

Derbyshire Alcohol Advice Service CIO
Business Plan and Organisational Development Strategy
2019- 2022



DAAS works in Partnership with; NHS Derbyshire Health Care Foundation Trust, Phoenix Futures and Intuitive thinking skills as part of the Derbyshire Recovery Partnership.



Foreword

Derbyshire Alcohol Advice Service CIO (Charitable Incorporated Organisation) operates as DAAS as part of the Derbyshire Recovery Partnership. Our contract with Derbyshire County Council Derbyshire Public Health outlines our responsibilities to deliver substance misuse services alongside the main provider within the partnership; Derbyshire Health Care Foundation Trust. Our other partners are Phoenix Futures and Intuitive Thinking Skills. Together we ensure that people in Derbyshire County affected by substance misuse, their family members and the professionals who support them, receive a high quality substance misuse service provision. From a single point of contact, through treatment provision, dedicated counselling, training for professionals, awareness raising and recovery support. The Partnership is managed by DHCFT and governed by a DRP Project Board with representatives from the partnership provider services. The contract will be reviewed in 2020 (a potential break clause point) However it is agreed with commissioners that funds be allocated to sustain the Derbyshire Substance Misuse contract until 2022/3.

This means it is imperative that DAAS CIO meets objectives and all performance targets assigned to our elements of service provision as outlined within the contract. DAAS also strives to ensure that potential for additional income streams is continually reviewed through DAAS Diversification Strategy (see Appendix 1) and any viable opportunities taken to ensure that should the contract with Derbyshire County Council cease, DAAS operations could continue for a limited period. This ensures continuity of provision for our beneficiaries and a time frame in to seek additional funding. This contingent is outlined in detail within DAAS Reserves Policy and within DAAS Business Risk strategy. In 2015 DAAS successfully developed a specific additional service (outside our DRP contract) to deliver alcohol support to Derbyshire's veteran community. The project called STAND TO has operated for three years and in 2017 was successful in gaining substantial Big Lottery funding which will continue to support the project until 2020.

Our Service's area of expertise and background is in delivering alcohol support. We have provided alcohol alone services successfully within Derbyshire for 25 years, however, DAAS has changed and evolved over the years ensuring that our services incorporate National and local policy guidelines. In 2016 this required us to expand our provision to incorporate substance misuse. This enabled us to submit with our partners, the tender to provide integrated substance misuse services and to fulfil the requirements of our commissioned contract with Derbyshire County Council. As part of that contract DAAS now provides; a substance misuse single point of contact (HUB), a dedicated substance misuse counselling service and Identification for Brief Advice training. A full Organisational Development Strategy outlines objectives set under each "strand" of service provision. The objectives were identified and developed by DAAS Managers, Staff and Trustees and incorporate service user feedback.

DAAS CIO is governed by a board of Trustees whose background reflect and support the infrastructure of DAAS to safely deliver our charitable and contractual objectives. For example we have Trustees with experience in; financial accounting, voluntary sector management, HR, clinical governance, marketing and IT. We also have feedback mechanisms in place to ensure that the views of stakeholders and service users are heard and influence the policy development of our service. We do however (as outlined within our Aims and Objectives) continually strive to improve and widen the diversity of our Trustee Board in order to serve our beneficiaries and their diversity more effectively.

DAAS business address and contact details are:

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DAAS Service Manager: Elaine Handley, Deputy Manager: Alison Scott, Finance/Business Manager: Laura Cain

DAAS Business Plan 2019-2022

Mission Statement: To work in Partnership to reduce drug and alcohol related harm throughout Derbyshire.

Our Aims: To achieve our Charitable and Organizational Objectives through delivery of our Mission Statement

Charitable Objects: The Charity's Objects, as stated in the Constitution of DAAS are:

- To promote the prevention and identification of alcohol and substance misuse problems;
- To assist those people in Derbyshire with those and related problems;
- To advance education and awareness relating to alcohol and substance misuse.

Objectives: DAAS delivers its charitable aims through four key organisational objectives. These are:

- To reduce alcohol and substance misuse related harm throughout Derbyshire by providing access to substance misuse treatment services and the provision of a dedicated substance misuse counselling service
- To raise awareness and train health care professionals in substance misuse knowledge and Brief Interventions
- To widely promote the safe drinking and harm minimization message
- To ensure a robust management function is in place to support the service to achieve its key aims.

What we will do: Maintain and review DAAS strengths, address weaknesses, maximise opportunities and counter threats in order to build organisational resilience and sustainability. We will continue to deliver high quality IAG (information, Advice and Guidance) services as outlined within the contractual requirements of the Derbyshire Recovery Partnership (DRP) and within DAAS Charity objects and which meets the best interests of our beneficiaries.

How: Through ensuring we develop and continually review a robust Organisational Development Strategy based on our experience and knowledge of our "market place", the national and local political drivers and our contractual and charitable responsibilities. We will incorporate "intelligence" offered by our stakeholders, partners, trustees, staff team and service users, drive forward a continuing service improvement strategy and remain true to our ethos and mission statement.

Objectives agreed in order for us to achieve our Aims:

1. Relating to contracted work with Derbyshire Recovery Partnership, We will;

- Provide a single point of contact with high level IAG response for all DRP treatment referrals, requests for advice and substance misuse support in Derbyshire
- Deliver substance misuse Identification for Brief Advice (IBA) training to a range of health and social care workers
- Raise Awareness of the harms and risks of substance misuse
- Work in partnership to support families affected by substance misuse
- Provide a high quality outcome driven substance misuse specific counselling service
- Support the ethos and provision of substance misuse recovery support throughout Derbyshire

2. Relating to the infrastructure and Diversification Strategy of DAAS, we will;

- Achieve and maintain required General Data Protection Regulations (GDPR) and Information Governance (IG) compliance
- Ensure DAAS can remain viable within the market place and can sustain outcome driven services provided in addition to DRP contracted service provision
- Ensure a robust business planning and review process is in place to implement and review DAAS objectives
- Maintain and improve information systems and IT applications (including the requirement of a new client data base in order to provide robust systems to support our resilience and sustainability
- In parallel with the above we will improve the levels of IT competency and expertise within the organisation
- Improve the quality/quantity of our sales and marketing including further development of a new website and links to social media self-assessment platform endorsing DAAS reputation through promoting value for money and improving accessibility
- Increasingly involve end users and stakeholders in the evaluation and design of our services
- Achieve national appropriate and recognised accreditations to endorse; quality, professionalism, credibility and to drive continuous improvement to include IAG, BACP and Matrix.
- Maximise our ability to identify and strategically respond to funding opportunities based on accurate assessment of risk, the market place, the costs to DAAS infrastructure and resources and the impact on beneficiaries.
- Assess and address the capacity of our managers and trustees in order to support the above objectives
- Ensure our Charitable Objects are met, financial accountability and transparency is assured and that we make all attempts to ensure that the needs of our beneficiaries are met
- Continually assess the capability and professional development needs of the trustees and staff to contribute to the above objectives

DAAS VALUE STATEMENT AND ORGANISATIONAL BEHAVIOURS

DAAS Aims to ensure that Trustees, Managers and the Staff Team observe the following organisational values and behaviours within their work with partner services, clients, customers, service users and the general public and whilst working alongside each other.

We review our Values, and *Organisational Behaviours within Appraisal and Business Planning events.

DAAS Value Statement

Values: The Service subscribes to an ethos as outlined within the BACP Ethical framework for the counselling professions and uses this to influence clinical policy, our client contact, our contractual obligations and our relationships both within and external to the organization. **DAAS values are:**

- We treat others at all times with dignity and respect and promote a non-judgmental attitude in the work we undertake and the relationships we form;
- We are inclusive in all areas of our service delivery and strive to promote equality in all areas of our service provision;
- We seek to ensure that we always place our clients at the heart of what we do and what we are trying to achieve;
- We believe that people have capacity for personal growth and development. We seek, therefore, to empower others as central to our ethos, through client work, training and within the professional contacts we make, and the meetings we attend;
- We strive to ensure that the services we provide for people meet their individual needs;
- We put measures in place to ensure that the services we provide for clients and other professionals are professional, of a high quality and yet are friendly and accessible;
- We promote an ethos of continuous learning and development and ensure that we are open to new ideas and ways to improve the services we provide;
- We ensure that we are an equal opportunity employer, invest in our work force and can demonstrate our appreciation of the contribution they make;
- We believe we can help to make a difference, we are proud of what we contribute, the outcomes we achieve and the ways in which we can evidence this.

*DAAS Organizational Behaviors – based on the BACP Ethical Framework for the counselling professions:

- **CARE:** benevolent, responsible and competent attentiveness to someone's needs, wellbeing and personal agency
- **DILIGENCE:** the conscientious deployment of the skills and knowledge needed to achieve a beneficial outcome.
- **COURAGE:** the capacity to act in spite of known fears, risks and uncertainty.
- **EMPATHY:** the ability to communicate understanding of another person's experience from that person's perspective.
- **IDENTITY:** sense of self in relationship to others that forms the basis of responsibility, resilience and motivation
- **HUMILITY:** the ability to assess accurately and acknowledge one's own strengths and weaknesses.
- **INTEGRITY:** commitment to being moral in dealings with others, including personal straightforwardness, honesty and coherence
- **RESILIENCE:** the capacity to work with the client's concerns without being personally diminished
- **RESPECT:** showing appropriate esteem for people and their understanding of themselves
- **SINCERITY:** a personal commitment to consistency between what is professed and what is done.
- **WISDOM:** possession of sound professional knowledge to support practice

Organisational Development Strategy Summary
Key aims and objectives 2019

Our key Aims	Aims for 2019-20
<p>Key aim 1</p> <p>To Reduce alcohol and substance misuse related harm throughout Derbyshire</p>	<p>To provide a single point of contact (HUB) for the Derbyshire Recovery Partnership, ensuring speedy access into substance misuse treatment in Derbyshire for those with substance misuse problems, providing a Brief Intervention where appropriate. To also provide signposting into other services, and to provide high quality information, advice and guidance (IAG) to clients, families, carers and professionals who contact the HUB. To provide a dedicated high quality substance misuse counselling service for clients, (who are undertaking or have undertaken key work) to explore factors which may have contributed to substance misuse and which continue to prevent or hinder recovery.</p> <p>To work with family members affected by substance misuse aiming to bring together the substance misuser and their significant others to work on improving communication and family relationships through the CRAFT© programme (community reinforcement and affirmation training).</p>
<p>Key aim 2</p> <p>To raise awareness and train health care professionals in substance misuse knowledge and Brief Interventions (IBA)</p>	<p>To provide IBA (Identification for Brief Advice) training for health care professionals within Derbyshire. To deliver an evaluated programme to increase confidence and skill levels within primary health and social care to identify substance misuse problems at an earlier stage and to provide information about appropriate referral pathways.</p>
<p>Key aim 3</p> <p>To widely promote the safe drinking message</p>	<p>To work with partner services within Derbyshire and to take part in community events to promote the safe drinking and substance misuse harm minimisation message. To contribute to the wider substance misuse recovery agenda within Derbyshire and provide information through a range of media platforms to promote understanding and awareness and improve access into treatment and recovery for those affected by substance misuse.</p>
<p>Key aim 4</p> <p>To main management and governance in order for the service to achieve key aims 1-3</p>	<p>To ensure that DAAS has robust clinical and organisational management structure in place which is effective in managing risks to the organisation, its staff and beneficiaries. To uphold and maintain funding for contracted work with Derbyshire Recovery Partnership and to ensure all contractual targets are met. To ensure that outcomes are monitored, service user and stakeholder feedback is sought and is used to inform a robust and well communicated</p>

	<p>service improvement strategy.</p> <p>To ensure that DAAS is financially viable and meets Charity Commission financial accounting procedures. To ensure DAAS has a Diversification Strategy in place which is reviewed regularly and which enables DAAS to strengthen its position within the market place, attract additional income and widen the range of support for beneficiaries e.g. DAAS Veteran Project STAND TO.</p>
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