



Strategic Improvement Plan 2020:2024

"East Ayrshire will be a place with strong vibrant communities, with a healthy and responsible attitude to alcohol, where sustained recovery from problematic alcohol and drug use is a reality"



Foreword



As Independent Chair, I am delighted to welcome and endorse this Strategic Improvement Plan 2020 – 2024 on behalf of the East Ayrshire Alcohol and Drugs Partnership.

I have had the privilege of chairing the ADP Committee - and being a member of the Advisory Group - since being appointed to the position by East

Ayrshire Council during October 2016. Throughout this time I have always been impressed with the dedication and commitment that has been demonstrated by everyone involved in the work of the ADP to improve the lives of people and their families in our communities who are in recovery.

However, more needs to be done in East Ayrshire by all ADP partners to ensure that people with problematic alcohol or drug use are afforded hope, encouragement and every opportunity possible to progress on their recovery journey and become participating and contributing members of the community. This can and will be achieved through a person centred approach, outreach work, creative and innovative service delivery practices, relationship building, family inclusivity, recovery networks and communities and lived and living experience being at the very heart of policy and practice decision making.

The ADP hosts annual recovery conferences and over the previous two years the events have been held at the Park Hotel in Kilmarnock. We have attracted a number of key speakers including people with lived experience of challenges and recovery, third sector practitioners and also academics. However, the most important element of each and every conference is the voices of local people who provide us with their knowledge and experience of service provision and recovery opportunities in East Ayrshire. It is my sincere hope that the thoughts, views and comments of our recovery community are reflected in this document.

As chair of the ADP, I also sit on the East Ayrshire Chief Officer's Group (COG) for Public Protection and the Integrated Joint Board (IJB) and report to the members of these bodies on the work of the ADP, projects being undertaken with partners, financial and budgetary plans, considerations and decisions and

also the overall strategic direction of the Partnership. The guidance and support of the COG and the IJB is crucial to the success of the ADP moving forward and accordingly, we aim to ensure that there is continuous improvement, governance and accountability in all that we aim to achieve in the communities of East Ayrshire.

Without doubt, the Road to Recovery (2008) signalled the beginning of a new approach to tackling Scotland's drug and alcohol problems as a wide range of agencies and individuals from the statutory, voluntary and third sectors were challenged to work closely together in partnership across East Ayrshire to make recovery possible, real and visible across our services and communities. This effort has resulted in the support of recovery becoming a hugely significant and integral part of day to day work being undertaken throughout East Ayrshire.

The subsequent publication of Rights, Respect and Recovery and the Alcohol Framework (2018/19) demonstrated that whilst we have achieved a great deal together, there is still much more we can do to make recovery an achievable reality in East Ayrshire. Accordingly, this Strategic Improvement Plan seeks to ensure that we build upon our successes whilst working hard on what more needs to be done right now and in the future.

The Scottish Government recently contacted all ADP's in Scotland to provide advice and guidance about recommendations made by the Drug Death Task Force entitled 'Our Emergency Response', which provided details of the following six evidenced based strategies to help reduce drug related deaths in Scotland.

Whilst The ADP is presently undertaking many of the recommendations at a local level and is planning to extend and enhance several related projects to reduce drug related deaths, the guidance and recommendations made by the Drug Death Task Force are incorporated into our strategy and are intrinsically woven into the fabric of our vision, mission and six improvement strands – support, stigma, prevention and early intervention, engagement, co-production and justice.

1. Targeted distribution of Naloxone
2. Having an immediate response pathway for non-fatal overdoses
3. Optimising medication-assisted treatment (MAT)
4. Targeting people most at risk
5. Optimising public health surveillance
6. Ensuring equivalence of support for people in the criminal justice system

The Strategic Improvement Plan therefore reflects the importance of interagency commitment and collaboration and the six improvement strands will all be key elements of work across East Ayrshire over the coming four years to ensure that all of us as individuals, agencies and partnerships do everything in our power to reduce the impact that the problematic use of alcohol and drugs has on people, their families and carers and our communities. Whilst the global pandemic COVID 19 has impacted on this strategy, it has also demonstrated the resilience of our services and our communities by the way that everyone came together rapidly and in partnership developing new and innovative ways of working to best meet the needs of those whom we serve.

Neil Kerr

Independent Chair, East Ayrshire ADP

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Executive Summary

Our East Ayrshire ADP Strategic Improvement Plan, six key improvement strands and our action plans have all been identified and developed as the result of extensive dialogue and discussion with our recovery communities and also in close consultation with our ROSC partners.

East Ayrshire, like the whole of Scotland, has seen an increase in drug related death in recent years and alcohol related harms continue to impact negatively on our communities. Consequently, more needs to be done to listen and learn from the voices of lived and living experience and to design and implement services that reflect the needs of the most vulnerable people and their families in our communities.

Accordingly, East Ayrshire ADP has put kindness, compassion, understanding, co-production and hope at the very centre of our Strategic Improvement Plan and the six key improvement strands of Support, Stigma, Prevention and Early Intervention, Engagement, Co-production and Justice have all been developed to impact positively on the lives of people with problem drug and alcohol use and to provide support our recovery communities.

We have agreed that our Strategic Improvement Plan will be four years in duration from 2020 until 2024. This ensures that our plan will be coterminous with other strategic plans in East Ayrshire and therefore enable the ADP to adopt a more long term vision and direction particularly in terms of inter connectedness, financial investment and joint aims and objectives.

This Strategic Improvement Plan has been endorsed by the East Ayrshire Integrated Joint Board (IJB), the Community Planning Partnership (CPP) and the Chief Officer's Group (COG) and provides the framework for action that will be adopted by the ADP over the next four years.

Our plans will of course be subject to monitoring and review and updates in terms of progress and development will be provided to all of our partners on a regular basis. The ADP will also be held to account for the Strategic Improvement Plan by the IJB, CPP and COG.

As an ADP we look forward to launching and implementing our Strategic Improvement Plan and working with all of our partners to make visible and sustainable improvements for the communities in East Ayrshire.



Background

In 2008, Scottish Government produced *The Road to Recovery: A New Approach to Tackling Scotland's Drug Problem*¹. This publication signalled a step change in the way that we deal with and respond to problematic drug use. The Road to Recovery set out a new vision where all our drug treatment and rehabilitation services are based on the principle of recovery, requiring local areas to respond to the desire of people who use drugs to become drug free.

Since 2008, a significant amount of multi-agency improvement work has taken place in East Ayrshire under the umbrella of the ADP as the key delivery partner within East Ayrshire's Community Planning Partnership for the delivery of the national Rights Respect and Recovery strategy and The Alcohol Framework. Improvement activities have included strengthening governance arrangements, working on national priorities, delivering prevention work, practice improvement, learning and development, developing guidance and the involvement of service users and carers in adult support and protection (ASP).

This Strategic Improvement Plan builds upon all of this work, it does not start afresh. It has been informed by and includes the outcomes from previous and ongoing improvement activities such as the program to align services and processes with the recommendations of the supported self-evaluation work from 2016 in partnership with the Care Inspectorate.

The publication of *Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy and The Alcohol Framework: Preventing Harm in 2018*^{2/3} has recently given the ADP a further platform upon which to develop and deliver improvements across its network of services.

Since 2018, we have further developed our Recovery Oriented Systems of Care (ROSC). We have seen the ongoing development of Recovery Communities and the associated engagement with individuals with lived experience across the whole ROSC. We have also improved the ongoing supply and distribution of naloxone to individuals, their families and carers as well as increasing availability within communities.

Much more requires to be done however as, unfortunately, in East Ayrshire, we have seen an increase in drug and alcohol related deaths and the horrendous impact that these untimely deaths have on families, loved ones and communities.

The creation of the Drug Death Task Force has brought these matters into sharp focus at a national level and the ADP acknowledges the recent guidance and recommendations made by the Drug Death Task Force in the correspondence entitled 'Our Emergency Response', which has been incorporated into our strategy.

The ADP works closely with our Substance Related Death Group to monitor and review all drug related deaths in East Ayrshire in order to highlight and cascade information on patterns, good practice and areas of concern and improvement to all of our partners. The ADP has also worked closely with the other Ayrshire ADP's to produce a Drug Related Death Framework for Action after a Pan Ayrshire Conference that produced four key work streams:

- **Caring for people in service**
- **Reaching people not in contact with services**
- **Reducing risk, and**
- **Working with families**

¹ <https://www.gov.scot/publications/road-recovery-new-approach-tackling-scotlands-drug-problem/>

² <https://www.gov.scot/publications/rights-respect-recovery/>

³ <https://www.gov.scot/publications/alcohol-framework-2018-preventing-harm-next-steps-changing-relationship-alcohol/>



This locally produced framework for action as well as the key messages from our stakeholders with lived experience link the priorities that we hope to achieve to The Community Plan and Local Outcome Improvement Plan 2018-2021 that outline the overarching priorities for East Ayrshire citizens and communities. The diagram below illustrates these key drivers for change.

National Drivers	• Rights, Respect and Recovery
	• Alcohol Framework 2018
	• ADP Delivery Framework
Local Drivers	• East Ayrshire Community Plan
	• East Ayrshire Local Outcome Improvement Plan (LOIP)
	• Ayrshire Drug Related Death Framework for Action 2018-2021
Community Drivers/Priorities	• Increase access to services
	• Decrease response times for service access
	• Increase visibility of living and lived experience
	• Increase access to family support

These drivers provide the impetus for change and this refreshed Strategic Improvement Plan 2020-2024.



Vision

In developing our strategic vision, the ADP - as the key delivery partner within East Ayrshire's Community Planning Partnership for the delivery of the national Rights Respect and Recovery strategy and The Alcohol Framework - has developed our vision in keeping with the strategic vision of the wider partnership. We believe that our vision therefore is in keeping with the national and local outcomes and objectives.

“East Ayrshire will be a place with strong vibrant communities, with a healthy and responsible attitude to alcohol, where sustained recovery from problematic alcohol and drug use is a reality”

East Ayrshire is a place where:

- All people have the right to a long, purposeful, meaningful life and for this life to be free from the harms of alcohol and drugs.
- Individuals and families are treated with dignity and respect.
- Individuals, families and communities are included and fully supported to find their own unique concept and working model of recovery

Rights Respect and Recovery/Alcohol Framework 2018

- Prevention and Early Intervention
- Developing Recovery Oriented Systems of care (ROSC)
- Getting it right for children young people and families
- Public Health Approach to Justice
- Alcohol Framework 2018

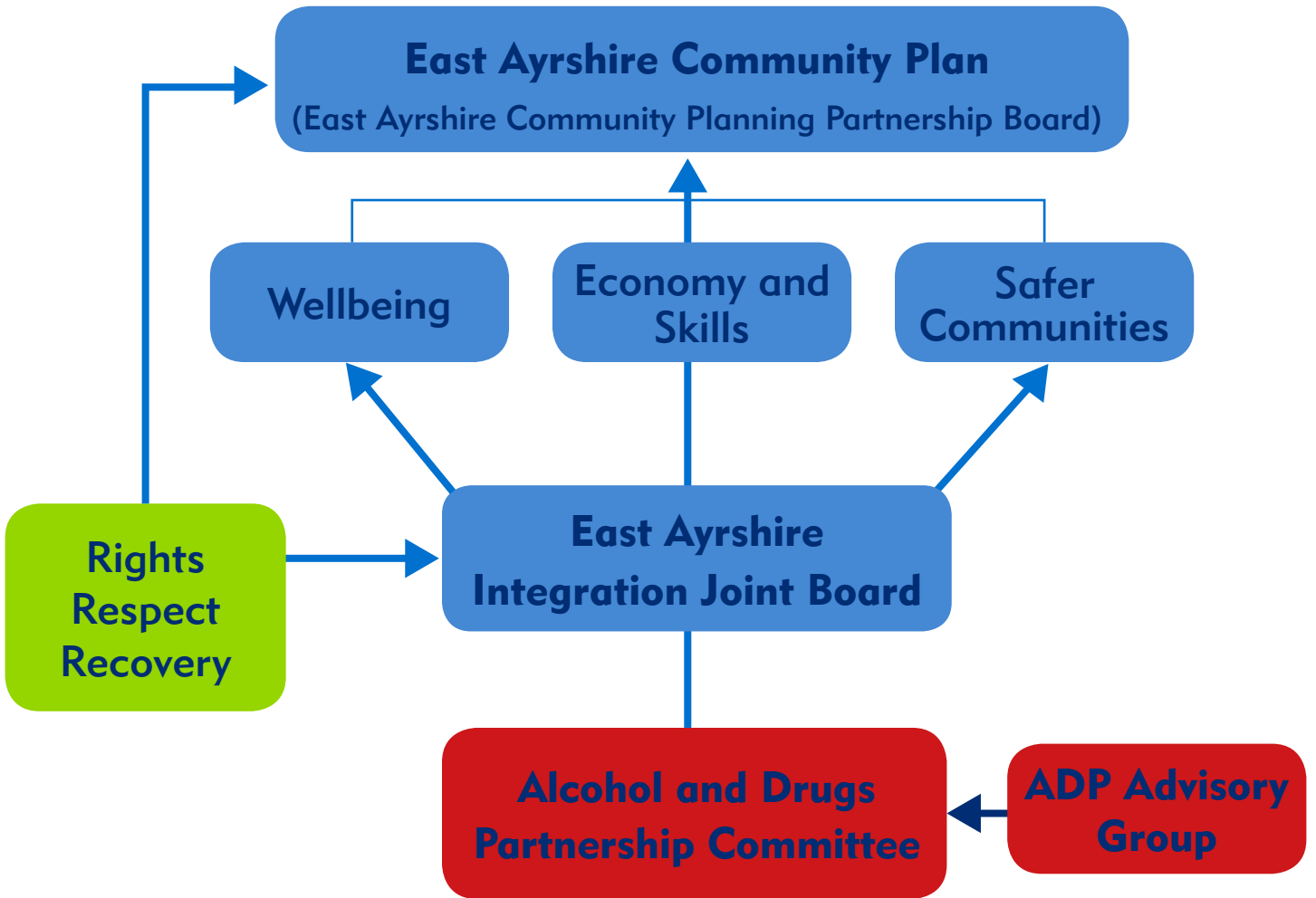
Outcomes

- Fewer people develop problematic alcohol and drug use
- People access and benefit from effective, integrated person centred support to achieve their recovery
- Children and families affected by alcohol and drug use will be safe, healthy, included and supported
- Vulnerable people are diverted from the justice system wherever possible and those in the system are fully supported
- Less harm is caused by alcohol in East Ayrshire



Governance

In keeping with the strategic governance framework within East Ayrshire, the ADP structure is illustrated in the diagram below:



Development of the Improvement Plan

Since publication of the Alcohol and Drugs Partnership Delivery Framework in 2019⁴, the ADP began work on developing our new Strategic Improvement Plan.

The ADP Delivery Framework ensures that ADP's are accountable for local outcomes within a locally agreed governance and accountability framework with agreed, measurable outcomes and priority actions to reduce the use of, and harms from alcohol and drugs by involving those members of the community with living and lived experience in the production, planning and delivery of the plan.

Additionally, the priorities for our Strategic Improvement Plan were further developed and informed by engagement with wider stakeholders and partners via the ADP annual conference, Scottish Drugs Forum peer researchers and local community recovery groups. Common themes that emerged as the result of this engagement included:

- **Increase access to services**
- **Decrease response times for service access**
- **Increase visibility of living and lived experience**
- **Increase access to family support**

Accordingly, the ADP worked in close collaboration with the following groups and stakeholders to develop our Strategic Improvement Plan:

- **The East Ayrshire Chief Officers Group (COG)**
- **Members of the Integration Joint Board (IJB)**
- **Community Planning Partners (CPP)**
- **Alcohol and Drugs Partnership Committee**
- **Alcohol and Drugs Partnership Advisory Group**
- **Members of the Service Delivery Group (ROSC)**

Further comments, observations and experiences derived from our partners with lived and lived experience were also collated and considered as the result of local consultation and dialogue. This included concerns about waiting times, consistency of service delivery, the need for meaningful and constructive relationships with service providers, the need for more recovery visibility and publicity in East Ayrshire and also the need for more up to date information being made available for service users and those people who are harder to reach in the community.

Everyone has a fundamental human right to affordable, safe, secure, good quality housing which should be accessible to everyone without discrimination. Priority should be given to the most marginalised, including homeless people and those who are inadequately housed.

Homelessness can affect a diverse range of people and can occur as a consequence of other life events and all local authorities have a legal duty to help people who are homeless or at risk of becoming homeless by providing information and advice and offering temporary or permanent accommodation where required.

As an East Ayrshire Rapid Rehousing partner, the ADP is committed to ensuring all homeless households are supported and receive speedy access to safe and secure temporary accommodation until such time as they can be permanently housed.

⁴ <https://www.gov.scot/publications/partnership-delivery-framework-reduce-use-harm-alcohol-drugs/>

It is through this extensive consultation and engagement with partners, stakeholders, people who use services and those with lived and living experience that has led to the development of the six interlinked improvement strands.

The following table illustrates the high level improvement areas and activities proposed in our Strategic Improvement Plan:

Support	<ul style="list-style-type: none"> • Implement findings of ROSC Review • Develop response pathway for non- fatal overdose
Support	<ul style="list-style-type: none"> • Determine the needs and requirements of children and young people affected by alcohol/drugs • Identification of learning and development support needs of the workforce • Family members involved in recovery support plans where appropriate
Stigma	<ul style="list-style-type: none"> • Develop and deliver community engagement events • Produce communications strategy • Work with those with lived experience to address stigma • Undertake local research on stigma
Prevention/ Early Intervention	<ul style="list-style-type: none"> • Review current primary prevention activity • Develop programme of assertive outreach
Engagement/ Co-production	<ul style="list-style-type: none"> • Implementation of a lived experience group within ADP Governance Structures • Implement the findings of the local quality principles research in our 3 core treatment services
Trauma	<ul style="list-style-type: none"> • Map current trauma informed practice • Map current trauma informed practice • Embed trauma informed practice across ADP provision
Support	<ul style="list-style-type: none"> • Evaluate range of new and existing justice interventions • Develop, produce and develop improvement plan

A fundamental aim of our Strategic Improvement Plan is to build upon and incorporate important work that is already being undertaken as it is recognised that to move forward effectively and with purpose we must understand and appreciate where we are now, identify gaps in knowledge and performance in order that we can successfully implement, manage and review new and innovative activities going forward. Examples of ongoing work include:

- **Commissioning the SDF Quality Improvement Team to critically review our ROSC**
- **Commissioning peers to benchmark and measure the experience of service users against the Scottish Government Quality principles**
- **Funding and supporting the extensive and innovative distribution of Naloxone throughout East Ayrshire**
- **Pan Ayrshire Drug Related Death Framework for Action 2018 – 21**
- **Working with Community Planning Partnership on Whole Systems Approach and Strategic Self- Assessment**
- **Funding and reviewing the new post of Recovery Co-ordinator**
- **Funding and reviewing the new post of Information and Quality Support Officer**
- **Funding, managing and monitoring the highly successful Community Development Fund**
- **Funding an East Ayrshire Prison Community Navigator**
- **Introducing a new Custody Navigator to Kilmarnock Custody Suit in partnership with ‘We are With You’ (formerly Addaction)**
- **East Ayrshire Substance Related Death Monitoring Group**
- **Development of a ‘Front Door’ approach to accessing services**
- **Support and promote ‘Best Bar None’ in East Ayrshire to raise standards and wellbeing in our licensed trade**



The ADP also recognises and understands the impact that rurality has on recovery in East Ayrshire particularly in relation to travel, access to services, isolation, loneliness and access to support through recovery communities. These factors are regularly discussed at consultation events and the ADP commits to working with partners to highlight and alleviate and address many of these concerns and also to continue to support recovery communities and networks and opportunities in our most rural communities.

Rights, Respect and Recovery outlines in detail how stigma and discrimination can be the greatest barriers to accessing treatment, community services and other community activities. Furthermore, the associated Action Plan 2019-21 (Action 3 page 2) outlines that an expert group will be established to address the stigma experienced by all people affected by problem alcohol and drug use including family members.

It is also recognised that people experiencing problematic drug and alcohol use are often carrying other burdens such as poverty, inequality, health challenges, adverse childhood experiences and domestic violence.

However, East Ayrshire now has a growing number of community groups who work hard to provide positive opportunities and outcomes for people in recovery and this is achieved through volunteering, community café's, peer working etc. and treating people with kindness and compassion and building trust and relationships in a safe place

Accordingly, this Strategic Improvement Plan has dedicated a range of measures through an improvement strand and by working with partners to ensure that all people are supported and encouraged throughout their respective recovery journey rather than suffering the indignation and humiliation of stigmatisation whether it be self, by association, societal or institutional in nature.

The ADP is responsible for funding and commissioning services in East Ayrshire and also for financing and supporting our Development Fund which has been designed and implemented to ensure that local groups can bid for relatively small amounts of money for recovery projects and initiatives. Future funding and commissioning will therefore need to reflect the priorities and ambitions of the ADP and also be aligned to the outcomes of our 6 Strategic Improvement Strands.

Engagement with partners and stakeholders who firmly supported the development of the six improvement strands emphasised the view that the improvement work is interlinked and the Plan will operate as a single system with each strand impacting on and being linked to the others.

In supporting the six improvement strands, the ADP has also developed an outcomes logic model that describes the local improvement work planned over the next four years. These outcomes have been developed with reference to Rights Respect and Recovery as well as the Alcohol Framework (2018).



Strengthening Support for Recovery

EAST AYRSHIRE ALCOHOL AND DRUGS PARTNERSHIP (ADP) STRATEGIC PLAN 2020-2024						
Strengthening support for recovery						
Improvement Area	Situation	Short Term Outcomes		Medium Term Outcomes		Long Term Outcomes
	Why change is needed	Year 1	Year 2	Year 3	Year 4	
SUPPORT	Rights, Respect and Recovery and its predecessor, Road to Recovery, stressed the need to ensure individuals live longer healthier lives and are supported in becoming contributing members of society and that drug and alcohol related deaths are reduced	Greater understanding of the full network of recovery support services across East Ayrshire	An integrated network of recovery support services	Improved and effective access to an integrated network of recovery support services	People in East Ayrshire access and benefit from effective, integrated person centred support to achieve their recovery	Safer, happier, healthier communities
SUPPORT	Problem alcohol and drug use amongst family members can have a devastating impact on the lives of children and other adults in the family	Greater understanding of universal pathways used by families (where support for people affected by drug and alcohol use could be improved)	An improvement plan identifies joined up pathways and support for children and families affected by alcohol and drug use	Families affected by alcohol and drug use experience joined up support and care planning	Children and families in East Ayrshire affected by alcohol and drug use will be safe, healthy, included and supported	Safer, happier, healthier communities
STIGMA	Extensive empirical research concludes that stigma isolates people, prolongs problematic drug and alcohol use and encourages loneliness and isolation	Greater understanding of peoples' experiences of stigma and discrimination in East Ayrshire	Targeted work on stigma and discrimination improves peoples' experiences	People who use drugs and alcohol in East Ayrshire experience less stigma and discrimination	Communities in East Ayrshire do not discriminate towards people who use drugs and alcohol	Safer, happier, healthier communities
PREVENTION & EARLY INTERVENTION	The more we can do on prevention and early intervention, the less harm will be caused by alcohol and drugs	A comprehensive approach to early intervention amongst those who are at risk of developing problem drug and alcohol use in East Ayrshire	Prevention approaches target problematic alcohol and drug use in East Ayrshire	Targeted prevention work reduces problematic alcohol and drug use in East Ayrshire	Fewer people in East Ayrshire develop problem drug and alcohol use	Safer, happier, healthier communities
ENGAGEMENT & CO-PRODUCTION	The ADP delivery framework advises that People with experience of problem alcohol/drug use and those affected are involved in the planning, development and delivery of services. This will require a shared understanding of the roles of duty holders and duty bearers in the context of a human rights based approach.	Greater understanding of the culture of engagement and co-production across the ADP	People are engaged in the process of improving co-production	People feel more empowered to engage and be involved in co-production across the ADP	People confidently access, navigate, manage, challenge and feedback to ADP services	Safer, happier, healthier communities
TRAUMA	Rights, respect and recovery and engagement with local partners, stakeholders and people who use services and those with lived experience tells us that services need to be person centred, trauma informed and better integrated	Greater understanding of the range of trauma informed practice currently in use	Trauma informed approach is delivered in one locality	Improvement in the delivery of trauma informed approaches across ADP services	ADP services are trauma informed and aligned to community requirements	Safer, happier, healthier communities
JUSTICE	A public health approach means focusing our community justice response on improving health and wellbeing, reducing inequalities and reducing crime.	Greater understanding of the impact of justice focused interventions and supports on people and their families affected by drug and alcohol use	Improvements are identified in the current provision of support for those involved in the justice system	Targeted improvements are delivered to increase diversion from the justice system and support those already involved in the justice system	People affected by drug and alcohol use in East Ayrshire are diverted from the justice system wherever possible and those receiving justice services are fully supported	Safer, happier, healthier communities

Improvement Plan

Within the improvement plan, the ADP is mindful of the findings and recommendations from the Drug Death Task Force. Accordingly these six key recommendations are specifically highlighted within the improvement plan itself:

Targeted distribution of Naloxone

Having an immediate response pathway for non-fatal overdoses

Optimising medication-assisted treatment (MAT)

Targeting people most at risk

Optimising public health surveillance

Ensuring equivalence of support for people in the criminal justice system



Improvement Plan – Support

There are two improvement areas within the support strand –support to those who use drugs and alcohol and support to children, young people and their families.

Support to Drug and Alcohol Users

The following table outlines the ADP’s outcomes, activities and measures in the improvement plan linked to support:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	<p>Undertake ROSC review, share findings and develop recommendations to develop our understanding of the range of recovery support available in East Ayrshire.</p> <p>Examine opportunities for peer naloxone distribution.</p> <p>Develop response pathway for non fatal overdose.</p> <p>Implementation of Housing First approach.</p>	<p>Published ROSC Review.</p> <p>Peer supply of naloxone.</p> <p>MOU with Scottish Ambulance service.</p> <p>Roll-out of 5 tenancies per year with wraparound, flexible support.</p>	<p>Greater understanding of the full network of recovery support services across East Ayrshire.</p> <p>Improved access to services.</p>	<p>Baseline measure of existing network of recovery support services.</p> <p>Number of naloxone kits distributed.</p> <p>Number of individuals referred by SAS.</p> <p>time spent in temporary accommodation and increased tenancy sustainment.</p>
2021 - 2022	<p>Work with partners to integrate provision in order to develop a coordinated network of person centred services.</p> <p>Undertake scoping work to shift balance of care from acute intervention to Recovery Management.</p>	<p>Accessible service information in suitable formats.</p> <p>Recovery management training events delivered.</p>	<p>An integrated network of recovery support services.</p>	<p>waiting times.</p> <p>Improved user satisfaction.</p> <p>Unplanned discharges reduced.</p> <p>Number of staff trained in recovery management.</p>
2022 - 2023	<p>Develop single point of access for tier 3 treatment services.</p>	<p>Connected services within tier 3 treatment.</p>	<p>Improved and effective access to an integrated network of recovery support services.</p>	<p>Waiting times.</p>
2023 - 2024	<p>Integrate ROSC provision into single point of access.</p>	<p>Connected services within wider ROSC.</p>	<p>People in East Ayrshire access and benefit from effective, integrated person centred support to achieve their recovery.</p>	<p>Waiting times.</p> <p>Drug related deaths.</p> <p>Unplanned discharges.</p> <p>User satisfaction.</p>

Support to children, young people and their families

The following table outlines the ADP outcomes, activities and measures in the improvement plan linked to support to children, young people and their families:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	<p>Engagement with the children and young peoples' services plan, and the children and young peoples' strategic partnership, and young people to determine the needs and requirements of children and young people affected by alcohol/drugs.</p> <p>Mapping of current (statutory and voluntary sector) support services working with children and families who are affected by problematic use of alcohol and/or drugs.</p>	<p>Completed and published needs assessment and mapping exercise of services to children, young people and families.</p>	<p>Greater understanding of universal pathways used by families (where support for people affected by drug and alcohol use could be improved).</p>	<p>Numbers accessing support.</p> <p>Number of young people consulted.</p>
2021 - 2022	<p>Consider current learning and development tools utilised by workforce supporting children, young people, their families and their carers.</p> <p>Identification of learning and development support needs of the workforce.</p> <p>Family members involved in recovery support plans where appropriate.</p>	<p>Development of learning and development tools.</p> <p>Workforce trained to recognise and support children affected by parental drug/alcohol use.</p> <p>Families involved in recovery support plans.</p>	<p>A skilled and effective workforce who support children and families affected by alcohol and drug use.</p>	<p>Numbers of relevant staff trained in relevant support tools.</p> <p>Number of families involved in treatment services.</p>
2022 - 2023	<p>Develop a range of support opportunities for children, young people and their families and carers.</p>	<p>CA range of support opportunities and intervention models exist.</p>	<p>Families affected by alcohol and drug use experience joined up support and care planning.</p>	<p>Numbers of children/families accessing support.</p>
2023 - 2024	<p>Integrate children's services into ROSC.</p>	<p>Children's services involved in ROSC.</p>	<p>Children and families in East Ayrshire affected by alcohol and drug use will be safe, healthy, included and supported.</p>	<p>Survey / evaluation of effectiveness of support with families affected by alcohol and drug use.</p>

Improvement Plan – Stigma

The following table outlines the ADP's outcomes, activities and measures in the improvement plan linked to stigma:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	Engagement with public through community events and peer research on public perceptions on stigma. Promote positive recovery stories and images.	Complete and publish local research on stigma. Visible recovery peers/ champions.	Greater understanding of peoples' experiences of stigma and discrimination in East Ayrshire.	Community survey of public perceptions of stigma in year 1.
2021 - 2022	Developing our ADP communication strategy to include action on stigma and discrimination.	The ADP Communication Strategy.	Targeted work on stigma and discrimination improves peoples' experiences.	Survey / evaluation of peoples' experiences of stigma in Year 2.
2022 - 2023	Engagement with local communities via the community led locality action planning groups.	Series of local community engagement events.	People who use drugs and alcohol in East Ayrshire experience less stigma and discrimination.	Survey / evaluation of peoples' experiences of stigma in Year 3.
2023 - 2024	Involve those in recovery in community planning via local planning groups.	Peers involved in local community decision making.	Communities in East Ayrshire do not discriminate towards people who use drugs and alcohol.	Positive stories of recovery. Visible peers active in local communities.



Improvement Plan – Prevention and Early Intervention

The following table outlines the ADP's outcomes, activities and measures in the improvement plan linked to prevention and early intervention:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	<p>Undertake scoping exercise on prevention materials, communications and campaigns targeting both drug and alcohol use.</p> <p>Development of non-fatal overdose pathway with Scottish Ambulance service.</p> <p>Expand naloxone training and distribution into community venues.</p> <p>Enhanced support within East Ayrshire Housing Options.</p>	<p>Published report on scoping exercise findings and recommendations.</p> <p>Non-fatal overdose referred to support services.</p> <p>Number of naloxone access points in community.</p> <p>Recruitment of a Health and Homelessness Staff Nurse.</p>	<p>A comprehensive approach to early intervention amongst those who are at risk of developing problem drug and alcohol use in East Ayrshire.</p> <p>Provide support to homeless service users at point of need and facilitate appropriate referrals and signposting to other agencies.</p>	<p>Scoping exercise findings.</p> <p>Survey / evaluation obtains a baseline measure of peoples' experiences of prevention and early intervention in Year 1.</p> <p>Drug related death database.</p> <p>Non fatal overdoses.</p> <p>Numbers of naloxone kits.</p>
2021 - 2022	<p>Implement a variety of programmes and schemes based on scoping exercise to address environmental prevention through for example alcohol licensing, indicated prevention by targeting support to those most at risk of alcohol and drug related harm and universal prevention through education and awareness raising in the whole population .</p> <p>Develop assertive outreach programme.</p>	<p>Campaigns and materials produced and programmes delivered targeting environmental prevention, indicated prevention and universal prevention.</p> <p>Visible community assertive outreach.</p>	<p>Prevention approaches target problematic alcohol and drug use in East Ayrshire.</p>	<p>Survey / evaluation of peoples' experiences of prevention approach Year 2.</p> <p>Drug related death database.</p>
2022 - 2023	<p>Develop and deliver targeted programmes towards reducing alcohol and drug use in the most at risk populations.</p>	<p>Targeted and specific prevention programmes delivered.</p> <p>Drug related death prevention programmes.</p>	<p>Targeted prevention work reduces problematic alcohol and drug use in East Ayrshire.</p>	<p>As above Year 3.</p> <p>Drug related death database.</p>
2023 - 2024	<p>Monitor and review environmental prevention, indicated prevention and universal prevention programmes.</p> <p>Engage with communities on effectiveness and visibility of targeted programmes.</p>	<p>Community survey on engagement with ADP programmes.</p>	<p>Fewer people in East Ayrshire develop problem drug and alcohol use.</p>	<p>Hospital related stays.</p> <p>Drug death database.</p> <p>Alcohol related deaths</p> <p>Community survey.</p>

Improvement Plan - Engagement and Co-Production

The following table outlines the ADP's outcomes, activities and measures in the improvement plan linked to engagement and co-production:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	Evaluate the research on the quality principles in our 3 core treatment services. Implementation of a lived experience group within ADP Governance Structure.	Publish quality principles report. Recovery network lived experience group within ADP governance.	Greater understanding of the culture of engagement and co-production across the ADP.	Survey / evaluation obtains a baseline measure of peoples' experiences of engagement and co-production in Year 1.
2021 - 2022	Implement research findings by engaging more widely with people with lived experience and staff across East Ayrshire.	People with lived experience involved in quality improvement plan production.	People are engaged in the process of improving co-production.	Numbers of people engaged in co-production activities. As above Year 2.
2022 - 2023	Involve people with lived experience in the review and development of core treatment services.	Increased number of people with lived experience involved in quality improvements within core treatment service.	People feel more empowered to engage and be involved in co-production across the ADP.	Numbers of people with lived experience involved in service development. As above Year 3.
2023 - 2024	Monitor and review engagement with people with lived experiences involvement in services.	Survey of lived experience views and experiences.	People confidently access, navigate, manage, challenge and feedback to ADP services.	Survey of people with lived experience.

Improvement Plan – Trauma

The following table outlines the ADP's outcomes, activities and measures in the improvement plan linked to trauma:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	Obtain baseline information from quality principles research. Develop feedback working group. trauma informed practice mapping across ADP.	Publish evaluation report.	Understanding of trauma informed practice across ADP services.	Survey / evaluation obtain a baseline measure of peoples' experiences of trauma informed practice in Year 1.
2021 - 2022	Develop an ADP workforce learning and development plan in relation to trauma informed practice. Develop a pilot to test trauma informed approach in one East Ayrshire locality.	Trauma informed training plan for relevant ADP workforce. Trauma informed pilot.	Improvement in the delivery of trauma informed approaches across ADP services.	Numbers of workforce trained in and delivering a trauma informed approach. As above Year 2.
2022 - 2023	Roll out trauma informed approach provision across East Ayrshire.	Trauma informed practice in evidence within ADP services.	Improvement in the delivery of trauma informed approaches across ADP services.	User survey As above Year 3.
2023 - 2024	Monitor and review effectiveness of trauma informed practices.	Review report produced.	ADP services are trauma informed and aligned to community requirements.	User survey.

Improvement Plan – Justice

The following table outlines the ADP's outcomes, activities and measures in the improvement plan linked to justice:

	Activities	Outputs	Outcomes	Indicators
2020 - 2021	Evaluate existing and new justice focused programmes and interventions.	Publish evaluation report as to the effectiveness of current justice focussed interventions.	Greater understanding of the impact of justice focused interventions and supports on people and their families affected by drug and alcohol use.	Survey / evaluation obtains a baseline measure of peoples' experiences of justice focused interventions in Year 1.
2021 - 2022	Engagement work with vulnerable people in the justice system towards development of an improvement plan for diverting vulnerable people away from the justice system.	Publish improvement plan for opportunities to increase number of people being diverted away from justice system.	Improvements are identified in the current provision of support for those involved in the justice system.	Numbers of people who use alcohol and drugs diverted from justice system. As above Year 2.
2022 - 2023	Develop clear pathways for individuals being liberated from prison, ensuring access to appropriate services and support networks. Support the development of diversion from prosecution programme for problem drug/ alcohol users.	Specific pathways into support available. Diversion programme available.	Targeted improvements are delivered to increase diversion from the justice system and support those already involved in the justice system.	Numbers of people who use alcohol and drugs diverted from justice system. Numbers of individuals released from prison engaging in support. As above Year 3.
2023 - 2024	Monitor and review effectiveness of diversionary programmes and programmes within justice.	Publish review report with recommendations.	People affected by drug and alcohol use in East Ayrshire are diverted from the justice system wherever possible and those receiving justice services are fully supported.	Survey of those diverted from justice and those receiving justice services.

Next Steps

In ensuring that East Ayrshire ADP's Strategic Improvement Plan is a living document the ADP will:

- **Develop a programme management approach to manage the improvement plan by establishing a set of working groups to get the activities underway and co-ordinate evaluation**
- **Develop measures of success**
- **Engage with ADP stakeholders to disseminate / publish the improvement plan**
- **Development of an associated communication plan in 2020**
- **Development of an easy read graphic version of the plan**
- **Regularly report through ADP committee**

Review of the Improvement Plan

Given that the Strategic Improvement Plan is for four years, the ADP will be flexible in our implementation in order to accommodate as yet unknown new developments in legislation and policy. For example, the outcome of the current work of The Drugs Death Task Force and its associated working groups may have a range of critical implications for service provision.

Given that our Strategic Improvement Plan builds upon and strengthens ongoing improvement work, The ADP has already started to implement our ADP Strategic Improvement Plan in 2020-21 and will provide updates to the East Ayrshire Health and Social Care Partnership (HSCP), Integration Joint Board (IJB) and Chief Officer's Group (COG) moving forward.

The improvement plan will be formally reviewed in 2022 after two years of implementation by engaging formally with partners and stakeholders including those with living and lived experience in order to evaluate the impact of the Strategic Improvement Plan towards achieving our outcomes and ambitions. This review will also seek to evaluate what and how future improvement support should be provided by the ADP.

Glossary of Terms

- ADP** Alcohol and Drugs Partnership – The multi-agency body created in 2009 charged with the local implementation of national Scottish Government strategies on alcohol and drugs
- COG** Public protection Chief Officers Group
- CPP** A Community Planning Partnership is the name given to all those services that come together to take part in community planning. There are 32 CPPs across Scotland, one for each council area. Each CPP focuses on where partners' collective efforts and resources can add the most value to their local communities, with particular emphasis on reducing inequality
- DDTF** The Drugs Deaths Taskforce was established in July 2019 to tackle the rising number of drug deaths in Scotland.
The primary role of the taskforce is to co-ordinate and drive action to improve the health outcomes for people who use drugs, reducing the risk of harm and death
- IJB** The Public Bodies (Joint Working) (Scotland) Act 2014 required Local Authorities and Health Boards to jointly prepare an Integration Scheme, which sets out how Health and Social Care Integration is to be planned, delivered and monitored within their local area. The separate Integration Joint Board' is the main decision making body. It leads on and has devolved responsibility for the planning and monitoring of community health and social care services. This includes all services for children, adults and older people, along with criminal justice services
- LOIP** Local Outcomes Improvement Plans are the mechanism by which Community Planning Partnerships deliver improved outcomes for their communities. They are based on a clear understanding of local needs and reflect agreed local priorities, as well as the National Performance Framework developed by the Scottish Government
- ROSC** A coordinated network of community based services and supports that is person centred and builds on the strengths and resilience of individuals, families and communities to achieve abstinence and improved health, wellness and quality of life for those with or at risk of alcohol and drug problems



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