



changing lives
reducing crime

Value for Money

Self Assessment 2014/15



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1. Introduction

Nacro is largely a contract-driven business which requires an operating model that can respond to changing turnover levels. Value for Money is embedded throughout all areas of the business, not only in terms of cost efficiency but also in terms of delivering quality services efficiently.

There is an asset management strategy in which it can use its resources to lever funds to grow the asset base primarily in housing. At the heart of this strategy is VFM. It aims to maximise the return on assets to lever as much external funding as possible.

The procurement strategy at Nacro is built upon the key concepts of VFM: economy, efficiency and effectiveness.

VFM has always been a key factor in Nacro service delivery. Nacro's key business streams are: housing, education and justice, and health (previously called offender management and substance misuse).

Nacro's justice and health programmes are commissioned with tight margins and are primarily either payment by results or spend and claim schemes.

Nacro's education provision is delivered from 37 centres across the country. These centres are primarily funded through national Education Funding Agency and Skills Funding Agency contracts, with some local provision commissioned by local authorities.

In terms of housing, Nacro currently manages around 1,151 units, acting as landlord for 60% of units and as managing agent for 40%. During 2014/15 the majority of these units were used to deliver 68 housing-related support services to 1,142 service users. A further 806 individuals received floating support in their own or another provider's accommodation through 33 housing-related support services.

Prior to 31 March 2014, Nacro's housing business was delivered through a separate legal entity, Nacro Community Enterprises (NCE). This was a wholly owned subsidiary of Nacro. On 31 March 2014 Nacro acquired the ongoing operations and net assets of NCE through a sale and purchase agreement.

In the current economic climate and with commissioners driving for more outcomes with less funding available, especially in housing-related support, it is all the more important to adopt a comprehensive and strategic approach to making resources stretch further with greater effectiveness. It is therefore essential that Nacro Council and service users have assurance that resources are managed economically, efficiently and effectively in order to meet the mission of reducing crime by changing lives.

2. Operating Environment

The recently released report – [State of the sector - Key trends for voluntary sector organisations working with offenders and their families](#) – published by Clinks in April 2015 found a number of trends within the criminal justice sector. Key findings of the survey it carried out include:

- The majority of the sector is making redundancies, with 50 organisations expecting to make redundancies in the current financial year.
- The needs of service users are increasing and becoming more complex. With organisations reducing in size, they are also re-examining referral criteria and being more specific about whom they take on.
- Volunteering is a key way in which local communities can engage with and support the sector working with offenders and their families. 50% (net-30) of organisations have recruited more volunteers over the last three financial years and organisations now, on average, have 1.7 volunteers for every member of paid staff.
- Many organisations are relying on their reserves, putting them at risk of closure. The report found that 69% (net-23) of organisations would use all of their reserves in a year or less if they continue using them at current levels.
- 79% (net-45) of organisations are bidding for new contracts, yet 39% (net-26) report they are not successful in winning them. As many contracts increase in size, organisations are more regularly delivering contracts as part of a consortium. When delivering contracts, 26% (net-17) are delivering them as part of a consortium and 26% (net-18) are subcontracted.

3. Achievements in 2014/15

3a. Housing and Well-being

Housing outperformed its budgeted financial margin targets by 3% in 2014/15. This was due to a combination of factors including generating additional income allied to sensible cost control and efficiencies on items such as travel costs and planned maintenance. Housing continues to develop its Housing Resettlement Service which performed well in 2014/15, delivering its operational outputs whilst beating its operating surplus targets by more than 5%.

At contract level, Housing continues to produce some impressive results. Examples can be found below:

Example 1. Offenders' service – Lincolnshire

In 2014/15 Nacro has averaged approximately 20 new referrals per quarter (80 for the year), enabling us to fully utilise the scheme. It is difficult to move people on in the Lincolnshire area due to high housing demand but Nacro has managed to achieve this by advocating for its service users at the vulnerable adults panel meetings and by nurturing good relationships with Boston Borough Council, Boston Mayflower and other housing providers. Nacro has successfully moved on 80% of service users, with 25% achieving full-time employment and 90% not re-offending during service offer.

Example 2. The Wirral Floating Support

Year-to-date, The Wirral Generic Floating Support Service has successfully achieved the following:

Outcome	Achieved
Supported to maximise income	93%
Supported to manage debt	95%
Participation in learning activities	86%
Supported to maintain accommodation	95%
Supported to maintain/establish settled accommodation	91%

Despite difficult market conditions, the following achievements in Housing demonstrate a positive progression towards improving the profile with 'major players' and the bid success rate. Key successes include:

- Salvation Army choosing to sub-contract Nacro in Coventry.
- Lincolnshire partners choosing Nacro as a prime contractor.
- Nottingham young people where major players – PfP and Stonham – are willing to sub-contract to Nacro as lead.
- Nacro are one of 7 partners in the Stockport Alliance – a new and innovative way of working prescribed by the Commissioners.

3b. Education and Training

Over the past year, Nacro's Education directorate has made significant positive progress in its operational plans and has delivered a Grade 2 Ofsted rating. This allows Nacro to lever its position and seek new partnerships and opportunities to grow its market share within the next 12 months. We are tendering for partners to both our EfA and SFA provision and seeking a merger with a further education college to deliver quality vocational training courses.

Our achievements

- 64% of young people under 19 progressed into employment, training or education and this number is on track to rise to 70% 2014/15;
- 50% went into continued study;
- 20% progressed into employment;
- 34% completed a formal work placement;
- 92% of learners completed their courses.
- 25% of students who left early progressed into employment, training or education.
- 99% of learners were satisfied with the service provided by Nacro (89% were highly satisfied).

Our Ofsted rating

Our education centres are rated 'Good' (Grade 2) by Ofsted, in recognition of the support and care that learners receive at Nacro. This means:

- Learners gain greater confidence and self-esteem while they study at Nacro. They improve their personal and social skills very effectively and increase their chances of getting a job or continuing in education.

- Learners receive very good support and care. They enable many who face significant barriers to learning to participate effectively and make good progress.
- Expert senior leaders, supported well by Nacro's trustees, provide strong leadership. They successfully drive rapid improvement towards ambitious targets.
- Significant, well-planned and targeted investment is providing learners with good, well-equipped classrooms and workshops.

3c. Justice and Health

Nacro is successfully working in partnership with Birmingham and Solihull Mental Health Trust and Aquarius Action Projects to deliver a comprehensive drug and alcohol service across the Borough of Wolverhampton. During 2014/15 the service successfully engaged with 4,418 clients presenting with drug and/or alcohol problems. In 2014/15 the Partnership achieved an 87.6% success rate with significant overperformance against certain indicators. Value for Money was intrinsic to the original model and as a result the 12.4% underperformance was paid back to the commissioner for re-investment into the Borough. In Justice and Health, Nacro has been raising its profile with a number of successes, including:

- Transforming Rehabilitation – successful bid with Sodexo, who won 6 out of 21 areas, and were the single biggest winner.
- Development of a range of partnerships with NHS and private Health providers including: Spectrum, Lincolnshire Partnership Foundation Trust, DISC, Shropshire NHS Foundation Trust, Westminster Drugs Project.

In Policy, Nacro retained the National Liaison and Diversion Programme for the NHS, forming a partnership with KPMG. This is a treatment-based accommodation programme for people with mental health difficulties or learning problems.

4. What VFM means to Nacro

Within the context of reduced public spending and the imperative for Nacro to achieve profitable revenue and growth, it must always look to provide VFM by striking the right balance between cost and quality. This translates into providing the same level of service whilst reducing costs and/or providing a higher level of service for the same amount of money. Either way, Nacro is committed to providing the very best level of delivery to service users and to those who commission our services. Longer term, the aim is to make efficiency savings wherever possible and to use this for reinvestment.

In bidding for new contracts, Nacro constantly reviews service delivery models, looking for ways of reducing the cost of services at the same time as driving up the quality of provision. This includes supplementing the paid workforce with fully trained volunteers and mentors who, in time, develop experience to improve their employability. By streamlining the management structure and shared services, it has reduced operating costs in recent years (see Table 1 – page 10) and this is expected to continue. It has improved the procurement of goods and services, which will generate savings of £166k over the financial years 2014/15 and 2015/16. This has been achieved while taking commissioner and service user views into account and comparing costs and performance with other housing providers to find out if and how Nacro can improve further.

Nacro understands the commercial benefits of VFM and, in the business strategy for 2015/16, has stated the intention of growing the turnover of the business over the next three years. This is predicated on developing a footprint in large urban centres (core cities) where demand for services is highest, where it already has a strong presence and/or where it is delivering education, justice and health. In this way, Nacro will be able to meet the multiple needs of service users in a finite number of locations and realise the benefits of economies of scale.

As an example, Nacro's Housing 2015/16 Business Plan has developed our VFM aspirations further with plans to:

- Review the way we work to reduce overhead costs and provide a more flexible service with choice.
- Design and implement an improved performance monitoring system to enable more effective and targeting of performance to support challenging targets for 2015/16.
- Implement the Omniledger upgrade to ensure effective management of and reporting on the service and use of information.
- Review options for high risk services that require 24/7 cover.

5. The strategic approach to VFM and use of resources

Over the past three years, Nacro has invested in developing strategic and business planning arrangements and financial management. This includes the development of: a new business strategy; a customer relationship management system; a new bid/risk management process; a bid management board; a sales pipeline; and new processes for financial planning and reporting by the Executive Leadership Team (ELT) through the Finance and Resources Committee (FRC) to Nacro Council.

Annual budgets are based on last year's performance and sales forecasts going forward. Management accounts are scrutinised by the ELT on a monthly basis, and by both Nacro Council and the FRC on a bimonthly basis. The financial performance of individual projects is reviewed on a quarterly basis when the relevant Operational Manager(s) and Heads of Service meet with the Chief Executive Officer and Director of Finance. Action plans from these meetings are drawn up, implemented and progress reviewed on delivering agreed outcomes against these action plans. This approach allows Nacro to be responsive to the ever changing environment it operates under and to achieve a more effective use of resources.

There is a culture of robust scrutiny. Nacro has invested in capability to enhance its service design and improve its capacity to ensure services run efficiently and effectively to meet commissioners' needs within the available resources. This is driven by the ELT who are accountable to Nacro Council. Individual trustees are involved in the oversight of new projects where they have relevant commercial or subject expertise.

6. Arrangements to ensure delivery of VFM

Nacro's governance arrangements have been developed to ensure that risks are managed and VFM is achieved throughout its business activities.

6a. The role of Nacro Council

A governance review was undertaken to support the merger of Nacro and NCE in March 2014. This resulted in a review of the committee structure that was in place across Nacro. As a result, FRC and Performance Committee were merged into a Finance and Performance Committee in order to drive VFM across Nacro and to link operational and financial performance more closely.

The committee structure is now as follows:

- **Finance and Performance Committee:** monitors the financial performance of the organisation against budget and sales targets and KPIs including service delivery, property, finance, staffing and ICT, and ensures that the ELT is managing the financial business risks of the organisation effectively and efficiently.

- **Audit and Risk Committee:** ensures the rigorous management of processes and procedures and monitors performance against the corporate risk register.

6b. The role of service users

Nacro's Service User Council provides feedback on performance against KPIs and inputs on specific initiatives designed to improve VFM. Plans are in place to create a localised service user infrastructure to inform local planning and service delivery.

6c. The role of the ELT

The Chief Executive Officer and Executive Directors, together with Heads of Service, meet monthly to review performance across all business areas. This includes scrutiny of financial reports and the sales pipeline, progress checks against KPIs (see Appendix 1 for an example of Finance KPIs used by the Board) and discussion of key operational challenges. Area Manager Meetings manage and review performance at local level. Quarterly financial review meetings, chaired by the chief executive officer, scrutinise the financial performance of individual services and contracts. This also provides a forum for managers to articulate their plans for improvement, growth and business continuity. A bid management board, chaired by the Housing and Wellbeing Director, meets weekly to assess all new tendering opportunities. The bid management board is the main vehicle for a rigorous bid approval process; this ensures that only those bids that are strategically relevant, can be delivered effectively, and offer a tangible margin are pursued. The results of the outcomes of these meetings are reported to the ELT and the FRC.

6d. The commissioners' role

Those who commission Nacro's work regularly undertake VFM exercises of our services to ensure that maximum outcomes are delivered for the minimum cost. In line with the considerable and continuing pressure on local authority budgets, this scrutiny has recently increased. This has resulted in a sharper focus on VFM which is welcomed by Nacro. An example of this is the reduction in cost per support hour per week – the typical benchmark for supported housing services – which has reduced from £19 to an average of £16 during 2014/15.

Nacro has managed to achieve these cost reductions while still maintaining an operating surplus. This has been achieved by delivering services more economically. Innovation and value added have also enabled some of our services to retain their funding amid stiff competition and have helped us to win new and repeat business.

6e. Embedding VFM

Nacro is continually striving to further develop and embed a culture of VFM throughout the organisation and across the workforce. Nacro operates a formal performance management system and applies the following tools:

- A probation process for new employees to support integration within the organisation on the basis of performance expectations.
- A supervision programme to ensure that line managers and employees meet regularly and discuss operational issues and review progress towards objectives as part of their continued professional development.
- An appraisal and mid-term review process to formally review performance, achievement and development against individual objectives.

VFM is driven through the objective setting and performance review process, as well as through one-to-one, ELT, area manager, and area and team meetings. All of these meetings have standard agenda items which cover key issues such as performance against KPIs and key business objectives. The Chief Executive Officer routinely visits services to satisfy himself regarding the quality of the service provision and team members' understanding of KPIs and the key business priorities.

Nacro uses Investors in People (IiP) as the quality standard in its approach to people management and development. Nacro's IiP review carried out in 2013 highlighted the following:

- There are values that support our vision and strategy.
- There is a process for recruiting new staff that is fair, effective and efficient.
- People receive training and development to improve performance.
- Equality and diversity is highly regarded.
- There is a culture of continuous improvement across the whole organisation.

7. Overall self assessment

We believe we achieve reasonable VFM from our resources but recognise there is room for improvement.

7a. Reasons why Nacro delivers VFM

The reason for this positive assessment is that we:

- Understand the requirements of our contracts and manage our resources to gain maximum return from them.
- Have tightened control of our cost base. This is demonstrated in the following table, where it can be identified that although income has reduced year-on-year, Nacro has managed its cost base to move from a deficit to surplus position.

Table 1: reduction in operating costs across previous four financial years

	2011/12	2012/13	2013/14	2014/15
	£'000s	£'000s	£'000s	£'000s
Income	50,453	47,403	47,316	41,777
Operating costs	54,488	47,596	46,587	41,492
Operating surplus/(deficit)	(4,035)	(193)	729	285

- Have developed a greater understanding of cost behaviours. This has allowed the organisation to control costs as identified above and has also ensured greater contract compliance in relation to allowable spend on spend and claim contracts.
- Have developed a robust financial modelling tool that has helped support the understanding of cost behaviours and enhanced Nacro's competitiveness in the commissioning market, with feedback from commissioners stating Nacro's bids are highly competitive from a financial position.
- Have improved contract management of procured services to manage use and drive down costs. This has generated more than £250k p.a. of efficiencies and has been achieved through a combination of managing suppliers to provide the most cost-effective options and ensuring staff use resources efficiently and effectively. Table 2 (below) demonstrates where cost efficiencies have been realised.
- Have achieved IT efficiencies through embarking on cost savings via a new Data Networks contract through enhanced WAN deployment costs and through the closing down of unnecessary sites and IT links across the country. In addition ICT has simplified the infrastructure through virtualisation and enhanced but secure mobile working.
- Constantly strive for Quality in our delivery and service. Nacro managers use the Managers Quality & Compliance Assessment (MQC) tool to ensure that service provision within the housing division is monitored in a consistent and robust manner, ensuring services are achieving the highest standards of quality and compliance with regulatory frameworks.

Table 2: reduction in operating costs through improved contract management

	2012/13	2013/14	2014/15
	£'000s	£'000s	£'000s
Telephony	431	404	340
Stationary	164	124	84
Printing	410	352	315
Utilities	896	770	647

7b. Areas where Nacro can improve on VFM

- Nacro has a small asset base when compared to other registered providers of social housing. The net value of our housing properties is £1.67m with a gross value of £9.97m. This asset base is not currently used to lever additional financing to increase our asset base and generate revenue growth. Nacro has plans to implement a development strategy to build or procure additional properties. A number of projects have been delivered in the Lincolnshire area in support of our recently won Housing contract. Additional projects are also in the appraisal and planning phase and are due to be actioned during 2015/16. Proposals will be considered and assessed against their capacity to deliver returns in addition to rental income. This assessment will consider whether additional properties will increase our capacity to win new support contracts. The effect of these schemes will be to make better use of Nacro's asset base and generate improved financial and operational returns.
- Nacro has commissioned a condition survey of assets. This will support the delivery of a maintenance programme ensuring resources are focussed in the right areas to ensure our stock provides a positive net present value giving Nacro an appropriate investment plan. Disposal will be considered if properties do not meet agreed criteria.
- Nacro is currently updating its maintenance and property repairs strategy and policies, with the intention to continue to carry out cost-effective repairs and routine and planned maintenance practices.
- Nacro is continuing to implement its new ICT Strategy in 2015/16 which will deliver improved security and encryption of data together, with renegotiated lower contract rates for telephony and mobile phones, resulting in a lower overall cost footprint.
- Nacro is working with consultants to look at specific aspects of spend across the business to ensure we are maximising efficiencies in supply contracts. The current projects are office expenses, training materials, postage, travel (including hire car management) and printing.
- In addition Nacro expects to make significant savings from 2015/16 onwards from the revised exclusive energy contract with British Gas, replacing the more expensive multi-supplier arrangements which previously existed.
- Nacro recently invested in the SQT, which was developed by the CIH and is endorsed by DCLG. Nacro conducts an evaluation of service quality, based on document review and validation visits, including interviews with front line staff, service users and stakeholders. The process allows Nacro to set an organisational standard for all our housing services. It identifies any gaps in service and action plans for continuous improvement.

8. Basis of assessment

The basis of assessment is centred on a number of key factors:

- Use of assets and resources to achieve improvements in outputs.
- Cost control and evidenced reduction in spend.
- Future plans to improve VFM.

8a. Use of assets

Nacro has identified the following as key assets:

- Housing properties
- Cash/reserves
- People

As identified in section 8b Nacro is looking to improve the use of properties and cash reserves to improve on VFM.

With regards to people, Nacro has done a significant amount of work to ensure we maximise this asset. The focus has been on:

- liP
- Objective setting and performance reviews
- Sickness management
- Training and development

Investors in People

In 2013 Nacro met the requirements of Investors in People and received accreditation that recognised a robust approach to people management and development. Building on this success, Nacro underwent an additional review in November 2014 to seek a higher level of recognition. The liP Bronze status was awarded, recognising particular progress and good practice in the areas of Employee Engagement and Learning & Development. Nacro is working towards the long-term objective of achieving Investors in People Gold and becoming a leading employer in the sector.

Objective Setting & Performance Reviews

Nacro has an established annual appraisal process for all managers and employees. Individual performance objectives are agreed at the start of the financial year with formal assessments of progress and achievement at mid-year and year end. The appraisal process incorporates a talent assessment tool which identifies employees with the capacity and ability to change roles and take on additional responsibilities. A senior management mentoring programme has been introduced to support highly talented employees.

The appraisal process is subject to an annual quality assurance review conducted by the Learning & Development team.

Training & Development

Nacro employees benefit from a range of learning opportunities including e-learning, classroom-based training and mentoring. The organisation makes use of a range of free, funded and low cost training programmes and utilises training provided by partner organisations. This is in addition to an annual training programme to support compliance, the delivery of quality services and growth plans. Nacro works with expert training partners including Sitra, NSPCC and St John Ambulance and invests in training that improves employee effectiveness and efficiency.

8b. Use of assets and resources to achieve improvements in outputs

The following table identifies key statistics from Nacro's housing business stream which shows improved VFM in relation to service delivery outputs from 2012/13 to 2014/15.

Table 3: VFM in relation to service delivery outputs from 2012/13-2014/15

	2012/13	2013/14	2014/15
	000s	000s	000s
Total Turnover	£20,059	£19,523	£19,189
Margin	£784	£1,453	£567
Margin %	3.91%	7.44%	2.95%
Number of Units	1,027	1,014	1,151
New HRS Units		83	136
Loss of units through lost contract		-96	-62
New Non HRS Units		0	63
Net Rental Income per Unit	£7,985	£8,765	£8,006
Number of move ons	969	984	846
Cost per move on	£11,465	£10,769	£11,759
Void Turnover (weeks)	3.7	2.8	2.0
Additional rent income through improved void turnover per void		£151.70	£148.00
Number of voids		633	960
Income lost from voids		£376,409	£403,181
Additional income earned through improved void turnover per void		£96,027	£142,080
Void Cost per £ lost rental income	£0.30	£0.19	£0.19
Support Cost per £ support income	£1.03	£1.04	£1.29
Staff support cost per £ support income	£0.68	£0.66	£0.78
Maintenance Cost per unit	£1,015	£1,211	£893

- Whilst the number of units increased by nearly 14% the total turnover decreased by 1.7%. This reflects lost revenue on SP contracts of nearly £1.0m and a change in mix in the portfolio. This had a consequent impact on the margin in the business which reduced from £1,453k to £567k.
- The number of voids increased from 633 to 960. However the average period of the void reduced from 2.8 weeks to 2.0 weeks. This meant that the total cost of voids increased by 7% even though the number increased by 52%.
- The maintenance cost per unit decreased to £893. This is partly explained by a change in accounting policy.

The following table identifies key statistics from Nacro's education business stream which shows VFM from 2012/13 to 2014/15

Table 4: key statistics from Nacro's education business stream

	2012/13		2013/14		2014/15
	000s		000s		000s
Total Turnover	£10,750		£10,272		£11,677
Margin	£294		£1,165		£965
% Margin	2.7%		11.3%		8.3%
EFA Study Programme Starts	1,853		1,560		2,107
SFA Adult Programme Starts	55		747		1,220
Total Qualification Starts	1,908		2,307		3,327
EFA Study Programme Qualification Success	63%		52%		70% *
SFA Adult Programme Qualification Success	77%		68%		88% *
Staff cost per £ Earned	£0.50		£0.45		£0.45
Premises Cost per £ Earned	£0.26		£0.22		£0.14

* The qualification figures for 2014/15 are subject to final ratification.

The table above shows:

- The total sales increased by 14% and the margin decreased by 3%.
- The Programme Starts increased by 44% and are expected to increase again in 2014/15.
- Efficiencies were gained in premises costs due to increased numbers. Staff costs have been broadly similar over the last three years.

9. Customer satisfaction

An important element of VFM is the ability to satisfy your customers' needs and ensure that quality remains high in all your outputs. Below are a varied collection of customer statements and Nacro summaries about the quality and the service that Nacro delivers to its users.

Offenders service – Lincolnshire

Quote: "I have found the project, you and your staff a key component in the management of sexual and violent offenders who pose a substantial risk to the public. In particular children and vulnerable adults... Without Nacro, offenders could live in the community unmanaged and therefore pose a greater risk to the public..." *Lincolnshire Police*

Lincolnshire Support Services

Lincolnshire Police Risk Management Officers said, "I particularly wish to highlight the work of staff with regards to their consistent partnership, working and sharing of information. The staff, as you are aware, have been particularly key in managing a number of high risk sex offenders; especially of note is the recent Mappa 3 case. Your work has been very important in managing those who pose greatest risk to the public."

A Lincoln Probation Officer praised Nacro for going above and beyond in helping support for her client who without our help would be in a far worse state.

One service user has said, "This is the longest period that I have remained out of hospital. It is thanks to the support of Nacro staff and mental health teams while I have been living here."

In our services in Gwynedd, a service user has been running a gardening club for about 6 months for service users, initially as a way of helping him remain abstinent by filling his time constructively. He has found the group (now 8 members) has given him confidence, hope and new skills and is even considering becoming a self-employed gardener.

On 4th September, me and my Support Worker went to the Service User Council Meeting. This meeting is for Nacro to listen to other people's opinions on how they can change the way Nacro is run. I found out I could go on training to become a property inspector! This means I can have a say on how properties should be. I had new experiences that day. I had been to London before. I went on the underground, visited the Houses of Parliament and went to visit Platform 9 $\frac{3}{4}$ (from the Harry Potter films).

Andrew – Service User

Tenants View Survey 2014

Based on the results of the Tenants View Survey 2014 – assessed against the Consumer Standards of the social housing regulatory framework 2012 – a service offer action plan was devised. Actions included:

- Update our properties to provide improved facilities, appliances, furniture and decoration for our tenants. As a result, a Housing Lettable Property standards guide for staff was devised, illustrating our high property standards.
- 59% of tenants said that their maintenance reports were acted on first time. 14% said this was not acted on first time and 19% said only 'sometimes'.
- Tenants now have the option to report their own repairs via the Nacro website. There is currently a pilot taking place where the maintenance out of hours service is accessible to service users.
- Nacro recruited a Nacro Community Voice Coordinator in December 2014 to drive service user involvement. The NCV Coordinator currently has a work plan until March 2016 and has ensured that all housing services have a plan specific to their service for this.
- Nacro is currently piloting putting wi-fi in Nacro's own shared properties in Essex.
- Service users were involved in the service design of a women's service through consultation.
- Nacro will be conducting a Tenants Views Survey in autumn 2015 to gain feedback and in turn improve our services.

Appendix 1 - Finance KPIs used by the Board

