

East Ayrshire Alcohol and Drug Partnership

Strategic Improvement Plan 2024-2027

"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"

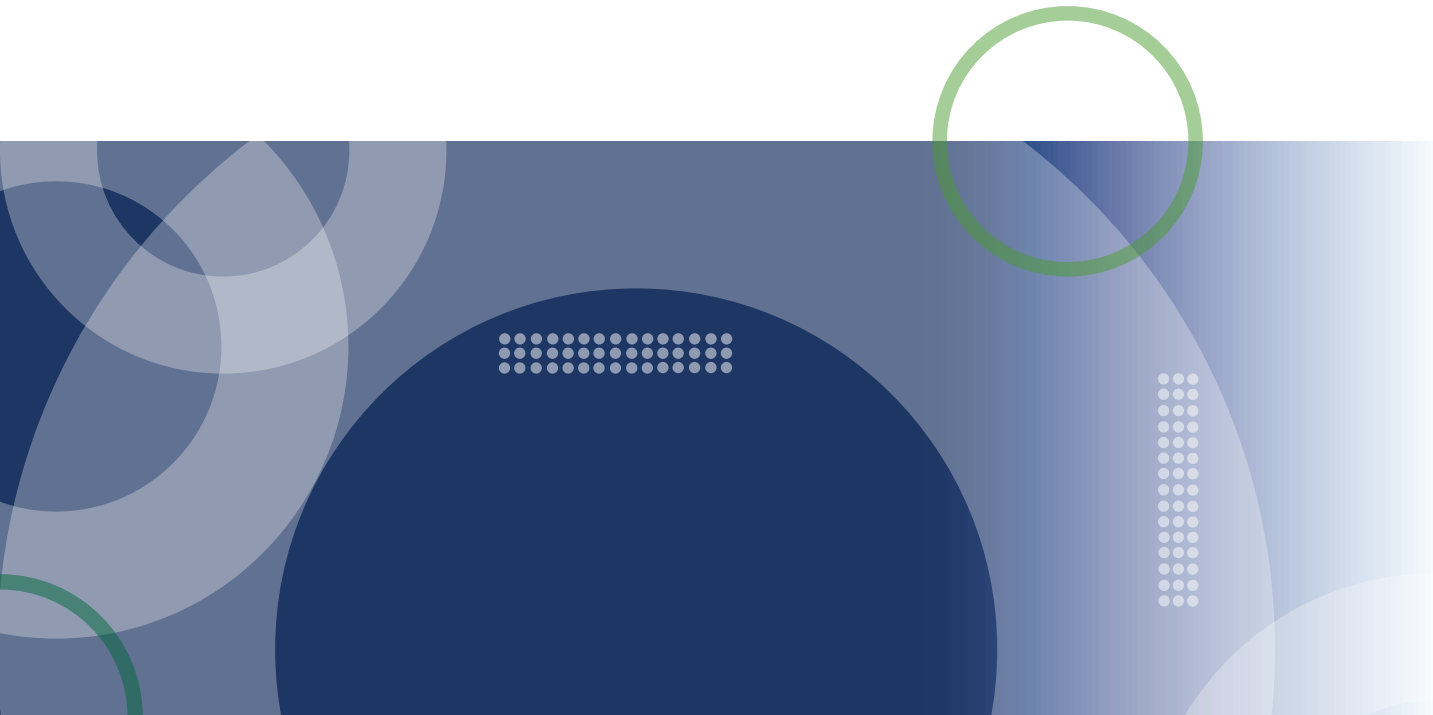


EAST AYRSHIRE
Health & Social Care
Partnership



Contents

Glossary of terms	3
Foreword	4
Background	5
Context	6
Governance, Vision, Purpose	9
ADP Resourcing	12
Development of the Improvement Plan	13
Lived Experience Panel	14
Strategic Priorities	15
Improvement Plans	17
Next Steps	20
Conclusion	21



Glossary of Terms

ADP Alcohol and Drugs Partnership – charged with the local implementation of national Scottish Government strategies on alcohol and drugs	IEP Injecting Equipment Provision
Alcohol Framework Scottish Government Alcohol Framework (2018) this is the current alcohol strategy used in Scotland	IJB Integrated Joint Board. 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.
COG Public Protection Chief Officers Group	L.E.P. Lived Experience Panel
CPP Community Planning Partnership is the name given to all those services that come together to take part in community planning.	LEP Local Employability Partnership
Community Plan East Ayrshire Community Plan (2015 – 2030)	LOIP Local Outcomes Improvement Plans are the mechanism by which Community Planning Partnerships deliver improved outcomes for their communities.
Community Plan Review Community Plan Review Supplement (2024 – 2027) the Community Plan found above reviewed every 3 years	ORT Opiate Replacement Therapy
CREW Community Recovery Engagement Workers	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
DDTF The Scottish Drugs Deaths Taskforce established in July 2019 to tackle the rising number of drug deaths in Scotland.	National Mission The National Mission is Scotland’s alcohol and drug mission that aims to reduce alcohol and drug related harms and associated death and was set up in 2019
EARPODS East Ayrshire Recovery Podcasts	MAT Standards The Scottish Government’s 10 Medical Assisted Treatment Standards.
EA RADAR East Ayrshire Rapid Access to Drug and Alcohol Recovery Service	R.R.R Rights, Respect and Recovery (2019) is the current Drug Strategy used in Scotland
EARN East Ayrshire Recovery Network	
GIRFE Getting it Right For Everyone	

Foreword

I am delighted to introduce and endorse our new Strategic Improvement Plan 2024 – 2027 on behalf of the East Ayrshire Alcohol and Drugs Partnership.

Our previous strategic improvement plan was launched during 2020 and in my introduction, I made a brief mention of the COVID 19 virus that was sweeping across the world. Little did we know at that time what the nature, extent and impact the pandemic would have for everyone in society and in particular the most vulnerable members of our communities

East Ayrshire implemented a Public Protection Oversight Group to meet the challenges and the ADP played its part in identifying and taking mitigating action against vulnerability and risk such as delivering ORT and naloxone, ensuring, IEP provision, and working with partners to provide food and provisions.

The key priorities of previous strategic improvement plan were developed as the result of extensive consultation and collaboration and we set ourselves a wide range of ambitious challenges, ambitions and aspirations. The strategic improvement plan also provided the ADP with the flexibility to work more innovatively and to meet the challenges of new and emerging risks.

Examples include the work of our Recovery Hubs and Groups, the Recovery CREW Workers, the East Ayrshire Recovery Network, the Recovery College, EARPODS, work with HMP Kilmarnock, RADAR, the Grassroots Development Fund, International Overdose Awareness Days Recovery Walks and Activities, Residential Recovery and the Residential Rehabilitation Pathway.

The ADP has undertaken a series of development sessions at every level to ensure we remain fit for purpose and we are now in the process of implementing changes and improvements to enable us to meet the needs, requirements and expectations of our recovery groups and communities. Our Lived and Living Experience Panel continue to provide us with honest and welcome feedback.

The ADP is in a very strong position as we launch our new strategic improvement plan for 2024-27. We continue to engage widely and feedback from our events ensure that we capture the voices and experiences of everyone involved in the work of the ADP. Furthermore, we have identified that future challenges include funding issues, cocaine use, new psychotic substances and recognising and acting upon the experiences of women, families and minority groups.

The new strategic improvement plan is aligned to the key aims of the East Ayrshire Community Plan namely, Wellbeing, Economy and Skills and Safer Communities and our updated key improvement areas will be the focus for future investment and activity moving forward. Performance and community impact will be measured against the outcomes of the 3 ADP Service Delivery Groups, the Drug Death Action Plan Group, the Drug Death Review Group and the ADP Finance Group.

I commend this strategic improvement plan 2024-27 to you and I look forward to working with you now and in the future to ensure that we continue to improve the lives, opportunities and outcomes for people who use alcohol and drugs or are in recovery and in need of our support.

Neil Kerr

Independent Chair, East Ayrshire ADP

Background

In January 2021 the First Minister announced a new National Mission to reduce drug deaths and harms supported by an additional £50 million funding per year over the lifetime of the Parliament (2021 to 2026) with an associated outcomes framework

- Fewer people develop problem drug use
- Risk is reduced for people who take harmful drugs
- People at most risk have access to treatment and recovery
- People receive high quality treatment and recovery services
- Quality of life is improved by addressing multiple disadvantages
- Children, families and communities affected by substance use are supported

This follows work conducted by the drugs death task force (DDTF) established in 2019 in acknowledgement of the rising number of drug related deaths in Scotland. The DDTF evidence highlighted 3 areas where lives can be saved in the short, medium and longer term.

- Emergency Response focusses on preventing an overdose event becoming a fatal overdose
- Reducing Risk focuses on preventing the repeating risk of an overdose
- Reducing Vulnerability focuses on preventing drug usage from becoming life-threatening

The ADP strategic plan 2020 – 2024 sought to deliver against these outcomes and saw the ADP developing a strong and sustainable connection with living and lived experience via the development of our recovery hub as well as

- The development of a residential rehabilitation pathway and dedicated social worker
- Collaboration with children's services partners towards early intervention initiatives
- Same day/next day rapid access treatment support
- Community based peer outreach workers
- Funding for local community projects via the grassroots development fund

In addition, the development of the 10 Medication Assisted Treatment Standards (MAT) in 2021 produced for services will transform the treatment and care of people who have a drug problem across Scotland and provides a further springboard for this strategic plan.

Context

This 2024- 2027 improvement plan recognises that East Ayrshire continues to experience significant harms in relation to drug and alcohol with drug deaths rates amongst the highest in Scotland (figure 1) (source NHS Ayrshire and Arran public health)

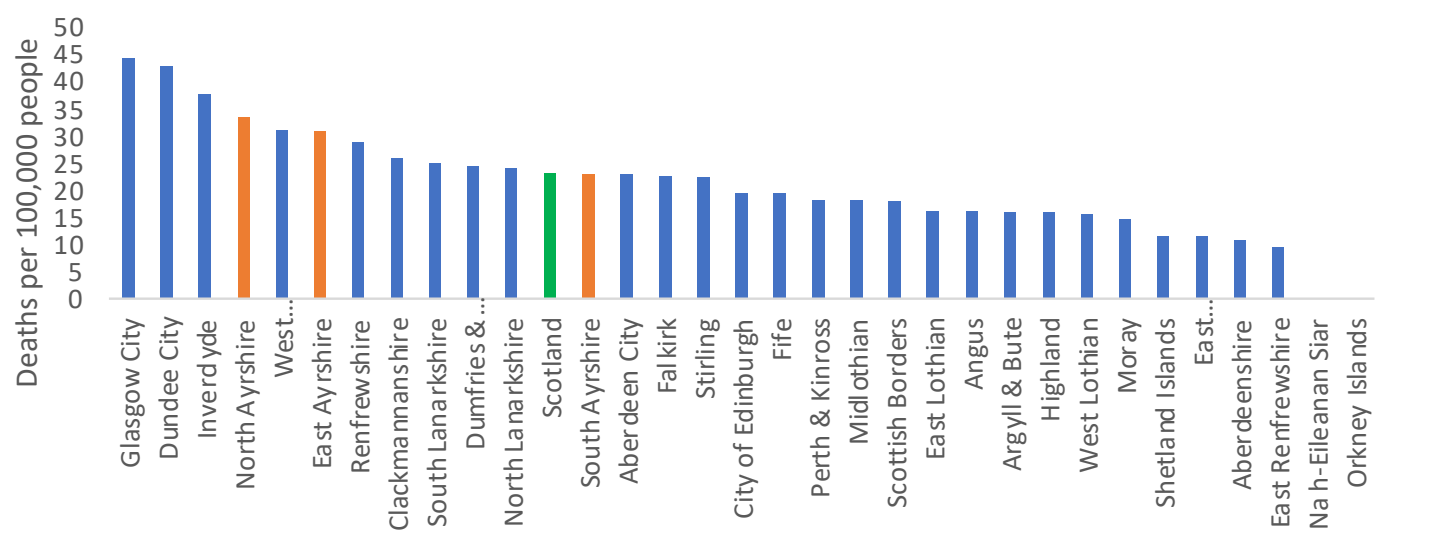


Figure 1 Source NHS Ayrshire and Arran

Similarly, alcohol deaths are once again of the increase after a period of decline (figure 2)

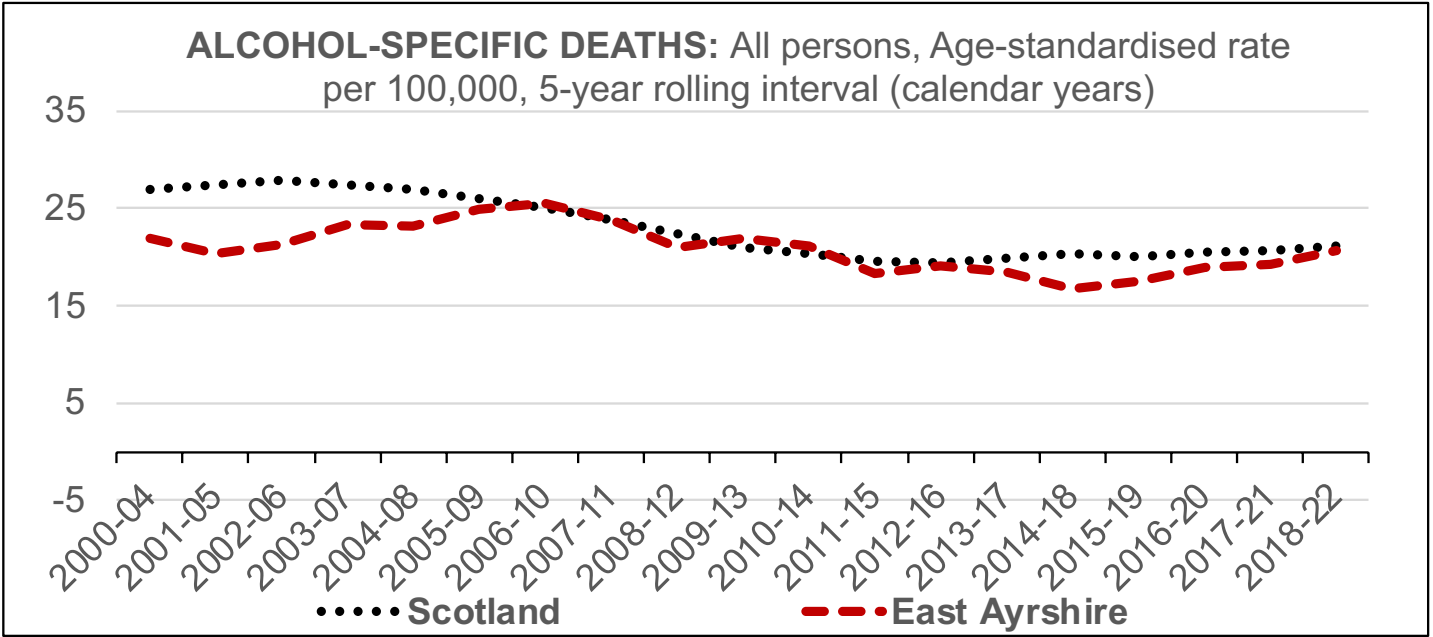


Figure 2 – source NHS Ayrshire and Arran

These increasing rates of harm are set against an ever changing market in the supply of drugs with significant increases in deaths nationally from cocaine, gabapentinoids and emerging new synthetic benzodiazepines nationally, a trend that is reflected in East Ayrshire (figure 3)

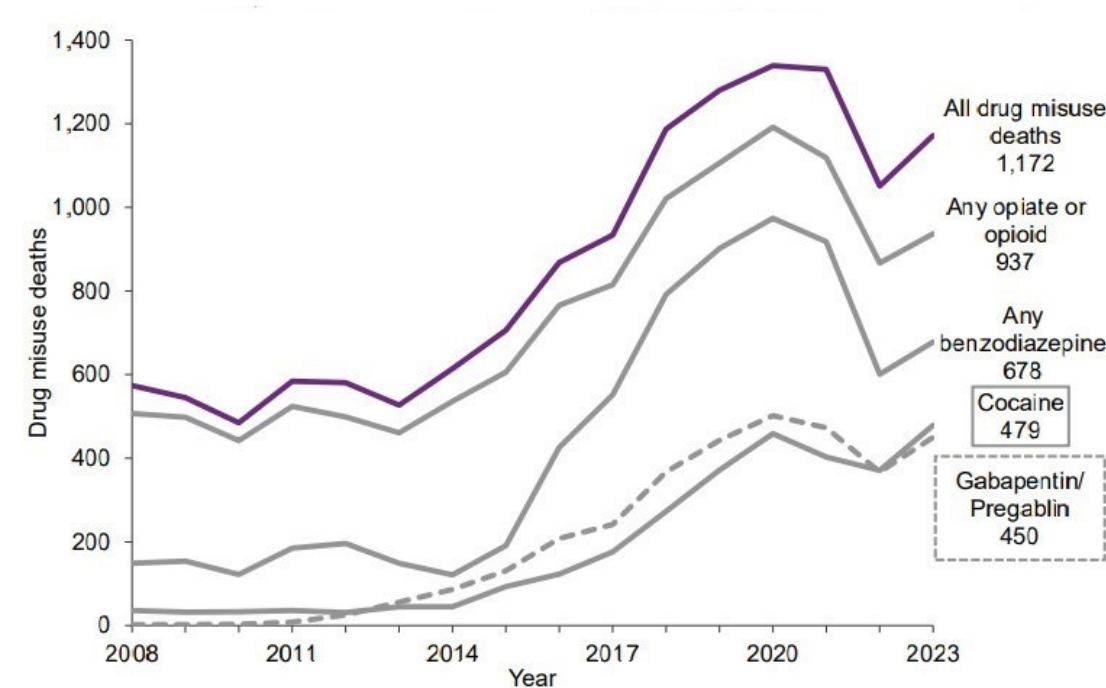


Figure 3 source NRS (National Records Scotland) Drug Related Deaths in Scotland in 2023

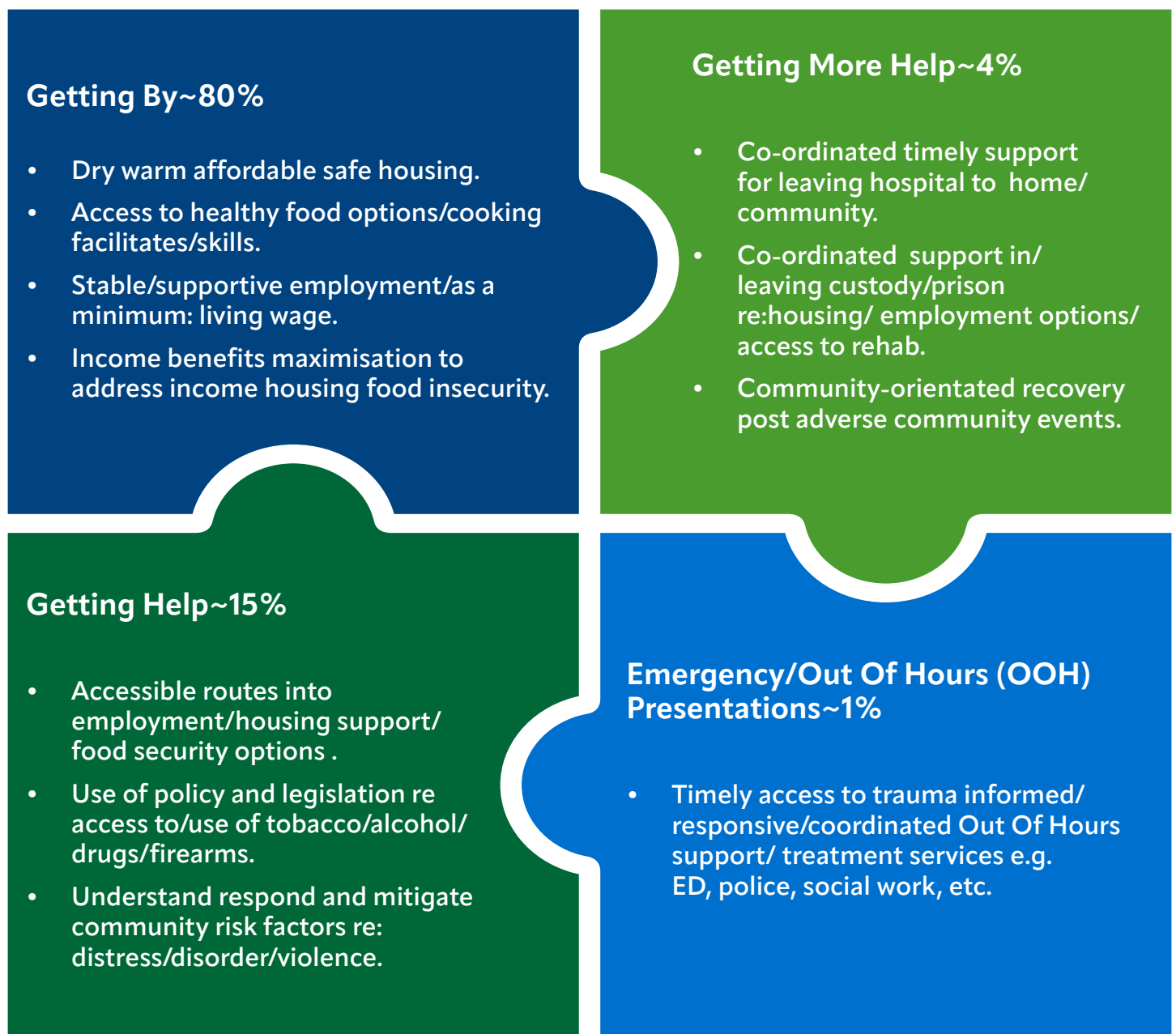
However, whilst there has been a national trend of increasing drug and alcohol deaths among women, East Ayrshire has shown a significant increase in drug deaths among women where the ratio is nearing the 50:50 level (figure 4)

Number of Deaths by Gender				
	LIVES LOST	MALE	FEMALE	Percentage Ratio
2020	36	25	11	70 - 30 %
2021	38	24	14	63 - 37 %
2022	30	17	13	57 - 43 %
2023	31	16	15	52 - 48 %

Figure 4 – Source East Ayrshire ADP

The 2024 – 2027 strategy recognises therefore that in order to respond to the significant challenges faced in East Ayrshire, the provision of treatment alone to those affected by drugs and alcohol will have limited impact. The improvement strategy therefore seeks to understand and respond to adversity via recognising and adopting a life course approach by working preventively to reduce the burden of physical and mental health needs that contributes to drug/alcohol use, recognising that the two are linked. Rather than for example providing drug treatment services for people with problem drug/alcohol use in isolation we can work to support the relationships they have with their own infants and children and peers/friendship groups. We can work to improve the quality of housing stock and ensure private rented accommodation is of sufficient standard we can work to improve options for employment for those looking for work and those with perhaps more complex needs such as those leaving prison.

By understanding the origins of poor health, we can work collectively and intentionally within wider partners to reduce and mitigate the devastating and self-perpetuating cycles of avoidable distress, illness and avoidable deaths.

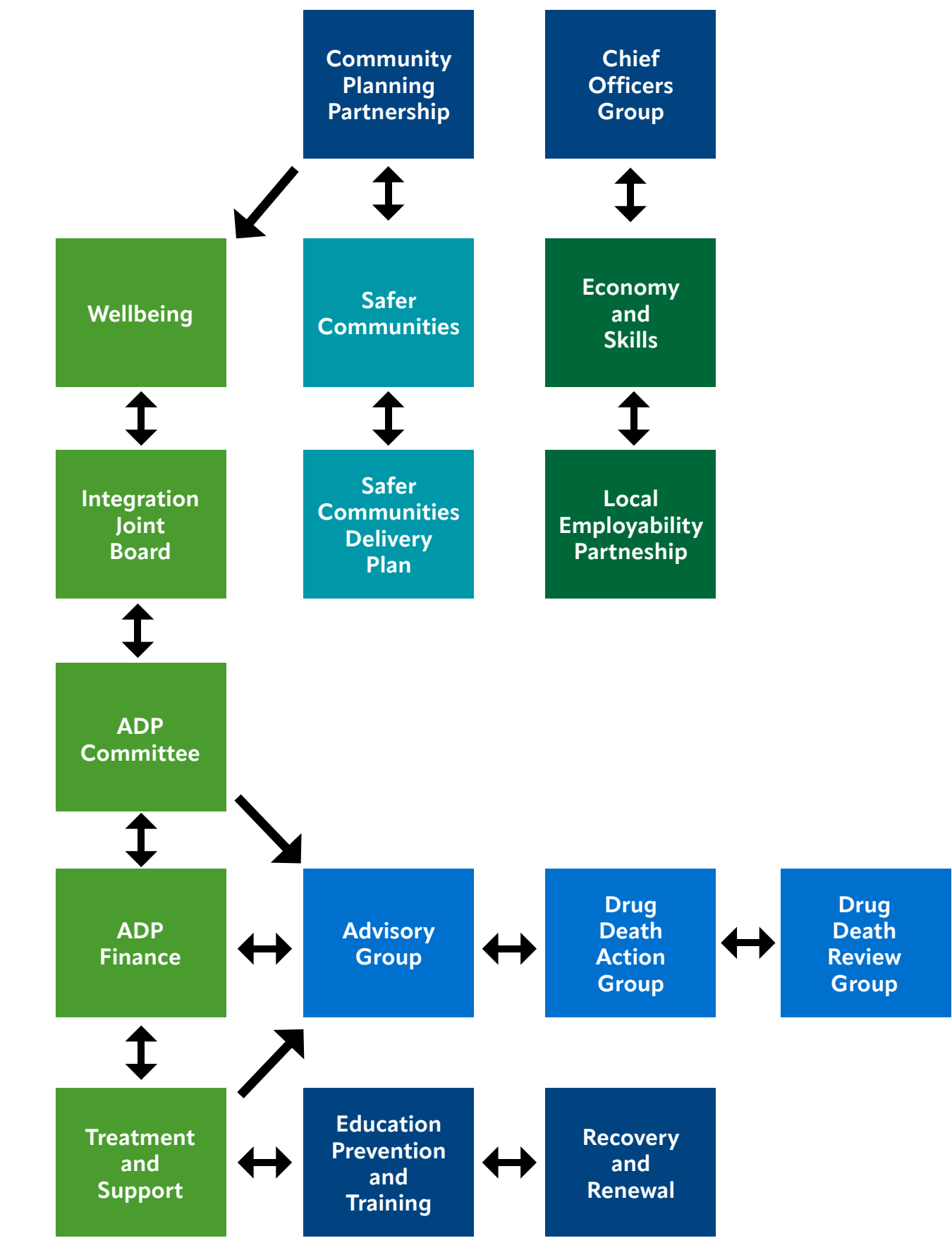


(figure 5 source NHS Ayrshire and Arran public health)

This life course approach, described in the model above (figure 5) is why the ADP seeks to embed this strategic improvement plan firmly within the community planning framework not only to ensure that drug and alcohol users get the highest quality services, but that them, their children, families and carers receive the highest quality care and opportunities.

Governance, Vision, Purpose

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



Vision

In developing our strategic vision, the ADP - in being 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 Community Planning Partnership

"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**



Purpose

The East Ayrshire Alcohol and Drug Partnership (ADP) three year strategy aims to improve lives of people in East Ayrshire who use alcohol and/or drugs, as well as their families, loved ones, and the wider community.

This document outlines East Ayrshire ADP's approach to addressing alcohol and drug-related challenges within the local area for the period of 2024-2027. The strategy is aligned with the Scottish Government's national framework on alcohol and drugs and has been developed to reflect the specific needs, challenges, and opportunities specific to communities within East Ayrshire.

The strategy will focus on the key aims of the 'East Ayrshire Community Plan', and will contribute to the achievement of national goals whilst addressing local priorities:

- **Reducing risk** – The ADP strategy is committed to reducing the health and social harms caused by alcohol and drugs in East Ayrshire. This includes reducing the number of alcohol and drug related deaths.
- **Improving Services** - There is a focus on improving services within the ROSC model for individuals who use alcohol and/ or drugs, ensuring they are accessible, high quality, and responsive to the specific needs of those engaging. This includes enhancing treatment and recovery options and improving support for mental health. The strategy outlines plans to ensure services are trauma-informed and person centred, to better support sustainable recovery journeys.
- **Monitoring the Effectiveness** - As part of the commitment to high quality service provision, we will, continue to develop the experiential data collection initiative, and monitor the implementation/ effectiveness of the Medication-Assisted Treatment (MAT) standards, ensuring individuals receive timely, effective, and equitable treatment.

The overarching purpose of the strategy will be to provide an evidence based compassionate approach to reducing the risk to alcohol and drug related harm across East Ayrshire. Through collaboration with partners, stakeholders, and the community, the purpose of the strategy is to create safer, healthier environments for individuals, families and communities across East Ayrshire impacted by alcohol and/or drugs.

ADP Resourcing

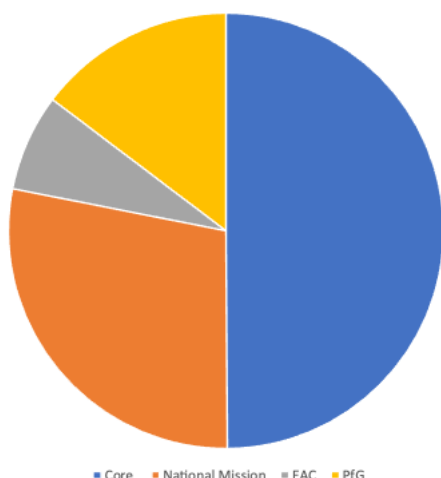
The key elements of annual ADP finance and resourcing is the Scottish Government Core ADP funding, the Programme for Government funding, National Mission funding and an annual funding allocation from East Ayrshire Council. The ADP also makes bids with partner groups, agencies and services for external funding in order to secure finance for local initiatives and test of change projects.

Funding for the ADP continues to be transferred to NHS Boards via their baseline allocations from the Scottish Government for onward delegation to the Integration Joint Board to be invested in their entirety throughout our communities through the work of the ADP and partners.

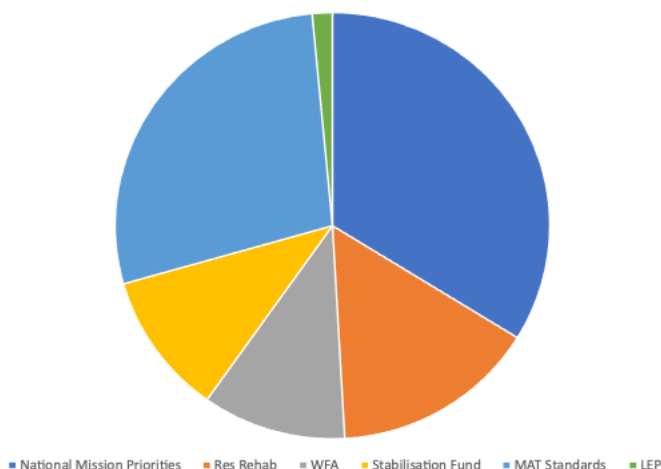
The total projected ADP annual funding for the financial years 2024/25 and 2025/26 is £2,737,957 and the funding streams are noted below. However, it is to be noted that the National Mission concludes during 2026 when there is also a Scottish Parliamentary election. Accordingly, total ADP funding for 2026/27 and beyond is unknown at this juncture.

	ANNUAL FUNDING
CORE	£1,365,598 (49.9%)
PROGRAMME FOR GOVERNMENT	£403,378 (14.7%)
NATIONAL MISSION FUNDING	£773,394 (28.2%)
EAST AYRSHIRE COUNCIL	£195,650 (7.2%)
	TOTAL £2,737,957

PROJECTED ANNUAL ADP FUNDING



PROJECTED NATIONAL MISSION FUNDING



NATIONAL MISSION FUNDING	AMOUNT
National Mission Priorities	£261,009 (33.8%)
Residential Rehabilitation	£118,641 (15.3%)
Whole Family Approach	£83,048 (10.7%)
Stabilisation Fund	£83,698 (10.8%)
MAT Standards	£215,080 (27.9%)
Lived and Living Experience Panel	£11,864 (1.5%)
	TOTAL £773,394

Development of the Improvement Plan

This 2024 - 2027 strategic development plan closely aligns with and follows on from work undertaken and conducted during the lifetime of the previous plan 2020 – 2024. Additionally as a 3 year plan, it further aligns with the East Ayrshire Community Plan Local Outcomes Improvement Plan and thematic Delivery Plans for 2024 – 2027.

Consequently, consultations and engagements with services, people who use services, families and carers highlight the need to maintain focus on the six key improvement areas within the 2020 – 2024 plan.

These 6 key improvement areas

- **Support to drug/alcohol users and Support to children, young people and their families**
- **Stigma**
- **Prevention and early education**
- **Engagement and co-production**
- **Trauma**
- **Justice**

have been updated and revised via engagement with our communities and Recovery Oriented System of Care (ROSC) partners



These updated and revised key improvement areas reflect not only significant work undertaken via the Getting it Right for Everyone (GIRFE) work streams, but reflect the strategic intent set out via the Drug Death Task Force (DDTF). As well as the aims of the National Mission to reduce drug (and alcohol), related deaths and its associated work streams such as Medication Assisted Treatment (MAT) standards. In addition, these key improvement areas are strategically linked to the local Community Plan 2024 – 2027 and reflect local planning priorities.

Lived Experience Panel/Living experience Engagement group

Community involvement and input from people with lived experience are vital to shaping effective and compassionate policies and services, as well as community initiatives with third sector organisations.

The strategy outlines how as an ADP we will work to engage the wider community and individuals and their families who are engaging with services. The East Ayrshire Recovery Network (EARN) will continue to play an integral role when encouraging engagement/ collaboration with the wider community, whilst co-production with the Lived Experience Panel will ensure that the voices of those directly affected by alcohol and/ or drugs are heard and inform actions within the ADP Advisory Group and the three ADP Service Delivery Groups.

The incorporation of Lived Experience Panels (LEPs) and Living Experience Groups (LEEGs) into the structures of Alcohol and Drug Partnerships (ADPs) across Scotland allows for the opportunity for transformation in the way strategies and services are designed, developed and delivered.

The East Ayrshire LEP and LEEG provide platforms for individuals who have either directly, or indirectly- through family members/loved ones, been impacted by alcohol and/ or drugs to influence decisions and shape initiatives that impact their local communities. The strategy outlines how East Ayrshire has implemented this model and how it can be further strengthened to ensure both LEP and LEEG contributions are full valued/ acted upon.

Integration of LEEG into ADP Structures

The strategy also aims to formalise the role of the Living Experience Group within the ADP structure, allowing it to complement the work of the LEP. The SDF's facilitation, along with local co-facilitators, is crucial in helping the LEEG establish a clear pathway to contribute to ADP decisions. This dual panel approach will ensure a broader range of lived and living experiences are represented, offering a more nuanced perspective on alcohol, drugs, recovery and service needs.

Community Impact and Representation

Both panels will focus on creating action plans that reflect ADP policy and benefit the wider community. By ensuring that initiatives reflect the true needs and voices of those in recovery, the panels can help promote a more inclusive and supportive environment. Community events, such as those organised by the LEP, will remain key to raising awareness and promoting recovery within East Ayrshire.

The integration of LEPs and LEEGs into ADPs represents a powerful shift towards more inclusive and effective policy-making. In East Ayrshire, these panels have already begun to shape services and engage the community, with clear potential to grow their impact. By refining their roles, formalising their contributions, and ensuring strong leadership, East Ayrshire can continue to lead by example, ensuring that the voices of those with lived and living experiences are central to supporting individuals who use alcohol and/ or drugs and promoting recovery.

Strategic Priorities and Outcomes

In keeping with the requirement to ensure seamless governance and accountability of the ADP within the East Ayrshire Community Plan, the ADP outcomes have been developed along the key themes and indicators within the Community Plan and the associated local improvement action plan (LOIP).

The 2024 Community Plan Review identified four new high level priorities for community planning partnership activity in the three year period 2024-2027:



Growth: Sustained economic growth remains central to our ambitions for East Ayrshire. We will work in partnership to deliver the education and skills reform needed to allow us to grow our own future workforce.



Wellbeing: Population health is fundamental to the achievement of our ambitions for East Ayrshire and we will continue to take a life-course approach to improving health and wellbeing.



Fairness: Community planning is at its heart about addressing inequalities, but the other side of this is wanting to build a more equitable society where everyone has a chance in life and people feel safe.



Sustainability: This priority seeks to capture several different but complimentary challenges that we now face – the sustainability and resilience of our communities, of our environment and of the partnership services that we deliver.

growthwellbeingfairnesssustainability

The Community Plan Review Supplement sets out these priorities in greater detail and reaffirms the partnership commitment to prevention and early intervention, which is also fundamental to the work of the ADP.

The Community Plan Review Supplement programme of work to deliver against these four new priorities in the three year period (2024-2027) can be found within the three related thematic Delivery Plans from the original Community Plan: Economy and Skills, Safer Communities and Wellbeing.

These 3 Delivery Plans will also link to the 6 key improvement areas identified by East Ayrshire ADP. The diagram on the next page indicates how we hope to achieve this

Wellbeing

- Further develop place-based service delivery models through partnership and integrated working.
- Tackle stigma experienced by those affected by mental ill health, problem drug, alcohol or substance abuse.
- Promote self-management approaches to emotional, mental and physical health.

Economy and Skills

- Adapt the provision of employability services and provide re-training and upskilling opportunities for all our communities.
- Provide a range of educational opportunities to improve outcomes for children and young people impacted by poverty related attainment gap.
- Accelerate the digital transition to promote equality, counter social isolation and unlock access to education, healthcare and employment opportunities.

Safer Communities

- Minimise the impact of drugs use and excessive consumption of alcohol.
- Work across organisations and community groups to better understand harm and build capacity to support harm prevention.

ADP improvement plan wellbeing

Local key priorities	Encouraging and supporting communities Facilitate seamless support			
	Activities	Outputs	Outcomes	Indicators
2024 – 2025	Establish childrens ROSC group	Roll out of GOPR practitioners guidance	Staff feel more confident and supported	Numbers attending training
	Increase opportunities and options for place based working	Increase in accessible local treatment opportunities	Increased local opportunities for treatment and support	Numbers retained in treatment
	Develop workforce training plan	Published training and development plan	Skilled and confident workforce	Staff survey
2025 - 2026	Integrate children's services into ROSC	Children's services involved in ROSC	Children and families in East Ayrshire affected by alcohol and drug use will be safer, healthier, included and supported	Survey / evaluation of effectiveness of support of those affected by alcohol and drug use.
	Implement National Mental Health and Substance Use framework	Dual diagnosis pathway established	Patients feel better supported in their recovery journeys	Numbers attending stigma events
	Integrate stigma activity across ADP ROSC	Provide dedicated stigma branded information	Rural communities are supported to reduce stigma	
2026 - 2027	Support the integration of MAT standards into local services and systems		Decrease in drug related deaths	Drug related death numbers
	Support development of team with the family approach		Children and families in East Ayrshire affected by alcohol and drug use will be safer, healthier, included and supported	Choice in MAT

ADP improvement plan safer communities

Local key priorities	Reduce drug and alcohol related harms Prevention and early intervention			
	Activities	Outputs	Outcomes	Indicators
2024 – 2025	Develop community alcohol survey	Rollout of alcohol survey across East Ayrshire	Improve opportunities for community based alcohol prevention activities	Numbers completing survey
	Initiate recovery housing pilot	Development of screening panel	Increase recovery capital for those leaving residential rehabilitation	Numbers maintaining long term recovery > 6 months
	Increase take up of advocacy for individuals accessing treatment	Development of oversight group	Increased participation in treatment	Numbers accessing advocacy
	Increase and expand influence of lived experience panel in decision making	Development of advocacy framework Collaboration with the lived experience panel when creating or rolling out strategies	The voice of lived experience is fully embedded across all areas of the ADP	The LEP is cited in all pieces of ADP literature
2025 - 2026	Examine opportunities to expand alcohol specific support	An alcohol specific data gathering tool is developed	Improved access to alcohol treatment	Alcohol users in treatment Alcohol related deaths
	Examine opportunities for increased provision of services to those in justice settings	Dedicated justice provision	Reduction in reoffending	Feedback received to indicate success
	Expand reach and use of by my side app	East Ayrshire specific by my side app	Increased methods of digital communication for specific groups	Numbers using app
	Conduct review of drug and alcohol services to women and children	Service review	Increased support available to women and children	Barriers to accessing services have reduced and referrals increase
2026 - 2027	Carry out full and comprehensive ROSC review	ROSC review published	Services fit for changing landscapes	

ADP improvement plan economy and skills

Local key priorities	Creating conditions to thrive Developing opportunities			
	Activities	Outputs	Outcomes	Indicators
2024 – 2025	Work alongside local employability partnership to employ 'employability' workers	Recruitment of 'recovery college' workers	Increased opportunities for training/education/employment	Numbers entering education/employment/training
	Review content of schools education provision	Young people receive up to date harm reduction advice to support future choices	Less Young People admitted to A&E due to alcohol or drug intoxication	Numbers attending A&E
	Peer support group to meet quarterly	Those with lived experience working in the sector receive as much support as possible to retain employment	Peer workers move onwards in their careers	Peer workers are integrated into the mainstream workforce
2025 - 2026	Work alongside H&SCP to establish work experience opportunities	Volunteers and those unemployed secure opportunities within the H&SCP	Sustained recovery from alcohol and drug use becomes a reality	Less repeat referrals to EA RADAR
	Support partnerships that work towards work based qualifications such as SVQ awards	Work based qualifications are accessible for volunteers	Those without qualifications can seek and maintain employment	Unemployment levels decrease
2026 - 2027	Develop peer leaders for schools education programmes	All young people are aware of where to seek Drug and Alcohol support	Young people become more involved in their wellbeing curriculum	Less Young People go on to access ORT and other drug/alcohol services and supports
	Embed the Scottish Government Workforce Development Plan inclusive of the Competency framework across all areas of the workforce	ROSC partners – Plan, attract, train, employ and nurture current or future workforce	The workforce feels nurtured and supported	Less turnover of staff across all areas of the sector

Next Steps

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

- Engage with ADP stakeholders to disseminate / publish the improvement plan
- Regularly report through ADP committee
- Report on an annual basis to the Community Planning Partnership



Conclusion

This strategic improvement plan that is founded upon the successes of the 2020 – 2024 plan seeks to not only build upon these successes, but ensure that citizens of East Ayrshire affected by alcohol and drugs are able to achieve their full potential by accessing opportunities available to them in order that they, their children, their families and carers and their communities can be safer, healthier and have the skills require to be active and contributing members of society.

This strategy, by embedding itself with local planning structures, seeks to go beyond specific time limited initiatives such as the MAT standards and the National Mission to ensure that there remains opportunities for all whatever the national political make up.

Whilst the dedicated ADP funding can provide often short term opportunities, it is the stated aim of this strategy that by working alongside our communities in adopting life course approached to health then East Ayrshire can ultimately 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.

In achieving this stated aim, it is important to recognise that this plan is supported by a range of associated plans via the 3 service delivery groups and the drug death action plan. Progress on delivery of this strategy will therefore be reflected via these specific associated plans

Contact us



ADP@east-ayrshire.gov.uk



ea_adp

