



Drug and Alcohol Action Plan 2011-2012

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Section 1 –Strategic Priorities

Overview

Oxfordshire drug recovery system is accessible, successful in stabilising people in recovery regimes, and ensures that anyone who wants recovery can get recovery. This is demonstrated clearly within the needs analysis. However, we recognise that this has created a recovery system that is heavily dependent on maintenance prescribing and enables drug users to access medical recovery when they may not be ready to address their addictive behaviour. This can be evidenced from the findings of the 2010 service user survey which cited that a large number of those in prescribed medication continue to use on top of their opiate substitution recovery. Therefore our strategic priority for 2011-1012 must be to design services that enable drug users to work towards recovery. In addition the pooled recovery budget will be outcome based and we need to ensure that Oxfordshire leads on this agenda.

The strategic objectives are detailed below under the following headings:-

- 1.1 Strategy;
- 1.2 Ethnicity;
- 1.3 Rural Isolation;
- 1.4 Service User Involvement.

1.1 Strategic

Strategic Objective 1 - Reduce the harms caused by drugs and alcohol through prevention and early intervention, integrating criminal justice and health		Completion date
Action 1	Work closely with Thames Valley Police to jointly commission custody based interventions to include the requirements of the 2005 Drugs Act	January 2012
Action 2	Ensure that care pathways are in place to ensure that criminal justice clients have prompt assessment and access to drug and alcohol recovery services.	March 2012
Action 3	Ensure that harm minimisation provision is accessible seven days a week and users can be signposted to provision upon contact with any gateway service	Ongoing

Strategic Objective 2 – To lead the drug and alcohol strategy within Oxfordshire		Completion date
Action 1	Work with health and local authority to ensure the Oxfordshire DAAT is hosted in the most strategically relevant organisation to ensure effective delivery of the agenda	March 2012
Action 2	Assess the impact of GP commissioning on shared care and mitigate against identified risks	October 2011

Action 3	Work closely with partnership organisations to effectively manage efficiency savings by pooling resources, jointly commissioning services and reducing the threat of disinvestment	October 2011
Action 4	Ensure the continued development of commissioning expertise within the DAAT team	Ongoing
Action 5	Ensure the continuation of strategic planning with partners to ensure that the drug and alcohol agenda is included in every relevant strategy	Ongoing
Action 6	Utilise all relevant developments within the commissioning field to maximise efficiencies and outcomes	March 2012

Strategic Objective 3 - Ensure the provision of quality recovery provision for those who misuse drugs and alcohol, in order to improve their health and well-being, enable social re-integration and sustained recovery		Completion date
Action 1	Continue to consult with a wide range of partners including service users, professionals and the public to understand the needs of local communities	Ongoing
Action 2	Work with service providers to ensure that staff have the appropriate skill mix to deliver quality recovery provision	March 2012
Action 3	Work with providers to turn the tide of process mapping to outcome planning with their service users	Ongoing
Action 4	Effectively commission and performance manage service providers to ensure that outcomes are being met	Ongoing
Action 5	Ensure that education, training and employment are an integral element of the care planning process throughout the individuals recovery journey	Ongoing
Action 6	Ensure that our commissioning strategy enables service users to maximise opportunities for recovery	Ongoing
Action 7	Ensure that Oxfordshire leads the way in the development of the recovery agenda	Ongoing

Strategic Objective 4 - To improve and sustain delivery within the context of budgetary constraints		Completion date
Action 1	Remodel and commission services, where appropriate, to ensure improved delivery and cost effectiveness	March 2012
Action 2	Continue to robustly manage all income streams and expenditure on a continual basis to ensure a live budgetary picture at all times	Ongoing
Action 3	Undertake value for money analysis utilising the NTA value for money tool kit	July 2011

Strategic Objective 5 - Ensure continued robust data management and analysis across the recovery system		Completion date
Action 1	Ensure a minimum of 98% data quality across the recovery system	Ongoing
Action 2	Ensure that all providers are TOP compliant	Ongoing
Action 3	Work with Illy Systems regarding Oxfordshire data system requirements in light of system redesign	Ongoing
Action 4	Work with all service providers to ensure OTIS compliance	Ongoing
Action 5	Continue to hold super user forums to share updates and best practice for OTIS	Ongoing
Action 6	Ensure robust completion of TOP to effectively monitor outcomes through regular audit and training	Ongoing
Action 7	Utilise the TOP data to analyse outcomes for our client group and identify gaps and good practice	Ongoing

Strategic Objective 6 - Explore payment by results commissioning framework to ensure the delivery of cost effective recovery		Completion date
Action 1	Develop a local framework for payment by results that is effective, meaningful and manageable	September 2011
Action 2	Review current contracts to reflect the payment by results framework to ensure the future contractual arrangements reflect the PbR agenda	March 2012
Action 3	Review OTIS to ensure the appropriate and accurate recording of results and outcomes	Ongoing
Action 4	Develop a Drug Recovery PbR action plan	May 2011

1.2 Ethnicity

Ethnicity Objective 1 - Ensure that any language barrier is reduced to maximise accessibility and positive outcomes within minority groups		Completion date
Action 1	Promote the use of interpreters within services	Ongoing
Action 2	Produced literature in a range of languages as appropriate	Ongoing
Action 3	Work with service providers, partners and service users to identify how language barriers can be minimised to improve accessibility and outcomes	Ongoing

Ethnicity Objective 2 - Ensure that services providers are proactive in engaging with minority groups		Completion date
Action 1	Ensure that service providers establish and maintain links with appropriate minority communities in Oxfordshire	Ongoing
Action 2	Encourage service providers to explore alternative mechanisms to engage with minority groups	Ongoing
Action 3	Work with service providers to understand how cultural differences may impact on minority groups accessing services and recognise these differences in the planning and delivery of services	Ongoing
Action 4	Continue to maintain links with the gypsy and traveller communities in Oxfordshire to ensure that those with substance misuse issues can engage with the appropriate service	Ongoing
Action 5	Ensure effective dissemination of the Drug and Alcohol handbook that has been translated into Urdu	Ongoing

1.3 Rural Isolation

Rural Isolation Objective 1 - To ensure that information on all service provision is appropriately disseminated to rural communities		Completion date
Action 1	Ensure that the DAAT website is kept up to date and all information is accurate	Ongoing
Action 2	Utilise the mobile unit as a mechanism for dissemination of literature	Ongoing
Action 3	Send an information pack of all of our resources to all GP surgeries across Oxfordshire	October 2011
Action 4	Utilise local magazines to ensure that a wider audience has access to information on services	Ongoing

Action 5	Ensure that information is available in a wider variety of locations such as community centres	Ongoing
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Rural Isolation Objective 2 - To ensure that recovery provision is as accessible as possible		Completion date
Action 1	Continue to fund the mobile provision	March 2012
Action 2	Continue to review the locations of the mobile unit to ensure that it s responsive in meeting the needs of rural communities	Ongoing
Action 3	Continue to review the locations of Drug Recovery Clinics to ensure that they are best placed to meet the needs of rural communities	March 2012
Action 4	Explore the how and if the internet can be utilised as a mechanism to deliver recovery	December 2011

Rural Isolation Objective 3 - Ensure the continued monitoring, review and mapping of areas of need against service delivery		Completion date
Action 1	Improve our consultation mechanisms with partners to effectively identify needs and areas of good practice	Ongoing
Action 2	Continue to analyse data from OTIS, monitoring reports and service reviews to help map areas of needs against service delivery	Ongoing
Action 3	Continue to consult with service users and those not engaged in recovery to understand gaps in service delivery	October 2011
Action 4	Understand the accessibility to services via public transport and review current provision in terms of its accessibility	October 2011
Action 5	Continue to work with OUT and partners to understand any gaps	October 2011

1.4 Service User Involvement

Service User Objective 1 - Positive service user feedback as an outcome for all contracts		Completion date
Action 1	Support service providers to develop effective service user involvement mechanisms to inform service design, delivery and environment	Ongoing
Action 2	Effectively monitor service providers on their service user involvement mechanisms on a quarterly basis	Ongoing
Action 3	Consider payment by results for positive service user feedback as an outcome, in all contracts	October 2011

Service User Objective 2 – Ensure that service users feedback is embedded into the commissioning process		Completion date
Action 1	Commission an annual service user experience survey on all service provision	July 2011
Action 2	Recommendations from the annual service user experience survey to be implemented by the service providers	December 2011

Service User Objective 3 - Ensure that information on the full range of recovery options available in Oxfordshire is distributed to all service users and their families		Completion date
Action 1	See Section 2	Ongoing

Service User Objective 4 - Ensure that services are publicised to the wider public		Completion date
Action 1	See Section 2	Ongoing

Service User Objective 5 – Ensure that mutual aid support group are developed across the county		Completion date
Action 1	Support the delivery of STAR recovery groups (the name of Smart Recovery© in Oxfordshire) by helping to advertise where and when groups are running	Ongoing

Section 2 – Prevention and Early Intervention – Recreational drugs and Legal Highs

Over view

Over the last few years we have seen a changing drug using environment in Oxfordshire. We have interviewed over 1,000 Oxfordshire drug users in over three years, which has seen the emergence of ketamine as a significant drug of abuse across young adults and young people. Through our service users surveys, police data, surveys of stakeholders and professionals and data analysis, we can track a changing picture of drug taking behaviour.

There has been an explosion of the development of 'legal highs' across the UK with new chemical compositions being developed by suppliers on a continual basis, internet sales of these drugs are increasing with web sites dedicated to the sale of 'legal highs' which can offer same day delivery of large quantities of drugs. These modern and emerging drugs can attract a new/different type of user and the DAAT need to ensure that these issues are highlighted and addressed in prevention and early intervention work. We need to ensure that recovery services are effective in developing interventions and proactive in attracting these service users. It is essential that the local drug strategy keeps abreast of the harms caused to health, the impact on crime and in our local communities.

The objectives are detailed below under the following headings:-

- 2.1 Recreational Drugs;
- 2.2 Advice and Information;

2.1 Recreational Drugs

Recreational Drugs Objective 1 - Develop the drug prevention agenda to ensure a planned approach to tackling the harms caused by 'legal highs' and recreational drugs		Completion date
Action 1	Increase the capability across universal services to deliver effective appropriate interventions at all levels by developing a drugs awareness training programmes	October 2011
Action 2	Increase the capability across universal services to deliver effective appropriate interventions at all levels by developing a training programme to train staff within universal services to deliver brief advice	October 2011
Action 3	Utilise all data and feedback mechanisms in place to track the changing trends across the county	October 2011
Action 4	Work with colleges, universities and night safe to gather intelligence on drug taking behaviours	October 2011
Action 5	Utilise the internet to monitor global trends in the use and distribution of drugs	Ongoing

Recreational Drugs Objective 2 - Continue to develop information, advice and harm minimisation campaigns to target the recreational drugs market		Completion date
Action 1	Develop information, advice and harm minimisation campaigns to target the recreational drugs market	March 2012
Action 2	Continue to promote our successful YouTube animations to increase awareness of the harms caused by drugs and mixing drug and alcohol	Ongoing
Action 3	Continue to use targeted social marketing campaigns utilising new technology and technological trends to promote key harm minimisation messages and enable early intervention	Ongoing
Action 4	Work with licensing teams to disseminate drug and alcohol mixing advice to licensees and licensed premises	December 2011
Action 5	Work with agencies to ensure that staff who work with vulnerable people have drug and alcohol awareness and brief advice training as part of their mandatory skills set	Ongoing

Recreational Drugs Objective 3 - Work with Thames Valley Police to ensure a coordinated approach to the enforcement agenda		Completion date
Action 1	Work with all the new local police command units to ensure intelligence around the recreational drugs and legal high agenda is captured	Ongoing
Action 2	Work closely with Thames Valley Police to monitor the supply and enforcement agenda	Ongoing

2.2 Advice and Information

Advice and Information Objective 1 - Develop and distribute information resources more effectively to reach across the wider population		Completion date
Action 1	Ensure that all available, up to date and relevant resources are available on the DAAT website	Ongoing
Action 2	Send an information pack of all of our resources, including the handbook and DVD, to all GP surgeries, pharmacies, job centres, probation offices, community centres in Oxfordshire signposting them to the DAAT website for further information	October 2011
Action 3	Ensure that the DAAT resources are sent regularly to venues that the general public access	Ongoing
Action 4	Utilise OUT to assist in identifying where we are not effective in getting information to service users and seek recommendations for how this can be improved	October 2011
Action 5	Explore a mail out to households in Oxfordshire that informs them of drug and alcohol services	October 2011
Action 6	Update the Drug and Alcohol Handbook	October 2011

Advice and Information Objective 2 - Better communication on recovery provision from service providers		Completion date
Action 1	Continue to issue the DAAT newsletter monthly and include updates on recovery provision	Ongoing
Action 2	Encourage service providers to input into the monthly newsletter as a mechanism for them to communicate updates to their recovery provision	Ongoing

Action 3	Monitor service providers to ensure they effectively publicise and promote their services with the public and other agencies by a variety of means	Ongoing
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Advice and Information Objective 3 - Explore the provision of age appropriate information for children and young people on parental substance misuse		Completion date
Action 1	Consult with children and young people on the development of age appropriate information on parental substance misuse	October 2011
Action 2	Following the consultations source or develop age appropriate information on parental substance misuse for children and young people	January 2012
Action 3	Ensure that information on parental substance misuse is disseminated effectively to children and young people	March 2012
Action 4	Review, update and disseminate widely, the parents and carers guide	March 2012

Section 3 – Children, Young People and Families

Overview

It is vital that the young people's substance misuse agenda remains a priority for all organisations. The young people's substance misuse agenda has been the poor relation in partnership commitment and funding and it is vital that despite difficult times it is prioritised across organisations. There have been significant cuts to services for young people across Oxfordshire; it is vital that gaps in provision are minimised and that services remain as accessible as possible. The DAAT will be pivotal in ensuring that substance misuse is on partners agenda.

The objectives are detailed below under the following headings:-

- 3.1 Strategic Requirements;
- 3.2 Families;
- 3.3 Information and Communication;
- 3.4 Prevention and Early Intervention;
- 3.5 Recreational Drug Use;
- 3.6 Specialist Recovery Services.

3.1 Strategic Requirements

Strategic Objective 1 - Ensure effective and coherent partnership working to develop children and young people's commissioning		Completion date
Action 1	Ensure the substance misuse agenda is embedded into all targeted work across Oxfordshire	Ongoing
Action 2	Ensure the continuation of joint commissioning for young people's services	Ongoing
Action 3	Work with children and young people services to ensure that the structured intervention service is closely aligned to their new delivery structures	October 2011

Strategic Objective 2 – Continued performance management of providers		Completion date
Action 1	Continue regular performance monitoring meetings with providers	Ongoing
Action 2	Continue to support accurate recording of data by providers	Ongoing
Action 3	Ensure that provision is targeted, accessible and that outcomes for young people are robust	Ongoing
Action 4	Ensure that provision is value for money	Ongoing

Strategic Objective 3 - Support practitioners working with vulnerable young people to attend the Drug and Alcohol National Occupational Standards (DANOS) course		Completion date
Action 1	Continue, where possible, to contribute to course costs	Ongoing
Action 2	Ensure the DANOS course is accessible to all relevant services and providers, across statutory, voluntary and charity organisations	December 2011

Strategic Objective 4 – Represent drug and alcohol services on Oxfordshire’s Safeguarding Children Board (OSCB)		Completion date
Action 1	Continue DAAT representation on OSCB	Ongoing
Action 2	Ensure that Safeguarding audits are routinely carried out across service provision and practice is continually improved.	Ongoing
Action 3	Ensure comprehensive actions place are in place as a result of audits and that these are monitored through contract monitoring processes	Ongoing

3.2 Families

Families Objective 1 – Ensure the continued countywide model for family support services		Completion date
Action 1	Continue the provision of the Families and Carers support service	Ongoing
Action 2	Ensure the Families and Carers support groups are available in areas of Oxfordshire based on need	Ongoing
Action 3	DAAT and OSCB to develop a focus group of Parents and Carers to review services and accessibility	October 2011

Families Objective 2 – Develop and ensure the implementation of a countywide action plan for safeguarding within adult drug and alcohol recovery services		Completion date
Action 1	Ensure the implementation of safeguarding protocols between drug and alcohol services and children and family services	October 2011
Action 2	Work closely with OSCB to ensure up to date policies and protocols are in place	October 2011

Families Objective 3 - Ensure that all services liaise with domestic abuse service providers to promote safety and wellbeing of young people		Completion date
Action 1	Ensure each provider organisation has a domestic abuse lead/champion	April 2011
Action 2	Ensure each provider organisation and team is aware of the domestic abuse reporting processes and support services in Oxfordshire	April 2011
Action 3	Ensure each provider organisation has a safeguarding lead within each team	April 2011

Families Objective 4 – Ensure children and young people of drug and alcohol using parents have access to information and support		Completion date
Action 1	Work with providers to ensure that all services are aware of support available to young people of drug and alcohol using parents	March 2012
Action 2	Work with children and young people to develop age appropriate information on parental drug and alcohol use	March 2012
Action 3	Champion the needs of children and young people of drug and alcohol using parents with all key stakeholders	March 2012
Action 4	Work with partners to develop/source a story book for primary aged children that explains parental drug or alcohol use	March 2012

3.3 Information and Communication

Information and Communication Objective 1 - Develop an up to date strategy for communicating with parents and carers		Completion date
Action 1	Develop an up to date communication strategy by working with partners to ensure that drug advice, information and education continues to be maintained, disseminated	June 2011
Action 2	Ensure that the email contact lists held are updated and maintained regularly	June 2011
Action 3	Consider and implement effective mechanisms for consulting with parents and carers	June 2011
Action 4	Develop a poster/literature aimed at parents and carers informing them of services available to support their loved ones through recovery	July 2011

Information and Communication Objective 2 - Use a variety of media, including DVDs, to develop and disseminate advice and information widely		Completion date
Action 1	Ensure that families carers and communities know where they can find advice, information and how to access service provision	Ongoing
Action 2	Ensure our information and literature is widely accessible outside of the organisations within our recovery service	Ongoing
Action 3	Ensure all providers appropriately disseminate to service users all the resources available including the drug and alcohol hand book and/or a DVD of the guide to Drug and Alcohol services in Oxfordshire	Ongoing
Action 4	Ensure the involvement of parents and carers in a review of distribution of information, possibly through volunteers and focus groups	October 2011
Action 5	Work with partners to ensure that drug advice, information and education continues to be maintained, disseminated	Ongoing
Action 6	Use a variety of media, including DVDs, to develop and disseminate advice and information on drug use and drug recovery to drug users and their families;	Ongoing
Action 7	Ensure that all of our resources and information are accessible on the DAAT website	Ongoing
Action 8	Work with partners to promote the DAAT website as a learning resource	Ongoing
Action 9	Utilise our Facebook and Twitter pages for updates and disseminating information and details about available resources	Ongoing
Action 10	Provide a drug and alcohol awareness follow up session to the young people on the Sounding Boards	December 2011

3.4 Prevention and Early Intervention

Prevention Objective 1 – Commission the development of a package of drug and alcohol education that will support schools in embedding substance misuse within their core PHSE curriculum		Completion date
Action 1	Ensure every Oxfordshire school has the opportunity of support in delivering drug and alcohol education utilising the arts and a wide range of media	March 2012
Action 2	Work with partners to ensure that schools have a range of educational packages available to them that spans all age ranges within secondary schools.	March 2012
Action 3	Ensure a whole school approach is utilised in the delivery of drug and alcohol education	March 2012

Prevention Objective 2 - Ensure social marketing campaigns are a priority within the young people’s drug and alcohol strategy as an essential element to the prevention and early intervention agenda		Completion date
Action 1	Use evidence supported social marketing tools and models to promote messages and advice through early intervention and prevention	Ongoing
Action 2	Update campaigns to ensure they remain fresh and current	Ongoing
Action 3	Keep abreast of trends in information technology and utilise as many different electronic media as possible to get information to young people	Ongoing
Action 4	Explore the use of ‘Apps’ to inform young people	Ongoing

Early Intervention Objective 1 - Ensure seamless care pathways between early intervention and recovery services		Completion date
Action 1	Continue to encourage joint working protocols between service providers	Ongoing
Action 2	Review transitional protocols between young people and adult service provision	July 2011

3.5 Recreational Drug Use

Recreational drug use Objective 1 - Work with partners to develop information, advice and harm minimisation campaigns to target the recreational drugs market		Completion date
Action 1	Continue to work with community safety teams to gain knowledge of local findings and local recreational drug use	Ongoing
Action 2	See information and communication objectives above	

Recreational drug use Objective 2 - Work with the TVP licensing team to disseminate drug and alcohol mixing advice to licensees and licensed premises		Completion date

Action 1	Continue to work with the licensing team to have access to local licensed premises to promote campaigns	March 2012
Action 2	Review A & E data to target problem areas	March 2012
Action 3	Work with student representatives to develop new marketing tools to ensure maximum impact	October 2011

Recreational drug use Objective 3 - Work with Operation Falcon to ensure a coordinated approach to the enforcement agenda		Completion date
Action 1	Continue to attend Operation Falcon strategic meetings	Ongoing
Action 2	Ensure the DAAT are aware of operations beforehand for our services to be ready for possible flux in referrals/attendances	Ongoing
Action 3	Continue to ensure information and support packs are available to those who need them following the operations, including the user themselves, families, neighbours etc.	Ongoing

3.6 Specialist Recovery Services

Specialist Recovery Objective 1 - Ensure the continued development of peripatetic delivery of services		Completion date
Action 1	Continue to develop links across all young people's services ensuring the continued development of peripatetic delivery of services	March 2012
Action 2	Continue to focus service planning on information and knowledge derived from our needs assessment	March 2012
Action 3	Work closely with partnership organisations to encourage shared premises and hot desking to integrate services around the county	March 2012

Specialist Recovery Objective 2 - Continue to develop links across all young people's services		Completion date
Action 1	Continue joint working and joint meetings to share information and strategic planning	March 2012
Action 2	Work closely with local authority to ensure that the structured interventions service is responsive to the development within the wider young people's agenda	March 2012
Action 3	Work closely with the local authority to ensure that service delivery is coherent with strategic planning	March 2012

Specialist Recovery Objective 3 - Continue to improve the quantity and quality of interventions within the young people's specialist service		Completion date
Action 1	Robust performance management of the young people's service to maximise positive outcomes for young people	March 2012
Action 2	Monitor the capacity of the service to ensure that the service is seeing the amount of young people they have the capacity to see.	October 2011
Action 3	Ensure that action is taken to mitigate against any non delivery against contract targets	October 2011
Action 4	Ensure that providers embed feedback from young people into their service development	October 2011

Section 4 – Harm Minimisation

Overview

The 2009-2012 Drug Strategy highlights the place for Harm Minimisation where the focus is on reducing demand and building recovery. Harm minimisation will continue to be a priority across all commissioned services with particular focus on the cohort of injecting drug users who may only have contact with needle-exchange services. We recognise that harm minimisation advice and interventions are the early stages of engagement and can be a starting point for recovery. Awareness campaigns have been integral to our approach to harm minimisation and can be a key tool in the engagement process we continue to building on previously successful campaigns such as the ‘dry mouth horrors’ dental health and ‘keep it clean’ wound care campaigns.

Needle exchange continues to enjoy wide spread accessibility with 36 pharmacies delivering this service at the end of 2010. The specialist needle exchange site opened in March 2010 in Oxford City it is anticipated that this service will increase the engagement of those clients groups who we have found it a challenge to engage within the past for example those who are homeless.

The objectives are detailed below under the following headings:-

- 4.1 Blood Bourne Viruses
- 4.2 Paraphernalia and Health Campaigns
- 4.3 Needle Exchange

4.1 Blood Bourne Viruses

Harm Minimisation Objective 1 - Reduce the harm caused to individuals, families and the wider community by reducing the spread of BBV's		Completion date
Action 1	Improve data collection for BBVs for those engaged in drug and alcohol recovery to enable robust and reliable analysis of data	March 2012
Action 2	Continue the implementation of the Hep C Action Plan	March 2012
Action 3	Continue to promote Dry Blood Spot testing available from all SCAS nurses	March 2012
Action 4	Ensure HBV vaccination is delivered as a core function of the SCAS team and BBV Nurse service	March 2012
Action 5	Continue to support the BBV Nurse service in the provision of community based treatment for HCV	Ongoing
Action 6	Provide drug awareness training to all SWOP pharmacies as a condition of the SWOP LES	March 2012
Action 7	Continue to publicise the risks associated with irresponsible discarding of injecting paraphernalia via poster campaigns	March 2012
Action 8	Ensure that all those providing non pharmacy based needle exchange are adequately trained to promote the importance of safe disposal of injecting paraphernalia	March 2012

Action 9	Reduce the prevalence of Hepatitis C within the city homeless population; currently 43%	Ongoing
Action 10	Reduce the prevalence of Hepatitis B within the city homeless population; currently 8%	Ongoing
Action 11	Reduce the prevalence of HIV in the city homeless population; currently 2%	Ongoing

4.2 Paraphernalia and Health Campaigns

Harm Minimisation Objective 2 - Reduce the harm caused by drug taking behaviours, through targeted health awareness campaigns		Completion date
Action 1	Continue to ensure that harm minimisation is embedded in service delivery of all substance misuse services	Ongoing
Action 2	Ensure that those working in non substance misuse but related services are provided with drug awareness training	March 2012
Action 3	Promote and monitor the provision of foil as a harm minimisation measure in specialist needle exchange services	March 2012
Action 4	Promote and evaluate the effectiveness of the referral pathway from SCAS nurses to Oxfordshire Primary Care Salaried Dental Service	March 2012
Action 5	Continue to develop a range of targeted health awareness campaigns based on evidenced need	March 2012
Action 6	Explore appropriate mechanisms to evaluate the effectiveness of awareness campaigns	March 2012
Action 7	Promote awareness of safe storage for methadone taken away from pharmacies	March 2012
Action 8	Provide overdose training to service users, families carers	Ongoing
Action 9	Continue to reduce the incidences of drug related deaths throughout the county	March 2012
Action 10	Continue to raise awareness for accessing dental care to service users	Ongoing
Action 11	Continue to promote good hygiene to reduce the incidences of bacterial infection	Ongoing

4.3 Needle Exchange

Harm Minimisation Objective 3 - Ensure that the provision of SWOP is cost effective		Completion date
Action 1	Sustain the current spread of pharmacy and non pharmacy based needle exchange	March 2012
Action 2	Continue the development and promotion of the city based harm minimisation services as a specialist needle exchange programme	March 2012
Action 3	Review the cost efficiency of 'Neo', the online data collection tool for SWOP and supervised consumption data	October 2012
Action 4	Explore the use of CarePath to replace Neo as the online data collection tool for SWOP and supervised consumption data	October 2012
Action 5	Review the contents of the SWOP packs with the intention to maintain quality but reduce cost	June 2011
Action 6	Explore alternative suppliers of pick and mix paraphernalia to achieve a cost saving	October 2012
Action 7	Effectively utilise harm minimisation services to promote recovery, especially amongst the homeless sector	March 2012
Action 8	Review the provision of needle exchange from O'Hanlon house as an effective harm minimisation and engagement mechanism	March 2012
Action 9	Ensure service providers use outreach mechanisms to promote harm minimisation with hard to reach and recovery resistant groups	March 2012
Action 10	Ensure that there are effective and efficient care pathways from harm minimisation services and recovery service	March 2012

Action 11	Reduce sharing in the homeless population; currently estimated at 12%	Ongoing
Action 12	Identify the rate of sharing throughout the county	March 2012
Action 13	Increase the coverage of needle exchange paraphernalia	March 2012

Section 5 – Drug and Alcohol Recovery

Overview

Over the last 5 years we have seen increasing number of people being retained in treatment. The 2010-2011 NTA quarter 3 report showed that the proportion of adults starting a new treatment journey and who are retained in treatment for 12 weeks or more was 81%. The percentage of over 18's in treatment that have been in treatment for 4 years or more was 55%. Our performance of treatment effectiveness and penetration is one of the best in the country; however, the treatment system is not providing the holistic care needed to enable people to move through treatment and into recovery. The actions detailed below are aimed at improving outcomes for service users.

The objectives are detailed below under the following headings:-

- 5.1 Drug and Alcohol Recovery;
- 5.2 Dual Diagnosis.

5.1 Drug and Alcohol Recovery

Recovery Objective 1 - Develop a model for the provision of a local area single assessment and referral service (LASARs)		Completion date
Action 1	Consult with key stakeholders including service users on the development of a LASARs to understand any problems that might exist	July 2011
Action 2	Identify other areas of good practice that already have assessment services to assist in the development	July 2011
Action 3	Analyse available data to understand the capacity that a LASARs service will need to have	July 2011
Action 4	Ensure that safeguarding is embedded in the provision of LASARs	March 2012
Action 5	Design and tender a new LASARS service	September 2011
Action 6	Work with the LASARS provider, recovery providers, partners and stakeholders to ensure the effective implementation	September 2011

Recovery Objective 2 – Implement Drug Recovery Payment by Results Pilot		Completion date
Action 1	Develop and implement a communication strategy	Ongoing
Action 2	Communicate with GP consortia and LPC on PbR	Ongoing
Action 3	Develop and implement a marketing strategy	Ongoing
Action 4	Assist the market to understand the opportunities for social finance to support the transition to PbR	Ongoing
Action 5	Ensure that there is adequate capacity within the DAAT team to deliver the project	Ongoing
Action 6	Develop tariff setting for outcome payments	October 2011

Action 7	Ensure a robust tender process is undertaken for a transformation to a Payment by Results Recovery Framework	November 2011
Action 8	Work with the PCT to recruit a procurement lead to support the DAAT team for the duration of the project	May 2011
Action 9	Develop realistic, robust timetables for each procurement exercise	April 2011
Action 10	Work in partnership with TVP on the procurement of Police Arrest Referral	Ongoing
Action 11	Tender for Harm Minimisation and Brief Interventions (BI)	December 2011
Action 12	Tender for Recovery Providers	March 2012
Action 13	Ensure that call off arrangements are robust	November 2011
Action 14	Develop a realistic and robust financial management plan	Ongoing
Action 15	Develop IT systems for PbR and outcome measuring	Ongoing
Action 16	Engage with current providers to reduce impact of transition to the new model on current performance	Ongoing
Action 17	Develop an action plan dedicated to the PbR pilot	May 2012

Recovery Objective 3 - Improve the number of clients successfully completing structured treatment and exiting the recovery system		Completion date
Action 1	Continue to liaise with service users and providers to identify gaps in service provision which are a barrier to people completing structured treatment	Ongoing
Action 2	Support service providers to work in a more collaborative way that will assist clients to successfully complete recovery and exit the treatment system	Ongoing
Action 3	With the implementation of LASARs ensure effective assessment to identify needs and refer to the most appropriate agencies for recovery	March 2012
Action 4	Support service providers to work effectively with wrap around services to ensure that service users needs outside of treatment	Ongoing
Action 5	Continue to undertake case file reviews in all services in order to recognise good practice, highlight gaps in skills and evidence the delivery of recovery	Ongoing
Action 6	Ensure that service providers take a proactive approach to re-engage with service users who drop out of recovery before completion	Ongoing

Recovery Objective 4 - Support the role of mutual aid groups as a mechanism for achieving and sustaining recovery		Completion date
Action 1	Promote the role that NA, CA and AA can play in the recovery of drug and alcohol users with service providers	Ongoing
Action 2	Promote the STAR Recovery groups in Oxfordshire on behalf of Oxfordshire User Team	Ongoing
Action 3	Develop strategic links with NA, AA and CA	August 2011

Recovery Objective 5 - To develop a range of campaigns to promote drug and alcohol services to those using recreational drugs problematically		Completion date
Action 1	Work with partners and service users to identify where to promote drug and alcohol services to those who are using recreational drugs problematically	December 2011

Action 2	Ensure that there is a budget available for developing campaigns and disseminating information	May 2011
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Alcohol Objective 1 - Ensure early interventions and recovery for alcohol remains as a priority for the county during the development of the new 3 year Alcohol Strategy 2011-2014		Completion date
Action 1	Continue to be an integral member of the Alcohol Strategy Group to ensure that health and recovery for alcohol remains a priority	Ongoing
Action 2	Continue to work with partners across the wider alcohol agenda	Ongoing

Alcohol Objective 2 - Improve the quality of alcohol treatment data		Completion date
Action 1	Work with service providers to improve the quality of alcohol data	December 2011
Action 2	Continue to audit service providers on alcohol data utilising data quality reports from the DTMU	December 2011
Action 3	Explore the potential of enhancing alcohol data that can be captured on OTIS	December 2011

Alcohol Objective 3 - Embed the new alcohol guide for professionals working in primary care and community settings		Completion date
Action 1	Ensure that the new alcohol guide is available to all services	May 2011
Action 2	Publicise the new alcohol guide effectively using mechanisms such as the internet, partners intranet sites, news letters	June 2011

5.2 Dual Diagnosis

Dual Diagnosis Objective 1 - Ensure the finalisation of the Oxfordshire Dual Diagnosis Strategy		Completion date
Action 1	Work with Oxfordshire PCT to finalise the Oxfordshire Dual Diagnosis Strategy	June 2011
Action 2	Co-chair the PCT led Dual Diagnosis Steering Group	Ongoing

Dual Diagnosis Objective 2 - Work with the Dual Diagnosis Steering Group and all key stakeholders to ensure the implementation the Oxfordshire dual diagnosis action plan		Completion date
Action 1	Hold regular steering group meetings to update on the implementation on the action plan	Ongoing
Action 2	Communicate with key stakeholders on the strategy and the action plan to ensure that they understand their role in the implementation	Ongoing
Action 3	Communicate with key stakeholders on the progress of the action plan	Ongoing

Section 6 – Wrap Around Services

Overview

Wrap around services, alongside effective drug and alcohol treatment provision, are key for people to experience positive outcomes and achieve recovery. The Drug Strategy 2010, 'Reducing demand, restricting supply, building recovery' supports this citing that 'recovery can only be delivered through working with education, training, employment, housing, family support services, wider health services, and where relevant prison, probation and youth justice services'.

In Oxfordshire we are fortunate to have a wide range of wrap around services and the Survival Guide for Oxford City is evidence of this. Despite the wealth of wrap around services available the successful exits from drug recovery are poor. Between 1 July 2009 and 30 June 2010 only 5.8% of the recovery population exited recovery successfully which is in the bottom quartile nationally. Therefore we will encourage our service providers to work more closely with a range of services in a holistic way to improve outcomes for substance misusers.

Stable and good quality housing remains, alongside employment, is one of the most significant indicators of successful recovery outcomes. Demands on available housing in the county will only serve to increase the need for housing within this population. Our strong strategic partnerships with District Councils and Supporting People have enabled us to develop joint and innovative approaches to improve access to some housing related support for the drug and alcohol using population. However with budget constraints and efficiency savings we need to work even closer with partners to ensure the service re-design and commissioning arrangements encapsulate the needs of this client group.

To improve the recovery outcomes we need to ensure that opportunities for drug and alcohol users are improved by embedding training, volunteering and educational opportunities within service users' recovery journey.

The objectives are detailed below under the following headings:-

6.1 Housing

6.2 Employment, Training and Education

6.1 Housing

Housing Objective 1 – Work in partnership to ensure that supported housing and floating support staff are adequately trained to enable them to effectively support this client group, thus reducing failed tenancies and eviction		Completion date
Action 1	Work with partners to ensure that housing support staff have access to drug and alcohol awareness and blood borne virus training	Ongoing

	provided/facilitated via the DAAT	
Action 2	Ensure that the DANOS course is made available to support staff within housing services	Ongoing
Action 3	Work with partners to ensure that support staff within housing services are aware of the pathways into and through drug and alcohol recovery services	Ongoing
Action 4	Create an up to date email contact list of all front lines workers in housing support services to ensure that communications are distributed effectively	June 2011
Action 5	Ensure all drug and alcohol literature produced by the DAAT available to all front line housing staff for dissemination to substance misusers as appropriate	Ongoing

Housing Objective 2 - Improve partnership working between drug and alcohol services and housing services		Completion date
Action 1	With partners, support providers in holding workshop events for housing support workers and front line drug and alcohol workers	Ongoing
Action 2	Analyse TOP data to understand the accommodation needs and outcomes for our client groups and any identify gaps	Ongoing
Action 3	Promote the use of joint care planning and 3 way meetings	Ongoing

6.2 Employment, Education and Training

ETE Objective 1 - Increase the number of people entering education, training and employment		Completion date
Action 1	Continue to commission the mentoring scheme	Ongoing
Action 2	Work with providers to identify volunteering opportunities	Ongoing
Action 3	Promote the value of volunteering, training and employment within service hubs so it becomes part of the culture of the community drug and alcohol services	Ongoing
Action 4	Identify local case studies of good news stories to send out to employers to get them on board in offering employment opportunities to our client group	December 2011
Action 5	Liaise with local colleges to advocate for our client group	Ongoing
Action 6	Facilitate links between service providers and CRISIS Skylight to ensure that working relationships are developed prior to the opening of the Project	December 2011
Action 7	Encourage providers to utilise the training, employment and volunteering opportunities provided by Aspire and similar agencies in Oxfordshire by exploring formal referral pathways with them.	December 2011
Action 8	Improve links between recovery providers and Job Centre Plus	Ongoing

ETE Objective 2 - Ensure that the changes in welfare legislation are understood and communicated effectively		Completion date
Action 1	Collating information regarding the changes to welfare legislation	July 2011

Action 2	Make appropriate contacts with partners who will be able to keep the team abreast of changes for example CRISIS, Oxfordshire County Council	Ongoing
Action 3	Communicate the changes to the team and providers, where appropriate.	Ongoing

Section 7 – Community Safety and Criminal Justice

Overview

Oxfordshire DAAT is a strategic partner on all levels of the local community safety agenda. This incorporates all five District Council Crime and Disorder Reduction Partnerships (CDRP's) and strategic and operational levels of the Oxfordshire Safer Communities Partnership.

Problematic drug using offenders have particularly high rate of offending, especially volume crime, but they also have high rates of a range of other problems, such as homelessness, unemployment, low educational attainment and disrupted family background, which make the relationship between drugs and crime more complex and the task of rehabilitation more challenging.

Objective 1 - Effective partnership working to ensure that drug supply and drug trends are monitored effectively to target resources and interventions		Completion date
Action 1	Work with Thames Valley Police in the analysis of drug testing data	Ongoing
Action 2	Continue to ensure good communication around drug seizures and their impact on providers and services users	Ongoing
Objective 2 – Work with Thames Valley Police to commission custody based interventions to include mental health and learning disabilities		Completion date
Action 1	Design and develop , with TVP, the specification for custody based interventions for drugs, alcohol, mental health and learning disabilities	June 2011
Action 2	Work with TVP on the tendering for the provisions of the new service	September 2011
Action 3	Work with TVP to ensure the effective implementation of the new service	March 2012
Objective 3 - Develop the IOM model and establish it as an effective tool to reduce crime and engage drug users in recovery		Completion date
Action 1	Continue to be an integral member of the IOM steering group	
Objective 4 - Improve the effective engagement of criminal justice clients accessing recovery services		Completion date
Action 1	Support the delivery of pro active outreach work to re engage criminal justice clients in recovery services	
Action 2	Work with service users and partners to understand how recovery services can be flexible in their delivery to achieve effective engagement of criminal justice clients	
Action 3	Work with probation and the substance misuse team to understand any barriers for criminal justice clients accessing recovery	

Objective 5 - Improve the number of criminal justice clients successfully completing structured recovery		Completion date
Action 1	Ensure LASARs includes the assessment of criminal justice clients	October 2011
Action 2	Ensure that the needs of the criminal justice cohort are adequately met by recovery services	Ongoing
Action 3	Ensure there is effective case management between DIP and Prison services to ensure the continuity of care and retention of criminal justice clients.	Ongoing

Objective 6 – Continue to develop effective partnership working across the community safety agenda		Completion date
Action 1	Sustain active membership of all 5 CDRPs	Ongoing
Action 2	Sustain active membership of the Oxfordshire Safer Communities Partnership	Ongoing
Action 3	Sustain active membership of all relevant action groups including Acquisitive Crime Group, Domestic Abuse Steering Group	Ongoing

Objective 7 – Develop a commissioning framework for prisons in Oxfordshire		Completion date
Action 1	Undertake a review of current drug services in Bullingdon and Huntercombe	June 2011
Action 2	Work with prison colleagues and prison health care commissioners to develop a commissioning strategy	July 2011
Action 3	Design and develop a specification for drug and alcohol treatment in both prisons	August 2011
Action 4	Tender for the provision of drug and alcohol treatment in both prisons	December 2011
Action 5	Ensure the effective implementation of drug and alcohol treatment in both prisons	2012