



The Alcohol & Drug Service



# Strategic Plan

July 2021 – July 2024

# CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Mission</b>	<b>6</b>
<b>Our Values</b>	<b>7</b>
<b>The Operating Environment</b>	<b>8</b>
<b>The Strategic Plan</b>	<b>10</b>
<b>Strategic Priorities and Objectives</b>	<b>12</b>



# INTRODUCTION

## BACKGROUND

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

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

## PREVIOUS STRATEGIC PLAN

The previous strategic plan sought to enhance and protect quality and increase the number of beneficiaries.

### **Reduce the barriers to recovery.**

We recognised the critical role of stigma in building and maintaining barriers to recovery from problematic substance use. We sought to erode the stigma through challenging the stereotype portrayed in communities and the media.

We invested in a company specialising in public relations with the objective of



ensuring that positive images and stories are presented to the general public. We ensured that those images and stories were non-stereotypical. We did this through articles and films.

Laurens' story. A story of a police officer who became dependent on alcohol.



The Recovery Games, an event which celebrates recovery sees hundreds of people coming together to have fun and meet. The images and films from this event present powerful evidence that not only do people recover but they are people who just happen to have a problem with substance use.

## **Increase access to services.**

We aimed to ensure that services were accessible for all substance misusers including those using traditional and non-traditional substances.



We created the first specialist Image and Performance Enhancing (IPED) service in Humberside. The Juice Bar.

We determined to utilise digital technology and The Juice Bar launch included Live Chat facility

The creation of a web-based screening, advice and referral tool enabled us to offer 24/7 advice and reach people who do not ordinarily come to specialist services.

In the last year (April 2020 to March 2021) 46% of people who used the alcohol tool were in the low to increasing risk category, a group we have previously struggled to reach.

For the same period 41% of people who used the drug tool were in the Low to moderate problem group. This too is a group we have previously struggled to reach.

## **Safeguard services for the future**

Our delivery targets were to increase funding from sources other than contracts and to expand the delivery of services beyond the Humber area.

The investment in a funding post created an opportunity to generate financial support for our services and funds to invest in innovative projects. Over the life of the strategy the post has, from a standing start, delivered a return on the investment including year on year raising over £10,000 for the Recovery Games.

With our partners Rotherham Doncaster and South Humber NHS Trust (RDaSH) we developed an innovative service model with a community concept at its heart called Aspire. Since 2016 the service has served to people of the Doncaster Metropolitan Borough Council area.

## **Protecting Quality**

The delivery targets for this ambition included establishing a quality system for service delivery.

Implementing a quality manual and through this attaining the quality mark BS EN ISO 9001 : 2015 embedded quality governance across the organisation.

This was built on through the establishment of social work as a lead profession within the organisation, along with a lead social worker.

The input of people with 'lived experience' has been valued throughout the existence of ADS. During the life of the previous strategic plan a clear role description with a matching set of accredited qualifications were established. These clearly define both the role and qualifications of peer mentors.

# MISSION

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

## **SUBSTANCE MISUSE**

This includes all psychoactive substances be they legal or illegal, volatile substances such as glue and aerosols and alcohol.

## **PARTNERSHIP**

We believe that a partnership approach is the key determinant in ameliorating the damaging impact of problematic substance use. We believe this because,

***Problematic substance use is a multi-faceted problem requiring a multi-faceted response.***

A coordinated response from a range of people, groups and services which share a common understanding, values and goal is required to effectively respond.

***The path to sustainable recovery lies in the wider community.***

Accessing the on-going necessary support and resources to achieve and sustain recovery includes the social support networks sited within communities.

***A key characteristic of a society able to promote and support sustainable recovery is effective social justice.***

Access to ‘main-stream’ assets and support is critical to sustainable recovery. Accessing resources which are common to the whole of a community further embeds people within that community. Of itself this promotes and supports social identity and integration.

***The optimal response to problematic substance use requires all elements of society to play a role.***

Until all elements of society recognise their role in the response, those who use substances problematically will remain excluded from assets and choices available to others. This specifically includes elements outside the health and social care sectors such as the commercial sector and paid employment.

## **POSITIVE CHANGE**

We believe that the impact of positive change in people who use substances problematically goes beyond the individual, their personal network and community and extends across all elements of society.

# OUR VALUES

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

## **Honesty**

Honesty underpins trust, a defining characteristic of effective partnerships with others and improvements in ourselves.

## **Diversity**

To effectively promote social justice, we must acknowledge and champion diversity and equality. Embracing diversity increases the likelihood of new solutions and innovations.

## **Service user and carer focused**

Our sole raison d'être is to deliver effective services and as no two people are the same, personalised approaches are required.

## **Effective**

What we do must be effective to meet our mission objective.

## **Caring**

Hope and belief are nurtured in others when they encounter people who care. Communities and societies are healthiest when their members feel a part of the group and that their wellbeing matters to others.

# THE OPERATING ENVIRONMENT

## **National Context**

There are significant challenges over the life of the strategy. The post pandemic recovery will impact both nationally and locally across all sectors. Social and financial recovery will impact on service users and services alike and significant structural changes across the health and criminal justice systems will be implemented.

Whilst there will be opportunities to influence positive change the situation will require careful management and innovative solutions.

## **Economic environment**

Whilst the impact of the pandemic will be felt over the life of the strategy, there is a clear opportunity to demonstrate the worth to the national and local economy of high-quality substance use services.

The benefit to the commercial sector will be demonstrated. Through this employers, long term engagement and investment in supporting the workforce and prevent the development of problematic substance use will be sought.

## **Commissioning**

Commissioning across health and social care in the post pandemic era will have many complex and competing priorities within limited budgets. To offer cost effective and flexible services it is likely systems commissioned will be characterised by partnerships and alliances.

## **Alcohol**

The prevalence of problematic alcohol use in the community remains high. However, there are significant numbers of people who do not access support and stigma attached to accessing specialist services remains a key barrier for some groups.

Early interventions offered through innovative ways of communication and engaging people in non specialist settings such as the workplace offer opportunities to make a difference for this group.

## **Drugs**

Drugs remain a high profile problem across the community and there are correlations with crime and deprivation. The profile of the substances used and of drug users themselves is changing and must be accounted for in services. New ways of



communication and engaging with people in new settings offer opportunities to increase the efficacy of services.

### **Workforce**

In order to deliver quality services a high quality workforce is required. Providing a clear and achievable career map allows people to plan a career whilst enhancing their knowledge and skills. This will support retention and building of an experienced and high quality workforce. Combined with a strong governance system this provides the foundation to develop a culture of peer support and learning.

### **Society**

As the country recovers from the global pandemic there will be a need to ensure people have access to the support they need. Many members of the community will need support in areas including substance misuse, mental health and wellbeing. Identifying access as a matter of social justice will enable the building of alliances with other groups to support access to services, community assets and encourage community cohesion.

# THE STRATEGIC PLAN

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***

This strategic plan aims to build on our achievements and focusses on

## **Delivering Quality and Innovation**

To support the delivery of high quality services and innovations we will roll out the reviewed governance system.

We will increase our understanding of the strengths and needs of the people who use our services and seek to better understand the communities within which they seek to (re)integrate to inform our services and developments.

## **Recovery, wellbeing, prevention**

Understanding that recovery is not a binary concept, but a spectrum will be used to support us making recovery relevant to all.

The importance of supporting recovery and wellbeing in people before they need specialist services is critical. To effectively deliver prevention we will engage with the wider community including the commercial and education sectors.

## **Community (re)integration**

To optimise opportunities for those who use our services to (re)integrate into communities we will engage with the wider community building alliances and bridges through which the barrier of stigma and social justice will be mitigated.

## **Support excellence in the workforce**

The workforce is the single most important contributor to achieving the ADS mission and supporting positive outcomes for the maximum number of beneficiaries. We have a highly skilled, passionate, and experienced workforce and will further enhance this by enabling employees the opportunities to grow and develop. This will include developing a culture of peer support and learning and clear pathways to plan professional development.

We will secure the future of both ADS and the field more broadly by offering people with potential the opportunity to join ADS and acquire academic/accredited qualifications and learning experiences in a supportive learning environment.

**Improving digital efficiency and communication**

In order to utilise resources most effectively we will mobilise an ICT improvement project to ensure both immediate improvement and to re-set the culture to ensure on going ICT innovations and solutions.

# STRATEGIC PRIORITIES & OBJECTIVES

<b>1. Delivering Quality and Innovation</b>	
<b>Action</b>	<b>Success indicators</b>
Deliver evidence based innovation	Governance system authorises 50% of proposals submitted.
Understand the circumstances and aspirations of those who need our services	Annual development consultation with current SU's and ex-service users (with lived experience)
Understand the circumstances and aspirations of the wider population	Annual consultation with wider community (non-service users)
<b>2. Recovery, wellbeing, prevention</b>	
<b>Action</b>	<b>Success indicators</b>
Achieving abstinence	Improvement in drug & alcohol free exits (no return within 6 months) by 10%  (Baseline NDTMS data July 2021)
Achieving recovery	Improvement in wellbeing of service users at the point of exit whether their exits are planned or otherwise  (Measured by the Treatment Outcome Profile)
Prevention	Deliver advice and/or support to 300 people per year who have low to moderate drug use or low risk to increasing risk alcohol use outside specialist service settings.
	Deliver service to 12 companies per year or 36 (12 x 3) over the life of the plan.
<b>3. Community (re)integration</b>	
<b>Action</b>	<b>Success indicators</b>
Collaborate/seek alliances in the community	Over the life of the plan, 10 new external organisations will be involved with service delivery. for example, <ul style="list-style-type: none"> <li>• delivery of services in non-service premises</li> <li>• agreement of formal working protocols/pathways.</li> </ul>

	(Baseline June 2021)
Seek connections and networks within the community	Extend the use of volunteers to include people from the local community who have not had a D&A use problem. (10% of volunteers will be from the local community)  (Baseline July 2021)
<b>4. Support excellence in the workforce</b>	
<b>Action</b>	<b>Success indicators</b>
Recruit a workforce who share ADS values	Recruitment process to include element to specifically account for values.
Digital ready and competent workforce	ICT Training matrix across all functions and bands published.
Peer learning and support	Two internal workforce peer support and learning networks established.
<b>5. Improving digital efficiency and communication</b>	
<b>Action</b>	<b>Success indicators</b>
ICT strategy rolled out	Integrated data collection and analysis systems in place.
	Technology supports agile working
	Virtual options for service users in place
	Virtual meeting options for employees in place.



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