

Appendix 1: Substance Misuse Strategy Action Plan

Revision history

1. Initial draft produced by Rachael Sadegh
2. Proposed amendments made at 1st Strategy action plan steering group (22/11/11)
3. Proposed amendments made at 2nd Strategy action plan steering group (15/12/11)
4. Amendments made by RS / BA for strategy steering group(14/05/12)
5. Amendments made at 3rd Strategy action plan steering group (14/05/12)
6. Amendments made following comments from DAAT Board (28/05/12)

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C1	Public Health, Safer Communities, LBTH, Children, schools and Families Directorate, LBTH	Develop a multi-agency communications plan for service users (adults, young people) and professionals with a focus on: <ul style="list-style-type: none"> - harm reduction and safe drinking levels, targeting communities with high levels of alcohol related harm - drug related harm and treatment services available - Supporting parents to address drug and alcohol misuse with their children. 	December 2012	<ul style="list-style-type: none"> • Communications plan developed and agreed by partners including LBTH, NHS, ELFT, MPS, Probation. • Heightened awareness of services and referral pathways along continuum of need. • Increased referral rates from a wide range of front line services. 	<ul style="list-style-type: none"> • Communications plan to be presented to / agreed at November DAAT Board. • Communications activity to commence in January 2013. 	<ul style="list-style-type: none"> • Communications plan agreed and activity in progress

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C2	Children , Schools & Families Director atelBTH	<p>Ensure that school staff, pupils and parents receive substance misuse education via:</p> <ul style="list-style-type: none"> • Tailored support provided to schools across the borough as part of their Healthy Schools work including support to develop and deliver evidence based curricula, lesson plans, resources and policies. • Central training for teachers in drugs and alcohol education, delivery of targeted advice/support and management of high risk children and young people CYP • Delivery of parent information sessions regarding drugs and alcohol; harm reduction, advice for their children and how to access services • Delivery of drugs / alcohol education training to youth centre staff to strengthen their ability to identify, support and refer children and young people identified as experiencing problems relating to substance misuse • Develop scheme of work for teachers around drugs and alcohol • Implement an alcohol peer led project to train year 9 pupils to educate their peers and local primary school pupils. 	Ongoing	<ul style="list-style-type: none"> • Uptake of teachers' training in delivery of substance misuse lessons • Information regarding treatment and access to services along continuum of need available to pupils, teachers and parents • School adherence to NICE guidance on school based interventions on drugs / alcohol • Increased referrals into young people's treatment services. • 88% of schools achieving healthy schools status or renewing 	<ul style="list-style-type: none"> • 9 schools to have attended central training by Jul12. • 12 sessions for parents to be delivered by Jul 12. • 18 youth centre staff to be trained by Jul 12. • 20 primary schools to have engaged with the alcohol peer led project by Jul 12. • School based drug / alcohol INSETs to be delivered by Jul 12 in 10 primary schools and 2 secondary schools. • 4 peer educator training sessions to be delivered in secondary schools and 20 in primary schools by Jul 12. 	<ul style="list-style-type: none"> • Training delivered and further programmes scheduled

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C3	Public Health / Safer Communities (LBTH)	<p>Understand local trends in alcohol/ drug consumption to inform target work by undertaking the following activities and incorporating into the needs assessment process:</p> <ul style="list-style-type: none"> • A repeat of the Healthy Lifestyles Survey to include population level patterns of alcohol consumption and sexual health and drugs questions. • Annual analysis of GP drugs / alcohol NIS data. • Utilisation of available Criminal Justice System data sets to inform understanding of local trends in alcohol/drug consumption. • Utilisation of treatment data collected across all equality strands to inform targeted provision • Analysis of available datasets including hospital admissions, drug / alcohol related deaths, accident and emergency presentations and outreach data to inform needs analysis 	<p>December 2012</p> <p>September annually</p>	Annual needs assessment reports / updates produced which further develop knowledge of drug / alcohol consumption trends in Tower Hamlets.	<ul style="list-style-type: none"> • Develop specification for new survey and systems – March 2012 for procurement in 12/13. • Agree CEG data collection – June 2012. • Annual Needs Assessment / JSNA fact sheet update produced by December annually. 	<ul style="list-style-type: none"> • Annual needs assessments delivered using all available data • CEG data collected quarterly • Healthy lifestyles survey on hold

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C4	Public Health / Safer Communities (LBTH)	Strengthen the inclusion of substance misuse in the revised Health and Well Being strategy and ensure inclusion in other relevant strategies including; <ul style="list-style-type: none"> - tobacco control - cardiovascular disease - sexual health - mental health - teenage pregnancy - housing - integrated offender management - licensing 	Ongoing	<ul style="list-style-type: none"> • Substance misuse integrated in cross-cutting strategies of relevance. 	<ul style="list-style-type: none"> • Collate a calendar of refresh dates for relevant strategies. • Approach strategic leads to discuss strengthening substance misuse in each strategy. 	<ul style="list-style-type: none"> • Substance misuse included in Health and Wellbeing Strategy – strategy expires in 2016 • Substance misuse incorporated in sexual health procurement exercise • Tobacco control training to be delivered in treatment agencies
PB C5	Public Health	Undertake a review of prevention initiatives.	March 2013	<ul style="list-style-type: none"> • Comprehensive mapping of prevention initiatives produced, including referral and threshold criteria for initiatives. • Childrens and Adults to be included in scope. 	<ul style="list-style-type: none"> • Mapping event for children’s services – Sep 12 • Mapping event for adults services - Nov 12 • Report findings and recommendations to JCG – Feb 13 	<ul style="list-style-type: none"> • Mapping events held and evaluated • Prevention initiatives included in current re-procurement project
PB C6	Public Health	Pilot the Behaviour Change toolkit to substance misuse service providers to enhance their ability to develop and market their services to key target groups.	December	<ul style="list-style-type: none"> • Attendance by treatment services and other agencies to behaviour change toolkit training sessions • Numbers in attendance for training 	<ul style="list-style-type: none"> • Programme scheduled and services invited • Two pilot sessions to be delivered between September and December with identified agencies 	<ul style="list-style-type: none"> • Training delivered

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C7	Children, Schools & Families DirectorateLBT H	Implement earlier intervention for individuals in the youth justice system.	June 2012	<ul style="list-style-type: none"> 100% of individuals screened 	<ul style="list-style-type: none"> Implement new screening process Report ongoing performance into Young People's Network Group 	<ul style="list-style-type: none"> Processes implemented and reported

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T1	TH Drug and Alcohol Action Team	Review provision and configuration of drug / alcohol treatment for adults <ul style="list-style-type: none"> - redesign treatment provision - facilitate widespread consultation - conduct equalities impact assessment. 	April 2015	<ul style="list-style-type: none"> • Development of new model of drug / alcohol service provision • Improved referral rates • Improved treatment outcomes. • Reduced spend per successful exit 	<ul style="list-style-type: none"> • Review of existing evidence/data and analysis • Consultation with stakeholders on redesign options • Skeleton delivery model to be developed and agreed • Consultation with stakeholders on final model • Procurement of new treatment system 	<ul style="list-style-type: none"> • Reprourement programme suspended in February 2012. New re-procurement programme currently in progress
T2	NHS North East London and the City	Strengthen primary care responses to substance misuse <ul style="list-style-type: none"> - Evaluation of Network Improved Services in primary care - Provision of ongoing training to primary care providers in SBI and community detoxification 	March 2013	<ul style="list-style-type: none"> • Increased no. of alcohol screens • Increased referrals into structured drug / alcohol treatment. 	<ul style="list-style-type: none"> • Evaluation of NIS to be completed by December 2012. • Report and recommendations to JCG – Feb 13 	<ul style="list-style-type: none"> • New NIS to be incorporated within re-procurement project

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T3	TH Drug Interventions Programme	Ensure the universal offer of alcohol screening is undertaken in custody suites with referrals into treatment services.	May 2012	<ul style="list-style-type: none"> • Increased number and percentage of people referred • Increased number and percentage of people attended • Increased number and percentage of people screened 	<ul style="list-style-type: none"> • Quarterly report to DAAT board/IOM board. 	<ul style="list-style-type: none"> • Alcohol screening implemented
T4	Police / Public Health	Implement targeted interventions for drug using offenders via: <ul style="list-style-type: none"> • The implementation of a universal offer of drugs screening and referral to services in custody. • Scoping the value of widening out screening from class A drugs 	May 2012	<ul style="list-style-type: none"> • No and percentage of people screened • No and percentage of people referred • No and percentage of people attended 	<ul style="list-style-type: none"> • Quarterly performance report to DAAT Board / IOM board. • Screening report to be presented to November DAAT Board? 	<ul style="list-style-type: none"> • New screening / testing protocols introduced for offenders

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T5	TH Drug Interventions Programme	Evaluate the impact of proposed changes to mandatory drugs testing for trigger offences on referral into treatment system.	November 2012	<ul style="list-style-type: none"> • Cost benefit analysis of accessing people naïve to treatment using mandatory versus intelligence led testing 	<ul style="list-style-type: none"> • Report presented to November DAAT Board 	<ul style="list-style-type: none"> • Initial report completed, further evaluation required

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T6	Public Health / TH Drug and Alcohol Action Team	Improve the identification of, and response to, individuals with an alcohol problem when presenting to secondary care services including A&E.	March 2013	<ul style="list-style-type: none"> Alcohol champions in place within the Royal London Hospital Acute Trust alcohol strategy in place with buy in from range of stakeholders Improved number of screens and brief interventions delivered. All wards and departments have access to and implement guidance and policy on the appropriate and effective management of alcohol dependent patients and of management of withdrawal from alcohol among these. 	<ul style="list-style-type: none"> Evaluate the work of the alcohol nurse specialists in identification and delivery of brief interventions throughout the acute hospital Trust. Report to the Adult Substance Misuse Joint Commissioning Group the evaluation findings. Agree new service level agreement Performance manage the service quarterly to ensure full implementation of recommendations 	<ul style="list-style-type: none"> Evaluation complete Service to be reconsidered within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T7	TH Drug and Alcohol Action Team	<p>Ensure identification and brief advice interventions (IBAs) are routinely offered to adult clients across a range of frontline services including:</p> <ul style="list-style-type: none"> - hostels - social services - sexual health services - patients with long term conditions - patients in mental health services <p>Plan and deliver a course of training sessions to frontline professionals and implement reporting systems (interventions offered, accepted and outcomes) to capture data across 9 equality strands.</p>	October 2012- March 2013	<ul style="list-style-type: none"> • Increased number of IBAs • Improved uptake of treatment services • Provision of IBAs written into service specifications of providers. 	<ul style="list-style-type: none"> • Seek agreement with service leads for widescale approach. • Training schedule planned. • Quarterly reporting of training sessions delivered. 	<ul style="list-style-type: none"> • Training sessions delivered • Widespread screening requires further implementation

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T8	CF&S	Implement a new model of service provision for young people's intervention and treatment, including transition of tier 2 interventions from treatment services and the Youth Offending Team to the Youth Service Targetted Support Team.	October 2012	<ul style="list-style-type: none"> • Development of new model of service provision • Improved referrals into young people's treatment services. • Improved treatment outcomes. • Reduction in the number of young people reoffending as a consequence of drug / alcohol misuse. • Reduction in asset scores of young people engaged via the Youth Offending Team. 	<ul style="list-style-type: none"> • Issue new contracts and partnership agreements – June 12. • Update assessment tool – April 12. • Update and publicise referral pathways – June 12. • Implement treatment outcomes framework – October 12. 	<ul style="list-style-type: none"> • New Young Peoples service commissioned

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T9	TH Drug and Alcohol Action Team	<p>Ensure the needs of young adults with drug / alcohol problems are addressed within the treatment system by:</p> <ul style="list-style-type: none"> • Implementing targeted interventions for this age group • Ensuring adult treatment providers offer an appropriate approach for this age group 	June 2013	<ul style="list-style-type: none"> • Increased referrals of 18-24 year olds into treatment • Increased numbers engaging in treatment 	<ul style="list-style-type: none"> • Commission a targeted intervention for this group – April 2012 • Evaluate the targeted intervention service and incorporate recommendations into core services. 	<ul style="list-style-type: none"> • Project undertaken to engage 18-24 year olds. • 18-24s targeted within re-procurement exercise

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T10	Probation	<p>Improve offenders' (including young offenders') access to alcohol treatment via:</p> <ul style="list-style-type: none"> • Targeted drug / alcohol interventions for Youth Offending Team (YOT) clients where alcohol is a feature of offending behavior • A review of voluntary access of probation clients into treatment services. Training for probation workers to offer screening and brief interventions. • Implementation of pathways for probation clients into alcohol treatment services 	March 2013	<ul style="list-style-type: none"> • Demonstrable greater enforcement of Alcohol Treatment Requirement Orders • Increased uptake of drug and alcohol treatment services by offenders 	<ul style="list-style-type: none"> • Training delivered to Probation workers – March 2012 • Pathways confirmed between Probation and TH Community Alcohol Team – April 2012 • Quarterly reporting of data • Evaluation of performance within annual needs assessment 	<ul style="list-style-type: none"> • Extensive training delivered to Probation services • Pathways to treatment confirmed • Data collated and included within needs assessment • Changes to Probation services as a result of Transforming Rehabilitation will necessitate further training once teams embedded • Probation pathways into treatment to be reconsidered within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T11	TH Drug and Alcohol Action Team	<p>Improve response to parental substance misuse</p> <ul style="list-style-type: none"> - Launch treatment service and social services handbooks for parental substance misuse - Monitor referrals between services - Implement CAF across treatment services - Deliver an annual drug awareness training programme for key frontline staff including:- social services, Police etc. - Ensure needs of families are addressed in individual care plans 	<p>July 2012</p> <p>Quarterly</p> <p>Start June 2012</p> <p>Annual programme starting January 2012</p>	<ul style="list-style-type: none"> • Increased use of CAF by treatment services • Increased referrals between social services and treatment services • Earlier intervention in parental substance misuse • Involvement of families in treatment plans. • Improved uptake of family interventions 	<ul style="list-style-type: none"> • Agree final version of handbooks – July 2012 • Commence eCAF training for treatment services – June 2012 	<ul style="list-style-type: none"> • Handbooks agreed and disseminated • eCAF training delivered to some agencies – further training required

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T12	Children, Schools & Families Directorate, LBTH & Public Health	Improve follow up response for young people presenting to A&E with substance misuse presentations	August 2012	<ul style="list-style-type: none"> Increased referrals into structured treatment. Reduction in the number of young people presenting to A&E with alcohol and substance misuse presentations. 	<ul style="list-style-type: none"> Liaise with A&E leads within the Royal London Hospital to establish consistent referral processes. Update and reinforce referral pathways and protocols from A&E to treatment services. 	<ul style="list-style-type: none"> Further work required
T13	DAAT Board	Appoint therapeutic, strategic and community recovery champions to support and drive recovery across the borough.	August 2013	<ul style="list-style-type: none"> Respected and active champions in place. Clear remits established for champions 	<ul style="list-style-type: none"> Agree remit / role description for champions Agree network of champions across the borough Implement robust communication / feedback activities to maximise impact of champions. 	<ul style="list-style-type: none"> Recovery champions still to be established

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T14	TH Drug and Alcohol Action Team	<p>Support drug /alcohol users to access wrap around services</p> <ul style="list-style-type: none"> • Ensure pathways to education / employment are included in the redesigned treatment system • Maximise links with Jobcentre Plus, work programme providers, Ideas Store Learning and other providers to develop support programmes for drug / alcohol users • Inform the hostels strategy and the procurement of hostel services to ensure the needs of drug / alcohol users are reflected with regards to accommodation needs. 	October 2012	<ul style="list-style-type: none"> • Advice and support given to all service users regarding access to education, employment, training, housing, finance and health including BBV, sexual health and primary care – where appropriate • Improved uptake of education / employment / volunteering opportunities by drug / alcohol users in treatment • Improved accommodation outcomes for drug / alcohol users in treatment. 	<ul style="list-style-type: none"> • Support structures to be written into specifications for re-commissioning of treatment services including outcome measures. • Quarterly reporting of education / employment outcomes • Agree joint working and information sharing protocols with borough work programme providers – Sep 12 	<ul style="list-style-type: none"> • Currently reporting employment outcomes and working with new work programme providers • Support services addressed strongly within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T15	TH Drug and Alcohol Action Team	<p>Improve the recovery focus within all treatment services to enable recovering drug / alcohol users to re-integrate into their communities:</p> <ul style="list-style-type: none"> • Ensure recovery outcomes integrated into commissioning process via service level agreements and performance management processes. • Implement the outcome star model across all treatment services and produce recommendations for future commissioning. • Develop structured pathways from treatment services to services that offer support around accommodation, financial health, education and employment. 	March 2013	<ul style="list-style-type: none"> • Improved percentage of planned (drug free) exits from treatment. • Improved, measurable outcomes from treatment services relating to: <ul style="list-style-type: none"> • Outcome star performance • Treatment representations • Employment outcomes • Accommodation outcomes • Criminal behaviour outcomes • Drug taking behaviour • Injecting behaviour • . 	<ul style="list-style-type: none"> • Implement outcome star training for all treatment providers – January 2012 • Commence outcome star measurements within core care planning procedures within treatment services – April 2012 • Evaluate outcome star data and produce a report for JCG recommending future targets and contractual changes – February 2013 • Develop and agree workplan for the aftercare working group – August 2012 	<ul style="list-style-type: none"> • Outcome star implemented across all providers and data collated quarterly

Enforcement and Regulation						
	Owner	Action	Deadline	Key performance indicator	Milestones	Progress Update
ER 1	Trading Standards, LBTH	Combat sales to underage drinkers including proxy sales - Underage operations are supported by information / education about licensee responsibilities followed by publicity about prosecutions - Provide advice and training for traders on legal obligations	Ongoing	<ul style="list-style-type: none"> Minimum of 2 targeted under-age sales operations per quarter by the police and trading standards teams 		<ul style="list-style-type: none"> Quarterly operations in place and ongoing
ER 2	Trading Standards, LBTH	Combat sales of counterfeit products at a retail level	March 2013	<ul style="list-style-type: none"> Information provided to traders regarding counterfeit alcohol products Conduct 4 partnership operations annually to uncover illicit alcohol with customs and excise, police and trading standards teams 		<ul style="list-style-type: none"> Annual operations in place and ongoing
ER 3	Safer Communities, LBTH	Produce regular hotspot analysis of key data (crime, drugs, alcohol, youth asb etc) to deliver targeted operations	Quarterly	<ul style="list-style-type: none"> Quarterly analysis reports available Inclusion within annual needs assessment report considered at 		<ul style="list-style-type: none"> Data collated and included in needs assessment

				November DAAT Board		
ER 4	Safer Communities, LBTH	Work closely with police to prevent/address crime and disorder in and around licensed premises	Ongoing	<ul style="list-style-type: none"> Fortnightly joint tasking meetings with police Proactive use of information/intelligence including from victims 		<ul style="list-style-type: none"> Joint tasking meetings in place
ER 5	Safer Communities, LBTH	Effective communication of successful operations via promotion of positive stories in East End Life and via other channels	Ongoing	<ul style="list-style-type: none"> Improved perceptions of drug / alcohol related anti-social behaviour and crime amongst residents 		<ul style="list-style-type: none"> Ongoing promotion of positive stories
ER 6	Safer Communities, LBTH	Improve coordination of young people's and adults outreach with anti-social behavior hotspots	Ongoing	<ul style="list-style-type: none"> Reduce antisocial behaviour by using joint tasking approach across full range of regulatory and enforcement powers 104 outreach referrals into structured treatment annually 		<ul style="list-style-type: none"> Joint tasking meetings in place and attended by outreach team
ER 7	Police	Disrupt the supply of drugs through effective enforcement	Ongoing	<ul style="list-style-type: none"> Minimum of 365 arrests annually for drug dealing offences 	<ul style="list-style-type: none"> Quarterly reports to DAAT Board 	<ul style="list-style-type: none"> Dealer a day programme remains in place and achieving annual targets
ER 8	Police	Ensure drug misusing offenders receive a holistic support package aimed at stopping offending and drug dependence.	March 2013	<ul style="list-style-type: none"> Implementation of a results-focussed Integrated Offender Management programme Reduced re-offending rates amongst drug users 	<ul style="list-style-type: none"> IOM milestones to be added 	<ul style="list-style-type: none"> IOM process in place with police lead
ER 9	DAAT	Support community groups to provide an		<ul style="list-style-type: none"> Improved perceptions of drug / alcohol 	<ul style="list-style-type: none"> Quarterly meetings with CADAA 	<ul style="list-style-type: none"> CADAA now dissolved but community ward forums attended

		<p>impetus for sustained, co-ordinated action aimed at reducing drug related crime</p> <ul style="list-style-type: none"> - Continue to meet with CADAA and provide support for their annual event - Appoint a communities recovery champion to support and drive the recovery agenda across the borough 	<p>Ongoing</p> <p>October 2012</p>	<p>related anti-social behaviour and crime amongst residents</p> <ul style="list-style-type: none"> • Proactive champion in place 	<ul style="list-style-type: none"> • Appointment of communities recovery champion(s) by October 2012 	<p>and drug / alcohol concerns followed up</p> <ul style="list-style-type: none"> • Community events supported by DAAT • Recovery champions yet to be established
ER 10	<p>Safer Communities, LBTH</p>	<p>Utilise powers available within the remit of the borough wide alcohol control zone to control alcohol related anti-social behaviour and crime</p> <ul style="list-style-type: none"> - Target problem areas via joint tasking approach 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Improved perceptions of drug / alcohol related anti-social behaviour and crime amongst residents 	<ul style="list-style-type: none"> • Regular joint tasking meetings • Review of alcohol control zone 	<ul style="list-style-type: none"> • Joint tasking meetings in place