INTRODUCTION
Welcome to the first ever Social Account for Achieve.

ACHIEVE
Our service structure in collaboration with commissioners and service users.

GREATER MANCHESTER WEST
The leading providers values, resources and sustainability.

UNDERSTANDING IMPACT
Our service is keen to understand the impact of what we do on the lives of people in Salford.

PROJECT OUTCOMES
See the results of our objectives.

SUMMARY
Welcome to the first ever Social Value Report for the drug and alcohol recovery service in Salford named “Achieve”. Greater Manchester West Mental Health NHS Foundation Trust (GMW) have been providing drug and alcohol services in Salford for over 30 years.

The service has seen many changes over this time from the early 1980’s when the main strategic driver was one of “harm reduction” through to the provision of an integrated substance misuse treatment and recovery system that is in operation today.
The current service has been shaped by a commissioning process led by Salford City Council’s Public Health Department who began this work in 2013, using a lead provider model where a comprehensive programme of services would be managed through one contractor, supported by a number of specialist providers.

The commissioners aimed to embed a social value approach into the procurement arrangements, stating in the contract specification that ‘The obvious challenge for the new lead provider would be to demonstrate a clear ‘social return on investment’ in every outcome area as detailed.’ The specification went on to describe a number of ‘social value opportunities’ which might be provided and noted that contractors would be expected to be able to report on their social value achievements alongside more established ‘quality’ measures.

The tender documentation made explicit references to the ‘Social Value in Health and Care’ programme, now led by the City’s Health and Wellbeing Board and to the recently published City Plan, which contains economic, social and environmental aspirations for the City. There was also a dedicated question asking potential providers to describe how they would bring ‘additional social, environmental and economic value to Salford through the delivery of this service, and how this will be measured and evaluated, stressing that these outcomes must be at no additional cost to the Council.’

In October 2014 a partnership consisting of two NHS Trusts, GMW and Salford Royal NHS FT (SRFT) and three voluntary sector organisations, THOMAS,
Great Places Housing Group and Early Break were awarded the contract to provide drug and alcohol recovery services across Salford. As the Lead Provider, GMW developed the partnership to deliver recovery-focussed services that adopt an asset based community development (ABCD) approach which encourages individuals to positively participate in their communities and fosters self-reliance.

“I’VE ALWAYS HAD GOOD SUPPORT FROM THIS SERVICE AND MADE MANY FRIENDS THROUGH THE SERVICE.”

Achieve Service User

GMW, SRFT and THOMAS were all existing providers in Salford, Early Break were also engaged as a specialist provider of substance misuse services to young people and families and Great Places as a specialist provider of housing support and advice including a “Wet Housing” pathway. Within the partnership we believed we had the necessary skills and experience to deliver against the objectives within the new service specification. In preparation for this tender a series of workshops were arranged with partners to agree our service delivery model and core shared values.

The specification detailed an integrated drug and alcohol recovery based treatment system that would increase community safety and public health through early targeting of those individuals and families with drug and alcohol problems that pose the highest risks to themselves, their families and the wider community.
The new system was required to provide integrated provision for users of alcohol and other drugs, to work closely with services promoting universal health and well-being and better integration with other services in the fields of housing, employment, education, training and family support that are essential to promoting recovery and reintegration.

The family are central to a personalised and flexible case management approach that promotes recovery, understands that ‘motivation to change’ is a dynamic process, and recognises that even the least motivated may achieve recovery in time.

The commissioners made it clear they were seeking improvements in both individual and collective well-being because they understood that recovery depends as much on community recovery capital as it does personal recovery capital.

We recognised the need to move beyond a medical model and focus on the internal and external resources needed to initiate and sustain recovery. Each organisation within the partnership signed up to a common definition of recovery believing that it is a personal journey of discovery and a continuous process of transformation that occurs at every level - within individuals, families, organisations and communities.

Our principles were founded on the following key points:

1. Ambition
2. Autonomy
3. Capital
4. Connectedness
5. Co-production
6. Hope
As part of our tender submission the newly formed partnership committed to the following social value pledges.

1. We will maximise the use and development of assets in localities and the recovery community by operating a Community Asset Fund. We will support the development of community groups in Salford who share our values through the allocation of this fund and ensure that 75% of both this budget and the personalisation funds are spent on goods and services bought in Salford.

2. We will contribute to community cohesion by addressing anti-social behaviour and by people in recovery becoming net contributors to local communities and the local economy.

3. We will contribute to building the local economy by employing locally and we will provide a wide range of volunteering opportunities for people living in Salford. We will increase the percentage of ex-service users and volunteers employed by the partnership by 10% over the life of the contract.

5. We will commit to working with other organisations to reduce CO₂ emissions including community groups, prisons and Local Authorities and uphold our responsibilities as a signatory to Salford’s pledge to act on climate change.

6. We will ensure at contract commencement that 95% of staff in the partnership will be paid the Salford minimum wage of £7.65 pa and increase this to 100% by the end of the contract and ensure that all partners who do not already do so develop a joint staff/union/management forum.

Training in Social Accounting is regularly provided by the local authority in collaboration with Salford Council for Voluntary Services to service providers in Salford. A representative from GMW’s senior management team and subsequently managers from THOMAS, SRHT and Early Break have attended this training and we are now at the stage of compiling our first “Social Account”. The process has been rewarding and informative and the learning gained from this exercise will be used for future social accounts in both Salford and other services across the Trust.

Step one of the four step approach from the Social Account Network; ‘What difference do we want to make?’ was largely addressed through the partnership workshops described above. We aim to cover the other three steps throughout the remainder of this report.
Julie is a 32 year old woman who had been in treatment on 4 occasions since 2011, firstly for alcohol and preceding presentations were for opiates, alcohol and other drugs. In April 2014 Julie’s mental health deteriorated due to her father being diagnosed with cancer and he unfortunately passed away in July 2014. Julie began to have panic attacks, her mood was very flat and she became agoraphobic and was referred to the local mental health team. Julie’s Recovery Coordinator at Achieve worked with her on ways to help her recovery process and applied for and obtained a laptop from the personalisation budget to enable her to keep in touch with the outside world.

In November 2014 Julie started a slow reduction in methadone (weekly) and her GP started reducing the medication she was taking for her anxiety. Julie coped with this plan and in December 2014 she became pregnant, Achieve and all relevant services continued to work closely with her. Julie continued on her gradual Methadone reduction throughout her pregnancy until the birth of her daughter.

Achieve worked closely with Social Services to support Julie with the child protection plan and she continued with psycho-social interventions as she worked through the final stages of her detox. In September 2015 Social Services drown graded the case from child protection to child in need and in October 2015 she completed her opiate detox and was closed to achieve in November 2015 free from all substances and was maintaining her progress. In January 2016 Julie’s Recovery Coordinator contacted her social worker and she reported that she was doing extremely well and that she was now completely closed to social services.
We re-designed our drug and alcohol services in Salford in 2013 in close collaboration with service users and commissioners. Following the award of the new contract we were given the opportunity as Lead Provider to build on this work to fully integrate the recovery system with our established partners.

In developing our partnership arrangements we considered and agreed shared values, collaboration across the partnership and how we can best utilize the staff, skills and experience.
Description of the Service

We co-designed our service model with our sub-contracted organisations and other key partners across Salford to develop clear care pathways, co-location of staff and joint working arrangements.

The structure of our service delivery model consists of a clear, Single Point of Contact (SPOC) to promote engagement and facilitate rapid access to both treatment and wider support services in Salford.

Our case management function co-ordinates care delivery and incorporates Extended Brief Interventions, Standard and Enhanced Case management. Case Managers work in collaboration with service users and families, to identify and mobilise the social and community resources to enable change. Interventions are tailored based on three recovery phases (PHE 2013; Best 2012; 2013; RSA 2011).

We ensure easy access to psycho-social and clinical interventions that build recovery capital and improve overall health and well-being and provide a recovery sustainment function to enable service users to maintain their progress through and beyond treatment services.

The phases of service delivery (fig.1) set out opposite will facilitate movement through treatment and focus on developing individual and whole family resilience through learning techniques and tools to manage the challenges of life beyond substances, supported by interventions which equip service users with ‘tools for life’.

FIG. 1

1. Phase One
   Attract and engage, motivate, keep safe and stabilise

2. Phase Two
   Build psychological and social capital

3. Phase Three
   Sustain recovery and reintegration
The Key Elements of Service Provision

Single Point of Contact

We believe a positive experience at the point of engagement with our service will significantly contribute to an individual’s on-going recovery and we utilize Peer Mentors and Volunteers to provide evidence of visible recovery in all our bases. We prioritise vulnerable individuals and operate a targeted assertive outreach service and adapt our service responses for individuals and groups who are resistant to engage.

Case Management

Our Case Managers co-ordinate care across the whole treatment system ensuring service users receive the right interventions at the right time to meet their needs. All interventions are agreed with service users following an assessment of motivation and recovery capital utilizing the Recovery Star tool alongside a comprehensive assessment of severity of substance misuse and personal, social and health complexity. Within the enhanced pathway we utilize our specialist staff to case manage key priority groups (e.g. high risk young people, ‘troubled’ families) and dedicated support workers and outreach staff are partnered with Case Managers to enhance engagement/motivation and access to community support.
Clinical Interventions

This element of the service is delivered by qualified clinical practitioners, including non-medical prescribers, who undertake full healthcare assessments and where appropriate psychiatric assessments for all service users. This enables a rapid response to immediate mental and physical health concerns and commencement of utilization or detoxification prescribing for both opiates and alcohol. We have successfully adopted a nurse led model in Salford and the feedback from service users is extremely positive. We contribute to broader public health gains by delivering smoking cessation, blood born viruses, vaccinations, screening, Naloxone prescribing and referral to wider health based activities.

Programmes

Following the award of a Public Health England Capital Grant of over £250,000 jointly funded by Salford Clinical Commissioning Group, Salford City Council and GMW our new Recovery Community Resource Centre is located close to Salford Precinct. Adopting the 5 ways to health and well-being approach (New Economics Foundation, 2010 fig.2) we deliver a range of accredited and evaluated group programmes to individuals, families and carers. Our ambition is that this will be an asset utilized by groups which encompass Salford’s growing recovery community. The Centre will provide a focal point to support people in recovery, their carers and family members offering the full range of group work, education, training and recovery activities with active involvement of relevant partners replicated in satellite services across the city.
Recovery Sustainment

Our Overall aim is to support the creation of a culture and environment which fosters recovery through:

1. Enhanced recovery housing pathway
2. Support to families and carers
3. Access to education, training and employment
4. Development of social enterprises through a Recovery Fund
5. Assertively promoting engagement with mutual aid and broker creative use of personal budgets to promote individual recovery
6. Retaining long-term contact with people in their communities through the “We Call Because We Care” follow up service
### Achieve Partnership

GMW and our Partners contribute and provide the following:

<table>
<thead>
<tr>
<th>GMW - LEAD PROVIDER</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct provision of Advice, Information and Training, Assertive Outreach, Harm Reduction, Case Management, Criminal Justice Liaison, Psychological Interventions, Clinical Interventions, Shared Care development and Specialist Young Persons Substance Misuse Services.</td>
<td>Ensuring the recovery orientated service offers choice and range of services to promote recovery and meet the needs of individuals and families in Salford. We will demonstrate how we are meeting our key performance indicators in respect of these services through the provision of quarterly reports in line with commissioner requirements.</td>
</tr>
</tbody>
</table>

Ensure strong governance across the whole supply chain through the co-ordination of all sub-contracted delivery and community based projects.

Sub-contracting arrangements are supported by formal sub-contracts which have been agreed and cover:

- Comprehensive service specification
- Governance and accountability arrangements
- Performance targets/agreed outcome measures
- Information requirements/information sharing confidentiality
- Incident management
- Pathway management
- Future service developments
- Quality improvement plans
- Contract management, dispute resolution procedures, and price/payment mechanisms

All partners share case management, IM&T systems, data analysis, incident management, performance reporting, premises and facilities. Staff benefit from shared learning and joint training and development. Memorandums of Understanding/Engagement Protocols include:

- Pathway arrangements
- Co-location/shared premises
- Training/staff development
- Access to specialist inputs from GMW
- Risk management/governance/accountability arrangements
- Development of community resilience and social capital
Services | Outcomes
--- | ---
Achieve Salford Recovery Services

- The sub-contract includes partnership dispute resolution procedures. Key Performance Indicator’s (KPIs) and agreed Performance Management Frameworks for each sub-contractor is reviewed at the contract meetings. Performance is a standing agenda item in individual team and service meetings as well as a topic for individual supervision, ensuring all partners and staff are actively engaged in performance monitoring and shortfalls or difficulties are recognised and addressed promptly. Concerns around performance are addressed immediately with implementation of an agreed action plan monitored by the Lead for Substance Misuse Services.

Budget responsibility for the whole system, including budget responsibility for Tier 4 residential rehabilitation and Inpatient referral on behalf of Salford City Council.

- To ensure value for money for these budget lines as well as the management of an asset fund for community groups.

- Provide strategic leadership and partnership development across all substance misuse and related services across Salford.

- Achieved through the creation of the Partnership Board to support the development of the Achieve Recovery System Formal sub-contracting monitoring meetings in place with all partners.

Salford Royal NHS

- Provision of hospital based assertive outreach team (AOT) and the alcohol nurse specialist team.

<table>
<thead>
<tr>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Deliver reductions in admissions and A&amp;E attendances by c. 50%</td>
</tr>
<tr>
<td>- Educate SRFT staff in use of alcohol withdrawal pathways and PGD for single dose of Librium</td>
</tr>
<tr>
<td>- Screen all patients attending the Trust Brief Intervention as appropriate and sign posting/ref on if required</td>
</tr>
<tr>
<td>- Provide A&amp;E, gastro and Fibro scan clinics for extended BI + MI</td>
</tr>
<tr>
<td>- Refer to Rapid Access to Detox and Rehabilitation Service (RADAR)</td>
</tr>
<tr>
<td>Services</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>THOMAS</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Lead the development of partnership arrangements to establish a wide range of housing provision and facilitate access to accommodation for drug and alcohol users across the city.</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>Great Places</td>
</tr>
<tr>
<td>Provision of accredited family therapy ‘Holding Families’ programme</td>
</tr>
</tbody>
</table>
ABOVE:
Staff and Service Users attending The Orchard opening event in early 2016.
Tom is a 66 year old man who was first seen by the Alcohol Assertive Outreach Team (AAOT) at Salford Royal Hospital. Tom had a long history of presenting to the Accident and Emergency Dept due to his alcohol use and had in fact had done so 43 times in the last 12 months, resulting in him requiring an overnight admission on 29 occasions.

The AAOT provided twice weekly visits to Tom’s house and escorted him to monthly appointments with his GP. As well as clinical interventions to help reduce his alcohol in-take, Tom was offered support around his financial problems, social isolation and low mood. The team helped to set up regular payment plans for utility and other bills and engaged his four children (now adults) who, whilst supportive had grown frustrated at his lack of motivation to change his lifestyle. As Tom was facing eviction from his flat due to rent arrears he was referred by the AAOT to the THOMAS project.

The THOMAS service offered Tom a prompt assessment and agreed to admit him to their abstinent project contingent on him being supported by the Clinical team at Achieve to undergo a community detoxification. Tom was admitted in February 2015 to the first stage accommodation providing intensive support to residents to remain sober/drug-free. Tom graduated to second stage semi-independent accommodation in June 2015 and has not looked back. He has not attended hospital since taking up residence at the THOMAS project, he has rebuilt his relationships with his children and he continues to pursue his recovery goals and interests.
Following a period of rapid expansion within the Substance Misuse Services (SMS) within GMW, the financial climate in more recent years has established the need for SMS to work proactively to minimise costs and maximise efficiency and productivity.

Means of achieving this has included service redesign, skills mapping and non-pay cost reviews. The changes implemented have wherever possible, been an opportunity to improve service delivery and have ensured that the needs of the local population are met.
GMW have a strong set of values, which act as our cornerstones of care. Our values are more than just words – they encompass a set of behaviours which influence every staff member’s interaction with our service users, carers and each other and enable us to achieve the best for the people who use our services.

As part of our approach to developing a social value report we have considered how our values fit with the 6 key good practice aspects identified in the New Guide to Social Accounting and Audit.

Our Values Are:
- We Work Together
- We Value and Respect
- We go the Extra Mile
- We are Caring and Kind
- We are Welcoming and Friendly

LEFT:
Member of staff wearing our Values into Actions lanyard.
Achieve Salford Recovery Services

Human Resources

- From 1st December 2015, GMW is the only NHS Trust in the North West paying a living Wage to its workforce

- Our in house vocational training team provide opportunities to improve the skills of existing staff in Bands 1 to 4 in an area that supports their role

- We identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities from day 1 of employment

- We offer free unlimited access to a 24 / 7 telephone counselling service, and a full occupational Health service

ACHIEVE ENCOURAGES YOU TO DO THINGS AT YOUR OWN PACE

HELPS YOU SET GOALS SUITABLE FOR YOURSELF

Achieve Service User

The Trust’s Recovery Academy has set a precedent for working in partnership with other organisations to support service users and carers to achieve their wider education, training and employment goals. Since the formation of the Academy in January 2016 there are now over 2,500 students registered to attend one or more of our 50 training courses. 43% of the students registered are service users and carers and they can chose from one day workshops aimed at understanding what it is like to live with various mental health conditions or addiction, to accredited programmes in basic English, Maths and IT. Many students have gone on to access further education as a result.

The Recovery Academy also employs 25 people with lived experience as part-time Co-Facilitators of training. This bank of employees is constantly renewed as people move on to gain full time employment as a result of gaining experience in the workplace.
Governance

Whilst the Trust is recognized for providing good quality care, demonstrated by our compliance with external regulators; Monitor, National Health Service Litigation Authority (NHSLA), Care Quality Commission (CQC), and commissioners, we acknowledge there is always room for improvement. The Achieve service is well-governed drawing on the strengths of being part of a wider NHS organisation, GMW has robust systems of integrated governance, based on the NHS and Local Authority Integrated Governance Framework, to support the safety and experiences of service users.

To facilitate experiential learning, we have an annual Trust-wide audit programme, which is agreed by the NICE Implementation and Audit Group (NIAG) and co-ordinated by the Clinical Audit Department. This programme includes national, clinical and service-level audits. All audits are undertaken in line with the Trust’s Clinical Audit Policy. Each audit concludes with recommendations and an action plan and, most importantly, audit outcomes are shared with staff. Actions can include the updating or development of clinical protocols. As an outcome of audits, services drive improvements in performance, service user experience, safety and quality.

Accountability

We have a combined Operational Management Team at Achieve including all partners that routinely review our services and uses appreciative enquiry and case studies to gain a good understanding of the impact the service is having as well as a “lessons learned” approach to understand when things go wrong acknowledging there is always room for improvement and we have developed a culture for continuous learning.

We engage in effective partnership working through the creation of a Partnership Board, a regular meeting of representatives of the partnership members and wider providers in Salford with whom we have shared values and goals, including service users and carers. The board promotes and supports the development of the Salford recovery system by developing a shared understanding of the challenges and developing collaborative approaches.
Financial Sustainability

The Trust has a proven track record of meeting its financial and performance targets whilst also delivering challenging savings plans. This has enabled the Trust to maintain its position as a competitive Mental Health and Substance Misuse provider in an evolving market and to manage risk. It has also enabled the Trust to continue to improve the services and environments from which services are delivered.

The Trust has consistently delivered efficiencies over and above national targets. The Trust has delivered cost improvement programmes of 4% in 2013/14, 4.4% in 2014/15 and is planning to achieve a target of 4.11% in 2015/16.

The Trust is currently complying with all of Monitor’s compliance indicators and is currently achieving and planning to maintain a continuity of service risk rating of 4 in 2015/16. In the current financial environment, GMW is one of only a handful of NHS Trusts reporting a surplus for the financial year 2015/16 and planning to achieve a further surplus in 2016/17. The Trust has a strong regime of overview and scrutiny, this overview and scrutiny ensures the Achieve service is part of a financially sustainable service within a financially sustainable organisation.

Following a period of rapid expansion within the Substance Misuse Services (SMS) within GMW, the financial climate in more recent years has established the need for the SMS to work proactively to minimise costs and maximise efficiency and productivity. Means of achieving this has included service redesign, skills mapping and non-pay cost reviews. The changes implemented have, wherever possible, been an opportunity to improve service delivery and have ensured that the needs of the local population are met, whilst continuing to achieve performance and outcome related targets.

Being a Foundation Trust allows us the flexibility to achieve a surplus and GMW has a strong track record in reinvesting this back into its services and environments, this has been evident within the Achieve Service with the development of the new Recovery centre at Orchard Street.
The Achieve service submitted a bid for significant capital funding from Public Health England (PHE) to establish a recovery resource centre in Pendleton, Salford. We were successful in attracting over £250,000 investment into Salford through this route and by working in partnership with Public Health England, Salford Clinical Commissioning Group, Salford City Council and Greater Manchester West Mental the full project costs totaling over half a million pounds was secured. GMW contributed a total of £190,000 from their capital programme project. The Trust fund these projects through the re-investment of surpluses to support environment improvements across our estate prioritizing investment in our local communities.

The Achieve Service reflects this and we work in partnership with commissioners, ensuring we meet the needs of the population and continually improving service delivery, whilst maintaining a high level of cost effectiveness.

We have established a Recovery/Community Asset Fund to nurture and develop community groups that exist in the Salford area. A dedicated Community Development Post is proactive in developing partnerships with local organisations, supporting the award of the fund, using agreed framework/criteria involving representatives from the recovery community.

The Asset Fund requires bidders to present their proposals to a panel including service users, carers and senior managers and successful organisations are asked to provide six monthly feedback and updates on the outcomes delivered.

The table to the left (fig. 3) provides a summary of the types of projects that we have funded since the Achieve service put this into operation.
# Achieve Salford Recovery Services

## FIG. 3

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Description</th>
<th>Number of persons each quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Q1</td>
</tr>
<tr>
<td><strong>Achieve Asset Costs 2015/16</strong></td>
<td></td>
<td>1/2</td>
</tr>
<tr>
<td>Flooring</td>
<td>Basic Carpets and vinyl for vulnerable households</td>
<td>2</td>
</tr>
<tr>
<td>Bikes</td>
<td>To promote fitness and improve attendance</td>
<td>3</td>
</tr>
<tr>
<td>IT Equipment</td>
<td>To promote IT skills relating to ETE etc...</td>
<td>2</td>
</tr>
<tr>
<td>Travel Passes</td>
<td>Individually requested 3 month passes to promote engagement</td>
<td>2</td>
</tr>
<tr>
<td>ID Documents</td>
<td>To promote efficacy, set up bank accounts, promote citizenship</td>
<td>1</td>
</tr>
<tr>
<td>L2shop Vouchers</td>
<td>To enable timely supported shop for small household</td>
<td>1</td>
</tr>
<tr>
<td>Art Materials</td>
<td>To promote creativity and diversity</td>
<td>1</td>
</tr>
<tr>
<td>Fitness Equipment</td>
<td>To promote health improvement and reduce social isolation</td>
<td>1</td>
</tr>
<tr>
<td>White Goods</td>
<td>To promote hygiene and improve basic living standard</td>
<td>2</td>
</tr>
<tr>
<td>Personal Hygiene</td>
<td>To improve service user dignity whilst accessing treatment</td>
<td>1</td>
</tr>
<tr>
<td>Mobile Phones</td>
<td>20x£10.00 phones with £10.00 top up</td>
<td>2</td>
</tr>
<tr>
<td>Household</td>
<td>For resettlement or basic standard improvement</td>
<td>2</td>
</tr>
<tr>
<td>Kennelling</td>
<td>To enable patient detox</td>
<td>1</td>
</tr>
<tr>
<td>Driving Classes</td>
<td>Match funding - £250 ringfenced but not awarded</td>
<td>1</td>
</tr>
<tr>
<td>Diaries</td>
<td>To enable planning of appointments etc</td>
<td></td>
</tr>
<tr>
<td><strong>Application Subtotal</strong></td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

- **Dry Umbrella**: £1000 award for pilot alcohol free event
- **Recovery Pins**: Service user and Recovery community lead awards
- **Recovery Keepsake**: Presented with recovery pins at celebration event
- **Exercise**: Fit City membership
- **YP Promotion**: Young people requested - wristbands/YP designed service leaflets
- **Salford Vets**: Veterans tips and transport for breakfast club
- **SystemOne**: One day bus passes to support attendance
- **Cafe Equipment**: Trolly, tea towels and sundries to support volunteer engagement
- **Recovery Group**: Community improvement projects
- **Activity Travel**: Equipment for self employment
- **Art Projects**: Service user classes/stand alone with fallen angels
- **Business Start Up**: We understand and WU rent
- **Dance & Drama**: Joint event coach travel
- **Carer Group**: We understand and WU rent
- **Recovery Voices**: Joint event coach travel
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dry Umbrella</td>
<td>Creative workshops regarding the development of The Orchard, resources produced</td>
</tr>
<tr>
<td>THOMAS</td>
<td>8 sessions of outdoor bound activities - canoeing, walking and rock climbing</td>
</tr>
<tr>
<td>Driving Ambition</td>
<td>First Step trust award for SU/carer theory/practical skills/safety and mechanics</td>
</tr>
<tr>
<td>Fitness Through</td>
<td>Gym Passes - Carer can support free of charge</td>
</tr>
<tr>
<td>leisure</td>
<td></td>
</tr>
<tr>
<td>Grow it, Cook it</td>
<td>Ringfenced amount for development of The Orchard kitchen-garden to run alongside</td>
</tr>
<tr>
<td>Probation -ETE</td>
<td>cafe</td>
</tr>
<tr>
<td>Bloco Mondo</td>
<td>Partnership meet the employer event for those disadvantaged in labour market</td>
</tr>
<tr>
<td>Intuitive Thinking</td>
<td>Community Samba and dance group promoting recovery</td>
</tr>
<tr>
<td>Antz Junction</td>
<td>3 x short courses aimed at returning to work and ending benefit reliance</td>
</tr>
<tr>
<td></td>
<td>4-8 members with offending history, intensive 12 month support into employment</td>
</tr>
</tbody>
</table>
Environmental Sustainability

GMW’s Sustainability Strategy sets out our commitment to promoting Environmental Sustainability. We have introduced a number of energy saving initiatives including:

- LED lighting fitted into 60% of our buildings and street lighting, with a rolling programme to introduce LED lighting to the rest of our premises

- All waste is segregated so that a large proportion of our waste is recycled and the minimal amount is sent to landfill

- Where we can, we fit Photovoltaks to harness and create energy

- Our sustainability strategy includes our commitment to use local suppliers, wherever appropriate, to support the local economy and reduce the carbon footprint

- The procurement of an electric vehicle as part of the Trust’s fleet and installation of charge up stations to encourage those staff with electric vehicles

- Introduction of a scheme called Warp-it, whereby any items of office furniture and stationery that become surplus to requirements can be advertised on a web site for other organisations to view and request at no cost to them

All new builds and refurbishment of wards are undertaken with energy efficiency as one of the main key targets as well as providing a good patient care environment.
Economic Impact

As a high performing organisation, GMW’s operational and workforce plan outlines the Trust commitment in the development of a Talent for Care Strategy — bringing together and enhancing differing pieces of work that will enhance the opportunities that we have with local partners e.g. jobcentre plus to create accessible job opportunities for local people within our Bands 1 to 4 workforce. We have established links with local colleges and universities to support work placements and we are in the process of developing service level agreements with local schools to enable work experience placements for students from the local community. Our extensive volunteer programme provides real work experience and we currently have 150 active volunteers and are committed to increasing this figure year on year.

GMW’s Recovery Academy provides opportunities for staff and service users to access training and education opportunities. This includes a portfolio of ‘developing Knowledge and Life Skills’ training with courses including reading, writing and communication; basic IT and maths skills and job applications. As a Trust we are signed up to the Skills for Health Apprenticeship Promise which means all our vacancies at Band 1 to 4 level are considered for suitability for an apprenticeship, therefore, enhancing accessibility for local residents who maybe have not had the opportunity to gain a qualification to come into work and learn and earn. To support this GMW has its own fully accredited in-house Vocational Training Team who offer support across a variety of vocational training programmes. We have supported 27 employees through Business Administration Qualifications and 25 employees through Health & Social Care Qualifications in the last 12 months. In addition to this, we collaborate with local training organisations to enable unqualified staff within specialist fields to be able to gain vocational qualifications e.g. Logistics. GMW also has its own dedicated Functional Skills Tutor who supports staff and service users in gaining a basic level of Maths, English & ICT. 50 students have been supported to complete these qualifications in the last 12 months.

Over the last 12 months, the Trust supported a cohort of 9 young apprentices from the “NEW’ category. All of whom are now in employment either in the Trust or in the local community. We are currently advertising for similar within our Cumbria services
and we are preparing to take a further cohort of apprentices in the coming year. GMW has committed to taking 15 people through the Skills for Health Pre-Employment Programme. The pre-employment programme offers opportunities for local unemployed people to move into employment, through the provision of classroom-based teaching and work opportunities within a local employer.

We work with First Steps Trust delivering business services to corporate and private customers whilst creating employment opportunities for those who are disadvantaged who want to get back to work First Step Trust provide a car valeting service, MOT and care servicing, bike maintenance, and a painting and decorating programme.

Health Education North West have recently committed to providing our Trust with support to develop the Peer Support Worker role further to give consistency of accessibility and learning opportunities and as a Trust we have signed up to be part of this development.

GMW has a dedicated communications team that regularly issues proactive press releases to celebrate and highlight positive stories and local developments.

We intend to use the above headings to measure the social value we bring through the Achieve Service in Salford and we will be re-visiting these areas at the end of our social value account.
The group concept was first developed in 2014 by a couple who were dealing with their daughter’s addiction issues. They had found that there was a lack of peer led support for carers and families affected by a loved one’s substance misuse; and were willing to put the time and effort in to help others.

Supported by the Recovery Voices Coordinator, the couple were encouraged to attend relevant training at GMW’s prestigious Recovery Academy; where all courses are co-facilitated by a trainer with lived experience in the subject area. This not only supported them, but also helped develop their skills. They also have the option to access supervision through Achieve’s Psycho-Social Interventions and Group Work lead.

Funding for venue hire, delivery resources and refreshments was supported by a successful bid to Achieve’s Asset Fund, which is specifically designated to promote visible recovery. Operational since July 2015; the membership is consistently around twelve carers who attend every two weeks. Several carers are now also active members of Recovery Voices, supporting service development within SMS.

The group is slowly expanding, and have collaboratively produced some bespoke promotional materials, funded by a further successful Asset Fund application. Members of “We Understand” attend Achieve’s Carer Champion Meeting, and support the development of the family agenda within the partnership. They are now planning an engagement activity to support the inclusion of others support.
Our Achieve service is keen to understand the impact of what we do on the lives of people in Salford. We do this by using the most appropriate tools to identify recovery capital, developing what we do in partnership with others and pro-actively seeking feedback.

We use outcome tools including the Drug & Alcohol Recovery Star to evidence our outcomes, these tools provide a means for the service to measure outcomes such as; reduction/abstinence in substance use.
Understanding the impact of what we do on the lives of people in Salford, we do this by:

**Using the most appropriate tools to identify recovery capital**

**Developing what we do in partnership with others**

**Pro-actively seeking feedback**

4.1 Using the Most Appropriate Tools to identify Recovery Capital

We use outcome tools including the Drug & Alcohol Recovery Star to evidence our outcomes, these tools not only provide a means for the service to measure such outcomes as; reduction/abstinence in substance use; injecting; increased uptake of employment/education; reduction in offending and increased physical and psychological/emotional wellbeing; they also allow service users to monitor progress against their own goals and identify areas of development in their recovery.

The Recovery Star (fig 4) is designed to be completed collaboratively as an integral part of key work and consists of a number of scales based on an explicit model of change which creates coherence across the whole tool and a Star Chart (pictured opposite) onto which the service user and worker plot where the service user is on their journey. The attitudes and behaviour expected at each of the points on each scale are clearly defined, usually in detailed scale descriptions, summary ladders or a quiz format.
The Recovery Star focuses on ten areas that have been found to be critical in supporting people to progress towards and maintain a life free from drug misuse and problem drinking:

**FIG. 4**
Since the creation of the new Achieve service we have determined to conduct a Recovery Star with all new referrals to set a benchmark of their recovery capital and then to review these scores at six month intervals. All existing service users were given the opportunity to complete a Recovery Star within six months of the new contract start date and this has given us a useful starting point to measure the impact of the new service on people’s lives.

The data from this exercise is set out below and clearly demonstrates that people in treatment make progress against all the domains set out in this measurement tool.

National research along with feedback from service users identifies key outcomes that promote recovery including a sense of purpose and feeling valued, personal capital (e.g. Resilience, emotional stability, feeling responsible), improved relationships with family members and friends, a feeling of being connected or belonging to wider society. These outcomes are inter-related and of course need to be underpinned by basic needs such as accommodation and physical health needs being met.

Recovery and self-help is at the heart of the services we offer. There is an extensive programme of psycho-social interventions at Achieve aimed at addressing people’s needs in relation to motivation and self-esteem, promoting secondary prevention through helping people better understand, self-manage and prevent relapse in their presenting conditions. We are pleased to see that improvements in emotional health are demonstrated through this process. Similarly all our locations but in particular the new Recovery Centre at Orchard Street places considerable emphasis on positive use of time and activities that put people in touch with activities and community groups that help build social networks and promote healthy lifestyles. We offer a range of programmes to our service users to improve both their mental and physical health examples include:

- Smoking Cessation
- Physical Health Checks
- Healthy Eating
- Mindfulness
The poorer outcomes demonstrated through the Outcome Star include positive impacts on offending behaviour and money issues, both of which may require a longer period of time to demonstrate progress (fig 5). Whilst these outcomes are the main priority for other agencies such as Probation Service and Benefit agencies we recognize the role Achieve has to play in supporting service users to address these issues.

**FIG. 5**

<table>
<thead>
<tr>
<th>Sum of clients</th>
<th>Deteriorated</th>
<th>Stayed the Same</th>
<th>Improved</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Accommodation Issues</td>
<td>8.52%</td>
<td>61.87%</td>
<td>29.61%</td>
<td>100%</td>
</tr>
<tr>
<td>2 Alcohol Use</td>
<td>13.18%</td>
<td>49.09%</td>
<td>37.73%</td>
<td>100%</td>
</tr>
<tr>
<td>3 Drug Use</td>
<td>10.28%</td>
<td>60.60%</td>
<td>29.12%</td>
<td>100%</td>
</tr>
<tr>
<td>4 Emotional Health</td>
<td>12.80%</td>
<td>48.78%</td>
<td>38.41%</td>
<td>100%</td>
</tr>
<tr>
<td>5 Family &amp; Relationships</td>
<td>6.11%</td>
<td>66.19%</td>
<td>27.70%</td>
<td>100%</td>
</tr>
<tr>
<td>6 Money Issues</td>
<td>8.78%</td>
<td>70.20%</td>
<td>21.02%</td>
<td>100%</td>
</tr>
<tr>
<td>7 Offending Behaviour</td>
<td>8.05%</td>
<td>75.39%</td>
<td>16.55%</td>
<td>100%</td>
</tr>
<tr>
<td>8 Physical Health</td>
<td>11.11%</td>
<td>54.55%</td>
<td>34.34%</td>
<td>100%</td>
</tr>
<tr>
<td>9 Social Networks</td>
<td>10.34%</td>
<td>55.17%</td>
<td>34.48%</td>
<td>100%</td>
</tr>
<tr>
<td>10 Use of Time</td>
<td>10.93%</td>
<td>50.81%</td>
<td>38.26%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Application Subtotal</strong></td>
<td><strong>10.03%</strong></td>
<td><strong>59.09%</strong></td>
<td><strong>30.88%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
4.2 Developing What We Do in Partnership with Others

We have ensured there is effective partnership working openly and alongside both internal and external stakeholders to deliver a fully integrated treatment and recovery system. Our supply chain arrangements are flexible to best suit the contribution from each organisation and is overseen by our Stakeholder Board. GMW lead this Board, Members of this Board include:

**Sub-contracted Partners**

**Co-located and directly aligned services** – Local Authority Teams, Integrated Youth Support Service (IYSS) and Children’s and Family Service

**Supported Recovery Partners** – such as Voicebox, Salford Leisure, Antz Junction.

**Service User/Carer Representatives** – Service user/carer engagement is a key component of delivery of good quality services
**Interdependent Services** – Several stakeholders from within GMW and from other service providers who are not part of our sub-contracted partnership. e.g. Mental health and social services.

Strategic collaboration supports the co-operation and joint working of other providers and key stakeholders (fig 6) ensuring the seamless transition of service users across the pathway. Members of the Board have a shared understanding of the vision, goals and targets required for the population of Salford including the delivery of improved wider public health outcomes.

**Launch**

All partners involved in the new Achieve Salford Recovery Service took to the stand to describe the part they will play within the new service including THOMAS, Early Break, Great Places and NHS Salford. Over 100 people attended the event to celebrate the launch of new ways of working in Salford. The Achieve Recovery Film was premiered at the event. The Conversation Café activity in the afternoon saw attendees work together to describe their ideal recovery community. Guests were encouraged to put forward their ideas for potential new projects which would be funded by the service through our dedicated asset fund.
FIG. 6
4.3 Pro-actively Seeking Feedback

Service Users

GMW has set up an Expert Network consisting of people with lived experience of substance misuse as service users, ex-service users, carers, family members or significant others called Recovery Voices. This network of people provide our local management teams with a “critical friend” for providing feedback on developments within services and act as a consultative body on a range of issues effecting service users. Service users are involved in all aspects and levels of our organisations e.g. Peer research and educators, service user researchers in psychosis, membership of interview panels, contributing to communications etc. The Strategic Lead for Substance Misuse at GMW is a regular invited member to the Salford Recovery Voices Meeting and has presented to the group on Social Value. The group have engaged in discussions about suitable “measures of success” for the Achieve service and agreed to take part in a Recovery Workshop alongside staff from across the service to provide feedback on the progress of the new service.

We have designed an innovative peer support approach which involves recruiting and training peers to work alongside staff to support delivery of recovery programmes that is accredited by the Open College Network.

We have delivered and supported a variety of user led programmes including Making AA Easier (MAAEZ), Self-Management and Recovery Training (SMART), 12 Step Facilitation skills, linking in particularly with Drink-Watchers, and Practical Recovery. This has been further enhanced with personal development and empowerment programmes from THOMAS.

Voicebox

Achieve commissioned an independent organization, Voicebox, to engage service users in the design and delivery of the new Recovery Centre at Orchard Street. The project aimed to support the “users voice” through providing structured groups, consultation and community participation including the use of a portable video booth.
known as the “VoiceBox”. The VoiceBox provides a personal and private platform to encourage and enable people to explore and express their thoughts around a range of issues. Footage from the VoiceBox sessions is then used in various ways including to create edited films, one of which was shown at the launch of the new centre. The participants worked closely with the facilitator to review the footage and maintain editorial control and ownership. The VoiceBox was used in public spaces, indoor and outdoor venues to encourage the widest possible participation.

ImROC (Implementing Recovery through Organisational Change) Benchmarking Recovery Workshop

In October 2015 we held a workshop with a cross section of Achieve staff and members of the Recovery Voices network. ImROC have developed a tool for benchmarking progress in recovery-focused practice in mental health services and this was adapted to reflect the nature of substance misuse services and used as the basis for this workshop. The tool provides a series of ‘good practice’ statements drawn from Recovery Self- Assessment (RSA) – Provider Version (O’Connell et al., 2005) and 10 Key Organisational Challenges (SCMH, 2010). These tools invite staff and people using services to consider what the service has already achieved in each area and what remains to be addressed. The benchmarking tool provides a framework for generating these discussions and the process involved everyone in discussions about these benchmarking statements.

It was felt to be a useful exercise to rate each statement on a five point scale to help when deciding upon the importance of each area for future work. The results from the workshop are in fig. 7.

A list of the top two priorities for action agreed by everyone involved, together with action plans for future developments were;

- To provide more examples of real success stories, life story books, DVDs, posters, for people to see what is possible and to inspire hope

- To establish a system for identifying and celebrating progress towards self-defined recovery goals
FIG. 7

<table>
<thead>
<tr>
<th>Section</th>
<th>No. of Forms</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are a signpost to therapeutic interventions</td>
<td>14</td>
<td>50% of respondents strongly agreed. Over 85% chose 3 or higher.</td>
</tr>
<tr>
<td>We involve, family, friends and carers.</td>
<td>12</td>
<td>50% of respondents strongly agreed. Over 83% chose 3 or higher.</td>
</tr>
<tr>
<td>We are a signpost to therapeutic interventions.</td>
<td>14</td>
<td>35% of respondents strongly agreed. Over 71% chose 3 or higher.</td>
</tr>
<tr>
<td>We encourage everyone to develop a recovery plan.</td>
<td>13</td>
<td>53% of respondents strongly agreed. Over 92% chose 3 or higher.</td>
</tr>
<tr>
<td>We provide evidence of real like success stories.</td>
<td>14</td>
<td>14% of respondents strongly agreed. Over 78% chose 3 or higher.</td>
</tr>
<tr>
<td>We provide evidence of real life success stories.</td>
<td>13</td>
<td>7% of respondents strongly agreed. Over 61% chose 3 or higher.</td>
</tr>
<tr>
<td>We involve service users in recruitment/training.</td>
<td>10</td>
<td>40% of respondents strongly agreed. Over 80% chose 3 or higher.</td>
</tr>
<tr>
<td>People can be linked to peers as role models.</td>
<td>10</td>
<td>80% of respondents strongly agreed. Over 90% chose 3 or higher.</td>
</tr>
<tr>
<td>Everyone has access to recovery education.</td>
<td>10</td>
<td>60% of respondents strongly agreed. Over 100% chose 3 or higher.</td>
</tr>
</tbody>
</table>

Following this workshop it was agreed by the group to use a survey to gain wider feedback on the achievements of the service to date and the areas for improvement. A short questionnaire was developed focusing on key areas of service delivery utilizing the approach used in the ImROC benchmarking tool alongside the stated objectives within the tender for the new service i.e. supporting local communities, involving families, providing quick access to a broad range of services, developing individual recovery and working with other agencies to meet the needs of service users.
Achieving Success was the result of a bid submitted to Achieve’s Community Asset Fund, specifically the Through The Gate element; aimed at improving offender health and life chances. The project offers intensive support to ex-offenders around becoming work ready. As well as tackling basic IT, numeracy and literacy, members benefit from 1:1 support from their dedicated key worker, access to 6-8 sessions of bespoke counselling and health and wellbeing support, ultimately leading to volunteering and work placements/traineeships.

Assessment and evaluation is via a Work Star. The project also offers one session of personal and professional development each week with the expected outcome of personal goals identified at the beginning of the project being met in relation to accredited education, traineeships or employment.

One member, Sharon, was introduced to the Achieving Success project via Gate Buddies. Prior to engaging in the Achieving Success project she had undergone a custodial sentence at HMP Styal and had previous alcohol misuse issues. Sharon was engaging in a volunteer position with Gate Buddies but was keen for an opportunity to develop her skills and achieve full-time paid employment. Sharon is currently working with her development coach to enhance her employability skills and to overcome emotional issues that have proven to be a barrier to her own development. This is undertaken via attending planned weekly sessions with a counsellor and engaging in personal development workshops.
We are committed to supporting local communities in Salford to understand addiction and challenge stigma and we do this by working collaboratively with community groups and stakeholder initiatives; responding and pro-actively engaging with other organisations, both by service introduction, and in response to invitation.

Hosting our own events and projects aimed at raising awareness of substance misuse in the community promotes the work of Achieve.

Outcomes
Objective One

To support local communities to understand addiction and challenge stigma

We are committed to supporting local communities in Salford to understand addiction and challenge stigma and we do this by working corroboratively with community groups and stakeholder initiatives; responding and pro actively engaging with other organisations, both by service introduction, and in response to invitation.

Hosting our own events and projects aimed at raising awareness of substance misuse in the community promotes the work of Achieve and advertises widely how to make contact with the service should individuals or family members need our help and support. Some examples of this include:

Education, Training and Employment (ETE) events, in community accessible venues, bringing together stakeholders and providers who are pro-active in supporting opportunities for service users, carers and members of the recovery community who are disadvantaged in the labour market.

Results

1. Overall 77% agreed or strongly agreed that Achieve supported local communities to understand addiction and challenge stigma
2. 72% of service users strongly agreed or agreed
3. All the family members agreed or strongly agreed with this statement
Achieve Salford Recovery Services

77% Overall agreed/strongly agreed

The diagram shows the percentage distribution among different groups (Achieve Staff, Service User, Professional, Family Member, Ex-service User, and Other) for different responses: Strongly Disagree, Disagree, Neither agree or disagree, Agree, and Strongly Agree.
Objective Two

To have an effective system for involving and informing family and friends

We understand from the evidence base and our experience that family relationships are integral to recovery for many and that rebuilding positive relationships and supporting parents, children and carers is crucial to enabling and sustaining change. Supportive relationships with loved ones can enhance individual self-belief, encourage motivation to change and help to build recovery capital.

Achieve actively encourages the involvement of family and friends (with service user consent) in the formulation of recovery plans - including initial assessment and follow up reviews. Most assessments are conducted at The Orchard, which is a warm and welcoming space, and supports informal engagement. Advice, information and guidance is provided to family members who are supporting a loved one undergoing detox.

Achieve also provide support and interventions to families in their own right including Family Intervention Therapy, a five session course aimed at supporting carers and family members affected by a loved one’s substance use, helping to establish healthy boundaries and positively affect their wellbeing.

Results

1. 74% overall agreed/strongly agreed with this statement
2. 67% of professional colleagues strongly agreed with this statement
3. 66% of service users either strongly agreed or agreed
4. Only 1% overall disagreed that Achieve have an effective system for involving and informing family and friends
Achieve Salford Recovery Services

74%
Overall agreed/strongly agreed

Percentage

Achieve Staff | Service User | Professional | Family Member | Ex-service User | Other

Strongly Disagree | Disagree | Neither agree or disagree | Agree | Strongly Agree
Objective Three

To be able to offer quick access to interventions

Achieve understand the need to provide interventions in a timely manner, especially given the often ‘small window of opportunity’ when somebody has identified that they require support to address their substance misuse. We facilitate this by accepting referrals from individuals and professionals, via fax, phone or just walking into any base.

We operate a Single Point of Contact which supports almost immediate access to service (as a referral is taken instantly), and an appointment is offered within 48hrs. Service users are given the option of alternative dates if this is not convenient.

Our assessment and follow-up appointments are provided in a range of venues across the city such as Achieve bases at The Orchard, Acton Square, King St or community venues including Gateway Centres and GP surgeries. We also undertake home visits where there is a clinical need ensuring that our service users have their recovery needs met appropriate to their individually assessed circumstances.

For those requiring assessment or continued treatment whilst in custody or hospital, we also have partnership workers in place to support that process and ensure a timely response to discharge requirements. We also have a worker based within the multi-disciplinary team at The Bridge, and can support detox for both men and women in the community with the THOMAS Recovery Houses.

Results

1. 86% of the overall total agree/strongly agreed that Achieve are able to offer quick access to interventions
2. 92% of service users/ex-service users either agreed or strongly agreed with this statement
3. Only 2% of those asked disagreed with the statement
86%
Overall agreed/strongly agreed
Objective Four

To encourage everyone to develop a recovery action plan

Recovery plans are developed with the active participation of service users; making clear who is responsible for each element of the plan. Our Case Managers work collaboratively with all partners to ensure risks are mitigated, interventions are joined up and service users are supported to progress through recovery stages.

Recovery action planning commences at assessment with individuals identifying their own goals and service users are encouraged to chart their own journey, plot their progress and plan for their future. All Achieve staff encourage service users to take responsibility for their recovery by sourcing appropriate and meaningful supportive activities and groups in the community, aimed at enhancing long term recovery goals and increasing their assets and networks.

Results

1. 82% overall either agreed or strongly agreed with the statement
2. 85% of service users/ex-service users strongly agreed or agreed with this statement
3. Only 4% of service users did not believe that everyone is encouraged to develop a recovery action plan
Achieve Salford Recovery Services

82%
Overall agreed/strongly agreed

82%
Overall agreed/strongly agreed

Achieve Salford Recovery Services

82%
Overall agreed/strongly agreed

Achieve Salford Recovery Services

82%
Overall agreed/strongly agreed

Achieve Salford Recovery Services

82%
Overall agreed/strongly agreed
Objective Five

To work well with other agencies in Salford to meet the needs of service users and their families

We recognise that no one agency can deliver all the necessary services to promote recovery, health and well-being across Salford which is why we have developed a partnership with a range of specialist providers to include hospital assertive outreach, wet and dry housing pathways, family interventions and young people specialisms.

Our wider partnership involvement includes the creation of the Achieve Partnership Board. As well as our sub-contracted partners, other members of the board include Childrens Services, the Youth Offending Service and representation from service users and carers through Recovery Voices.

Local Authority Teams such as Salford Health Improvement Services (HIS), Integrated Youth Support Service (IYSS) and Children’s and Family Service are crucial to the supply chain. We have joint working and referral arrangements in place with these teams to enhance service user’s experience.

By making our premises available to community groups and services we hope to be able to better meet the needs of service users and improve our understanding and joint working arrangements with these agencies. These currently include Citizens Advice Bureau (CAB,) Probation Service, Work Solutions and a community choir!

Results

1. Overall 85% agreed or strongly agreed with this statement
2. 81% of service users and ex-service users either agreed or strongly agreed with this statement
3. Only 2% of service users strongly disagreed or disagreed that Achieve work well with other Salford agencies to meet the needs of service users and their families
85% Overall agreed/strongly agreed
Objective Six

To offer or signpost to a variety of therapeutic interventions from which service users can choose including clinical interventions, psychological therapies, complementary therapies and mutual aid

The Achieve partnership has been developed to provide the full range of clinical, psychological and therapeutic interventions to drug and alcohol users, their families and carers across Salford. We actively promote the range of services on offer in Salford at our weekly “welcome meeting” to ensure that people have a choice about the interventions they engage in.

Our universal group programme is updated and circulated within Achieve and externally. This is supported by groups being run by different organisations within our premises. We have developed an Achieve newsletter which is circulated monthly, electronically and in hard copy with activities and events for service users and family/carers to participate in. We have installed TV monitors in our reception areas that advertise all the services and recovery information from across the city.

Results

1. 94% agreed or strongly agreed that Achieve staff signpost various therapeutic interventions
2. 82% of service users and ex-service users either agreed or strongly agreed that signposting to a variety of therapeutic interventions was offered by Achieve staff
3. 100% professionals and family members either agreed or strongly agreed with this statement
94% Overall agreed/strongly agreed
Achievements

Based on the results of the survey and also measurement against the outcomes identified in the new service specification, it is clear that Achieve have been successful in the following areas:

- Offering individuals a choice of accessible and relevant services that enable them to recover from the damage caused by substance misuse

- Ensuring the delivery of appropriate interventions across the range of substances used in the Salford area; across the full spectrum of need

- Being the focal point of a system that promotes the development of recovery capital and encourages people to move through the treatment system

Areas for improvement

More work is needed to improve how we inform and involve family and friends in support of individual recovery journeys and in their own right.

We need to continue the work that has started to challenge stigma for people with a history of substance misuse particularly in relation to supporting them to find meaningful employment.
Ms P entered treatment with Achieve Recovery Service January 2014 regarding her alcohol use. She and family were referred to Holding Families February 2014 by her Achieve Recovery coordinator. Ms P had a history of non-dependent binge drinking, with erratic behaviour in the context of alcohol. She lived with her partner and her children aged 11, 9 and 1. She had a volatile relationship with her partner who was the father of her youngest child; there was a history of domestic violence.

The children were subject to child protection plans, due to the volatile history between Ms P and her partner, and Ms P had attempted suicide in front of the children when intoxicated. Subsequently, at the time of referral, Ms P was living away from her children - the older children were living with their biological father in accordance with residency orders, and the youngest child was living elsewhere with his father, Ms P’s current partner. All contact with her children had to be supervised by a family member. Ms P had considerable financial pressures and debt. She had a history of anxiety, depression and bulimia, for which she was receiving psychological therapy.

Ms P engaged excellently with Holding Families. She was open and forthcoming in her interactions with the team and made excellent progress during her time working with Holding Families. Family wheel scores reduced from 10 to 3. Ms P achieved abstinence in March 2013, which coincided with her commencing work with Holding Families. She began taking prescribed Disulfiram 6/3/15 to support her abstinence; and she maintained this for the duration
of the Holding Families programme. Ms P and her partner began working with Relate to address their relationship issues. Subsequently, in May 2015, Ms P’s partner and the youngest child returned to live in the family home; the 2 older children spent half the week living in the family home, with a view to them returning permanently. All restrictions of supervised contact with Ms P were lifted. Ms P attendance was excellent, missing only 1 of the group sessions by prior arrangement, as she was attending a job interview and 1 individual session due to attending a counselling session at Relate. Ms P made full use of the services that Holding Families was able to facilitate. Ms P accessed the services of CAB for debt advice, and Salford Community leisure, where she accessed a free gym-pass. Ms P was very keen to find daily activity/ employment, in order to utilise her time, improve family finances and to provide a positive role model for her children. Holding Families provided her with information of job opportunities for paid and voluntary work, and supported her to make applications. She commenced full time, paid employment in the private sector in August 2015. To support her in this, Holding Families made a successful application to Achieve’s asset fund, and she was awarded £100 to buy suitable workwear.

Ms P reported that she found engagement with Holding Families to be a positive experience for her family; and wrote in her testimonial : “Thank you Holding Families for helping us to be a family again” The case was reduced to Child in Need level in September 2015; and was closed to Salford Children’s Service in November 2015.
Additional testimonials/feedback on Holding Families:

I have learnt a lot about myself and my alcohol addiction and the knock on effect it had on my family. How to deal with the craving I had and how to deal with that. How to look at MY problems from my daughter’s point of view. All in all a really great help.

Holding Families has helped me be a better person and run my life as I have never lived before. I understand the damage I have done to my children and how it affected them, and Holding Families made me understand how my children’s minds work. I really think the whole Holding Families, especially the workers, are brilliant and there for you always. Over one year clean & many more to come. 10/10 for the workers.

Very useful service, I now understand how to budget and had to learn about budgeting as my benefits got stopped. And my worker Jude was an absolute star, helping and advising what to do when I was at a very low ebb. Just hearing other people that go through the same problems as me in group, I was glad I attended the group and would recommend it to other people in my situation.

I really enjoyed working with Holding Families and the group sessions and learning different situations people are in and my children enjoyed especially working with their keyworker, which was good for them to talk about their feelings about everything that had gone on at home and know that people were there to support us through the bad times. I would like to thank the Holding Families team who have worked with me and my family and it has opened my eyes to the way children cope with things that go on in their life and how they deal with it. I feel positive about the future and would love to become a part of Achieve. Thank you very much everybody.

I feel proud that I have come so far and recognised the help I actually needed. I would like to thank you all Holding Families helped me to trust people, to be open and take help. I never thought it would help but it has. I loved the group and wish there were more, so informative. Lovely people.
Additional testimonials/feedback on Holding Families:

Me and my family have really enjoyed holding families. It’s good that you get to meet people in similar situations and discuss what the group sessions are about.

I like having someone to talk to on a weekly basis, it gets things off my chest. It’s helped me keep on track and keep myself busy.

We as a family have enjoyed the family meetings as it gives us all the chance to say how we feel.

Children’s Feedback on Holding Families:

The Keyworker was there when I needed someone to talk to and we come together to talk about family problems

My mum’s getting better and looking better

The Keyworker helped in lots of ways, like getting things sorted and confidence in the meeting and I can talk to her a lot

Holding Families has stopped my dad drinking

It has helped us to get on a bit more and not argue

Listened when I wanted to talk

Gave us a chance to be honest with each other
Throughout this report we have attempted to demonstrate how the newly formed Achieve drug and alcohol recovery service has lived up to their commitment to providing social value by offering social, economic and environmental benefits to the community over and above the services they are commissioned to provide.

As part of our tender submission we committed to a series of pledges including the creation of a Community Asset Fund to support the development of community groups in Salford.

Summary
Throughout this report we have attempted to demonstrate how the newly formed Achieve drug and alcohol recovery service has lived up to their commitment to providing social value by offering social, economic and environmental benefits to the community over and above the services they are commissioned to provide.

As part of our tender submission we committed to a series of pledges including the creation of a Community Asset Fund to support the development of community groups in Salford who share our values which has been achieved. We agreed to contribute to community cohesion by addressing anti-social behaviour and by people in recovery becoming net contributors to local communities and the local economy. There is a consistent evidence base supporting methadone substitution treatment but this requires not only prescribing but adequate psychosocial support and links to ‘wraparound’ care, our model reflects this approach. In addition we have honored our commitment to paying the living wage, employing locally and creating increased opportunities for volunteers both within Achieve and in other settings.

The new service model is consistent with the principles that we set out to achieve when the new partnership was formed as well as being aligned with the 4 strategic principles recently agreed by the Greater Manchester Combined Authority (GMCA) for improved mental health and wellbeing for Greater Manchester.

**Integrated** – Partnership model, single operational management structure across five organisations

**Access** – Single point of contact, joint training with aligned partners, co-location of staff across the system, targeted assertive outreach.

**Prevention** – Service model includes young people and adults, working with schools, whole family approach

**Sustainability** - We Call Because We Care follow-up service, utilizing Peer Mentors and Volunteers to provide evidence of visible recovery, recovery housing pathway, support to families and carers, access to education, training and employment
The results of the workshops and surveys that we have carried out in the first 12 months demonstrates that the service has been very successful in the delivery of appropriate and accessible interventions across the range of needs and substances and in providing a focal point for establishing recovery in Salford. The key areas for service improvement are to improve how we inform and involve family and friends in support of individual recovery journeys as well as providing services to families in their own right. We need to build on the work we have started to challenge stigma for people with a history of substance misuse particularly in relation to supporting them to find meaningful employment.

Returning to the Key Aspects Checklist that formed part of our the assessment of our social value that we described in Section 3, we will now demonstrate to what extent we have delivered social value and lived up to our key principles upon which the Achieve partnership was founded.

**Human Resources**

The Achieve service enable staff to reach their potential and innovate by working in partnership with service users in the development and delivery of our Learning and Development programme for internal staff training. We have regular ‘Learning and Development Programme’ days and our learning events are open to all staff and volunteers across our partnership to improve practice.

We are fully engaged in recruitment activity in the local area, having participated in events in local colleges and universities. Achieve participated in the Trust’s internal local Recruitment Day on 16th January 2015 where local people came to understand the work of the Trust and the opportunities we have available.
Governance

Achieve has a good track record for audit involvement, having been involved in a number of trust-wide audits. The following standalone audit was initiated and undertaken at Achieve in 2015, ‘Clinical Risk Evaluation of Risk Assessment Protocol’. This audit looked at evaluating the risk assessment tools and to ensure compliance with clinical risk assessment procedure across Achieve. Audit findings concluded that there were some examples of very good quality risk assessments and the risk assessment process is well embedded within the assessment process and staff are familiar with the tools used. The audit was shared with staff locally, other SMS teams and presented at the Trust NIAG Group.

Achieve promotes recovery by providing high quality care and delivering excellent outcomes through a culture of continuous learning. We encourage all staff and service users to make suggestions for quality improvements and to be involved in implementing the great ideas that are adopted.

Since the creation of the new model there have been a number of points of learning for the team as we have put into practice our proposed new service model, examples of this include.

- Providing separate male and female wet house provision through Great Places rather than one four-bedded accommodation as a measure to support vulnerable service users

- Deferring the opening of a new abstinent housing project in a new area of Salford while THOMAS consolidated the newly opened women’s house in Higher Broughton.

- Re-organising the Intake and Assessment Team to include more experienced staff who are better able to provide crisis management and fast track complex cases to appropriate services when required.
Accountability

Achieve aim to ensure the new service model does not develop in isolation but instead promotes community cohesion by working with local communities. To support this strategy premises are open for use by partners and community groups that share the services aims and values. In addition there is agreement to locate staff in a range of community venues to improve relationships with partners and provide better access to services. Integrated joint working and information sharing with partners in turn improves capacity to provide the targeted recovery services needed to achieve long term recovery alongside a broad range of interventions through from prevention to harm reduction and clinical interventions.

Financial Sustainability

In the 12 months leading up to the tender process GMW were required to make 24% efficiencies within the Salford Drug and Alcohol service which was successfully achieved. As part of the new service specification we are committed to providing a further 1% efficiency year on year throughout the life of the contract and this has been delivered for year one. The new contract is also subject to up to 2.5% payment based on a Payment by Results (PbR) scheme. GMW is able to work within these restrictions and continue to develop high quality services with the backing of the sound financial footing of the overall organization. We are responsible for contract managing and “holding to account” our sub-contracted partners and ensure that there is scrutiny of their financial performance through the contract monitoring process.

The Community Asset /Recovery Fund has enabled groups of recovery focused people to set-up community based and needs led support groups for their members and new people wishing to be involved. They are diverse, with varying degrees of structure and have developed strong links with treatment services providing visible recovery by having a co-located function as well as their own community settings. They have been involved with workforce development and the laying of the foundations for our more co-productive approach and are visible in the media in raising public awareness and the de-stigmatising of drug and alcohol issues.
As well as financial support we can offer the use of our venues to community groups and our expertise and infra-structure in the areas of Human Resources and Finance to grass roots organisations that are setting themselves up as community groups or social enterprises. We believe that sharing assets draws us closer to the communities we serve and helps us to support development of positive social networks.

Last year, Salford Clinical Commissioning Group made money available through its Joint Health and Wellbeing Innovation fund 2015 and Achieve submitted a bid to meet criteria outlined in Priority 2b of the fund; to positively influence individual and neighbourhood health and wellbeing – alcohol. Our bid was to develop and deliver a YP programme, using the concept of cadets, but specifically targeting young people in Salford with alcohol problems, or young people who are affected by alcohol use because of parental or family use. We have been granted about £9000 to run the programme in Salford. The programme aims to provide the young people with options, build their personal resilience, and contribute to their recovery. We have threaded family involvement into the programme as it is a key influence in recovery, and supports the bid we submitted.

Environmental Sustainability

The Achieve service submitted a bid for significant capital funding from Public Health England (PHE) to establish a recovery resource centre in Pendelton, Salford. We were successful in attracting over £250,000 investment into Salford through this route and by working in partnership with Public Health England, Salford Clinical Commissioning Group, Salford City Council and Greater Manchester West Mental the full project costs totaling over half a million pounds was secured. GMW contributed a total of £190,000 from their capital programme project, the Trust fund these projects through the re-investment of profits to support environment improvements across our estate prioritizing investment in our local communities.
GMW’s Estates and Facilities Department led on the development of this project through a multi-agency commissioning group including membership from the local authority Planning Department and Commissioning Team. In compliance with all capital projects overseen by the Trust the works were undertaken in conjunction with current building regulations for which a minimum thermal performance has to be achieved. Other environmental features included;

- Installation of efficient LED lighting

- The ventilation and heating system work in conjunction to perform as efficiently as possible, for example the thermal energy from warm air extract contributes to the heating system.

- The contractor is required to submit a plan of how they intend to responsibly manage all waste materials generated

- Construction materials utilised were generally commonly available to the market, inert, responsibly produced and where possible locally sourced.

The new centre offers a space for recovery activity to take place, with those in recovery and their families receiving professional and peer led support. This includes family interventions, therapeutic activities, employment, and training and education advice. The centre has also enabled the development of further recovery groups to take
place. This will be an asset utilized by groups which comprise Salford’s growing recovery community. It will be a focal point for recovery activity in the City providing practical, peer led and professionally facilitated groups, training and development opportunities, and support to people in recovery, their carers and family members.

The City Mayor of Salford, Ian Stewart officially opened the centre on 25th February. At the opening he said, “This kind of centre is exactly what people need to help them recover and rebuild their lives. People will not only get the professional help they need here, but will also be able to come here to support and encourage each other.” Carol Marsh, Service Manager at Achieve Salford Recovery Services said, “This new centre was developed in partnership with services users, their families and carers and offers an environmentally friendly and therapeutic space for recovery activity to take place.

“We recognise that beating addiction is only part of the recovery process and so as part of the therapeutic sessions that take place in the centre we also offer a range of services helping people to get back on their feet with housing advice and training and employment services.

“Together we are determined to make a real difference to families, communities and people affected by substance use in Salford”

Economic impact

At Achieve we have established a pathway to support people to become Volunteers and Peer Mentors through to paid employment. We offer a Level 2 accredited training programme for Peer Mentors to equip them with essential knowledge in relation to professional boundaries and information governance, and essential skills in relation to establishing and maintaining an effective mentoring relationship, basic psychosocial interventions and facilitating group work skills.

We have also created a paid Peer Support Worker role which people with lived experience of mental health problems and/or addiction are welcome to apply for with
the condition that they complete a Level 2 Health and Social Care Apprenticeship. GMW runs this programme internally and it is accredited by Edexcel. Skills for Health funding enables this programme to be free of charge to our staff and enables them to gain a nationally accredited qualification.

One of our key sub-contractors in Achieve, THOMAS have secured external funding to support their recovery focused work in Salford. Their Big Lottery Reaching Communities project is designed to give service users a range of learning and work experience opportunities. THOMAS initially looked at building maintenance as a relevant occupational area, but in response to service user feedback and interest they are now focusing on furniture restoration and bicycle repairs. THOMAS have set up a workshop at Antz Junction in Swinton where service users work on furniture and bikes which THOMAS can then offer for sale at their shop in Blackburn. Not only does this provide opportunities for people to learn maintenance and restoration skills they also take part in deliveries to the shop and house clearances to provide additional furniture for the project. Preparation for employment is very important in terms of sustained recovery and social integration and THOMAS have recently secured “Awards for All” funding for a gardening project, delivered by Groundwork.

Learning from the Social Auditing and Account process

The process was extremely useful in reflecting on past achievements and providing a focus for where we need to concentrate our efforts in the future. As this was our first attempt to write a Social Value Account, it felt necessary to provide the background to how the service was commissioned, how the partnership was formed and how we arrived at the most appropriate and effective service model. This background information will not be required in subsequent accounts and will enable us to use a more succinct and targeted format.

Our methodology was largely based on the key aspects checklist as well as drawing on key aspirations of the partnership and our “evidence base” consisted of outcomes from workshops held; case studies and our survey. It was observed that the survey was undertaken with a time pressure and so in future our approach will be to commence
this process earlier and be continuous throughout the year to gather a greater number of responses. We have also learnt to exclude choices of “neither agree nor disagree” in our survey as these have not been helpful when analysing the data.

The use of the outcome star was a useful tool to employ but due to the infancy of the service, and the timing of the account, not all service users had received two reviews, so this was only based on approximately 40% of service users.
Conclusion

Forming the Achieve partnership and bringing together five organisations into an integrated model was an ambitious task. The level of management resources to achieve this should not be under-estimated. The new service model required a significant cultural and organisational change process which has taken around 18 months to embed, it is not surprising therefore that some performance targets have dipped during this period although we are pleased to see that the number of successful completions is back on target having been consistently achieved in previous years before these changes.

Despite these challenges, the data from the Recovery Star tool demonstrates that the partnership has had an overwhelmingly positive impact on the lives of people in treatment and this is true across all the domains within this measurement tool. For our next Social Value report we will be able to look at this data for all those in treatment as they will all have had both an initial and at least one review star completed. This will give us a more comprehensive understanding of the impact of the service and enable us to focus on some key areas such as use of time, emotional wellbeing and family and relationships.

A key aspect of the new model was the support offered to families and carers, this provision has greatly improved and we are particularly proud to have supported the “we understand” group to get up and running. Our bespoke interventions for families in their own right have grown with more staff competent in delivering the family intervention programme - a five session psycho-social approach covering information and education about substance misuse, help to identify sources of stress related to substance misuse, promoting effective coping behaviours and identifying social supports and other sources of specialist intervention.

The Holding Families programmes provided by Early Break is now planning for the third cohort of families having successfully provided a programme to 25 Families to date. Both the Family Action Database (FAD) and service user feedback have demonstrated the benefits of this approach and we recognize the potential of this
programme to support some of the most vulnerable families in Salford working closely with colleagues in Social Services.

Families affected by parental substance misuse often have multiple complex needs. In addition to drug and/or alcohol dependency they may experience problems relating to mental health, housing, unemployment, education and domestic violence, which can cause severe and lasting problems. The costs of addressing these can be substantial and can fall across local authority, housing, Children’s services, criminal justice and health systems. We are therefore particularly interested in utilising a Social Return On Investment (SROI) model for measuring the impact of the Holding Families programmes as part of the next Social Value report for Achieve. Through this process we would hope to be able to assess how costs and savings are borne by various agencies and demonstrate the social return on investment that treatment can bring to the individual, their family and the wider community.

Increasing employment and supporting people into work are key elements of the Government’s public health and welfare reform agendas. There are economic, social and moral arguments that work is the most effective way to improve the well-being of individuals, their families and their communities. There is also growing awareness that unemployment is harmful to physical and mental health including: higher mortality; psychological distress and hospital admission rates.

We know that the partnership has had a positive impact on “use of time” through reviewing the Recovery Star outcomes. The Achieve service has made good progress in supporting people to make positive use of time, take up roles as volunteers and undertake training and educational opportunities, particularly through the Recovery Academy that will enable them to become “work ready”. It should be acknowledged that the majority of people who are in treatment with Achieve are those furthest away from the labour market due to the long-term nature of their unemployment, their lack of education and skills training as well as the stigma around substance misuse.

One of the key areas we will explore in the next Social Value report will be the number of people we are able to support to gain employment by addressing the above
barriers that our service users face. We would like to use a social value measurement tool that places a financial value on the use of volunteers within Achieve as well as a more sophisticated calculation of the cost savings of people gaining meaningful employment in terms of a reduction in welfare benefits, tax contributions, positive impact on family life and self-esteem.

Whilst there has been significant activity in relation to challenging stigma through attendance at events and promoting the service and hosting events and projects aimed at raising awareness of substance misuse in the community, this is an area which we want to focus on over the next 12 months. Defining a tangible target and a means of measuring progress in this area is challenging and our starting point will be to consult with service users using surveys, workshops and conversation cafe approaches to better understand the discrimination and disadvantage that they face.

Achieve has a vibrant service user network, the Recovery Voices group has gone from strength to strength, providing the service user voice on the Partnership Board and influencing the allocation of the asset fund by forming part of the decisions panel. Recovery Voices have established themselves as an integral part of the service operating as both a consultative body and a critical friend to the management team. Having laid strong foundations for the meaningful involvement of service users in the design and direction of the Achieve service, managers and service user representatives will work together to agree a specific and measurable action plan to challenge negative attitudes to people with substance misuse issues and engage in campaigns that promote recovery and this will be audited as part of our next Social Value report.
Achieve Salford Recovery Services

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About Achieve Salford Recovery Services

Achieve Salford Recovery Services brings together people from a range of organisations, backgrounds and experience to deliver confidential services, opportunities, treatments and therapies for people seeking help in tackling their own drug use, or that of a loved one aged 25 and over. We offer a bespoke Young Person’s Service for individuals under the age of 25 and their families.