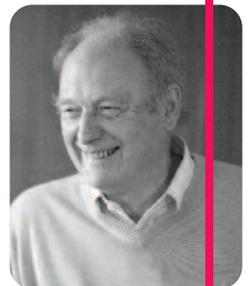
Growth also means that we need a larger central team and we have strengthened our skills base in central services, notably in training, public relations, fundraising and finance.

Our volunteers will probably play an even more vital role in supporting our work and we hope that the current focus on a Big Society will bring more visibility to this ambition. We remain committed to involving our service users in the organisation wherever possible and we will continue to employ innovative approaches in doing so.

The financial climate is unlikely to improve during the time span of this plan and new funding will therefore continue to be difficult to achieve.

We will face tough competition for every contract, often from organisations with resources far greater than our own. We must therefore plan to operate as efficiently as possible and demonstrate to funders that they are getting real value for money. This means investigating opportunities for innovation at every level of the organisation, in particular in continuing to achieve effective treatments and completion rates. It also means raising our profile by better communicating our services and successes to a wide audience.

Once again we, the management team and the trustees would like to thank everybody associated with Open Road for their support and enthusiasm. We all look forward to a challenging but very exciting time in the coming years.



Sarah Wright, CEO

Robert Smith, Chairman

Our Vision & Values

Our strategic vision for the five-year period 2011 – 2016 is to build on our reputation in the region as a leading charity for supporting people with drug and alcohol addictions

Our mission is to empower individuals, families and communities in their journey of recovery from the harmful effects of drugs, alcohol and other addictions.

Open Road will achieve this by expanding the availability of our services:

- In Essex, maintain our long established presence by continuing to deliver the high quality, effective service we are known for, by strengthening our strategic relationships and by exploiting new opportunities for service diversification.
- In Suffolk and Norfolk, strengthen our new partnerships and services through the effective delivery of our contracts and by exploiting opportunities to expand our services across these counties.
- Further afield, extend our reach by researching, lobbying and actively seeking to attract funding for delivering effective services in new locations.

Open Road's reputation for excellence in access to services, effective client support and innovative approaches continues to grow. For almost 25 years, we have successfully provided services and support to people and their families affected by drugs and alcohol problems.

From tiny beginnings, Open Road now manages an annual budget approaching £3m and employs 95 members of staff and over 250 volunteers and mentors. Open Road now helps in the region of 4,000 people annually to combat their drug and alcohol addictions. We aim to increase these numbers year

on year through offering an even more comprehensive range of support and services.

As part of our 5-year strategy, we aim to grow our service diversification and geographic reach. We will do so by maintaining our reputation for effective treatment and by further developing our use of holistic, personalised and innovative care programmes.

Our approach of 'reduce – recover – rebuild' aims to help as many service users as possible to get on the road to recovery and achieve a brighter future for themselves, their families and their communities.

Our values remain at the heart of our organisation.

All members of the Open Road community are treated with equal consideration and respect regardless of their background or personal circumstances.

We are committed to providing the best possible support to our service users on their journey to recovery. We value our service users as members of Open Road and of the community and we provide them with individual and effective support.

To this end, we appoint high quality staff and volunteers and we support their personal and professional development. We value our strong partnerships with other providers and with the community and these relationships are managed with integrity and in good spirit.

Our strategic vision will support the recovery journey through five routes:

1. Service users - supporting our service users in achieving an addiction-free life

- Support every service user on their own journey from reduction to recovery by delivering a personalised service
- Use innovative approaches to improve the quality of our services
- Deliver attractive programmes with wide appeal that are effective in achieving harm reduction and recovery
- Make recovery contagious through active Recovery Communities

2. People - promoting an informed, inspirational, recovery-orientated workforce

- Celebrate what our people do really well and build on it, i.e. their ability to engage with service users and respond to their individual needs
- Strengthen the professional development of our employees, volunteers and trainees to ensure highly competent staff, whose approach is embedded in the principles of recovery
- Provide groundbreaking development opportunities at all levels of our workforce - in volunteering, mentoring, training and paid employment
- Maximise the benefits of standards achieved through Investors in People Gold and Investing in Volunteers

3. Performance - performing to the highest standards to achieve recovery outcomes

- Be recognised for delivering top quality Recovery outcomes
- Make sure accurate data is gathered, analysed and communicated to demonstrate the positive impact of our treatment and support programmes
- Embrace recognised performance frameworks and quality standards, including ISO9001 and SROI (Social Return on Investment) as 'the way we do things at Open Road'
- Demonstrate effectiveness and value for money

4. Partnership - strengthening our partnerships and establishing new ones

- Know our Stakeholders and fully engage with them to ensure we have their trust and confidence in our work
- Seek opportunities for new partnership models appropriate to new ways of working, delivering new services and establishing new locations

5. Growth - growing the organisation to establish our reputation as a leading provider in the sector

- Broaden our geographic reach in Essex, Suffolk, Norfolk and further afield by actively seeking new contract opportunities
- As part of our Innovation and Diversification Strategy, diversify our range of services beyond drug and alcohol support and explore provision for new groups of service users
- Build our capacity and reputation by investing in infrastructure
- Achieve a significant increase in turnover by 2016

“Open Road is without doubt a wonderful service that goes above and beyond what many other services provide. They are turning lives around. If only there were more of them around the country we would all be better off!”



“The staff understand the difficulties associated with abusing substances”

“Many people who I speak to currently and in the past have only positive things to say of Open Road. They are a flexible organisation and nothing too big seems a problem for them!”

“I came in and felt like a tight ball of string and now feel as light as a feather”

“Good advice and empathy from the staff”

Our Work

Going above and beyond, delivering individual and effective treatment

Who we support...

Open Road supports people who misuse drugs and alcohol and who struggle with other addictions. We also support their families, carers and local communities.

Where we do it....

Open Road operates from eleven dedicated centres in large towns across Essex and Suffolk and in Norfolk. Further outreach points serve more rural communities and are based in local facilities such as GP surgeries and community halls.

How we do it – delivering the vision...

Our Strategic Plan sets out our values and key objectives for delivering the Open Road vision. People are at the centre of our vision – trustees, staff and volunteers, and they all work to fulfil the objectives given in this Strategic plan. We set ourselves demanding targets across all our main activities and we expect to achieve them.

What support we provide...

Our service users are given individual and effective treatment. We provide a range of services to reduce harm, enable recovery, and empower individuals to rebuild their lives.

- Structured Recovery programmes
- Stimulant service
- Psychosocial interventions
- Services to offenders and ex offenders
- Peer support and mentoring
- Cannabis service
- Needle and Syringe programme
- Family and carers' support
- Education, training and employment
- Advice and information
- Housing benefit and debt advice
- Body therapies
- Advice on social enterprise
- HIV, Hepatitis testing, advice and counselling
- Sexual health advice
- Blood borne virus advice and vaccinations
- Semi-structured groups
- Work clubs
- Recovery management

Delivering the Vision 2011-2016

1. Service users: Supporting our service users in achieving an addiction-free life

Objectives What we want to achieve	Actions How we're going to do it	Key Performance Indicators What we're going to monitor and measure to check we are getting there
Support every service user on their own journey from reduction to recovery by delivering a personalised service	Respond to the needs of individuals and obtain feedback via regular surveys of service users	90% of service users satisfied with the personalised service they have received
Use innovative approaches to improve the quality of our services	Actively involve service users in the design and realisation of our strategic vision and operational plans Work towards achieving great customer service	Service users involved in the design and development of new and existing services Attainment of British Customer Service Standards
Deliver attractive programmes with wide appeal that are effective in achieving harm reduction and recovery	Annual review of effectiveness through treatment programme completion rates, external evaluations and internal audits Pioneer new approaches to attract hard-to-reach groups of service users	Achieve 85% planned exits. Each year reduce the numbers re-entering treatment by 20% Reports of external evaluations and internal audits demonstrate improvements
Make recovery contagious through active Recovery Communities	Empower recovery champions to establish and grow Recovery Communities by adopting the Recovery agenda	A minimum of 250 recovery champions

“Very sweet lovely people who I would be proud to call friends...enough said!”

“Always helps. I need this place”

2. People: Promoting an informed, inspirational, recovery-orientated workforce

Objectives	Actions	Key Performance Indicators
Celebrate what our people do really well and build on it, i.e. their ability to engage with service users and respond to their individual needs	<p>Make annual Staff Awards important and high profile for all staff and volunteers</p> <p>Nominate staff and volunteers for external awards</p> <p>Communicate good news through the website and newsletter</p>	<p>Hold an annual awards event that recognises the achievements of our staff and volunteers</p> <p>Achieve external recognition</p> <p>Use our website and quarterly newsletter to recognise the work of our staff and volunteers</p>
Strengthen the professional development of our employees, volunteers and trainees to ensure highly competent staff, whose approach is embedded in the principles of recovery	<p>Appoint a dedicated training development manager</p> <p>Promote an environment where managers, staff and volunteers want to continue to learn through a well-established culture of training and development</p> <p>Ensure the Training Budget meets the needs of the organisation</p>	<p>Achieve all mandatory training areas including refresher training</p> <p>Achieve a substance misuse qualification</p> <p>Support continuous professional development through the Organisational Training Plan</p> <p>Regular audits of supervision, appraisal and training processes</p>
Provide groundbreaking development opportunities at all levels of our workforce - in volunteering, mentoring, training and paid employment	<p>Aim for buy-in to the professional development programme from 100% of staff and volunteers</p> <p>Strengthen academic partnerships</p> <p>Monitor the achievements of the appraisal and supervision structure</p> <p>Inspire recovered service users into volunteering and mentoring roles</p>	<p>All staff to achieve an agreed plan for their professional development embark-ing on further qualifications or structured experience within 12 months of joining the organisation</p> <p>Improvement recorded through organisational training plan</p>
Maximise the benefits of standards achieved through Investors in People Gold and Investing in Volunteers	<p>Make sure we have effective ways of training and keeping all staff and volunteers informed and involved with Investors in People Gold and Investing in Volunteers</p>	<p>Retain Investors in People Gold and Investing in Volunteers standards at next formal review</p>

3. Performance: Performing to the highest standards to achieve recovery outcomes

Objectives	Actions	Key Performance Indicators
Be recognised for delivering top quality Recovery outcomes	<p>Publish good news stories, targets met, exceeded and celebrated and high quality performance recognised</p> <p>Promote specific recovery outcomes to staff, media and funding agencies</p> <p>Keep listening to our main stakeholders – the service users – and make sure they have opportunities to comment on the way we work</p> <p>Publish the work we do with academic partners and others</p>	Articles and reports publicised which demonstrate the effectiveness of our work
Make sure accurate data is gathered, analysed and communicated to demonstrate the positive impact of our treatment and support programmes	<p>Ensure all staff responsible for gathering data, monitoring and reporting are properly trained to do so</p> <p>Make sure all staff understand the importance of good quality data gathering as part of their role</p> <p>Make our data accessible in a variety of styles and formats for maximum coverage and understanding</p>	Services demonstrate positive outcomes and these are communicated to a range of audiences
Embrace recognised performance frameworks and quality standards, including ISO9001 and SROI (Social Return on Investment) as 'the way we do things at Open Road'	<p>Support a working culture of continual improvement through a quality management system that includes regular monitoring, consistent reviews and audited evaluations</p> <p>Make sure all of our local operational plans embrace these performance standards as well as our Strategic Objectives</p>	<p>Retain ISO 9001, and explore the viability of achieving further ISO models, and customer service quality standard</p> <p>All local operational plans linked to the Strategic Plan and published, up to date and actively used by staff</p>
Demonstrate effectiveness and value for money	Review our quality management system	Demonstrate through ISO9001 and SROI the effectiveness and value for money of our organisation

“They have always taken the time to make sure I am ok and that I am on the right road to recovery”

“I could not ask for any more”

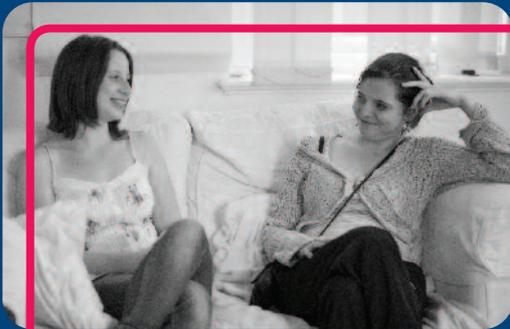
4. Partnership: Strengthening our Partnerships and establishing new ones

Objectives	Actions	Key Performance Indicators
Know our Stakeholders and fully engage with them to ensure we have their trust and confidence in our work	Promote and develop partnerships strategically. Ensure that all joint initiatives enhance the service user experience	Undertake an annual stakeholders survey to ensure they have a growing confidence in what we do
Seek opportunities for new partnership models appropriate to new ways of working, delivering new services and establishing new locations	Keep abreast of changing legislation and pursue opportunities for delivering new services and ways of working	Have in place partnership models across all locations which includes representation from criminal justice, health, education and employment, young people and academia

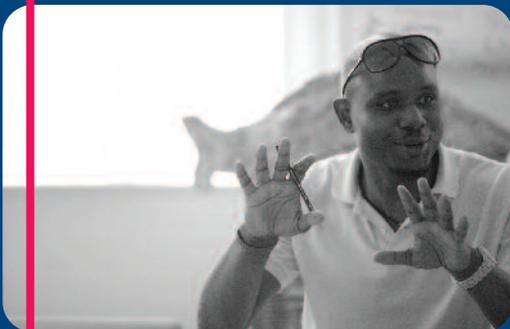
5. Growth: Growing the organisation to establish our reputation as a leading provider in the sector

Objectives	Actions	Key Performance Indicators
Broaden our geographic reach in Essex, Suffolk and further afield by actively seeking new contract opportunities	Stay abreast of contract opportunities Keep the profile of Open Road prominent in the region through marketing and other management initiatives	Achieve a minimum of two contracts in new geographic areas Monitor exposure in media - news, radio and TV
As part of our Innovation and Diversification Strategy, diversify our range of services beyond drug and alcohol support and explore provision for new groups of service users	Broaden experience and expertise of Open Road stakeholders at all levels. Engage consultancy where appropriate Use the expertise we already have inhouse by actively engaging staff and volunteers to share what they know.	Demonstrate diversification by having a minimum of two additional services supporting a minimum of two new groups of service users Additional funding achieved
Build our capacity and reputation by investing in infrastructure	Manage our resources effectively, efficiently and ethically to provide facilities and promotional material at a level of investment appropriate to a charitable organisation Maintain a dedicated Fundraising Function	Infrastructure is high quality, fit for purpose whilst at the same time drawing on less than 11% of turnover
Achieve a significant increase in turnover by 2016	Accurately forecast our finances, and evaluate our fundraising, investment and financial planning targets	Achieving a turnover of at least £6 million by 2016 in order to help/support up to 6,000 service users

"I'm a regular service user and always have a warm friendly service no matter what my personal emotions or feelings are on that day and find it very helpful. I also have ear acupuncture done as well. There should be more places like Open Road"



"Open Road is always specific in dealing with your personal needs and tailoring your goals to suit your circumstances"



"There is always a warm welcome"

"Open Road have total respect for my needs and I feel especially lucky"

"I felt very safe and calm"

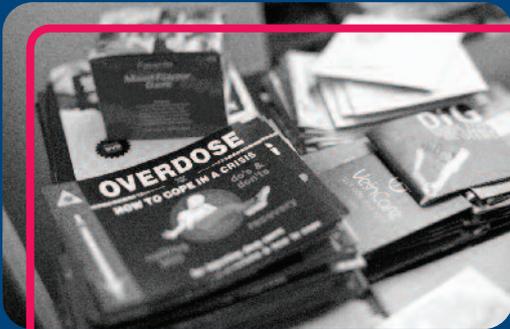
Milestones and Key Facts

A leading charity in East Anglia providing well-being initiatives, counselling, and practical help for people affected by drug or alcohol addiction

Open Road...

- Is a **leading charity in East Anglia** providing well-being initiatives, counselling, and practical help for people affected by drug or alcohol addiction
- **Helped over 3000 people** with a wide range of drug and alcohol problems in 2010/11
- **Over 75%** of service users successfully completed a structured treatment programme with Open Road during 2010/11
- Operates **12 drug and alcohol treatment centres** in Basildon, Braintree, Brentwood, Colchester, Haverhill, Harlow, Chelmsford, Clacton, Jaywick, Ipswich, Bury St Edmunds and Lowestoft
- Plus **further outreach facilities across Essex, Suffolk and Norfolk** from service points in our own buildings, GP practices, community centres and other facilities
- In 2013, a **new centre opened at Haverhill in Suffolk** delivering services to an area poorly served by public transport
- Manages the **pioneering SOS Buses**, as the lead operator in partnership with other agencies, to reduce the negative impact of the night time economy in Colchester and other towns. In 2012, over 4,000 people were supported on an SOS Bus. The Buses also provide a community resource for a range of agencies during the day
- Provides a **harm minimisation programme and needle exchange** to prevent the spread of HIV and hepatitis. In 2010/11, 500 drug users accessed the Needle Exchanges at our centres, and over 35,000 needles were deposited & exchanged
- Expanded the M-PACT programme and with additional support from the Big Lottery Fund worked directly with more than **100 parents and their children**
- Employs **95 members of staff** and over **250 volunteers and mentors**
- Has a **budget approaching £3m**, funded through Drug and Alcohol Action Teams, Primary Care Trusts, Big Lottery Fund, local councils, charitable trusts and donations from businesses and individuals
- **Works in partnership** with Drug & Alcohol Action Teams, Police Forces, NHS, Probation Services, local authorities and other voluntary sector organisations

“Open Road have worked around and catered for my individual needs. Where they couldn't offer help they have helped me set up appointments in other organisations so I continually feel supported. The service I have received from Open Road has been outstanding and has changed my life - which is no exaggeration”



“Like meeting old friends”

“My life would be down & under without Open Road. It's a brilliant way of staying away from the dark opportunities on the streets”

“They gave me time to talk and listen. I really felt that my views were taken in”

Targets

1. INCOME:

Current: £2.5 million in 2011
Target: £6 million by 2016

2. RECOVERY

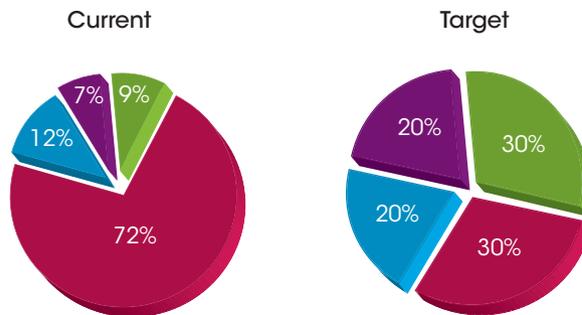
(Successfully completed a treatment programme)

Current: 75% in 2011
Target: 85% by 2016

3. NUMBER OF SERVICE USERS AND TYPES OF SERVICE:

Current: 3,000 in 2011
Target: 6,000 by 2016

- Primary Alcohol Problem
- Primary Drug Problem
- Aftercare
- Family Support



5. VOLUNTEER RECOVERY CHAMPIONS:

Current: 20 in 2011
Target: 250 by 2016

6. OVERHEADS – LIMIT ADMINISTRATION COSTS:

Current: 12.5% in 2011
Target: Below 11% by 2016

