DAT Review

Emerging Themes
Report back 9.1.04

Brief

- To undertake a review of the current working of the Birmingham DAT, including the effectiveness and organisation of sub-groups;

- To ascertain the views and aspirations of DAT group members as to the future role and purpose of the DAT and the relationship with other stakeholders, and how these might be better integrated or managed;

- To appraise the current strategic plan of the DAT, comment on it and make recommendation as to content, implementation and performance management;

- To ensure that recommendations fit with the partnership standard for DATs.

Emerging Themes

- ## What we have heard:
  - Observations/analysis;
  - Reviews/inspection report.
- ## Opportunities;
- ## Key issues to address:
  - Strategic;
  - Implementation.
- ## Recommendations:
  - Intermediate;
  - Longer Term

DAT Standard – strategy

The National Drugs Strategy and related supported national plans for more detailed policy areas within the strategy are understood and interpreted for the local environment. All local planning documents show a clear relationship to this strategy.

DAT Standard – strategy

The local plan clearly sets out the broad priorities for action and the funding basis for these. Plan is characterised by:

a. Balance between national and local themes;

b. Outcomes based;

c. Fit with longer term development of local services;

d. Links to core data;

e. Achievable objectives and identified projects;

f. Signed off by all agencies.

Local Plan (continued)

Elements of the local plan (contd)

g. Reflecting legal and ethical framework;

h. Links to related initiatives in the area;

i.   Mapping of resources;

j.   Clarity over joint commissioning;

k. Includes a communications strategy;

l.   Is a useful and used document for local and national planners.

DAT Standard – strategy

Action programmes exist, including defined projects for the more important areas, with clear statements of responsibility for achieving the objectives and targets set by the DAT plan.

DAT Standard – strategy

Projects contain clear definitions of desired outcomes, completion dates, monitoring and review processes together with a periodic management review of progress, say every 6 months, for consideration by DAT meeting to reflect:
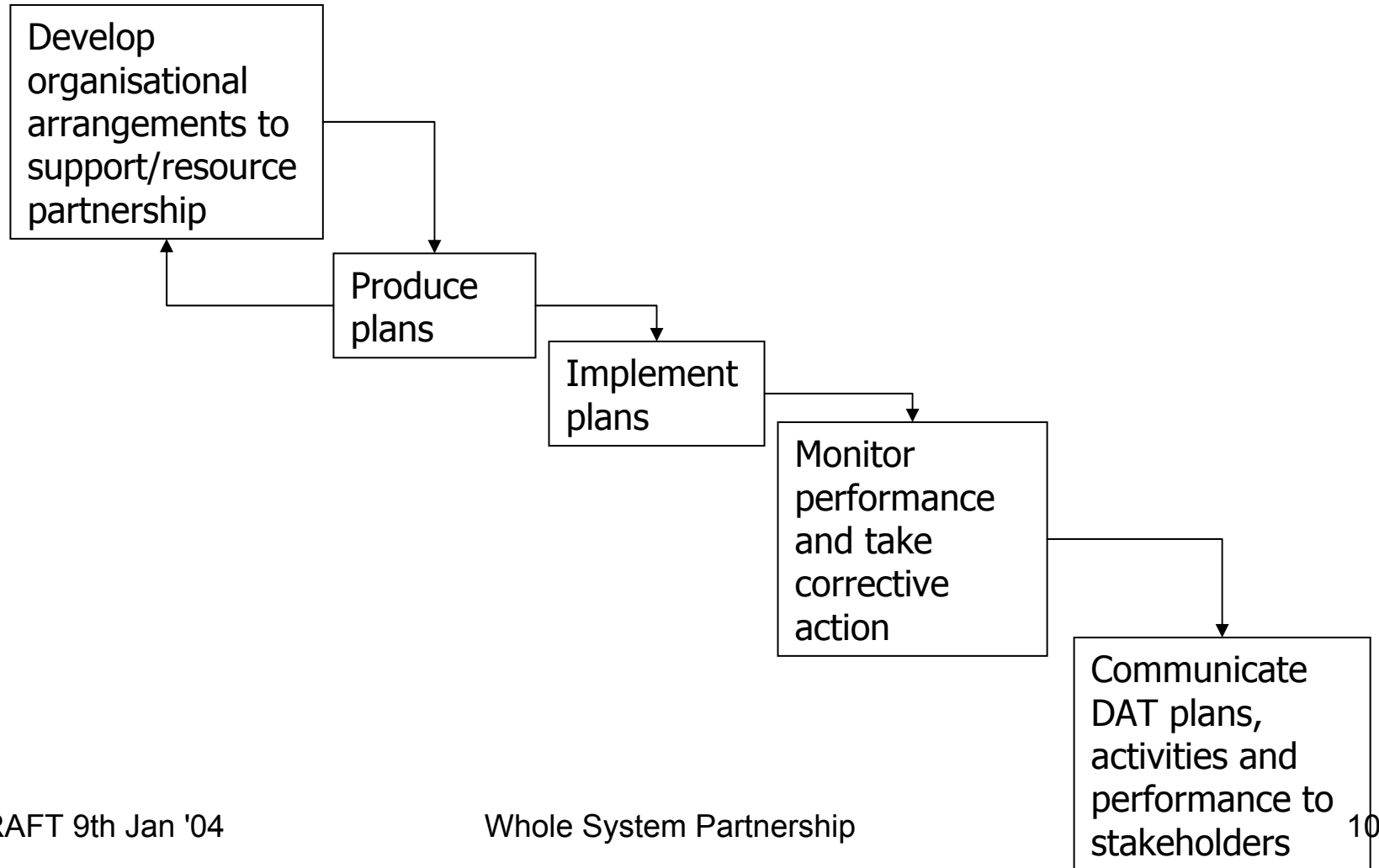
    a. Overview of progress and achievement of targets;

    b. Use of resources;

    c. Performance overview;

    d. Issues needing resolution;

    e. Overview of links with community groups;

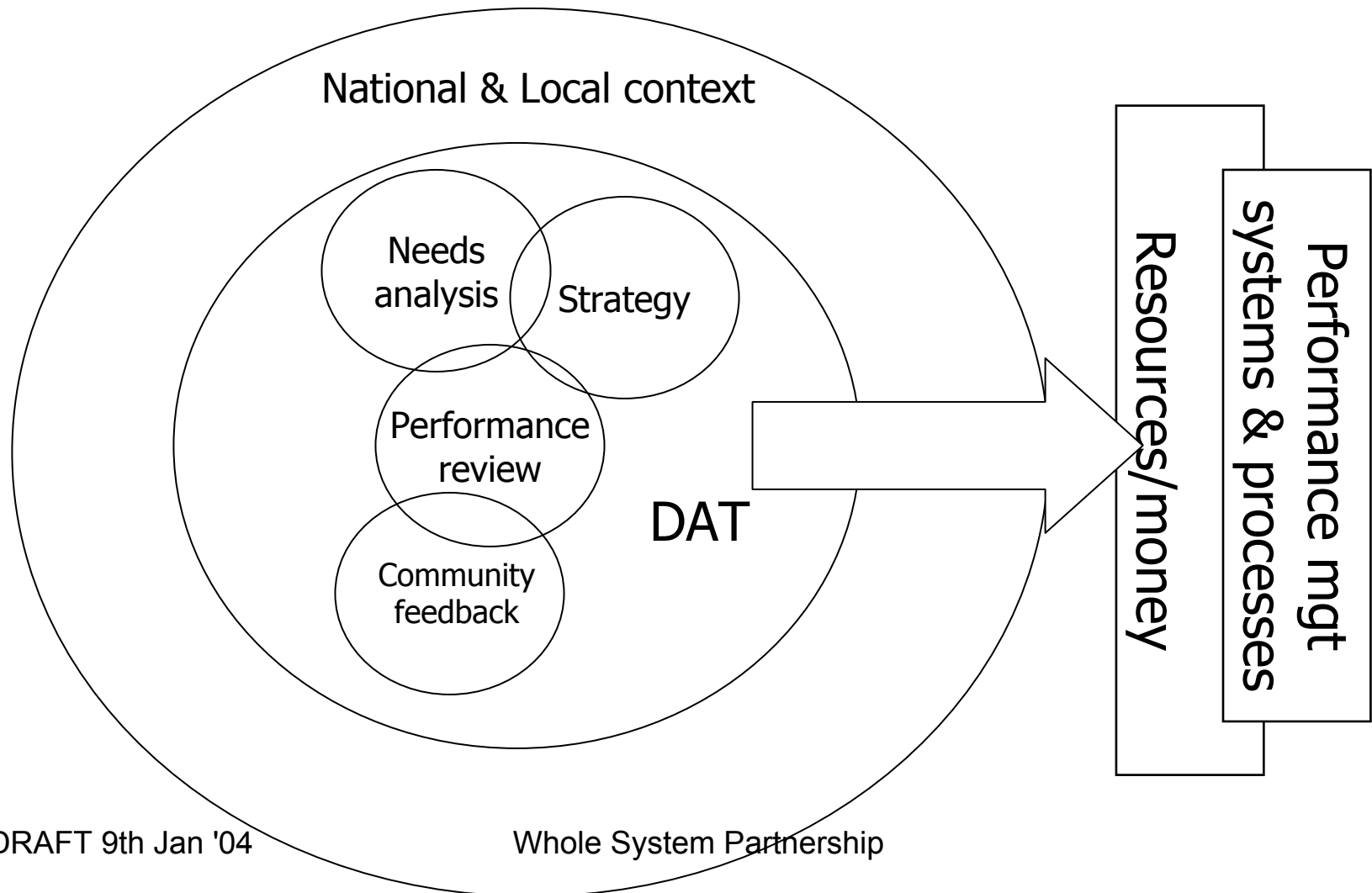   f. Review of important events in the community.

DAT Standard – strategy

The DAT is able to demonstrate that its plans fit a coherent, long-term (at least three years) strategic vision of the development of its own and other linked services in the DAT area.

Overview model of Partnership Standard – principal DAT functions

Develop organisational arrangements to support/resource partnership

Produce plans

Implement plans

Monitor performance and take corrective action

Communicate DAT plans, activities and performance to stakeholders

Working it out locally

National & Local context

Needs analysis

Strategy

Performance review

Community feedback

DAT

Resources/money

Performance mgt systems & processes

Hierarchy of Decisions (1)

- <u>Radical</u> not incremental whilst retaining the best;

- <u>Integrated</u> infrastructure as engine room;

- <u>Integrated</u> 'independent' leadership at strategic level paralleled by local 'leadership';

- <u>Investment</u> in local delivery/action/improved performance.

Hierarchy of Decisions (2)

- Differential engagement and/or involvement by agencies/departments:
  - **Define the partnership at strategic/local level: contract the partners with clarity of expectations/accountabilities.**

Hierarchy of Decisions (3)

- Identifying the strategy in respect of drugs, the wider strategy of CDRP, and the city wide 'well being' strategy, localising it so that it reflects a differential approach in performance/development to reflect the diverse nature of the population:
  - **Write strategy and define its outputs in respect of wider city contribution and national strategy with sophisticated local application, performance targets, and monitoring.**

Hierarch of Decisions (4)

- Need to develop an integrated infrastructure of critical mass/culture reflecting composite 'organisational' memory/knowledge as 'core', and develop localised leadership of DAT as virtual members of the infrastructure team:

  - **Identify the 'core' people for an integrated infrastructure, with integrated 'independent' leadership at executive level, appoint 'local' DAT leaders at the different levels of organisation who belong to 'two' teams, bringing local knowledge into the infrastructure;**

  - **Develop a clear action plan relevant to the area but which contribute, to overall DAT approach, with differential and agreed local targets**.

Hierarchy of Decisions (5)

- Need to define the infrastructure functions:
  - **Manage up/down', strategic framework, local frameworks, performance monitoring, intelligence, performance monitoring/management, report formulations).**
- Lack of communications strategy which raises level of awareness, visibility of action, celebrates success, promotes the development of social capital:
  - **Infrastructure to include skills/resources to develop and implement communications approach city wide - multi-organisation.**

Hierarchy of Decisions (6)

- Need to balance short term action with medium term and long term approaches which sustain change, build local action, create local collective accountability for 'achievement':

  – **Adopt 'hot spot' action orientated approach which may well cut across 'boundaries'/agencies etc based on soft/hard analysis; creating action team on whole systems basis to deal with 'hot spot'. Key decisions taken by Executive group/organised by infrastructure, delivered by special resource team.**

DAT Away Day 1.8.03

- Key Findings:
  - Focus on key elements identified by risk assessment (young people);
  - Contextualise the strategy (localise);
  - Baseline date/resource information required;
  - Effective communication;
  - Active ownership/leadership.

Hierarchy of Decisions (7)

- Understand the resource profile better through identifying all resources (above/below line), what targeted at, why, effectiveness BUT linking expenditure more closely to strategy and measured:

  – **Identify all resources spent/anticipated (what, where, how), begin evaluation and critical review about relationship to strategy, priority etc. Develop single pooled arrangement under Health Act flexibility.**

Resources

Specific expenditure	Area x	Anticipated outcome	Strategic links	Accountability

DAT infrastructure

- Organisation and effectiveness of DAT meetings:
    - Re-organise so that elements at right level;
    - Leadership group with small membership;
    - Infrastructure multi-organisational subscription/membership;
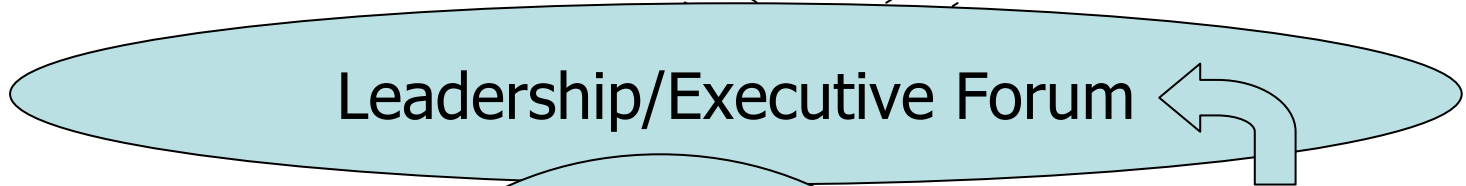   - Local multi-stakeholder membership (hence only three levels)

DAT infrastructure

- General comments covered by earlier points;
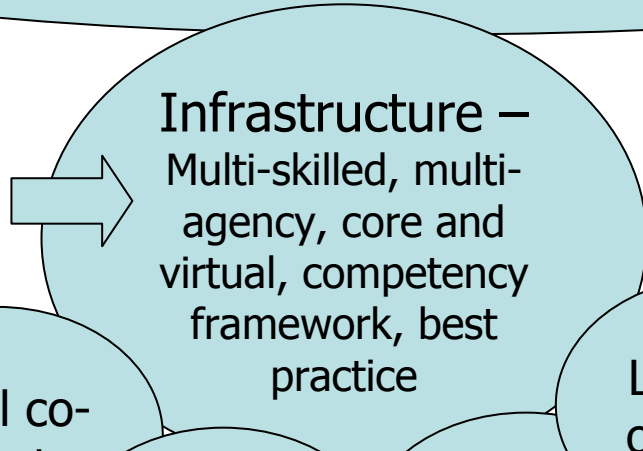
- Systematic failure;

- Numbers of 'tiers'/levels.

Diagram

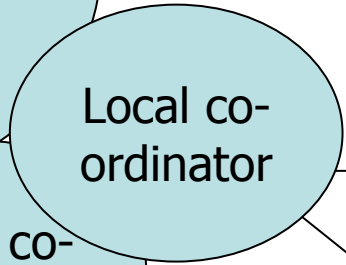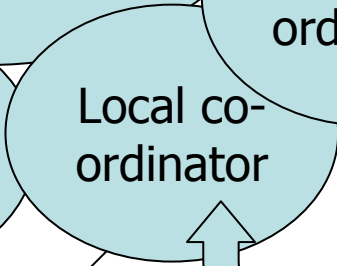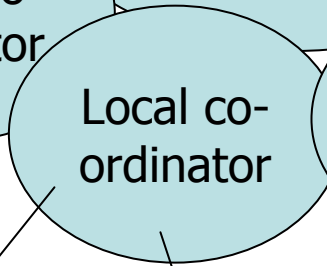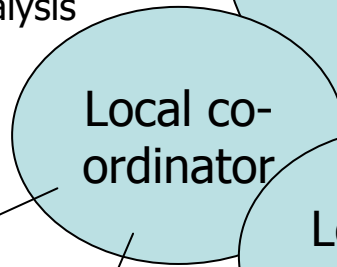Dual accountability to organisations

Local Strategic Partnership

Leadership/Executive Forum

Pooled resources
Financial management
Resource targeting in line with strategy
Performance management
Intelligence analysis

Strategic review function
Meeting quarterly
Key decision makers
Constant appraisal of effective delivery/hot spots

Infrastructure – Multi-skilled, multi-agency, core and virtual, competency framework, best practice

Local co-ordinator

Local co-ordinator

Local co-ordinator

Local co-ordinator

Neighbourhoods reflecting PCT footprint

Differential targets and contributions to strategy
Dependent on analysis of need, issues, data and local discussion

Developing a Strategic Partnership (1)

- Arrangements at both city and local level;

- Developing and delivering effective interventions;

- Overarching strategy:
  - Priorities, measurable outcomes, framework for guidelines for developing local action.

Developing a Strategic Partnership (2)

- Integrate policy threads at local level;
- Positive PR and overall communication approaches;
- Develop managing change skills/including local/central leadership;
- Investing in outcomes/monitoring effectiveness;
- Pooled budge/infrastructure.

Opportunities

- CDRP/DAT merger;
- 'Template' guidance;
- CJIP = whole systems;
- Level of 'dissatisfaction'/appraisal of weakness;
- Increasing risks requiring more radical solutions;
- ??????

Key Reference Documents (for review)

- Performance management framework;

- Integration/merger – October 2003;

Referencing Back

- Focus on New Updated Drugs Strategy:
  - Tougher focus on class A drugs and improved services in those communities affected by crack;
  - Stronger focus on education, prevention, enforcement and treatment for problematic youngsters;
  - Reducing availability;
  - Better targeting and strengthening capacity to deliver hot-spots.

CJIP (Criminal Justice Interventions Programme)

- Interventions from arrest to post release from prison = new efforts to join up case information systems building on drug testing at the point of arrest, better joint work with the prison system and more sophisticated case management between treatment and Criminal Justice.

Existing Mergers characterised by

- Aligned and integrated planning;
- Support and funding arrangements aligned or integrated;
- Consensus on systems/approaches agreed;
- Single leadership.

Summary

- **Immediate recommendations (0-3 months):**

  - Transitional integrated leadership;

  - Set date for full time integrated Executive appointment;

  - Identify 'core' infrastructure, all financial resources, craft strategy from existing policy;

- **Medium term (6-12 months):**

  - Localisation of delivery and performance in line with strategic framework.