



EDAP Strategic Plan 2008 - 2011



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1 Executive Summary

1.1 The Role of the EDAP Strategic Plan

The 2008-2011 EDAP Substance Misuse Strategic Plan provides all EDAP partners with a clear vision of the 11 substance misuse strategic objectives that the partnership will strive to achieve over the next 3 years. The 11 objectives contained within this document are designed to complement all relevant national and local strategies whilst avoiding duplication of existing reporting and project work within the Essex Drug and Alcohol Partnership.

Ultimately this strategy seeks to:

- Increase partnership understanding and focus on agreed substance misuse priorities
- Make EDAP excellent by positively addressing substance misuse across the County and providing better quality outcomes to the communities of Essex

1.2 Current Position

At the close of the 2007/2008 financial year, weeks prior to publishing Issue 1 of this strategy, EDAP had met and exceeded all major NTA, GO East and LAA 1 objectives including numbers in effective treatment, retention, waiting times and DIP referrals. Furthermore the Healthcare Commission rated the Essex Drug and Alcohol Partnership as 'Excellent' within its annual review.

EDAP recognises however that, targets aside, if we wish to deliver excellent quality substance misuse services to the communities of Essex, we still have significant room for improvement. This strategy is therefore designed to maintain and improve existing successes whilst effectively targeting our development needs that will most positively impact upon our service users, families and carers.

1.3 2008-2011 Key Outcomes and Objectives

There are 11 Key Strategic Objectives that EDAP shall strive to achieve in partnership over the next 3 financial years.

1. To meet and exceed all key NTA and Go East targets and to continually improve the quality of core substance misuse services provided to the communities of Essex
2. To significantly improve partnership working on key criminal justice initiatives to reduce substance misuse related offending and re-offending
3. To launch, develop and effectively integrate the Essex IDTS programmes into all appropriate EDAP supporting services
4. To positively impact upon the reporting of substance misuse by young people
5. To significantly improve the level and quality of services and support available to families and wider support affected by substance misuse

6. To competitively tender, launch and deliver radical treatment redesign in Essex to simplify service user journeys and improve partnership working
7. To significantly improve inter agency working between wider Essex services specifically targeting those that are proven to positively impact on long term recovery such as housing and back to work initiatives
8. Significantly improve cross partnership communication campaigns to connect with the treatment naive population in Essex, raise public awareness and confidence in services provided and raise the profile of the partnership within our own organisations
9. To continually strengthen locality input and ownership in all areas of EDAP work and improve cross working between all relevant locality partnership groups including CYPSPs, CDRPs, DARGs and LSPs
10. To positively impact upon the reported number of alcohol related hospital admissions
11. To improve strategic commissioning of all alcohol misuse related services across the partnership and ultimately to increase funding, quality and availability of treatment provision in this key area

1.4 Aspirations for 2011 and Beyond

This plan is designed to set the direction of EDAP travel through 2008-2011. It will be continually monitored and may be refreshed to ensure that key objectives are relevant, stretching yet realistic and partnership driven.

As local and national priorities are continually reviewed the Strategic Manager of Essex DAAT will be charged to proactively plan for the completion of this 3 year strategy, enabling the partnership to transfer smoothly from this strategy to the next.

The overriding aim for this or any future strategy is, however, to make EDAP one of the best performing partnerships in the country, measured only by the quality outcomes it achieves for our local communities.

2 Introduction Background and Context

2.1 Strategic Plan Aims and Objectives

The aim of the 2008-2011 EDAP Substance Misuse Strategic Plan is to provide EDAP partners with a clear vision of the 11 key substance misuse objectives that the partnership will strive to achieve over the next 3 years. This strategic plan thereby aims to bring together all EDAP partners and all substance misuse related services and projects in Essex to drive through positive change, County wide.

This document will:

- Provide a local and national context for substance misuse work in Essex
- Establish EDAP's current position
- Map out key objectives that the partnership will work collectively to achieve from 2008 – 2011
- Define how partnership objectives will be delivered and monitored from 2008-2011
- Define how this strategic plan will be proactively managed by the partnership to ensure a smooth transition from this strategy to the next

The objectives contained within this document are designed to avoid duplicate reporting and project work that already exists within the partnership. They build on current strengths and address development requirements whilst increasing partnership understanding and focus on agreed priorities. Ultimately this strategy aspires to make Essex excellent in terms of positively addressing substance misuse across the County and delivering enhanced services to the communities of Essex.

Delivery of the key objectives contained within this strategy will:

- Improve EDAP partnership working in Essex with regard to substance misuse
- Place continual improvement at the heart of substance misuse services and increase focus on Essex service users, families and carers outcomes
- Achieve the correct balance between addressing all required substance misuse work streams whilst prioritising those that can have the most positive impact on Essex communities
- Deliver through partnership structures that ensure Essex communities are given freedom and power to make a difference in their local communities whilst providing County wide momentum and political support as and when appropriate

Finally the purpose of this document is not to duplicate data that exists in other formats. For example this strategy will not provide details on Essex demographics and treatment effectivity as this is already contained within the 2007/2008 Needs Assessment. The value of this document is in bringing together all relevant findings and strategies and delivering improved outcomes through increased strategic and operational alignment across all EDAP partners.

2.2 Strategic Plan Duration and Refresh

This strategic plan is intended to guide the Essex Drug and Alcohol Partnership through the three year period from July 2008 – June 2011. It is intended to be a live document and as such it will be continually monitored and may be refreshed to ensure that key objectives continue to be relevant, stretching yet realistic and partnership driven. The Strategic Manager of the Essex Drug and Alcohol Team shall be the lead officer

responsible for the continual review of this strategy whilst the EDAP board (currently known as Safer Essex) is responsible for the delivery of its objectives.

This document can only be revised and / or refreshed with prior approval from the EDAP Board.

Objective refreshes shall be by exception only and are likely to be driven by significant changes in political direction and / or EDAP partnership structures, significant changes in related funding and pertinent results from continual EDAAT public consultation including service users, carers and families.

Finally, in 2009 this document may be merged with the Essex Community Safety Agreement to further simplify reporting to the EDAP board. In doing so however the EDAAT Strategic Manager and EDAP Chair shall ensure that the spirit and key objectives of this strategy remain constant.

2.3 Background, Context and Consultation

2.3.1 Complementary strategies and action plans

This strategy builds upon numerous substance misuse plans in Essex, public and partner reviews, local, regional and national strategies, needs assessments and treatment plans. This strategy therefore reflects and complements:

- Drugs: protecting families and communities. The 2008 ten year national drug strategy
- Safe. Sensible. Social. The next steps in the National Alcohol Strategy
- Essex Local Area Agreement 1
- Essex Local Area Agreement 2
- Essex Drug and Alcohol Action Team Strategic Direction 2005-2008
- EDAP Adult Needs Assessment 2007/2008
- EDAP Children and Young Persons Needs Assessment 2007/08
- Essex Adult Substance Misuse Treatment Plan 2008/2009
- EDAP Adult Treatment Redesign Proposal
- Essex Children and Young Persons Substance Misuse Delivery Plan
- APACS
- Essex Draft Community Safety Agreement
- Models of Care
- EDAAT Communications Strategy
- Draft Essex Strategic Multi Agency Drug and Alcohol Action Plan
- Essex Children and Young Persons Plan
- Essex Domestic Violence Strategy
- North and South Essex Dual Diagnosis Strategies
- Draft EDAP Alcohol Strategy
- Essex Joint Strategic Needs Assessment
- District Council Homelessness Strategies

2.3.2 Consultation

In line with the above strategies and plans, this document brings together a wealth of information from a variety of different sources that includes the following consultations

- Continual EDAP wide consultation on Adult and Children and Young Peoples Treatment Plans that resulted in the 2008/2009 published delivery plans
- 2007/2008 and 2008/2009 EDAP service user forums and service user feedback

- EDAP service user conferences
- EDAP response to National Drug Strategy in 2007/2008
- 2007/2008 EDAP Adults Needs Assessment
- 2007/2008 Children and Young Persons Needs Assessment
- 2007/2008 EDAAT Strategic Review that culminated in the 2007/2008 EDAAT Team Plan and EDAP business model refresh
- Phase 1 of the 2007/2008 EDAAT Localities Review that culminated in the EDAP Localities Memorandum of Understanding
- Initial findings of the ongoing 2008/2009 EDAP Criminal Justice Strategic Review
- 2007/2008 Joint Strategic Needs Assessment

2.4 Complexity of substance misuse in Essex

When addressing the all encompassing and challenging issue of substance misuse one area remains key - partnership. Essex is fortunate to have a number of committed and energised partners who understand the importance of addressing substance misuse as a collective. As in any complex two tier County however we do, at times, have conflicting priorities that can delay and inhibit the achievement of cross cutting objectives.

It is for this reason that this strategy seeks to clearly establish the role of all key substance misuse partners in Essex and agree responsibilities in delivering shared objectives from the outset.

2.4.1 EDAP Partners

EDAP established partners include:

- West Essex PCT
- Mid Essex PCT
- South East Essex PCT
- North East Essex PCT
- South West Essex PCT
- Service User Representatives
- Essex Police Authority
- Essex Police
- Essex Probation Service
- All DARGs (Drug and Alcohol Reference Groups or equivalent) County Wide
- Essex Fire and Rescue Service
- County CYPSPs
- Schools, Children and Families County Wide Directorate
- HM Prisons (Chelmsford and Bullwood Hall)
- All CDRPs County Wide
- Essex Youth Offending Service
- County wide directorate for Adult Social Care
- GO-EAST
- National Treatment Agency
- District and Borough Councils County Wide
- Essex Mental Health Joint Commissioning Team
- Essex County Council

Extended partners also include:

- Essex CPS
- HM Courts

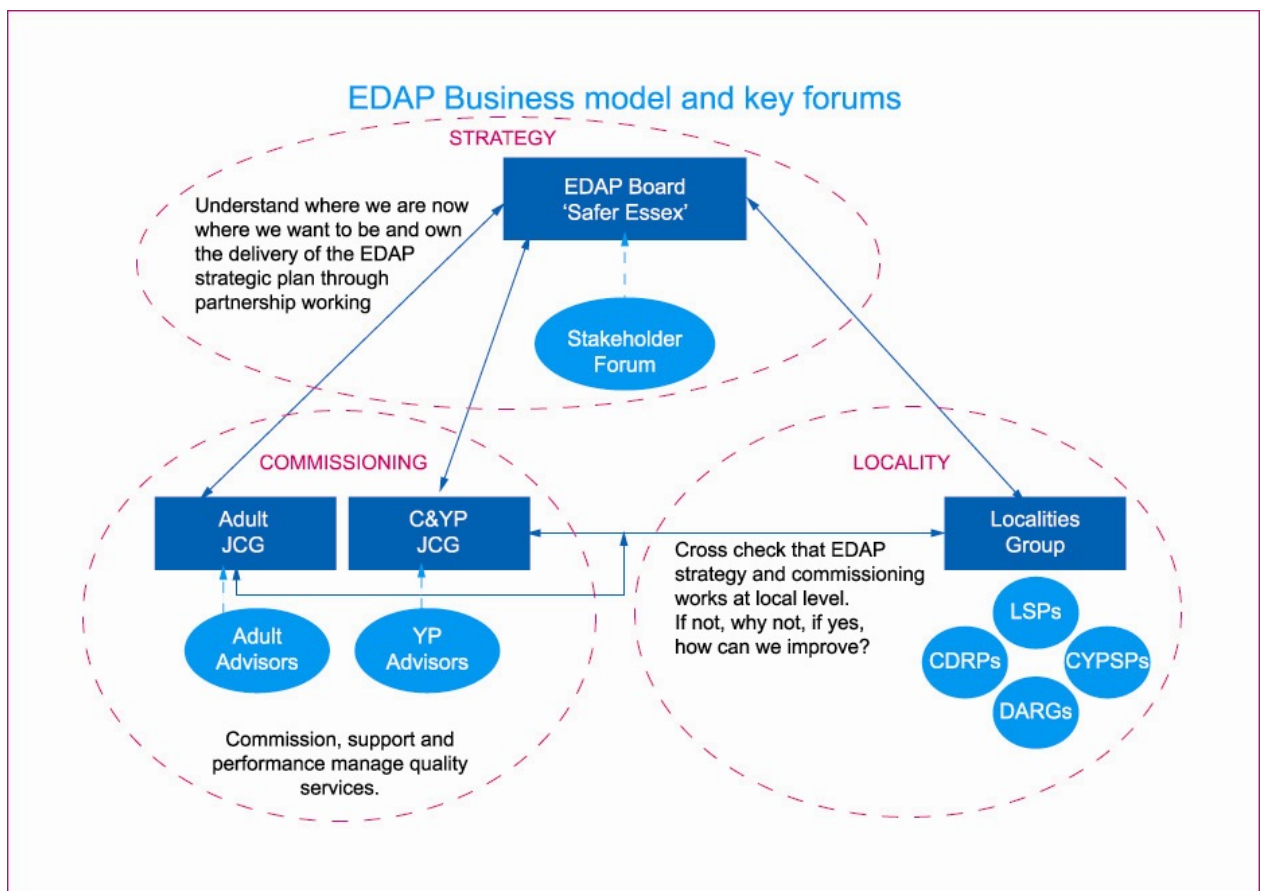
- Essex Criminal Justice Board
- Essex Voluntary Service
- South Essex Partnership NHS Foundation Trust
- North Essex Partnership NHS Foundation Trust
- Essex Ambulance Service
- Essex/Southend/Thurrock Connexions
- Chairman of County Neighbourhood Watch group
- Essex Victim Support
- Essex Against Domestic Violence
- Essex Racial Equality Council Chair

2.4.2 Understanding the role of the EDAP Board (Safer Essex), EDAP and EDAAT

EDAP Board

The EDAP Board is currently known as 'Safer Essex' formerly Essex Community Safety Drug and Alcohol Strategic Partnership (ECSDASP). The EDAP Board owns the EDAP 2008 – 2011 Strategic Plan and is ultimately responsible for its delivery.

The EDAP Board sits within the EDAP business model as illustrated in the below diagram and the full Terms of Reference for this group are contained within the Essex Community Safety Agreement.



EDAP



The Essex Drug and Alcohol Partnership (EDAP) includes membership of the organisations listed in Section 2.4.1. Each partner has the dual responsibility of owning effective delivery of the Essex substance misuse agenda within their organisations and for championing partnership substance misuse working Essex wide.

EDAP Mission statement

EDAP works with the communities of Essex to help reduce and prevent usage of illegal drugs and alcohol, minimise their harm, treat and rehabilitate users, reduce related offending and crime, and thereby to make a significant contribution to Essex community well being and quality of life

The role of EDAP is:

- To drive the strategic direction of county wide substance misuse agenda.
- To inform and support the commissioning and continual development of quality substance misuse services for adults, children and young people in Essex.
- Take strategic decisions on expenditure and service delivery.
- To champion effective EDAP partnership working at all levels.

EDAAT

The Essex Drug and Alcohol Action Team (EDAAT) are responsible for coordinating all county wide drug and alcohol requirements on behalf of EDAP. Hosted by Essex County Council EDAAT is a dedicated team of staff headed up by a Strategic Manager that act on behalf of all EDAP partner organisations. It is effectively the delivery arm of the partnership and plays an important role in turning all EDAP visions and strategies into reality.

EDAAT Values

Professional

Proud

Proactive

Equitable

EDAAT core business includes:

- Commissioning and performance managing quality substance misuse services county wide
- Criminal Justice Substance Misuse Project Management including the Drug Interventions Programme (DIP) and supporting services
- Working with localities in Essex to strengthen locality voice in all EDAP work
- Coordinating all EDAP partners to ensure alignment of key objectives
- Listening and learning from Essex service users, carers and families to ensure that their voice positively influences all EDAP work
- Providing a seamless link between Essex substance misuse work and national / regional standards and best practice.

For more detailed overview of EDAP and EDAAT core business please refer to the EDAP and EDAAT guide that can be accessed under the professional pages section of the EDAAT website (www.essexdrugaction.org.uk)

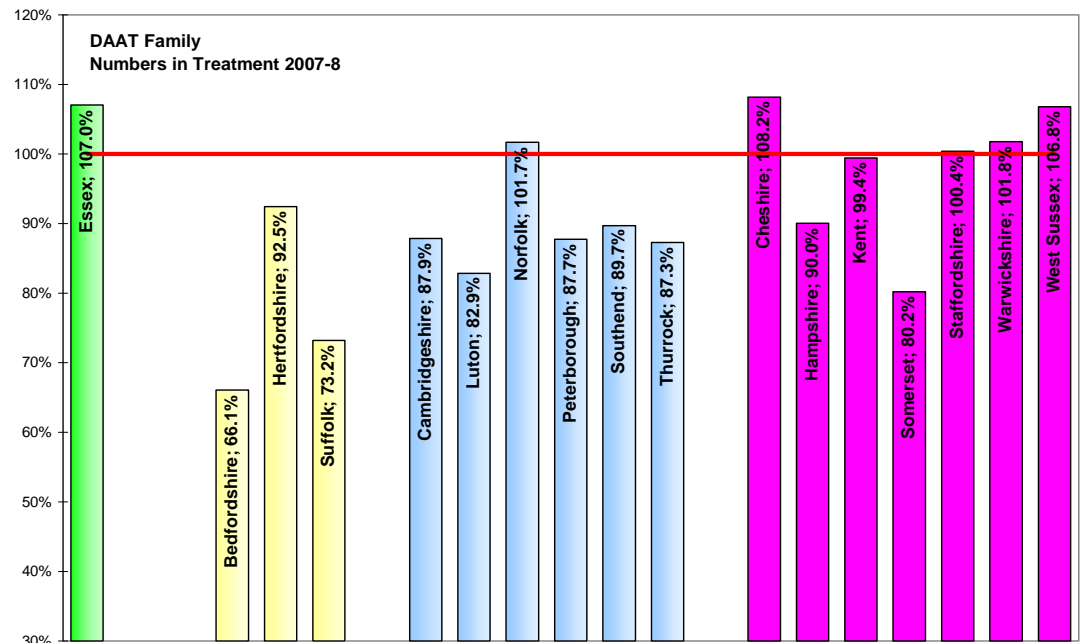
3 EDAP Reflection and Reality

3.1 Where we are now

At the close of the 2007/2008 financial year, weeks prior to publishing Issue 1 of this strategy, EDAP had met and exceeded all major NTA, GO East and LAA 1 objectives including numbers in effective treatment, retention, waiting times and DIP referrals. Furthermore the Healthcare Commission rated the Essex Drug and Alcohol Partnership as 'Excellent' within its annual review.

The following charts show how, at the end of the 2007/2008 financial year, Essex performed in comparison to its DAAT family* and other partnerships in the Eastern region.

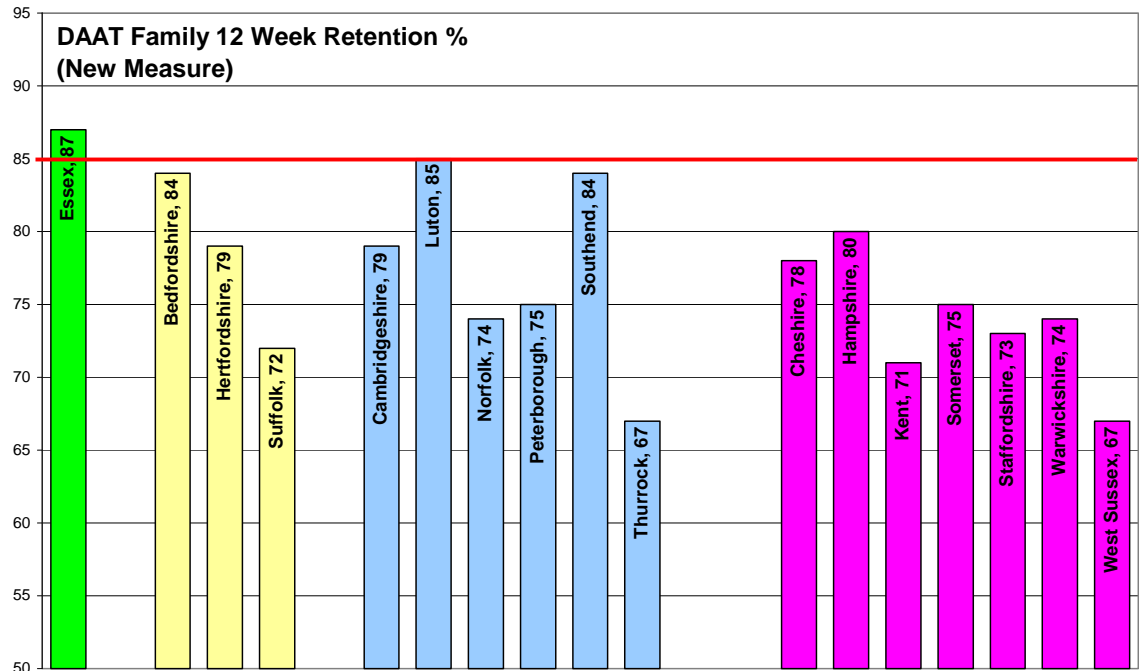
Numbers in Treatment



*A DAAT family is a group of DAATs that are judged by the NTA to be comparable in terms of size, complexity, demographics or general makeup.

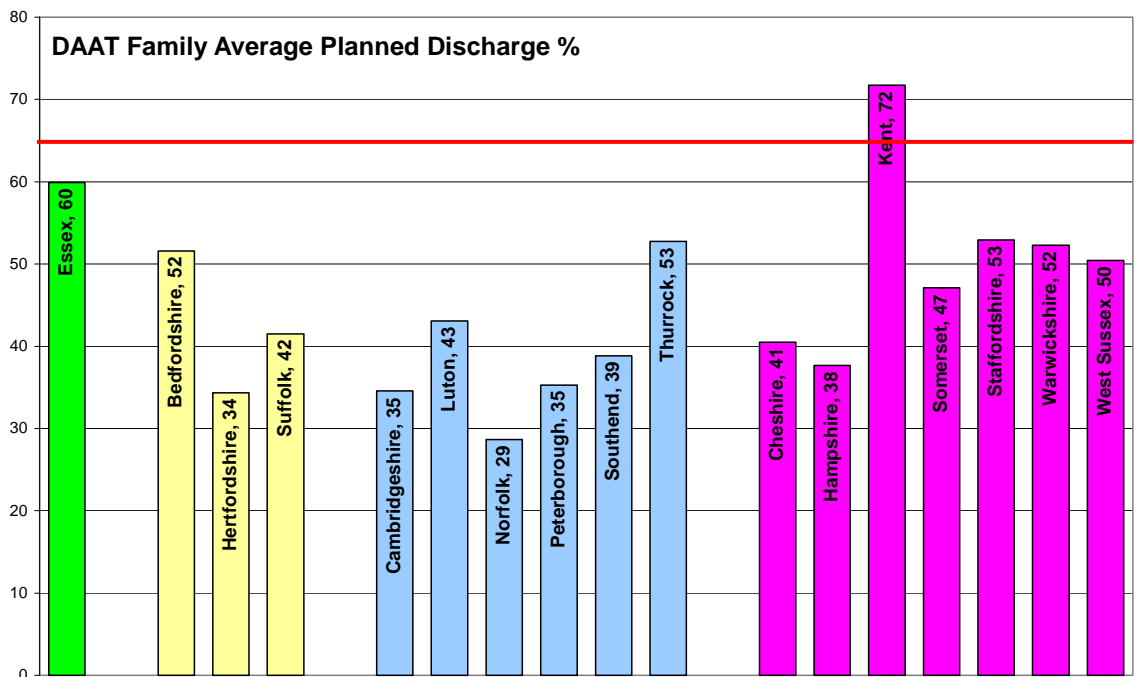
Yellow signifies DAAT Family and Eastern Region, blue signifies Eastern Region but not DAAT Family, pink signifies DAAT family but not Eastern Region

12 Week Retention

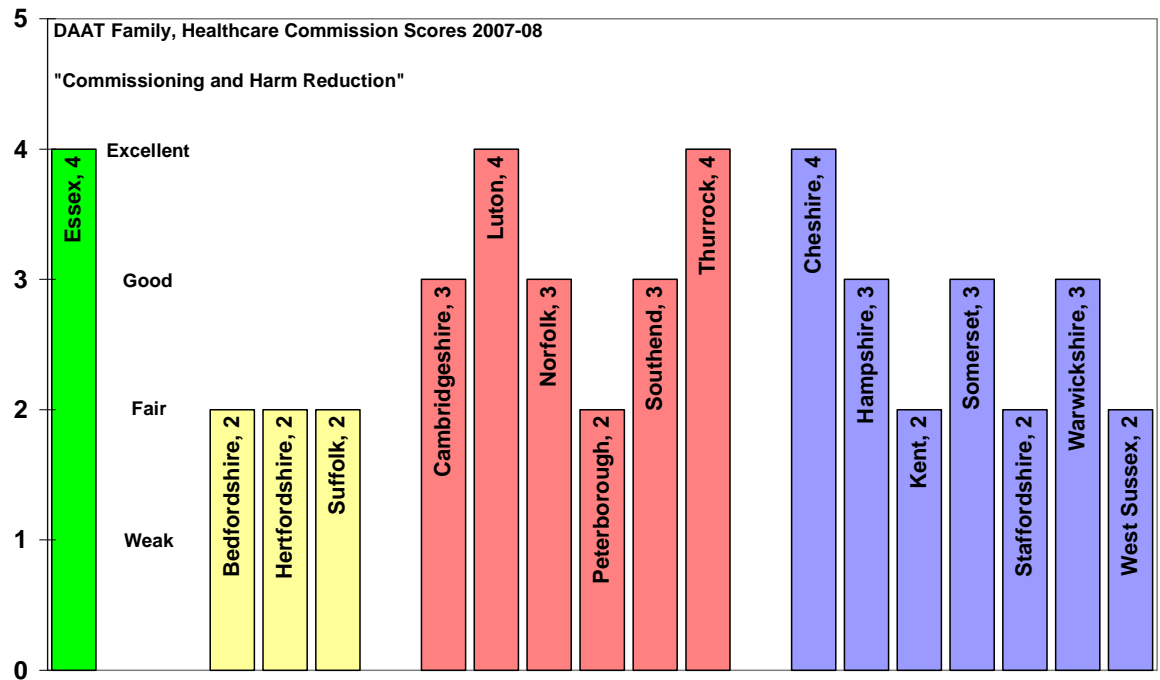


Average Planned Discharge

Please note that EDAP ended the year with an 83% planned discharge rate against all discharges



Healthcare Commission Scores 2007/2008



As stated earlier however EDAP recognises that despite our impressive performance illustrated in the above charts, if we wish to deliver excellent quality substance misuse services to the communities of Essex, we are confident that there is still room for significant improvement.

3.2 Recent Achievements

The 2007 / 2008 financial year was a year of intense analysis, strategic planning, challenging, listening, learning and strengthening EDAP management and strategic frameworks to ensure that in 2008 / 2009 we are in an excellent position to drive through positive change and deliver quality substance misuse services across the County.

The EDAAT team and partnership has now begun to raise its profile and are key players in LAA 2. The partnership is recognised as ambitious and motivated within the Eastern Region, we report directly into a County wide Chief Officer Partnership group and have set wheels in motion to refresh and strengthen all key EDAP decision making forums.

Whilst embracing national strategies we have specifically targeted Essex needs by listening and learning from service users, engaging with all Essex partners via countywide consultations and we have agreed a locality focused Memorandum of Understanding.

We now have superb momentum and partnership commitment to take forward our treatment redesign programme over the next 3 years.

"Over the past 12 months the National Treatment Agency has been impressed with the thorough, precise and competent way that EDAAT has begun to restructure both the adult drug treatment system but also the financial governance arrangements. I anticipate that the next 12 months will produce considerable evidence of continued improvement in the treatment system ensuring that all drug users in Essex will be able to access effective treatment quickly, receiving interventions that in line with the new Drug Strategy will allow individuals to become a productive part of society"

Tom Aldridge, NTA Regional Manager, Eastern Region
May 2008

"The past year has been a successful one for EDAP. Effective working with and between partner agencies has strengthened throughout the year, and performance in relation to the Drug Interventions Programme in particular has been driven forward impressively with greater numbers of offenders engaging in treatment, leading to a whole range of associated benefits to the individuals, their families and the communities they live in."

Mike Ward, GO-East Team leader
May 2008

4 Realising EDAP Potential

Section 5 outlines the key objectives that EDAP wish to drive through over the next three years. In doing so however we must remain cognisant of the following key challenges and opportunities.

4.1 Challenges and Opportunities

- The demands of DAPs are continually increasing as our understanding of substance misuse and surrounding issues improve. This is compromised however by recent trends in central funding which show no signs of increasing investment at a national level. The challenge and opportunity is therefore for EDAP to look at additional funding streams to support key initiatives. In doing so clarity over governance will be key
- We are delighted to see increased political and local support in the area of alcohol misuse however this will present both opportunities and challenges for the partnership as we will be tasked to deliver this on top of an already demanding and challenging agenda. We will need to pool existing resources and identify additional funding to effectively address this key issue in our communities as there is no sign of additional central funding
- As demand and understanding continues to increase in the area of substance misuse the challenge for the partnership will be to positively manage these increasing demands to ensure that we prioritise Essex specific needs whilst balancing regional and national requirements that will secure future funding
- There are significant opportunities in mainstreaming of C&YP substance misuse work with wider C&YP services such as Children and Adolescent Mental Health Services and Looked After Children. Similarly there are wide ranging opportunities for further integration of key adult services such as back to work initiatives, wider family support and homelessness / housing programmes. The challenge here will be to effectively integrate with required services at all levels (not just strategically) thereby providing tangible benefits to our service users, carers and families.
- Whilst huge benefits can be reaped from the Essex Treatment Redesign Programme the step change from the existing treatment model to the next must be managed transparently and proactively by all partners. The overriding aim must be to limit risk to service users during the transition period

5 EDAP Key Objectives 2008-2011

The message throughout this strategy is that Essex is not content to be average. The Essex Drug and Alcohol Partnership aspire to provide excellent services to our local communities and to continually improve the quality of our services year on year. As such, despite Essex's recent successes, the following key objectives specifically target areas where significant improvements can still be made. They also specifically target areas of business that demand partnership collaboration. All of the key objectives contained within this plan cannot be delivered by individual organisations alone and if delivered successfully, will further strengthen partnership working, transparency and teamwork. They are therefore perfectly suited for ownership by the EDAP board and, if achieved, will significantly improve the well being and quality of life of our service users, carers and families

"I thoroughly enjoy working with the Essex Drug and Alcohol Team and chairing the EDAP board. The team is passionate about delivering quality results and aspires to excellence in all areas. They are a commendable example of partnership working".

Paul Warren, Chief Executive of Rochford District Council and Chair of EDAP board
April 2008

5.1 Key Objective 1 – Continual Improvement of Existing Service Provision

1. To meet and exceed all key NTA and Go East targets and to continually improve the quality of core substance misuse services provided to the communities of Essex

EDAP Board Sponsor – EDAP Chair, Paul Warren

5.1.1 Minimum Requirements for Existing EDAP Services

Every day EDAAT business includes quality commissioning, performance management of existing services and working with partners to continually improve commissioned services whilst meeting and exceeding NTA, GO East and LAA objectives. The delivery of all of these objectives are contained, monitored and implemented in lower level plans such as the

- EDAP Substance Misuse Annual Adult Treatment Plan
- EDAP Children & Young Peoples Annual Treatment Plan
- EDAP Annual Needs Assessments (both for C&YP and Adults)
- Essex LAA 1 and LAA 2
- EDAP Locality Memorandum of Understanding

It is recognised however that the demands of local drug and alcohol action teams are continually increasing as our understanding of substance misuse and surrounding issues improve. Progress on the achievement of core business (detailed above), will be brought to the EDAP Safer Essex board as a matter of course and will be contained within standard agenda items.

5.1.2 Making Essex Excellent – EDAP Partner Support and Commitment

It is becoming increasingly unrealistic to deliver all that is required by the partnership across the county without fully utilising wider partnership resources available. In setting ambitious and stretching targets the partnership shall continually review the resources available to deliver our objectives and as such shall continually review partnership wide support both physical and financial.

Objective 1A

EDAP partners to continue to support the partnership by attending (as appropriate) all key decision making forums and contributing (as appropriate) to key EDAP consultations.

Objective 1B

EDAP partners to identify resources within partner organisations that may be physical and/or financial to further align and improve EDAP working. Partnership contributions will be agreed on an individual basis with the EDAAT Strategic Manager and underwritten by the EDAP Chair. In each instance all practical measures will be taken to ensure unrealistic demands are not placed on partners, yet a helpful and worthwhile contribution to the partnership is achieved. Contributions will consist of a minimum of one contribution per partner for the period of this strategy and may take the form of:

- secondments into the EDAAT team or
- dedicated support from partner colleagues (e.g. no of hours from dedicated housing worker over an agreed period of time) or
- various forms of intellectual property or
- monies to be include within partnership commissioning on an annual basis.

5.2 Key Objective 2 – Alignment of Criminal Justice Objectives

2. To significantly improve partnership working on key criminal justice initiatives to reduce substance misuse related offending and re-offending

EDAP Board Sponsor – TBA

5.2.1 Minimum Requirements for Substance Misuse Criminal Justice Work

In addition to the continual improvement and effective delivery of existing EDAAT criminal justice services (e.g. Drug Interventions Programme, Triangle Tenancy Scheme, SOVA Volunteer Scheme etc) the monitoring and influencing of the below national indicators are considered to be a basic EDAP requirement within the National Drug Strategy. Performance against these indicators may in some instances be included in the LAA2 and will therefore be addressed by the EDAP board as matter of course. Any national indicators that are not contained within LAA2 will be flagged up to the board via an exceptional reporting structure such that any notable positive or negative performance can be addressed.

- NI 16 - Serious acquisitive crime rate
- NI 17 - perceptions of anti-social behaviour
- NI18 – adult re-offending rates for those under probation supervision
- NI121 – dealing with local concerns about anti-social behaviour and crime by the local council and police
- NI30 – re-offending rate of prolific and priority offenders
- NI38 – drug-related (Class A) offending rate

5.2.2 Making Essex Excellent – Criminal Justice Substance Misuse Priority Initiatives

The following priority area whilst Criminal Justice focussed shall be addressed by the partnership in a holistic manner. Therefore whilst enforcement will be the main driver for this section of the EDAP strategy, the EDAP Board shall ensure that all initiatives achieve an appropriate balance between prevention, treatment, and enforcement.

Objective 2A

Agreement of top 5 EDAP priority criminal justice outcomes under the umbrella of substance misuse related offending and re-offending.

This objective shall bring together all existing partnership work streams and measures under the 5 agreed priorities and all EDAP partners shall agree realistic yet significant projects that will continually improve EDAP criminal justice, cross partner working.

Specific milestones and partnership actions that contribute to the top 5 criminal justice outcomes shall be agreed by the EDAP board in October 2008 however initial consultation suggests that the 5 headline priority outcomes shall be substance misuse related:

1. Assaults causing injury per thousand population

2. Adult re-offending rate
3. Perceptions of drug use or dealing as a problem
4. Fear of crime
5. Perception of Anti Social Behaviour

In all instances the 5 agreed EDAP initiatives shall require a substance misuse related outcome that compliments, but is over and above National Indicator / Local Indicator requirements thereby demonstrating the benefit of a coordinated partnership approach.

This objective shall also encompass EDAP seizure and redistribution of substance misuse related assets.

The objective shall be coordinated by the EDAAT Criminal Justice Lead.

5.3 Key Objective 3 – IDTS Launch, Development and County Wide Integration

3. To launch, develop and effectively integrate Essex Integrated Drug Treatment Systems (IDTS) into all appropriate EDAP supporting services

EDAP Board Sponsor – TBA

5.3.1 Minimum Requirements for Substance Misuse Criminal Justice Work

IDTS is a standard delivery requirement within HMP Chelmsford. As such all GO-East and NTA basic delivery requirements including

1. Increasing the range of treatment options available to those in prison, notably substitute prescribing
2. Integrating clinical and psychological treatment in prison into one system that works to the standards of Models of Care and the Treatment Effectiveness Strategy and works to once care plan
3. Integrating prison and community treatment to prevent damaging interruptions either on reception into custody or on release back home shall be met and exceeded.

5.3.2 Making Essex Excellent – Criminal Justice Substance Misuse Priority Initiatives

The following priority area shall be addressed by the partnership in a holistic manner. Therefore the EDAP Board shall ensure that all initiatives under this objective achieve an appropriate balance between prevention, treatment, and enforcement.

Objective 3A

To significantly improve cross partnership working in terms of ensuring the necessary links to the IDTS programme are developed and formally agreed to facilitate seamless transition from custody to community. This will include establishing clear and agreed pathways between all IDTS related EDAP treatment services and significantly improving cross partnership work in supporting services such as housing, purposeful activities, life skills, and employment.

The low level partnership action plan under this objective shall be underwritten in the January 2009 EDAP Board meeting. This measurable plan will include as a minimum

1. Staged, significant improvement in cross partnership working to support substance misuse related back to work / supported employment programmes
2. Staged, significant improvement in cross partnership working to support substance misuse related housing / supported housing programmes
3. Staged, significant improvement in cross partnership working to support meaningful activity and life skill programmes
4. Inclusion of IDTS measures in DIP contracts to support continual improvement
5. Clearly identifiable IDTS milestones within the Essex Treatment Redesign Programme including Fast Track Prescribing

5.4 Key Objective 4 – Reduce Reporting of Substance Misuse by Young People

4. To positively impact upon the reporting of substance misuse by young people

EDAP Board Sponsor – TBA

5.4.1 Minimum Requirements for Children and Young Peoples Services

In addition to the continual improvement and effective delivery of core, existing EDAAT children and young persons business (e.g. commissioning and performance management of quality services) the monitoring and influencing of the below PSA targets and national indicators are considered to be a basic EDAP requirement within the National Drug Strategy. Performance against these indicators may in some instances be included in the LAA2 or the County wide Childrens and Young Persons plan and will therefore be reported to and addressed by the EDAP board as matter of course. Any national indicators that are not contained within existing strategies will be flagged up to the board via an exceptional reporting structure such that any notable positive or negative performance can be addressed.

PSA Targets relating to

- The proportion of young people frequently using illicit drugs, alcohol or volatile substances (included in PSA14)
 - The number of drug users in effective treatment (included in PSA25)
- National Indicators
- NI110 young people's participation in positive activities
 - NI111 first-time entrants to the Youth Justice System aged 10-17
 - NI114 rate of permanent exclusions from school
 - NI115 substance misuse by young people
 - NI117 16-18 year olds who are not in education, training or employment

5.4.2 Making Essex Excellent – Children and Young Peoples Substance Misuse Priority Initiatives

The following priority area shall be addressed by the partnership in a holistic manner. Therefore whilst prevention and early intervention may be the main drivers for this objective the EDAP Board shall ensure that all initiatives achieve an appropriate balance between prevention, treatment, and enforcement.

Objective 4A

To positively impact on the reporting of substance misuse by young people that will be measured by National Indicator 115. This priority is contained with LAA 2 therefore in line with the LAA process an agreed action plan will be in place by September 2008. This will include the delivery of following targeted projects:

1. Training sessions to professionals working with young people to build capacity within the workforce to increase skills in identification and communication with young people who are misusing or at risk of misusing illicit substances
2. To further develop outreach workshops to alternative education, Foyers, children's homes, youth groups, schools and any group / geographical area that has been identified a vulnerable and at risk to substance misuse
3. To ensure all young people within criminal justice services with an identified substance misuse have appropriate interventions by substance misuse professionals
4. To further develop street work in areas that have been highlighted as hotspots or areas of antisocial behaviour or where drug debris has been found on a number of occasions
5. To increase numbers of vulnerable young people accessing substance misuse services
6. To assess young people within 5 days of referral being made
7. To start structured interventions including counselling within 10 days of assessment
8. For Healthy Schools to increase the number of secondary schools opting to become part of Health Schools but also who opt to have substance misuse workshops delivered to parents and teachers
9. To ensure all young people leaving care are screened for substance misuse and provided with appropriate interventions for those you are misusing
10. To ensure that young people within mental health services are screened for substance misuse and provided with appropriate interventions

5.5 Key Objective 5 – Improve Level and Quality of Services Available for Families and Wider Support

5. To significantly improve the level and quality of services available for families and wider support affected by substance misuse

EDAP Board Sponsor – TBA

5.5.1 Minimum Requirements for Children and Young Peoples Services

In Essex at the time of writing this strategic plan, EDAP have 4 providers with 1 in particular (Essex Young People's Drug and Alcohol Service, EYPDAS) providing 92% of this work. Work will continue with existing providers via standard commissioning and performance management to explore routes into family and wider support services. This work will be given additional support and momentum by the Children and Young People's treatment redesign programme that will be launched in 2009 and will actively seek to improve links with wider services.

5.5.2 Making Essex Excellent – Children and Young Peoples Substance Misuse Priority Initiatives

The following priority area shall be addressed by the partnership in a holistic manner. Therefore whilst treatment may be the main driver for this section of the EDAP strategy, the EDAP Board shall ensure that all initiatives achieve an appropriate balance between prevention, treatment, and enforcement.

Objective 5A

The EDAP sponsor shall champion the identification and top level review of all family and wider support services that sit within the wider EDAP partnership including ECC support networks such as young carers. Having clearly mapped out what services are currently in place the EDAP board shall underwrite the gap analysis in January 2009 and oversee a staged and measurable EDAP plan to

1. Improve linkages between existing services provided and
2. Improve quality, level and access to existing services provided county wide

When delivering the above review and analysis of existing services the objective owner shall also clearly identify all key service gaps in this area. An overview of this gap analysis shall be presented to the CYPSP board in mid 2009 with recommendations for further development.

5.6 Key Objective 6 - Delivering New Approaches to Drug Treatment and Social Re-integration

6. To competitively tender, launch and deliver radical treatment redesign in Essex to simplify service user journeys and improve partnership working

EDAP Board Sponsor – TBA

5.6.1 Minimum Requirements for Adult Services

In addition to the continual improvement and effective delivery of core, existing EDAAT business (e.g. Key Objective 1) the monitoring and influencing of the below PSA targets and national indicators are considered to be a basic EDAP requirement within the National Drug Strategy. Performance against these indicators may in some instances be included in the LAA2 and will therefore be reported to and addressed by the EDAP board as matter of course. Any national indicators that are not contained within existing strategies will be flagged up to the board via an exceptional reporting structure such that any notable positive or negative performance can be addressed.

PSA Targets relating to

- The number of drug users in effective treatment (PSA 25)

National Indicators

- NI140 Drug users in effective treatment
- NI120 all age all cause mortality rate
- NI141 number of vulnerable people achieving independent living
- 143, 145, 147, 149 socially excluded adults living in settled and suitable accommodation
- NI144, 146, 148, 150 socially excluded adults in employment, education or training
- NI152 working age people on out of work benefits

5.6.2 Making Essex Excellent – Adult focussed Substance Misuse Priority Initiatives

The following objective shall be addressed by the partnership in a holistic manner. Therefore whilst treatment may be the main driver for this objective the EDAP Board shall ensure that all initiatives achieve an appropriate balance between prevention, treatment, and enforcement.

Objective 6A

The partnership recognises that despite recent successes in EDAP target achievement there is a room for improvement in many key areas of substance misuse work in Essex. This partnership will therefore redesign, competitively tender, launch and deliver a revised treatment model in Essex under the Essex Treatment Redesign Programme to:

1. Simplify the service user journey
2. Improve service user, carer and family quality outcomes
3. Improve partnership working, specifically with regard to holistic treatment provision and complex cases such as dual diagnosis
4. Improve value for money

5. Provide a partnership structure that promotes and facilitates continual improvement placing quality of service provision for service users, families and carers at the heart of all decision making

The target launch date for the Essex substance misuse treatment redesign shall be April 2009 and updates on the progress of this important programme shall be brought to the EDAP board on a regular basis.

5.7 Key Objective 7 - Delivering Holistic and Seamless Services for Long Term Service User Needs

7. To significantly improve inter agency working between wider Essex services specifically targeting those that are proven to positively impact on service user long term recovery such as housing and back to work initiatives

EDAP Board Sponsor – TBA

5.7.1 Minimum Requirements for Adult Services

There are some excellent examples of holistic EDAP services that support long term service user needs such as NACRO, SOVA, Together, Shaw Trust and Supporting People. EDAP shall continue to support, develop and improve links between existing services via standard commissioning and performance management.

5.7.2 Making Essex Excellent – Holistic and Seamless Service Focussed Substance Misuse Priority Initiatives

The following priority area shall be addressed by the partnership in a holistic manner. Therefore the EDAP Board shall ensure that all initiatives achieve an appropriate balance between prevention, treatment, and enforcement.

Objective 7A

The EDAP sponsor shall champion the identification and top level review of all long term service user, family and carer support services that sit within the wider EDAP partnership including those mentioned in 5.7.1. above. Having clearly mapped out what services are currently in place the EDAP board shall underwrite the gap analysis in March 2009 and oversee a staged and measurable EDAP plan to:

1. Improve linkages between existing services provided and
2. Improve quality, level and access to existing services provided county wide

When delivering the above review and analysis of existing services the objective owner shall also clearly identify all key service gaps in this area. An overview of this gap analysis shall be presented to the appropriate partnership board in mid 2009 with recommendations for further development.

5.8 Key Objective 8- Delivering Effective and Targeted Communications, Partnership Wide

8. To significantly improve cross partnership communication campaigns to connect with the treatment naive population in Essex, raise public awareness and confidence in services provided and raise the profile of the partnership within our own organisations

EDAP Board Sponsor – TBA

5.8.1 Minimum Requirements for Substance Misuse Communications and Community Engagement

EDAP regularly organise and participate in a number of national and local communication campaigns to raise the profile of positive work underway to address issues associated with substance misuse. This work will continue within the partnership and shall conform to all national, regional and local guidance and standards aiming in all instances to comply with and exceed best practise guidance.

5.8.2 Making Essex Excellent – Communications and Community Focussed Substance Misuse Priority Initiatives

Objective 8A

Whilst EDAP partners support regional and local campaigns year on year the partnership recognises that improvements can be made in the utilisation of resources and avoidance of duplication across organisations. A staged, measurable plan shall be owned by the EDAP Board sponsor and shall improve effective and targeted communications through:

1. Seasonally timed and geographically targeted multi media communication campaigns to increase the uptake of drug and alcohol services thereby increasing EDAP numbers entering treatment and engaging with the treatment naive.
2. Provision of basic drug and alcohol training within the partnership to raise the profile of substance misuse, the role of EDAAT / EDAP and commissioned services in Essex amongst the non-specialist Tier 1 service providers and the children's services workforce. In turn an informed and competent workforce will also help to increase and improve referrals into treatment.
3. Improve existing communication mechanisms in order for the needs and wants of service users, families and carers, fellow partners and communities of Essex to be fed back into EDAP continual improvement.
4. Coordinated communications and media events to educate the communities of Essex about substance misuse and build community confidence in the work being done in Essex to tackle substance misuse.
5. Working with service user consultants that will specifically target treatment naive populations to identify blockers to treatment

5.9 Key Objective 9 - Strengthening Locality Delivery, Input and Ownership in all Areas of EDAP Work

9. To continually strengthen locality input and ownership in all areas of EDAP work and improve cross working between all relevant locality partnership groups including CYPSPs, CDRPs, DARGs and LSPS

EDAP Board Sponsor – TBA

5.9.1 Minimum Requirements for Strengthening EDAP Locality Delivery, Input and Ownership

Significant progress has been made in strengthening the Essex locality voice in terms of the recent negotiation and agreement of the EDAP Memorandum of Understanding. EDAAT, EDAP and locality partnerships such as DARGs, CDRPs and CYPSPs shall continue to work together to align substance misuse objectives and work streams.

5.9.2 Making Essex Excellent – Strengthening EDAP Locality Delivery, Input and Ownership Priority Initiatives

Objective 9A

Partners recognise that whilst positive steps have been made there are further improvements to be made in order to empower local partnerships with regard to the delivery and ownership of substance misuse services in Essex localities

The EDAP Board Sponsor shall own a measurable, time bound, 3 year plan to significantly improve the alignment, communication between and coordination of combined initiatives between all locality partnership groups including CYPSPs, CDRPS and DARGs.

5.10 Key Objective 10 - Reduce Increasing Trend in Alcohol Related Hospital Admissions

10. To positively impact upon the reported number of alcohol related hospital admissions

EDAP Board Sponsor – TBA

5.10.1 Minimum Requirements for Reducing the Trend in Alcohol Related Hospital Admissions

The EDAP Board (Safer Essex) will be the lead body for the development and implementation of an Essex wide alcohol strategy and the partnership will be required to own, support and drive the effective implementation of the objectives contained therein. The strategy and partnership ownership of it will play the key role in co-ordinating the resources and activities of public services in Essex to ensure alcohol related harm is tackled appropriately and effectively. It will be the responsibility of the partnership to promote the strategy and allocate appropriate resources locally.

5.10.2 Making Essex Excellent – Reducing the Trend in Alcohol Related Hospital Admissions Priority Initiative

Objective 10A

To positively impact upon the reported number of alcohol related hospital admissions recorded by National Indicator 39. This will include as a minimum the delivery against the following objectives to ultimately reduce the increasing trend of alcohol related hospital admissions in Essex.

The key objectives outlined within the alcohol strategy to support achievement against key objective 10 are:

1. To reduce the levels of chronic and acute ill health caused by alcohol, resulting in fewer alcohol related accidents and hospital admissions
2. To reduce the level of alcohol related harm to children and young people
3. To raise awareness of sensible drinking

This priority is contained with LAA 2 therefore in line with the LAA process an agreed action plan will be in place by September 2008. Action to deliver against these objectives will be grouped and delivered as follows:

Prevent

1. Provide Essex's residents with straightforward information about alcohol so they can make informed choices when drinking

2. Undertake research into patterns of alcohol use by young people not in mainstream education (for the purposes of this document Young People are defined as being up to and including 25 years of age)
3. Ensure participation in prevention programmes by all school excludes and persistent non school attendee's, teenage parents and young people in special schools, and other groups of young people at particular risk.

Intervene

1. Develop an effective system that enables Accident and Emergency data to be collected, collated and monitored and used to inform prevention, intervention, enforcement and resettlement priorities
2. Train key public sector and service sector staff to enable them to recognise the signs of alcohol misuse so they can signpost to appropriate support
3. Provide integrated programmes of treatment, care and support for all young people identified as having a substance misuse problem
4. Investigate the possibility of intervening within the Criminal Justice system in relation to arrest referral (custody suite interventions) and providing relevant information for adults and young people who are in custody for alcohol related issues.
5. Explore the way that brief interventions can be delivered to address alcohol related harms earlier, therefore reducing the need for more intensive care
6. Ensure that a systematic and stepped approach to alcohol treatment service provision for those that require treatment is developed across the county, in accordance with Models of Care for Alcohol Misuse (MoCAM) guidance (DOH 2006) and future NICE Guidelines

Enforce

1. Develop an Essex wide media strategy to promote positive news and manage negative headlines in relation to alcohol

Rehabilitation

1. Review the current availability of alcohol treatment services across the County
2. Ensure that a systematic and stepped approach to alcohol treatment service provision for offenders is developed across the county, in accordance with Models of Care for Alcohol Misuse (MoCAM) guidance (DOH 2006) and future NICE Guidelines
3. Investigate the possibility of implementing an Alcohol Arrest Referral scheme across the County

5.11 Key Objective 11- Improving Strategic Commissioning of Alcohol Misuse Services

11. To improve strategic commissioning of all alcohol misuse related services across the partnership and ultimately to increase funding, quality and availability of treatment provision in this key area

EDAP Board Sponsor – TBA

5.11.1 Minimum Requirements for Improving Strategic Commissioning of Alcohol Misuse Services

EDAP shall continue to prioritise this work and recognise the importance of improving partnership delivery in this key area. Partners will continue to support the development and delivery of the EDAP Alcohol Strategy and shall support the EDAP Joint Commissioning Group in continually improving detoxification and rehabilitation management processes and funding mechanisms

5.11.2 Making Essex Excellent – Improving Strategic Commissioning of Alcohol Misuse Services Priority Initiative

Objective 10A

To improve strategic commissioning of all alcohol misuse related services across the partnership and ultimately to increase funding, quality and general levels of treatment by

1. Identifying all existing EDAP alcohol treatment funding by January 2009
2. Agreeing appropriate legal and / or contractual mechanisms to bring county wide commissioning of alcohol treatment to one, single EDAP commissioning table by July 2009. In doing so broad partnership representation shall be established within the agreed commissioning function to ensure effective structures are in place to support complex case management such as dual diagnosis.
3. Having achieved actions 1 and 2 to agree a staged and measurable partnership action plan to increase funding, availability, accessibility and quality of alcohol misuse services in Essex by the close of the 2011 financial year

6 Delivery and Monitoring

6.1 Ownership

As stated in Section 2.4.2 The EDAP Board currently known as Safer Essex owns the EDAP 2008-2011 Strategic Plan and is ultimately responsible for its delivery. The EDAAT Strategic Manager will be responsible for coordinating the strategy in entirety but objective sponsors will take the lead in championing individual projects.

6.2 How will we deliver these objectives

Individual objectives will have different delivery mechanisms however the board sponsor will ensure that in each priority area all existing EDAP work is brought together, baselined, a gap analysis is undertaken and cross cutting and agreed projects implemented and progress are regularly monitored and reported to the EDAP board as appropriate.

6.3 Budgets Measures of Success and Timescales

Again individual objectives will have different measures of success and timescales however in the agreement and delivery of low level objective plans the Board Sponsor shall ensure that objectives are 'SMART' and agreed by interested parties on the EDAP Board.

6.3.1 Basic Progress Monitoring

Updates will be provided to the EDAP Board by sponsors and the EDAAT Strategic Manager as and when appropriate.

6.3.2 Detailed Progress Monitoring

At end of first and second financial years (end of 2008/2009 and end of 2009/2010) an internal review will take place, led by EDAAT Strategic Manager to assess delivery against priorities.

6.3.3 Final Review

In the final year of the plan external peers / subject matter experts will be invited to take part in the end of year review to ensure independent scrutiny of EDAP achievements made.

6.3.4 2011 and Beyond

As stated in Section 1.4 the Strategic Manager of Essex DAAT will be charged to proactively plan for the completion of this 3 year strategy, enabling the partnership to transfer smoothly from this strategy to the next.

7 Glossary

7.1 Acronyms

CDRP	Crime and Disorder Reduction Partnership
CYPSP	Children and Young People Strategic Partnership
DARG	Drug and Alcohol Reference Group
EDAAT	Essex Drug and Alcohol Action Team
EDAP	Essex Drug and Alcohol Partnership
IDTS	Integrated Drug Treatment System
LSP	Local Strategic Partnership