

Greater Manchester Combatting Drugs Partnership

Delivery Plan Jan 2023 – March 2024

Introduction

This first iteration of a GM Combatting Drugs Delivery Plan has been prepared for consideration by the GM Drug and Alcohol Transformation Board at its next meeting in February 2023. The Board fulfils the role of a Combating Drugs Partnership (CDP) for Greater Manchester responsible for local implementation of the National Drug Strategy.

The approved Delivery Plan will be made available to the national Joint Combatting Drugs Unit alongside other required documents, namely a GM Drug and Alcohol Strategic Outcomes Framework and a GM Joint Needs Assessment.

Reference

Police – blue,
Probation – purple
Treatment – orange.

1. Delivery Plan

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
Priority 1: Break Drug Supply Chains				
Strategic Objective 1.1: Targeting the 'middle market' – breaking the ability of gangs to supply drugs wholesale to neighbourhood dealers				
1.1.1	Programme Challenger will tackle active Organised Crime Groups (OCGs) across Greater Manchester; targeting those where drugs is the primary threat. Monthly Challenger SOC meetings will ensure a consistent approach against the objectives of OCGs individual 4P plans	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply 1.2 Organised Crime Gang disruptions (moderate and major OCG disruptions)	GMP	TBC
Strategic Objective 1.2: Going after the money – disrupting drug gang operations and seizing their cash				
1.2.1	The Asset Detention and Recovery Team and the Account Freezing Order Team will work closely with OCG investigation teams to maximise opportunities for the disruption and seizure of assets and criminal funds	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply 1.2 Organised Crime Gang disruptions (moderate and major OCG disruptions)	GMP	TBC
Strategic Objective 1.3: Rolling up county lines – bringing perpetrators to justice, safeguarding and supporting victims, and reducing violence and homicide				
1.3.1	Establishment of a central team of 1 Detective Inspector and 12 DCs/PCs, analysts and researchers, a Campaign and Engagement officer and a Partnership officer, to support delivery of the Prepare, Prevent and Protect strands of tackling county lines	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply 1.1 Number of county lines closed	GMP	TBC
1.3.2	GMP will work in collaboration with Catch22, a Home Office Commissioned	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply	GMP Catch22	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
	service to provide interventions for children and young people most affected by exploitation, and the Complex Safeguarding teams in Greater Manchester	Note: An appropriate Safeguarding measure is under consideration	Local Authorities	
1.3.3	Challenger will work to better understanding the impact of SOC on communities and explore ways to best communicate activity being undertaken to tackle SOC, including improved working with emerging neighbourhood and place-based hubs	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply 1.2 Organised Crime Gang disruptions (moderate and major OCG disruptions)	GMP	TBC
1.3.4	Develop the understanding of, and connectivity to, services and support for adult survivors of exploitation, particularly those of criminal exploitation including cuckooing	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply Note: An appropriate Safeguarding measure is under consideration	GMP	TBC
1.3.5	Support interventions targeting children and young people subject to, or at risk of exploitation, including GMP's 'We Move' mentoring project.	<u>GM Outcomes Framework</u> 1. Outcome: Reduce Drug Supply Note: An appropriate Safeguarding measure is under consideration	GMP (in partnership with the Diane Modahl Foundation, Oldham Boxing, Early Break and 42nd Street)	TBC
Strategic Objective 1.4: Tackling the retail market – improving targeting of local drug gangs and street dealing				
1.4.1	Commission a Drugs Market Profile to enable a more in depth understanding of the drugs markets, themes and issues within the GM communities	<u>GM Outcomes Framework</u> 2. Outcome: Reduce drug and alcohol related crime 2.1 Drug Related Homicide 2.2 Neighbourhood Crime (made up of domestic burglary, personal robbery, vehicle offences and theft from the person)	GMP	TBC 2023

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
1.4.2	Utilise the Drug Early Warning System (DEWS) and GM Trends research to provide improved understanding of existing and developing drug use trends	<u>GM Outcomes Framework</u> 2. Outcome: Reduce drug and alcohol related crime 2.1 Drug Related Homicide 2.2 Neighbourhood Crime (made up of domestic burglary, personal robbery, vehicle offences and theft from the person)	GMCA	TBC
1.4.3	Implement Drugs thematic desk at Force Intelligence Bureau to enable daily scanning which will allow for an improved understanding of current intelligence and information	<u>GM Outcomes Framework</u> 2. Outcome: Reduce drug and alcohol related crime 2.1 Drug Related Homicide 2.2 Neighbourhood Crime (made up of domestic burglary, personal robbery, vehicle offences and theft from the person)	GMP	TBC
Strategic Objective 1.5: Restricting the supply of drugs into prisons – applying technology and skills to improve security and detection				
1.5.1	Programme Challenger will launch Operation Gatehouse as a partnership response to tackle SOC related prison activity. Using a 4P plan and a range of tactics, it will address the supply of drugs and contraband into the four prison establishments within Greater Manchester	<u>GM Outcomes Framework</u> 7. Outcome: Reduce prevalence of drug and alcohol use Note: An appropriate measure for drug use in prisons is under consideration at a national level	GMP	TBC
Priority 2: Deliver a world-class treatment and recovery system				
Strategic Objective 2.1: Delivering world-class treatment and recovery services – strengthening local authority commissioned substance misuse services for both adults and young people, and improving quality, capacity and outcomes				
2.1.1	Commission Drug & Alcohol Related Deaths (DARD) Panels to enable	<u>GM Outcomes Framework</u> 3. Reduce health harms and mortality 3.1 Deaths from Drug Misuse	GMCA Local Authorities	Continue with current arrangement until 31 st August 2023

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
	learning from deaths occurring within and outside of the treatment system.	3.2 Alcohol specific deaths 3.3 Deaths in treatment		Commission new DARD panel service (subject to agreement of local authorities) to start 1 st September 2023
2.1.2	Commission substance misuse services for Probation clients in collaboration with Local Authorities to ensure the strongest and most co-ordinated approach is delivered	<u>GMPS measure</u> GMIRS services commissioned through LA arrangements <u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.3 Numbers entering community-based treatment within three weeks of release from prison 4.4 Community Sentence Treatment Requirement commencements and successful completions 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment	GMPS GMCA Local Authorities	April 2023
Strategic Objective 2.2: Strengthening the professional workforce – developing and delivering a comprehensive substance misuse workforce strategy				
2.2.1	Ensure GM Probation Service staff are fully engaged with local providers, understand provider workforce strategies including contractual remit	<u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.3 Numbers entering community-based treatment within three weeks of release from prison	GMPS	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
		4.4 Community Sentence Treatment Requirement commencements and successful completions 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment		
2.2.2	Service providers to link as needed to the OHID North West workforce forum for learning and support in increasing capacity and quality of the workforce	<u>Local authority agreed targets & measures</u> 2.3 Workforce (see page 16)	Service Providers OHID	TBC
Strategic Objective 2.3: Ensuring better integration of services – making sure that people’s physical and mental health needs are addressed to reduce harm and support recovery, and joining up activity to maximise impact across criminal justice, treatment, broader health and social care, and recovery				
2.3.1	Develop GM standards and pathways relating to co-occurring conditions of mental health and substance use	<u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery Note: An appropriate measure for accessing mental health treatment is under consideration	GMCA GM ICP	June 2023
2.3.2	GMPS Health and Justice managers fully engaged with delivery plan activity. GMPS strategic health leads to support and drive activity staff and the judiciary	<u>GMPS measure</u> Recruitment concluded and posts filled <u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery 5.1 Treatment effectiveness measure	GMPS	January 2023
2.3.3	Roll out Mental Health Treatment Requirements across all GM Boroughs and increase usage of MHTR.	<u>GMPS measure</u> Bolton and Trafford in place Roll out to Manchester and Salford Roll out to all other boroughs	GMPS	Complete March 2023 March 2024

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
		<u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery Note: An appropriate measure for accessing mental health treatment is under consideration		
2.3.4	Commission Welfare Hubs across all 10 Local Authorities	<u>GMPS measure</u> Service tendered and commenced <u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery 5.1 Treatment effectiveness measure	GMPS	June 2023
Strategic Objective 2.4: Improving access to accommodation alongside treatment – access to quality treatment for everyone sleeping rough, and better support for accessing and maintaining secure and safe housing				
2.4.1	Work with stakeholders to understand volume and level of need across cohort, structural barriers faced by clients, and review provision	<u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery 5.1 Treatment effectiveness measure	GMCA Local authorities	October 2023
2.4.2	Continue to deliver CAS3 provision including wrap around support for all prison, Approved Premises and BASS leavers who are at risk of or are homeless on release	<u>GMPS measure</u> Meet or exceed national occupancy target for CAS3 (80%) <u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery Note: An appropriate measure for accessing stable accommodation is under consideration	GMPS	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
2.4.3	GMPS HPT to support development of accommodation solutions/commissioning opportunities for homeless POPs who have a substance misuse need	<u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery Note: An appropriate measure for accessing stable accommodation is under consideration	GMPS	TBC
Strategic Objective 2.5: Improving employment opportunities – linking employment support and peer support to Jobcentre Plus services				
2.5.1	Work with stakeholders to understand volume and level of need across cohort, structural barriers faced by clients, and review provision	<u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery Note: An appropriate measure for Undertaking meaningful activity, including employment is under consideration	GMCA Job Centre Plus Local authorities	December 2023
2.5.2	Promote the use of CFO hubs and activities for individuals with a substance misuse need and develop links with substance misuse provider services	<u>GMPS measure</u> CFO hubs and substance misuse services working together <u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery Note: An appropriate measure for Undertaking meaningful activity, including employment is under consideration	GMPS	TBC
2.5.3	GMPS Employment strategy to embed support for POPs with a substance misuse need – including those sentenced to Un-paid Work	<u>GMPS measure</u> Strategy launched <u>GM Outcomes Framework</u> 5. Outcome: Increase numbers achieving and sustaining recovery	GMPS	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
		Note: An appropriate measure for Undertaking meaningful activity, including employment is under consideration		
Strategic Objective 2.6: Increasing referrals into treatment in the criminal justice system – specialist drug workers delivering improved outreach and support treatment requirements as part of community sentences so offenders engage in drug treatment				
2.6.1	GMPS to develop performance and MI reporting for the probation caseload at a GM, Court and LA level in preparation for reporting to the GM Operational steering group and D&A transformation board	<u>GMPS measure</u> MI and performance structures in place <u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.3 Numbers entering community-based treatment within three weeks of release from prison 4.4 Community Sentence Treatment Requirement commencements and successful completions 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment	GMPS	TBC
2.6.2	A DRR screening tool will be introduced at the sentencing stage to support Court staff to consider more DRR proposals.	<u>GMPS measure</u> Screening tool embedded across GM courts <u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment	GMPS	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
		4.4 Community Sentence Treatment Requirement commencements and successful completions 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment		
2.6.3	Probation In-house DRR drug testing due to commence in Feb 2023. Launch of national staff guidance in relation to drug testing by 31st Jan 2023	<u>GMPS measure</u> Drug testing commenced and operating successfully <u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment	GMPS	TBC
2.6.4	Local commissioners and treatment service providers to ensure co-location of treatment workers with Probation Delivery Units	<u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment	GMPS Service Providers Local Authorities	April 2023
Strategic Objective 2.7: Keeping people engaged in treatment after release from prison – improving engagement of people before they leave prison and ensuring better continuity of care in the community				
2.7.1	Work with stakeholders to finalise client pathway from HMP Forest Bank to community services ensuring that Probation are involved with prison	<u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment	GMCA GMPS	Jan 2023

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
	releases at relevant stages and recorded on databases	4.3 Numbers entering community-based treatment within three weeks of release from prison		
2.7.2	Work with HMP Styal to introduce a standardised pathway from prison to community services ensuring that Probation are involved with prison releases at relevant stages and recorded on databases	<u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.3 Numbers entering community-based treatment within three weeks of release from prison	GMCA GMPS	July 2023
2.7.3	Ensure appropriate referrals are made to Reconnect service.	<u>GMPS measure</u> Increase percentage of clients referred <u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.3 Numbers entering community-based treatment within three weeks of release from prison	GMPS	TBC
Priority 3: Achieve a generational shift in the demand for drugs				
Strategic Objective 3.1: Applying tougher and more meaningful consequences – ensuring there are local pathways to identify and change the behaviour of people involved in activities that cause drug-related harm				
3.1.1	GMP will conduct a review and implement changes to increase Drug Testing on arrest for ‘trigger’ offences as well as ‘non-trigger’ offences which require an Inspector’s authority, particularly where offences are connected to Domestic Abuse	<u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment	GMP	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
3.1.2	Commission a review of force systems and processes relating to drugs by specialist consultant Jason Kew	<u>GM Outcomes Framework</u> 4. Outcome: Increase Engagement in Treatment 4.5 Proportion of people in the criminal justice system with an identified substance misuse need that receive appropriate treatment	GMP GMCA	TBC
Strategic Objective 3.2: Delivering school-based prevention and early intervention – ensuring that all pupils receive a co-ordinated and coherent programme of evidence-based interventions to reduce the chances of them using drugs Strategic Objective 3.3: Supporting young people and families most at risk of substance misuse or criminal exploitation – co-ordinating early, targeted support to reduce harm within families that is sensitive to all the needs of the person or family and seeks to address the root causes of risk				
3.2.1	GMCA and local commissioners will work with Children’s Services and/or Education Services to review current universal prevention delivered through schools	<u>GM Outcomes Framework</u> 7. Outcome: Reduce prevalence of drug and alcohol use 7.3 Proportion of individuals reporting use of drugs in the last year; 16-24 years 7.4 Proportion of pupils aged 11-15 who took drugs in the last year	Local Authorities GMCA	TBC
3.2.2	GMCA, local commissioners and service providers will undertake Best Practice Audits of work between young people’s treatment services and complex safeguarding teams	<u>GM Outcomes Framework</u> 7. Outcome: Reduce prevalence of drug and alcohol use 7.3 Proportion of individuals reporting use of drugs in the last year; 16-24 years 7.4 Proportion of pupils aged 11-15 who took drugs in the last year	Local Authorities GMCA	TBC
3.2.3	GMCA, local commissioners and service providers will undertake the Hidden Harm Audit Tool to ensure best practice	<u>GM Outcomes Framework</u> 7. Outcome: Reduce prevalence of drug and alcohol use	Local Authorities GMCA	TBC

Ref.	Priority/Strategic Objective/ Action/Activity	Measure/Quality Standard	Lead (organisation/s)	Timeframe
	is in place at young people's treatment services	7.3 Proportion of individuals reporting use of drugs in the last year; 16-24 years 7.4 Proportion of pupils aged 11-15 who took drugs in the last year		

2. Local authority: **Oldham** agreed targets & measures

Local authority planning submissions to OHID include 6 measures intended to improve the delivery of substance misuse services. The measures, and where applicable targets, are shown below.

Local authorities have governance structures in place to manage treatment system development at a local level.

2.1 Numbers in treatment

There is a central government ambition to increase the number of clients in treatment by 20% compared to the 2021/22 baseline. Table 1 shows the combined numbers in treatment baseline and planned increases from 2022 to 2025 for all the GM authorities. Table 2 shows the data by local authority area.

Table 1 - Greater Manchester total

	Baseline 2021/22	Planned NIT			Planned % increase 2021/22 to 2024/25
	2022/23	2023/24	2024/25		
All adults	20,349	21,065	22,286	24,129	19%
<i>Opiates</i>	9,328	9,576	1,0091	10,707	15%
<i>Non-opiates</i>	5,154	5,359	5,708	6,247	21%
<i>Alcohol</i>	5,867	6,130	6,488	7,175	22%
Young People	852	958	1,132	1,386	63%

Table 2 – Greater Manchester by local authority

		Baseline 2021/22	Planned NIT			Planned % increase 2021/22 to 2024/25
		2022/23	2023/24	2024/25		
Oldham	All adults	1,630	1,712	1,793	1,956	20%
	Young People	56	64	72	84	50%

2.2 Reduce drug and alcohol deaths

There is a national ambition to reduce the annual number of drug and alcohol related deaths by 1,000 per year. This has not been translated into a numerical target at a local or regional level as numbers are very low and therefore small increases or decreases can have a significant impact. The GM aim is to reduce the overall number of drug and alcohol related deaths over the period of this Delivery Plan. Table 3 shows the recorded deaths in 2020 and deaths in treatment for 2020/21.

Table 3 – Drug and alcohol specific deaths (2020) and deaths in treatment (2020/21)

	Bolton	Bury	Manchester	Oldham	Rochdale	Salford	Stockport	Tameside	Trafford	Wigan	GM
<i>Number of deaths (2020)</i>											
Drug specific deaths				4							180
Alcohol specific deaths				23							195
<i>Deaths in treatment (2020/21)</i>											
Death in treatment - opiate users				18							218
Death in treatment - non-opiate users				0							15
Death in treatment - alcohol only				6							233

2.3 Workforce

Increasing the capacity and skill base of the treatment and commissioning workforce is critical to delivering improved and expanded services. There is no numerical target for increasing the workforce but Table 4 shows the proposed recruitment in 2022/23.

Table 4 – Existing and planned workforce for 2022/23 combined across GM

Workforce category	Existing posts (FTE)	Planned recruitment (FTE)	% increase
Social workers	15.79	3	19%
Pharmacists	1.14	0	0%
Nurses	50.64	9.5	19%
Addiction psychiatrists	4.79	0.5	10%
Other doctors	3.29	2.75	84%
Consultant psychologists	1.14	1.17	103%
Practitioner psychologists	0	2.1	
Assistant psychologists	0	2.1	
Drug and alcohol workers	311.79	90.6	29%
<i>Criminal justice drug and alcohol workers</i>	<i>7.5</i>	<i>32.5</i>	<i>433%</i>
<i>Young peoples' drug and alcohol workers</i>	<i>52.2</i>	<i>14.5</i>	<i>28%</i>
<i>Other drug and alcohol workers</i>	<i>253.09</i>	<i>43.6</i>	<i>17%</i>
Service managers	65.05	16.1	25%
Local council commissioners/coordinators/ analysts	17.1	8.14	48%

2.4 Continuity of Care

There is a national ambition for 75% of prison releases requiring substance misuse support to be transferred into community treatment within 3-weeks of release. Table 5 show the 2021/22 baseline and local area ambitions over three years. It is noted that not all local areas are indicating an intention to match the national ambition, the local targets take into account differing circumstances and have been signed off by OHID.

Table 5 – Percentage of prison releases

	Baseline	Year 1	Year 2	Year 3
	2021-22	2022-23	2023-24	2024-25
Bolton				
Bury				
Manchester				
Oldham	52%	60%	70%	85%
Rochdale				
Salford				
Stockport				
Tameside				
Trafford				
Wigan				
GM average	52%	60%	72%	77%

2.5 Residential rehab

There is a national ambition for 2% of clients receiving treatment at community services to access residential rehabilitation placements. Table 6 shows the 2018/21 baseline average for each local authority area.

Table 6 – Percentage accessing residential rehabilitation

	Baseline 2018-21 average	Proportion of adults in residential rehab as a proportion of all adults in treatment (2018-21)	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25
Bolton					
Bury					
Manchester					
Oldham	35	2.6%	37	39	42
Rochdale					
Salford					
Stockport					
Tameside					
Trafford					
Wigan					
GM	239	1.4%	277	320	400