



The Alcohol & Drug Service

Strategic Plan

2010 - 2014

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INTRODUCTION

BACKGROUND

First registered as a charity in 1985, we have been delivering services to those with substance misuse problems for twenty five years.

From small beginnings we have grown into one of the leading providers of substance misuse services in the Humber region.

PREVIOUS STRATEGIC PLAN

We believe that solutions for our service users and carers need to take into account their individual needs, circumstances and environment and that this is best done at a local level. Therefore the previous strategic plan aimed to create the structural capacity to deliver high quality services which were driven by local needs. The achievements of the plan included

Locally driven service development; annual service development plans which are keyed into the overall organisations business plan are in place

Local financial control; service managers are responsible for managing and setting local budgets. This is done with the support of the central finance department and is coordinated within the organisation's overall budget.

Local management control; a robust performance management system is in place providing local managers with operational, human resource and finance performance data. Local managers are accountable for the performance of their service through the ADS line management system.

Quality assurance; a robust quality assurance framework was created and an annual report is produced and published.

Demonstrable and systematic workforce development; a workforce development plan is in place and all Job Descriptions and the appraisal and PDR systems have DANOS competencies at their centre

THE NEXT STRATEGIC PLAN

This next strategic plan aims to build on the achievements and ensure that this approach is enhanced and innovation and creativity actively supported.

MISSION

“The ADS will work in partnership to support people affected by substance misuse to make positive change”

Substance misuse

This includes all psychoactive drugs be they prescribed or illicitly obtained, volatile substances such as glue and aerosols and alcohol.

Partnership

We believe that substance misuse is a multi faceted problem and positive change is best achieved through working in partnership with others.

Service users and carers

We believe that services delivered within a partnership between the service user/carer and the service achieve the best outcomes.

Commissioners,

We have a common aim with commissioners and we believe that working in a spirit of partnership produces the best chance of achieving that aim.

Employees

We believe that it is through working in partnership with our employees that we can best realise the potential contained within their collective knowledge and skills.

Other providers

We believe that it is not good use of public money to duplicate existing structures/services. We believe that the NHS is best equipped to employ nurses and doctors. Therefore where we deliver prescribing services we do so in partnership with NHS Trusts

Mainstream providers

We believe that in order for our service users to return to mainstream society they must engage with mainstream services. We will work in partnership with these providers to facilitate our service users' reintegration into society.

Positive change

We believe that there is no universally appropriate goal for all service users. Positive change must be defined in the context of individuals, their circumstances and the environments within which they live.

OUR VALUES

The ADS will provide services that are underpinned by our values. Our values are:

Honesty

- We believe that honesty underpins all that we do. We seek to improve our services and in order to identify lessons we must be honest with ourselves regarding our performance.
- We believe that trust is the foundation of an effective partnership approach and that partnership is the defining characteristic of our relationship with service users, employees and those who purchase services from us.

Diversity

- We believe that there is strength in diversity and that through embracing diversity new solutions and innovations are born.
- We believe that in order to encourage diversity fairness, a non-judgemental approach and transparency are vital.

Service user and carer focused

- We believe that our sole raison d'être is to deliver effective services to service users and carers.
- We believe that no two people are the same. As a result personalised solutions are required and to achieve this people must be treated as individuals and services must be flexible in meeting their needs.
- We believe that with the right support service users are able to identify and implement changes which will enhance their lives

Effective

- We believe that evidence based services that are continuously developing in the light of experience produce the most effective outcomes for service users.
- We believe that the effective use of resources and a value for money approach will maximise the number of service users we are able to support.

Caring

- We believe that the best services are delivered by people who care about what they do
- We believe that hope and belief are nurtured in others when they encounter people who care.

THE OPERATING ENVIRONMENT

National Context

There will continue to be a need for drug and alcohol services into the foreseeable future and the issue will remain high profile.

Economic environment

There will be significant pressure on budgets over the life time of this plan and the need to demonstrate value for money will be critical.

Commissioning

The commissioning of Drug and Alcohol treatment services is becoming a mainstream function of many statutory agencies and competitive tendering will continue to be the norm.

Alcohol

Alcohol cuts across and is embedded in many aspects of modern life. We believe that although there is and will continue to be a need for specialist services there will be a focus on enhancing non-specialist services.

Drugs

The aim is now to reintegrate back into society. Along with this the concept of 'recovery' has emerged and will be central to service development

Workforce

As services continue to expand and develop the competition for skilled and experienced workers will continue to rise.

Society

The service user groups we deal with are not separate from society but are a part of it. Thus ADS is affected by and impacts on the concerns and issues within society as a whole. These include such areas as the environment and climate change as well as economic and social well being.

STRATEGIC PRIORITIES & OBJECTIVES

The ADS vision is

The ADS aspires to be an organisation where the services we offer are individually tailored, creative, innovative, of the highest quality and result in the optimum outcome for each service user

PRIORITY 1; We will encourage and support innovation

OBJECTIVE 1

- We will provide the structures and leadership necessary to enable employees to use and enhance their skills safely and effectively

Indicators

- The effectiveness of the Practice Lead role will be evaluated
- The ADS clinical/Practice governance system will be reviewed and a clinical/practice governance group will be created
- An annual practice event will take place
- Clinical/Practice audits for each service will be published within that service
- Investors in People award will be achieved and enhanced to the bronze

OBJECTIVE 2

- We will support the piloting of new and innovative ideas through the provision of central funding for the purpose

Indicators

- An investment strategy will be agreed and implemented
- The Business Support officer will make an agreed number of bids per year to fund innovative pilots.

PRIORITY 2: We will enhance our ability to produce local solutions and locally driven developments

OBJECTIVE 1

- We will ensure that local developments are agreed within a spirit of partnership

Indicators

- Local commissioners will be consulted in the production of annual service development plans
- All service development plans will demonstrate a social return on the investment

OBJECTIVE 2

- We will enhance the quality of performance data available to managers and reduce the level of local resources required to produce such data

Indicators

- A centrally maintained web based HR database will be created and will provide HR performance management and other HR data
- Service performance data will be provided in a range of ways to suit the local circumstances but will adhere to the principle of minimal impact on local resources.
- The most up to date information will be made available to all employees via an ADS intranet
- All internal performance targets will be reviewed

PRIORITY 3: We will enhance existing services by providing additional resources from outside service contracts

OBJECTIVE 1

- We will support local service budgets from central funds

Indicators

- The following central funds will be created;
 - Estates fund
This will be utilised to ensure that all ADS buildings provide the best environment possible for the delivery of services. A rota will be drawn up and all buildings will be redecorated and/or refurbished on a rolling three year programme
 - IM&T development fund
No ADS IT equipment or software will be allowed to be more than three years old. An annual audit will be completed and equipment and software identified will be replaced from the central fund
 - Central Workforce Enhancement fund
Training which would benefit the organisation as a whole or which is identified through the annual workforce development plan will be funded through this central fund
 - Central marketing fund
All services will have access to this central fund to enhance their marketing materials

OBJECTIVE 2

- We will make bids to grant making trusts and others for funding to enhance existing services

Indicators

- The Business Support officer will;
 - Be set annual targets to raise unrestricted income to support the designated funds
 - Be set annual targets to make bids to enhance services

PRIORITY 4: We will value our employees and create a culture of communication and involvement

OBJECTIVE 1

- ❑ We will offer employees a variety of ways to contribute opinions, ideas and views.

Indicators

- ❑ An employee forum will be created
- ❑ An annual staff survey will be instituted and the results published

OBJECTIVE 2

- ❑ We will ensure clarity regarding the reason behind decisions and plans for the future

Indicators

- ❑ All organisational plans, strategies and performance data will be published on the intranet

OBJECTIVE 3

- ❑ We will demonstrate that we value our employees

Indicators

- ❑ An annual event will take place to celebrate our achievements
- ❑ An annual system to recognise the achievements of employees and services will be introduced.
- ❑ Employee benefits will be reviewed each year and recommendations for enhancements made to the Board

The Alcohol & Drug Service

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