

At **NORCAS**, we believe that change happens when we work together. With your support, we can continue to reduce dependency and change more people's lives.

To get in touch, call us on 01603 767093 or email admin@norcass.org.uk

For more information, visit www.norcass.org.uk

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Models are used in the photography for this document.



[ANNUAL REVIEW 2008-09]

WORKING TOGETHER TO REDUCE DEPENDENCY

NORCAS

alcohol • drugs • gambling
change happens together



“beyond statistics, the ‘1 in 7 affected by addiction’ is a real person with their own unique story and a real family wishing they could help”

[A YEAR OF POSITIVE CHANGE]

NORCAS CHAIRMAN'S STATEMENT

2008 saw **NORCAS** complete 30 years of delivering services to people who experience problems with alcohol, drugs or gambling. During this year, we said farewell to Penny McVeigh who retired after nineteen years as Chief Executive during which time she oversaw the growth and development of **NORCAS** to what it is today, and welcomed our new Chief Executive, Maggie Williams.

Unfortunately the pressures of modern living and extreme economic uncertainties being placed upon all sections of society means that demand for the type of services we provide continues to grow at an alarming rate. During the year some of our services recorded increases in referrals in excess of 30% over the previous year. The problems we are helping people to deal with are resolute in nature, highly personal, difficult and time consuming to support and have the potential to cause considerable harms to individuals and affected others if not handled professionally and sensitively. **NORCAS** has played a pivotal role in alleviating these difficulties for three decades through a committed team of staff and volunteers that everyday help individuals make profound changes to their lives. It is helping people to bring about positive change in their lives that underpins all that **NORCAS** does.

Positive change has also been an internal theme this year as we prepare for a different funding landscape in the very near future. The Board of Trustees and the Senior Management team have worked diligently throughout the year to refine our core principles with the aim of ensuring we have an absolute clarity of purpose that we can communicate clearly and which makes good sense to all stakeholders.

We have also determined a new financial strategy that will, over time, see us reduce our reliance upon state funds. These initiatives require widespread and skilful communication and implementation and in this regard I am delighted to see the new look visual identity running through this year's annual report. This new look and tone seeks to provide clarity as to what **NORCAS** does, what it stands for and most importantly the positive way in which it can help individuals.

The Board of Trustees and Senior Staff are clear that the future holds a number of uncertainties for an organisation such as **NORCAS**. We do however remain confident that we have a coherent strategy in place and the financial resources to ensure **NORCAS** can develop further its position as the leading provider of alcohol, drug and gambling harm reduction services in Norfolk and Suffolk. Early examples of this strategy in action are: the winning of 4 years worth of funding from the Big Lottery Fund to support work with people aged 50+ who have problems with alcohol, securing funding from Supporting People for a Pathways Officer to work in Norfolk and secured further funding to support Migrant Link workers in Gt Yarmouth and Thetford with the potential for this work to be extended to Kings Lynn. These are major successes and demonstrate the confidence of funders in the capability of **NORCAS** to deliver.

In closing I would like to take this opportunity to thank all of our funding partners, the Board of Trustees and our dedicated, professional and committed staff without which the great work and difference **NORCAS** makes to peoples lives everyday would not be possible. Thank you.

Dr Andy Wood
Chairman



“baby chat or bingo? For some, the easy access to online gambling can turn a harmless flutter into a gambling problem”

[OUR SERVICES]

ADULT SERVICES

Advice and information
Abstinence group
Alcohol treatment requirement
Clinical services
Community outreach support
Community care assessment
Counselling
Complementary therapies
Drop in centre
Drug intervention programme
Drug rehabilitation requirements
Group work
Harm reduction services
Homeless outreach
Hostel in-reach
Housing pathways
Motivation and support group
Migrant worker post
Needle exchange
Over 50s outreach
Psycho/social intervention
Structured day programme
Supported accommodation
Service users forum
Users group – managing dependencies
Welfare rights service
Welfare and benefits signposting
Woman’s worker

YOUTH SERVICES

Counselling
Co-ordinating substitute prescribing
Chlamydia screening
Family work
General health care assessments
Group work
Nurse specialist
Outreach work
Screening and immunisation
Signposting
Transition worker
Youth offending service

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“it’s not always immediately obvious who is affected by dependency to alcohol, drugs or gambling”

[WHO WE ARE AND WHAT WE DO]

NORCAS is the largest independent provider of services for people with drug, alcohol and gambling problems in East Anglia. We work to reduce dependency and the harm it causes to individuals, families and communities, enabling people to recover their lives positively.

Changing people’s lives started at **NORCAS** over 30 years ago. Today, we use the knowledge and experience we’ve gained to develop reliable, innovative and cost-effective solutions that deliver results both for our clients and our partner agencies and funders. Our clients make a key contribution too. By listening to their views, we’re able to adapt our approaches to treatment and make sure that they’re always relevant and effective.

We aim to make our services available to all clients wherever they live, and work has begun to ensure there is an even distribution. Our multidisciplinary staff teams work with substance misuse and gambling issues from our centres across Norfolk and Suffolk. We also have rural teams working across wider areas, such as Homeless Outreach in Norfolk and Services for Young People in Suffolk. In addition, we provide a training and consultancy service based in Norwich, which works across **NORCAS** areas and beyond.

OUR VISION

- For a place where everyone can achieve their potential free from the problems caused by addictive behaviours.

OUR MISSION

- To reduce the problems addictive behaviours can have on individuals and on society
- To enable individuals and affected others to gain greater control in their own lives
- To raise awareness about the factors that can lead to addictive behaviours
- To work together with individuals, staff and partner organisations to achieve our aims.

OUR VALUES

- Belief in human potential embraces a culture of inclusion, respect for diversity and individuality so that positive change occurs
- Respect for each other enhances the therapeutic alliance between client and worker especially, but is in all relationships that we have with others
- Trust is central to what we do; the integrity and honesty of the worker is the driving force behind trust developing
- Empowerment of our staff and clients alike, and enabling not disabling others through our actions.



“support from the family can make a real difference to a person's recovery and help in preventing a relapse”

[ON COURSE FOR THE FUTURE]

I joined **NORCAS** a year ago and immediately discovered all the things that make it special – what we do, how we do it, our people, our Trustees and our partners.

In those first few months, I spent a lot of time getting to know our staff, our external partners, the environment, how we operate and the services we deliver, and where our money comes from.

Among the many valuable insights, I learned how we have spotted opportunities and taken advantage of the funding to grow our services. We've grown so well and so quickly in fact, that we are now struggling to maintain our capacity and meet increasing demands. But even if the money was still plentiful and if we continued to grow in this way, we could be in danger of losing our core organisational purpose.

I also learned that we are good at what we do, but that we don't often tell people about what we do well enough. We use too many different styles in our literature and our website needs to be brought up-to-date to keep pace with the fast changing technological world we live in.

The external funding environment is changing swiftly, too. We are now right at the beginning of a competitive tendering world, which means that we can no longer rely on the types of grants and contracts we once had. The majority of our funding – as much as 94% – comes from one or two statutory sources, so it's important that we look at securing other sustainable funding. And, of course, we are in the worst economic downturn for several decades – there are political changes in the air and times are hard for people.

So, how should we take advantage of our strengths, turn our weaknesses into strengths, and respond to the opportunities and threats facing us? We have formulated a clear strategy for change (see page 12), which has been agreed by the Board and has set us on course to reposition ourselves; to take all that is good and roll it forward.

Maggie Williams
Chief Executive

OVER 90,000 PEOPLE IN SUFFOLK
ARE HAZARDOUS DRINKERS



“studies show that children of those with drug or alcohol problems are more likely to become dependent themselves”

[WHERE WE ARE]

NORCAS has grown organically over the past thirty years and has an excellent track record but, because of changes to the external world in which it operates, there is a need to re-focus and re-position the organisation to meet these challenges.

As the largest addiction focused charity locally, **NORCAS** continues to offer a wide range of services to clients, through its excellent staff and volunteers across Norfolk and Suffolk. But the external environment is changing at a fast pace. The economic downturn will have an impact on statutory funds and, at the same time, numbers of people affected by the misuse of drugs or alcohol or gambling continue to rise. Added to this, changes to the procurement of treatment services will be implemented from 2009 and this means opening up local arrangements to a national competitive process.

Taking these issues into consideration, **NORCAS** will focus on two key points in our strategy:

- To position **NORCAS** to be the provider of choice in delivering high quality services to reduce the problems addictive behaviours can have on individuals and on society
- To enable clients to access our services they need where they live.



OVER 3,700 CHILDREN IN NORFOLK HAVE PARENTS WITH A DRUG PROBLEM



“do you share everything with your baby?”

[WHERE WE'RE GOING]

REVISED VISION, MISSION AND VALUES

This aims to establish, protect and communicate our overarching purpose, fundamental values and ethical principles that govern the activities of **NORCAS**. The revised vision, mission and values can be seen on page 6.

SERVICE PLANNING

This aims to determine what we are good at, what we do best and our ‘tangible’ products; to plan in accordance with this to establish and focus on quality assured core services, which are appropriately funded and are based on evidence of need; to determine our human resource strategy and ensure we have the right roles for the right functions. The proposals include re-aligning current service areas to Norfolk, Yarmouth/Lowestoft and Mid-Suffolk and creating a Service Delivery Management team to minimise fragmentation and maximise a **NORCAS**-wide approach to high quality service delivery and development.

MARKETING AND COMMUNICATIONS

This aims to communicate, promote and inform about our work to all key stakeholders; to ensure we have a house style in all written and media presentations that reflect our values and ‘essence’; and to promote the **NORCAS** brand. Whilst the **NORCAS** name is well known and respected in its field, it no longer fully reflects our service offering. We have therefore revised our visual identity, including our logo creative, image style and tone of copy, and are working to ensure that clear and relevant messages are communicated to the specific audiences we need to reach.

FINANCE AND FUNDING

This aims to establish our finance strategy, including a contingency plan; to investigate new areas of income generation to build our sustainability and to free us from the restrictions and uncertainties of statutory funding. We are working to build other sustainable sources of funding and reduce the reliability on our core funding, which currently makes up 94% of our income. A mixture of different sources of funding is needed, including funding from charitable trusts, possible contributions from private individuals or business and also from social enterprise activities. This will allow us to offer more support to our clients.

CASE STUDY

A teacher in Suffolk turned to **NORCAS** for support when their use of stimulants became a concern. They had developed a dependency to stimulants of a pharmaceutical nature, specifically Ritalin. Support was put in place to provide a prescriptive regime for stabilisation. Fully supported by the team and their GP, the client was able to stop their stimulant use and continue to work successfully.

[MAKING AN IMPACT IN 2008-09]

During the past year, **NORCAS** has supported a total of 5,843 clients to help them reduce their dependency on alcohol or drugs.

	ALCOHOL	DRUGS
Under 18s	275	418
Over 18s	3732	1418

Gambling support is a recent addition to our services, so we're not yet able to provide annual figures of how many people we've helped. It is estimated that 0.5-0.6% of the population are affected by problem gambling – and in Norfolk and Suffolk that equates to around 9,000 people.

NORCAS is a partner of GamCare, the national organisation that supports people with gambling problems. We currently provide counselling for people in Norwich, West and North Norfolk, Great Yarmouth, Lowestoft and Ipswich, and have invested in additional dedicated staff to enable us to increase our services.

Our Central Norfolk team has seen referrals increasing by 36% excluding the clients seen through Drug Rehabilitation Requirements and Alcohol Treatment Requirements.

Central Norfolk is a pilot site for SMART, a self-help group for clients and one of just eight pilot sites chosen in the UK for this internationally recognised programme.

The team also successfully bid for funds from Help the Aged and The Big Lottery Fund for work with people aged 50 and over. This is a 4-year Norfolk-wide project that has national interest.

The Homeless Outreach team service continues to develop and over the last few years there has been a steady improvement in access to housing for people with drug/alcohol problems.

The team is involved in the Supporting People programme and wrote the Norfolk Drug and Alcohol Partnership Housing Guide, which received national recognition.

The Outreach Team in Norfolk supported 303 people over the year.

The Post Detoxification Supported Housing Unit in Kings Lynn continues to help people remain abstinent from drugs/alcohol and move into their own place.

The Drug intervention Programme Supported Housing Scheme in Norfolk is currently six supported places and growing to twelve this year.

The Hostel In-reach service in Lowestoft has been piloted successfully, providing intensive support to people in hostels to avoid homelessness and address drug/alcohol problems. A similar role is now being piloted in Bury St Edmunds.

The Housing Pathways Officer is a new post for 2009, created to co-ordinate and promote an integrated approach to housing and substance misuse in Norfolk.

Within the Great Yarmouth team, external funding and donations have allowed for the continuation of the Migrant Link worker post and numbers of the migrant community accessing treatment continue to grow.

The funding has enabled us to provide drop-in services, which are essential for providing the link with mainstream services.

The team's IT case management system was successfully implemented and the resulting management information will help to inform our service delivery planning, funding requirements and campaigning activities.



Our Youth team has continued to deliver a consistent service to young people across Suffolk, with high caseloads and a new service helping young people make the transition to adult treatment providers.

The team embarked on a significant piece of research into young people and their alcohol use, sponsored by Adnams Brewery and the Suffolk DAAT.

They also produced and distributed a new set of **NORCAS** Alco Cards (with harm reduction messages), followed by consultation with over 700 young people across Suffolk. The conference to present the findings was attended by over one hundred professionals from across the region.

In January 2009, planning began for this year's research with young people regarding illegal drug use and will follow the successful format used last year.

Our Lowestoft team was 90% over target for numbers in treatment for alcohol and has played an important part in the development of the treatment system in Suffolk by supporting partnerships such as the Lowestoft Together Partnership.

Funding was secured from Suffolk DAAT to promote and raise awareness of harm reduction strategies and to encourage users to access **NORCAS** for support.

The team also supported Blundeston Prison in the delivery of treatments under the integrated Drug Treatment Programme and has begun work with the NHS Trust Alcohol and Drug Service in Great Yarmouth to help clients with alcohol problems.

OVER 8,000 PEOPLE IN NORFOLK ARE PROBLEM DRUG USERS

Our Ipswich team has implemented new ways of working to offer more diverse interventions to our clients, including group work and outreach to the Salvation Army homeless hostel. With three new volunteers, the team is now larger than ever.

The team gained the criminal justice contract to deliver the Alcohol Treatment Requirement in partnership with the Probation Service.

They are also focusing on providing a counselling service for people experiencing problem gambling, promoting the service to both to GP practices and local betting organisations.



The Training and Consultancy team has had a busy year providing training for customers such as the Norfolk Drug Action Team, St. Matthews Housing and the Norwich GP VTS scheme and continues to provide Befriender courses for service users.

The team carried out a large project for the local branch of a multinational chemical company, consulting on their employee drug and alcohol policy, training managers to recognise and deal with drug use and providing awareness sessions for 150 staff.

New courses have been added on Vulnerable People and Bullying Awareness, Blood Borne Virus Awareness, Dual Diagnosis, Overdose Prevention and Safer Injecting.



“Stressful day at the office?
A recent British survey found that people
suffering from anxiety or depression were
twice as likely to be heavy or problem drinkers”

[FINANCIAL SUMMARY]

AN OVERVIEW OF OUR FUNDING AND FINANCE FOR 2008-09

Our income for the year ending 31 March 2009 amounted to £3,228,619. This was an increase of 15% over the previous year, thanks to:

- The extension of our prescribing service in Lowestoft
- A substantial donation from ITV
- A grant to assist with the purchase and implementation of new client management software
- Various smaller increases in contract income.

Our income from investments was down by 14% due to the fall in interest rates halfway through the year. However, we did benefit from a timely deposit into a 6-month fixed interest account at 4.1% in December, just days before the interest rate plummeted to 2%. The bulk of our funds were in cash deposits, none of which were affected by the failure of Icelandic banks.

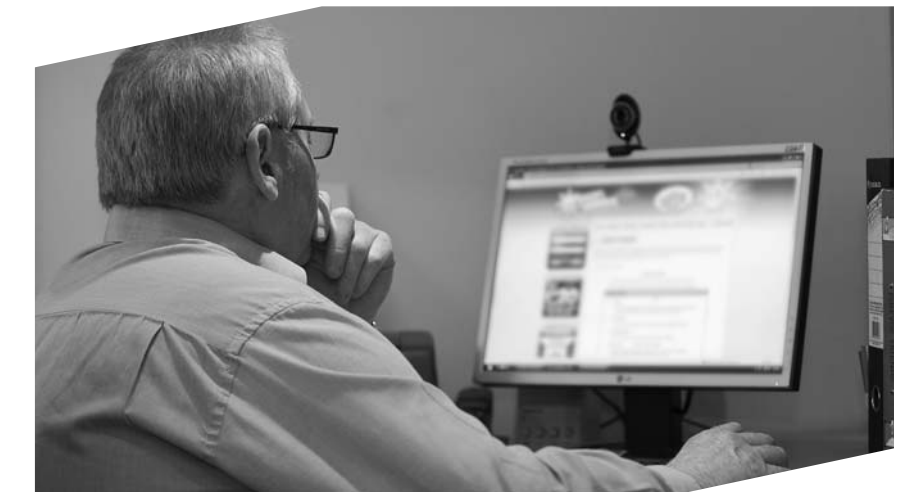
Our spending rose by 12% on the previous year to £3,039,917 due to:

- A 5% increase in salaries and ancillary costs, which rose to £2,144,783 or 70% of our total expenditure
- Premises expenses, rose due to refurbishments at Regent Road, Lowestoft
- Depreciation, increased due to the acquisition of client management software and the depreciation of leasehold improvements at Exchange Street, Norwich.

In summary, the result was a surplus of £180,638 compared to £81,182 in the previous year, made up of:

- A net decrease in Restricted Funds of £17,571
- A net increase on the General Fund of £198,209.

With our General Fund standing at £1,956,284, we're well placed to face the uncertainties of the recession and the challenges of income generation in the future.



5,000 PEOPLE IN NORFOLK,
AND 4,000 IN SUFFOLK, ARE PROBLEM GAMBLERS



“the UK has among the highest proportion of 15 year olds in Europe who have drunk 10 times or more over the past year”

[OUR TRUSTEES]

NORCAS is governed by a board of trustees, who meet formally at least four times a year and take part in the activity streams designed to take forward the organisation's strategic goals.

The board also has sub-groups, which hold delegated responsibilities. These are the Finance, Personnel and Risk Group and the recently formed Property Group.

At our AGM in 2008 it was agreed to limit tenure of office to two periods of three years, with effect from 2009. Nominations for new trustees are considered from any source but potential trustees would bring specific skills or experience and be expected to take an active part in the running of NORCAS and give freely the necessary time and commitment.

PRESIDENT

The Rt Hon The Baroness Shephard of Northwold

TRUSTEES

Dr A Wood (Chair)
Mr A Jackson (Vice Chair)
Ms F Cutts
Ms T Rampley
Ms J Worrall
Mr J Overbury (Resigned)
Mr C Murphy
Mr C Hodgson

CLIENT'S STORY

“I attended the Norcas Structured Day Programme in King's Lynn. I am writing to say how pleased I am that I completed it and how useful it was to me.

I had previously been in a private rehab clinic for three weeks at the end of last year, which was very good but I had suffered numerous relapses since. The Norcas course enabled me to see things from a different sphere – you are not institutionalised, so therefore able to address various problems and situations as they arise on a daily basis in the outside world.

There were members on the course who were still very active using or taking, which in a way helped because it made me even more determined to achieve results. The staff were very professional, supportive and helpful. I found the CBT therapy vital for my own thought processes and needs. The variety of outside input in the afternoon sessions was brilliant and covered such a wide range of topics.

All in all, it has changed my life and enabled me to face my issues from a different angle.”

CASE STUDY

A local bank manager accessed the service for support for their cocaine use, referred by Arrest Referral Services. The team supported the client to reduce their intake and look at the issues behind their continued use, providing support through one-to-one sessions and over the phone at times of need.

[ACCOUNTS FOR 2008-09]

NORCAS Company limited by guarantee				
Statement of financial activities (incorporating the income and expenditure account) Year ended 31 March 2009				
	Unrestricted Funds £	Restricted Funds £	Total Funds 2009 £	Total Funds 2008 £
INCOMING RESOURCES				
Incoming resources from generating funds:				
Voluntary income	38,692	27,495	66,187	73,414
Investment income	91,939	–	91,939	106,439
Incoming resources from charitable activities	2,218,527	819,012	3,037,539	2,608,698
Other incoming resources	32,954	–	32,954	22,221
Total incoming resources	2,382,112	846,507	3,228,619	2,810,772
RESOURCES EXPENDED				
Costs of generating funds:				
Costs of generating voluntary income	(676)	–	(676)	(9,459)
Charitable activities	(2,238,917)	(801,000)	(3,039,917)	(2,713,842)
Governance costs	(7,388)	–	(7,388)	(6,289)
Total resources expended	(2,246,981)	(801,000)	(3,047,981)	(2,729,590)
Net incoming resources before transfers	135,131	45,507	180,638	81,182
Transfer between funds	63,078	(63,078)	–	–
Net movement in funds and net income for the year	198,209	(17,571)	180,638	81,182
Reconciliation of funds				
Total funds brought forward	1,758,075	237,069	1,995,144	1,913,962
Total funds carried forward	1,956,284	219,498	2,175,782	1,995,144

For a full set of accounts please go to www.charity-commission.gov.uk

NORCAS Company limited by guarantee				
Balance Sheet 31 March 2009				
	2009		2008	
	£	£	£	£
Fixed Assets				
Tangible assets		329,916		288,891
Current Assets				
Debtors	101,751		272,490	
Cash at bank and in hand	2,072,593		1,824,081	
	2,174,344		2,096,571	
Creditors: Amounts falling due within one year	<u>(328,478)</u>		<u>(390,318)</u>	
Net current assets		<u>1,845,866</u>		<u>1,706,253</u>
Total assets less current liabilities		2,175,782		1,995,144
Net assets		2,175,782		1,995,144
Funds				
Restricted income funds		219,498		237,069
Unrestricted income funds		1,956,284		1,758,075
Total funds		2,175,782		1,995,144



“the good news? Dependency is a behaviour that can be changed. We’re here to help that change happen.”

[OUR SINCERE THANKS]

We’re very grateful for the time, money and commitment we’ve received from all our supporters this year. Unfortunately we don’t have space here to mention every individual, but here are just some of the people and organisations that have helped us make a difference.

STATUTORY FUNDERS

Great Yarmouth and Waveney PCT
Suffolk Drug and Alcohol Action Team
Norfolk Drug and Alcohol Action Team
Service User and Carers Coordinator

STATUTORY PARTNERS

Norfolk & Waveney Mental Health NHS Foundation Trust
Suffolk Probation
Eastern Area Community Safety & Partnership Manager
Suffolk Constabulary
Suffolk Mental Health Partnership NHS Trust
Supporting People Officer
Suffolk County Councils Children and Young Peoples Services

NORCAS PATRONS

NORCAS President: Rt Hon The Baroness Shephard of Northwold

APPEAL PRESIDENTS

Richard Jewson, Esq.
The Lord Tollemache JP

VICE PRESIDENTS

The Rt. Revd. Graham James
The Rt. Revd. Clive Young
Mrs. Paddy Seligman OBE JP DL
Lady Joyce Hopwood
Dame Elizabeth Esteve-Coll DBE
The Hon. Hugh Crossley

DONATIONS AND SUPPORT GRATEFULLY RECEIVED FROM:

The Police Property Fund
Paul Bassham Charitable Trust
Haberdashers Company
Drapers
Sir Jules Thorn Charitable Trust
CAEC Howard Holdings
The Howard Foundation
Sir Halley Stewart Trust
The Mercers Company
Sir Michael Coleman
Mrs Green Charitable Trust
J. Paul Getty Jr. Charitable Trust
John Jarrold Trust Ltd
Pilgrim Trust
Charles Holloway Red Socks
Adnams Charity
Geoffrey Watling Trust
Coutts Charitable Trust
Norwich and Peterborough Building Society
Mark Adcock at AVIVA
Barclays Bank plc
Charity Finance Directors Group
Charities Aid Foundation
CCLA Investment Management Ltd
General Practitioners locally and who support the service
Voluntary Norfolk
Newmarket Racing Partnership
Suffolk Young Peoples Health Project (Ipswich)
Farrows