



Report of: Director of Public Health

Report to: Leeds Health and Wellbeing Board

Date: 16th September 2019

Subject: Leeds Drug & Alcohol Strategy & Action Plan 2019-2024

Are specific geographical areas affected? If relevant, name(s) of area(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

- The Leeds Drug and Alcohol Strategy and Action Plan 2019-2024 sets out the city's ambition to address drug and alcohol misuse over the next five years. The strategy has been refreshed in line with changes to national policy and to respond to evolving local challenges and needs.
- The Drug and Alcohol Board agreed the draft strategy on 22nd July 2019 and, subject to endorsement from Executive Board, will look to publish later in the year.
- The governance arrangements have been reviewed and a new framework is proposed to ensure oversight of the delivery of the new strategy and action plan, and connections to other key strategies and partnerships.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the Leeds Drug and Alcohol Strategy and Action Plan 2019-24.
- Note the proposed governance arrangements for the strategy and connections made to key partnerships, including Safer Leeds and the Children and Families Trust Board.

1 Purpose of this report

- 1.1 The purpose of this report is to present the updated Leeds Drug & Alcohol Strategy and Action Plan 2019-2024 (see Appendix 2).
- 1.2 The strategy and action plan set out the city's ambition to address drug and alcohol misuse over the next five years, with the overarching principle that "Leeds is a compassionate city that works with individuals, families and communities to address drug and alcohol misuse" and supports the Leeds Health and Wellbeing Strategy and Safer Leeds Strategy.
- 1.3 As part of the development of the strategy and action plan, refreshed governance arrangements are also outlined which ensure effective oversight and connection to other key strategies and partnerships such as the Safer Leeds Strategy and the Children and Young People's Plan (see Appendix 1 - Drug & Alcohol Board Terms of Reference).

2 Background information

- 2.1 Leeds Drug and Alcohol strategies and action plans have always aligned with changes to national policy and responded to evolving local challenges and needs.
- 2.2 The national Drug Strategy 2010: Reducing demand, restricting supply, building recovery: Supporting people to live a drug free life (HM Government, 2010), set out the Government's response to drugs misuse and drug addiction, encompassing activity across three themes: reducing demand; restricting supply; and building recovery in communities. It had two overarching aims:
 - reducing illicit and other harmful drug use; and
 - increasing the numbers recovering from their dependence
- 2.3 The previous Leeds Drug and Alcohol Strategy and Action Plan was developed in 2016 and set out the local strategy for 2016-2018 to respond to the national 2010 drug strategy with a focus on four main areas. These were:
 - People choose not to misuse drugs and/or alcohol
 - More people to recover from their drug and alcohol misuse and the harms it can cause
 - Fewer children, young people and families are affected by drug and alcohol misuse
 - Fewer people experience crime and disorder related to the misuse of drugs and alcohol
- 2.4 The Government released a new drug strategy in 2017, which maintained its two overarching aims and three themes from the 2010 strategy alongside the introduction of a fourth: Global Action - leading and driving action on a global scale.

- 2.5 The national alcohol strategy has not been updated since 2012 but has also informed the development of the Leeds Drug and Alcohol Strategy, ensuring that actions were developed across health and social care, and linking to the night-time economy and criminal justice partners.
- 2.6 The government is currently undertaking a major independent review of drug misuse. Looking at a wide range of issues, including the system of support and enforcement around drug misuse, to inform thinking about what more can be done to tackle drug harms. The governance in place to deliver the local strategy and action plan will ensure we input into, and keep up to date with the developments of the national review and action plan, any other national government recommendations, and update local plans where appropriate.
- 2.7 There are strong connections between drugs and alcohol and crime and community safety. Consequently, the strategy has been reviewed jointly between Public Health and Safer Leeds. The Drug and Alcohol Strategy is also informed by and referenced in the Safer Leeds Strategy.
- 2.8 With the establishment of the Street Support team and presenting issues with drugs and alcohol for the majority of street users, increased connectivity around prevention, intervention and recovery has been incorporated into operational delivery. This includes enhanced pathways into treatment for street users with substance misuse issues, and better links into accommodation (including emergency, supported or sustained tenancies).
- 2.9 The 2017/2018 Annual Report of the Director of Public Health, entitled “Nobody Left Behind”, contained a focus on the decline in life expectancy in women and the static life expectancy in men and the reasons for this. Two of the significant causes for the disappointing life expectancy figures were cited as a rise in deaths in women from alcohol-related liver disease and a rise in deaths in men from drug-related overdoses. The new Leeds Drug and Alcohol Strategy therefore contains responses to these issues.
- 2.10 The Leeds Drug and Alcohol Strategy and Action Plan 2019-2024 is clearly aligned with national strategy and responds to children, young people and families, with a section dedicated to reducing the impact of harm from drugs and alcohol on children, young people and families. In addition, a section has been included on responding to emerging drug and alcohol issues in the city.

The Leeds Drug and Alcohol Strategy and Action Plan 2019-2024 retains a strong emphasis on prevention, treatment and recovery, including strength and asset based approaches.

3 Main issues

- 3.1 The refreshed Leeds Drug and Alcohol Strategy and Action Plan contains five main outcomes for delivery:
- Fewer people misuse drugs and/or alcohol and where people do use they make better, safer and informed choices

- Increase in the proportion of people recovering from drug and/or alcohol misuse
- Reduce crime and disorder associated with drug and/or alcohol misuse
- Reduce impact of harm from drugs and alcohol on children, young people and families
- Addressing specific emerging issues

3.2 The strategy has been developed to be delivered over 5 years to allow for better future planning. The action plan supporting the strategy will be a living document, with quarterly reporting built in, and will be reviewed and refreshed on an annual basis.

3.3 The strategy has specific action plans for each of the 5 outcomes. Each action plan contains an element of core business and a section that is the focus for the coming year that will have a higher amount of input. The final section - future ambition and innovation - acknowledges that this is a long term strategy and ensures we have sight of actions we are not delivering on now but may want to deliver within the lifetime of the strategy.

3.4 The strategy and action plan has also built in mechanisms to respond to the annual Report of the Director of Public Health, as needed.

3.5 To oversee the delivery of the strategy, and ensure stronger connections to other key agendas, a new governance framework has been developed. There has been a well-established Drug and Alcohol Board in Leeds for a number of years, with good attendance from a wide range of partners, which maintained ownership of the strategy, but it was acknowledged that reporting mechanisms and connections across strategic partnerships could be improved.

3.6 Membership of the board has been refreshed to ensure the right representation across all the partners. Membership of the board includes:

Public Health, Safer Leeds, Adults and Health, West Yorkshire Police, Leeds Clinical Commissioning Group, Leeds Teaching Hospitals Trust, Leeds and York Partnership Foundation Trust, Children and Families, National Probation Service, Community Rehabilitation Company, St. Anne's Community Services, Forward Leeds, NHS England and HMPPS Yorkshire Prisons

3.7 As well as having named individuals responsible for the delivery of the actions in the plan, the actions are also allocated to a particular sub group for oversight. Sub groups will be expected to report to the board by exception on a quarterly basis.

3.8 In addition to the board, the governance framework establishes a wider group of individuals to convene twice a year as a network to have discussions about drug and alcohol use in the city and input into the action plans.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 An extensive programme of co-production and consultation has informed the new strategy. This has involved partners and representatives from a range of stakeholders, including Leeds City Council; West Yorkshire Police; National Probation Trust; Leeds Clinical Commissioning Group, Leeds Teaching Hospitals Trust, West Yorkshire Community Rehabilitation Company; HM Prison Service and the voluntary and community sector, including service providers and service users
- 4.1.2 Drafts of the strategy and action plan have gone to lead members for Adults and Health, Communities and Environments and Children and Families, as well as the Safer Leeds Executive and the Leeds Children and Families Trust Board

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The issues relating to drugs and alcohol cut across the whole city and therefore the strategy acknowledges this impact, but has developed the action plan to ensure the strategy meets the needs of all Leeds citizens
- 4.2.2 The Equality, Diversity, Cohesion and Integration Screening document is attached to this report as an appendix

4.3 Resources and value for money

- 4.3.1 The strategy and action plan has no specific funding attached to it. However, it does recognise the commissioning of drug and alcohol services and ensures reporting feedback from those mechanisms into the board

4.4 Legal Implications, access to information and call In

- 4.4.1 This report does not contain any exempt or confidential information

4.5 Risk management

- 4.5.1 The governance framework that has been put in place will ensure that the strategy and action plan is delivered over the next five years
- 4.5.2 The five year strategy has been written to give a longer term approach to delivery, with the consideration that the National Drug Strategy is unlikely to be reviewed before then, with the assumption that even if a new national strategy for drugs or alcohol is released it is unlikely to contain any major changes to legislation
- 4.5.3 If significant changes are made nationally to drug legislation, then the city has a robust governance framework in place to respond to these changes

5 Conclusions

- 5.1 The Leeds Drug and Alcohol Strategy and Action Plan 2019-2024 sets out the city approach to address drug and alcohol misuse over the next five years. The

governance arrangements have been reviewed and a new framework is proposed to ensure oversight of the delivery of the new strategy and connections to other key strategies and partnerships.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Note the Leeds Drug and Alcohol Strategy and Action Plan 2019-24.
- Note the proposed governance arrangements for the strategy and connections made to key partnerships, including Safer Leeds and the Children and Families Trust Board.

7 Background documents

7.1 None.

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How does this help reduce health inequalities in Leeds?

Action on the priorities contained within the Drug and Alcohol Strategy will contribute to tackling health inequalities. People who experience socio-economic disadvantage disproportionately also experience problematic drug and alcohol use and are more likely to have poorer outcomes.

How does this help create a high quality health and care system?

A key aim of this strategy is that HWB partners, commissioners, providers, the health and care workforce and those seeking recovery from drug or alcohol use work together to ensure that drug and alcohol services make the best use of resources to deliver the highest possible standard of care across the health and care system

How does this help to have a financially sustainable health and care system?

Drug and alcohol misuse is a significant cost to the health and care system and society as a whole. Investment in and work to reduce drug and alcohol misuse can impact on these costs. For example it is estimated that for every £1 spent on drug treatment there is a return on investment of £4 which increases to £21 over 10 years. For alcohol treatment this figure is £3 increasing to £26 over 10 years

Future challenges or opportunities

The challenges going forward for HWB partners and for service users themselves include the increase in drug related deaths (particularly amongst users outside the treatment system), increased misuse of prescription drugs, increased alcohol related liver disease in women and the poor physical health of long term opioid users. However, the evidence is clear that treatment affords individuals and communities many benefits. Continued investment in treatment and in ensuring services are fully integrated with other healthcare and social services will save the city money and help to address health inequality

Priorities of the Leeds Health and Wellbeing Strategy 2016-21

A Child Friendly City and the best start in life	✓
An Age Friendly City where people age well	✓
Strong, engaged and well-connected communities	
Housing and the environment enable all people of Leeds to be healthy	
A strong economy with quality, local jobs	
Get more people, more physically active, more often	
Maximise the benefits of information and technology	
A stronger focus on prevention	✓
Support self-care, with more people managing their own conditions	
Promote mental and physical health equally	
A valued, well trained and supported workforce	✓
The best care, in the right place, at the right time	✓