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Registered charity no: 1017814

Company registered no: 2789828



Models are used in the photography for this document.  
The case studies in this document are based on a number of typical client stories.



# WHAT DO YOU SEE?

ANNUAL REVIEW 2009-10

**NORCAS**  
alcohol • drugs • gambling  
change happens together

# CHANGING TIMES

## NORCAS CHAIRMAN'S STATEMENT

The past year was a milestone in the history of **NORCAS**. On 30th September 2009 the charity re-launched, introducing a number of structural and strategic changes. A new brand identity was also unveiled to represent the current role of the organisation in supporting those affected by drugs, alcohol and gambling.

The purpose of these positive changes is to ensure that **NORCAS** can continue to excel in providing and meeting demand for the best in service-based care for many years to come, despite a rapidly changing funding and operating environment.

Following the re-launch a great deal of excellent teamwork has taken place to consolidate this work. Referrals to the charity continue to sharply increase and it is clear we are a community under stress with many people requiring support to cope with life's pressures. Issues relating to addictive behaviour are individual, complex and often deep set. The effects are far reaching, affecting people from all walks of life and throughout communities. Above all they require a high level of skill and experience to manage them professionally and sensitively, in order to improve the lives of those concerned.

All this brings closely into focus the demand versus funding challenge that is currently facing many charitable organisations. It is a problem, but one that we intend to tackle proactively. A key part of our new financial strategy, is a fundraising programme, which is now well underway, targeting new revenue sources in order to meet the demand for services and ultimately lessen the charity's reliance on statutory funding.

Good communication with all stakeholders is key to generating understanding, goodwill and support for **NORCAS** and its causes. The new brand identity has been well received and a focused media relations campaign has seen the profile of the organisation increase considerably, with key spokespeople from the charity very regularly asked to offer their expert comment to media throughout the region. The new **NORCAS** website is also receiving more than 2,000 visitors each month.

In this new era of a changing political environment and compulsory competitive tendering we are likely to face many more changes and challenges, but one thing I am certain of is that these will be met head on in typical **NORCAS** style. I would like to take this opportunity to pay tribute to the work of the whole team, Board of Trustees, patrons and funding partners who are helping to steer **NORCAS** and continuing to bring positive change to so many lives.

**Dr Andy Wood**  
Chairman

# CONTENTS

<b>CHANGING TIMES</b>	<b>2</b>
<b>WHO WE ARE AND WHAT WE DO</b>	<b>4</b>
<b>OUR SERVICES</b>	<b>6</b>
<b>ADAPTING TO CHANGE</b>	<b>10</b>
<b>WHERE WE'RE GOING</b>	<b>11</b>
<b>FINANCIAL SUMMARY</b>	<b>16</b>
<b>OUR TRUSTEES</b>	<b>17</b>
<b>TRUSTEES' STATEMENT</b>	<b>18</b>
<b>OUR ACCOUNTS</b>	<b>22</b>
<b>OUR SINCERE THANKS</b>	<b>24</b>

## 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.

We started changing people's lives over 30 years ago. Today we use the knowledge and experience we've gained over that time to develop reliable, innovative and cost-effective solutions that deliver results for our clients, 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. 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
- 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 also defines all the relationships we have with others
- Trust is central to what we do; the integrity and honesty of the worker is the driving force behind the development of this trust.
- Empowerment of our staff and clients alike, and enabling, not disabling, others through our actions.

### OUR BEHAVIOURS

Professionalism in how we deal with our staff, volunteers, clients and other organisations with whom we work.

Innovation at all levels of the organisation, to keep us effective and provide the best possible service to our clients.

## OUR SERVICES

### ADULT SERVICES

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

### YOUTH SERVICES

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One-to-one sessions for 19-25 year olds

Education and prevention workshops

Outreach across Norfolk and Suffolk

Detached alcohol service



**DYING FOR  
A HIT?**

## JULIE, 34

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Up until my late teens I hadn't really had any experience with drugs, I'd had a few cigarettes but that was it. I was really studious, which meant I did well in my A-levels, and I was accepted onto my nursing course at university.

I got very close to a few girls who lived in my accommodation and we would go out a few nights a week to a pub or a club and get home in the early hours of the morning. I passed my first year pretty easily with good grades, but when I went back the following September the course started to get a little more demanding and I was finding it harder to keep up. A few weeks into my second year I got back from a difficult day at university to find one of my housemates having a 'relaxing' smoke. Feeling the pressure of my own course, I picked up a joint and joined her.

Soon every lecture and seminar would require a smoke, but I suffer from asthma and this meant smoking was really taking its toll. So I started to experiment with much harder drugs and with ways of taking them. I told myself it was my way of coping, but during my second year I missed a practical exam, which resulted in me failing the course.

I went to see my GP, who referred me to a local charity, **NORCAS**, who dealt with cases like mine, and I went along to one of their casual coffee mornings to talk. I took the plunge and asked for more help. My counsellor supported me through the initial withdrawal and the many months of coming to terms with my problems, and eventually being able to manage without the drugs acting as an emotional crutch.

The following year, I was able to go back to college and a couple of months ago, I graduated as a nurse, after retaking my second year exams and putting in the hard work I was using drugs to avoid.

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OR SAVING  
A LIFE?

## ADAPTING TO CHANGE

We're currently in the middle of an unprecedented period for organisations, in terms of political change and financial constraints. At the same time, we have seen an increase in people approaching us for help, rising by 4,000 this year to over 10,000. The focus this year has therefore been on strengthening the financial governance of **NORCAS**, taking forward the changeover in youth service and, significantly, developing a new service model for adult services.

We have many plans for next year, including:

- **A communications objective** – to challenge the perceptions people have of those affected by drug, alcohol, gambling misuse
- **Public affairs work** – developing a network of constituency contacts; volunteers who've been trained to take key messages to their local MPs as a means of ensuring good dialogue with politicians
- **Developing a volunteer policy** – to engage those people who would like to give some more time to our cause.

The senior management and trustee review of our strategic plan 2009-12 has confirmed that the strategy is still very relevant and we have rolled forward our actions based on this. This can be summarised as **NORCAS** becoming the provider of choice, enabling clients to access the services they need where they live.

As **NORCAS** responds to the political and economic challenges of this century, one thing never changes – the fact that people today need every bit of support to help them find their way through the difficult maze of life.

We are rightly proud of our excellent track record and believe that our staff have set the benchmark for standards and innovation, that will shape future service delivery.

**Maggie Williams**  
Chief Executive

## WHERE WE'RE GOING

### REVIEW OF ACTIVITIES AND FUTURE DEVELOPMENTS

The Government's 2008 Drug Strategy 'Drugs: Protecting Families and Communities' acknowledges the successes achieved over the past 10 years, in increasing the number of people accessing treatment for substance misuse. It also recognises that much more needs to be done. At the same time, the National Alcohol Strategy 'Safe, Sensible, Social' recognised the growing need to minimise the increasing health damage, violence and anti-social behaviour associated with the legal drug, alcohol.

As the largest local addiction-focused charity, we have continued to offer a wide range of services to clients who have problems with the use of drugs and/or alcohol and gambling, through our excellent staff and volunteers across Norfolk and Suffolk. However, the external environment is changing rapidly. The economic downturn is having an impact on statutory funds and, at the same time, the number of people affected by the misuse of drugs, alcohol or gambling continues to rise. Added to this, there have been changes to the procurement of treatment services for young people.

Because of such external changes we need to re-focus and re-position ourselves to meet the challenges they bring.

### DEVELOPING A NEW STRATEGY

EU procurement legislation means that the services we run, funded through contracts held with the Norfolk and Suffolk Drug & Alcohol Action Teams, will be subject to new procurement processes – in Norfolk from 2012 and in Suffolk from 2010. This translates to a competitive national tendering process and means that the majority of our funding could be at risk.

In response to this potential threat, we recognise that our current main aim is to continue to deliver good service provision rather than growth, so we have set in motion a strategic planning process designed to:

- Position **NORCAS** as the provider of choice in delivering high-quality services to reduce the problems addictive behaviours can have on individuals and society
- To ensure that clients can access the services they need, where they live.

## WHERE WE'RE GOING (CONT.)

We have established four strategic goals:

1. To review our Vision, Mission, Values and Behaviours. (Please see p5).
2. To establish and focus on quality-assured core services that are appropriately funded and based on evidence of need, and determine our human resource strategy to make sure we have the right roles for the right functions.
3. To communicate with and inform all stakeholders about our work, making sure that we have a house style in all written and media presentations that reflects our values and essence, and promotes the **NORCAS** brand.
4. To establish our finance strategy and investigate new areas of income generation, with which to build our sustainability, freeing us from the restrictions and uncertainties of statutory funding.

These strategic goals are part of our Strategic Plan 2009-2012 and we have already started working towards them.

A further aspect of the changing commissioning/ procurement environment is the growing emphasis on the development of partnerships within the third sector.

### SERVICE DELIVERY

From July to September 2009 we implemented planned structural changes to how we deliver our services across the region, creating three areas of operation:

- **Norfolk**
- **Great Yarmouth & Waveney**
- **Mid-Suffolk.**

Service delivery teams headed up by a team leader are grouped within each respective area and are overseen by an area manager. To support the service delivery arm we have confirmed Heads of Service Delivery & Quality, for adults and for youth.

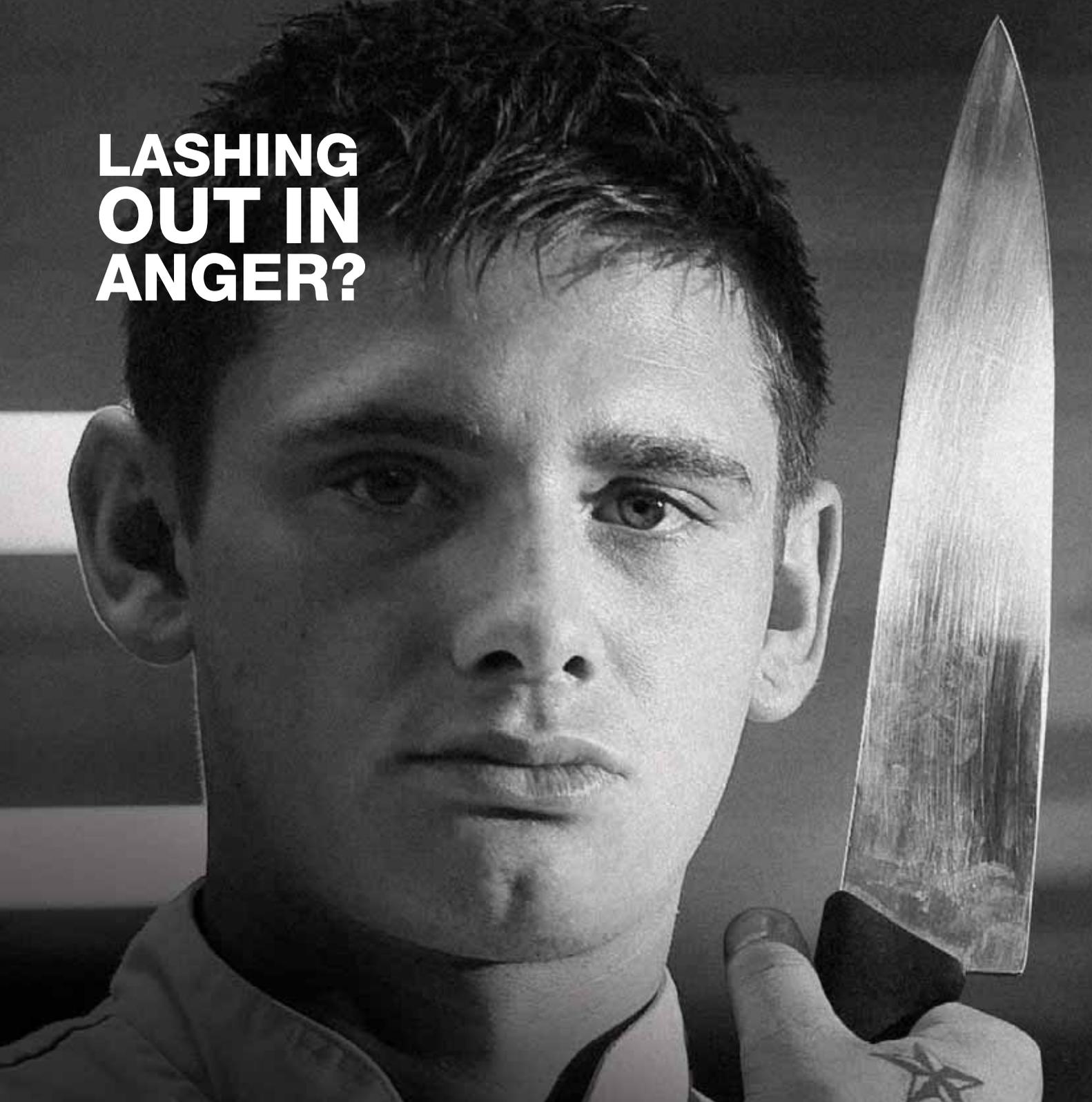
We've also realigned our finance function with a Finance Director role and appointed a Head of Fundraising, who manages our external training and consultancy service too.

In addition, we've realigned our human resources department and retained part-time expertise within communications and PR.

There is also a training and consultancy service based in Norwich – working across **NORCAS** areas and beyond.

Individuals receive a free confidential service and approximately 50% of clients are self-referrals.

**86% of our total expenditure during the year was on service delivery.**



# LASHING OUT IN ANGER?

## LUKE, 20

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My parents split up when I was about eight or nine years old and by the time I hit my teens they had both remarried and I didn't really fit into either picture. By 14 I was regularly smoking and drinking heavily.

I was shipped back and forth between houses and felt the burden of being the biggest cause of arguments between my step-parents. Drink was my escape and a way for me to have fun. I was always out of it and getting into trouble, but my fun went way too far when I 'jokingly' topped up my little step-brother's juice with vodka and my mum threw me out.

The situation wasn't much better at my dad's house. We would argue all the time and his wife made it really obvious I wasn't welcome. I would hide their possessions in the hope they wouldn't notice and after a few days I would sell them online for extra cash, which I would use to buy bottles of whiskey and vodka – anything strong. The stealing escalated and at one point I even allowed 'friends' to raid my dad's house in exchange for a cut of the profits. My seven year old stepbrother was in the house when it was burgled and when my dad came home I was kicked out, with nowhere to go and no money.

I had no food, no friends, and more importantly, I would do almost anything just to get my hands on some alcohol. After a few days I went back to my dad's house and we agreed that if I got help, I could live at home again for a while. I started seeing a **NORCAS** counsellor, every week and over time drastically reduced the amount of alcohol I was drinking. My key worker also helped me discover that I did have opportunities and encouraged me to go to college. I was introduced to a Homeless Outreach worker, to deal with my living arrangements. I gained a qualification in cookery and I now use my skills as a trainee chef in a local restaurant.

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OR CARVING OUT  
A FUTURE?

# FINANCIAL SUMMARY

## AN OVERVIEW OF OUR FUNDING AND FINANCE FOR 2009-10

**Our income** for the year ended 31 March 2010 was £3,645,412 – an increase of 13% over the previous year.

This was due mainly to:

- The sale of our former Norwich operational building at Parsonage Square
- The launch of a major new BIG Lottery funded service for the over fifties
- New funding for a schools worker in the Youth Team.

The balance was derived from various smaller increases in contract income.

Income from investments was down by 63% due to the continued fall in interest rates. The interest earned from bank deposits was bolstered by interest from the government stocks, purchased during the year. The value of these has shown a healthy increase at the end of the year.

**Our spending** rose by 15% on the previous year to £3,514,351. The largest items of expenditure were salaries and ancillary costs, which increased by 13% to £2,429,101, representing 69% of the total expenditure.

The organisation also underwent a radical reorganisation during the year, which included improvements in the management structure and additional consultancy costs, accounting for the balance of the increase in expenditure.

**In summary**, the net result was a surplus of £131,061 before gains on investment income compared to £180,638 in the previous year.

This is split into:

- A net increase in Restricted Funds of £2,590
- A net increase on the General Fund of £168,625.
- A net increase in designated, unrestricted funds of £59,303.

Our total unrestricted reserves have increased to £2,184,212, an increase of £227,928, leaving us well-placed to face future economic uncertainties.

During the year we sold our property at Parsonage Square, Norwich, which was previously gifted to the charity. The net proceeds of £247,939 have been designated for our future property strategy.

# 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 Finance and Property sub-groups.

## PRESIDENT

Rt Hon The Baroness Shephard of Northwold

## TRUSTEES

Dr A Wood (Chair)

Mr C Murphy (Vice Chair)

Mr A Jackson

Ms F Cutts

Mr C Hodgson

Mr M Adcock

Mr S Reeves

## TRUSTEES' STATEMENT

The Board of Trustees of **NORCAS** approved the Annual Accounts, from which this summary (on pages 22 and 23) has been extracted, on 8 September 2010. The accounts have been audited and will be submitted to the Charity Commission and Registrar of Companies. These summarised accounts may not contain sufficient information for a full understanding of the financial affairs of the company. The full accounts, the Auditor's Report and the Trustees' Annual Report should be consulted for further consideration. Copies of these documents can be obtained from: The Finance Director, **NORCAS**, 2nd Floor, Davey House, 7B Castle Meadow, Norwich, Norfolk NR1 3DE.

Signed on behalf of the Board of Trustees

**Dr Andrew Wood**  
8 September 2010

### INDEPENDENT AUDITOR'S STATEMENT TO THE TRUSTEES OF NORCAS

We have examined the summarised financial statements for the year ended 31 March 2010, set out on pages 22 and 23.

### RESPECTIVE RESPONSIBILITIES OF THE TRUSTEES AND THE AUDITOR

The Trustees are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law and the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements, with the full annual financial statements and Trustees' Annual Report.

We also read other information contained in the summarised annual report and consider the implications for our report, if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

We conducted our work in accordance with Bulletin 2008/3, issued by the Auditing Practices Board.

### OPINION

In our opinion the summarised financial statements are consistent with the full annual financial statements and the Trustees' Annual Report of **NORCAS**, for the year ended 31 March 2010.

Lovewell Blake  
Chartered Accountants and Statutory Auditor  
102 Prince of Wales Road  
Norwich

14 September 2010.



# OFF THE RAILS?

## JAMIE, 24

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I have always been a very sport orientated person. I played footy with my mates at the weekend and I ran twice a week with a local running club. I would turn up, take part and then go home and play a few games on my computer or perhaps finish my homework if I felt like it. But as I got older the guys from football started to hang out together a bit more. We would go down the pub after a game, or out to see how the pro's played football. At the time I thought nothing of playing on an 'IT Box' while my mates were at the bar or putting a few quid on my final score predictions. It became a habit to gamble my spare change whenever I went out.

I went to university at 18, but shortly after I started my girlfriend at the time broke off our relationship and I started gambling a little more aggressively, thinking I had nothing left to lose. I was spending more online than on food every week and I had even started convincing my mates to host poker games so I could get my 'fix' more socially. But my overdraft was slowly reaching its limit and after my credit card was declined trying to log on to a poker site, I began to realise I had a problem.

After I plucked up the courage to ask for help, I received one-to-one counselling sessions at **NORCAS** which helped me realise my reasons for needing to gamble. I also spoke to others in the same situation, which made me feel I was not on my own.

With people to confide in I slowly gained control over my finances and rediscovered my interest in sport, but more importantly I started to concentrate on university and passing my exams. I graduated and I now work at a local secondary school, teaching physical education and also coach an afterschool runners club.

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OR ON THE  
**RIGHT**  
**TRACK?**

## OUR ACCOUNTS FOR 2009–10

### STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT) YEAR ENDED 31 MARCH 2010

	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2010 £	TOTAL FUNDS 2009 £
<b>INCOMING RESOURCES</b>				
Incoming resources from generating funds:				
Voluntary income	22,582	2,000	24,582	66,187
Investment income	33,901	–	33,901	91,939
Incoming resources from charitable activities	2,407,851	905,630	3,313,481	3,037,539
Other incoming resources	273,448	–	273,448	32,954
<b>Total incoming resources</b>	<b>2,737,782</b>	<b>907,630</b>	<b>3,645,412</b>	<b>3,228,619</b>
<b>RESOURCES EXPENDED</b>				
Costs of generating funds:				
Costs of generating voluntary income	(20,789)	–	(20,789)	(676)
Charitable activities	(2,577,234)	(905,040)	(3,482,274)	(3,039,917)
Governance costs	(11,288)	–	(11,288)	(7,388)
<b>Total resources expended</b>	<b>(2,609,311)</b>	<b>(905,040)</b>	<b>(3,514,351)</b>	<b>(3,047,981)</b>
<b>Net incoming resources for the year</b>	<b>128,471</b>	<b>2,590</b>	<b>131,061</b>	<b>180,638</b>
Gains on investment assets	99,457	–	99,457	–
<b>Net movement in funds and net income for the year</b>	<b>227,928</b>	<b>2,590</b>	<b>230,518</b>	<b>180,638</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	1,956,284	219,498	2,175,782	1,995,144
<b>Total funds carried forward</b>	<b>2,184,212</b>	<b>222,088</b>	<b>2,406,300</b>	<b>2,175,782</b>

### BALANCE SHEET 31 MARCH 2010

	2010		2009	
	£	£	£	£
<b>FIXED ASSETS</b>				
Tangible assets		342,500		329,916
Investments		1,099,457		–
Total		1,441,957		329,916
<b>CURRENT ASSETS</b>				
Debtors	164,506		101,751	
Cash at bank and in hand	1,112,699		2,072,593	
Total	1,277,205		2,174,344	
<b>Creditors: Amounts falling due within one year</b>	<b>(312,862)</b>		<b>(328,478)</b>	
<b>Net current assets</b>		<b>964,343</b>		<b>1,845,866</b>
<b>Total assets less current liabilities</b>		<b>2,406,300</b>		<b>2,175,782</b>
<b>Net assets</b>		<b>2,406,300</b>		<b>2,175,782</b>
Funds:				
Restricted income funds		222,088		219,498
Unrestricted income funds		2,184,212		1,956,284
<b>Total funds</b>		<b>2,406,300</b>		<b>2,175,782</b>

## 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 these are just some of the people and organisations that have helped us to 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 People's Services

### NORCAS PATRONS

#### NORCAS President:

Rt Hon The Baroness Shephard of Northwold

#### Patrons:

Richard Jewson, Esq.

The Lord Tollemache JP

The Rt. Revd. Graham James

The Rt. Revd. Clive Young

Mrs. Paddy Seligman OBE JP DL

Lady Joyce Hopwood

The Rt. Revd. Nigel Stock

### DONATIONS AND SUPPORT GRATEFULLY RECEIVED FROM:

The Police Property Fund

Mrs Green Charitable Trust

J. Paul Getty Jr. Charitable Trust

Pilgrim Trust

Barclays Bank plc

Charity Finance Directors Group

Charities Aid Foundation

CCLA Investment Management Ltd

Voluntary Norfolk

Smith & Pinching Charitable Trust

Google Grants

Provincial Grand Lodge of Norfolk

Norwich City College

Mrs M Browne



# OUT OF CONTROL?

## ELLIE, 22

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I went to college at 16 to study hairdressing, because I had always loved experimenting with my own hair and makeup. So it made sense for me to want to go into the industry when I left school.

I got a part time job as an apprentice in a salon locally, which worked well with my hours in college. I didn't need to worry about anything financial as my partner, who was quite a few years older than me, paid all the bills.

After I worked in the salon for little under a year, I received a phone call from the hospital telling me my boyfriend had been in an accident and was very ill. He was in hospital for months and even when he came out he was no longer able to work. That meant I'd become the breadwinner and was working basic hours on the minimum wage.

I couldn't afford to keep up the mortgage repayments on the house my partner owned and we ended up losing everything. I felt entirely to blame and I started taking Mephedrone, which I bought off the internet, to block out the feelings of guilt. As it was a 'legal high' I thought, wrongly, it would be safer to take, but I knew it was supposed to have similar effects to harder illegal drugs.

My parents and my boyfriend became increasingly worried about me as the effects meant I was out of it for hours – and then the come-down would leave me violent and snappy. I didn't like what I had become and I tried to go 'cold turkey' but without success. So I referred myself to **NORCAS**, as I knew they help those having problems with substance abuse. I joined a motivational support group which helped me realise my potential and I started to regain a lot of structure which had been missing from my life. I got a new job which allowed me to train while working and I now work for myself, as fully qualified hairdresser.

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OR A FIRM  
HOLD?