



Ministry of
JUSTICE

National Offender
Management Service

The National Offender Management Service Drug Strategy 2008-2011

ACTION PLAN



Progress in 2008/09

Since the new National Drug Strategy was launched in February 2008, NOMS has achieved a number of actions that contribute to the objectives of this strategy. Some of these form part of larger activities, such as our response to David Blakey's review of drug supply reduction measures in prisons, and some are stand-alone.

- NOMS is on course to deliver an extra 1,000 drug rehabilitation requirements in community orders compared to 2007/08 targets.
- All key clinical elements of the Integrated Drug Treatment System (IDTS) have been implemented in the 53 first and second wave IDTS prisons, and all 29 of the fully-funded sites have implemented enhanced psychosocial (CARAT) services.
- All prisons have nominated a senior manager responsible for their drug strategy. The manager will co-ordinate treatment, supply reduction, working with others and promotional activity in order to firmly embed the drug strategy in the fabric of the prison.
- A BOSS¹ chair has been purchased for every prison in England and Wales, with instructions issued to staff on how they are to be used. The chairs can be used to search staff. We are also providing prisons with a range of other detection technologies.
- We are monitoring use of the Offender Management Act, which makes it a criminal offence to convey unauthorised controlled drugs in or out of prisons, and a number of convictions have now been secured, with further cases pending. We are continuing to raise awareness and to encourage prisons to work with partner agencies to use the Act to the full.
- The prison mobile phone strategy, which aims to minimise the number of mobile phones entering prisons; find mobile phones that are smuggled in; and disrupt those phones that we cannot find, has been developed and is being implemented.
- The Prison Drug Treatment Strategy Review Group has been established under the Chair of Professor Lord Kamlesh Patel. The remit of the Review Group will be to consider recommendations made by PricewaterhouseCoopers, agree a single set of priorities and compile national guidance around the streamlining of the commissioning, delivery funding and performance management of drug treatment for offenders.

¹ Body Orifice Security Scanner

Action Plan

- Seven projects have been identified under the Intensive Alternatives to Custody (IAC) programme. Seven projects are operational: Derbyshire, West Yorkshire, South Wales, Dyfed-Powys, Humberside, Merseyside and Greater Manchester.
- Pioneer schemes for Integrated Offender Management (IOM) – which focus on those offenders who present the highest risk of volume re-offending including drug-misusers – have begun operating in six police/probation areas.
- Seven Drug System Change partnership areas have been selected to pilot innovative delivery models for drug treatment and wider support services. They are: Safer Essex Partnership Board, Hampshire/Southampton Partnership Trust, Leicester City Drug and Alcohol Action Team (DAAT), Safer Lambeth Partnership, Hertfordshire DAAT, Bradford Safer Communities Partnership and Sefton Drug Action Team.

NOMS Drug Strategy 2009-2011: Action Plan

1. DEVELOPMENT OF EXISTING SERVICES

STRATEGIC OBJECTIVE	KEY OUTCOME	SUPPORTING ACTION	IMPLEMENTATION MILESTONES	COVERAGE	FUNDING	DEPARTMENTAL OWNER	TIMING
Ensure that those sentenced by courts receive the help and support needed to tackle their drug problem – including working with the families ² of drug misusing offenders	1. All prisoners have access to a minimum standard of clinical drug treatment	Further rolling out the Integrated Drug Treatment System Continued availability of CARATs in every prison Continued availability of YPSMS to all young People in custody Implementation of Substance Misuse Action Plan (SMAP) and Best choices in all young people's establishments	Full clinical IDTS roll out in all 91 first, second and third wave prisons Roll out new funding arrangements to create multi-disciplined CARAT teams to deliver full IDTS psychosocial services across the estate IDTS introduced to all English prisons	National	£45.7m in 2009/10 (DH - £39.7m NOMS - £6.0m)	NOMS / DH	Dec 2009 2009 2011

² Families here can include kin, friends, carers, visitors etc as identified by the offender.

Action Plan

	2. Staff deliver / commission better quality drugs services	Supporting probation areas in training their staff to DANOS ³ competencies	Carry out a training needs analysis in a number of probation areas to baseline performance against DANOS Identify and produce common tools to equip probation areas to train their staff	National	National	-	NOMS	2009 June 2010
	3. Drugs services delivered through NOMS account for the needs of diverse offender groups	Ensuring newly issued guidance on drug interventions takes full account of recommendations on women offenders in the Corston report ⁴	Review and re-issue PC 57/2005- Effective Management of the Drug Rehabilitation Requirement (DDR) and Alcohol Treatment Requirement (ATR)	National	National	-	NOMS	2009
	4. Improved information exchange between prison and community drug services allowing better throughcare and monitoring	Drug Intervention Record in prisons to be modified to allow interface with the National Drug Treatment Monitoring System (NDTMS)	Go-live Monitor and analyze structured drug treatment data	National	National	£250,000 (with ongoing data handling and analysis costs)	NTA / Home Office / NOMS	From April 2009 Ongoing
	5. More families and friends of drug-misusing offenders engaged and offered support	Develop current guidance on engaging the families and friends of drug misusers in the criminal justice system	Produce revised guidance for prisons and probation Re-launch and promote family guidance with service providers	National	National	£80,000	NOMS	March 2010 March 2010

Ensure that community sentences for drug-misusing offenders are tough and effectively tackle the causes of offending behaviour	6. Drug rehabilitation requirements used effectively within community sentences	Deliver an extra 1,000 DRR commences in 2008/09 Provide national performance support to areas	Deliver 16,306 DRR starts in 2008/09 and maintain performance in subsequent years Conduct area/regional visits, targeting poor performers 5,990 DRR completions in 2008/09 Improve completion rate in 2009/10	National	£42m contribution to Pooled Treatment Budget	NOMS	2008/09 and ongoing Ongoing 2008/9 2009/10
	7. More substance misusing offenders sentenced to intensive alternatives to custody	Establish 6 intensive custody pilots by Apr 2009 Performance monitor pilots and deliver final evaluation	Run projects in 6 areas to tackle substance misuse as a cause of offending, in order to divert offenders away from custody Ensure final evaluation and learning coming from the pilot in from substance misuse policy and practice	6 probation areas	£13.9m 2008/9 to 2010/11	NOMS	2008-11 Mar 2011

3 Drugs & Alcohol National Occupational Standards

4 "The Corston Report: a review of women with particular vulnerabilities in the criminal justice system", Home Office, 2007

Action Plan

	8. More drug-misusing offenders managed through dedicated drug courts	NOMS to support HM Court Services in developing and evaluating Phase 2 drug courts	New pilot sites to begin operating from January 2009	Barnsley, Bristol, Cardiff and Salford Magistrates' courts and existing pilots in West London and Leeds	-	NOMS	2009
Provide a safe and drug-free environment in prisons where offenders can gain the support they need to lead drug-free lives	9. Extend the provision of drug-free wings where appropriate in the prison estate	Produce guidance for prisons Identify suitable locations – including new prisons – to increase the number of drug-free wing places available	Run pilot sites to develop drug-free wing model specifications Issue initial DOMs/ guidance to prisons Roll-out drug-free wing pilots	National	-	NOMS	From May 2009 July 2009 From August 2009

2. NEW INITIATIVES

STRATEGIC OBJECTIVE	KEY OUTCOME	SUPPORTING ACTION	IMPLEMENTATION MILESTONES	COVERAGE	FUNDING	DEPARTMENTAL OWNER	TIMING
Strengthen the continuity of case management of drug-misusing offenders between community and custody	10. Improved continuity of drug treatment between prison, probation and community services	Reviewing and strengthening links between prisons and local Criminal Justice Integrated Teams, and probation to improve offender management	Phase 1: Deliver a review of CJIT-Prison procedures and practice to ensure effective joint working Phase 2: Expand scope to review existing guidance on CJIT/Prison/Probation cases	National National	- -	HO / NOMS HO / NOMS	2009 December 2009
	11. Improved supervision of offenders sentenced to less than 12 months in custody	Introduce pilots to extend and evaluate Integrated Offender Management (IOM) models Evaluate IOM pilots and incorporate learning into relevant offender-based programmes, such as PPO and DIP	Pioneer areas commenced in 2008/09 and to run for 1 – 2 years Strategic evaluation to be launched alongside pilots to run for 1 – 2 years	6 pilots 6 pilots	£2.1m in 2008/09 £2.0m in 2009/10 From funding above	NOMS / HO NOMS / HO	2009/10 2009/10

Action Plan

	12. Effectively monitor prolific offenders following release from custody	Ensure all probation areas drug test PPOs on licence to National Standards	New performance measure included in NOMS metrics (90% within National standards)	National	-	NOMS	2008/09
Ensure that funding structures, performance management and delivery systems and commissioning arrangements support the aim of reducing re-offending linked to drug misuse	13. Expand evidence base for licence supervision for substance misusing offenders	Corral existing data sources and create picture of licence population	Identify available data sources Produce action plan to improve data capture and analysis	National	-	NOMS	2009 August 2009
	14. Better continuity of care for drug misusing 18 year old moving from YOIs ⁵ to prisons	Explore options for improving the continuity of treatment for young people moving from YPSMS ⁶ to CARATs	Evaluate options Initiate improvement plans	National	-	NOMS	2009
	15. Streamlined funding and commissioning arrangements	Support the Prison Drug Treatment Strategy Review Group	Articulate key outcomes for prisoners and offenders in prison and in the community	National	-	DH / NOMS / HO	2009

	16. Probation Area/ Trusts play key influencing role in local strategic partnerships and on joint commissioning	Develop a tool kit for use by Probation Areas and deliver training where appropriate	Self assessment of relevant skills by Area Analysis of existing tools (e.g. Civic Alliance toolkit) Identify, produce and promote toolkit and training materials	National	-	NOMS	July 2009 July 2009 Dec 2009
	17. Innovative approaches to drug treatment, end-to-end management and social integration tested	Drug System Change Pilots established to examine: <ul style="list-style-type: none"> • Pooling of budgets; • individual treatment / wider support budgets; and • end-to-end planning 	Pilots to plan and initiate delivery models Monitor and evaluate pilot models	7 partnership areas	-	NOMS / HO / DH / DWP / CLG / DCSF	From April 2009 2009–2011

Action Plan

	18. Improved support for drug misusers accessing employment benefits	Support DWP to implement proposed drug treatment provisions in the Welfare Reform Bill	Establish information links between NOMS and jobcentres to target drug misusing offenders and ex-offenders into the appropriate welfare provision (subject to legal proportionality)	National	-	NOMS / DWP	2009
Expand our evidence base	19. Increased understanding of the impact of prison interventions re-offending allowing better targeting and prioritising	Study of IDTS effectiveness Study of CARATs effectiveness Contribute to development of a cross-government research strategy	Develop and implement study to test effectiveness of IDTS against key outcomes Assess CARAT framework against good drug treatment practice Assess effectiveness of CARATs against key outcomes Develop Research Strategy to provide a robust scientific evidence base for the government drug strategy in the short and long term.	National National National	- - -	DH / NOMS NOMS HO (NOMS to contribute)	2009-2011 March 2010 2009

Reduce the supply of drugs into prison	20. Fewer illicit drugs available in prisons, leading to more manageable prisons and improved treatment outcomes	Implement the ten recommendations from the Blakey review (July 2008)	Nominated Senior Governor to lead the drug Strategy for each prison Supply Reduction guide to be revised and re-launched	National	-	NOMS	Ongoing
	Treatment outcomes		Peer Review process for supply reduction to be established		-		June 2009
			Purchased BOSS chairs and other detection tools to be installed in all establishments, with more staff searching		£1.5m in 2008/9		From April 2009
			Mobile phone blockers to be introduced (as money becomes available)		-		Ongoing
			Internal review of the distribution of dogs around the estate		-		2009
			Use legislation to the full, particularly Offender Management Act, and monitor results		-		Ongoing
			Strengthen relationship with the Home Office Scientific Development Branch		£200,000 pa		Ongoing

