

Agenda Item	11.
Report No	CPPB/22/23



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
Coimhearsnachd

**na Gàidhealtachd**

**Highland Community Planning Partnership (CPP) Board – 5 December 2023**

**Highland Alcohol and Drugs Partnership (HADP) Performance Update**

**Report by: Independent Chair of HADP**

**NB Appendix 3 is circulated separately and is CONFIDENTIAL**

### Summary

This is the first performance report from the new Independent Chair of the Highland Alcohol and Drug Partnership (HADP). It provides an overview of HADP funded projects mapped against the national outcomes for ADPs. It highlights where development work is needed to understand and report on performance better to enable scrutiny by the CPP Board. The connections across public protection groups within the partnership are being explored for improvement, led by HPPCOG. Given alignment between problematic alcohol and drug use, inequalities and deprivation, the HADP is keen to support the work of the CPP Board in planning service delivery, change and transformation required in the context of the budget pressures and increasing demand.

## 1. Background

- 1.1 The CPP Board has oversight and scrutiny of the Highland Alcohol and Drug Partnership (HADP) Strategy and it expects the Chair of HADP to provide performance up-dates. The December meeting of the Board considers general up-dates.
- 1.2 This report provides:
  - an overview of the services and projects funded by HADP, mapped against the national outcomes for ADPs;
  - the latest performance dashboard report considered at the HADP strategy group meeting on 21.11.23 (circulated separately and confidentially); and
  - discussion points on how HADP can continuously improve its approach to monitoring and reporting on its performance and to support the CPP and its governance requirements.

## 2. HADP Services and Projects

- 2.1 The national mission outcomes framework for alcohol and drug partnerships is shown in Appendix 1. Outcomes 1, 5 and 6 have common ground with community planning

and outcomes 2, 3, and 4 are also of particular interest to the Highland Public Protection Chief Officers Group (HPPCOG), an integral part of the CPP.

- 2.2 The services and projects enabled by HADP investment are mapped against the outcomes framework for information. This shows activity across all outcomes.
- 2.3 Normally each quarterly HADP strategy group meeting considers progress reports for each funded service or project. At the last strategy group meeting on 21<sup>st</sup> November 2023 there were 23 progress reports to consider. Given the volume of reports (99 pages) and the limited time available, there was discussion about finding a better way for HADP itself to know:
  - if anything is stuck or not producing the results expected;
  - if anything needs new joint problem solving;
  - if there are any unintended consequences (positive or negative);
  - if there is anything good to share or learn from; and
  - if there is anything to be escalated to the HPPCOG or the CPP Board.
- 2.4 Some new approaches were discussed in the meeting and will probably require some re-organised arrangements for how the HADP meets and how information is presented to it. It would be helpful to also consider how risk management approaches could be developed in HADP to make sure attention is focused where it is needed most across the partnership. To agree the changes to make, a development session will be planned in the New Year. To ensure any changes support the CPP Board in its scrutiny role, an invitation is extended to relevant officers/Chairs. It would be helpful if the CPP Board can identify those to be invited. The development session would also help to begin the process of refreshing the HADP strategy which is reported to the CPP Board for approval.

### **3. HADP performance dashboard**

- 3.1 The latest dashboard describing performance of the HADP is circulated separately for scrutiny as a **CONFIDENTIAL** item.
- 3.2 It is expected that the dashboard will evolve to make sure any performance reported is relevant to the groups considering it. A refined version was prepared for the HPPCOG in November. A public facing dashboard may also be useful. If the CPP Board has any particular focus it requires more information on at this stage, this can be followed up after the meeting and considered in preparing for the development session to be arranged.
- 3.3 Another area to explore is around local reporting and local needs assessment. Finding the right fit for HADP and community partnerships will need further consideration in 2024. Initial views are welcome.

### **4. Other performance developments to report**

- 4.1 It should be noted that the accountability for Medication Assisted Treatment (MAT) standards, sits with NHS Highland in the lead agency arrangements. The HADP supports compliance with the standards through specific posts, services and projects it

funds. All CPP partners have a role in supporting and or ensuring compliance with MAT standards 8 and 10 in particular, which are more about social support and professional practice than medical interventions. They are noted below.

**Standard 8:** All people have access to independent advocacy and support for housing, welfare and income needs.

**Standard 10:** All people receive trauma informed care.

- 4.2 For the HPPCOG meeting on 22<sup>nd</sup> November 2023 the HADP Chair set out her aim for HADP to be a high performing partnership with effective governance, inclusive stakeholder engagement demonstrating purposeful and respectful relationships. Initial priorities are:
- getting to grips with how HADP is performing, understanding the challenges and successes;
  - understanding the governance arrangements and how decisions are made in the partnership context and across Highland;
  - seeing how stakeholders are engaged, including staff, partners, third sector groups and people with lived and living experience; and
  - sensing how partners are working together and understand each other.
- 4.3 To do this, the Chair is reviewing various reports and literature and listening to the expertise of those involved or working with HADP locally and nationally. If any CPP Board member or officer in attendance feels it would be helpful to meet, please contact the Chair at [carron.mcdiarmid2@nhs.scot](mailto:carron.mcdiarmid2@nhs.scot)
- 4.4 The HPPCOG is holding a development session on 29<sup>th</sup> January 2024. The HADP Chair will participate. This should help identify what reporting from HADP and other partnerships is required to provide assurance as well as descriptions of risks to Chief Officers for their public protection responsibilities.
- 4.5 Figuring out how HADP can contribute to a whole system approach to improvement is important given the connections across the public protection agenda and the importance of prevention. Investing in prevention when significant budget pressures exists is challenging but all the more necessary given growing inequalities and ageing in our population and the increasing service demands these create. How the CPP plans too at three horizons simultaneously and how the HADP supports that needs consideration. The three horizons would be:
- the here and now with immediate pressures;
  - the changes currently being made and new approaches being tested; and
  - creating the right conditions now for the longer term transformation across public services that is needed.
- 4.6 Another area for CPP Board consideration may be around HADP financial reporting. In 2023/24 ring-fenced grant from the Scottish Government to HADP amounts to £1.816m, with five discreet spending areas. The current forecast to year end is an under-spend of £110,702 due to project slippage, including recruitment delays. There is quarterly in-year reporting to the Scottish Government and a risk that, given funds cannot be carried forward into the next financial year, underspend is returned. Discussion is underway to protect the Highland allocation and to direct it purposefully.

It would be helpful to know if the CPP Board seeks assurance around financial management in addition to that reported through NHS Highland governance as the host agency for the HADP. Other mainstream funding will support harm reduction for people with problematic alcoholic and drug use and this could be built into any reporting in future.

- 4.7 A self-assessment tool is provided to ADPs to benchmark progress against five standards in relation to the Partnership Delivery Framework for Alcohol and Drug Partnerships. The five quality standards are:

**Quality Standard 1:**           **Strategic Planning** - The ADP has a Strategic Plan for delivery of identified outcomes which ensures adequate alignment with other aligned strategic plans.

**Quality Standard 2:**           **Financial Governance** - The ADP can demonstrate public money is used to maximum benefit to deliver measurable outcomes for the local population in delivery of the Strategic Plans.

**Quality Standard 3:**           **Quality Improvement** - The ADP can demonstrate Quality Improvement in delivery of outcomes.

**Quality Standard 4:**           **Governance and Oversight** - The ADP can demonstrate appropriate Governance and Oversight in delivery of the Strategic Plan.

**Quality Standard 5:**           **Integration Authority** - The work of the Integration Authority and the ADP is aligned and the Integration Authority is able to provide Directions to partners in support of the ADP Strategic Plan (*Integration Authority substituted with the Lead Agency model for Highland*)

- 4.8 Assessment results are collated and graded as 'maintain' (highest grading), 'explore' (middle grading) and 'develop' (the lowest grading). Across the 20 areas assessed, HADP self-assessed the partnership in autumn 2022 as none in the maintain grade, 6 in the explore grade and 14 in the develop grade. Clearly significant improvement was acknowledged to be needed. Improvement actions were identified. Unfortunately, CPP agenda planning did not enable the assessment to be brought to the Board earlier this year. Since then, it appears that some areas have progressed but not all as there have been capacity issues in the core team.

- 4.9 Recent discussion with the Scottish Government indicates that the self-assessment is there to support partnerships and other tools or supports could be used too. Before embarking on a refreshed self-assessment for the next year, it would be helpful to know if the CPP has any preferred model to use.

- 4.10 External scrutiny is also helpful to identify where improvement is needed. Audit Scotland has a planned thematic audit on: How effective is the performance of Scotland's alcohol and drug services in delivering on the Scottish Government's strategies? Highland was identified as one of four partnerships for fieldwork. The audit scope intends to answer the following questions:

- How well are current leadership and accountability arrangements supporting the effective delivery of the Scottish Government's drug and alcohol strategies?

- How effective are the funding arrangements for drug and alcohol services for achieving objectives in the strategies, and what is the balance of investment across different types of services?
- How well do partners work together to deliver drug and alcohol services that meet the needs of people at risk of harm?

4.11 If Highland is included in the audit, there is some doubt given capacity to support the audit with key personnel changes, there may be engagement with the CPP Board members from early next year especially on the first question in the audit scope. Either way the audit recommendations will need to be considered by the CPP as well as the HADP.

4.12 Finally, to end on a positive note, some new developments welcomed at the HADP Strategy Group in November 2023 are listed below.

- A successful recovery walk event was held with around 50 people in recovery attending.
- Two national mental health forum awards were made for Highland. Both were supported with HADP funding and deploying quality improvement methods, they were:
  - the custody health care team won the Leading in Quality and Assurance category for MATPACT – an intervention to support more people in a custody setting and
  - the Caithness Assertive Outreach Team, who were highly commended for their Trigger Checklist approach to help reach more people at risk with services.
- The Scottish Dugs Forum has been commissioned to gather experiential data by creating a phased peer research approach to involving people and families with lived experience. This was previously recognised as a gap in the partnership.
- HADP hosted a well-attended webinar (150 participants) in October on preventing drug deaths, with several follow-up actions produced and a positive evaluation fed back from participants.

## Recommendations

The Board is asked:

- i) To note the spread of HADP funded services and projects across all six national outcomes as shown on Appendix 2.
- ii) To note that the HADP Strategy Group has agreed that further work is required to understand the impact of the investment and where attention is needed and this is likely to mean changes to the reporting arrangements for the HADP and the other groups it reports to. A development session is to be arranged for this purpose and to consider risk management approaches.
- iii) To scrutinise the performance dashboard circulated separately and confidentially, noting that a publicly facing dashboard could be useful and highlighting if there are any further information requests at this time.
- iv) To note that the HADP is not responsible for the MAT standards but that MAT standards 8 and 10 require wider partnership support in particular.
- v) To agree if any CPP Board members or those in attendance should:

- a. be invited to attend the HADP development session to make sure the links with the Board are fully considered;
- b. would find it helpful to meet the new HADP Chair to ensure the right connections are being made across and within the CPP.
- vi) To note that further areas to explore in 2024 include:
  - a. The fit between HADP and the community partnerships.
  - b. How HADP can support the efforts of the CPP around prevention and planning at three horizons.
  - c. Whether financial reporting should be included in performance reports for the CPP.
  - d. How total resources for reducing harms for people with problematic alcohol and drug use could be included in future reporting.
- vii) To note that a refreshed self-assessment will be needed for HADP, but that if the CPP Board has a preferred method, this could be included.
- viii) To note that a thematic audit of alcohol and drug partnerships is planned nationally. Should Highland be included in the one fieldwork, CPP Board members may be contacted by auditors. An update will be provided when available.
- ix) To note the new positive developments highlighted at para 4.12, welcomed by the strategy group at its meeting in November 2023.

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**Date: 27.11.23**

**Appendices:**

**Appendix 1 – National Mission Outcomes Framework**

**Appendix 2 – HADP services and projects mapped against the National Mission Outcomes Framework**

**Appendix 3 – HADP dashboard for the strategy group meeting 21.11.23 **NB circulated separately and marked as CONFIDENTIAL****

### National Mission Outcomes Framework

Cross-Cutting Priorities	Reduce Deaths and Improve Lives					
Lived Experience at the Heart	<b>01</b> Fewer people develop problem drug use	<b>02</b> Risk is reduced for people who take harmful drugs	<b>03</b> People at most risk have access to treatment and recovery	<b>04</b> People receive high quality treatment and recovery services	<b>05</b> Quality of life is improved by addressing multiple disadvantage	<b>06</b> Children, families and communities affected by substance use are supported
Equalities and Human Rights						
Tackle Stigma	a) Young people receive evidence based, effective holistic interventions to prevent problem drug use	a) Overdoses are prevented from becoming fatal	a) People at high risk are proactively identified and offered support	a) People are supported to make informed decisions about treatment options	a) All needs are addressed through joined up, person centred services	a) Family members are empowered to support their loved one's recovery
Surveillance and Data Informed	b) People have early access to support for emerging problem drug use	b) All people are offered evidence based harm reduction and advice	b) Effective pathways between justice and community services are established	b) Residential rehabilitation is available for all those who will benefit	b) Wider health and social care needs are addressed through informed, compassionate services	b) Family members are supported to achieve their own recovery
Resilient and Skilled Workforce	c) Supply of harmful drugs is reduced		c) Effective Near-Fatal Overdose Pathways are established across Scotland	c) People are supported to remain in treatment for as long as requested	c) Advocacy is available to empower individuals	c) Communities are resilient and supportive
Psychologically Informed				d) People have the option to start medication- assisted treatment from the same day of presentation		
				e) People have access to high standard, evidence based, compassionate and quality assured treatment options		



## Services and projects funded by HADP 2023/24 and 2024/25

1	2	3	4	5	6
<b>Fewer people develop problem drug use</b>	<b>Risk is reduced for people who take harmful drugs</b>	<b>People at most risk have access to treatment and recovery</b>	<b>People receive high quality treatment and recovery services</b>	<b>Quality of life is improved by addressing multiple disadvantages</b>	<b>Children, families and communities affected by substance use are supported</b>
Calman Trust	NHSH DARS Assertive Outreach Team (Inverness, Mid & East Ross)	HTSI - Custody Link Project x2	Addictions Counselling Inverness x 2 grants	Centred Discovery College	Whole Family Wellbeing Programme (alcohol & drugs specialist)
Merkinch Partnership	NHS DARS Assertive Outreach Team (Caithness)	Highland Council - Drug Treatment and Testing Order 2	Beechwood House - Counselling Service	APEX x 2 grants (RISE & Personal Development Mentors)	Action for Children – Whole Family Project
Highlife Highland - Sport / Physical Activities	NHS DARS, Recovery Support Workers x 6.5	Police Scotland - Harm Prevention Officer	Beechwood House – Residential Rehabilitation	Highland Third Sector Interface - Cafe 1668	Home Start East Highland (2024/25)
NHSH Health Improvement - Specialist Midwife	Kyle & Lochalsh Community Trust (2024)	Highland Council - Housing First Specialist	NHSH DARS - Psychologist (drugs and alcohol) - Adults	Partners in Advocacy – Highland Advocacy Partnership Project	Home-Start Caithness (2024/25)
Planet Youth (License)		Caithness Mental Health Support Group (2024/25)	NHSH Pharmacy - Specialist Pharmacist	Scottish Drugs Forum - Recovery Workers Training Project (includes Development Officer)	Families Outside (2024/25)
Highland Council - Health Development Officer		Progress in Dialogue (2024/25)	NHSH DARS Cognitive Behavioural Therapist (Prison)	Scottish Drugs Forum – Peer Research Project	
NHSH CAMHS - Psychologist			NHS DARS MAT Strategic Lead	Newstart Highland - Positive Activities Coordinator	
Rape & Sexual Abuse Service (2024/25)			SMART Recovery (License)		
Safe Strong & Free (2024/25)					
<b>HTSI – Local Improvement Fund</b>					

## Sources and Beneficiaries of Investments

## Local Improvement Fund (LIF) – Grants 2023/2024

Addictions Counselling Inverness (ACI)

Calman Trust

Centred Discovery College

Merkinch Partnership

APEX



### **Local Improvement Fund (LIF) – Grants 2024/2025**

Home Start East Highland  
Home-Start Caithness  
Caithness Mental Health Support Group  
Families Outside  
Kyle & Lochalsh Community Trust  
Progress in Dialogue  
Rape & Sexual Abuse Service  
Safe Strong & Free  
Custody Link Project

### **HADP - One Off Grants – April 2023 to March 2024**

Highland Third Sector Interface - Cafe 1668  
Highland Third Sector Interface - Custody Link Project  
Beechwood/Crossreach - Counselling Service  
Partners in Advocacy - Advocacy Project  
Scottish Drugs Forum - Development Officer - Recovery Workers Training Project  
Apex - Personal Development Mentors  
Addictions Counselling Inverness (ACI)

### **HADP – One Off Grants – Oct to Mar 2024**

Housing First Specialist (secondment)  
Scottish Drugs Forum (SDF) - Peer Research Project  
Whole Family Wellbeing Programme – Alcohol and Drug Specialist

### **HADP - Longer-Term – Investments to March 2026**

Highland Council - Health Development Officer (alcohol and drugs)  
Action for Children - Whole Family Coordinator - still to be submitted due to bereavement  
CAMHS NHS - Psychologist (drugs and alcohol) - Young People  
Health Improvement NHS - Specialist Midwife  
Highland Council - Drug Treatment and Testing Order 2 – (Nurse, Social Workers)  
Police Scotland - Harm Prevention Officer  
Scottish Drugs Forum - Recovery Workers Training Project

Crossreach/Beechwood House - Residential Rehabilitation

Newstart Highland - Positive Activities Coordinator

Highland Third Sector Interface - Local Improvement Fund (LIF)

NHSH, DARS – Clinical Psychologist (drugs and alcohol) - Adults

NHSH Pharmacy - Specialist Pharmacist

NHSH, DARS - (Assertive Outreach Team Inverness/Mid & East Ross (Nurse, Support Worker, Social Worker), CBT Therapist, MAT Strategic Lead, Recovery Workers x 6.5, Support Workers (Caithness) x 2)

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**HADP Performance Dashboard circulated separately and confidential**