

## Objective 1: Preventing harm to the individual

<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Specialist young people's substance misuse service recommissioned in 2016, in consultation with key partners; youth offending team, community safety, education services, public health service	Service commissioned: KPIs, service specification informed by key partners	Engagement by key partners; youth offending team, community safety, education services, public health service, equality impact advisor	Sept 2016	LBH Commissioner	
Substance misuse awareness sessions to be delivered to Looked After Children and their carers (inc foster carers and semi-independent placement providers) – including association with CSE	Foster carers more knowledgeable about substance misuse by young people	Young People's Substance Misuse Service commissioned	Ongoing	LBH Commissioner	
Identify young people (aged under 18) who are at a higher risk of harm caused through risky behaviours (inc drug and alcohol misuse) – including appropriate response such as referral to appropriate young people's substance misuse service.	Young people who are at higher risk to be referred by NELFT School Nursing Service Early Help Service Children's Social Care Schools	Young People's Substance Misuse Service commissioned  LBH Commissioner to monitor contract on referral sources	Ongoing	NELFT School Nursing Service Early Help Service Children's Social Care Schools	
Healthy Schools programme to provide information drugs and alcohol to the whole school community including national campaigns and information about the effect of substances on the unborn child.	Information	Healthy Schools Co-ordinator recruited  Engagement by schools	Ongoing	LBH (Healthy Schools Co-ordinator)	Dependent on decisions re funding /Traded Services status of Healthy Schools programme

## Objective 1: Preventing harm to the individual

<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Drug and alcohol service provider to support schools develop their drugs policy and deliver substance misuse awareness training o headteachers and wider school workforce .		Young People's Substance Misuse Service commissioned  Healthy Schools Co-ordinator recruited  Engagement by schools	Ongoing	LBH Commissioner  LBH Healthy Schools Co-ordinator	
Drug and alcohol service provider to advise schools and parents how to report concerns about availability of drugs, and under age sales of alcohol and sales of "legal highs" (such as nitrous oxide)		Young People's Substance Misuse Service commissioned  Healthy Schools Co-ordinator recruited  Engagement by schools		LBH Commissioner  LBH Healthy Schools Co-ordinator	
Information and factsheets about not drinking in pregnancy and during breastfeeding to be displayed in Children's Centres	Information and factsheets to be available in Children's Centres  Frontline workers actively promoting messages.	LBH Officer Capacity (Children Centre frontline workers)  LBH Frontline staff trained in IBA	Ongoing  To be agreed: where resources /capacity allow	LBH Early Help, BHRUT maternity Services, NELFT health visiting and school nursing services	

<b>Objective 1: Preventing harm to the individual</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Develop consistent messages and signpost parents to information that will support parents in their discussions with their children about drugs and alcohol	Key messaging for parents agreed by LBH Public Health Service and partners, and hosted by LBH website	LBH Officer Capacity (Public Health Service, Communications, Commissioner)  Engagement by partner agencies	March 17	LBH Public Health	
Having contraception service to advise women to abstain from alcohol when planning a pregnancy	Contraception service to display information about alcohol in pregnancy  Service to deliver IBA to women considering pregnancy	Sexual health service commissioned.	Apr 16 and ongoing  To be agreed: where resources allow	LBH Commissioner	BHRUT  Joint Commissioners
Skills audit to be undertaken among health visitors and school nurse workforce on levels of skills for engaging with families on the topic of substance misuse, including safeguarding concerns relating to drugs and alcohol. Findings to be used to inform workforce development, including numbers to be trained on IBA.	Skills audit undertaken. Workforce development plan informed by results. Workforce trained in IBA.	Way forward to be agreed between service and commissioners	To be agreed: where resources allow	LBH Commissioner	LSCB Co-ordinator  WDP Havering
Continue to advise pregnant women and new parents about risks of co-sleeping with an infant	Routine antenatal advice given  Routine postnatal advice to parents by midwives, health visitors, Children's Centres.		Ongoing	BHR Maternity Services  NELFT (Health visitors)	LBH Children's Centres
Deliver training to Pubs/clubs door staff on how to recognise fake ID	Businesses better trained to recognise fake ID	Capacity of Police  Engagement by businesses	Ongoing	Metropolitan Police	LBH Licensing Officers

<b>Objective 1: Preventing harm to the individual</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Deliver training to retailers and licensed trade on complying with legislation, inc sales of age-restricted products, and nitrous oxide for non-food purposes. Training to be uploaded to Council website.	Businesses better trained on legislation	Capacity of Licensing  Engagement by businesses	Ongoing	LBH Licensing	
Information about drugs and alcohol, including where to report concerns, to be cascaded to voluntary organisations that provide activities to children and young people	Agreed information products for voluntary organisations	LBH Officer Capacity (Public Health Service, Trading Standards, Commissioner, Communications, Community Development)	To be agreed: where resources allow	LBH Public Health	
Sexual health services to (a) offer brief advice about alcohol to young people and adults where alcohol plays a part in risky sexual behaviour (b) deliver IBA and psychosexual counselling to MSM re Chemsex	Sexual health service performance against KPI	Sexual health service commissioned, and KPI agreed for IBA		LBH Commissioner	LBH Public Health Service to advise
Drug and alcohol treatment service to demonstrate to commissioner how advice and services are meeting the needs of LGBT, veterans, ethnic minorities, ex-offenders, those leaving care (including via mutual aid organisations).	Evidence of evidence-based programmes of work in place/planned by substance misuse treatment specialists that meet the needs of harder to reach groups	Engagement by mutual aid organisations, and by organisations	March 2017	LBH Commissioner	
WDP and NELFT Mental Health Services to develop an integrated approach to presentations at the acute hospital that involve mental health and substance misuse	Written protocols in place	Agreement of commissioners	Jul 16	CCG Mental Health Commissioner  LBH Commissioner	BHRUT

<b>Objective 1: Preventing harm to the individual</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Ensure the care pathway for women during the perinatal period meets the needs of women with substance misuse problems, including onward referral	Care pathway shared with maternity commissioner, mental health commissioner, substance misuse commissioner, Early Help service	Agreement of commissioners		CCG Maternity Commissioner  WDP Havering/ LBH Commissioner	LBH Early Help Service  Perinatal Steering Group
Understand how to provide better support to mutual aid groups and improve access and take up of mutual aid services. WDP Havering to scope needs of mutual aid groups and propose plan of action to commissioner	Proposals received by Commissioner	Proposals based on evidence base and consultation with mutual aid groups	Dec 16	LBH Commissioner	Mutual Aid organisations  LBH Community Development
CCG and adult social care to plan for the needs of older adults who are long-term users of opiates, including end of life care	Plans in place	CCG and Adult Social Care capacity	Dec 16	CCG Commissioner  Adults Social Care Commissioner	NELFT Community Services
The drug and alcohol treatment service will be further developed to meet the needs of those with problematic use of prescription and over-the-counter medication, including: (a) advising GPs to treat (b) directly treating (where appropriate)	Reports received from WDPH Havering	Capacity of WDP Havering  Engagement with GPs  Ensure adherence to referral/care pathways  Identified budgetary allocation for any GP prescribing		LBH Commissioner	CCG  GPs  Pharmacists

<b>Objective 1: Preventing harm to the individual</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Produce guidance for prescribers on "Review of medicines with the potential for misuse"	Guidance produced for prescribers approved at Area Prescribing sub-Committee and on CCG website	Prescriber education and training via quarterly prescribing forums	June 16	BHR CCG Medicines Management	Local Medical Committee  GPs  WDP Havering
Devise and deliver a programme of education for prescribers on the topics of prescription only and over the counter medicines misuse and dependence.	Training programme delivered	Prescribers trained	Dec 16	BHR CCG Medicines Management	Local Medical Committee  GPs
Reduce the prescribing of benzodiazapines and Z drugs, as part of the 2016/18 medicines management work plan	Reduction in prescription items from baseline	Practice support, quarterly prescribing performance scorecards	Dec 17	BHR CCG Medicines Management	Local Medical Committee  GPs
Council Public Health Service to ensure that GPs are provided with information and an updated AUDIT tool to screen for level of alcohol-related risks to health, once new national tools are published	Tools actively in use by GPs e.g. as part of Health Check programme	Materials to be provided by PHE/national body; local distribution requested via CCG	When national materials available	LBH Commissioner Havering CCG	GPs
Set up a local drug information system in Havering for issuing public health alerts on new and/or novel, potent, adulterated or contaminated drugs.	System set up, relevant partners engaged	Task and finish group to establish system  Evaluation of effectiveness end of year 1	Apr 16 –Jun 16	LBH Public Health	LBH Commissioner MPS, WDP Havering, Community Safety CCG, GPs, Pharmacists, BHRUT,
Monitor demand and stimulate innovative solutions to meet the needs of increasingly ethnically-diverse population, some of whom will inevitably develop substance misuse problems.	Report, describing solutions	Contract monitoring	Apr 16 and ongoing	LBH Commissioner WDP Havering	Faith groups Community groups

<b>Objective 2: Preventing harm to the family</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Substance Misuse Treatment Service and Mental Health Service will take part in "Team around the Family" meetings where substance misuse/mental health are identified as a factor,	Records of meetings showing attendance by Substance Misuse Treatment Service and Mental Health Service in "Team around the Family" meetings	Processes established: invitation, recording of attendance, review of arrangements	Commence Apr 16	LBH Early Help Service	WDP Havering  NELFT Mental Health
Substance Misuse Treatment Service and Mental Health Service to agree a joint protocol where there is dual diagnosis (substance misuse <u>and</u> mental health)	Protocol in place and implemented - Substance Misuse Treatment Service Commissioner and Mental Health Service Commissioner to be informed	Protocol in place	June 16 and ongoing	LBH Commissioner  CCG Commissioner	NELFT  WDP Havering
Provide access to alcohol and drug intervention treatment programmes for victims and perpetrators of domestic abuse	Protocol in place and implemented	Protocol/referral processes established between domestic violence lead and substance misuse treatment service	Apr 16 and ongoing	VAWG strategic partnership VAWG Officer LBH Commissioner	
VAWG strategic partnership to increase awareness of domestic abuse among agencies and residents through communications.	Communication delivered		Apr 16 and on-going	VAWG strategic partnership VAWG Officer	
Integrate VAWG into all relevant service areas and ensure effective inter-agency co-ordination By Training of Domestic Abuse/VAWG Champions based in local authority departments, statutory partnership agencies and local private/voluntary sector services.			Apr 16 and ongoing	VAWG strategic partnership VAWG Officer	LBH services  Partner agencies  Private and voluntary sector services

<b>Objective 2: Preventing harm to the family</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Continue to improve the efficiency and effectiveness of the MARAC.			Apr 16 and ongoing	VAWG strategic partnership VAWG Officer	
A Task and Finish Group to be set up to identify issues, barriers and solutions for information sharing, and develop an action plan of implementation	Action plan developed and implemented		Jul 16	LBH Early Help Service	
Early Help, WDP Havering and NELFT mental health services to collaborate on strengthening staff induction programmes so that staff have a good understanding of roles of partner agencies, and know who are the key individuals in each of the agencies	Induction processes reviewed and strengthened. Frontline staff and managers better informed.		Jul 16	LBH Early Help Service,  NELFT Mental Health  WDP Havering	
Early Help Service, WDP Havering and NELFT mental health services to cascade regular newsletters to partner agencies about their work (via LSCB). All three services to ensure that the information is communicated to frontline staff through team meetings.	Frontline staff and managers better informed.	LSCB Co-ordinator to facilitate	Jul 16	LBH Early Help Service,  NELFT Mental Health  WDP Havering	
MASH to take into account how WDP Havering is linked into the MASH processes. Once agreed, a contract variation to be agreed that describes the processes.	Contract variation issued	Service capacity	Jul 16	LBH Early Help  LBH Commissioner	
WDP to advise LSCB how they can contribute to the data set that is being collected. WDP to be invited to attend LSCB Operational Board.	WDP advice to LSCB. WDP invited to operational board.	Service capacity	Apr 16	LSCB Co-ordinator  WDP Havering Service Manager	
Early Help to ensure that WDP Havering is invited on joint home visits where substance misuse is, or likely to be, an issue	WDP invited on joint home visits as appropriate	Service capacity Training to staff to implement	Apr 16 and ongoing	LBH Early Help	WDP Havering

## Objective 2: Preventing harm to the family

<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
WDP Havering joint working arrangements with the Early Help Service to include protocol of actions where a parent does not attend an appointment with WDP	Process in place and implemented	Service capacity to set up protocol  Training to staff to implement	Apr 16 and ongoing	LBH Commissioner	LBH Early Help
Where WDP develops a recovery plan with a parent, this to be shared with Early Help.	Process in place and implemented	Service capacity to set up protocol  Training to staff to implement	Jul 16 and ongoing	LBH Commissioner	LBH Early Help
Children's Social Care to invite WDP Havering to assessments, conferences and meetings when parents are receiving substance misuse treatment	Timely invitations issued	LBH Social Care to issue invitation & record attendance by WDP Havering	Apr 16 and ongoing	LBH Social Care  LBH Commissioner	WDP Havering
Early Help and WDP to work to resolve issues where lack of childcare is a barrier for parent's treatment, including residential detox treatment	Solution achieved	Potential financial implications to resource childcare	May 16	LBH Early Help LBH Commissioner WDP Havering	
WDP Havering to deliver training to Early Help and Adult Social Care teams on working effectively with families affected by substance misuse	Programme of training agreed (including at induction). Training programme delivered.	Training programme	Mar 17	LBH Commissioner LBH Early Help Adult Social Care	WDP Havering
LSCB to deliver multi-agency training on safeguarding that specifically takes into account issues of substance misuse	Programme of training agreed and implemented	Training programme	Mar 17	LSCB Co-ordinator	All
Increase access to mental health services: IAPT (for adults) or CBT (for children via CAMHS), and monitor referrals and access	Increased uptake of IAPT and increased provision of CAMHS	Raise awareness of all potential referrers	Mar 17	CCG Commissioner	All

## Objective 2: Preventing harm to the family

<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
All services to identify carers (inc young carers) and ensure they are signposted to the right services		Young Carers Service commissioned that meets the needs of young carers affected by substance misuse  Communications about carers services/support		LBH Commissioner	All

Objective 3: Preventing harm to the community					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Primary care registration scheme to be agreed in Havering for prisoners released with no permanent address	Registration scheme established and agreed by Local Medical Committee and CCG	London-wide agreement with Probation Services	Oct 16	CCG	GPs LMC Local Probation Service WDP Havering
Achieve and maintain number of Inspector's Authority testing at 15 per month	Achievement of target		Apr 16 and ongoing	Metropolitan Police	WDP Havering
Achieve and maintain % of Test on Arrest where there is a trigger offence at 98% per month	Achievement of target		Apr 16 and ongoing	Metropolitan Police	WDP Havering
Identify lower risk acquisitive offenders with substance misuse treatment needs within criminal justice system and increase numbers of recommendations for DRR/ATR community sentencing to the courts.  Increase numbers of DRR/ATR as a result of pre-sentence reporting by NPS.  Achieve improvement in numbers successfully treated through DRR/ATR community sentencing.	Increase on 2015/16 baseline  Monitor numbers successfully treated	Effective partnership arrangements within local feeder courts: Barkingside, Snaresbrook and Chelmsford to reduce timelines between recommendations being made for DRR/ATR community Orders  NPS to identify more substance misusers at assessment stage	Apr 16 and ongoing	National Probation Service Community Rehabilitation Company WDP Havering Police Community Safety  National Probation Service	WDP Havering
Continued use of town link radio, ensure all required persons are joined up / kept up to date.  Provision of Deeper Lounge safe haven.  Provision of Street Triage within Fiction night club.	Continued implementation of initiatives	Resourcing of initiatives	Apr 16 and ongoing	Community Safety and Development Manager	Havering Community Safety Partnership

<b>Objective 3: Preventing harm to the community</b>					
<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Develop and deliver a programme of work to address gang related offending and associated drug dealing , CSE and exploitation	Programme of work developed and delivered		Apr 16 and on-going	Community Safety and Development Manager	Havering Community Safety Partnership
Deliver training for Licensing Responsible Authorities on making effective representations in response to licensing applications.	Training delivered	Officer capacity  Attendance by Responsible Authorities	Apr 16	LBH Licensing	All Responsible Authorities
Delivery training for Licensing Committee members	Training delivered	Officer capacity	Apr 16	LBH Licensing	All Responsible Authorities
Explore investment in mobile technology to enable frontline staff to capture data and intelligence, including as relates to drugs and alcohol	Exploration completed	Officer capacity	Tba	LBH Streetcare	
Training to be delivered to LBH frontline operatives to improve recognition of drug litter	Training delivered	Capacity of services	Mar 17	LBH Streetcare  LBH Commissioner	WDP Havering
Prepare and consult on a Public Protection Order in Romford Town Centre	Consultation completed	Officer capacity	Apr 16	Community Safety and Development Manager	
Test cannabis-flavoured e-cigarettes to establish whether contents include cannabis	Test purchases made and contents analysed	LBH Licensing capacity	Dec 16	LBH Licensing	LBH Licensing – potential enforcement/legal action
Deliver Junior Citizen Programme to 1,500 year six children, including content on drugs/alcohol, and a specific gangs element	Programme delivered	Services capacity	Jul 16	LBH Community Safety and Development Manager	
WDP to deliver training about drugs and alcohol to Early Help services	Training delivered	Service capacity	Mar 17	LBH Commissioner Early Help	WDP Havering

### Objective 3: Preventing harm to the community

<b>Project/ Action</b> <i>What we will do to achieve it</i>	<b>Outcome</b> <i>How we will know we've achieved it</i>	<b>Resources</b> <i>What we need to be able to achieve it</i>	<b>Timescale</b>	<b>Lead Organisation (Officer/staff)</b>	<b>Impact on other services and organisations</b>
Healthy Schools Network to showcase/share the successes of schools' own commissioned information sessions for increasing parental knowledge about engaging with their children on topics such as drugs and alcohol	Showcased event takes place	Recruitment of Healthy Schools Co-ordinator	Dec 16	LBH Healthy Schools Co-ordinator	Healthy Schools Network (schools)
Continue to work with other enforcement agencies to target premises where intelligence indicated that non duty paid alcohol may be sold.	Joint working between enforcement agencies	Information / intelligence	Ongoing – as resources allow	Customs & Excise  LBH Trading Standards	Metropolitan Police Service