



Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date **Thursday, 13 June 2019** Time **4.00 pm**
Venue **Meeting Rooms G3/G4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT**

Enquiries Regarding this Agenda

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Cabinet Members:

Councillor S Davies	Leader
Councillor R A Overton	Deputy Leader and Cabinet Member for Neighbourhood Services, Enforcement & The Pride Programme
Councillor A J Burford	Cabinet Member for Health & Social Care
Councillor L D Carter	Cabinet Member for Finance, Commercial Services & the Borough Economy (Cabinet member for LEP)
Councillor R C Evans	Cabinet Member for Customer, Cultural & Leisure Services & Partnerships
Councillor C Healy	Cabinet Member for Visitor Economy & The World Heritage Site
Councillor R Mehta	Cabinet Member for Communities & Inclusivity
Councillor S A W Reynolds	Cabinet Member for Children, Young People & Education
Councillor H Rhodes	Cabinet Member for Parks, Green Spaces & The Natural Environment
Councillor D Wright	Cabinet Member for Housing, Transport & Infrastructure

Invitees:

Councillor A J Eade	Conservative
Councillor W L Tomlinson	Liberal Democrat / Independent Group

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

3. **Minutes of the Previous Meeting**

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Key	4.	Marches Local Enterprise Partnership Governance	Cllr S Davies	9 - 32
Key	5.	Telford & Wrekin Drugs & Alcohol Strategy 2019-2023	Cllr R Mehta	33 - 70
	6.	Representation on Outside Bodies 2019/20	Cllr R A Overton	To Follow

FILMING, RECORDING & PHOTOGRAPHY

The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens.

There is no requirement to notify the Council in advance, but it should be noted that the Chairman of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting. Full details of the Council's protocol on audio/visual recording and photography at meetings can be accessed via the following link:

http://www.telford.gov.uk/info/20243/council_meetings/365/filming_photography_recording_and_use_of_social_networking_at_meetings

CABINET

Minutes of a meeting of the Cabinet held on Thursday, 30 May 2019 at 4.00 pm in Meeting Rooms G3/G4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT

PUBLISHED ON WEDNESDAY, 5 JUNE 2019

(DEADLINE FOR CALL-IN: MONDAY, 10 JUNE 2019)

Present: Councillors S Davies (Chair), R A Overton (Vice-Chair), A J Burford, L D Carter, R C Evans, C Healy, R Mehta, S A W Reynolds, H Rhodes and D Wright.

Also Present: Councillor E Carter (in place of Councillor A J Eade) and W L Tomlinson (Liberal Democrat/Independent Group Leader).

Apologies: Councillor A J Eade (Conservative Group Leader).

CAB-1 Declarations of Interest

None.

CAB-2 Minutes of the Previous Meeting

RESOLVED – that the minutes of the meeting held on 14 March 2019 be confirmed and signed by the Chair.

CAB-3 Service & Financial Planning Report - 2018/19 Outturn Report and 2019/20 Update

Key Decision identified as **2018/19 Outturn Report and Initial Trends for 2019/20** in the Notice of Key Decisions published on 26 April 2019.

Councillor L D Carter, Cabinet Member for Finance, Commercial Services and the Economy presented the report of the Assistant Director: Finance & Human Resources, Chief Finance Officer.

Cabinet Members noted that despite some areas of significant pressure, the Council had ended the year in a positive financial position, which assisted the in the 2019/20 management of the budget and allowed a number of one-off investments in key areas to make the borough a better place to live, work, learn, visit and do business in. Going forward this was expected to result in a more sustainable financial strategy.

The gross revenue budget for 2018/19 was £428m and the net budget was £121m. The revenue outturn position was within budget with a final net underspend of £0.275m (which was equivalent to only -0.23% of net budget) after the proposed transfers to reserves and balances had been made. This

position had been achieved after delivering £7.6m of budget savings in 2018/19, on top of the £110m made in the previous 9 years giving a total of £117m - equivalent to around £1,500pa for every home in the Borough.

The funding outlook for the medium term was very uncertain with significant changes to the local government finance system due to be implemented from April 2019, however, there was very little information available about what the impact of the changes would be on the Council. Using the limited information that was available, it was anticipated that the Council would need to identify around £30m of further savings over the next three years on top of the £117m already delivered to the end of 2018/19.

Due to the strong financial management during 2018/19, the Council had been able to create a number of provisions from the 2018/19 outturn position to support its priorities and sustain its financial position going forward. A number of favourable variations had also been secured during the year which contributed to the overall positive position. These were noted by Cabinet Members as outlined in the report.

The key areas of pressures during 2018/19 were noted. It was reported that:-

Children's Safeguarding & Early Help ended the year with a service overspend of £3.1m. Spend during the year was higher than the budget at there was an increasing number of more expensive specialist placements for looked after children with complex and severe behaviours or emotional health needs over the course of the year. The Council had invested additional funding of £4.893m into the Children's Safeguarding & Family Support budget over the next year highlighting the very high priority placed by the Council on safeguarding children. A cost improvement plan was in place which was monitored on a regular basis by senior managers and Cabinet Members.

Adult Social Care ended the year with a service overspend of £0.379m. As reported throughout the year, the cost of purchasing care packages from external providers and high demand led to a pressure of £4.3m. This was mitigated by additional income totalling £4.4m from grant funding, CCG funding and client contributions. As part of the 2018/19 budget strategy, the Council had committed additional investment totalling £0.65m into the Adult Social Care budget over the next three years. The Service also had a Cost Improvement Plan in place to deliver better outcomes and efficiencies

The Capital Outturn position 2018/19 was noted; capital spend ended the year at £57.6m against an approved estimate of £71.7m which was in the main due to re-phasing expenditure into 2019/20. This underspend would result in some further treasury management savings in 2019/20.

The Income monitoring position was noted; overall cash collection was good with over £15m more cash collected than in the previous year. The collection rates for Business Rates were ahead of the target for the year although Council Tax collection and Sales Ledger was very slightly behind target. All

debt had been pursued rigorously and continued to be collected after the end of the financial year with all appropriate recovery avenues being pursued.

It was noted that 2018/19 was the fourth year of operation for NuPlace Ltd, the Council's wholly owned housing investment company. NuPlace was a separate legal entity and as such prepared its own accounts but as NuPlace was wholly owned by the Council, consolidated group accounts were also prepared. The unaudited accounts showed that NuPlace had generated an operating profit before taxation of £0.492m in 2018/19 but as expected no dividend was distributed. The Council also received income from NuPlace totalling £1.2m during 2018/19 net of additional interest and other marginal costs.

It was reported that the draft formal statement of accounts would be considered at the Audit committee on 30 May 2019 and would be audited by Grant Thornton, the Council's external auditors, during June and July. The accounts would also be available for public inspection for 30 working days from 31 May 2019. Summaries of the outturn on revenue and capital along with major variations were shown as appendices to the report.

It was noted that in 2019/20, the Council faced another very challenging year. A number of key issues had been highlighted in the first high level review of the budget position. Once the final accounts were completed more detailed monitoring would take place and a further more detailed report would be presented at the July meeting of the Cabinet with an updated position.

Cabinet Members welcomed the continued position of strength of the Council, despite one off costs and applauded the efforts of all Council teams delivering over services to the people of Telford & Wrekin.

RESOLVED to RECOMMEND to COUNCIL that –

- (a) the Revenue outturn position for 2018/19 and related virements in Appendix 3 of the report which is subject to audit by the Council's external auditors be approved;**
- (b) the transfers to reserves and associated approval to the relevant Assistant Directors to spend the reserves detailed in section 5 of the report be approved;**
- (c) the Capital outturn position and related supplementary estimates, re-phasing and virements shown in Appendix 4 of the report and as summarised in the report be approved;**
- (d) that delegated authority be granted to the Assistant Director: Finance & HR to make any minor changes required as the outturn is finalised, in consultation with the Cabinet Member for Finance, Commercial Services and the Economy;**
- (e) the performance against income targets be noted; and**

(f) the key issues identified for 2019/20 be noted.

CAB-4 Telford and Wrekin Council – Our 4 Year Programme To Invest, Protect And Care For The Borough

Key Decision identified as **Telford and Wrekin Council – Our 4 Year Programme To Invest, Protect And Care For The Borough** in the Notice of Key Decisions published on 16 May 2019. The relevant Scrutiny Chair had been informed of the decision.

The Leader, Councillor S Davies, presented the report of the Managing Director which identified the Council's strategic focus through to 2023 and a process to drive its delivery following the outcome of the local elections in May 2019. In response to the results of the election, it was proposed that the Council adopted the following five "Community Commitments":

1. Continue to fight the closure of the Princess Royal Hospital's 24/7 A&E and consultant led Women and Children's Centre.
2. Continue to keep Telford and Wrekin's Council Tax among the lowest in the Midlands.
3. Continue to invest £80m per year in protecting the most vulnerable adults and children in the community, including those who are victims and survivors of sexual exploitation and domestic abuse.
4. Continue to Invest £50m in roads and footpaths across Telford and Wrekin and to continue to invest in creating new jobs for residents.
5. Continue to fight any proposed merger with Shropshire Council or other authorities as the borough is best served by retaining its own council.

The Administration's ambition was for Telford & Wrekin to be a family friendly borough and Telford & Wrekin Council would seek to protect, care and continue to invest in services and the community despite the severe financial challenges that still lay ahead. To support this, underpinning these five "Community Commitments", were 13 themes to inform the organisation's delivery focus:

- Working for Every Community
- Improving Health & Wellbeing across Telford & Wrekin
- Securing the best start in life for Children & Young People
- Investing in Telford & Wrekin
- Supporting inclusive growth, jobs and new skills
- Supporting home owners and renters
- Making Telford & Wrekin Safer
- A Home for Heroes
- Improving Transport in Telford & Wrekin

- Ensuring a Sustainable Environment in Telford & Wrekin
- Our, past present & future – Community Pride
- Making Telford & Wrekin A Great Place to Visit
- Culture, Leisure & Arts at the Heart of Telford & Wrekin

The key actions that had been identified to deliver against these themes were set out in Appendix 1 to the report and the steps to driving delivery of the commitments and objectives were set out in the report.

RESOLVED – that

- (a) the proposed five “Community Commitments”, organisational themes and actions as set out at paragraphs 4.2, 4.3, and 4.4 of the report be adopted;**
- (b) the proposed review of the Council’s service and financial planning policy framework to drive the delivery of these commitments, themes and actions as set out at paragraph 4.7 of the report be endorsed; and**
- (c) the proposed timetable for Cabinet to receive a refreshed Council Plan in July be endorsed.**

CAB-5 The Annual Governance Statement 2018/19

Non Key Decision

Councillor S Davies, Leader, presented the joint report of the Chief Financial Officer and the Monitoring Officer, attached to which was the draft Annual Governance Statement for 2018/19.

Under the Accounts & Audit Regulations 2015, the Council was required to produce an Annual Governance Statement, and it was best practice that it was signed by the Leader and Managing Director of the Council. The Statement accompanied the Annual Accounts. The Statement included an action plan to ensure that the Council continued to improve its existing governance arrangements. The action plan attached to the 2017/18 statement (implemented during 2018/19) had been reviewed and updated and was appended to the report.

The Annual Governance Statement and Local Code of Good Governance outlined that the Council was continually reviewing and improving its procedures to maintain and demonstrate good corporate governance, and that it had in place robust systems of internal control. The Council could be assured that during 2018/19, including during organisational and personnel changes, the existing governance arrangements had continued to support proper governance. Assurance for the Annual Governance Statement was provided by all areas of the Council including senior management, Members, the Chief Financial Officer, the Monitoring Officer and internal audit.

The Council's current Code of Good Governance, had been approved in June 2018 to reflect the CIPFA/SOLACE updated framework including revised principles and guidance but further application and good practice had been received during the year and the local code had therefore been updated further. The Code continued to reflect the Council's culture and values, including the "Being the Change" document.

RESOLVED – that the Annual Governance Statement 2018/19, attached as Appendix A to the report, be approved and that the information in the report be noted.

The meeting ended at 4.32 pm

Signed for the purposes of the Decision Notices

Joanthan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date: 5 June 2019

Signed

Date: Thursday, 13 June 2019

TELFORD & WREKIN COUNCIL

CABINET 13th June 2019

MEMBERSHIP OF THE MARCHES LOCAL ENTERPRISE PARTNERSHIP LIMITED

REPORT OF ASSISTANT DIRECTOR: BUSINESS, DEVELOPMENT & EMPLOYMENT

LEAD CABINET MEMBER – CLLR LEE CARTER

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The Marches Local Enterprise Partnership (LEP) covers the geographical area served by the Councils of Telford & Wrekin, Shropshire and Herefordshire. As an informal partnership the LEP has had no legal entity and one of the three councils (Shropshire) acts as accountable body. Decisions of the Board were referred through to the Marches Enterprise Joint Committee made up of the Leaders of the three Local Authorities for final endorsement.
- 1.2 Following a national review, Government has issued a directive that all LEP's must have a legal personality. Following a period of discussion and engagement with existing Members of the Board including the three Local Authorities advised by BEIS, the LEP will take a decision on 21st May that the Marches LEP will incorporate as a company limited by guarantee. Draft Articles of Association are included at Appendix 1.
- 1.3 The national review reinforces Government commitment to LEP's and their role in setting local economic and industrial strategies and compliance with this directive is essential if the Marches Local Authority areas are to continue to receive Government funding to support economic growth.
- 1.4 Incorporation will result in changes to the governance arrangements of the LEP that will impact on the roles of the three Local Authority partners. This report sets out the proposals and seeks approval of the new arrangements for Local Authority representation. These new arrangements will enable Telford & Wrekin Council to continue to benefit from access to significant government funding distributed through LEP's and to influence the LEP's role supporting economic development across the Marches area.

2. RECOMMENDATIONS

Cabinet agrees that:

2.1 Telford & Wrekin Council becomes a Public Sector Member of The Marches Local Enterprise Partnership Ltd and that the Company is added to the Council's list of outside bodies to which the Council makes appointments

2.2 Subject to 2.1, that the Council shall appoint a director as the Council's representative on the Board of the Marches Local Enterprise Partnership Ltd

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<ul style="list-style-type: none"> • Protect and create jobs as part of a "business supporting, business winning council." • Improve local people's prospects through education & skills training • regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/DELIVERY DATE	The Local Assurance and Accountability Framework will be approved by the LEP Board on the 21 st May.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	The Marches LEP is a vehicle through which the Council accesses Central Government Funding streams. There is no indication that the requirement for the Marches LEP to become incorporated will alter access to this funding. There will be no additional costs to the Council as a result of this incorporation. Consideration will need to be given to the quorum at Board meetings to ensure the Council's position is optimised.
LEGAL ISSUES	Yes	The Council has the power to participate in the LEP company as proposed in this report and, in so doing is agreeing to contribute a nominal sum of £1 towards

		<p>any liabilities of the company in the event that the company is wound up.</p> <p>Cabinet also has the power to appoint a Director to the company, subject to his/her consent. The day to day management of the company will be carried out by the Directors who have a legal duty to act in the best interests of the company, in accordance with the strategic and policy direction given by the members.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Directorship of the Company will ensure access to considerable Government funding to support economic growth across the Borough.
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact.

ART B) – ADDITIONAL INFORMATION

4. BACKGROUND INFORMATION

- 4.1 LEP's are voluntary partnerships between local authorities and businesses set up in 2011 by the Department for Business, Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within local areas.
- 4.2 In the Industrial Strategy, Government committed to work with Local Enterprise Partnerships to bring forward reforms to LEP leadership, governance, accountability, financial reporting and geographical boundaries. The 2018 Government Report 'Strengthened Local Enterprise Partnerships' stressed that LEP's must be independent and private sector led partnerships, accountable to the communities they support.
- 4.3 To do this effectively Government believes that Local Enterprise Partnerships must have robust governance arrangements that provide the operational independence to take tough decisions and hold local partners to account for delivery. The conclusion of the Report was that all LEP's must have a distinct legal personality in order to improve leadership and accountability.
- 4.4 In consultation with the LEP Board, the Marches LEP has agreed with Government to become a company limited by guarantee with effect from 1st April 2019 (this deadline has subsequently been extended to end of May). It must then abide by laws and regulations that apply to this form of legal entity and will be regulated by company law.

- 4.5 A new national assurance framework for LEP's sets out that the LEP Board is the ultimate decision making authority and this changes the role of the three Local Authorities in the LEP Structure.
- 4.6 In 2014 the three Council partners in the Marches LEP agreed to establish a joint committee to exercise executive functions in relation to the Marches LEP and to ensure local accountability. The Marches Enterprise Joint Committee comprised one executive councillor from each council with the Marches LEP Board Chair as a non-voting member. The change in governance arrangements mean that the joint committee is no longer able to exercise its functions and so at a meeting of the committee on the 19th March 2019 the committee members agreed to cease the joint committee with effect from 31st March 2019.

New Governance Arrangements

- 4.7 The national assurance framework states that 'The LEP should ensure that there are Local Authority representatives on the LEP Board to ensure democratic accountability and provide local intelligence'. The Articles of Association of the new company (Appendix 1) set out that membership will include Public Sector Members.
- 4.8 It is proposed that each of the three Councils becomes a Public Sector Member of the Marches Local Enterprise Partnership Ltd which will confer the right to appoint one director to the Board of the Company. The director will be able to represent their Council and by extension the residents of their area on the Board and will enable them to contribute to decision making. The quorum for the transaction of business at a meeting of directors of the company will be any seven Eligible Directors, which must include at least two Public Sector Directors.
- 4.9 The LEP Board and LEP management have made a commitment to continue to work in close partnership and recognise that the three councils remain key strategic partners in the delivery of economic growth. Therefore, in addition to the right of the appointed director, each council, as a Public Sector Member will have rights of consultation and engagement on strategic issues set out formally in the articles of association and accountability and assurance framework. These ensure that the councils will be consulted prior to the board taking decisions and that the views of the three councils will be included in reports put before the LEP Board.
- 4.10 The national assurance framework also sets out that the LEP's should participate in relevant council scrutiny arrangements to guarantee the effective and appropriate democratic scrutiny of their investment decisions. All three councils in the Marches LEP will therefore be able to scrutinise the work of the LEP through their individual scrutiny arrangements.

Financial Implications

- 4.11 The Marches LEP has been provided with Government funds to pay for the cost of setting up the new company. It will have its own independent secretariat, supported by Government core funding for LEP management and Shropshire Council will continue to act as the Accountable Body for the company. There will be no resource implications for the Council arising from becoming a member of the company.
- 4.12 The requirement for new governance arrangements from Government should be seen in the context of the National Industrial Strategy and the requirement by Government that each LEP area should have developed a Local Industrial Strategy by March 2020 which will set the priorities for investment in the Marches. Becoming a member of the company and taking a seat on the Board will allow the Council to continue to represent the economic interests of the residents of Telford & Wrekin, ensuring that we continue to secure our share of Government funding for skills, infrastructure, employment creation and business support.

5 PREVIOUS MINUTES

6 BACKGROUND PAPERS

Appendix 1 – Marches LEP Draft Articles of Association

**Report prepared by Kathy Mulholland, Service Delivery Manager,
Investment and Business Support, Telephone: 01952 telephone
extension 567572**

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Annex A

**THE COMPANIES ACT 2006
PRIVATE COMPANY LIMITED BY GUARANTEE
ARTICLES OF ASSOCIATION
OF
THE MARCHES LOCAL ENTERPRISE PARTNERSHIP LIMITED**

Adopted by special resolution on

2019

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Document: includes, unless otherwise specified, any document sent or supplied in electronic form;

Electronic form: has the meaning given in section 1168 of the Act;

Eligible Director: means a director who would be entitled to vote on the matter at a meeting of directors (but excluding in relation to the authorisation of a Conflict pursuant to Article 15, any director whose vote is not to be counted in respect of the particular matter);

Enterprise Zone Director: means the chair of the Herefordshire Enterprise Zone;

LEP Area: means Herefordshire, Shropshire and Telford and Wrekin or such other geographical area as is assigned to the Company by government from time to time;

Member: means a person whose name is entered in the Register of Members of the Company and **Membership** shall be construed accordingly;

Model Articles: means the model articles for private companies limited by guarantee contained in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229) as amended prior to the date of adoption of these Articles;

Objects: has the meaning given to it in article 2.1 and **object** shall mean any one of them;

Ordinary resolution: has the meaning given in section 282 of the Act;

Private Sector Director: means a natural person working or connected with the private sector who has the characteristics that are set out in the Assurance Framework;

Public Sector Director: means a natural person working or connected with the public sector who has the characteristics that are set out in the Assurance Framework;

Public Sector Member: means the public bodies for the time being entitled to appoint Public Sector Directors in accordance with the Assurance Framework;

Scheme of Delegation: has the meaning given to it in article 7.2;

secretary: means the secretary of the Company and any other person appointed to perform the duties of the secretary of the Company, including a joint, assistant or deputy secretary;

special resolution: has the meaning given in section 283 of the Act;

subsidiary: has the meaning given in section 1159 of the Act;

writing: means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

- 1.2. Save as otherwise specifically provided in these Articles, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.
- 1.3. Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.

- 1.4. A reference in these Articles to an **article** is a reference to the relevant article of these Articles unless expressly provided otherwise.
- 1.5. Unless expressly provided otherwise, a reference to a statute or statutory provision shall include any subordinate legislation from time to time made under that statute or statutory provision.
- 1.6. Any word following the terms **including, include, in particular, for example** or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.
- 1.7. The Model Articles shall not apply to the Company.

2. OBJECTS

- 2.1. The objects for which the Company is established (**Objects**) are:
 - 2.1.1. to stimulate economic growth, productivity, employment, community development, job creation, inward investment, training and development, and commerce in the LEP Area; and
 - 2.1.2. to promote the LEP Area positively at regional, national, European and international levels on matters affecting its economic development.

3. POWERS

- 3.1. In pursuance of the Objects, the Company has the powers to:
 - 3.1.1. do all such things which in the opinion of the directors are in the best interests of the Company and its Members; and
 - 3.1.2. do all such other lawful things as are incidental or conducive to the pursuit or to the attainment of any of the Objects.

4. INCOME

- 4.1. The income and property of the Company from wherever derived shall be applied solely in promoting the Objects.
- 4.2. No distribution shall be paid or capital otherwise returned to the Members in cash or otherwise. Nothing in these Articles shall prevent any payment in good faith by the Company of:
 - 4.2.1. reasonable and proper remuneration to any Member, officer or servant of the Company for any services rendered to the Company;
 - 4.2.2. any interest on money lent by any Member or any director at a reasonable and proper rate;
 - 4.2.3. reasonable and proper rent for premises demised or let by any Member or director; or

4.2.4. reasonable out-of-pocket expenses properly incurred by any director.

5. WINDING UP

On the winding-up or dissolution of the Company, after provision has been made for all its debts and liabilities, any assets or property that remains available to be distributed or paid, shall not be paid or distributed to the Members but shall be transferred to similar bodies or another body with objects similar to those of the Company within the LEP Area or as directed by the government department then responsible for local enterprise partnerships.

6. GUARANTEE

6.1. The liability of each Member is limited to £1.00, being the amount that each Member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a Member or within one year after he ceases to be a Member, for

6.1.1. payment of the Company's debts and liabilities contracted before he ceases to be a Member;

6.1.2. payment of the costs, charges and expenses of the winding up; and

6.1.3. adjustment of the rights of the contributories among themselves.

Directors: general

7. DIRECTORS' GENERAL AUTHORITY AND CONDUCT

7.1. Subject to these Articles, directors are responsible for the management of the Company's business and may exercise all the powers of the Company accordingly.

7.2. Each of the directors shall use their reasonable endeavours to procure that decisions of the Company are carried out in accordance with the Assurance Framework and any scheme of delegation for the time being and adopted by the Company contained in the Assurance Framework (**Scheme of Delegation**). In particular, the directors shall ensure that the rights of consultation and engagement reserved to the Public Sector Members as set out in the Assurance Framework are upheld.

7.3. Subject always to the Act, in their conduct of the Company's business the directors shall at all times:

7.3.1. conduct themselves in a professionally responsible manner;

7.3.2. have due regard to all confidentiality obligations concerning the Company's business;

7.3.3. observe the seven principles as set out by The Committee on Standards in Public Life (as amended from time to time); and

7.3.4. comply with the provisions of the Assurance Framework.

8. DIRECTORS MAY DELEGATE

8.1. Subject to the Articles:

8.1.1. the board of directors may delegate any of the powers which are conferred on them under the Articles and which are in line with the Assurance Framework:

- i. to such person or committee;
- ii. by such means (including power of attorney);
- iii. to such an extent;
- iv. in relation to such matters or territories; and
- v. on such terms and conditions;

as they think fit.

8.1.2. the board of directors may revoke any delegation in whole or part, or alter its terms and conditions.

9. COMMITTEES AND SUB-BOARDS

The rules of procedure for all or any committees and sub-boards shall be as set out in the Assurance Framework.

Directors: decision-making

10. DIRECTORS TO TAKE DECISIONS COLLECTIVELY

10.1. The directors shall endeavour to reach consensus on all decisions.

10.2. Subject to provisions to the contrary in these Articles and in the absence of consensus amongst the directors, the general rule about decision-making by directors is that any decision of the directors must be a majority decision taken in one of the following ways (or a unanimous decision taken in accordance with article 11):

10.2.1. on show of hands at a meeting of the directors; or

10.2.2. by written resolution, copies of which have been signed by a majority of the Eligible Directors or to which a majority of the Eligible Directors have otherwise indicated agreement in writing.

10.3. A decision may not be taken in accordance with this article 10 if the Eligible Directors purporting to take the decision would not have formed a quorum had the decision taken place in a meeting.

11. UNANIMOUS DECISIONS

- 11.1. Only to be used on approval from the Chair, a decision is taken in accordance with this article 11 when all Eligible Directors indicate to each other by email response or by any other electronic means that they share a common view on a matter.
- 11.2. A decision may not be taken in accordance with this article 11 if the Eligible Directors purporting to take the decision would not have formed a quorum had the decision taken place in a meeting.

12. DIRECTORS' MEETINGS

- 12.1. Directors' meetings shall take place at approximately every two months.
- 12.2. Notwithstanding the provisions of article 12.1 meetings of the directors are called by the Chair or Deputy Chair by giving not less than 10 Business Days' notice of the meeting to the directors or by authorising the secretary (if any) to give such notice.
- 12.3. A director who is absent from the UK and who has no registered address in the UK shall not be entitled to notice of the directors' meeting.

13. QUORUM FOR DIRECTORS' MEETINGS

- 13.1. At a meeting of the directors, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.
- 13.2. The quorum for the transaction of business at a meeting of directors is any seven Eligible Directors, which must include five Private Sector Directors and two Public Sector Directors.
- 13.3. If the total number of directors in office for the time being is less than the quorum required, the directors must not take any decision other than a decision to appoint further directors.
- 13.4. If neither the Chair nor the Deputy Chair is available the meeting will be declared inquorate, irrespective of the number of other attendees.

14. CHAIRING OF DIRECTORS MEETINGS AND APPOINTMENT OF DEPUTY CHAIR

- 14.1. The Company shall have at all times appointed a chairperson, who shall be a Private Sector Director and who shall be appointed in accordance with the process set out in the Assurance Framework and the person so appointed for the time being is the **Chair**.
- 14.2. The Private Sector Directors may appoint a Private Sector Director to act as a deputy to the Chair (**Deputy Chair**) in accordance with the process set out in the Assurance Framework for such purposes as the directors may determine.
- 14.3. If neither the Chair nor the Deputy Chair are participating in a meeting of directors within fifteen minutes of the time at which it was due to start, the directors must elect one of themselves to chair it.

- 14.4. Subject to clause 14.5 and clause 21.3, a Chair or Deputy Chair (as applicable) shall be appointed for periods of no more than three years, such appointment ending at the board meeting falling closest to the third anniversary of their appointment (or re-appointment). Unless otherwise determined by special resolution, the Chair or Deputy Chair (as applicable) shall be entitled to put themselves forward for re-election for a further period of three years provided that no Chair or Deputy Chair shall be able to serve more than six years in their respective role.
- 14.5. The terms of office for the first directors of the Company (including for the Chair and Deputy Chair) shall be deemed to include the period of appointment prior to the incorporation of the Company in which they were appointed to the board of the unincorporated Marches Local Enterprise Partnership.
- 14.6. Where the Chair puts him or herself forward for re-election, such election shall occur at the board meeting at which their board appointment ends in accordance with article 14.4.
- 14.7. In the case of the Deputy Chair, they shall be re-elected in accordance with the Assurance Framework or in the absence of such arrangements, as the Private Sector Directors shall between themselves agree.

15. CASTING VOTE

- 15.1. If the numbers of votes for and against a proposal at a meeting of directors are equal, the Chair or Deputy Chair (as applicable) has a casting vote.
- 15.2. But this does not apply in respect of a particular meeting (or part of a meeting) if, in accordance with the Articles, the Chair or Deputy Chair chairing the meeting is not an Eligible Director for the purposes of that meeting (or part of a meeting).

16. DIRECTORS' CONFLICTS OF INTEREST

Without prejudice to the provisions of the Act, the directors must at all times comply with any conflict of interest policy for the time being included in the Assurance Framework in relation to any Conflict.

17. RECORDS OF DECISIONS TO BE KEPT

Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in permanent form, so that they may be read with the naked eye.

18. DIRECTORS' DISCRETION TO MAKE FURTHER RULES

Subject to these articles, the directors may make any rule which they think fit about how they and any committees formed by them take decisions, and about how such rules are to be recorded or communicated to directors.

Directors: numbers and appointment

19. NUMBER OF DIRECTORS

The Company shall aspire to have appointed to the board the number of directors set out in the Assurance Framework.

20. APPOINTMENT OF DIRECTORS

- 20.1. The board of directors shall be composed of Private Sector Directors and Public Sector Directors. The board members of the unincorporated Marches Local Enterprise Partnership shall upon incorporation be the first directors of the Company.
- 20.2. Upon a vacancy arising for a Private Sector Director, such appointment shall take place in accordance with the open recruitment exercise set out in the Assurance Framework.
- 20.3. Public Sector Directors shall be appointed in accordance with the process set out in the Assurance Framework.

21. RETIREMENT OF DIRECTORS

- 21.1. Private Sector Directors who are not Business Board Directors or Enterprise Zone Directors shall retire from office from the end of the second anniversary of their appointment. Subject to articles 21.2 and 21.4, such retiring Private Sector Director shall be eligible for re-election by the Members at the next general meeting.
- 21.2. A retiring Private Sector Director who is not a Business Board Director or an Enterprise Zone Director shall, subject to article 21.4, be eligible for re-election for further periods of two years.
- 21.3. Business Board Directors and Enterprise Zone directors shall retire from office from the end of the sixth anniversary of their appointment unless the Members resolve to extend the terms by such further periods as they shall determine following a review of the ongoing requirements of the company.
- 21.4. Subject to clause 21.3 any Private Sector Director (including the Chair and Deputy Chair) who shall have served for a total term of six years shall not be entitled to be re-elected.

22. DISQUALIFICATION AND REMOVAL OF DIRECTORS

- 22.1. A person ceases to be a director as soon as:
 - 22.1.1. that person ceases to be a director by virtue of any provision of the Act or these Articles or he becomes prohibited by law from being a director;
 - 22.1.2. that person shall for more than six months have been absent without permission of the directors from meetings of directors held during that period and the directors resolve that that person's office be vacated;
 - 22.1.3. a Bankruptcy order is made against that person;
 - 22.1.4. a composition is made with that person's creditors generally in satisfaction of that person's debts;

- 22.1.5. notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms;
 - 22.1.6. two-thirds of the board of directors resolve that the person has failed to conduct themselves in accordance with article 7 and should as a consequence be removed from office; or
 - 22.1.7. in the case of a Public Sector Director, they cease for any reason to be a leader of the relevant local authority or, where the Public Sector Director is an employee of an authority, when that director ceases for any reason to be an employee.
- 22.2. Save where a director is a Public Sector Director, a director shall upon ceasing to be a director shall at the same time cease to be a Member.

Directors: alternate directors and miscellaneous

23. APPOINTMENT AND REMOVAL OF ALTERNATES

- 23.1. Public Sector Directors (other than an alternate Public Sector Director) may appoint as an alternate any other elected member from his or her Public Sector Member, or any other person approved by resolution of the directors, to:
- 23.1.1. exercise that director's powers; and
 - 23.1.2. carry out that director's responsibilities,
- in relation to the taking of decisions by the directors in the absence of the alternate's appointor.
- 23.2. Any appointment or removal of an alternate must be effected by notice in writing to the Company signed by the appointor, or in any other manner approved by the directors.
- 23.3. The notice must:
- 23.3.1. identify the proposed alternate; and
 - 23.3.2. in the case of a notice of appointment, contain a statement signed by the proposed alternate that the proposed alternate is willing to act as the alternate of the director giving the notice.

24. SECRETARY

The directors may appoint any person who is willing to act as the secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and, if the directors so decide, appoint a replacement, in each case by a decision of the directors.

Members: becoming and ceasing to be a Member

25. MEMBERSHIP

25.1. Membership of the Company shall be comprised of:

25.1.1. all directors save for the Public Sector Directors; and

25.1.2. the Public Sector Members.

25.2. A Public Sector Member shall be entitled to appoint a Public Sector Director to act as its representative in accordance with the provisions set out in these Articles and the Assurance Framework.

26. TRANSFER OF MEMBERSHIP

Membership shall not be transferable.

Decision making by Members: general meetings

27. ANNUAL GENERAL MEETING

The Company shall hold an annual general meeting (**AGM**) at least once every calendar year to be held within the LEP Area and which shall be open to the general public save for items that are determined by the Chair to be commercially sensitive

28. ATTENDANCE AND SPEAKING AT GENERAL MEETINGS

28.1. A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

28.2. A Member is able to exercise the right to vote at a general meeting when:

28.2.1. that Member is able to vote, during the meeting, on resolutions put to the vote at the meeting; and

28.2.2. that Member's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other Members attending the meeting.

28.3. The directors may make whatever arrangements they consider appropriate to enable those Members attending a general meeting to exercise their rights to speak or vote at it.

28.4. In determining attendance at a general meeting, it is immaterial whether any two or more Members attending it are in the same place as each other.

29. QUORUM FOR GENERAL MEETINGS

29.1. No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.

- 29.2. The quorum for a general meeting is seven Members and of these Members, five must be Private Sector Directors and two must be Public Sector Directors.

30. CHAIRING GENERAL MEETINGS

- 30.1. The Chair or, in his or her absence, the Deputy Chair shall preside as chair of every general meeting.
- 30.2. If neither the Chair nor the Deputy Chair is present within fifteen minutes after the time appointed for holding the meeting and willing to act, the directors must appoint one from their number to chair the meeting.

31. ATTENDANCE AND SPEAKING BY NON-MEMBERS

The Chair of the meeting may permit other persons who are not Members of the Company to attend and speak at a general meeting and, in the case of an AGM, the Chair of the meeting is obliged to permit such other persons who are not Members of the Company to speak.

32. ADJOURNMENT

- 32.1. If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chair of the meeting must adjourn it.
- 32.2. The chair of the meeting may adjourn a general meeting at which a quorum is present if:
- 32.2.1. the meeting consents to an adjournment; or
 - 32.2.2. it appears to the chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.
- 32.3. The chair of the meeting must adjourn a general meeting if directed to do so by at least 50% of the Members present at the meeting.
- 32.4. When adjourning a general meeting, the chair of the meeting must:
- 32.4.1. either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors; and
 - 32.4.2. have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 32.5. If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the Company must give at least 7 clear days' notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given):
- 32.5.1. to the same persons to whom notice of the company's general meetings is required to be given; and
 - 32.5.2. containing the same information which such notice is required to contain.

- 32.6. No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

Voting at general meetings

33. VOTING: GENERAL

Without prejudice to any other provision of these Articles, a resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the Articles.

34. ERRORS AND DISPUTES

- 34.1. No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.
- 34.2. Any such objection must be referred to the chair of the meeting whose decision is final.

35. POLL VOTES

- 35.1. A poll on a resolution may be demanded:
- 35.1.1. in advance of the general meeting where it is to be put to the vote; or
 - 35.1.2. at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.
- 35.2. A poll may be demanded by:
- 35.2.1. the chair of the meeting;
 - 35.2.2. the directors;
 - 35.2.3. two or more persons having the right to vote on the resolution; or
 - 35.2.4. a person or persons representing not less than one tenth of the total voting rights of all the Members having the right to vote on the resolution.
- 35.3. A demand for a poll may be withdrawn if:
- 35.3.1. the poll has not yet been taken; and
 - 35.3.2. the chair of the meeting consents to the withdrawal.
- 35.4. Polls must be taken immediately and in such manner as the chair of the meeting directs.

36. CONTENT OF PROXY NOTICES

- 36.1. Proxies may only validly be appointed by a notice in writing (a "proxy notice") which:
- 36.1.1. states the name and address of the Member appointing the proxy;

- 36.1.2. identifies the person appointed to be that Member's proxy and the general meeting in relation to which that person is appointed;
 - 36.1.3. is signed by or on behalf of the Member appointing the proxy, or is authenticated in such manner as the directors may determine; and
 - 36.1.4. is delivered to the company in accordance with the Articles and any instructions contained in the notice of the general meeting to which they relate.
- 36.2. The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.
- 36.3. Unless a proxy notice indicates otherwise, it must be treated as:
- 36.3.1. allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
 - 36.3.2. appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

37. DELIVERY OF PROXY NOTICES

- 37.1. A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the Company by or on behalf of that person.
- 37.2. An appointment under a proxy notice may be revoked by delivering to the Company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- 37.3. A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- 37.4. If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

38. AMENDMENTS TO RESOLUTIONS

- 38.1. An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if:
- 38.1.1. notice of the proposed amendment is given to the Company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chairman of the meeting may determine); and
 - 38.1.2. the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- 38.2. If the chair of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chair's error does not invalidate the vote on that resolution.

Administrative arrangements

39. MEANS OF COMMUNICATION TO BE USED

39.1. Any notice, document or other information shall be deemed served on or delivered to the intended recipient:

39.1.1. if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five Business Days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five Business Days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);

39.1.2. if properly addressed and delivered by hand, when it was given or left at the appropriate address;

39.1.3. if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and

39.1.4. if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a Business Day.

39.2. In proving that any notice, document or other information was properly addressed, it shall suffice to show that the notice, document or other information was addressed to an address permitted for the purpose by the Act.

40. INDEMNITY AND INSURANCE

40.1. Subject to article 40.2, but without prejudice to any indemnity to which a relevant officer is otherwise entitled:

40.1.1. each relevant officer shall be indemnified out of the Company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer in the actual or purported execution and/or discharge of his duties, or in relation to them including any liability incurred by him in defending any civil or criminal proceedings, in which judgment is given in his favour or in which he is acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which the court grants him, in his capacity as a relevant officer, relief from liability for negligence, default, breach of duty or breach of trust in relation to the Company's (or any associated company's) affairs; and

40.1.2. the Company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings or

application referred to in article 40.1.1 and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.

- 40.2. This article does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Act or by any other provision of law and any such indemnity is limited accordingly.
- 40.3. The directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant officer in respect of any relevant loss.
- 40.4. In this article:
 - 40.4.1. companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate; and
 - 40.4.2. a **relevant loss** means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer's duties or powers in relation to the Company, any associated company or any pension fund or employees' share scheme of the Company or associated company; and
 - 40.4.3. a **relevant officer** means any director or other officer or former director or other officer of the Company , but excluding in each case any person engaged by the Company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor.

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TELFORD & WREKIN COUNCIL

Health & Wellbeing Board	06/06/2019
Community Safety Partnership	10/06/2019
CABINET	13/06/2019

TITLE: TELFORD & WREKIN DRUG & ALCOHOL STRATEGY 2019-2023**REPORT OF: LIZ NOAKES, ASSISTANT DIRECTOR HEALTH & WELLBEING****LEAD CABINET MEMBER – CLLR A J BURFORD****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

- 1.1.** This report introduces the refreshed Telford & Wrekin Drug & Alcohol Strategy 2019-2023. The strategy re-focuses our priorities, assesses local gaps and what still needs to be done, using insight from service user and partner engagement, local intelligence and national best practice guidance. Importantly, we have re-framed our objectives, recognising the strong links to other local relevant strategies, such as the Serious Violence Strategy, Domestic Abuse Strategy, Belonging and Homelessness Strategies. This will ensure a more strategic joined up view of the local partnership context in relation to reducing drug and alcohol misuse harm.
- 1.2.** The harms caused by drug and alcohol misuse to individuals and in families and our local communities, are far reaching and well recognised. The costs of substance misuse to society, in terms of the impact on crime and the police and the NHS and social care are significant. Prevention work and restricting access to drugs and alcohol can stop the escalation of substance misuse. Access to high quality treatment and peer-led recovery support saves lives and money. Recovery is much wider than just being free from dependence on drugs and alcohol. It is about having a safe place to live, a job, friends and a place in society.
- 1.3.** The Council's Cabinet, Health & Wellbeing Board and Community Safety Partnership, approved the Telford and Wrekin Drug and Alcohol Strategy in March 2014. The ambitious programme of work undertaken in the past five years has won a series of awards.
- 1.4.** In the past five years, through the implementation of the strategy, our treatment and recovery services have been transformed, and modernised.

As a result local performance outcomes have improved, and at the same time significant cost efficiencies have been delivered. We now have an inspirational recovery community, led by volunteers and experts with lived experience. Local prevention programmes have also been enhanced, both in schools and in terms of advice given to adults and a significant training programme has been delivered.

Key achievements include:

- Through the Crucial Crew schools keep safe roadshow, delivered drug and alcohol awareness to over 2,000 10-11 year olds every year
- Performed Loudmouth Theatre in Education Drug and alcohol awareness sessions to over 1,000 12-13 year olds in schools each year
- Vastly expanded our social media reach, reaching nearly 7,000 people in November 2018 for the alcohol and road safety campaign
- Delivered brief alcohol interventions to over 2,000 people annually, throughout the years, and as part of seasonal campaigns
- Provided substance misuse training and awareness raising to on average 350 practitioners across organisations every year
- Established Drug Related Death Review and potentially saved over 30 lives by making Naloxone, an overdose reversal drug, widely available
- Significantly expanded our community-based, peer-led recovery support offer, through TACT, Recharge and A Better Tomorrow, achieving one of the highest levels of mutual aid support in the West Midlands
- Hosted five hugely successful and inspirational annual Recovery Conferences, each September, with circa 170 attendees
- Co-located Telford STaRS with probation services in Priorslee, with 54% of people successfully completing alcohol treatment in March 2019, compared to 32% in 2014, which is one of the best outcomes in the country

1.5. The principles the strategy, has been, and will continue to be underpinned by are:

- Strong partnership working between agencies at a strategic and operational level – including both statutory and voluntary sector organisations
- A progressive approach to developing peer-led recovery – community-based support which is driven by our experts with lived experience
- An intelligence-led commissioning approach - informed by extensive service user and partner involvement and shaped by national best practice

1.6. The 10 objectives of the strategy are:

- Continue to ensure our commissioning and planning is intelligence-led, and based on evidence and insight
- Raise awareness of substance misuse through training, social media and campaigns
- Build resilience in children and young people to reduce risk taking behaviour
- Target appropriate information, advice and support to people most at risk
- Improve communication and information sharing between organisations
- Strengthen our partnership approach to alcohol and drug-related crime
- Further improve recovery and treatment outcomes through Telford STARS
- Ensure multiagency approaches better support people with complex vulnerabilities and needs
- Develop intensive support for children & young people affected by substance misuse (part of Adverse Childhood Experiences ACEs agenda)
- Grow and sustain our peer-led community recovery organisations

1.7. The key priorities of the refreshed strategy are proposed as:

- Targeting alcohol consumption advice to the most vulnerable people
- Improving drug misuse treatment and recovery outcomes
- Developing more intensive support for children and young people affected by substance misuse

2. RECOMMENDATIONS

The Cabinet are requested to approve the refreshed Telford & Wrekin Drug & Alcohol Strategy 2019-2023.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<ul style="list-style-type: none"> • Protect and support our most vulnerable children and adults • Put our children and young people first • Ensure that neighbourhoods are safe, clean and well maintained • Improve the health and wellbeing of our communities and address health inequalities.
	Will the proposals impact on specific groups of people?	
	Yes	<p>Alcohol and drug use are widespread, but problematic misuse and dependence are concentrated in the most deprived communities and in vulnerable groups of adults, children and young people. This includes people with mental health problems, looked after children, young people not in education employment and training and other risk factors associated with substance misuse such as people who suffer domestic abuse and criminal exploitation.</p> <p>Children and young people, affected by parental substance misuse is a significant issue.</p>
TARGET COMPLETION/DELIVERY DATE	The Drug & Alcohol Strategy action plan will be implemented and monitored from April 2019.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The Council holds a specific budget in support of Substance Misuse Services which is funded from Public Health Grant and a contribution from the Police & Crime Commissioner (PCC). In 2019/20 this budget is £1.971m which includes £0.08m of one of resources and a £0.06m contribution from the PCC.

		<p>Further reductions and changes to Public Health Grant allocations, and other Council funding, is expected in future years.</p> <p>The Council will need to find further savings of between £25m over the next two years, 2020/21 and 2021/22, and this may impact on the funding for this work stream.</p> <p>It is anticipated any work associated with the recommendations in this report will be met from within the available resources and this will be kept under review as part of the programmed monitoring process.</p> <p style="text-align: right;"><i>ER – 17.05.2019</i></p>
<p>LEGAL ISSUES</p>	<p>Yes</p>	<p><i>The strategy attached to this report contributes towards the Council meeting its duties to the improvement of public health as set out in the National Health Service Act 2006 (as amended).</i></p> <p><i>However, when the strategy is implemented it also needs to be compliant with the relevant statutory provisions and regulations. For example:</i></p> <p><i>The Statement of Licensing Policy is subject to the provisions, regulations and guidance from the Licensing Act 2003 (see page 18 of the attached strategy).</i></p> <p><i>The Misuse of Drugs Act 1971 (as amended) is the main legislation used to control and classify drugs that are ‘dangerous or otherwise harmful’ when misused.</i></p> <p><i>The Misuse of Drugs Regulations 2001 (as amended) allow for the lawful possession and supply of controlled (illegal) drugs for legitimate purposes</i></p> <p><i>The Government published its Alcohol Strategy on 23 March 2012 (Home Office) and its Reducing Harmful Drinking Policy (Department of Health)</i></p>

		<p>on 25 March 2013. The Reducing Drugs Misuse and Dependence Policy (DH and HO) was updated on 26 March 2013</p> <p>The Public Health Outcomes Framework 2013-16 was published under section 73B(1) of the NHS Act 2006 (inserted by section 31 of the Health and Social Care Act 2012) as a document that local authorities must have regard to in the exercise of the public health functions for which they became responsible on 1 April 2013 under the 2012 Act.</p> <p>Domain 2 Health Improvement includes outcomes for drugs and alcohol.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>The commitments and objectives in this Drug & Alcohol Strategy align strongly to a series of other partnership strategies and plans. These include the Health & Wellbeing Strategy and the Domestic Abuse Strategy and the Serious Violence Strategy, overseen by the Community Safety Partnership.</p> <p>Effort has been made to avoid duplication, and where relevant actions exist in other plans, these are referenced, rather than repeated. This should ensure a more strategic joined up view of the local partnership context in relation to reducing drug and alcohol misuse harm.</p>
IMPACT ON SPECIFIC WARDS	Yes	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

Refer to Appendix 1 Telford & Wrekin Drug & Alcohol Strategy 2019-2023.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

6. PREVIOUS MINUTES

The Cabinet, Health & Wellbeing Board and Community Safety Partnership approved the original Telford & Wrekin Drug & Alcohol Strategy in March 2014.

7. BACKGROUND PAPERS

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TELFORD & WREKIN DRUG & ALCOHOL STRATEGY 2019 – 2023

Reducing substance misuse related harm

DRAFT FOR CABINET 13/06/2019

Executive Summary

The harms caused by drug and alcohol misuse to individuals and in families, and in our local communities, are far reaching and well recognised. The costs of substance misuse to society, in terms of the impact on crime and the police and the NHS and social care are significant. Prevention work and restricting access to drugs and alcohol can stop the escalation of substance misuse. Access to high quality treatment and peer-led recovery support saves lives and money. Recovery is wider than being free from dependence and is supported by having a safe place to live, a job, friends and a place in society.

The ambitious programme of work delivered by the Telford & Wrekin Drug and Alcohol Strategy since March 2014, won a series of awards and has been underpinned by:

- Strong partnership working between agencies at a strategic and operational level – both statutory and voluntary sector organisations
- A progressive approach to evolving our peer-led recovery organisation – community-based support driven by our experts with lived experience
- An intelligence-led commissioning approach - informed by extensive service user and partner involvement and shaped by national best practice

In the past five years our treatment and recovery services have been transformed and modernised. As a result local performance outcomes have improved, and at the same time significant cost efficiencies have been delivered. We now have an enviable and inspirational recovery community led by experts with lived experience. Local prevention programmes have also been expanded, both in schools and in terms of advice given to adults.

This refreshed strategy, re-focuses our priorities, assesses local gaps and what still needs to be done, using service user and partner insight, local intelligence and evidence of what works.

Importantly, we have re-framed our ten objectives, recognising the strong link to other local relevant strategies and plans to avoid duplication and ensure a more strategic joined up view of the local partnership context in relation to reducing drug and alcohol misuse harm.

The key priorities of this refreshed strategy are:

- Targeting alcohol consumption advice to the most vulnerable people to increase the number of people receiving alcohol advice and treatment
- Improving drug misuse treatment and recovery outcomes further
- Developing more intensive support for children and young people affected by parental substance misuse

Telford & Wrekin Drug & Alcohol Strategy: Objectives and Priorities

Aim - Reduce substance misuse related harm in Telford & Wrekin		
Reducing Demand & Prevention	Restricting Supply	Building Recovery & Reducing Harm
Objectives		Strategy overlap
1. Continue to ensure our commissioning and planning is intelligence-led, and based on evidence and insight		✓ † ✓
2. Raise awareness of substance misuse through training, social media and campaigns		✓ * †
3. Build resilience in children & young people to reduce risk taking behaviour		✓ * ✓
4. Target appropriate information, advice and support to people most at risk		✓ ✓
5. Improve communication and information sharing between organisations		✓
6. Strengthen our partnership approach to alcohol and drug-related crime		✓
7. Further improve recovery and treatment outcomes through Telford STARS		
8. Ensure multiagency approaches better support people with complex vulnerabilities and needs		✓ #
9. Develop intensive support for children & young people affected by substance misuse (part of Adverse Childhood Experiences ACEs agenda)		✓ †
10. Grow and sustain our peer-led community recovery organisations		
Key outcomes – top 3 priorities in bold		Shared strategy commitments
<ul style="list-style-type: none"> ➤ Clearer understanding of local substance misuse picture ➤ Effective services and support, which meet local need and developed with service users ➤ Wider workforce and partners are trained to better understand substance misuse ➤ Reduced risk taking behaviour in children & young people, especially the most vulnerable ➤ Greater awareness of risks and knowledge of the information and advice available ➤ Increased number of people receiving brief advice and entering alcohol treatment ➤ Greater disruption of illegal drug supply and a reduction in drug & alcohol related crime ➤ Reduction in the numbers of people being exploited ➤ Increase in successful drug and alcohol court orders ➤ Increased numbers of people successfully completing substance misuse treatment ➤ Better support for children & young people affected by substance misuse in families ➤ More people in recovery benefitting from community-based peer support and mutual aid ➤ Improvement in recovery outcomes, including employment, training and housing stability 		<p>Serious Violence Strategy ✓</p> <p>Belonging Strategy *</p> <p>Domestic Abuse Strategy †</p> <p>Early Help Strategy ✓</p> <p>Homelessness Strategy #</p>

See Appendix 1 for Key Performance Indicators and dashboard

Telford & Wrekin Drug & Alcohol Strategy: Overview and Shared Priorities



^{*} Belonging Strategy
[†] Domestic Abuse
[‡] Homelessness Strategy



There are an average of **six deaths per year** in Telford and Wrekin as a direct result of drug use.



22 DEATHS



There are an average of **22 deaths per year** in Telford and Wrekin as a direct result of drinking alcohol.

ALCOHOLIC LIVER DISEASE



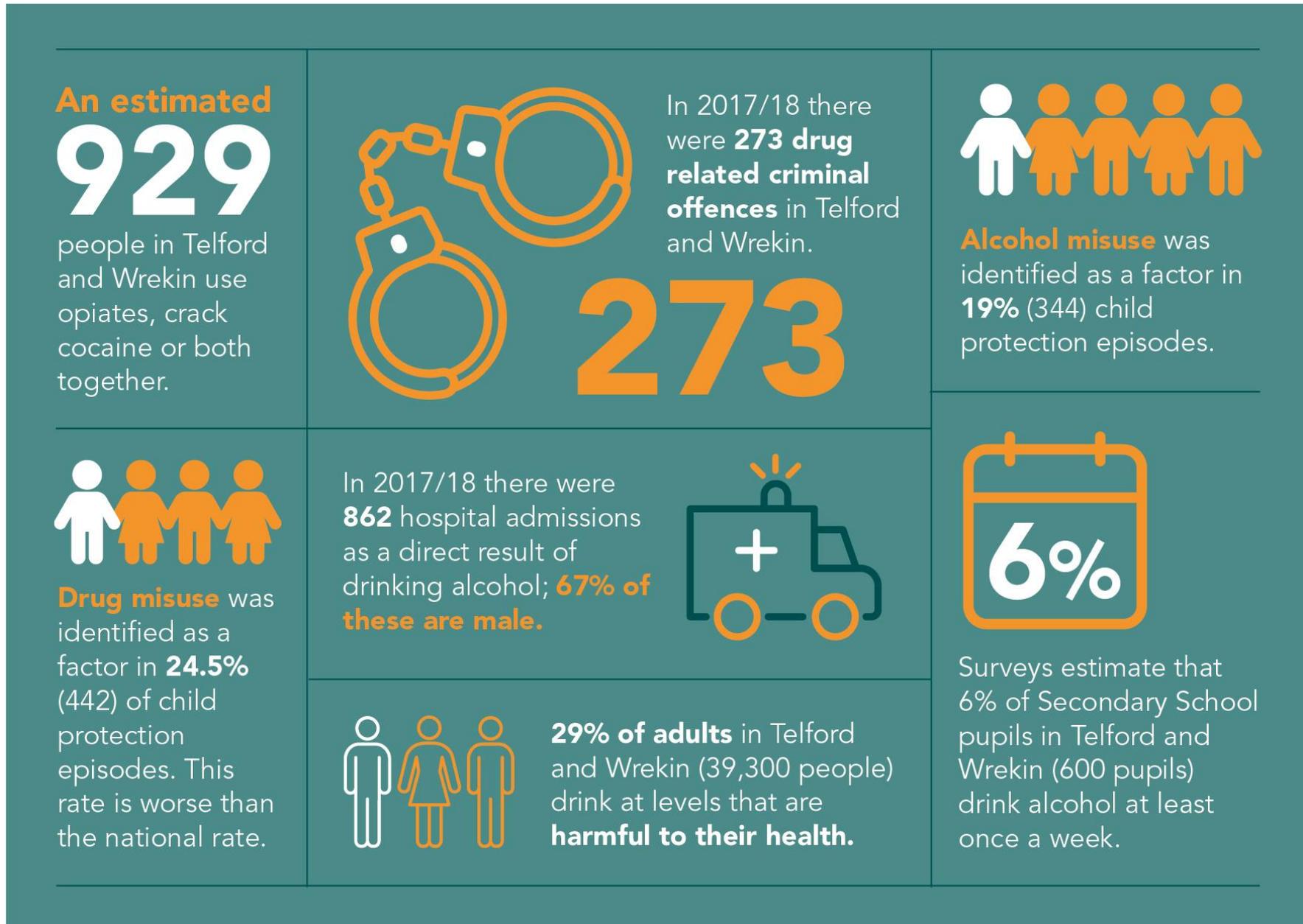
Alcoholic liver disease affects men more than women. In Telford and Wrekin an average of **10 men die early every year** from alcoholic liver disease compared to **seven early deaths per year in women.**

31 DEATHS

LIVER DISEASE



In Telford and Wrekin there are an average of **31 early deaths per year from liver disease** that could have been prevented. This is worse than the national rate.



The Local Picture (cont.)



3 in 4 people with alcohol dependency in Telford and Wrekin **are not in treatment**, meaning approximately 1,455 people are living with addiction to alcohol.

There were **16% more non-opiate drug users in treatment** in 2017/18 compared to 2013/14, with **39%** of non-opiate drug users **successfully completing treatment** in 2017/18.

 **16%**

48% 

More people accessing help for alcohol addiction are completing it successfully. **48% of people** who got help for alcohol addiction in 2017/18 **completed treatment successfully**; an improvement on 32% in 2013/14.

 **3%**

There were **3% more opiate drug users receiving treatment in 2017/18** compared to 2013/14, with 7% of opiate drug users **successfully completing treatment** in 2017/18.



1 in 3 people using opiates and/or crack cocaine in Telford and Wrekin are not in treatment, meaning approx. **300 people every year** are stuck in a dangerous pattern of drug misuse and not accessing services.

Impact of drug and alcohol misuse



The prevalence of drug and alcohol harm for families



Around **20%** of children 'in need' are affected by drug misuse

Around **18%** are affected by alcohol misuse

Parental drug or alcohol misuse features in a quarter of cases on the child protection register

Drug misuse is involved in **38%** of serious case reviews

Alcohol misuse is involved in **37%**



Drug and alcohol misuse and homelessness

In services for homeless people

- **39%** said they take drugs or are recovering from a drug problem
- **27%** have or are recovering from an alcohol problem

Alcohol and drug problems are both a cause and a symptom of homelessness. Rough sleeping, has increased by 134% since 2010

Assistance may be needed to access and sustain appropriate housing

Access to housing can have a positive impact on motivation to change



Drug and alcohol misuse harms communities

Crime

Drug & alcohol treatment in England in 2016/17 resulted in 4.4m fewer crimes

- **44%** reduction in the number of dependent individuals re-offending
- **33%** decrease in the number of offences committed

Around 45% of acquisitive offences are committed by regular heroin/crack users

48% of convicted domestic abuse perpetrators had a history of alcohol dependence; **73%** had consumed alcohol prior to the event

40% of victims of violence believed perpetrators to be under the influence of alcohol



Drug misuse damages health

- Depression, anxiety, psychosis, personality disorder and suicide**
- Poor vein health in injectors**
- Lung damage from drugs and tobacco**
- Overdose and drug poisoning**
- Cardiovascular disease**
- Liver damage from undiagnosed or untreated hepatitis C**
- Blood borne viruses and bacterial infections especially among injectors**
- Sexual risk taking (inc. chemsex) and associated STIs**
- Arthritis and immobility among injectors**

Source: Public Health England¹

National Strategic Context

<p>The Government’s 2017 Drug Strategy² aims to:</p> <ul style="list-style-type: none"> ➤ reduce all illicit and other harmful drug use ➤ increase recovery rates from drug dependence <p>Recognising more needs to be to address the complex and evolving challenges such as, the changing drugs markets and patterns of use, increasing drug-related deaths and needs of ageing heroin and crack users with poor physical and mental health.</p> <p>The key components, building on the 2010 strategy, are:</p> <ul style="list-style-type: none"> ➤ Reducing demand – universal and targeted prevention ➤ Restricting supply – tackling production, distribution enablers of crime ➤ Building recovery – evidence-based treatment and peer-led recovery ➤ Global action – new 4th strand, shaping international policy <p>The West Mercia Police and Crime Commissioner’s (PCC) Drug Strategy also follows these three strands.</p> <p>https://www.gov.uk/government/publications/drug-strategy-2017</p>	<p>Working Together to Safeguard Children³, the national statutory guidance on inter-agency working to safeguard and promote the welfare of children, sets out two key principles:</p> <ul style="list-style-type: none"> ➤ Safeguarding and promoting the welfare of children as everyone’s business. ➤ The wide range of organisations and services which contribute to this agenda should have a child-centred approach. <p>This guidance has clear significance for the substance misuse agenda, given the negative impact parent’s alcohol and drug use can have on children’s physical and emotional wellbeing, their development and their safety. There is an intrinsic link to the ACEs –Adverse Childhood Experiences agenda</p> <p>https://www.gov.uk/government/publications/working-together-to-safeguard-children--2</p>
<p>The Government’s Alcohol Strategy, expected in 2019, is likely to include the following key priorities:</p> <ul style="list-style-type: none"> ➤ Preventing and Reducing Harmful Drinking – focus on dependent drinkers, high risk drinkers, increasing risk drinkers and offenders ➤ Supporting and Protecting Vulnerable People – focus on rough sleepers, victims of domestic abuse, children of alcohol dependent parents, vulnerable individuals in the night time economy ➤ Improving Access to Treatment – focus on dependent drinkers, particularly those with severe/ complex needs and parents. 	<p>The Serious Violence Strategy⁴ is the Government’s response to serious violence and recent increases in knife crime, gun crime and homicide, the exploitation caused through the spread of County Lines as a means by which criminals supply drugs.</p> <p>There is clear recognition that serious a deadly cycle of violence devastates the lives of individuals, families and communities. This strategy clearly aligns with the national drug strategy commitments to restrict the supply of drugs, and also in terms of reducing demand and targeting young people who are most vulnerable to substance misuse and the highest risk of criminal exploitation.</p> <p>https://www.gov.uk/government/publications/serious-violence-strategy</p>

Local Strategic Context

<p>Telford & Wrekin Health & Wellbeing Strategy⁵ Reducing substance misuse aligns across all the HWB three cross-cutting strategy priorities:</p> <ul style="list-style-type: none"> ➤ Encourage healthier lifestyles – e.g. reducing alcohol and drug misuse ➤ Improve mental wellbeing and mental health – e.g. supporting those at risk ➤ Strengthen our communities and community-based support – e.g. peer-led recovery support. 	<p>The Telford & Wrekin Community Safety Partnership⁶ is responsible for reducing crime, anti-social behaviour and substance misuse, and its priorities include: tackling serious and organised crime, domestic abuse and child sexual exploitation.</p>	<p>The Telford & Wrekin Serious Violence Strategy (SVS) is the CSP’s response to the national Serious and Organised Crime Strategy ambitions. The overall mission of the plan is to reduce criminal exploitation and serious violence in the Borough.</p>
<p>The Telford & Wrekin Early Help Strategy outlines how the partnership workforce will work together in the borough to identify needs within families early, and proactively offer preventative support before problems become more complex.</p>	<p>The Telford & Wrekin Homelessness Strategy acknowledges that homelessness can be both a cause and consequence of substance misuse. Therefore partnership action to tackle homelessness will reduce the risk of substance misuse developing and escalating and support people in recovery.</p>	<p>The Council’s Better Homes for All⁷ approach, developed to tackle housing standards in the borough’s private rented sector, will benefit those people who are most vulnerable to substance misuse and those in recovery.</p>
<p>The Shropshire & Telford NHS Sustainability and Transformation Plan is required to deliver the national ambitions of the NHS Long Term Plan⁸. This gives an opportunity to work collaboratively with our local NHS organisations to reimagine the approach to substance misuse taken, given that substance misuse significantly contributes to mental and physical health and puts a considerable strain on the NHS.</p>	<p>The Telford & Wrekin Belonging Strategy has the ambition that every child in the borough will have a sense of belonging in their school and that there is the right support in place to enable every child to succeed. Both parental substance misuse and children and young people’s use of drugs and alcohol can create barriers for achieving good educational outcomes and can lead to school exclusion.</p>	<p>The Telford & Wrekin Domestic Abuse Strategy acknowledges the serious impact and long lasting significance abuse in relationships and families has on victims, children and young people and families. A clear priority of the strategy is the commitment to improve the support offered to victims and children affected in families.</p>

Progress since 2014

The Telford & Wrekin Drug & Alcohol Strategy, approved by the Community Safety Partnership, Health & Wellbeing Board and Cabinet in March 2014, was based on the three pillars of the 2010 national drug strategy², and also included alcohol-related harm in its scope. The strategy included a series of evidence-based objectives, detailed action plans and a performance and outcome framework. The key priorities of the strategy were to:

- Develop prevention programmes for children, young people and adults
- Use intelligence-led and community-based approaches
- Transform treatment and recovery services and improve pathways
- Expand and embed service user-led programmes and mutual aid

Our principles have been:

- **Strong partnership working at a strategic and operational level:** between the Council's Public Health, Public Protection and Neighbourhood & Community Cohesion Teams, Police, Probation, Job Centre Plus, Shropshire Fire & Rescue Service, housing providers and treatment and recovery services
- **A progressive approach to developing peer-led recovery & community-based support** - driven by our experts with lived experience
- **An intelligence-led planning and commissioning approach:**
 - shaped by national best practice
 - extensive service user and partner involvement – through Moving Forward engagement events and procurement processes

In the five years since the launch of the strategy, many achievements have been delivered through strong partnership working at operational and strategic-level, together we have:

- Through the Crucial Crew schools keep safe roadshow, delivered drug and alcohol awareness to over 2,000 children aged 10 and 11 every year
- Performed Loudmouth Theatre in Education Drug and alcohol awareness sessions to over 1,000 12 and 13 year olds in schools every year
- Delivered information awareness and training through the school's Designated Safeguarding Leads network in response to local issues
- Vastly expanded our communication reach, using social media to promote public campaign messages, through the Healthy Telford channels, joining forces with the Police in November 2018 to jointly promote alcohol and road safety awareness, which reached nearly 7,000 people.
- Delivered brief alcohol interventions to over 2,000 people annually, through various services throughout the year, and as part of seasonal campaigns
- Supported Shropshire Fire & Rescue Service deliver Making Every Contact Count advice and signposting as part Safe & Well Visits for vulnerable residents

Progress since 2014

- Provided substance misuse training and awareness raising to on average 350 practitioners across organisations every year
- Established Drug Related Death Review and Early Warning System processes and potentially saved over 30 lives by making Naloxone, an overdose reversal drug, widely available in the community
- Public Protection Team visits to premises with complaints or breaches of licensing conditions, and persistent offenders have had their licences reviewed
- Trading standards sharing intelligence with partners to disrupt and prevent the sale of Illicit and counterfeit alcohol
- Been tackling under age sales through active promotion of challenge 21, challenge 25 and “PASS” scheme, test purchase operations followed up with Night-time Economy Officer visits to premises known to sell to under 18s to offer advice and education
- Created a strong rehabilitative and resettlement culture providing opportunities and encouragement for offenders to change their behaviour on release
- Developed strong collaboration in the Telford & Wrekin Integrated Offender Management (IOM) team, which has been cited as a Beacon of Good Practice
- Significantly expanded our community-based, peer-led recovery support offer, through TACT, Recharge and A Better Tomorrow, achieving one of the highest levels of mutual aid support in the West Midlands
- Developed Strickland House in Wellington into a thriving Recovery Hub
- Hosted five hugely successful annual Recovery Conferences, with circa 170 attendees, over half of which are service users, the conferences are led by volunteers and feature inspirational and motivational talks
- Used an increasingly intelligence-led approach to support the development of our commissioning arrangements, with intelligence on demand and performance informing two significant procurement rounds since 2014
- Monitored our progress on an interactive performance and outcomes dashboard, bringing together a range of rich data sources
- Commissioned an increasingly integrated treatment and recovery services, which have significantly improved alcohol treatment completion rates
- Co-located Telford STaRS with local probation services, provided by the Community Rehabilitation Company⁹ at the Step Centre in Priorslee

Our joined up way of working continues to be the most effective way of assisting those we work with who have chaotic, dysfunctional and lifestyles and provides the most efficient service feasible in spite of all the difficulties and challenges we face across the borough in spite of budget cuts and dwindling resources.”

Director of Operations, Maninplace

The Telford Integrated Offender Management scheme has very effective partner relationships which have grown over recent years and allow decisions to be based on richer information and access to a wider range of expertise. The Telford arrangements have been flagged by others as a beacon of good practice.

Police IOM Manager

Refreshing the strategy

The commitments and objectives in this refreshed strategy have been developed in partnership, through engagement with stakeholders, professionals and service users, and informed by local intelligence on need and a review of evidence-based guidance.

The review of local intelligence indicates the following headlines:

- There is unmet need in terms of the numbers of adults estimated to be alcohol dependant and who are not in treatment or receiving advice
- Treatment completion rates for people misusing drugs need further improvement
- A higher than average proportion of children and young people are affected by parental substance misuse

An evidence-based approach using national guidelines and best practice underpinned the original strategy and the Council's commissioning arrangements and service improvement and development plans during the past five years. The main sources of evidence, are the series of guidance documents from:

- **Public Health England (PHE)** - alcohol and drug misuse prevention and treatment guidance¹⁰
- **National Institute for Health and Care Excellence (NICE)** - Quality Standards for substance misuse prevention^{11,12} and treatment^{13,14}

Moving Forward Engagement workshops, held annually in February demonstrate effective service user involvement, reflecting our commitment to meaningfully involve local people with lived experience in the commissioning, planning and development of services. An average of 70 people attend the workshops every year and at least a third of these are service users. Key themes we hear at the Moving Forward engagement events are the need for:

- More locality and community-based services
- Consistent services and defined pathways to recovery
- Intensive family-based support
- Easy referral process and improved access to treatment
- Targeting vulnerable young adults, before addiction develops into heavier drug use, or involvement in drug supply
- One Stop service, with more visibility and better out of hours provision
- Improve links with the NHS – primary care and hospital
- Better engagement with housing and homelessness services
- Improved communication

“The professionals are listening and taking on board service user’s opinions needs and ideas for improvement, we say we want them to listen - and they are “

Quote from a Service User at the Moving Forward event held in February 2018

Objective 1

Continue to ensure our commissioning and planning is intelligence-led, and based on evidence and insight

Commissioning and Governance

The Telford & Wrekin Drug & Alcohol Action Team (DAAT), is led through the Council's Public Health Team and supported by partner organisations, the Police, Probation Services, Shropshire Fire & Rescue Service, Wrekin Housing Trust and the Council's Public Protection, Community Safety, Cohesion and Environmental Enforcement Teams. (See Appendix 1). The DAAT is accountable to the Community Safety Partnership, which in turn reports to the Health & Wellbeing Board.

The Council commissioned a single drug and alcohol treatment system – Telford STaRS¹⁵, from NHS Midlands Partnership Trust from April 2018. The Trust's Inclusion service runs a prime contractor model, working with Aquarius¹⁶ and Willowdene Farm¹⁷. A number of grant agreements are in place with our peer-led recovery organisations, Telford After Care Team¹⁸, Recharge¹⁹ and A Better Tomorrow²⁰. All the services are funded predominately through the Public Health Grant.

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Service User involvement is fundamental to the work of the DAAT, and the Telford Change Forum service user representatives regularly attend the DAAT meetings to provide feedback and discuss issues with local services. The annual Moving Forward events also ensures meaningful engagement insight influences planning work.

Intelligence-led approach

Continuing to our enhance our intelligence-led approach will ensure that a more comprehensive picture of needs in the borough, describes the needs of excluded, disadvantaged and minority groups is used to shape the planning and commissioning of services and support to improve outcomes. A performance and outcomes framework is in place to monitor the impact of service performance and delivery of the strategy (see Appendix 2)

Preventing Drug Related Deaths ensures a multiagency approach and embedding of local and national learning. The **PHE Early Warning System**²¹, is used as a way of sharing warnings on potentially contaminated and potent substances, ensuring that high-quality, valid information is rapidly disseminated appropriately.

Key areas of action

- Assess our commissioning arrangements against best practice guidance from NICE, PHE and the Advisory Council on the Misuse of Drugs²²
- Develop substance misuse needs profiles for vulnerable young people, older people, veterans and children affected by substance misuse
- Review the Early Warning System Professional Intelligence Network membership and process
- Embed learning from drug related deaths and implementation of real time surveillance (Serious Violence Strategy action plan)

Objective 2

Raise awareness of substance misuse through training, social media and campaigns

Substance Misuse Training Programme

Since 2014 our local training offer has developed and expanded, in response to need and demand of practitioners. There has been a wide and inclusive reach of training provided to frontline practitioners, the voluntary sector, service users, stakeholders and partners. On average 350 participants benefit from training every year, which covers subjects such as basic drug and alcohol awareness including brief interventions and advice, volatile substances, New Psychoactive Substances²³, and parental substance misuse. An example of the responsiveness of this approach was the recent training developed on Blood Borne Virus awareness delivered by Telford STaRS clinical colleagues to staff in the Council's Public Protection, Community Safety and Enforcement Teams.

The training includes information and advice to enable participants to:

- Better understand the prevalence of alcohol and drug use, why and how people use drugs and alcohol and the associated risks and dangers
- Be more confident in bringing up the subject and identifying who and when to screen (avoiding stereo typical assumptions)
- Deliver brief advice or signpost or refer on to specialist support services

Social media and campaigns

Rethink Your Drink and Dry January campaigns evolved in the past five years and increasingly have used social media to increase their reach.

Key areas of action

- Expand the reach of the local substance misuse training programme offer, linking to other training offered as part of the Telford Harm Hub/CSP training network
- The Council's Public Protection Team will offer a training package for licensees on underage sales
- Further develop social media-based campaigns and awareness raising messages, linking to nationally recommended advice and information on substance misuse, such as: [Talk to FRANK²⁴](#)

Objective 3

Build resilience in children & young people to reduce risk taking behaviour

Building confidence and resilience in children and young people, so they can resist risky behaviour is well recognised as a highly effective approach¹¹ and is a shared commitment of various local strategies: the Telford & Wrekin Serious Violence Strategy, the Belonging Strategy and the Early Help Strategy.

The Healthy Child Programme

The Healthy Child Programme (HCP) aims to lay the foundations for a healthy life for all children, with a targeted approach for high priority groups so additional needs are identified early. The Council's Public Health Team have commissioned a new integrated HCP service from September 2019 with Health Visiting, School Nursing and intensive family nursing support in a single service model. The HCP Service will contribute to improving substance misuse outcomes including: young people's use of illicit drugs, alcohol or volatile substances.

Substance Misuse Work with Schools

Personal Social Health Education (PHSE) Respect Yourself Program provides professionals with a consistent and coordinated approach to delivering Relationship and Sex Education. The program addresses three important health issues in an integrated way, providing a spiral curriculum for school in line with best practice in PSHE education. Key PSHE skills such as decision-making, help seeking and consent are developed using imaginative, interactive approaches.

Future in Mind, delivered by the Severn Teaching Alliance, is designed to improve emotional health and wellbeing in local schools. Nominated EHWP leads from each school attend termly Continuing Professional Development and networking sessions and then deliver the learning in their own setting, using the resources provided ensuring a consistent approach.

The Loudmouth Theatre in Education company have developed a bespoke local offer for children in schools. Drug and alcohol awareness sessions, include the emerging threat of New Psychoactive Substances (NPS), and are delivered 12 and 13 year olds each year. **Crucial Crew**, the annual keep safe event for children aged 10 and 11 held at Telford AFC every July, has provided drug and alcohol awareness sessions for an increasing number of young people year-on-year.

Key areas of action

- Map the local offer of programmes and support for schools and education settings aimed at building resilience in children & young people (linked to the Belonging Strategy, Early Help Strategy and Serious Violence Strategy commitments)
- Enhance further the local substance misuse education input and link with other relevant programmes, such as the Future in Mind network and PHSE

Objective 4

Target appropriate information, advice and support to people most at risk

Alongside universal prevention activities, in schools and through campaigns, a more targeted approach is needed for those adults, children and young people who are known to be most at risk, of misusing drugs and alcohol^{2,12,13}. There are strong connections with this objective and local strategies to tackle domestic abuse, serious violence and exploitation and school exclusions (Belonging strategy) given the multiple vulnerabilities affecting those at most risk.

Looked After Children

Children in care have their vulnerability routinely assessed as part of their annual health plan reviews, planning to leave assessments and youth offender assessments. Local assessment processes, which are in line with NICE guidance¹³, give an opportunity to offer early targeted support, which can reduce the likelihood of drug misuse. However, more could be done to reduce the risk and improve outcomes for looked after children through partnership working.

Children & Young People Not in Education, Employment or Training (NEET)

Children excluded from school and those who are NEET are higher than average in the borough. The Belonging Strategy aims to improve partnership working to ensure that there is a systemic approach to working with the families of our most vulnerable learners so actions can be shared here.

Brief Alcohol Interventions

Opportunistic brief advice and extended brief interventions given to those people drinking at hazardous and harmful levels is well recognised as being effective¹⁵. Telford STaRS and Healthy Lifestyles service offer brief advice, however, a more systematic approach is needed, especially targeted in primary care.

Hospital Alcohol Care Teams have been shown to improve the quality of alcohol-related care for people, resulting in significantly reduced accident and emergency (A&E) attendances, bed days, readmissions and ambulance call-outs⁷ Engagement insight from Moving Forward events has regularly identified better care for people with alcohol problems in the NHS as a key issue.

Key areas for action

- Develop an information awareness raising, advice and support programme for the most vulnerable young people, including looked after children
- Work with Shrewsbury and Telford Hospitals NHS Trust to improve the care and support people with alcohol problems receive in hospital
- Develop a comprehensive targeted programme of brief interventions, with a focus on primary care with clear referral pathways into Telford STaRS

Objective 5

Improve communication and information sharing between organisations

Safeguarding children & young people

Alcohol and drug misuse is a factor in a significant number of children in need and child protection episodes in Telford & Wrekin. A higher than average proportion of local adults first entering substance misuse treatment, are living with children under 18 years (page 5). We heard at the Moving Forward event in February 2019 that there is a need for much better joined up working and communication between local services, including schools, the NHS, children's strengthening families and safeguarding and specialist services and substance misuse services.

Public Health England recommend that joint protocols²⁵ are established to promote effective communication between drug and alcohol services and adult, children and family social care services, and set out good working practice guidance for the services involved. (see Objective 9 for further commitments to safeguard children & young people)

The **Telford & Wrekin Serious Violence Strategy** commits to improve communication and information sharing between organisations so the areas agreed in the SVS action plan align to this objective.

Key areas of action

- Improve working relationships, information sharing and develop joint protocols between Telford STaRS, Family Connect, Strengthening Families and Children and Adults and Safeguarding Teams, in line with PHE recommendations²⁵
- Explore partnership data sharing software e.g. E-CINS (Serious Violence Strategy action plan)
- Improve communication and information sharing with our local prisons (Serious Violence Strategy action plan)
- Develop data sharing systems to enable better links between dependent alcohol and drug users and partners, such as probation and housing providers

Objective 6

Strengthen our partnership approach to alcohol and drug-related crime and offending

The **Telford & Wrekin Serious Violence Strategy** ambitions contribute significantly to reducing alcohol and drug related crime, through a four step approach:

- Develop pathways to support and safeguard against criminal exploitation through modern slavery, county lines, and the misuse of drugs
- Early intervention and prevention through intelligence-based targeting of localities.
- Build resilience in communities by working with our partners and voluntary organisations to raise awareness and educate
- Use enforcement powers and a criminal justice response to deal with perpetrators and to explore opportunities of diversionary pathways/support

The **Telford & Wrekin Integrated Offender Management (IOM) team** proactively engages the most chaotic and prolific offenders in a joined up way, enabling decisions to be taken using richer information, and access to a wider range of expertise so the appropriate response can be offered to target individuals problems.

The **Reducing Reoffending Group** supported by the, police, probation and the Council's Community Cohesion and Neighbourhood Enforcement Team and Telford STaRs, provides routes for people from custody into community support and treatment, to reduce future offending behaviour, for example through the Drug Intervention Programme which operates in Telford Police custody suites.

Public Protection Team: Trading Standards & Licensing, Night Time Economy

The Council's Public Protection Team continue their planned programmed of inspections of licenced premises, dealing appropriately with persistent offenders by using the licence review process or other sanctions more effectively and timely where advice and warnings are unsuccessful. Working with the Police, the Licensing Team are reinvigorating Pub Watch groups, providing a forum to raise awareness of underage sales, compliance with Licensing conditions and other topics.

Key areas of action

- **Deliver the Serious Violence Strategy actions**, including co-ordinated (MATES) Programme, criminal and civil safeguarding and enforcement powers toolkit, target Class A and Meth distribution hot spot, understand the potential use of the National Referral Mechanism, Steer Clear intervention programme
- Agree a set of common standards for working with offenders between the Police, Probation, Telford STaRS and recovery organisations
- Public Protection Team, with the police and HMRC, further develop an intelligence-led approach to tackle the supply of illicit and counterfeit alcohol to disruption and take enforcement action
- Ensure that the Review of Licensing Policy is closely aligned to the Drugs and Alcohol strategy ambitions
- Reinstate the responsible authorities group for licensed premises, including Police, Shropshire Fire and Rescue and Public Health

Objective 7

Further improve recovery and treatment outcomes through Telford STaRS

There is compelling evidence that investment in high quality, effective drug and alcohol treatment and recovery services significantly benefit people's lives, as well as saving money across the public sector¹⁰. In the past five years local services and support have been transformed, developed and expanded moving towards a more effective and efficient treatment and recovery system approach which is improving outcomes. (Appendix 3 picture of system)

Telford STaRS provides a safe and evidence-based service that delivers a range of interventions and treatments, which is more recovery focused than ever before. The new ways of working from April 2018 have enabled the development of clear pathways to specialist assessment for people who are dependent and require structured treatment. (See Appendix 3 for STaRS service model) More people are now successfully completing treatment, but there is clear recognition that there is more to do, to improve treatment outcomes. Many people with drug and alcohol misuse problems, particularly opiate users, have been in treatment for many years. This group of people are growing older and often have additional long term, chronic multiple health problems, and have an increased risk of drug related deaths.

Willowdene Farm, a residential rehabilitation centre in South Shropshire, was established in 1988. In partnership with Telford STaRS, Willowdene provide an intensive 16 week programme that supporting people to move on, into volunteering, delivery of life skills, training, education and work experience.

Aquarius, in partnership with Telford STaRS, provide a variety of alcohol and drug support services across Telford, including specialist support for young people. Aquarius also provide an important role of supporting family members, concerned others and carers both in their own right and in support of the service user which is reflected in the rise in numbers of people who access the service.

Misuse and dependence on medicines

Key areas of action

Deliver the STaRS Service Improvement Plan, to further improve treatment and recovery outcomes, including:

- Building on alcohol and drug outreach provision to improve access
- Earlier identification of people with co-morbidity linking with NHS
- Improve routine testing for blood borne viruses, working with specialist NHS providers to ensure that people who test positive seek treatment

Objective 8

Ensure multiagency approaches better support people with complex vulnerabilities and needs

Dual Diagnosis

Drug misuse is common among people with mental health problems, and research suggests that up to 70% of people in drug and alcohol treatment services also experience mental illness. There is a high prevalence of drug use among those with severe and enduring conditions such as schizophrenia and personality disorders². A dual diagnosis pathway is in place and recovery organisation support those with mental health needs. However, more comprehensive work is undoubtedly needed to link Telford STaRS with mental health services development aligned with the NHS STP Mental Health Strategy.

Housing & Homelessness

Having stable and appropriate housing is crucial to enabling individuals to sustain their recovery from drug and alcohol misuse and in turn sustained recovery is essential for people to maintain stable accommodation. The Telford & Wrekin Homelessness Strategy commits to prevent homelessness and work with partners to support vulnerable groups and to prevent rough sleeping in the borough. The Thrive Partnership²⁶, established in 2013, brings together a committed group of Telford & Wrekin organisations - Stay, Bromford Support, Maninplace, Wellington YMCA and The Salvation Army Kip Project. Working together the Council, Wrekin Housing, other housing providers and Thrive partnership have for many years provided a coordinated local response to improve and develop innovative services for vulnerable local people. Local case examples demonstrate the strength of this partnership, however, more can be done through systematic approach.

People at risk of exploitation

Vulnerable adults and young people are at particular risk of substance misuse and criminal exploitation and the SVS action plan aims to reduce the risk to those vulnerable living House in Multiple Occupation (HMOs) and the private rented sector. The Council's new Vulnerabilities Officer supports this partnership work.

Key areas of action

- Develop a dual diagnosis service improvement plan, as part of the NHS STP Mental Health Strategy
- Evolve further ways for Telford STaRS, recovery organisations and Thrive to work more proactively together to prevent homelessness and support recovery
- Establish clearer links between Telford STaRS and recovery organisation to key support services, e.g. benefits, employment, education and training
- Develop a tracking process to tackle violence, vulnerability, exploitation in HMO premises (Serious Violence Strategy action plan)

Objective 9

Develop intensive support for children & young people affected by parental substance misuse (ACEs agenda)

Parental alcohol and drug use is known to negatively affect children's physical and emotional wellbeing, their development and their safety, the impacts include:

- physical maltreatment and neglect
- poor physical and mental health
- higher risk of using alcohol and drugs at an early age – a prediction of more entrenched use in future
- poor school attendance and low educational attainment
- involvement in anti-social or criminal behaviour

Adverse Childhood Experiences (ACEs) ^{27,28} are increasingly recognised as stressful and traumatic childhood events which have a significant impact throughout people's lives. Given that ACEs contribute to poor outcomes for many families and are relevant to multiple agendas in the borough, a system-wide approach to preventing ACEs and reducing their impact is being developed as a priority during 2019.

Working together to Safeguard Children 2018³ recognises the impacts of parental problem alcohol and drug use on children requires health, social care and support organisations to take a whole family approach. Local alcohol and drug treatment services can take action to help prevent later harmful consequences for both parents and children²⁶, including:

- screening for problematic alcohol and drug use in parents attending their services
- assessing the impact their current use has on their children
- assessing the risks to their children if their alcohol or drug use escalates
- providing help and support at an early stage

Key areas for action

- Improve the support for children affected by living with alcohol dependent parents and/or domestic abuse, linking with the Council's Strengthening Families and Children's Safeguarding Teams (linking to the ACEs agenda and Telford & Wrekin Domestic Abuse Strategy)
- Improve working relationships and develop joint protocols between Telford STaRS and adult and children's social care services, in line with PHE recommendations²⁶

Objective 10

Grow and sustain our peer-led community recovery organisations

Recovery from substance misuse is more of an ongoing journey, rather than an end state and means different things to different people. One way to describe recovery is the cumulative benefits people experience on their physical and mental health and social circumstances, as a result of support with managing money and debt, access to accommodation, employment and training, and having the capacity to build healthy relationships, including parenting.

We have built an inspirational recovery community in Telford & Wrekin:

- **Telford After Care Team** was established in 2012, on a voluntary basis with a small grant to run a SMART Recovery Group. Now offering a wide range of support e.g. volunteer programmes, support planning, recreation projects, mental health support, and life skills TACT have 900+ service users accessing advice and support and almost two thirds of people are referred directly from other agencies, indicating the service is well known and valued.
- **A Better Tomorrow** established in 2014, offers abstinence based residential recovery project that provides supported housing in Telford to male adults who are in recovery from alcohol and drug addiction.
- **Recharge**, established in 2015, support under 21s to overcome their individual barriers, through group projects and support with drug and alcohol addiction and emotional well-being. Based in Brookside, Recharge support young people, in education settings and in the community. Typically delivering over 60 1-2-1 sessions per year, Recharge have 3 peer mentors and 9 volunteers with varying roles, supporting many young people with mutual aid in recovery.

However, our voluntary sector organisations can evolve further, expanding their offered and becoming more financially sustainable, supporting the Council and partner's vision to build community capacity as part of place-based working.

The Telford & Wrekin Annual Recovery Conference, held every September at The Place Theatre Oakengates, as part of national recovery month, continues to go from strength to strength, featuring national speakers, service user and volunteer award and inspirational and motivational talks from those with lived experience.

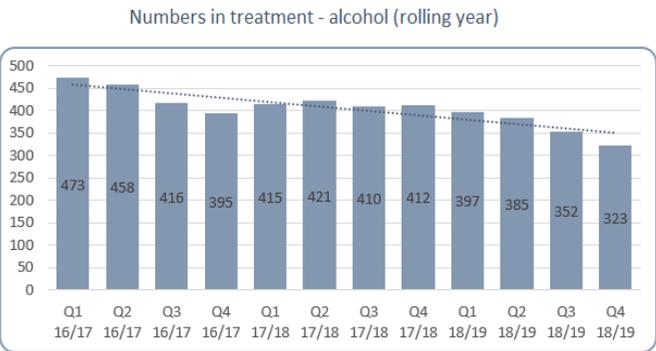
Key areas for action

- Development of a Recovery Dashboard to monitor system-wide improvement in recovery outcomes
- Agree development plans to establish the sustainability of TACT and Recharge

Appendix 1 Key Performance Indicators & Dashboard

DAAT Performance Dashboard Q4 2018/19

Section 1: Treatment numbers, successful completions (i) and re-presentations (ii) (source:NDTMS)



Select substance

- alcohol
- alcohol & non-opiate
- non-opiate
- opiate



(i) Successful completions as a proportion of all in treatment
 (ii) Proportion who successfully completed treatment in the first 6 months of the latest 12 month period and re-presented within 6 months

Section 2: Public Health Outcomes Framework (source:NDTMS)



Proportion of all in treatment, who successfully completed treatment and did not re-present within 6 months (PHOF 2.15 i/ii/iii)

Select substance

- Alcohol
- Non-opiate
- Opiate



Healthcare & Mortality

[home](#)

Healthcare	Previous	Period	Latest	Period	DoT
Persons entering substance misuse treatment - % of eligible persons completing a course of hepatitis B vaccination	4.4	2014/15	9.4	2015/16	↗
Persons in substance misuse treatment who inject drugs - % of eligible persons who have received a hepatitis C test (updated)	77.5	2016/17	76.3	2017/18	↘

Hospital Admissions	Previous	Period	Latest	Period	DoT
Alcohol specific admissions persons - rate per 100K (updated)	462	2016/17	517	2017/18	↗
Alcohol related admissions (narrow) persons - rate per 100K (updated)	671	2016/17	659	2017/18	↘
Alcoholic liver disease admissions (broad) - rate per 100K (updated)	113.2	2016/17	144.9	2017/18	↗
Mental & behavioural disorders due to use of alcohol admissions (narrow) persons - rate per 100K (updated)	27.5	2016/17	23.6	2017/18	↘

Mortality	Previous	Period	Latest	Period	DoT
Deaths related to drug misuse - number	26	2014-16	19	2015-17	-
Drug related deaths - rate per 100K	5.2	2014-16	3.7	2015-17	↘
Alcohol specific mortality persons - number (updated)	59	2014-16	66	2015-17	-
Alcohol specific mortality persons - rate per 100K (updated)	12.0	2014-16	13.3	2015-17	↗
Mortality from chronic liver disease persons - number (updated)	79	2014-16	81	2015-17	-
Mortality from chronic liver disease persons - rate per 100K (updated)	16.6	2014-16	16.8	2015-17	↗
Alcohol related mortality persons - number (updated)	74	2016	82	2017	-
Alcohol related mortality persons - rate per 100K (updated)	49.3	2016	52.5	2016	↗

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Appendix 1 Key Performance Indicators & Dashboard

Treatment Population	Treatment Outcomes
New presentations – alcohol	Successful completions – alcohol
New presentations – alcohol & non-opiate	Successful completions – alcohol & non-opiate
New presentations – non-opiate	Successful completions – non-opiate
New presentations – opiate	Successful completions – opiate
Numbers in treatment – alcohol	Re-presentations – alcohol
Numbers in treatment – alcohol & non-opiate	Re-presentations – alcohol & non-opiate
Numbers in treatment – non-opiate	Representations – non-opiate
Numbers in treatment – opiate	Re-presentations – opiate
Numbers in structured treatment – alcohol	Successful completions - opiate (PHOF Indicator 2.15i)
Numbers in structured treatment – alcohol & non-opiate	Successful completions – non-opiate (PHOF Indicator 2.15ii)
Numbers in structured treatment – non-opiate	Successful completions – alcohol (PHOF Indicator 2.15iii)
Numbers in structured treatment – opiate	Clients with no reported housing need at exit
Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison (PHOF Indicator 2.16)	Clients working >= 10 days in last 28 at exit
Proportion in treatment non-opiate 2 or more years	Successful completions treatment population in contact with criminal justice system – alcohol
Proportion in treatment opiate under 2 years	Successful completions treatment population in contact with criminal justice system – non-opiate
Proportion in treatment opiate 6 or more years	Successful completions treatment population in contact with criminal justice system – opiate
Estimated proportion of people dependent on alcohol not in the treatment system	
Estimated proportion of people dependent on opiates and crack cocaine	
Estimated proportion of people dependent on crack cocaine not in the treatment system	
Estimated proportion of people dependent on opiates not in the treatment system	
% of the treatment population in contact with the criminal justice system	

Appendix 1 Key Performance Indicators & Dashboard

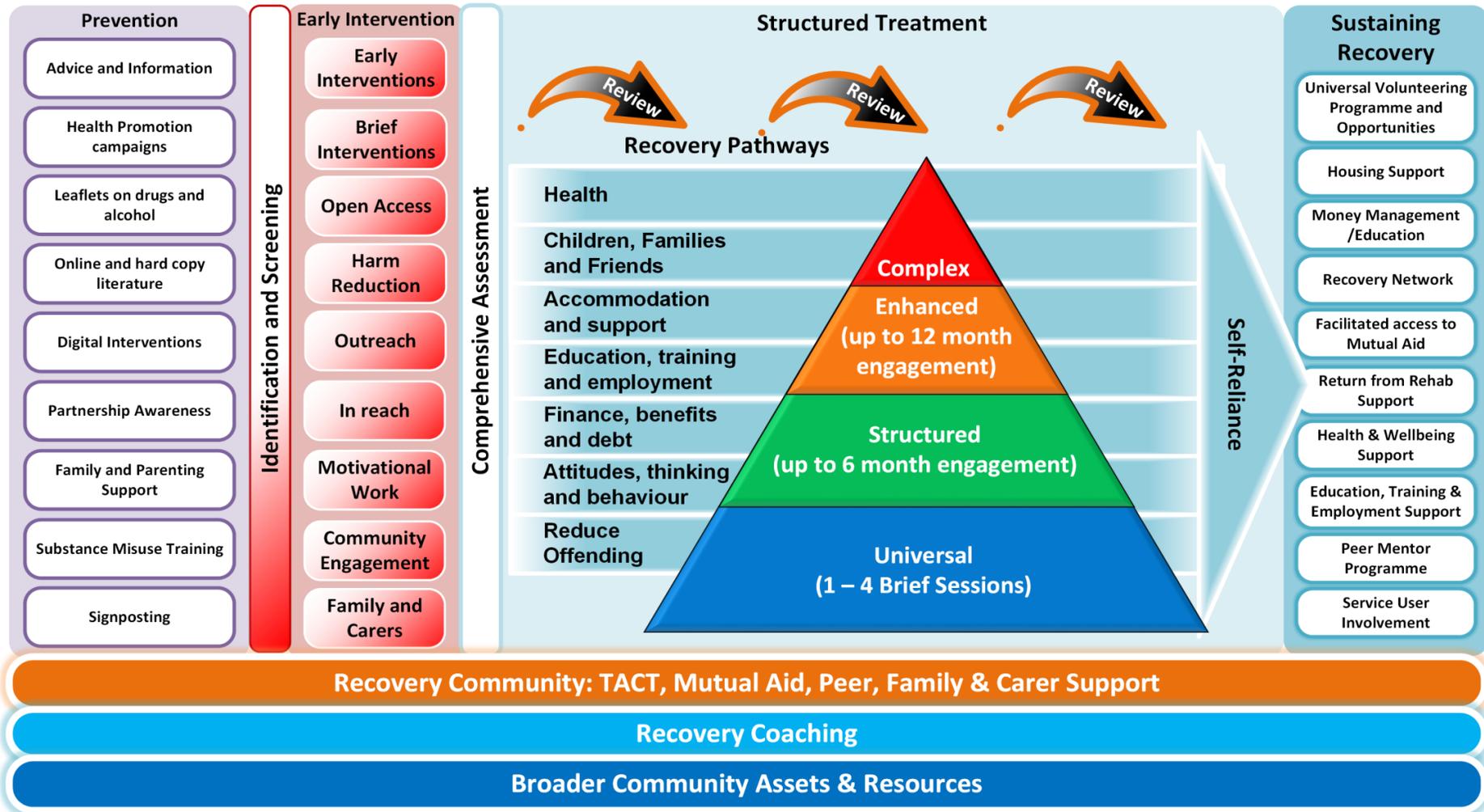
Healthcare & Mortality	Crime & Harm
Deaths related to drug misuse	Alcohol related offences
Alcohol specific mortality	Drug related offences
Mortality from chronic liver disease	Attendances at A&E for assault where drugs/alcohol are a factor
Alcohol related mortality	Children & Young People
Alcohol specific admissions	Proportion of new presentations who live with children under the age of 18 – alcohol
Alcohol related admissions (narrow)	Proportion of new presentations who live with children under the age of 18 – alcohol & non-opiate
Alcohol related admissions (broad)	Proportion of new presentations who live with children under the age of 18 – non-opiate
Alcoholic liver disease admissions (broad)	Proportion of new presentations who live with children under the age of 18 – opiate
Persons entering substance misuse treatment - % of eligible persons completing a course of hepatitis B vaccination	Children in need & child protection episodes where alcohol misuse is a factor
Persons in substance misuse treatment who inject drugs - % of eligible persons who have received a hepatitis C test	Children in need & child protection episodes where drug misuse is a factor
Clients with no reported housing need at exit	YP referrals to treatment
Clients working >= 10 days in last 28 at exit	YP numbers in structured treatment
	YP % in treatment more than 12 weeks
	YP number exiting the service

Appendix 2 DAAT Membership

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Appendix 3 Telford STaRS Service Model

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