

Strategic Plan

2011-2015



*changing lives
reducing crime*

Nacro

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Foreword



Matthew Litobarski

Chair of Trustees

Crime is a key issue. It remains as high on the political agenda as ever and continues to attract equally high levels of public concern and media attention.

Nacro's mission is predicated on the conviction that we must reduce the devastating effect crime has on individuals and on neighbourhoods, creating victims, often harming individuals and even shortening lives. It builds climates of fear and hostility within communities and leads to divisions and resentment. It also soaks up enormous resources as society attempts to tackle the issue.

Victims of crime often have to live with the experience forever, while those people who commit crime can find it hard to break free from a destructive cycle of offending. Those who are close to Nacro know that people do have the capacity to change. The essence of our mission is 'reduce crime, change lives' and, time and time again, we have shown that where we succeed, everybody benefits: the person in trouble, their victims and potential victims, and the wider community around them.

The government's agenda seeks to revolutionise the criminal justice system. It focuses on the power of rehabilitation and attempts to engage like-minded partners to play their parts in this radical new approach. Nacro is ideally situated to play a key role because we have the capacity and expertise to engage those members of society which others cannot reach.

At this early stage we cannot be sure how the rehabilitation revolution will develop. The government's desire to find and fund better ways of reducing reoffending makes perfect sense. This new direction creates huge opportunities for Nacro, but it will take time for this to materialise. In the meantime, we know that some of our traditional funding streams are threatened by public spending cuts, and that the future could see fewer contracts and more competition.

In this difficult period, we must step up our efforts to re-establish ourselves as the partner of choice for

the rehabilitation agenda and as the voice of sense in the criminal justice debate. We must articulate in a clear and confident manner who we are, what we do, what we stand for, and most of all what we can achieve. And we must also be clear that other organisations can bring new skills and expertise and enhance the quality of our work. So our future prosperity requires that we look to work with other providers in powerful partnerships and joint ventures. This Strategic Plan is all about starting us on this important path.

In order to fulfil our mission, Nacro must get stronger. We are determined to grow our business, protecting and developing our reputation for crime reduction, contract delivery and thought leadership. Only by being excellent in these areas will we be able to further build the respect and confidence of those who make decisions, those who inform opinion and those who work alongside us. Only then can we continue building a firm financial foundation, growing our supporter and donor base, and maintaining our position as the leading crime reduction charity. However, this plan is not simply about getting bigger, it is about ensuring Nacro grows in those places where crime is a major issue for communities, so that we can reach more people at risk of, or already involved in crime.

This plan spells out our strategic and business objectives for the next four years, in the context of our mission and our values. It describes a clear and compelling vision for the future and provides a credible framework within which our change programme – Vision 2015 – can be realised. It is an ambitious plan which will challenge our thinking and how we currently operate. But it is realistic and builds on those things for which we are rightly recognised. It is the blueprint that will take us into the future, and should be our universal call to action. Along with my colleagues on the Trustee Council, I never cease to be impressed by the passion and dedication of the people who work for and with Nacro, and it will be a pleasure to work with them over the coming years to build a Nacro that can achieve its full potential.

Who we are

We are a large team.

We have more than 1,500 staff and volunteers.

Together with our partners, we are dedicated to reducing crime and changing lives in hundreds of communities across England and Wales.

Our mission: reduce crime, change lives

By reducing crime we change lives, and by changing lives we reduce crime.

Time and time again we demonstrate that, where we succeed in helping those in trouble to change their behaviour, everybody benefits: the person in trouble, their victims and potential victims, and the wider community around them.

Our values

Accountability

- We are reliable partners who stand by the actions we take.
- We keep our promises and are committed to accounting for the outcomes we achieve.

Tenacity

- We stick with people.
- We don't write them off.

Equity

- We deliver excellence through integrity, fairness and justice for all.
- We don't tolerate discrimination, we challenge inequality and we embrace inclusion.

Safety

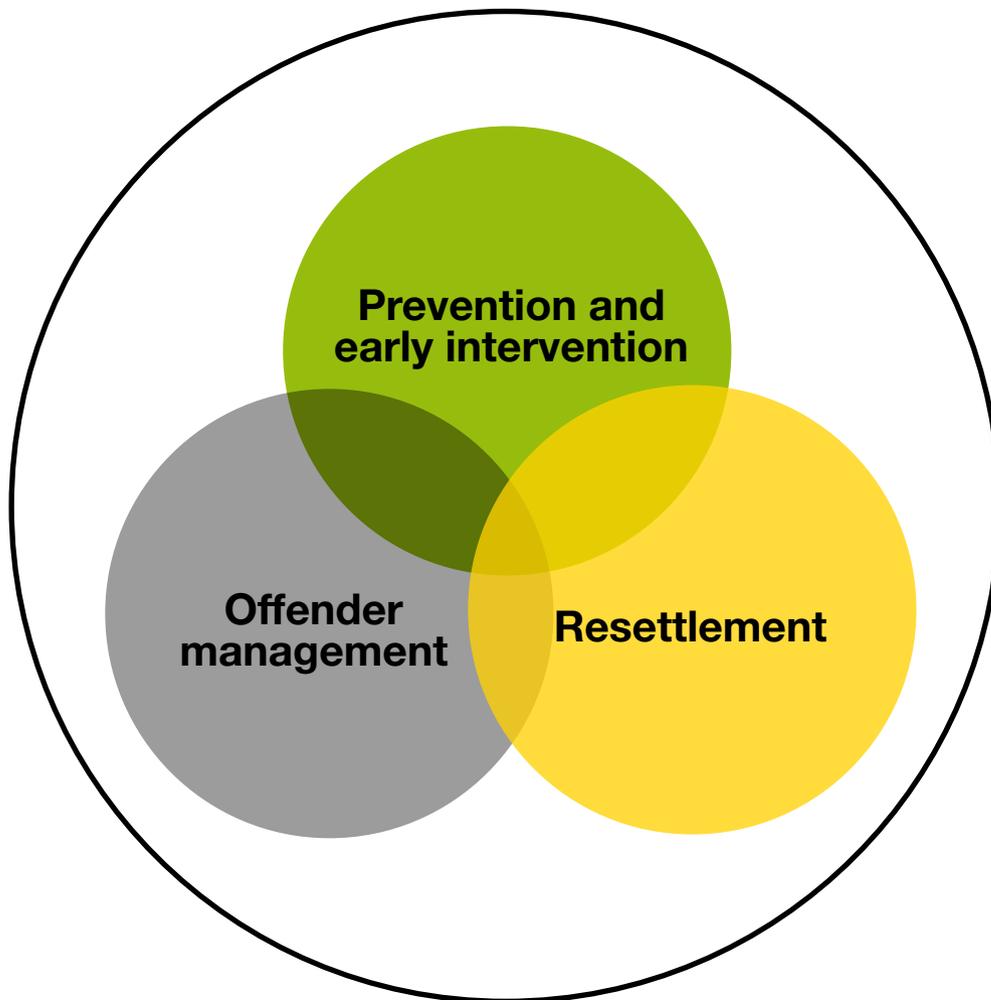
- We prevent and reduce harm.
- We restore the damage caused by crime.

Reach

- We go out of our way for individuals and communities, helping the hardest to reach and reaching the hardest to help.
- We work with difficult people in difficult circumstances and understand the barriers they face.

Our focus

Three areas: before, during and after people are in trouble



Prevention and early intervention

We get involved early with people who are at risk of becoming involved in crime and antisocial behaviour. We steer them away from drugs and crime. We teach new skills and help to create new opportunities. Typically, we work with young people living in high-crime neighbourhoods. They may have come to the attention of the police, be finding things hard at school or may have been excluded from school. Whatever their situation is, if they are at risk of getting more deeply entrenched in crime then we get involved, supporting them and their families.

Offender management

We work with people in prison, on post-release licences and on community sentences. We challenge them to stop offending, help them cope without turning to crime, remove the barriers they face and teach them new skills so they can move on and give something back to the community.

Resettlement

We resettle prisoners, find a place for them to live, give them the support they need to keep their home and help them to cope with life back in the community.

Our work

We operate the following:

- **Statutory programmes** which take place either in a prison or as part of a court order, post-custodial licence or a police caution. Our role is to maximise compliance and remove barriers which lead to attrition, so as to reduce reoffending.
- **Diversion programmes** which aim to divert people away from the criminal justice system on the basis that their risks and needs are better dealt with outside it. These programmes target first-time entrants into the criminal justice system, and people with mental health and/or substance misuse problems.
- **Information, advice and guidance programmes** which help individuals build sustainable relationships, get a job, find and keep a home, handle debt, deal with drug and alcohol misuse, and disclose information about their criminal past. We also provide advice to practitioners and employers and policy makers.
- **Education, training and employment programmes** – Nacro provides education and foundation learning as part of its prevention and early intervention activities. This combines vocational learning with functional skills and personal and social development. Our specialist education, training and employment programmes, together with our links with employer networks, play a pivotal role in helping offenders find sustainable work.

- **Housing** – As a registered social landlord we provide those at risk of offending, offenders and ex-offenders with a home and the support they need to gain stability before moving on.
- **Attitude and behaviour change programmes** which help people become more aware of the impact of their offending, particularly on the victim. We strike the balance between supporting the individual, building motivation and challenging thinking and behaviour which leads to crime. We also seek to change societal attitudes so as to remove unnecessary barriers which stand in the way of ex-offenders' commitment to a crime-free future.
- **Coaching** – Our mentors and volunteers act as role models and coaches to individuals, providing help, advice and support through the prison gate and also in the community.
- **Policy and practice innovations** – We work with government and our other partners to establish and pilot the best ways of reducing crime, reoffending and the fear of crime in local neighbourhoods. We are committed to building a bank of evidence to show what works, with which people, under what circumstances.

Our current position

Strengths

We work with more offenders in the heart of more communities than any other charity in our field.

- Our people go out of their way to engage and motivate individuals to move away from crime and reach their goals.
- Our delivery base is strong, with services across England and Wales.
- The charity is national but we have effective local relationships and partnerships.
- We have a good understanding of effective practice.
- We understand the relationship between crime and other problems (eg, homelessness and substance misuse) borne out of a long track record and recognised expertise in early intervention, housing, foundation learning and resettlement.
- Through the Department for Work and Pensions' Work Programme we already have experience of operating in a payment-by-results culture.

Opportunities

The commissioning landscape offers substantial opportunities for Nacro. These are as follows:

Market development

- Reaching more people in high-crime urban neighbourhoods and in new strategic areas, as highlighted in the government's justice reforms.
- Bidding in partnership with like-minded organisations for offender management opportunities.
- Bidding for project set-up, programme management and evaluation opportunities in niche areas eg, mental health.

Commercial diversification

- Using our innovation and expertise to successfully lead large contracts.
- Operating as a principal sub-contractor to a prime contractor within a larger supply chain.
- Executing added value mergers and acquisitions and strategic alliances.
- Building a supporter base of corporate, trusts and individual donors.
- Filling gaps in our geography and, where we already have a presence, adapting approaches we are successfully operating elsewhere.

Product development

- Building on the evidence of what works and developing new integrated approaches before, during and after people enter the criminal justice system.

Where we want to be by

Like most charities we want to be financially sustainable, as demonstrated by an increased turnover and surplus, a strong cash position and a determination to keep improving our bid/win ratio. But we also want to be achieving the best outcomes, demonstrating evidence of our effectiveness and establishing strong strategic alliances and delivery partnerships with the public sector, the private sector and other charities.

As a down-to-earth charity, what matters is that we continue to reduce crime and have a life-changing impact on the individuals and families we work with. We want to get the balance right between providing practical and emotional support to the individual and challenging attitudes and behaviour which lead to crime. We want to develop a close network of supporters and donors so that we can establish ourselves as thought leaders in our field, shaping the agenda based on evidence and experience of what works. That way, we can demonstrate through evidence real crime reduction outcomes. At the same time, we want to be the charity where the brightest thinkers and most skilled practitioners in this field want to work.

Our vision is of a modern innovative charity, ahead of its time, growing and enterprising, a leader in organisational development and programme management – the market leader in our field.



Our strategies

- 1 We will align the charity under a strong coherent brand.
- 2 We will develop a cost-effective and competitive delivery infrastructure.
- 3 We will expand our footprint and expertise in each of our chosen markets: prevention and early intervention, offender management, and resettlement.
- 4 We will build our capacity to grow our voluntary income and supporter/donor base.
- 5 We will use the evidence of our outcomes to lead and influence the debate on justice reform and on reducing crime, the fear of crime and reoffending.
- 6 We will innovate, achieve excellence and do things differently.
- 7 We will build a solid financial platform, tracking the benefits accrued from our change programme and making well informed business decisions to ensure growth.

Nacro is changing

Our current business model is predicated on a large number of local services. Much of our work focuses on prevention and early intervention services and resettlement. To grow, we must balance this with larger contracts including offender management services. The size and the scale of the strategic and business challenges ahead means that Nacro must, first and foremost, build a solid foundation for the future. For this reason, we have launched our change programme 'Vision 2015'. This will be our main vehicle for transforming Nacro. It will drive the efficiencies needed to ensure our competitiveness going forward, build an infrastructure to win profitable contracts, operate them effectively, as well as continuously improve and reposition Nacro in the marketplace and with the government, the media, strategic partners, funders and donors.

The change programme is being managed through three projects, described below, each of which contains a number of associated work packages:

- 1 EQIP (Efficiency, Quality, Improvement, Performance)** – Aims to reduce the management charge for all new services and reduce operational costs for new and existing operations.
- 2 Market leader** – Aims to produce a further reduction in the management charge and further reduce operational costs by changes in working practices.
- 3 Reposition** – Aims to sustain Nacro's reputation and standing with government and in the market, increase its donor/supporter base and its list of strategic/delivery partners.

While the Vision 2015 programme is of fundamental importance to Nacro, the focus on its implementation will not detract our managerial attention from business as usual. The individuals and communities we work with need us now – not just in 2015. The strategic decisions we make today will shape our future for 2015. The decisions we make in one part of the charity have to be made with reference to the impact they have on the charity as a whole. These decisions include: the make-up of our strategic alliances; our approach to mergers and acquisitions; how we manage our supply chains; the markets we tap (and don't tap); the products and services we develop (and stop developing); the policy positions we adopt.

With this in mind, between 2011 and 2015, all of our strategic decision making will take a view across three strategic horizons. The choices we make will be with a view to the immediate horizon (year one), the medium horizon (years two and three), and the long-term horizon (year four).

The planning cycle

The diagrams below illustrate how our plans are integrated with the Strategic Plan, feeding in and out of the annual planning cycle.



The annual planning calendar

	Oct	Nov	Dec	Jan	Feb	Apr	May	Jun	Jul
Nacro Council deep strategy review									
Leadership team consultation									
Nacro Council approves strategies, budget and business plans									
Annual business plans and budgets implemented									
Continuous quarterly reviews									

