

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE – 27TH OCTOBER 2008

REPORT ON: DUNDEE CITY DRUG AND ALCOHOL TEAM (DAAT) STRATEGY

REPORT BY: ALAN BAIRD (DIRECTOR OF SOCIAL WORK) / STEVEN DALTON, LEAD OFFICER, DUNDEE CITY DRUG AND ALCOHOL ACTION TEAM

REPORT NO: 516 - 2008

1.0 PURPOSE OF REPORT

To present the Dundee City DAAT Drug and Alcohol Strategic Plan to the Social Work and Health Committee and seek support and endorsement from the committee.

2.0 RECOMMENDATIONS

It is recommended that the Social Work and Health Committee:

- 2.1 Approve the Dundee City DAAT Drug and Alcohol Strategic Plan and accompanying action plan annexed to this report.
- 2.2 Instruct the Director of Social Work to ensure the strategy is widely distributed.
- 2.3 Approve the production of a mid period review of the progress of the strategy in consultation with stakeholders.

3.0 FINANCIAL IMPLICATIONS

The commissioning intentions within the Action Plan (Annex A. pages 21- 26) will be contained within existing financial allocations, through additional funds available from the Scottish Government and/or redirection of local funds.

Future commissioning will be prioritised through the DAAT commissioning group and be dependant on local needs assessment information and evidence based practice.

4.0 MAIN TEXT

- 4.1 This strategy sets out the approach of the Dundee City Drug and Alcohol Action Team (DAAT) to tackling substance misuse in the City. It provides a brief introduction to the broad aims and commitments of the DAAT which link to the Scottish Governments National priorities. These include:

- Better prevention of drug problems, with improved life chances for children and young people, especially those at particular risk of developing a drug problem, allowing them to realise their full potential in all areas of life.
- To see more people recover from problem drug use so that they can live longer, healthier lives, realise their potential and make a positive contribution to society and the economy.

- Reduce levels of consumption and alcohol related harm by delivering screening and brief interventions in line with the Health improvement, Efficiency, Access and Treatment targets (HEAT).
- Having communities that are safer and stronger places to live and work because crime, disorder and danger related to drug use have been reduced and in which the safe and sensible consumption of alcohol is recognised as being compatible with a healthy lifestyle.
- Ensuring that children affected by a parental substance misuse are safer and more able to achieve their potential.
- Supporting families affected by substance misuse.
- Improving the effectiveness of delivery at a national and local level.

4.2 The problems associated with substance misuse are well recognised across Scotland. The partnership represented by the Dundee City DAAT has a lead role in improving our ability to understand these problems and respond to them to help improve the quality of life for individuals and communities. There is also considerable governmental interest in substance misuse issues. In 2008 the Scottish Government has published new strategies, setting a clear direction to address drug, alcohol and blood borne virus problems. A national consultation process has been launched to agree ways of ensuring that we reduce the escalation of problems associated with alcohol misuse and improve the identification and treatment services for those already in difficulties. The evidence-base for treatment in substance misuse has been refreshed by the development of the UK National Treatment Guidance and significant resources have been made available to support initiatives to deal with alcohol and Hepatitis C.

The Dundee City DAAT has developed its strategy to reflect these key national drivers. It has consulted widely with stakeholders to ensure that there is support for the strategic direction outlined in this document. This strategy includes clear objectives relating to our over-arching intention to improve our effectiveness in terms of prevention, care & treatment and enforcement activities.

The strategy sets out a vision where fewer people start using drugs, where early intervention prevents and reduces the harm caused by drugs, where more people recover to make a positive contribution towards society and communities are stronger and safer places.

4.3 The Dundee City DAAT has developed an outcome reporting framework which provides information on the progress of each individual service user accessing services in Dundee. The Dundee City DAAT has adopted the Performance Improvement Model (PIM) outlined on page 28 of the Strategy. The Dundee City DAAT works closely with health colleagues to monitor progress towards the Scottish Government's HEAT Target in relation to screening and brief intervention. The Dundee City DAAT is involved in the development of the Single Outcome Agreement (SOA) and progress in the drug and alcohol field will also be measured through the SOA.

4.4 The Dundee City DAAT Action Plan for 2008-2009 is detailed in **Annex A** of the strategy. The Action Plan shows the DAAT's key objectives and actions, including timescales, lead organisations and how progress will be measured. Each of the DAAT Sub Groups will use the Action Plan to develop their individual work plans.

Given the current national developments in the area of substance misuse, the DAAT plans to update both this strategy and action plan on an annual basis.

5.0 POLICY IMPLICATIONS

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

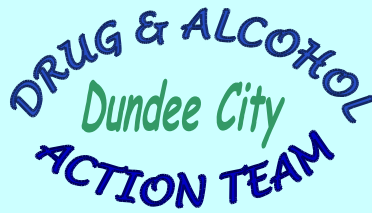
The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Head of Finance, Health, Local Authority, Voluntary Sector, Police, Community Justice Authority and Users/Carers and the public have been consulted in preparation of this report.

7.0 BACKGROUND PAPERS

None.

Alan G Baird, Director of Social Work
Steven Dalton, Lead Officer, Dundee City Drug and Alcohol Action Team

DATE:
13th October 2008



**DUNDEE CITY
DRUG AND ALCOHOL ACTION TEAM
(DAAT)**

STRATEGIC PLAN 2008-2011

***Incorporating
THE ANNUAL ACTION PLAN
2008 -2009***

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Foreword DAAT Chair

Dr Brian Kidd, Lead Clinician, Tayside Addiction Service



It is with great pleasure that I present the Dundee City Drug and Alcohol Action Team (DAAT) Strategic plan for 2008 – 2011. Within this Strategy and Action Plan, the Dundee DAAT has set out a clear strategic direction for substance misuse services in the City and has developed an ambitious program with which to deliver our joint objectives. Clearly this vision can only be achieved with the support of all those individuals who currently provide high quality services within the City and with the assistance of service users, carers, families and the communities we serve. We are committed to continue working with and listening to our partners to ensure that the vision outlined in this Strategic plan becomes a reality.

I would also like to highlight the quality of work that is currently being delivered in the City of Dundee. In my role as Chair of the DAAT, I have a unique overview on the delivery of services and community involvement in the Dundee area. The commitment to addressing the difficult issues substance misuse presents is unquestionable, and I am grateful for the assistance and support offered to the DAAT, both from members of the community and service providers alike.

The problems associated with substance misuse are well recognised across Scotland. The partnership represented by the Dundee City DAAT has a lead role in improving our ability to understand these problems and respond to them to help improve the quality of life for individuals and communities. There is also considerable governmental interest in substance misuse issues. In 2008 the Scottish Government has published new strategies, setting a clear direction to address drug, alcohol and blood borne virus problems. A national consultation process has been launched to agree ways of ensuring that we reduce the escalation of problems associated with alcohol misuse and improve the identification and treatment services for those already in difficulties. The evidence-base for treatment in substance misuse has been refreshed by the development of the UK National Treatment Guidance and significant resources have been made available to support initiatives to deal with alcohol and Hepatitis C.

The Dundee City DAAT has developed its strategy to reflect these key national drivers. It has consulted widely with stakeholders to ensure that there is support for the strategic direction outlined in this document. This strategy includes clear objectives relating to our over-arching intention to improve our effectiveness in terms of prevention, care & treatment and enforcement activities.

I am convinced that by working in partnership we can take advantage of the renewed vigour to address substance misuse issues both nationally and locally. I look forward to working together to provide high quality services for the people of Dundee.

Executive Summary

This strategy sets out the strategic approach of the Dundee City Drug and Alcohol Action Team (DAAT) to tackling substance misuse in the City.

Section 1 provides a brief introduction to the broad aims and commitments of the DAAT.

Section 2 links the strategic approach of the Dundee City DAAT to the priorities for action and the long-term aims outlined within the two National Strategies published in 2008 (*The Road to Recovery: A new approach to tackling Scotland's drug problem; Changing Scotland's relationship with Alcohol*). Strategic links are also made to key local processes, including links to the Community Planning structure and the Single Outcome Agreement, and an outline of how the DAAT fits in at a local level, to ensure appropriate and effective partnership within the local policy context.

Section 3 Outlines the Dundee City DAAT Support Structure which has developed and strengthened over the past three years. This includes a description of the membership, the broad remit of the DAAT and an outline of the DAAT Support Structure, including all of the Sub Groups and Forums. In order to deliver effective services for people who are affected by substance misuse, the DAAT believes it is important to be informed by what works, how it works and why. Section 3 also includes a description of the DAAT's outcome-based framework, including a Performance Improvement Model, the development of our outcomes reporting and commissioning process.

Section 4 provides an outline of the local context and prevalence of substance misuse in the City. This section also looks at issues impacting on the effects of substance misuse including deprivation, housing and homelessness and domestic abuse.

Section 5 describes current planning structures for substance misuse within the City, with specific information about children and young people affected by substance misuse. An outline of current service provision for children and young people (both for those affected by parental substance misuse and those affected by their own substance misuse) and adults is included. This section also describes the key focus areas for the DAAT's work on prevention, user and carer involvement and communicating our message throughout the City.

Finally, the DAAT Action Plan for 2008-2009 is detailed in **Annex A** of the strategy. The Action Plan shows the DAAT's key objectives and actions, including timescales, lead organisations and how progress will be measured. This plan will be reviewed on an annual basis and will be used by each of the DAAT Sub Groups as a basis for their specific action plans.

Given the current national developments in the area of substance misuse, the DAAT plans to update both this strategy and action plan on an annual basis.

LIST OF DAAT PRIORITIES

PRIORITY FOR COMMUNITIES

- To address the link between deprivation and problematic substance misuse, the DAAT will explore the most appropriate and effective methods to enhance the life chances of those living in deprived areas.

PRIORITIES FOR CHILDREN AND YOUNG PEOPLE

- Collect and analyse information on unmet need to inform the development of services for children and young people affected by substance misuse
- Ensure children, young people and their families have up-to-date information on available support and services
- Develop interventions to improve parenting capacity
- Implement key recommendations from the Scottish Executive response to Hidden Harm
- Develop and implement an outcome-based reporting system to ensure the delivery of effective services
- Maintain and develop links between the DAAT and the Children & Young Person Protection Committee

PRIORITIES FOR ADULTS

- Collect and analyse information on unmet need to inform the development of services for individuals and their families affected by substance misuse
- Develop a structure for user involvement / consultation
- Continue to roll out overdose prevention training to service users, families/carers and a wide-range of service providers
- Ensure up-to-date information on services is widely available throughout the city
- Support the development and delivery of screening and brief interventions
- Identify ways to provide out of hours services
- Develop and implement an outcome-based reporting system to ensure the delivery of effective services.

PRIORITIES FOR PREVENTION

- Support the implementation of quality standards for all prevention interventions in Dundee
- Identify an evidence-base for prevention interventions and use this to inform the development of new prevention interventions
- Support the implementation of the Blood Born Virus Strategy
- Support and co-ordinate the roll-on delivery of the overdose prevention training

DEVELOPING USER INVOLVEMENT/CONSULTATION

- The DAAT will work with the Substance Forum and the sub groups to develop a structure for user/involvement consultation
- The DAAT will develop a strategy for involving children, young people and their parents/carers in the development, delivery, review and evaluations of services.

COMMITMENT TO DEVELOP GREATER COMMUNICATION

- The DAAT will continue to develop a pro-active relationship with the local Dundee and Tayside media
- The DAAT will develop its own website to ensure regular communication with a range of communities and individuals throughout the City
- The DAAT will continue to expand its work with local Community Planning groups to consult and communicate with local communities.

1. Introduction

Substance misuse is a complex problem that causes harm to individuals, their children, families and friends. It impacts on neighbourhoods and local communities and is often associated with anti-social behaviour. The Dundee City DAAT aims to reduce the harm and damage caused by substance misuse and to support individuals, their families and local communities to live healthier lives. The DAAT is committed to working in partnership with all relevant agencies and stakeholders to help individuals and communities in Dundee achieve their full potential.

2. Strategic Policy and Context

2.1 National Policy Context

Launching the new National Drugs Strategy: *The Road to Recovery, A new approach to tackling Scotland's drug problem*, Fergus Ewing Minister for Community Safety said:

"Our strategy sets out a vision where fewer people start using drugs, where early intervention prevents and reduces the harm caused by drugs, where more people recover to make a positive contribution towards society and communities are stronger and safer places." May 2008.

The Scottish Government responds to alcohol and drug related issues through two of its departments: the Department of Health has responsibility for alcohol and the Criminal Justice Department takes the lead on all drug related issues. These departments are responsible for the development, implementation and monitoring of the relevant national policy documents related to alcohol and drugs.

DAATs were established throughout Scotland in 1995. They are local partnerships responsible for the delivery and implementation of the Scottish Government's National Alcohol and Drug Strategies at a local level. DAATs have a responsibility to ensure that services are commissioned to meet and respond to locally identified need. DAATs were accountable to the Scottish Government through an annual action plan-reporting framework. In future, DAAT's will be accountable through the local Single Outcome Agreement.

The long-term aims of the Scottish Government are:

For Drug Misuse:

- **Better prevention of drug problems, with improved life chances for children and young people**, especially those at particular risk of developing a drug problem, allowing them to realise their full potential in all areas of life
- To see **more people recover from problem drug use** so that they can live longer, healthier lives, realise their potential and make a positive contribution to society and the economy
- Having **communities that are safer and stronger** places to live and work because crime, disorder and danger related to drug use have been reduced
- Ensuring that children **affected by a parental drug problem are safer** and more able to achieve their potential

- **Supporting families** affected by drug use
- **Improving the effectiveness of delivery** at a national and local level.

For alcohol misuse:

- **To create a society in which the safe and sensible consumption of alcohol is recognised as being compatible with a healthy lifestyle**
- Reduce levels of consumption and alcohol related harm **by delivering screening and brief interventions in line with the Health improvement, Efficiency, Access and Treatment targets (HEAT).**

2.2 National Monitoring and Evaluation Framework

In 2006, the Scottish Executive produced **National Quality Standards** for substance misuse services. The aim of the standards is to ensure consistency of provision by all the substance misuse services and interventions. The Scottish Executive views the standards as the starting point in developing a robust monitoring and evaluation framework which will support providers to evidence, assess and improve the quality of their service provision.

Under the **Concordat between national and local government, Single Outcome Agreements (SOA)** will provide the basis for mutual accountability between central and local government. The Scottish Government intends that as of April 2009, agreements will be concluded with **Community Planning Partnerships**. This approach provides the opportunity to ensure that action to tackle local drug problems is fully embedded within local partnership structures, and to ensure that all partners, including local communities, are playing their part in tackling drug problems, and in contributing to local and national outcomes.

2.3 Local Policy Context

Within Dundee city the DAAT works in partnership with key agencies and organisations, including the Voluntary Sector, NHS Tayside, Dundee City Council, Tayside Police, Scottish Prison Service, Tayside Fire and Rescue and the Community Justice Authority. The DAAT is currently involved in the development of the Dundee City Single Outcome Agreement (SOA) through the membership of Healthy Dundee and the Health and Local Authority Management Group (HALAMG). The SOA will outline a broad strategic direction and key priorities for the City.

SUMMARY BOX: NATIONAL AND LOCAL POLICY

- DAATs were set up in 1995. They have a responsibility to implement national policy in relation to alcohol and drug misuse at a local level and to ensure that services are commissioned locally to meet and respond to identified need.
- The Dundee DAAT is committed to working in partnership to reduce the negative impact of substance use on individuals, their families, neighbourhoods and local communities.
- In the future, DAATs will be expected to implement the National Quality Standards framework for all substance misuse services and develop local outcomes to fit with national ones.
- At a local policy level, the DAAT is involved in the shaping and developing of the Dundee City Single Outcome Agreement.

3. The Dundee DAAT and Support Structure

The Dundee City DAAT is a multi-agency senior officer team responsible for the commissioning, development and monitoring of substance misuse services in Dundee. Through the partner agencies, the DAAT has responsibility for strategic planning and policy development in the areas of drug and alcohol misuse, and ensures that the work of local agencies is brought together effectively and co-ordinated successfully. In addition, the DAAT monitors outcomes, drug treatment waiting times and undertakes needs assessments.

The DAAT's Chair is independent and is selected on a rotational basis from partner agencies. The Chair is currently held by the NHS Consultant responsible for Addictions. Membership includes representatives from the Local Authority, Tayside Police, NHS Tayside, the Voluntary Sector, Scottish Prison Service, Community Justice Authority, Tayside Fire and Rescue, Elected Members and the DAAT Support Network. The work of the DAAT is supported by the DAAT Support Team. The team includes a Lead Officer, Development Officer, Outcomes Facilitator and an Administrator. In addition, an Information Officer supports the work of the three Tayside DAATs.

All of the DAAT's partner agencies have a firm commitment to the role and remit of the DAAT. This includes a local agreement that the DAAT should:

- take a leading role in the commissioning of drug and alcohol services
- be accountable for the delivery of drug and alcohol services
- hold devolved responsibility for budgets dedicated to service development
- adopt and implement the Performance Improvement Model (PIM) currently used by NHS Tayside and Dundee City Council

3.1 DAAT Support Structure ¹

A robust support network is essential to enable the DAAT to commission, communicate and deliver effective services. The DAAT has developed a support network to encompass both target groups and a range of themes. Each of the DAAT Sub Groups has developed clear aims, objectives, terms of reference and a workplan. Where necessary, task groups have been created to undertake specific time-limited pieces of work. The current DAAT support network includes:

- Substance Forum
- Adult Sub Group
- Children and Young Peoples Sub Group
- Needs Assessment Task Group
- Prevention Sub Group
- Commissioning Sub Group
- Social Work Advisory Forum
- Health Advisory Forum, Tayside-wide
- Drug Related Death Group, Tayside-wide

¹ For a diagram of the DAAT support network see Appendix 1

3.2 Developing a Performance Framework

Performance Improvement Model (PIM)²

The DAAT has followed NHS Tayside and Dundee City Council in adopting the PIM originally developed by Her Majesties Inspectorate of Education (HMIE) (see Appendix 2). Within the implementation of the PIM, the DAAT is currently focusing on outcome monitoring and quality standards.

Outcomes and monitoring

In 2005, the Dundee DAAT commissioned Partners in Evaluation Scotland to assist the DAAT Support Team to develop and implement a structure for measuring outcomes (see Appendix 3) and monitoring information for all drug and alcohol services in the City. The aims of developing this structure include:

- To support individual agencies in Dundee deliver best quality services
- To ensure the commissioning and service development work of the DAAT is informed by what is effective
- Support local agencies deliver their aims in line with clients' needs
- Support local agencies to develop structures for self-evaluation and develop an evidence-based approach to improving their service delivery.

The process involved providing local agencies with extensive training to increase and improve their planning and management capacity, and, more specifically, develop:

- appropriate monitoring systems
- an understanding of utilising monitoring data to manage their project
- appropriate outcome indicators
- clarity on how to use these indicators to evaluate their interventions
- appropriate evaluation approaches.

3.3 Commissioning

The DAAT has created a multi-agency Commissioning Group with representatives from the Voluntary Sector, Tayside Police, the Local Authority and NHS Tayside. The role of the commissioning group is to enable a needs-led and evidence-based approach to the commissioning of services related to alcohol and drugs. The group will work within the priorities identified through the National strategies and the DAAT's Strategic Plan and will take advice from the relevant DAAT sub groups. Decisions made by the group will also be informed by the outcomes and monitoring structure currently being implemented.

The focus of the Commissioning Group includes:

- establishing the types of services that need to be developed
- reviewing the volume of services that will be required
- reviewing the quality of service provision
- encouraging innovation in service development
- proposing a process with which to decommission services that no longer meet needs.

² see appendix 2

The commissioning process will remain flexible and respond to changes in the type and levels of identified need. Similarly, new and innovative ways of working will be encouraged and considered as appropriate. The commissioning process will be reviewed annually by the DAAT.

Values and Principles

In developing and commissioning services, the Dundee DAAT is committed to delivering services that:

- are person-centred and focus on the process of recovery
- are based on the needs of individuals, families and communities in Dundee
- are effective in delivering the desired impact
- support the National and Local Strategies
- support and actively promote social inclusion, are culturally appropriate and equitable
- are provided within the context of Best Value and Corporate Governance principles
- involve and consult with service users and carers
- comply with the Scottish Government National Quality Standards for Substance Misuse Services.

Responsibility for the implementation and review of overall commissioning will lie with the Dundee DAAT.

Dissemination of evidence

A considerable body of UK and international research on the extent and nature of substance misuse and the effectiveness of interventions already exists. We need to use this, and emerging research, to develop further our understanding of the factors affecting people's substance misuse, the harms experienced and the most effective interventions in education, prevention and treatment. The DAAT is committed to use and disseminate relevant information to support the delivery of this strategy.

SUMMARY BOX: DUNDEE DAAT SUPPORT STRUCTURE

- The Dundee DAAT is a multi-agency senior officer team responsible for the commissioning, developing and monitoring of substance misuse services in Dundee.
- The DAAT has developed a support network to encompass both target groups and a range of themes.
- The DAAT is responsible for outcome measurement for all drug and alcohol services in the City.
- The DAAT is operating a commissioning process which is based on available evidence and includes information on outcomes.
- The DAAT will ensure the dissemination of relevant information and evidence of best practice.

4.1 Local Context

There is ample evidence of the impact that poverty and deprivation have on the general health and well being of individuals and, specifically on rates of drug and alcohol misuse (West, 2006; Peterson and McBride, 2005; Scottish Executive, 2005). Dundee has higher rates of unemployment than the rest of Scotland (particularly amongst males) and there are a higher proportion of income support beneficiaries than elsewhere in Tayside or Scotland (Dundee Joint Health Improvement Plan). This level of poverty contributes to a poorer health record compared to the Scottish average and has a particular impact on specific communities within the City. Over a quarter of Dundee's population live in the most deprived areas of Scotland – a proportion exceeded only by Glasgow and Inverclyde (Dundee Community Plan).

To address the link between deprivation and problematic substance misuse, the DAAT will explore the most appropriate and effective methods to enhance the life chances of those living in deprived areas.

4.2 Housing and homelessness

In Dundee City, the numbers presenting as homeless are increasing which is out of sync with the Scottish average. Moreover, figures from the Dundee City Housing Department suggest that many of these are people with multiple and complex needs. Anecdotal evidence suggests that many of the clients presenting to homeless services are unwilling or unable to address their substance misuse issues.

Those affected by substance misuse issues find it more difficult to access housing and homelessness services. Issues relating to homelessness and insecure housing can disrupt clients' ability to maintain contact with services or complete treatment and care programmes. There is a need to review service provision/models of provision and to increase co-ordination and appropriate information sharing between relevant services (for information and figures on housing and homelessness view the Dundee Homeless Strategy 2007-2012).

Domestic Abuse

A report commissioned by the Tayside Multiple and Complex Needs initiative (published 2008) highlights the links between domestic abuse and substance misuse. The report outlines the specific difficulties faced by women who are both victims of domestic abuse and also affected by their own substance misuse and the gaps in available services for this client group (full copies of the report available from the Dundee Domestic Abuse Co-ordinator).

4.3 Estimated figures for problematic drug misuse in Scotland

- A report published in November 2004 by the University of Glasgow (Hay, G.; *et al*) estimated that in Scotland there are 51,582 individuals who are misusing opiates or benzodiazepines. This corresponds to a prevalence rate of 1.84% of the Scottish population aged between 15 and 54.

Prevalence of problematic drug misuse in Dundee City

- The above report estimated Dundee City to have the second highest prevalence rate in Scotland (following Glasgow City) with a total number of **2,522** individuals misusing opiates or benzodiazepines. This corresponds to a prevalence rate of 2.80% of the Dundee population aged 15 to 54.
- It is estimated that of the 2,522 problem drug users in Dundee, **634 are female** (1.34% of female population in the City aged 15-54) and **1,888 are male** (4.42% of male population in the City aged 15-54).
- The prevalence study highlights groups in the population within which drug misuse is particularly prevalent. In Dundee, it is estimated that amongst males aged between 25-34, 9.3% (927 individuals) are problematic drug users. This compares to a national average for the same age group of 4.8%.
- It is also estimated that in Dundee, there are 475 (0.53% of the population aged 15-54 years)) drug injectors.

'Hidden' population

The prevalence study estimates that in Dundee there is a 'hidden' population of 1,413 problem drug users. This figure refers to an estimated population of drug users who are currently not in touch with any treatment and care services. In order to encourage this 'hidden' population to make contact with services, a number of new developments have taken place, including:

- Redesign of harm reduction services, making them more accessible and user-friendly
- Development of a new Direct Access service offering rapid access to treatment and sign posting to appropriate services
- Additional investment in service provision to reduce waiting times for treatment and care services.

Drug users in treatment and care services

During 2005-06, 604 new individual clients were reported by treatment and care agencies in Dundee compared to 378 new individual clients reported during 2004-05 (SDMD 2006). It was reported that these drug users:

- have been misusing drugs for a considerable length of time (in 2006, 42% of drug users in treatment in Dundee, reported that they started using illicit drugs when under 15 years old and 44% began using illicit drugs between 15 and 19 years of age)
- have been injecting drugs for a relatively long period of time (36% of clients in Dundee reported injecting for the first time aged under 19 years and 32% between the ages of 20 and 24 years)
- have dependent children (20% of new clients to services in Dundee in 2006 reported living with dependent children)
- have been out of employment or out of some form of training and education, for a number of years (of the new clients receiving treatment in Scotland in 2006, 57% have been unemployed for one year or longer).

4.4 Alcohol

Data from the Scottish Health Survey (2003³) suggest that 29% of men and 17% of women age 16-64 exceed the weekly sensible drinking guideline. When drinkers only are considered, these figures rise to 32% of men and 18% of women. Excess consumption of alcohol causes harm to individuals, their families and communities. The information in this section provides some insight

³ *The Scottish Health Survey has been modified in 2007 and will run again from 2008-2011*

into the negative impact of alcohol. For more information and a comprehensive analysis of the impact on alcohol on health see *NHS Tayside's Alcohol Plan: Improving NHS Alcohol Services in Tayside (2007)*.

Alcohol misuse

- The Scottish Health Survey 2003 reported that 40% of men and 34% of women consumed more than double the recommended daily limits (3-4 units per day for men and 2-3 units for women) on their heaviest drinking day in the past week.
- There were 1,022 general acute inpatient discharges with an alcohol related diagnosis in 2005/06 for Dundee City, an increase of 4.2% from the previous year (Alcohol Statistics Scotland 2007, ISD Scotland).
- In Dundee City, the number of inpatient discharges with a diagnosis of alcohol dependence increased by 52.6% between 1999-00 and 2004-05. There was also a large increase (38.8%) in the number of discharges for alcoholic liver disease in the same time period.
- In 2005, there were 177 (120 males and 57 females) alcohol related deaths in Tayside (deaths where an alcohol related condition was coded as either underlying or contributory cause of death).

Alcohol and deprivation

In 2005-6, ISD Scotland found that people living in the most deprived areas of Scotland were six times more likely to be admitted to hospital with an alcohol related diagnosis than those in the higher social groups. This link between deprivation and alcohol related hospital episodes is also apparent in Dundee with 15 discharges per 10,000 population to people in the most affluent areas and a rate of 110 discharges per 10,000 for people living in the least affluent areas of the city.

Availability of alcohol

- As at 31st December 2005, there were 454 licensed premises in Dundee City, a rate of 40 licences per 10,000 population aged 18 and over. Of these premises, 286 (64%) had one or more regular extensions.
- In 2006 in Dundee City, the Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) found that of those pupils that reported weekly drinking, the average amount of money spent was £10.32 a week on alcohol and 55% of the pupils that drink, bought their alcohol in off licences, shops or supermarkets.

Actions to address the above:

- Investment in voluntary and statutory sector service provision.
- Development of brief interventions in primary care
- Re-provision of residential beds
- Development of care pathway for alcohol services

SUMMARY BOX: LOCAL CONTEXT AND PREVALENCE

- Dundee City has a large population living in some of the most deprived areas in Scotland with a high prevalence of alcohol and drug misuse.
- Deprivation is not only associated with increased levels of alcohol related disease and premature death, but also higher levels of behaviours that have a negative impact on health and society.
- It is estimated that Dundee City has the second highest prevalence rate of problematic drug misuse in Scotland (following Glasgow City).
- The number of people in touch with services increases every year but it is also estimated that a large 'hidden' population, who are not known to local services, exists in the City.
- Substance use in Dundee affects not only those misusing the substances but also their family and friends.

5. Current Structures And Provision

For details on all of the substance misuse services in Tayside (including children & young people services, adult services and prevention services) see the Tayside Directory of Substance Misuse Services (available electronically from the Dundee DAAT Support Team).

5.1 Children And Young People

The measures set out in this strategy are designed to strengthen the response to children affected by **any kind** of parental substance misuse.

Although not all families affected by substance misuse will experience serious difficulties, parental substance misuse may have significant and damaging effects on children and young people. The 'Getting Our Priorities Right' (Scottish Executive, 2003) document sets out national guidance to assist with the process of assessing the needs of children and young people affected by parental substance misuse and provide services to safeguard their welfare. Following the recommendations within the GOPR document, a joint protocol was developed in Dundee in 2005. The document includes a framework of protocols, policies and procedures (including sharing information between local agencies, assessment and care management of pregnant women and access to advice about child protection) agreed by agencies that work with families affected by parental substance misuse. 'The Hidden Harm – Next Steps' report (Scottish Executive, 2006) outlines the responsibility on every professional in contact with substance users to ensure the appropriate support and protection of children.

In line with recent national strategic direction, the Dundee DAAT will aim to:

- Focus on prevention and early intervention to reduce the impact of parental substance misuse on children
- Address these issues with wider measures to promote the well-being of children and young people, particularly the 'Getting It Right For Every Child' agenda
- Ensure a proper balance of interventionist actions with a focus on intervening as early as possible to prevent harm (or further harm) to avoid stigmatising children affected by their parents' substance misuse
- Ensure the needs of children affected by parental substance misuse are recognised and addressed, whether the substance is drugs, alcohol or both, including other risk factors for children.

Prevalence and deprivation

It is estimated that between 40,000 and 60,000 children and young people in Scotland are affected by parental drug misuse ('National Drug Strategy', 2008).

Children and deprivation in Dundee

Children and young people who are living in poverty are at greater risk of harm. In 2005-06, 6 out of 10 children in Dundee lived in areas of high deprivation. One child in four lived in a household where nobody had a job.

Child protection activities

In March 2006, the number of Looked After children and young people in Dundee was 474, a rate of 16 per 1,000 population aged 18 and under.

In 2006-07, 184 children in Dundee were subject to a child protection inquiry and 133 children were placed on the Child Protection Register. Of these, 30 lived in a household where a parent misused alcohol and 68 in households where a parent misused drugs.

The strategic structure for children and young people services in Dundee

The Dundee DAAT is linked to the Integrated Children's Services Planning and its Implementation structure (which is part of the Dundee Community Planning process). This structure has been developed to ensure all key agencies and service providers link together in the planning and delivery of services for children and young people. A Strategic Planning Group (SPG) that includes the Voluntary sector, Dundee City Council, Tayside Police and NHS Tayside leads the structure. Within this structure, the Children & Young Person Protection Committee (CYPPC) and the DAAT have a responsibility to develop services for children and young people affected by substance misuse. This work is undertaken via the joint Children & Young People Sub Group.

Children and young people who misuse substances

In recent years, there has been significant interest in young peoples' alcohol consumption and leisure time spent on the streets or public parks. The SALSUS 2006 reported that pupils aged 13 years in Dundee City (who had reported drinking in the seven days prior to the survey) had on average, consumed 10 units of alcohol and pupils aged 15 years had consumed on average 18 units of alcohol. The most frequently reported locations for drinking alcohol were at the pupil's own home (45%), at someone else's home (39%) and outside, on the street, or in a park or other outside area (37%).

ACTION PRIORITIES FOR CHILDREN AND YOUNG PEOPLE

- Collect and analyse information on unmet need to inform the development of services for children and young people affected by substance misuse
- Ensure children, young people and their families have up-to-date information on available support and services
- Develop interventions to improve parenting capacity
- Implement key recommendations from the Scottish Executive response to Hidden Harm
- Develop and implement an outcome-based reporting system to ensure the delivery of effective services
- Maintain and develop links between the DAAT and the Children & Young Person Protection Committee.

For full details of all planned actions see the DAAT Action Plan (Annex A)

5.2 Adults

Substance misuse is one of the most significant contributors to health inequalities and can have a sizeable negative impact on many aspects of individual and communities' well being. In line with national strategic direction, the Dundee DAAT will aim to ensure that:

- Recovery is made the explicit aim of all services providing treatment and rehabilitation for people with problem substance use
- A range of appropriate treatment and rehabilitation services are available in Dundee to respond to different circumstances and needs
- Treatment and care services integrate effectively with a wider range of generic services to fully address the needs of people with problem substance use, not just their addiction.

For information on prevalence of drug and alcohol misuse in Dundee City see sections 4.3 and 4.4.

Issues related to adult substance users in Dundee are managed by the DAAT Adult Sub Group. The group brings together key strategic and operational stakeholders involved in adult services. The group is also responsible for developing task groups to target specific issues (co-morbidity, vulnerable adults etc). The Adult Sub Group works closely with the DAAT and support network to ensure a two-way flow of information enabling cross cutting issues to be explored in partnership.

The Adult Group has agreed the following aims:

- To work in partnership to achieve better outcomes for adults who misuse alcohol and drugs
- To identify areas of unmet need, prioritise service developments and co-ordinate the planning, development and delivery of effective services
- To advise the DAAT on all relevant local and national policy/documents/reports and keep up-to-date on relevant research as well as commission new research if required
- To improve communication within and between services in Dundee.

The strategic structure for adult services in Dundee

The DAAT is firmly linked to the Dundee Community Health Partnership (CHP) and the Tayside Community Justice Authority (CJA) and the Criminal Justice Services Addiction Strategy Group. The DAAT is also represented on Healthy Dundee, which has an influential role in the planning and implementation of the Single Outcome Agreement.

ACTION PRIORITIES FOR ADULTS

- Collect and analyse information on unmet need to inform the development of services for individuals and their families affected by substance misuse
- Develop a structure for user involvement / consultation
- Continue to roll out overdose prevention training to service users, families/carers and a wide-range of service providers
- Ensure up-to-date information on services is widely available throughout the city
- Support the development and delivery of screening and brief interventions
- Identify ways to provide out of hours services
- Develop and implement an outcome-based reporting system to ensure the delivery of effective services.

For full details of all planned actions see the DAAT Action Plan (Annex A)

5.3 Prevention, training and education

Prevention definitions

The term prevention can be used in various ways. It can refer to activities aiming to prevent people from commencing substance use, activities aiming to delay first time use, and activities aiming to slow down the rate in which people use substances. It can also refer to activities aiming

to prevent people from developing problematic or risky patterns of substance use. Given that it is not always possible to eliminate the misuse of drugs or alcohol, the harm reduction approach to prevention, focuses on reducing the risks associated with substance misuse. The UK Harm Reduction Alliance noted "If a person is not willing to give up his or her drug or alcohol use, we should assist them in reducing harm to self and others."

The Dundee DAAT aims to ensure that prevention activities help to:

- Promote clear and consistent messages in relation to tackling alcohol and drugs misuse, including positive lifestyles and choices in relevant, appealing and creative ways
- Ensure that people of all ages have access to information, support and advice that they require to help them make and sustain healthy choices
- Focus evidence-based preventative work on addressing the needs of local communities
- Support services and the creation of learning opportunities that equip children and young people with the skills, knowledge and confidence to refrain from, or delay first time use of any substance, including alcohol, solvents or other drugs
- Engage with young people to help them identify solutions to excessive drinking
- Support approaches to enable children & young people deal with peer and media pressures
- Support parents/carers to increase confidence and develop skills to strengthen communications and create positive learning experiences within their family units
- Reduce or minimise the harm caused by substance use for people of all ages including preventing episodes of relapse
- Ensure all prevention activities are evidence based, in line with the National Quality Standards for Substance Misuse Services, and where possible, fit in to the DAAT's outcomes framework.

Prevention Sub Group

In May 2007, the DAAT established a Prevention Sub Group to take lead and overall responsibility in relation to all service developments and monitoring for prevention, training and education interventions. The key targets within the workplan of the group include:

- Finalise and implement the Prevention Governance paper; the aim of this paper is to provide guidance and consistency for all the prevention, training and education initiatives in the City
- Develop quality standards for all training and education initiatives
- Develop a quality standards checklist to be completed by all those providing prevention, training and education interventions to demonstrate performance in relation to the quality standards.

ACTION PRIORITIES FOR PREVENTION

- Support the implementation of quality standards for all prevention interventions in Dundee
- Identify an evidence-base for prevention interventions and use this to inform the development of new prevention interventions
- Support the implementation of the Blood Born Virus Strategy
- Support and co-ordinate the roll-on delivery of the overdose prevention training

For full details of all planned actions see the DAAT Action Plan (Annex A)

5.4 User, carer and community involvement

Survey with service providers

The Dundee City DAAT is committed to providing services that directly relate to the needs of individuals and communities in Dundee. The DAAT recognises that a crucial aspect in the development of need-led services is the involvement of service users and those who care for them. To assist the development of user and carer involvement, the DAAT Support Team has conducted a survey of service providers aiming to:

- Establish what service providers mean by the term 'user/carers involvement' and what their views are of the potential benefits and risks of such activities
- Find out who is doing what kind of user/carers involvement work in Dundee
- Establish what mechanisms agencies utilise for their user/carers involvement work
- Find out how agencies identify the clients that would benefit from user/carers involvement
- Find out how agencies use the information they gather through user/carers involvement.

Key findings

- Service providers feel it is important to develop structures that ensure users and carers are properly supported to participate. Service users should only be encouraged to participate in activities that are appropriate to their ability and willingness. Most importantly, every effort should be made to ensure activities are not 'tokenistic', resulting in no change or improvement.
- Most of the agencies in Dundee are involved in one-off user involvement activities in relation to specific issues. There are fewer mechanisms and activities that allow regular consultation or dialogue with service users and carers.
- Accessing the views of service users who lead chaotic lifestyles, those with low self-esteem and those who have no interest in being involved, was highlighted as the biggest challenge for user involvement work.

Substance Forum Users and Carers Sub Group

The Substance Forum has established a sub group that will take the lead in developing a structure through which to engage and consult with service users and their families.

DEVELOPING USER INVOLVEMENT/CONSULTATION

- The DAAT will work with the Substance Forum and the sub groups to develop a structure for user/involvement consultation
- The DAAT will develop a strategy for involving children, young people and their parents/carers in the development, delivery, review and evaluations of services.

5.5 Communication

The DAAT is committed to a policy of transparency and openness with regards to all its activities. Communicating the aims, objectives and workplan of the DAAT to the wider population of Dundee City is a crucial aspect of its work.

COMMITMENT TO DEVELOP GREATER COMMUNICATION

- The DAAT will continue to develop a pro-active relationship with the local Dundee and Tayside media
- The DAAT will develop its own website to ensure regular communication with a range of communities and individuals throughout the City
- The DAAT will continue to expand its work with local Community Planning groups to consult and communicate with local communities.

5.6

Dundee City Drug and Alcohol Action Team Media Strategy

The Dundee City DAAT considers transparency and openness to be essential elements contributing to the success and productivity of its work. Communicating the aims, objectives and work of the DAAT to the wider population of Dundee City is an important aspect of developing a broad communications strategy. The DAAT Media Strategy⁴ underpins the DAAT's commitment to involving all members of Dundee's communities in the strategic direction of drug and alcohol work in the City. It also sets out the DAAT's position regarding a 'proactive' rather than a 'reactive' position with the local media (for a copy of the full Media Strategy please contact the Dundee DAAT Support Team).

Purpose

- To raise awareness of the DAAT and its activities to reduce the incidence of substance use and related problems in Dundee City
- To reach the public of Dundee with clear and helpful information
- To reinforce the partnership approach in addressing drug and alcohol related issues in all Dundee communities
- To promote openness in our dealings with the local media, whose co-operation and assistance is important in generating a better understanding in relation to drug and alcohol issues in the City
- To maintain a regular flow of information about the DAAT and partner agencies' strengths and achievements as well as the difficulties encountered and how we propose to overcome them.

SUMMARY BOX: CURRENT STRUCTURES AND PROVISION

- **Children and Young People:** In recent years there has been growing awareness of the impact of substance misuse on children and young people and a number of national documents were published to provide guidance of how to respond to this impact at a local level.
- **Adults:** The DAAT has established an Adult Sub Group which brings together key strategic and operational stakeholders involved in adult services. The DAAT is firmly linked to the Dundee Community Planning structure.
- **Prevention:** The DAAT has established a Prevention Sub Group to provide guidance and consistency for all the prevention, training and education initiatives in the City, and develop quality standards
- **Consultation and Involvement:** the DAAT recognises that a crucial aspect in the development of need-led services is the involvement of service users and those who care for them
- **Communication:** the DAAT views transparency and openness in all areas of its work as essential and utilises a range of methods to communicate with the wider population of Dundee.

Dundee Drug and Alcohol Action Team

Action Plan

2008-2009

Key Objective	Key Actions	Timescale	Lead	Progress/Outcomes	Resourcing
1 The assessment framework used by all substance misuse services focuses on the needs of service users and their families	<ul style="list-style-type: none"> • Develop and implement an integrated assessment and resource allocation framework in Dundee for children affected by parental substance misuse • Launch the Risky Business inter-agency protocol and training programme, including evaluation (as per GPR) • Ensure the sharing of the right information at the right time between the right people (GIRFEC), including Risk Assessment • Develop shared indicators of protective factors, vulnerability and risk 	By October 2009 By December 08 Ongoing October 09	C & YP Sub Group C & YP Sub Group C&YP/Adult Sub Group SW/C & YP Sub Group		
2 All prevention, care and treatment services / interventions are evidence based and service providers in the city can demonstrate the effectiveness of their service	<ul style="list-style-type: none"> • Explore examples of best practice / what works and ensure the findings are used to inform continuous improvement • Support the delivery and development of brief interventions • Develop interventions within children's services and adult services which improve parenting capacity • Agree and implement an outcomes reporting framework • Produce service level agreements to contain requirements for performance management information including measurable outcomes data • Act on the findings and recommendations of local evaluations 	Ongoing April 09 April 09 December 08 Ongoing Ongoing	NA Sub Group NHS Tayside (Social Work and Criminal Justice in future) C & YP and Adult Sub Group DAAT Support/SW Dept/NHS Tayside SW Dept/NHS Tayside/DAAT Support C & YP and Adult Sub		

Key Objective	Key Actions	Timescale	Lead	Progress/Outcomes	Resourcing
			Groups		
3 Clients are able to access appropriate services at the right time and place	<ul style="list-style-type: none"> Implement key recommendations from Closing the Gaps Implement key recommendations from the Scottish Executive response to Hidden Harm Implement the recommendations from Essential Care Report Continue to monitor and update care pathways Explore need for out of hours services Support the creation of gender specific interventions 	April 09 April 09 April 09 April 09 December 08 December 08	Adult Sub Group C & YP Sub Group C & YP Sub Group C & YP/Adult Sub Groups NA Sub Group Multiple & Complex Needs Project	Pilot of women only spaces taking place Jan-April 08	Scottish Government funding
4 Develop pro-active service users', carer's and community consultation and involvement	<ul style="list-style-type: none"> Develop structures for user involvement/consultation Develop a strategy for involving children, young people and their parents/carers in the development, delivery, review and evaluation of services Engage with local communities through membership of local community groups in order to seek their views on the most effective services in their areas 	April 09 April 09 April 09	Adult Sub Group/Substance Forum C & YP Sub Group DAAT Support Network		
5 Reduce the harm caused to communities by drug trafficking and use	<ul style="list-style-type: none"> Target the supply of drugs across the City to reduce the harm caused to local communities To assist in whatever way possible to ensure drug users involved in criminal activity are referred to appropriate treatment pathways 	Ongoing Ongoing	Tayside Police Tayside Police		

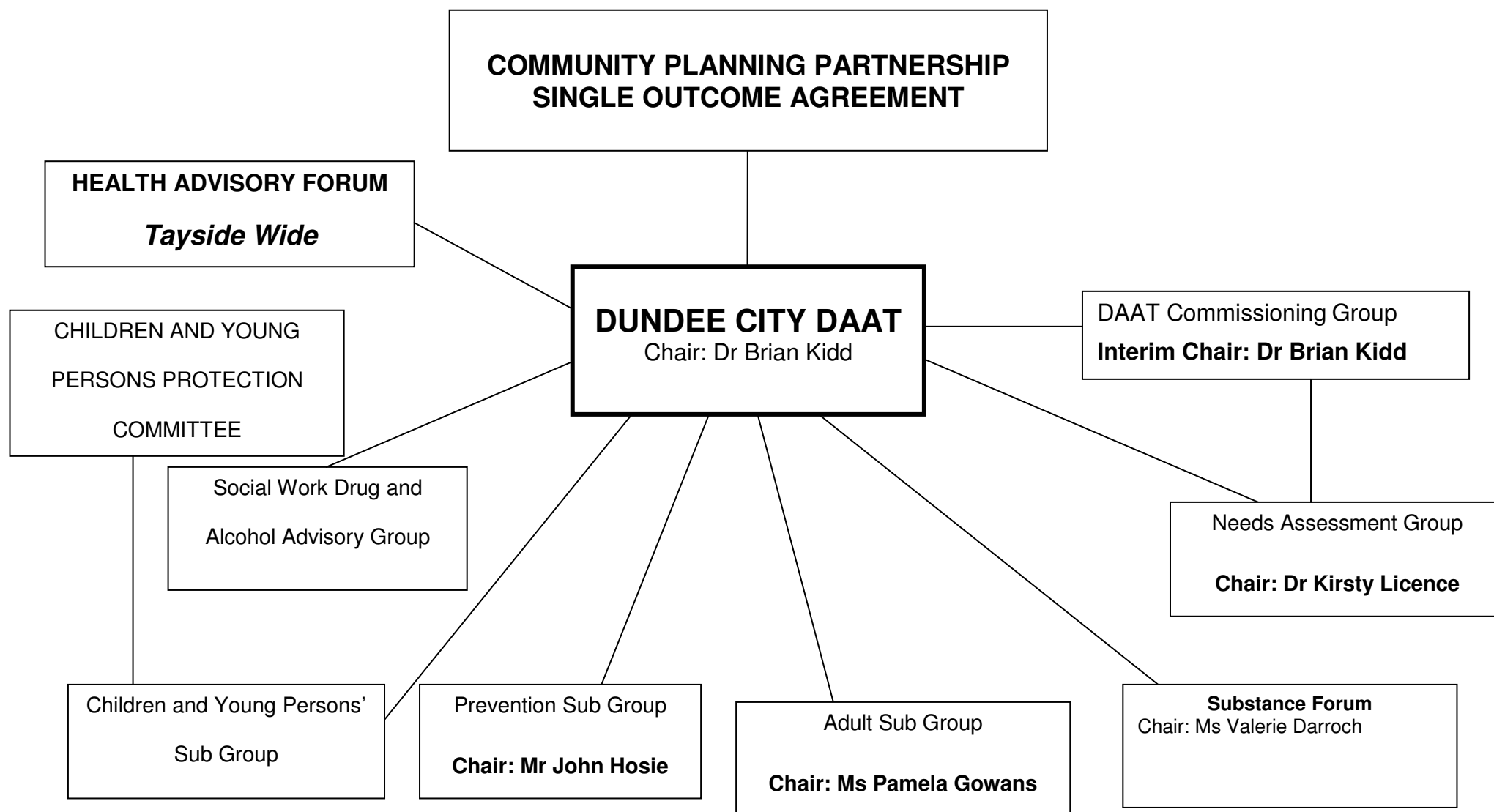
Key Objective	Key Actions	Timescale	Lead	Progress/Outcomes	Resourcing
	<ul style="list-style-type: none"> To provide information and advice when necessary to reduce harm to drug users and the wider community 	Ongoing	All partners		
6 Reduce the harm caused to communities by the inappropriate use and supply of alcohol	<ul style="list-style-type: none"> To restrict the illegal supply of and the consumption of alcohol 	Ongoing	Licensing Board/Tayside Police		
	<ul style="list-style-type: none"> To assist in whatever way possible to ensure young people involved in consumption of excess alcohol are referred to appropriate treatment pathways 	Ongoing	All partners		
	<ul style="list-style-type: none"> To develop action plans to positively impact on the level of alcohol related crime and anti-social behaviour impacting on the quality of life of our communities 	Ongoing	Tayside Police/Licensing Board		
7 Have regular access to reliable information on needs in the City	<ul style="list-style-type: none"> Develop a joint Adult and C & YP needs assessment task group 	February 08 and Ongoing	NA Sub Group	Group has been established	
	<ul style="list-style-type: none"> Conduct additional analysis on available information 	December 08	NA Sub Group		
	<ul style="list-style-type: none"> Develop mechanisms to allow regular access to information on needs 	April 09	Substance Forum		
	<ul style="list-style-type: none"> Record and report on identified unmet need 	April 09	Substance Forum/Adult/ C & YP Sub Groups		
	<ul style="list-style-type: none"> Contribute to the Tayside Drug related Deaths Working Group 	Ongoing	Health Advisory Forum		
	<ul style="list-style-type: none"> Partner agencies involved with the DAAT will develop information-sharing protocols to ensure and enable sharing of relevant information 	April 09	NHS Tayside/SW/ Voluntary Sector		
8 Relevant information	<ul style="list-style-type: none"> Support the implementation of the National Quality Standards for Substance Misuse Services 	April 09	DAAT Support Network		

Key Objective	Key Actions	Timescale	Lead	Progress/Outcomes	Resourcing
and advice is available for children /young people/ parents/adults/ carers and communities	<ul style="list-style-type: none"> Each service to provide the C & YP Sub Group with feedback from service user regarding preferred information sources and format C & YP Sub Group to support agencies to develop and distribute updated information Promote the Integrated Children's Services website and ensure the drug and alcohol section is populated with up to date information on all levels of support for families where substance misuse causes difficulties Support and monitor a pilot delivering a 4 session-module to women from a range of ethnic minority communities 	<p>April 09</p> <p>April 09</p> <p>Ongoing</p> <p>September 08</p>	<p>C & YP Sub Group</p> <p>C & YP Sub Group</p> <p>C & YP Sub Group</p> <p>WEB Project/DIWC</p>		
9 Further develop and adopt a performance management framework	<ul style="list-style-type: none"> Ensure all service level agreements and contracts include commitment to the performance framework Develop mechanisms for regular reporting on performance Ensure comprehensive completion of SMR25(a) and (b) forms 	<p>Ongoing</p> <p>December 08</p> <p>December 08</p>	<p>SW/Health/DAAT Support Team</p> <p>DAAT Support Team</p> <p>DAAT Support Network</p>		
10 All DAAT strategic decision-making to be based on outcomes information (which is part of a broader Performance Improvement Model) and relates to need	<ul style="list-style-type: none"> Appoint an Outcomes Facilitator for a period of 2 years to oversee the development and implementation of a process for collating and reporting on outcomes Develop outcomes for children and young people Develop a robust and transparent DAAT-led multi-agency commissioning strategy, including: <ol style="list-style-type: none"> Funding priorities 	<p>January 08 to December 09</p> <p>April 08</p> <p>December 08</p>	<p>DAAT Support Team</p> <p>DAAT Support / C & YP Sub Group</p> <p>DAAT Support / DAAT Chair/ Commissioning</p>	<p>Facilitator starting date 7th Jan 08</p> <p>Majority of specialist Alcohol and Drugs services contribute information</p> <p>Commissioning group established / commissioning process</p>	Dundee DAAT Funding

Key Objective	Key Actions	Timescale	Lead	Progress/Outcomes	Resourcing
	2. Clear and transparent processes for funding applications 3. Agreed Monitoring Framework (PIM) <ul style="list-style-type: none"> Make links with all other relevant planning structures, and develop an understanding between partners of the DAAT Continue to support the Scottish Government Waiting Times initiative Contribute to the Single Outcome Agreement and ensure ongoing involvement with the process 	December 08 Ongoing June 2008	group members DAAT Support DAAT Support DAAT Support	developed Links made with Community Planning Partnership/ Healthy Dundee Links with HALAMG Community Planning Partnership / Healthy Dundee	
11 All prevention interventions in the City are co-ordinated and deliver coherent and uniform messages	<ul style="list-style-type: none"> Complete and implement the Prevention Governance paper Identify an evidence base for prevention activities 	December 08 December 08	Prevention Sub Group Prevention Sub Group		
12 Ensure the DAAT and its structures are effective and fully integrated with the relevant local and national bodies to deliver on all substance misuse priorities	<ul style="list-style-type: none"> Link with local and national strategies, in particular with the Single Outcome Agreement Act on the recommendations of the Scottish Government based on the Stocktaking Report Maintain and develop links between the DAAT and the CYPPC Develop a framework to monitor the effectiveness of DAAT Structure Organise annual planning and review process 	Ongoing Await directions from SG By Dec 08 April 09 April 09	DAAT/ DAAT Sub Groups/DAAT Support Team DAAT Support Team DAAT Support Team DAAT Support Team DAAT Support		

Key Objective	Key Actions	Timescale	Lead	Progress/Outcomes	Resourcing
			Structure/Team		
13 Enhance the role of the Voluntary sector	<ul style="list-style-type: none"> Continue to support the Voluntary sector to develop robust mechanisms for reporting on outcomes Support services access training to assist funding applications Develop a clear and transparent multi-agency commissioning process 	December 09 Ongoing By March 08	DAAT Support Team DAAT Support Team DAAT/ DAAT Support/Commissioning group		
14 All service providers in Dundee receive appropriate training	<ul style="list-style-type: none"> Develop and implement a multi-agency training and workforce development strategy for staff and services working in the field of substance misuse Monitor new training delivery arrangements with STRADA Deliver the overdose prevention training for Trainers and co-ordinate subsequent role-on training programme Support the Multiple and Complex Needs project in relation to women's substance misuse/ domestic abuse 	April 09 December 08 Jan 08 and Ongoing December 08	DAAT Sub Groups DAAT Support Team NHS Tayside / DAAT Support DAAT Support Team	Training for trainers delivered Jan 08. Tayside wide training programme developed and delivered March – November 08	
15 All services in Dundee are aware of and provide appropriate harm-reduction interventions	<ul style="list-style-type: none"> Participate in the new Blood Borne Virus Managed Clinical Network (BBV MCN) Support the implementation of the BBV Strategy Support and co-ordinate the role-on delivery of overdose prevention training 	Ongoing, review December 08 Ongoing April 09	DAAT Support Team Adult Sub Group / Substance Forum DAAT and Support Network	Training programme delivered and monitored	

DUNDEE CITY DAAT SUPPORT STRUCTURE



Appendix 2: Performance Improvement Model (PIM)

DAAT PERFORMANCE IMPROVEMENT MODEL



Appendix 3: Outcomes Menu

A Systematic Approach To Report On Outcomes And Key Service Data For Drug And Alcohol Agencies In Dundee

MENU OF OUTCOMES

<i>Category</i>	Outcomes
Access to services	<ul style="list-style-type: none">• Making appropriate referrals
Substance misuse behaviour	<ul style="list-style-type: none">• Not using illicit drugs• Client becomes drug free• Reduction in the use of illicit drugs• Reduction in risk-taking behaviour• Changes in the method of use• Not consuming alcohol• Reduction in the consumption of alcohol
Physical and psychological health	<ul style="list-style-type: none">• Improvement in physical health• No deterioration in physical health• Improvement in psychological health/ emotional wellbeing• No deterioration in psychological health
Social functioning and life context	<ul style="list-style-type: none">• Reduction in criminal activity• Improved personal safety• Improved employability skills• Moved into employment• Improved parenting capacity• Improved personal relationships• Improved accommodation status• Improved financial situation• Improved independent living skills• Improved supportive living environment• Improved engagement with education/training
Personal Development	<ul style="list-style-type: none">• Increased motivation• Increased feeling of appropriate personal

	responsibility <ul style="list-style-type: none"> • Increased confidence and self-esteem • Higher personal and career aspirations
Prevention & Education	Quality standards and quality indicators will be developed

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Home Office June (2003), *Hidden Harm: Responding to the needs of children of problem drug users.* The report of an inquiry by the Advisory Council on the Misuse of Drugs.

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Scottish Executive (2003): *Getting Our Priorities Right: good practice guidance for working with children of families affected by substance misuse.*

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The Road to Recovery: A new approach to tackling Scotland's drug problem. Scottish Government Drug Strategy, published May 2008

West, R (2006), *Theory of addiction.* Oxford Blackwell

Relevant local strategies:

- Dundee Partnership: Community Plan 2005-2010
- Dundee Community Safety Strategy 2005-2010
- Tayside Community Justice Authority Area Plan 2007-2011
- Dundee Domestic Abuse Forum Strategic Plan 2007-2009
- Dundee Homelessness Strategy 2007 - 2012
- NHS Tayside: Improving Alcohol Services in Tayside 2007