

Southend Health & Wellbeing Board

Report of the Director of Commissioning and Director of
Public Health

To

Health & Wellbeing Board

on

15th June 2023

Agenda
Item No.

Report prepared by: Sharna Allen, Lead Commissioner for
Prevention

For information only		For discussion		Approval required	x
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Southend Drugs and Alcohol Strategy 2023 - 25

Overview of Strategy Priorities and Implementation

Part 1 (Public Agenda Item)

1. Overview

1.1 The purpose of this report is to provide an update on the development and implementation of the Southend Drugs and Alcohol Strategy, as well as proposed governance and decision-making arrangements for 2023/24. The Health and Wellbeing Board is asked to consider the strategic priorities and proposed governance arrangements, and to provide approval and sign off for these arrangements for 2023-25.

2. Recommendations

It is recommended that the board:

- a) Approve and sign off the Southend Drugs and Alcohol Strategy 2023-25
- b) Approve and sign off the proposed governance arrangements as put forward by the Southend, Essex and Thurrock Drugs and Alcohol Partnership
- c) Acknowledge local priorities.

3. Background

3.1 Over the past year, the Southend City Council, in collaboration with partners, has been working on developing our local approach to implementing the 2021 national 10-year drug strategy, From ['From Harm to Hope'](#). The national strategy was written following an independent Review of Drugs initiated by the Home Secretary in February 2019 led by Professor Dame Carol Black and outlined key ambitions and requirements for each local area in terms of priorities, implementation and governance.

3.2 Local areas were required to establish local Combating Drugs Partnerships, which bring partners together from key organisations and sectors to enable the development and implementation of local delivery plans aligned to the ambitions in the national strategy.

3.3 Previous papers have been presented to the Board which have outlined our local response, and have included:

- **7th March 22** – paper outlining the national drug strategy and implications for Southend. This highlighted expectations and informed the board about additional funding being made available to supplement core public health funding and support with achieving the objectives of the national strategy.
- **8th June 22** – National Drug Strategy and Grant Funding Progress Report which provided an update on the establishment of a Southend drugs and alcohol executive group and proposals for use of year 1 of additional funding.
- **8th December 22** – Paper on the establishment of a joint Southend, Essex and Thurrock Drugs and Alcohol Partnership Board which outlined further developments to support the alignment of the three drugs and alcohol executive boards across Southend, Essex and Thurrock.

4. Progress to date

4.1 The below summarises the national timeline and requirements, and progress against these requirements in Southend:

Key tasks and timeline	
Partnership geography, membership and local SRO agreed by 1 st Aug 2022	Initial geography was confirmed to be Southend only, with the Director of Public Health – Krishna Ramkhelawon – as our local SRO.
New local multi-agency partnership Terms of Reference (ToR) and governance agreed by end of Sep 2022	The Southend Drugs and Alcohol Strategic Executive Group was established with key membership from SCC, Essex Police, the local Alliance, Integrated Care Board and Probation. Direct reporting lines to the Health and Wellbeing Board and Community Safety Partnership were established, and Terms of Reference agreed in Sep 22.
Partners carry out a joint assessment of local evidence, data and need by end of Nov 2022	Needs assessment conducted between June – Aug 22, and published in Nov 22 (Substance Misuse Needs Assessment (arcgis.com))
Delivery Plan and Performance framework developed by end of Dec 2022	The publishing of the needs assessment was accompanied by a range of engagement and coproduction activities to identify local priorities for Southend including: <ul style="list-style-type: none"> - Interviews with professional stakeholders - Qualitative engagement with 16 service users - Resident survey receiving 78 responses. - Needs assessment consultation event. - Two drugs and Alcohol Strategy networking events. - Liaison with the regional Office for Health Improvement and Disparities (OHID)

	These activities have informed the development of a local Drugs and Alcohol Strategy [See Appendix A].
Review progress against plan and local outcomes by end of April 2023	A review has been undertaken to inform priority areas and actions for 2023/24.

5. Southend Drugs and Alcohol Strategy 2023-25

5.1 In order to support the development of a local delivery plan, it was agreed that a high-level strategy document would be produced with the aim of:

- Outlining our shared vision for Southend
- Specifying our local priorities and how they will contribute to realising the national ambition.
- Defining the principles for working together.
- Ensuring alignment with ambitions of other key strategies guiding our actions Southend. This includes but is not limited to: Southend 2050; Southend-On-Sea Health and Wellbeing Strategy 2021-2024; Southend-On-Sea Community Safety Partnership Strategy 2022-2025; Mid and South Essex Integrated Care Strategy (2023); Southeast Alliance 5-year plan.

5.2 The full strategy document has been included in **Appendix A**. The board are asked to acknowledge, and provide approval for the following locally agreed priorities:



Figure 1. Overview of National and Local Strategy Priorities

6. Proposed Governance Arrangements 2023/24

6.1 On 8th December 2022, the Health and Wellbeing Board provided approval for the establishment of a joint Southend, Essex and Thurrock Drugs and Alcohol Partnership (SETDAP).

6.2 The purpose of this joint board is to:

- Facillitate better alignment with the tactical policing and probation services, creating efficiencies for partners working across all three local authority areas and supporting a consistent in approach across the patch.
- To streamline work and improve attendance and partnership working at board meetings.

- To foster opportunities for joint commissioning where appropriate.
- Greater cross fertilisation and opportunities for shared intelligence around demand, trends and hotspots
- Greater scope for piloting new approaches and facilitating learning across areas.
- Creating potential to level up the offer over time, and work towards reducing variations and health inequalities that span borders.

6.3 The SETDAP had an initial meeting on 27th April, in which Terms of Reference and a Proposed Governance were discussed.

6.4 The Board is asked to consider and approve the following proposed governance arrangements as discussed and agreed at the above meeting:

- The SETDAP will report directly into each of the Health and Wellbeing Boards for each Upper Tier Local Authority area, providing a joint highlight report outlining progress, key decisions and outcomes (individual local area summaries will be included as appendices).
- The Southend Drugs and Alcohol Local Operational Delivery Group will be retained locally to support operational and strategic planning and to drive action around SETDAP priorities at a local level. This will include direct engagement with local stakeholders, collation and oversight of the work of local sub-groups, and the production of quarterly summaries of local progress and decision making to feed back up to SETDAP for ratification.
- Tactical/ operational planning groups (or sub-groups) will be established where appropriate around specific programmes of work and will be focussed primarily on operational delivery and coordination. They will have a key responsibility for taking forward actions and reporting back up into the operational delivery group to inform the collation of progress against SETDAP priorities.
- Essex Recovery Foundation (ERF) (lead charity for public voice around recovery and addiction in Essex) will take on the role as lead body for coordinating and embedding engagement and coproduction activity to shape our shared action and implementation of strategy priorities. ERF will operate across all three local authority areas.
- Lead commissioners will take on the role as partnership leads for each local authority area and will work with the chair of the SETDAP board to comprise the agenda to ensure the needs of local areas are considered in a balanced way. Partnership leads will also chair/ play a leading role in the delivery of local operational groups to retain overall oversight and join up and support strategic planning at a SETDAP level.

Appendix A – Southend Drugs and Alcohol Strategy 2023-25



Southend Drugs and
Alcohol Strategy 2023