



## **DANOS Level 4**

# **Development and Testing of Draft Standards and Qualifications Frameworks for Advanced or Senior Practitioners working the Drugs and Alcohol Field**

## **Final Project Report**

**Prepared by The Management Standards Consultancy**

**September 2006**

**Contents**

Contents ..... 2

1. Executive Summary..... 3

2. Advanced/Senior Practitioners ..... 7

3. Standards for Advanced/Senior Practitioners..... 8

4. Qualifications for Advanced/Senior Practitioners..... 10

Annex 1: DANOS AG4 Retain individuals in contact with substance misuse services..... 12

Annex 2: DANOS AG5 Implement policies to manage risk to individuals and third parties 17

Annex 3: HSC411 versus DANOS AG5 ..... 24

Annex 4: Key and Core Skills Signposting ..... 27

Annex 5: DANOS 4 Final Consultation ..... 28

Annex 6: Steering Group Members ..... 30

Annex 8: Stakeholders Consulted by Telephone or Face-to-Face ..... 32

Annex 9: Respondents to Survey Questionnaire..... 33

Annex 10: Members of Four-Country Expert Groups ..... 36

Annex 11: Respondents to E-mail Consultation ..... 38

Annex 12: Focus Group Participants ..... 39

## 1. Executive Summary

Since 2000, Skills for Health (SfH) and its predecessor Healthwork UK have worked in conjunction with key stakeholders to develop National Occupational Standards (NOS), Scottish and National Vocational Qualifications (S/NVQs) and Vocationally Related Qualifications (VRQs) for those working in the drugs and alcohol field. The Drugs and Alcohol National Occupational Standards (DANOS) are widely used and recognised and candidates are beginning to register for the new Health and Social Care S/NVQs which contain the DANOS units.

In November 2005 Skills for Health appointed The Management Standards Consultancy to carry out further work to investigate whether there is a need for a Level 4 qualification for the drug and alcohol sector. This would involve work to:

- identify whether such a level 4 qualification already exists that meets the needs of the sector
- establish any gaps between existing qualifications at level 4 and what the sector needs
- identify which functions/standards should go into a level 4 qualification if a need is established
- identify whether the standards that should be contained in such a qualification exist already, and if not to develop and test additional standards as required
- ensure that identified standards (including existing and any newly developed standards) are included in relevant existing level 4 qualifications and/or develop a new strand within an existing qualification e.g. the Health (or Health and Social Care) Level 4 NVQ and/or the development of new qualifications if required.

The work has been divided into three work packages.

### **Work Package 1: Researching the Need for Standards and Qualifications for Advanced Practitioners**

The first work package was focused on providing evidence of whether a Level 4 qualification was needed and what it should cover. The deliverable from this work package in December 2005 was the *Report on Research into the Need for Level 4 Qualifications and National Occupational Standards for the Drugs and Alcohol Field* which was considered by the DANOS 4 Steering Group on 10 January 2006. After much debate, the steering group agreed to take forward the second work package and focus on filling apparent gaps in standards, after reviewing existing standards. The steering group also decided that the work on development of an advanced level qualification should be kept on hold until Skills for Justice, Skills for Care and Development and policy makers in Wales and Scotland had been consulted for their comments on the recommendations in the research report.

### **Work Package 2: Developing and Testing Standards and Qualifications for Advanced Practitioners**

The second work package, therefore, focused on developing new standards and recommending changes to existing standards to fill the gaps identified in the report for work package 1. The opportunity was also taken to take further soundings with the field on the content and structure of any advanced level qualification, without carrying out any

development work on such a qualification. The deliverable from this work package in June 2006 was the *Report on the Development and Testing of Draft Standards and Qualifications Frameworks for Advanced or Senior Practitioners working in the Drugs and Alcohol Field* which was considered by the DANOS 4 Steering Group on 6 July 2006.

The steering group took the following decisions based on the consultants' recommendations.

### ***New units to be submitted for accreditation***

The following units should be submitted to UKCG for accreditation, subject to minor amendments suggested at the steering group, enhancements to the knowledge and understanding proposed by the Department of Health and STRADA, and robust evidence to show that the function described in AG5 is not already covered by an existing unit of NOS:

AG4 Retain individuals in contact with substance misuse services

AG5 Implement policies to manage risk to individuals and third parties.

### ***New units NOT to be submitted for accreditation***

The following draft units should not be revised or submitted for accreditation because these functions could be covered by existing units of NOS, if they were appropriately amended:

AG6 Develop care plans with clients who are hard to engage or have multiple or complex needs

AG7 Coordinate care plans with clients who are hard to engage or have multiple or complex needs

AG8 Review and revise care plans with clients who are hard to engage or have multiple or complex needs.

### ***Units to be revised by Skills for Health and others***

Skills for Health (and Skills for Care and Development, where the units are jointly owned) should revise the following units in the DANOS suite, taking on board the feedback from the consultation.

AC3 Contribute to the development of the knowledge and practice of others

AC4 Support and challenge workers on specific aspects of their practice

AF1 Carry out screening and referral assessment

AF2 Carry out assessment to identify and prioritise needs

AF3 Carry out comprehensive substance misuse assessment

AG1 Develop, implement and review care plans for individuals

AG2 Contribute to care planning and review

### ***New unit on risk for managers***

Skills for Health should consider developing a unit for service managers covering the function of *Develop policies to manage risk to individuals and third parties*, which is out of scope of this project.

## **Work Package 3: Finalising the Standards for Accreditation and Recommending their Inclusion in Qualifications**

The main activities in this final work package have included:

- **revising AG4 and AG5** in the light of amendments suggested at the steering group, enhancements to the knowledge and understanding proposed by the Department of Health and STRADA, and feedback from UKCG (Annexes 1 and 2)
- providing the **rationale for the development of AG5** by showing that the existing unit HSC411 covers different functional areas, and obtaining steering group approval for this rationale (Annex 3)
- **signposting AG4 and AG5 to Key Skills and Core Skills** (Annex 4)
- providing detailed **recommendations for changes to units AC3-4, AF1-3 and AG1-2**
- providing consultees with a **final opportunity to comment** of the proposed new units and their possible inclusion in qualifications (Annex 5)
- **consulting with key stakeholders** on the possible inclusion of new units in qualifications for advanced practitioners.

This report briefly summarises the development process throughout all three work packages and makes five recommendations for the steering group to consider.

### ***Recommendation 1: NOS***

Skills for Health should submit AG4 and AG5 to UKCG for accreditation as units of National Occupational Standards.

### ***Recommendation 2: Health and Social Care S/NVQ Level 4***

Skills for Health should work with Skills for Care and Development to incorporate the following DANOS units into the Health and Social Care S/NVQ at level 4:

AC3 Contribute to the development of the knowledge and practice of others

AC4 Support and challenge workers on specific aspects of their practice

AG4 Retain individuals in contact with substance misuse services

AG5 Implement policies to manage risk to individuals and third parties

### ***Recommendation 3: Incremental Review of Health and Social Care S/NVQs***

During the incremental review of the Health and Social Care S/NVQ, Skills for Health and Skills for Care and Development should consider the recommendations for changes to the following units:

HSC328 Contribute to care planning and review (DANOS AG2)

HSC338 Carry out screening and referral assessment (DANOS AF1)

HSC339 Carry out assessment to identify and prioritise needs (DANOS AF2)

HSC340 Carry out comprehensive substance misuse assessment (DANOS AF3)

HSC416 Develop, implement and review care plans for individuals (DANOS AG1)

#### ***Recommendation 4: Development Awards***

The joint Skills for Health and Skills for Justice Development Award steering group, should consult on a Development Award, aimed at workers in the drugs and alcohol sector who have developed into advanced/senior practitioner roles, including the following units:

AC3 Contribute to the development of the knowledge and practice of others

AC4 Support and challenge workers on specific aspects of their practice

AD4 Develop and disseminate information and advice about substance use, health and wellbeing

AF3 Carry out comprehensive substance misuse assessments

AG1 Develop, implement and review care plans for individuals

AG4 Retain individuals in contact with substance misuse services

AG5 Implement policies to manage risk to individuals and third parties

BA3 Contribute to the development of organisational policy and practice

#### ***Recommendation 5: HEI, FE and other education and training providers***

Skills for Health should promote the use of the newly developed units for developing qualifications and education and training provision within HEI, FE and other education and training providers, both through its HEI strategy and other means.

## 2. Advanced/Senior Practitioners

One of the key issues that emerged early on in the project, both in the consultations and in the expert groups was exactly what were meant by *Advanced/Senior Practitioners*. Due the diversity of organisations in the drugs and alcohol field and their relatively early stage of development, there is no common definition of *Advanced/Senior Practitioner* (although many practitioners have “advanced” or “senior” in their job titles), nor is there agreement on what their role should cover.

The initial consultation in November-December 2005, identified three groups of staff who might be in need of higher level standards and qualifications:

- directors and managers of services (168 workers in the sample)
- team leaders, supervisors and coordinators of services (105)
- advanced/senior practitioners – those who clearly have a practitioner role, but have greater experience than their colleagues and provide mentoring, coaching and/or supervisory support (192).

In January 2006, the project steering group endorsed the expert group’s view that the needs of the first two groups were adequately covered by managerial and supervisory qualifications, but the real focus of the project should be on advanced practitioners or senior practitioners, defined as *those who clearly have a practitioner role, but have greater experience than their colleagues and provide mentoring, coaching and/or supervisory support.*

This definition has provided much greater clarity to work packages 2 and 3 and has enabled the development of standards for a recognisable target group, although their roles may be very diverse within the different contexts in which they are working.

### 3. Standards for Advanced/Senior Practitioners

The first work package aimed to establish whether there was a need for a higher level qualification for those working in the drugs and alcohol field (always recognising that the Health and Social Care S/NVQ level 4 and a wide range of managerial qualifications already exist) and, if so, what such a qualification should contain.

At this stage, the above definition of *Advanced/Senior Practitioner* had not been made, and there was strong support for units covering a wide range of functions already covered in the DANOS and/or Health and Social Care S/NVQ, and also for functions not obviously covered by existing units, including:

1. Provide structured induction to the service for clients
2. Consult with and involve service users and the community
3. Manage outreach services
4. Develop and maintain therapeutic alliances with individuals
5. Deliver assertive outreach services
6. Work with substance misusers in criminal justice settings
7. Deliver cognitive-behavioural therapy
8. Deliver relapse prevention therapy
9. Deliver motivational enhancement therapy
10. Deliver family therapy
11. Deliver community reinforcement approaches
12. Deliver 12-step facilitation
13. Deliver coping skills training
14. Develop and manage strategies to retain clients within their care plans.
15. Assess and manage risk within services
16. Work with substance misusers who have complex needs

The steering group agreed with the expert group that functions 1-3 above were for managers rather than advanced/senior practitioners, functions 4 and 5 were relevant to all practitioners, not just advanced/senior practitioners and that functions 6-13 were adequately addressed by existing generic qualifications which are widely available to staff in substance misuse services.

In January 2006, the steering group therefore approved moving to work package 2, the development and testing of units to fill gaps in existing standards describing functions carried out by advanced/senior practitioners, particularly those covering the following functions:

- Develop and manage strategies to retain clients within their care plans.
- Assess and manage risk within services
- Work with substance misusers who have complex needs.

With the help of expert groups and key stakeholders in each of the four countries, Skills for Health's technical consultants produced first drafts of five units:

AG4 Manage strategies to retain clients within their care plans

AG5 Implement policies to manage risk to clients and third parties

- AG6 Develop care plans with clients who are hard to engage or have multiple or complex needs
- AG7 Coordinate care plans with clients who are hard to engage or have multiple or complex needs
- AG8 Review and revise care plans with clients who are hard to engage or have multiple or complex needs.

Consultation with key stakeholders, an e-mail consultation and focus groups held in the four countries produced high-quality feedback on the draft units, which strongly supported AG4 and AG5 with detailed suggestions for changes, but, instead of units AG6-8, supported amendments to existing units AG1 and AG2 (also available in the Health and Social Care S/NVQs as HSC416 and HSC328 respectively). In July 2006, the steering group gave its conditional approval to redrafted units AG4 and AG5 and to the amendments proposed to AG1 and AG2.

Consultees also reviewed a wide range of existing units of NOS as part of the process of checking that suitable units did not already exist. As a result, the steering also gave its approval to amendments proposed to AC3-4 and AF1-3.

Since the July steering group, the consultants have redrafted units AG4 and AG5 (Annexes 1-2) and signposted them to Key Skills and Core Skills (Annex 4). The NHS KSF Board has approved the indicative links to the dimensions and levels in the NHS KSF.

### ***Recommendation 1***

Skills for Health should submit AG4 and AG5 to UKCG for accreditation as units of National Occupational Standards.

## 4. Qualifications for Advanced/Senior Practitioners

The original focus of this project was to identify the need for, and, if required, develop higher level qualifications for those working in the drugs and alcohol field. The initial survey in November-December 2006 revealed strong support (86%) for higher level qualifications.

However, the focus on *Advanced/Senior Practitioners* had not been developed at this time. Many respondents were in favour of higher level qualifications for staff in managerial, supervisory, co-ordinating or team-leading roles, for whom appropriate qualifications already exist as S/NVQs (including the HSC S/NVQ at level 4), VRQs or HEI qualifications. Also, some respondents wanted to see higher level qualifications to reflect their staff's experience in the role, rather than to reflect the greater complexity and demands of the role.

On the basis of the evidence before them in January 2006, steering group members were not unanimous in supporting further work on the development of a qualification for advanced/senior practitioners. With the agreement of the funders, the focus of the project then switched to the development of the units of NOS to fill the gaps.

However, expectations had been raised by our initial survey (and other documents, such as the *Guidance of Competence and Qualifications* issued by the DANOS 3 Project Board in June 2005, *Workforce Development Guidance Notes*, issued by the NTA to DATs in October 2005 and the *Joint NTA/DSD Workforce Planning Strategy* published in November 2005) that higher level qualifications might be developed.

There is a general expectation that any new units developed as part of this project:

- would find their way into the Health and Social Care S/NVQ framework
- may become part of the Development Awards currently being designed jointly by Skills for Health and Skills for Justice
- would provide guidance to those in HEI, FE and other organisation when designing education and training courses aimed at advanced/senior practitioners in the drugs and alcohol field.

Evidence from the initial survey and the subsequent consultation carried out in April-June 2006 suggests that there is strong support (>85%) for the following units to be included in any qualification aimed at advanced/senior practitioners:

AC3 Contribute to the development of the knowledge and practice of others

AC4 Support and challenge workers on specific aspects of their practice

AD4 Develop and disseminate information and advice about substance use, health and wellbeing

*AF3 Carry out comprehensive substance misuse assessments*

AG1 Develop, implement and review care plans for individuals

AG4 Retain individuals in contact with substance misuse services

AG5 Implement policies to manage risk to individuals and third parties

BA3 Contribute to the development of organisational policy and practice

The units underlined can already be found as optional units in the HSC S/NVQ level 4 and the unit in *italics* can be found in the HSC S/NVQ level 3.

### ***Recommendation 2: Health and Social Care S/NVQ Level 4***

Skills for Health should work with Skills for Care and Development to incorporate the following DANOS units into the Health and Social Care S/NVQ at level 4:

AC3 Contribute to the development of the knowledge and practice of others

AC4 Support and challenge workers on specific aspects of their practice

AG4 Retain individuals in contact with substance misuse services

AG5 Implement policies to manage risk to individuals and third parties

### ***Recommendation 3: Incremental Review of Health and Social Care S/NVQs***

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HSC338 Carry out screening and referral assessment (DANOS AF1)

HSC339 Carry out assessment to identify and prioritise needs (DANOS AF2)

HSC340 Carry out comprehensive substance misuse assessment (DANOS AF3)

HSC416 Develop, implement and review care plans for individuals (DANOS AG1)

### ***Recommendation 4: Development Awards***

The joint Skills for Health and Skills for Justice Development Award steering group, should consult on a Development Award, aimed at workers in the drugs and alcohol sector who have developed into advanced/senior practitioner roles, including the following units:

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AD4 Develop and disseminate information and advice about substance use, health and wellbeing

AF3 Carry out comprehensive substance misuse assessments

AG1 Develop, implement and review care plans for individuals

AG4 Retain individuals in contact with substance misuse services

AG5 Implement policies to manage risk to individuals and third parties

BA3 Contribute to the development of organisational policy and practice

### ***Recommendation 5: HEI, FE and other education and training providers***

Skills for Health should promote the use of the newly developed units for developing qualifications and education and training provision within HEI, FE and other education and training providers, both through its HEI strategy and other means.

## **Annex 1: DANOS AG4 Retain individuals in contact with substance misuse services**

### **About this workforce competence**

This workforce competence covers the development, implementation and monitoring of processes to keep individuals in contact with substance misuse services and prevent them dropping out of treatment.

The workforce competence involves using data from your own organisation and local area, together with evidence from national and international research, to identify the reasons for retention and drop-out and to put in place processes to improve retention. It also involves briefing colleagues, supporting them in applying these processes in particular cases, and taking action where an individual is likely to drop out.

### **Links**

*This workforce competence has indicative links with the following dimensions and levels within the NHS Knowledge and Skills Framework (October 2004):*

Dimension: HWB5 Provision of care to meet health and wellbeing needs

Level: 3 Plan, deliver and evaluate care to meet people's health and wellbeing needs

### **Searchable key words**

drop-out, retention, substance misuse

### **Origin**

This workforce competence was developed by Skills for Health.

## **DANOS AG4      Retain individuals in contact with substance misuse services**

### **Glossary**

*This section provides explanations and definitions of the terms used in this workforce competence. In competences, it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the competence, may be used in a very particular way.*

|                         |  |
|-------------------------|--|
| <b>individual</b>       | potential users, current users or past users of substance misuse services  |
| <b>substance misuse</b> | the use of illegal drugs and the inappropriate use of legal drugs, including alcohol, over-the-counter medicines, prescription medicines and substances such as solvents; misuse encompasses both harmful use and dependence |

### **Scope**

*This section provides guidance on possible areas to be covered in this workforce competence.*

#### **colleagues**

*may include:*

- a) colleagues whom you supervise professionally
- b) colleagues who report to you as their line manager
- c) colleagues working at the same level as you
- d) colleagues working at a more senior level to you
- e) colleagues with particular competence or expertise, either within or outside your organisation

## **DANOS AG4     Retain individuals in contact with substance misuse services**

### **Performance criteria**

*You need to:*

1. work in line with current evidence of effective practice in retaining **individuals** in contact with **substance misuse** services
2. monitor retention and drop-out rates in your area of responsibility to identify patterns of drop-out
3. gather information from individuals and **colleagues** about why individuals stay with the service or why they drop out
4. make recommendations to address organisational or resource issues which may be contributing to drop-out
5. work with colleagues to develop processes to retain individuals in contact with substance misuse services, in line with organisational policies
6. brief colleagues on processes to retain individuals in contact with substance misuse services and provide advice and guidance on how to apply these processes in specific cases
7. where the services provided appear not to be meeting an individual's needs, explore the reasons for this and agree how the services provided can be made more effective, including referring the individual to a different colleague or agency, if appropriate.

## **DANOS AG4     Retain individuals in contact with substance misuse services**

### **Knowledge and understanding**

*You need to apply:*

#### **Data and information**

- K1. in-depth understanding of the legal and policy requirements for handling and sharing personal data
- K2. in-depth understanding of how to obtain information from individuals and colleagues
- K3. in-depth understanding of the reasons individuals may not wish to provide information and how to address these
- K4. in-depth understanding of how to use data and information to identify the likely causes of problems
- K5. working knowledge of how to present recommendations to address organisational and resource issues

#### **Human resource management and development**

- K6. in-depth understanding of how to brief colleagues
- K7. critical understanding of how to provide advice and guidance to colleagues

#### **Multi-agency working**

- K8. in-depth understanding of other agencies and the range of services they provide for different groups of individuals
- K9. in-depth understanding of the protocols for referring individuals to other agencies

#### **Organisational context**

- K10. in-depth understanding of colleagues' competences and how they can help in developing processes to retain individuals in contact with substance misuse services
- K11. in-depth understanding of your organisation's policies in relation to hard to retain individuals
- K12. in-depth understanding of colleagues' knowledge of individuals' circumstances

#### **Substance misuse**

- K13. in-depth understanding of the nature of dependency
- K14. in-depth understanding of the factors that may cause individuals stay in contact, or drop out of contact, with services (eg organisational, social, psychological, criminal justice)
- K15. in-depth understanding of evidence of effective practice in retaining individuals in contact with substance misuse services and how to access this evidence

- K16. in-depth understanding of the range of processes that can be developed to retain individuals in contact with substance misuse services
- K17. in-depth understanding of how to recognise if services are not meeting an individual's needs.

### **Note on knowledge and understanding**

*Each item of knowledge and understanding is introduced by a phrase indicating the level at which you need to possess this item.*

#### **Basic awareness of....**

This phrase is used when the criteria demand only a very limited and generalised understanding that something exists but an individual would not need to know any details.

#### **Factual knowledge of....**

This phrase is used when the criteria call for a knowledge that is detailed on a factual level, but does not involve any more than a superficial understanding of any principles or theories.

#### **Working knowledge of....**

This phrase is used when the criteria call for the application of factual knowledge in a manner that takes account of widely understood technical principles and implications within the field of practice.

#### **In-depth understanding of....**

This phrase is used when the criteria demand a broad and detailed understanding of the theoretical underpinning of an area of practice, including conflicting theories and constructs

#### **Critical understanding of....**

This phrase is used when the criteria call for the ability to evaluate and devise approaches to situations that depend on the critical application of theories and conceptual constructs within the area of practice.

## **Annex 2: DANOS AG5 Implement policies to manage risk to individuals and third parties**

### **About this workforce competence**

This workforce competence is about implementing organisational or local/regional policies to help minimise risk of harm to individuals and third parties.

The workforce competence involves translating risk management policies into practical guidelines and providing colleagues with advice and support to help them arrive at effective decisions in relation to reducing risk. In some situations, you may have to take timely and effective action to deal with risks or incidents or consult with more experienced colleagues about the situation. You need to work with other agencies in managing risks effectively and make recommendations for improvements to policies and practices, if required.

### **Links**

*This workforce competence has indicative links with the following dimensions and levels within the NHS Knowledge and Skills Framework (October 2004)*

Dimension: Core 3 Health, safety and security

Level 3: Promote, monitor and maintain best practice in health, safety and security  
*and*

Dimension: Core 5 Quality

Level 3: Contribute to improving quality.

### **Searchable key words**

risk, harm, policies, assess, manage, substance misuse

### **Origin**

This workforce competence was developed by Skills for Health.

## **DANOS AG5    Implement policies to manage risk to individuals and third parties**

### **Glossary**

*This section provides explanations and definitions of the terms used in this workforce competence. In competences, it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the competence, may be used in a very particular way.*

|                         |  |
|-------------------------|--|
| <b>individuals</b>      | potential users, current users or past users of substance misuse services  |
| <b>risk assessment</b>  | assessment of risk of harm to individuals and/or third parties carried out using a formal, agreed methodology  |
| <b>risk</b>             | risk of harm to individuals and/or third parties which may be reduced or increased as a result of the decisions made during assessment, care planning and treatment  |
| <b>third parties</b>    | other people with whom individuals come into contact   |
| <b>child (children)</b> | a person (persons) under the age of 18   |
| <b>harm</b>             | the health, social and economic harms to individuals, communities and societies that are associated with substance misuse  |
| <b>substance misuse</b> | the use of illegal drugs and the inappropriate use of legal drugs, including alcohol, over-the-counter medicines, prescription medicines and substances such as solvents; misuse encompasses both harmful use and dependence |

## **Scope**

*This section provides guidance on possible areas to be covered in this workforce competence.*

### **colleagues**

*may include:*

- f) colleagues whom you supervise professionally
- g) colleagues who report to you as their line manager
- h) colleagues working at the same level as you
- i) colleagues working at a more senior level to you
- j) colleagues with particular competence or expertise, either within or outside your organisation

### **third parties**

*may include:*

- a) children
- b) partners/spouses
- c) carers of the individuals
- d) workers involved in the care of the individuals
- e) vulnerable adults
- f) older adults
- g) other adults with whom individuals come into contact

### **policies and guidelines**

*may include:*

- a) organisational
- b) local/regional
- c) national

## **DANOS AG5     Implement policies to manage risk to individuals and third parties**

### **Performance criteria**

*You need to:*

1. work within current legislation, **policies and guidelines** on managing **risks to individuals** and **third parties**
2. raise **colleagues'** awareness of risk issues and disseminate relevant information about managing risk
3. provide colleagues with practical guidance and development opportunities to help them assess and manage risk in line with policies
4. ensure that colleagues assess and evaluate risks to individuals and/or third parties correctly, in line with policies and guidelines
5. discuss with colleagues the options for managing risks and the possible consequences of decisions on risk
6. review specific cases and their associated risks with colleagues
7. take timely and effective action, in consultation with colleagues where feasible, to deal with risks and incidents when the situation has gone beyond the level of competence of the colleague directly involved
8. review incidents with colleagues to enable learning to take place and prevent similar situations and issues arising in the future
9. consult colleagues about problems and issues around risk, when the situation is beyond your own area of competence
10. work with other agencies to help them understand the possible risks to individuals and/or third parties, assess and communicate these risks effectively, within agreed protocols
11. make recommendations for improvements to risk management policies, guidelines and practices, if required.

## **DANOS AG5    Implement policies to manage risk to individuals and third parties**

### **Knowledge and understanding**

*You need to apply:*

#### **Case management**

K1. critical understanding of how to conduct formal, periodic reviews of individual cases

#### **Children**

K2. working knowledge of the legislation relating to child protection

K3. working knowledge of local structures and bodies with responsibility for developing local overarching, multi-agency policies and protocols for managing risks to children

K4. in-depth understanding of the range of risks that substance misusers might pose to children and the potential impact of these risks

K5. critical understanding of your own responsibilities under child protection legislation

#### **Communication**

K6. in-depth understanding of how to raise colleagues' awareness of risk issues

K7. in-depth understanding of reflective questioning techniques

K8. working knowledge of how to present recommendations for improvements to risk management policies and practices

K9. working knowledge of organisational and inter-agency record-keeping protocols

#### **Human resource management and development**

K10. working knowledge of the development opportunities available to help colleagues assess and manage risk

K11. in-depth understanding of how to facilitate learning from incidents or potential incidents that have been successfully prevented

#### **Multi-agency working**

K12. in-depth understanding of other agencies involved in managing risks to individuals and third parties

K13. in-depth understanding of the protocols for sharing information on risks with other agencies

K14. in-depth understanding of how to work with other agencies to help them understand the possible risks to individuals and third parties, assess and communicate these risks effectively

### **Organisational context**

- K15. critical understanding of your own level of competence
- K16. in-depth understanding of colleagues' levels of competence
- K17. in-depth understanding of how colleagues can help in dealing with risks, incidents, and situations beyond your own level of competence

### **Policies and procedures**

- K18. critical understanding of organisational policies and guidelines on managing risks to individuals and third parties
- K19. critical understanding of how to translate policies into practical guidelines
- K20. working knowledge of local/regional and national policies and guidelines on managing risks to individuals and third parties
- K21. in-depth understanding of the difference between serious untoward incidents and other incidents or accidents and the different policies and procedures that must be followed in each case

### **Risk management**

- K22. in-depth understanding of how professional anxiety about risk can be managed as part of the overall risk plan
- K23. critical understanding of how to carry out risk assessments and develop risk management plans with substance misusers
- K24. in-depth understanding of the ways in which individuals' co-existing conditions may affect risk
- K25. in-depth understanding of the ways in which social, gender, ethnic and cultural issues may affect risk
- K26. critical understanding of the range of risk management options that can be applied in different situations
- K27. in-depth understanding of how to review incidents with colleagues to enable learning to take place and prevent similar situations and issues arising in the future

### **Substance misuse**

- K28. in-depth understanding of the harms that may be caused by substance misuse
- K29. in-depth understanding of the nature of dependency
- K30. in-depth understanding of the range of risks to substance misusers and third parties.

## **Note on knowledge and understanding**

*Each item of knowledge and understanding is introduced by a phrase indicating the level at which you need to possess this item.*

### **Basic awareness of....**

This phrase is used when the criteria demand only a very limited and generalised understanding that something exists but an individual would not need to know any details.

### **Factual knowledge of....**

This phrase is used when the criteria call for a knowledge that is detailed on a factual level, but does not involve any more than a superficial understanding of any principles or theories.

### **Working knowledge of....**

This phrase is used when the criteria call for the application of factual knowledge in a manner that takes account of widely understood technical principles and implications within the field of practice.

### **In-depth understanding of....**

This phrase is used when the criteria demand a broad and detailed understanding of the theoretical underpinning of an area of practice, including conflicting theories and constructs

### **Critical understanding of....**

This phrase is used when the criteria call for the ability to evaluate and devise approaches to situations that depend on the critical application of theories and conceptual constructs within the area of practice.

## Annex 3: HSC411 versus DANOS AG5

### Introduction

As part of the DANOS 4 project, Skills for Health has developed a new draft competence for advanced/senior practitioners<sup>1</sup> entitled: *DANOS AG5 Implement policies to manage risk to individuals and third parties.*

Skills for Care and Development has stated it is not prepared to support the accreditation of this unit as it claims that the following existing unit covers the same function: *HSC411 Manage a service which provides the best possible outcomes for the individual.*

HSC411 was carefully considered, along with a large number of other units dealing with risk, during the development of DANOS AG5 and, again, subsequent to the field testing of DANOS AG5. On both occasions, it was rejected as not describing the required function.

This paper explains Skills for Health's rationale for rejecting HSC411 and submitting for accreditation a new unit covering the function described in DANOS AG5.

### **HSC411 describes four separate managerial functions whereas DANOS AG5 describes one professional supervisory function**

HSC411 describes four discrete managerial functions which have been grouped together as part of a qualification for residential care home managers. These functions are described by the four elements:

*HSC411a Ensure services are designed and reviewed to promote and maximise the achievement of the best possible outcomes for the individual*

*HSC411b Ensure the promotion of participation and independence in order to facilitate the achievement of the best possible outcomes*

*HSC411c Manage and monitor systems for the assessment of risk of abuse, failure to protect and harm to self and others*

*HSC411d Manage and monitor systems for the administration of medication.*

In the section within HSC411, *About this unit*, it states that "...you need to develop, implement and review systems which maintain an environment...", clearly indicating that this is a unit describing functions for those in a managerial position, with overall responsibility for the organisation's systems, or, at least for the systems in use at the location(s) for which the manager is responsible. "Manage" and "monitor" are other verbs which are used regularly in the unit, making it clear it is dealing with management functions. Indeed, the person carrying out these functions in this unit is described as "the manager" and it is assumed that he or she will have "staff" reporting to him or her.

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<sup>1</sup> *Advanced/senior practitioner* is used throughout the DANOS 4 project to describe those who clearly have a practitioner role, but have greater experience than their colleagues and provide mentoring, coaching and/or supervisory support. It is recognised that there is no single model of advanced/senior practitioner and that roles and responsibilities vary from organisation to organisation and from area to area.

DANOS AG5 does not seek to describe the functions covered by HSC411a, b or c. It does relate to HSC411c (which is why this unit was carefully considered both during the development and after field testing of DANOS AG5) as it is concerned with the *implementation* of policies (and systems) to manage (not just assess) risk to individuals and third parties. Practitioners involved in the development and field testing were very clear, however, that the target group (advanced/senior practitioners) do not, necessarily, have the management responsibility to “manage and monitor systems”, but do have the professional supervisory responsibility to ensure that team members are making appropriate decisions in managing risk.

This is an important distinction, as advanced/senior practitioners are not required to meet the managerial performance criteria in HSC411c; they are required to meet the supervisory performance criteria described in AG5. Neither are advanced/senior practitioners, necessarily, required to carry out the functions described by HSC411a, b and d.

### **Different concepts of “risk” and “harm”**

The two units have very different concepts of “risk” and “harm”.

HSC411 does not define risk, but defines harm as “may be caused to the individual by others in their network (including families, friends, other residents or workers), by the physical environment where the service is provided or by organisations due to institutionalised discrimination”. Element HSC411c describes the function of ensuring systems are in place and operating effectively to protect individuals (specifically, residents in a care home) from harms which may derive from the environment in which they are being looked after. In particular, it seeks to ensure residents are protected from abuse and that there are appropriate whistle-blowing procedures in place.

DANOS AG5 defines risk as “risk of harm to individuals and third parties which may be reduced or increased as a result of the decisions made during assessment, care planning and treatment” and harm as “the health, social and economic harms to individuals, communities and societies that are associated with substance misuse” (consistent with the definition of harm in *Models of care for treatment of adult drug misusers: Update 2006*<sup>2</sup> and *Models of care for alcohol misusers*<sup>3</sup>). The unit assumes that all individuals (defined as “potential users, current users or ex-users of substance misuse services”) are at risk of harm and that informed decisions need to be made to manage these risks effectively. The focus of the unit is not, therefore, on avoiding risk of harm (which is the focus of HSC411), but on helping colleagues to make the best possible decisions to minimise risks and deal with (and learn from) serious incidents when these occur.

### **Performance criteria**

Detailed analysis of the performance criteria will quickly show that element HSC411c and DANOS AG5 are two different functions with very different performance requirements.

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<sup>2</sup> National Treatment Agency for Substance Misuse, July 2006

<sup>3</sup> Department of Health and National Treatment Agency for Substance Misuse, June 2006

During the development and field testing of DANOS AG5, practitioners have worked in a committed way to define, within these performance criteria, exactly what is required of advanced/senior practitioners as they implement policies to manage risk to individuals and third parties. Respondents to the consultation have commented how valuable DANOS AG5 will be in contributing to effective clinical governance within substance misuse services.

## **Using DANOS AG5 in different contexts**

It could be expected that the function described in DANOS AG5 would also be found in other areas of health and/or social care and that the performance requirements would be similar; this possibility has not, however, been researched within the scope of the DANOS 4 project and so it remains conjecture.

Clearly, when working with substance misusers, practitioners need to have a specific body of knowledge relating to substance misuse and dependency; this is described within the knowledge and understanding and also referred to in the glossary of DANOS AG5. The knowledge and understanding requirements and glossary would be different for practitioners working in different contexts or with individuals with different needs.

## **Developing a management unit for developing policies for managing risk**

During field testing of DANOS AG5, practitioners identified the need for an additional standard covering *developing, monitoring and reviewing* policies to manage risk to individuals and third parties (which was out of scope for the DANOS 4 project whose remit was to develop standards and qualifications for advanced/senior practitioners). The *Report on the Development and Testing of Draft Standards and Qualifications Frameworks for Advanced or Senior Practitioners working the Drugs and Alcohol Field*<sup>4</sup> recommended that Skills for Health should consider developing a standard to cover this area. If it were broadened out to encompass wider concepts of risk and harm, *HSC411c Manage and monitor systems for the assessment of risk of abuse, failure to protect and harm to self and others* could form the basis for such a unit.

## **Conclusion and recommendations**

It is clear from the analysis presented above that HSC411 does not describe the same function or the same performance requirements as those described in DANOS AG5.

It is therefore recommended that:

1. DANOS AG5 is submitted for accreditation as a National Occupational Standard
2. Skills for Health should consider developing specific presentations of DANOS AG5 for use in other contexts
3. Skills for Health should consider developing a unit or units covering the functions of developing, monitoring and reviewing policies to manage risk to individuals and third parties.

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<sup>4</sup> Prepared by The Management Standards Consultancy for Skills for Health, June 2006

## **Annex 4: Key and Core Skills Signposting**

### **AG4 Retain individuals in contact with substance misuse services**

#### ***Key Skills***

Communication – Level 3

Working with Others – Level 4

Improving own Learning and Performance – Level 3

Problem Solving – Level 4

#### ***Core Skills***

Written Communication (Reading) – Higher

Written Communication (Writing) – Intermediate 2

Oral Communication – Intermediate 2

Critical Thinking – Higher

Planning and Organising – Higher

Reviewing and Evaluating – Higher

Working with Others – Higher

### **AG5 Implement policies to manage risk to individuals and third parties**

#### ***Key Skills***

Communication – Level 3

Working with Others – Level 4

Improving own Learning and Performance – Level 3

Problem Solving – Level 4

#### ***Core Skills***

Written Communication (Reading) – Higher

Written Communication (Writing) – Intermediate 2

Oral Communication – Intermediate 2

Critical Thinking – Higher

Planning and Organising – Higher

Reviewing and Evaluating – Higher

Working with Others – Higher

## **Annex 5: DANOS 4 Final Consultation**

### **Introduction**

Following extensive consultation on the draft standards for advanced/senior practitioners and their place within qualifications, the consultants presented their findings and recommendations to the project steering group on 6 July 2006.

### **New units approved for accreditation**

The steering group has now approved the following new units to go forward for accreditation:

*AG4 Retain individuals in contact with substance misuse services*

*AG5 Implement policies to manage risk to individuals and third parties.*

Copies of these units are attached for your information.

### **Units not approved for accreditation**

On the consultants' advice, the following units were not approved to go forward for accreditation:

*AG6 Develop care plans with clients who are hard to engage or have multiple or complex needs*

*AG7 Co-ordinate care plans with clients who are hard to engage or have multiple or complex needs*

*AG8 Review and revise care plans with clients who are hard to engage or have multiple or complex needs*

### **Recommendations for review of current units**

Instead of AG6, AG7 and AG8, the steering group accepted the consultants' recommendations that the existing DANOS units be reviewed to bring them into line with current good practice:

*AC3 Contribute to the development of the knowledge and practice of others*

*AC4 Support and challenge workers on specific aspects of their practice*

*AF1 Carry out screening and referral assessment*

*AF2 Carry out assessment to identify and prioritise needs*

*AF3 Carry out comprehensive substance misuse assessment*

*AG1 Develop, implement, coordinate and review care plans for individuals*

*AG2 Contribute to care planning, coordination and review*

These units, with suggested amendments are also attached. If you have any comments about these suggested amendments, or would like to suggest further amendments, please

contact **Fiona Hackland** before 31 August 2006 by e-mail on [fiona@outcome-consultancy.co.uk](mailto:fiona@outcome-consultancy.co.uk) or phone on 07900 698145.

## NVQs and SVQs

Responses to the consultation indicated the need to include the new units AG4 and AG5, as well as the current units AC3 and AC4 (suitably amended), within the Health and Social Care S/NVQ structure as optional units at level 4.

## Development Award

There was also interest in a smaller “Development Award” qualification aimed at drugs and alcohol workers who have become advanced/senior practitioners through their experience and seniority within their service.

A possible structure for a four-unit award might be:

### Mandatory Units:

|     |   |
|-----|---|
| AC3 | Contribute to the development of the knowledge and practice of others |
| AC4 | Support and challenge workers on specific aspects of their practice   |

### Optional Units (select 2):

|     |  |
|-----|--|
| AD4 | Develop and disseminate information and advice about substance use, health and wellbeing |
| AF3 | Carry out comprehensive substance misuse assessments                                     |
| AG1 | Develop, implement and review care plans for individuals                                 |
| AG4 | Retain individuals in contact with substance misuse services                             |
| AG5 | Implement policies to manage risk to individuals and third parties                       |
| BA3 | Contribute to the development of organisational policy and practice                      |

If you have any views either on this possible “Development Award” or on the inclusion of AC3, AC4, AG4 and AG5 within the Health and Social Care S/NVQ structure as optional units at level 4, please contact **Trevor Boutall** before 31 August 2006 by email on [trevor.boutall@themsc.org](mailto:trevor.boutall@themsc.org) or by phone on 07768 890653.

Once again, many thanks for your continuing support for standards and qualifications for those working in the substance misuse field!

## **Annex 6: Steering Group Members**

Tom Aldridge – National Treatment Agency for Substance Misuse

Jan Annan – Department of Health

Iain Armstrong – Department of Health

Joy Barlow – STRADA

Trevor Boutall – The Management Standards Consultancy

Sharon Carson – European Association for the Treatment of Addiction

Leslie Dunlop – Skills for Justice

Kay Evans – Welsh Assembly

Suzanne Fisher – Skills for Health

Ruth Fowler – National Treatment Agency for Substance Misuse

Fiona Hackland – The Management Standards Consultancy

Vicky Harris – Skills for Health

Robert Kenyon – NHS Clinical Governance Directorate

Judy Leavesley – Skills for Care and Development, England

Marc Lyall – Skills for Health

David Marteau – Prison Health, Department of Health

Fionnuala McKinney – Northern Ireland Drug and Alcohol Training and Development Strategy

Bill Puddicombe – Phoenix House (Chair)

Carole Sharma – National Treatment Agency for Substance Misuse

Angela Sharp – Skills for Justice

Pamela Spalding – Drugs Strategy Directorate, Home Office

Ruth White – Alcohol Policy Team, Scottish Executive

## Annex 7: Members of UK-wide Expert Group

|                     |   |
|---------------------|---|
| Iain Armstrong      | Department of Health                                |
| Trevor Boutall      | The Management Standards Consultancy                |
| Robert Clasper-Todd | Addaction   |
| Daphne Dial         | Turning Point                                       |
| Suzanne Fisher      | Skills for Health                                   |
| Chris Flook         | Phoenix House                                       |
| Ruth Fowler         | National Treatment Agency for Substance Misuse      |
| Fiona Hackland      | The Management Standards Consultancy                |
| Susan Hart          | Government Office East Midlands                     |
| Jan Mayor           | BADAS   |
| Sean Murphy         | Alcohol Concern                                     |
| Daniel Rider        | In-volve  |
| Ian Robinson        | European Association for the Treatment of Addiction |
| Angela Sharp        | Skills for Justice                                  |
| Simon Shepherd      | Federation of Drug and Alcohol Professionals        |
| Ruth White          | Scottish Executive                                  |

## **Annex 8: Stakeholders Consulted by Telephone or Face-to-Face**

|                  |   |
|------------------|---|
| Andrea Beavon    | STRADA  |
| Jack Doherty     | Northlands  |
| Kay Evans        | Welsh Assembly Government   |
| Emily Finch      | National Treatment Agency for Substance Misuse                            |
| Ruth Fowler      | National Treatment Agency for Substance Misuse                            |
| John Lenaghan    | Welsh Assembly Government   |
| John Marletta    | Alcohol Focus Scotland  |
| Derek McLaughlin | University of Ulster  |
| Sean Murphy      | Alcohol Concern   |
| Jan Palmer       | Health and Offender Substance Misuse, Women's Prisons Partnerships – NOMS |
| Ian Robinson     | EATA  |
| Carol Sharma     | National Treatment Agency for Substance Misuse                            |
| Simon Shepherd   | Federation of Drug and Alcohol Professionals                              |
| Laura Sly        | Adfam   |
| Pamela Spalding  | Home Office   |

## Annex 9: Respondents to Survey Questionnaire

Anne Rathbone Associates Training And Consultancy  
ADAS  
Addaction  
Addaction Bedford  
Adfam  
Alcohol Strategy Co-ordinator  
ANA Treatment Centre  
Avon & Wiltshire health Trust / Criminal Justice Interventions Team  
Avon & Wiltshire Mental Health Partnership NHS Trust  
Axe Street Project  
BADAS  
Barnsley DIP  
Basingstoke drugs Service.  
Bath Area Drug Advisory Service  
Beckare  
Bedford Hospital NHS Trust  
Birmingham & Solihull MHT  
Bolton Salford and Trafford MHT Trafford SMS  
BRO-SIS African Caribbean Organisation  
Brynawel House Alcohol Rehabilitation Centre  
Caerphilly Local health Board/Community safety Partnership  
CAIS  
CARAT -WGCADA - HMP Parc  
Care Council for Wales  
CDP Arena – Hull DIP  
Cheshire Drug Alcohol and Action Team (DAAT)  
CIC Substance Misuse Services  
City of Edinburgh Council – Health and Social Care  
Clinical Directorate for Substance Misuse  
Clouds  
Clouds Professional Education, Training & Research  
Community Addictions Unit, Cardiff and Vale NHS Trust  
Community Drug and Alcohol Centre  
Compass  
Contact NRS  
Cornwall DAT/ Cornwall Partnership HNS Team  
County Durham DAAT training team  
county Durham PCT's  
Cygnet Health Care  
DAAT  
Darlington PCT  
DASL (Drug & Alcohol Service for London)  
Devon Partnership NHS Trust  
DISC  
Double Impact  
Drug Intervention Programme Kensington & Chelsea  
DRUGLINE LANCASHIRE LTD  
Druglink  
Drugsproject@st-annes  
Edinburgh Stimulant Users' Service  
EDP – Drug & Alcohol Services ( Young People's Service)  
Education for Health (formerly NRTC)  
Enjin Training and Consultancy y  
Ethnic Minority Centre  
Focus 12  
Freedom Counselling and Training Services  
Fusion/Newport YOT  
GDAS  
Global Solutions Ltd HMP Wolds  
Greig House Addiction Services - Salvation Army  
GSL  
Hertfordshire Alcohol Problems Advisory Service  
Hertfordshire Partnership NHS Trust – N  
W Herts. CDAT  
Hettys & WAM  
Hill Logan Limited  
HMP and YOI Parc  
HMP Forest Bank - UKDS  
HMYOI Lancaster Farms (Juvenile Substance Misuse Service)

Housing Benefits- London Borough of Newham  
HYAS Ltd (shell company offering locum services of director to DAT's)  
ICP ARC Ltd  
Inclusion Drug and Alcohol Services, South Staffordshire NHS Trust  
LDASS  
Learning and Development Adviser  
Leicestershire Community Drug and Alcohol Services  
Leicestershire, Leicester and Rutland DAAT.  
Lewisham PCT  
Lifeline Kirklees  
Lifeline Kirklees – Children young peoples and families service  
Lifeline Middlesbrough  
LIFELINE PRISON SERVICES  
Lighthouse Project (North West)  
Linda Wright Associates Ltd  
Linda Wright Assocs Ltd  
Littledale Hall therapeutic Community  
Make A Change  
Merton DAAT  
Multiple Choice  
Nacro  
New Forest District Council  
NewLink Wales  
NORCAS  
NORCAS  
Norfolk DAAT  
North East Substance Team  
Northamptonshire Drug & Alcohol Services  
Northern District Support Agency  
NTA  
NTA  
Options  
Oxfordshire User Team  
Parental Drug Awareness Service  
Pen Yr Enfys  
Phoenix House  
Portsmouth Teaching Primary Care Trust  
Positive Steps Oldham – Oldham and Tameside DAAT's

Prism  
RAPt  
Rotherham PCT Drug Strategy Team  
Safer Leeds Drugs Team (formerly Leeds Drug Action Team)  
Scottish Prison Service  
SERCO  
Shared Care Drug Services  
SHARP  
Sheffield Safer Communities Partnership  
Substance Misuse (formally DAT)  
Shetland Community Drugs Team  
Shropshire County PCT  
Shropshire DAAT  
SLAM South London & Maudsley Trust  
SMART-CJS  
South Devon Drug and Alcohol Service  
South London & Maudsley Blackfriars  
CDAT  
SPACE YPSMS  
St Mungo's  
Staffordshire County DAAT  
Stockport Drug Action Team  
Stockton Drug Interventions Team  
Substance Misuse Management in General Practice (SMMGP)  
Supporting Futures  
Sussex DAATs  
Swansea Drugs Project  
Swansea NHS Trust  
Swanswell Charitable Trust: Drug Solutions Birmingham  
Thames Valley University  
The Caleb Project  
The Chemical Dependency Centre  
The Eden Lodge Practice.  
The Novas Group  
The Pierpoint Group  
The Salvation Army  
The Sanctuary, Cornerstone Network  
The Social Partnership  
The Social Partnership (p2w Wirral )  
Together – Working for wellbeing  
Tony Walsh Associates Ltd  
Turning point  
Turning Point

Turning Point - Base 10  
UKDS HMP Forest Bath  
University of Huddersfield  
University of Nottingham  
University of Ulster  
University of Wales - NEWI  
Vale of Glamorgan Council  
Wakefield Integrated Substance Misuse  
Services  
Warrington Hospital NHS Trust  
WDP  
WDP (STEP)  
Welcome  
West Kent Substance Misuse Services  
Westminster Drug Project  
Wet Glamorgan Council on Alcohol and  
Drug Abuse  
WGCADA  
Wirral DAAT  
Workforce Development Unit - Bradford  
York College  
YPSMS Worcester

## **Annex 10: Members of Four-Country Expert Groups**

### ***England***

Ken Checinski – Faculty of Addictions, RCPsych

Mike Cochrane – West Kent Substance Misuse Services

Sally Duncan – Kent and Medway Drug and Alcohol Team

Ruth Fowler – NTA

Joylette Hudson – The Chemical Dependency Centre

Will Lunnon – Safer Leeds Drugs Team (formerly Leeds Drug Action Team)

Jane McGregor – University of Nottingham

Keith McInnis – Compass

Julie Meadowcroft – Compass

Patrick Reihill – Drug Solutions Birmingham

Danny Rider – In-volve

Angela Sharp – Skills for Justice

Ros Weetman – Thames Valley Probation

### ***Scotland***

Joy Barlow – STRADA

David Cairns – Glasgow SW Addiction Services

James Egan – Scottish Drugs Forum

Allan Johnson – STRADA

Davy McCue – Phoenix House

Keith Quinn – SSSC

Alice Russell – Turning Point

Karl Stern – ADSW

Ruth White – Scottish Executive

### ***Wales***

Liz Begg – Treatment and Education Drug Services

David Chugg – Drugaid

Carole Handy – Welsh Assembly

Caroline Hopkins – South West PNN Police

## ***Northern Ireland***

Margaret Barry – South and East Belfast Trust  
Peter Bohill – South and East Belfast Trust  
Marcella Canavan – Sperrin Lakeland Trust  
Maureen Carlisle – North and West Belfast Trust  
Sandra Curran – North and West Belfast Trust  
Aileen Drillingcourt – North and West Belfast Trust  
Colleen Elliman – South and East Belfast Trust  
Richard Grant – Foyle Trust  
Mairead Hamill – South and East Belfast Trust  
Eileen Hutton – ADHSST  
Pat Hasson – Down/Lisburn Trust  
David Keating – Lisburn Trust  
Marty Kelly – South and East Belfast Trust  
David McKeown – North and West Belfast Trust  
Fionnuala McKinney – Westcare Business Services  
Eoin McLaughlin – Foyle Trust  
Yvonne McWhirter – Foyle Trust  
Louise Mitchell – North and West Belfast Trust  
Kevin Morton – Armagh Trust  
Josephine Mullin – Sperrin Lakeland Trust  
Pauline Murnin – Lisburn Trust  
Briege Quinn – South and East Belfast Trust  
Irene Quinn – South and East Belfast Trust  
Ivy Swandell – South and East Belfast Trust  
Noel Taggart – South and East Belfast Trust

## **Annex 11: Respondents to E-mail Consultation**

Addaction  
Alcohol Focus Scotland  
Bath Area Drugs Advisory Service  
Bradford DAT  
Bridgegate Drug Services  
CWDC  
Darlington Primary Care Trust  
Department of Health (3)  
Druigaidcymru  
FDAP  
Home Office  
Independent  
John Henden Associates  
Middlesbrough DAT  
NORCAS  
Norfolk DAT  
Northants Drug & Alcohol Services  
NTA (2)  
Options CSMS Sussex Partnership NHS Trust  
Pierpoint Group  
Rotherham Primary Care Trust  
Rugby House  
Shropshire County PCT  
Skills for Care and Development  
St George's, University of London (2)  
St Mungos  
STRADA (Scottish Training on Drugs and Alcohol)  
Studio One  
Swanswell Charitable Trust  
TEDS  
The Alcohol Project of The Alcohol & Drug Service  
University of Huddersfield  
Wirral DAAT  
Young People's Drug and Alcohol Team

## **Annex 12: Focus Group Participants**

CAIS (7)

Compass (5)

Double Impact (3)

Dunlewey Substance Advice Centre

Glasgow Drug Crisis Centre (2)

Let's Build

NI Statutory Services (4)

Notts County DAAT (2)

NTA/GOEM

Turning Point (3)

Wakefield Integrated Substance Misuse Services (WISMS)