



changing lives  
reducing crime

# My home, my year

Nacro housing annual review  
2013-2014

## Message from the Chair



Housing has always been and will continue to be a very important part of what we do at Nacro. In October 2013 our housing arm, Nacro Community Enterprises (NCE), officially merged with Nacro to become one single organisation. This merger is a means of maintaining and enhancing efficient, effective and value for money governance structures.

Our service user council, which enables service users to scrutinise service delivery, continues to be an important part of our governance arrangements and its views impact upon our decisions.

Growth is important for all organisations and Nacro is no different. Increasing our range of services for commissioners and delivering outcomes for our service users are priorities for Nacro Council. We are pleased to have provided over 100 homes to rent as part of our housing resettlement scheme. We have agreed a housing growth strategy that will allow us to make more properties available through acquisition and development and thereby increase the supply of much needed affordable homes. In addition, our value for money strategy will see us continue to realise efficiencies in our costs and to make best use of our housing assets.

Nacro's range of services includes education and substance misuse and this enhances our offers for commissioners and service users. In all our work we strive to play a wider role in helping to create safe and connected communities across England and Wales.

**Delbert Sandiford, Acting Chair of Nacro**

## One year on

It's been just over a year since I started at Nacro and it's been a busy and exciting time.

Something which struck me early on is the staff commitment to service user involvement and the central focus this has at Nacro. We have developed our approach to service design which ensures that the needs and aspirations of service users are placed at the heart of our thinking. We look to innovate in the development of our offer and provide real value for commissioners and in the communities where we work.



Increasing the range of housing we have available is also a priority and our housing resettlement scheme has proven to be an effective model to provide secure and stable housing.

Every year the commissioning and housing landscape changes and this year we have seen the impact of welfare reform and in particular the negative impact that sanctions have on the ability of service users who are working to stabilise and turn their lives around. We will be raising the profile of these and other issues that affect the lives of service users during 2014/15.

**Joanne Drew, Director of Housing**

# 2013-14 housing achievements



The turnover for housing for 2013/14 was **£20m** comprising income from housing-related support contracts and rents.

We have approximately **100** housing-related support contracts across England and Wales.

**100 housing-related contracts**



**2,162 people housed**



We housed **2,162** people with an average length of stay lasting 11 months.

We supported a further **1,870** individuals in their own homes.



**1,870 people supported**



We listened and responded to the changing strategic priorities of our commissioners and partners.

In our young people's service in Newbury we introduced mother and baby units when demand increased.

In partnership with social services, we temporarily extended the service to house young people whose legal rights to asylum had all been exhausted and who would otherwise have been homeless and vulnerable.



We retained much of our existing business whilst also successfully tendering to deliver a floating support service for offenders in Leicester which is our first housing service in the city.

## Who uses Nacro's services?



**14%** had a disability.



**24%** came from black and minority ethnic communities.



**49%** were ex-offenders.



The average re-let time was **2.8** weeks.

We minimised rental loss arising from voids to **4.6%** of our rental income.



We collected **97%** of all the rent owed to Nacro which totalled **£9.3m**.



All our housing met the Decent Homes Standard.

# Feeling safe



Many of our service users have previously been homeless or have lived in unstable accommodation so it's important for them to feel safe at Nacro. In properties where we provide high levels of support, staff are on site 24/7. We encourage service users to report any issues so that we can address them effectively.

## What you told us

**72%** of service users said they felt safe in their home.

**75%** of service users said they would find it easy to report anti-social behaviour issues.

**84%** of service users said it was easy for them to make a complaint.



## What we plan to do

Continue the roll-out of wi-fi in Nacro's own properties.

Review our anti-social behaviour procedures.

Review our complaints procedures to ensure service users are involved.



## Work in action

Paul Phillips, Nacro's Head of Operations (Housing), joined staff and service users in July to celebrate the progress which has been made at our [mental health service in Harlow](#).

Service users have mental illnesses that have led to hospitalisation and homelessness. We help them with independent living skills and managing their illness. We empower them to actively improve their own environment.

This year service users have developed an organic vegetable garden and a wild space. These offer service users meaningful activity, healthy exercise and a tranquil space and impact positively on the way service users feel about themselves.

# Service user involvement

Service user involvement enables us to support and empower effectively. We actively encourage feedback about what works and what doesn't through surveys, exit forms, suggestion boxes, regular house meetings and resident forums.

## Support plans

Staff work with all our service users to develop a support plan incorporating Nacro's five national outcomes:

- Achieve economic wellbeing
- Be healthy
- Enjoy and achieve
- Make a positive contribution
- Stay safe

**The staff are wonderful here. They help you through every situation. I would suggest Nacro services to anyone because they're really reliable and they're very supportive.**



## What you told us



**72%** of service users said they had been asked to give their views on the service they receive from Nacro.



**89%** of service users said Nacro treats them fairly and with respect.

Service users said they wanted more involvement in service design.

## What we plan to do

Recruit a current or ex-service user to coordinate and further drive service user involvement.

Offer more opportunities for service users to become peer mentors.

Involve service users in profiling the impact of welfare reform.

Develop an approach to service design which will ensure service users are involved at every stage.

# Community engagement

At Nacro we understand the importance of helping our service users build links with the wider community. Strong relationships with local training providers and employers lead to education, work experience and employment opportunities. Effective links with healthcare providers mean service users receive the right support for mental health or substance misuse issues. Our service users are empowered to develop support networks, increase their knowledge about existing resources and gain confidence to move on into independent living.

88% of our service users were supported to participate in learning activities and 70% in work activities.

In our specialist services, 72% of our services users were supported to engage with drug and alcohol services, 78% to engage with mental health services and 82% to comply with statutory orders.

## What you told us

79% of service users said Nacro had given them information relating to local services in their area.

## What we plan to do

We will provide move-on properties at affordable rents in some areas to facilitate access to employment.

A person wearing a white apron over a dark shirt and light-colored trousers is painting a wall yellow. They are holding a paintbrush and looking at the wall. The room has yellow walls and a white baseboard.

Whilst at Nacro I have got a job which has helped me move towards a career in art or decorating. I feel different now to when I started at Nacro. I am more confident and have lots of ambitions, whereas when I joined Nacro I didn't really know what I wanted to do.

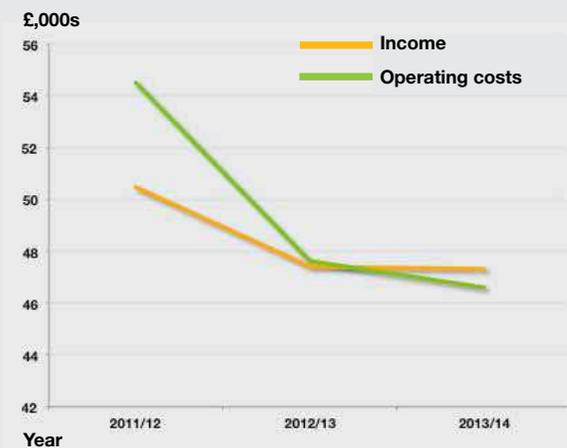
# Value for money

We recognise the importance of delivering value for money (VFM) both for commissioners and service users. Spending money and delivering services efficiently mean we can help more people more effectively. We also understand the need to maintain high-quality services when reducing costs. In addition, we are committed to getting VFM from our supply chain through our procurement processes.

Feedback from commissioners stated that Nacro's bids are highly competitive from a financial perspective.

## Reducing costs

Over the last three years we have reduced our operating costs which has resulted in moving from a deficit to surplus position.



## Achievements 2012-2014

- Turnover fell but margin increased (by £669k), demonstrating significant cost reduction.
- The average relet time fell and this resulted in an additional £96k income.
- The cost of achieving each move-on fell by £1,186 per move-on. This equated to a reduction of 10.3%.

## Growth

We aim to grow by just under 40% over the next three years. We will be increasing our services in locations where demand is highest and where we already have a strong presence. This will mean we can benefit from economies of scale.

Each time we bid for new business, we scrutinise our service delivery models to look at reducing costs and improving quality.

## Contact us

For information about our work, contact us on:  
Telephone: 020 7840 7226  
Email: [joanne.drew@nacro.org.uk](mailto:joanne.drew@nacro.org.uk)

[www.nacro.org.uk](http://www.nacro.org.uk)

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