

Recovery is Reality

South Ayrshire Alcohol and Drug Strategy 2020 - 2024

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Introduction

Our strategy has been developed in partnership with individuals, families and communities across South Ayrshire. Extensive consultation, alongside a review of needs assessment, evaluation and self-assessment information, has identified local strategic priorities. We will continue to adopt prevention, early intervention and self-management approaches, while promoting inclusion for all, and supporting the development of volunteering, training and employment opportunities.

We recognise the impact of reducing financial resources and the need for our services to undergo a process of transformational change to achieve our strategic priorities. We are committed to continuing to work together, building on our innovative approaches, to support the community of South Ayrshire.

Who are we?

South Ayrshire Alcohol and Drug Partnership (ADP) was established in August 2009 following the publication of [A New Framework for Local Partnerships on Alcohol and Drugs](#). The framework proposed that ADPs should be established in each locality area, firmly embedded in local planning arrangements. For South Ayrshire, the ADP was established as a thematic group of the Community Planning Partnership (CPP). In 2015 we became a thematic group within the Health & Social Care Partnership (HSCP).

Our partnership involves representation from a wide range of partners including:

- Community Justice Ayrshire
- Community Safety Partnership
- Department of Work & Pensions
- HMP Kilmarnock
- Individuals in recovery, families and carers
- NHS Ayrshire & Arran
- Police Scotland
- Scottish Fire and Rescue Service
- South Ayrshire Council
- South Ayrshire Health and Social Care Partnership
- Third Sector Services

As a partnership we are tasked with working together to implement evidence-based alcohol and drug strategies based on local need and ministerial priorities. Our strategic priorities are designed to contribute to the Scottish Governments strategies [Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy, 2018](#), [Alcohol Framework 2018: Preventing Harm](#), the [Public Health Priorities for Scotland, 2018](#) and the [Scottish Drug Deaths Taskforce Evidence Based Strategies](#).

Our activities also contribute to the outcomes and activities detailed within the [South Ayrshire HSCP Strategic Plan 2018 – 2021](#) and [CPP Local Outcome Improvement Plan \(LOIP\) 2017](#). Our activities will also contribute to outcomes in a range of local plans including the [Children Services Plan 2020 - 2023](#), the [Local Housing Strategy 2017 – 2022](#), and the [Community Justice Ayrshire Outcomes Improvement Plan 2018 – 2021](#).

We are responsible for the allocation of Scottish Government funding for alcohol and drug services in line with our local priorities and ensuring our services are high quality, person-centred and support individuals to achieve their full potential.

Evolution of Our Strategy

This is our third partnership strategy. In 2011 we developed our first ambitious [four-year strategy](#) aimed at working with individuals and local communities to identify their strengths and assets to ultimately reduce the impact of alcohol and drug use on individuals, families and communities. The strategy provided an assessment of local needs and identified key outcomes relating to drugs and alcohol use, and their place within the wider framework of priority outcomes contained within the CPP Single Outcome Agreement.

Our first strategy signalled a strategic shift from a treatment-focussed support model to a recovery based one based on the [Recovery Oriented System of Care \(ROSC\)](#). At the heart of our ROSC was the firm belief that everyone can recover.

Our first strategy also adopted a whole population approach, shifting our focus upstream, to reduce average population consumption as described in [Changing Scotland's Relationship with Alcohol: A Framework for Action, 2009](#). In relation to drug use, our whole population approach required working with our partners to ensure our communities were supportive of recovery and implementing the national [Road to Recovery Strategy, 2008](#).

Over the four years we made significant progress in supporting the development of recovery communities, creating safe spaces for individuals to be supported in their recovery, and empowering individuals to take an active role in ADP activities. We implemented a range of prevention and education activities, supporting our whole population approach.

Our [second strategy](#) continued to build on our commitment to support individuals, families and communities to build on their strengths and assets. We supported the expansion of recovery communities in rural areas, and developed peer worker roles and support for families and carers. We continued to support a range of early intervention approaches including alcohol and pregnancy.

Developing Our Current Strategy

Our third strategy has been developed in partnership with individuals, families, services and the local community. A review of progress implementing our 2015 - 2018 strategy was undertaken, followed by a series of consultation events and activities which informed the development of the eight overarching strategic priorities for South Ayrshire. The draft strategy was then subject to a seven week public consultation period.

We also considered local needs assessment information, including the [Ayrshire and Arran Mental Health Needs Assessment \(Volume 3\): Alcohol and drug related harms – literature reviews and key trends, 2017](#) and the [HSCP Strategic Needs Assessment, 2017](#). Our local Needs Assessment for Alcohol and Drug Services for Adults in South Ayrshire has been updated. The key learning from a range of local self-assessment activity and evaluation reports, and performance management information from our local services were considered.

Our strategy takes account of the ADP Ministerial Priorities, national policies and strategic drivers, legislation, and good practice guidelines.

Our strategy has been written for the people of South Ayrshire and continuous consultation and feedback will be an essential part of the delivery of the strategy.

We reviewed and updated our strategy in 2020 to reflect developments in evidence-based practise, and to more closely align our activities to [Rights, Respect & Recovery, 2018](#).

Our Strategic Vision

Individuals, families and communities are able to build on their strengths and assets to help reduce the impact of alcohol and drugs on the population of South Ayrshire

Our Strategic Approach

To deliver our strategy we believe that we must consider the role of individuals, families, communities, services and the culture collectively, rather than in isolation (Figure 1). Our strategic approach recognises the importance of social and community connections in enabling people to feel valued and connected, and the role that social norms play in influencing our behaviours. While we acknowledge individuals are responsible for their own life choices we believe that the care they receive from our services can play a significant part in their journey.

We recognise that socioeconomic circumstances and other existing lifestyle risk factors and health conditions have a role to play in determining the harm resulting from alcohol and drug use. Our approach is considered in the context of national and local strategies which are focused on addressing these issues. We recognise that the degree to which we are successful in delivering our local strategic priorities will be dependent on the implementation of the national alcohol and drug strategies, such as the introduction of a minimum per unit price for alcohol.

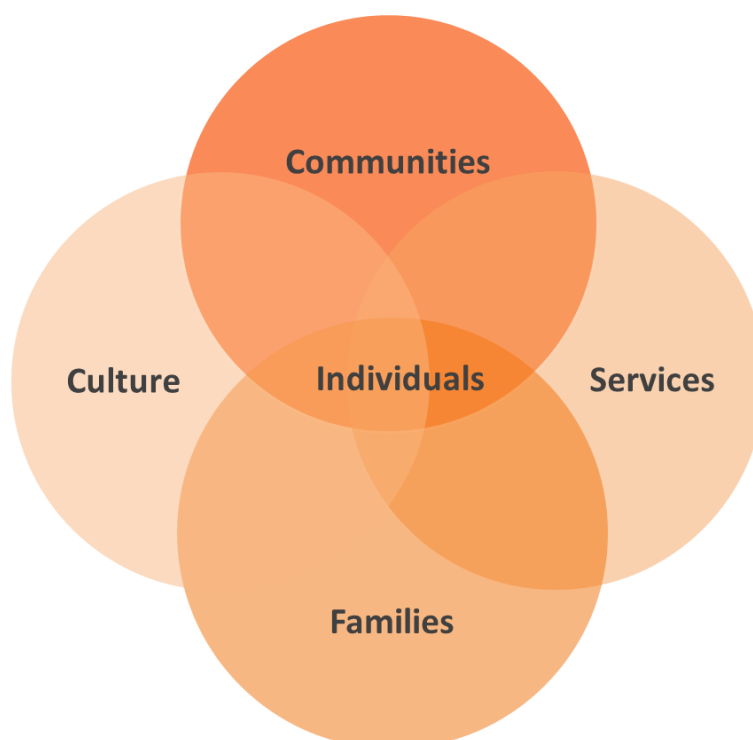


Figure 1: Our strategic approach

Delivering Our Outcomes

‘Delivering Our Outcomes’ (Figure 2) gives an overview of how we believe our vision, local priorities, and underlying principles and values will contribute to the national alcohol and drug outcomes detailed within the Scottish Governments new alcohol and drug strategies. ‘Our Outcomes’ (Figure 3) provides further details of our local strategic priorities and outcomes.

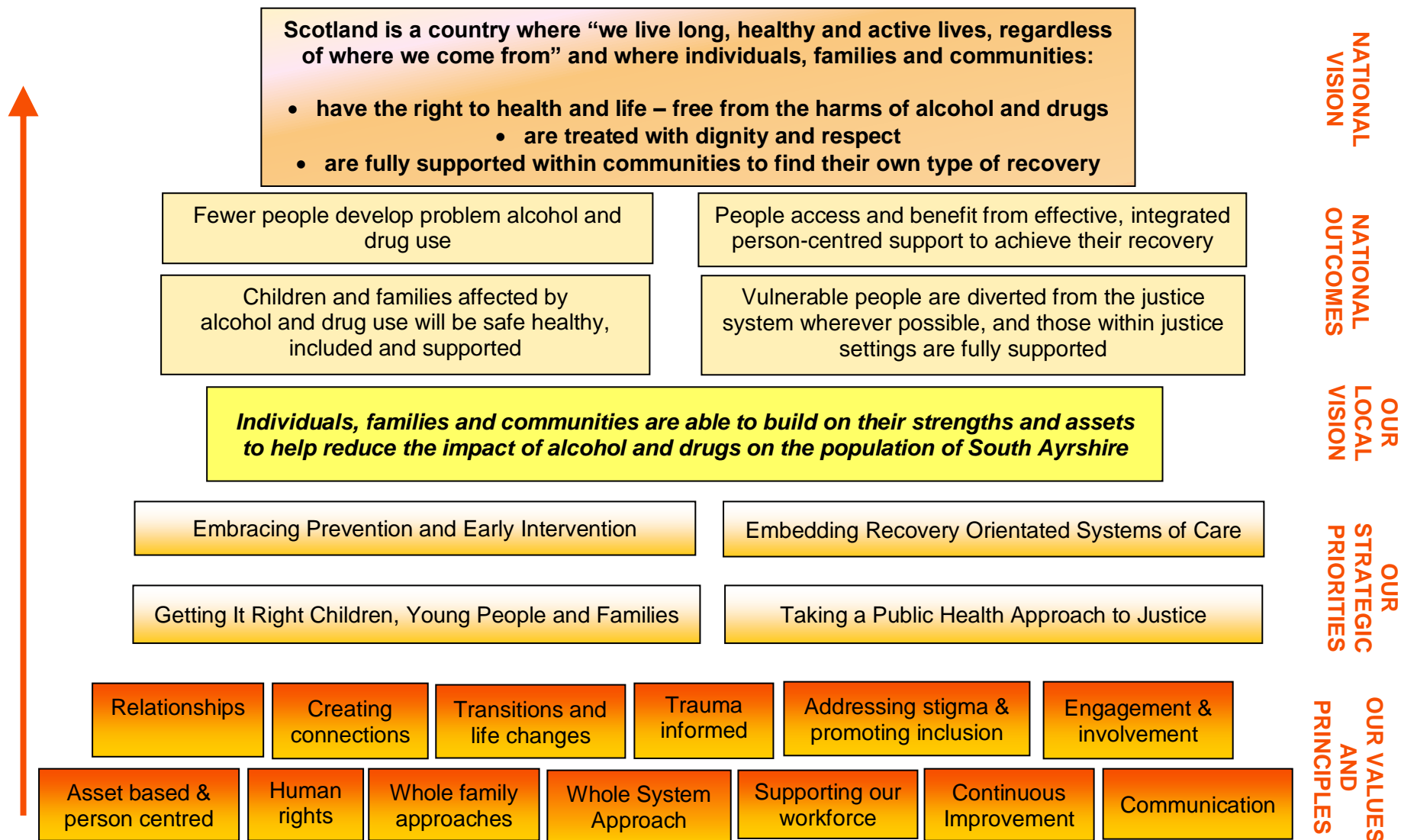


Figure 2: Delivering our outcomes

Fewer people develop problem 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 within justice settings are fully supported
Embracing Prevention and Early Intervention	Embedding Recovery Orientated Systems of Care	Getting It Right Children, Young People and Families	Taking a Public Health Approach to Justice
<ul style="list-style-type: none"> ❖ increase the number of people at risk of alcohol or drug problems linked to positive environments and opportunities ❖ reduce inequalities experienced by people who are at risk of developing problems with alcohol and drugs ❖ ensure education provision for children and young people is more in line with evidence and best practice ❖ increase individual and community wellbeing, resilience, and social connectedness. 	<ul style="list-style-type: none"> ❖ improve access to and quality of treatment and recovery services, including harm reduction and low threshold services, other support services and community supports. ❖ increase availability and use of advocacy by those who require it at every stage of their recovery. ❖ grow and expand Scotland's recovery communities into wider community settings. ❖ increase in person-centred approaches across treatment and recovery services and the range of health and social care services which work with people with alcohol and drug problems. ❖ reduce the often coexisting complex issues related to harmful alcohol and other drug use ❖ increase the number of people leaving services with outcomes achieved, increased recovery capital and connected to aftercare and community. 	<ul style="list-style-type: none"> ❖ more children, families and young people are involved by services in decision made about their care and about service design and delivery. ❖ more children, families and young people's services are high quality and evidence-based ❖ improve availability of support to family members who need it ❖ more children, families and young people receive integrated, inclusive, effective services. 	<ul style="list-style-type: none"> ❖ improve treatment in justice settings in line with the appropriate standards and guidelines. ❖ increase use of diversion from prosecution and alternatives to custody wherever appropriate. ❖ increase the number of people who come into contact with justice agencies and receive the right support from the appropriate services and sources ❖ increase the effective and consistent use of justice through care services

Figure 3: Our Outcomes

Our Underpinning Values and Principles

As a partnership we are united by a set of underpinning values and principles which we believe are essential in achieving our strategic vision.

The importance of relationships

We believe that effective relationships, trust and connections underpin everything we do, and without this, the effectiveness of our support and interventions are reduced. At an individual level this relates to the relationship between a staff member and the individual or family they are supporting. At a service level this includes relationships between staff within their own organisation, and between other organisations. At a community level, relationships are essential to ensure individuals feel connected and supported in their community, and our services are truly embedded in the community.

Creating connections and opportunities

As individuals and communities we thrive on feeling connected and valued. We believe that isolation and loneliness can contribute to problematic alcohol or drug use, and also have a negative impact on individual and family recovery. We are committed to further developing opportunities for individuals, families and communities to feel valued and included. We will build on, and expand the range of volunteering, training and social activities available in South Ayrshire and promote inclusion for all.

Transitions and life changes

We recognise that times of transition e.g. moving from hospital or prison to community settings, moving from care or temporary accommodation into your own accommodation, ceasing use of prescribed medication or leaving treatment services, can be challenging and may result in negative life choices or be a trigger for relapse. We will review and further develop pathways across these services and settings to ensure that people are fully supported at times of transition, with additional and flexible support tailored to their needs, and ongoing aftercare which continues to help maintain stability.

Trauma informed approaches

We recognise the significant impact that living through traumatic events, at any stage of your life, can have and the increased risk of poorer health (including problematic substance use), social, education and justice outcomes. While experiencing trauma can increase the risk of poor life outcomes this is not inevitable and we recognise the importance of resilience and adaptation responses, and the strength of protective factors at an individual, family and community level such as positive relationships, social networks and problem-solving skills.

We support the approach that trauma is 'everyone's business' and that our workforce has a role to play in understanding and responding to people affected by trauma. We also recognise the increasing evidence base of the impact of experiencing multiple Adverse Childhood Experiences (ACEs), including increased health-harming behaviours such as problematic alcohol or drug use, offending behaviour, depression and premature death.

We will support a multiagency coordinated approach to ensure the needs of children and adults affected by trauma are recognised, understood and responded to, and we will work together to ensure we are trauma-informed and trauma-sensitive organisations.

Addressing stigma and promoting inclusion

We recognise that individuals and families affected by alcohol or drug use may experience stigma which may have a significant impact on their recovery and integration within their local community. We will work to ensure services, activities and resources promote recovery in a non-stigmatising way, and we will continue to work to increase the knowledge, understanding and context around alcohol and drug use.

Involving individuals, families and communities

We remain committed to ensuring the voices of individuals, families and communities are heard within the development and delivery of our services and support. We will build on our existing engagement mechanisms and to ensure our services and support are coproduced.

Asset based and person-centred approaches

We will ensure our services and activities adopt asset based and person-centred approaches to ensure people are treated with dignity, compassion and respect. By taking this approach, we will support people to increase their knowledge, skills and confidence to effectively manage and make informed choices to move forward with their life.

Human Rights Based Approach

We are committed to ensuring that the humans rights of individuals are at the heart of policies and practice. We will work to ensure that a human rights-based approach is embedded in our service planning and delivery. We are also committed to ensuring independent advocacy-based support is available for individuals and families across South Ayrshire.

Whole family approaches

We believe that a whole family approach can provide practical and therapeutic support for a child, their parent/carer and the extended family. A whole family approach also considers the implications of recovery on the child and recognises the importance of creating space for children to be listened to, which will enable us to understand the changing dynamics associated with parental recovery. We will ensure our services are working within a whole family support approach where the needs of children and young people are considered as part of the parents' recovery journey. Moreover, our services support children and young people to understand the change in relationships during their parents' recovery.

Whole system approaches

We believe that problematic substance use rarely occurs in isolation. To reduce the harm caused by alcohol and drug use and to support people into long term sustained recovery, we need to consider a wider range of fundamental issues such as positive mental health, good quality housing, reducing poverty and tackling inequalities. We are committed to working more effectively together, as part of a whole system approach, to improve outcomes for individuals, families and communities.

Supporting and developing our workforce

Our workforce, volunteers, peers and staff are the backbone of our organisations and we are committed to ensuring individuals are confident, appropriately trained and supported to undertake their role. The wellbeing and resilience of our workforce are of paramount importance and we will work together to ensure appropriate support is available. We believe that leadership takes place at all levels and we will support our workforce to take on leadership roles and develop innovative approaches to delivering effective services.

Continuous improvement

As a partnership we are committed to ensuring our services are high quality, accessible and flexible to individuals' needs. We are committed to self-evaluation and ongoing service improvements and will further develop our processes to support these activities. We will ensure our services are delivered in line with the [Quality Principles: Standard Expectations of Care and Support in Alcohol and Drug Services](#) and the emerging national [Medication Assisted Treatment Standards](#) and access to alcohol treatment and support guidelines.

Communication

We recognise that communication and information sharing are essential for everything we do and we will work to ensure appropriate information sharing arrangements are in place across our partnership. We are also committed to providing resources which provide accurate and clear information, and deliver key messages which support our strategic vision. We will further develop our use of web and social media platforms to provide information in easily accessible formats.

Our Strategic Priorities

Embracing Prevention and Early Intervention

As a partnership we recognise the importance of prevention and early intervention approaches in improving opportunities and life chances for everyone in South Ayrshire. We believe that our prevention and early intervention approaches should be embedded across the life course, from pre-birth and parenting support to ensure our youngest children achieve their developmental milestones, to supporting our older population who may be socially isolated and turn to substances as coping mechanisms.

We believe that behaviours are shaped by social norms in families, communities, social networks and society more generally. These in turn are shaped by the social, economic and cultural environments in which people live. Positively influencing social norms makes it easier for individuals to change their behaviour.

We recognise the negative impact of the availability of alcohol and drugs (both legal and illegal) can have on a community, and that substance use can affect anyone, cutting across our least and most deprived communities. We continue to see the significant strength of inclusion and participation, and how feeling valued and connected to your community can have a positive impact on individuals, families and communities. We are committed to working together to reduce the gap in outcomes for individuals living in the most and least deprived areas, and ensure our communities are safe, inclusive and promote positive health and wellbeing.

By working together, we will:

- ❖ continue to promote the 'No Alcohol, No Risk' message to women of childbearing age, partners and families, and embed the FASD awareness raising, training and activities.
- ❖ continue to support the Count 14 campaign through the distribution of resources and social media activities.
- ❖ raise awareness of the link between Adverse Childhood Experiences (ACEs) and young people's development and behaviours, and how ACEs may impact those we support.
- ❖ support the implementation of the new national programme of alcohol and drug education in schools and the provision of education based resources in non-traditional settings.
- ❖ develop innovative approaches of engaging and supporting individuals drinking at harmful and hazardous levels who are attending GP surgeries and acute services.
- ❖ continue to deliver Alcohol Brief Interventions in priority settings and further expand into non-priority settings.
- ❖ consider the [Scottish Drug Deaths Taskforce Stigma Strategy](#) and develop plans to address stigma surrounding alcohol and drugs, ensuring the appropriate use of language.
- ❖ support the delivery of blood borne virus, sexual health, Tuberculosis and tobacco agendas through prevention, testing and cessation programmes.
- ❖ engage with Licensing Forums, local partners and Licensing Boards to consider alcohol related harm data, marketing and the availability of alcohol.
- ❖ increase access to information on services, support and recovery activities through web based and social media platforms.
- ❖ promote inclusion for everyone, including supporting the development of safe, alcohol free community spaces.

Embedding Recovery Orientated Systems of Care

We believe that everyone can recover from problematic alcohol or drug use with support, opportunities and connections. We recognise the strength of structure, inclusion and integration for an individual's recovery and are committed to supporting the development of a wider range of self-management, training and volunteering opportunities. We recognise and value the role of individuals with lived experience supporting others on their recovery journey and being part of our workforce.

We will continue to work together to develop and embed our Recovery Orientated System of Care (ROSC) model across all services and local communities where:

- ❖ recovery is possible and at the centre of all services we provide
- ❖ people will own their recovery and staff will support their recovery journey
- ❖ recovery support focuses on individuals strengths and assets
- ❖ volunteering, training and development opportunities are available to support individual recovery journeys
- ❖ people in recovery support others along their path to recovery
- ❖ family members will support each other in their recovery journey
- ❖ individuals and families in recovery are integrated in their local community
- ❖ people in recovery support their communities
- ❖ communities will support their members through recovery
- ❖ individuals with lived or living experience have a key role in planning and development of services and support.

By working together, we will:

- ❖ ensure individuals with lived or living experience are involved in the review and development of our services and support.
- ❖ embed the human rights based approach across our services and increase advocacy based training and support.
- ❖ regularly review our surveillance and needs analysis information, including referral and eligibility criteria, to ensure we take an intelligence-led approach to our service delivery.
- ❖ further develop our evaluation and self-assessment processes to ensure our services offer high quality care in line with the [Quality Principles: Standard Expectations of Care and Support in Alcohol and Drug Services](#).
- ❖ implement the Drug and Alcohol Information System (DAISy) and the Recovery Outcomes (RO) tool across our alcohol and drug services.
- ❖ embed [The Delivery of Psychological Interventions in Substance Misuse Services in Scotland](#) report across our local services.
- ❖ provide training and development opportunities to support our workforce to feel confident to 'ask the question', and have the knowledge and skills to meet the needs of individuals and families affected by trauma.
- ❖ work together to deliver briefing sessions to increase understanding of trauma, its impact and protective factors across the wider workforce and local community.
- ❖ develop approaches to ensure people receive intensive support at time of transition e.g. leaving hospital, ensuring ongoing support is tailored to need.

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- ❖ review our current processes and practice to ensure the care and support needs of vulnerable adults and adults at risk of harm are assessed and met.
 - ❖ review protocols and joint working between mental health and alcohol and drug services to support access and outcomes for people who experience mental health, alcohol and / or drug problems.
 - ❖ enhance partnership working between statutory and third sector services to ensure transitions between services are streamlined and individuals feel supported e.g. joint reviews and relationship building prior to transfer.
 - ❖ strengthen our joint working with housing and homelessness services.
 - ❖ explore opportunities for our services and peer approaches to become integrated with the emerging primary care multidisciplinary teams.
 - ❖ further develop and expand group work activities, including peer led, self-management and topic specific groups, tailored to local need.
 - ❖ support the ongoing development of recovery communities, including online options, and evening and weekend activities to ensure there are no barriers to accessing recovery activities across South Ayrshire including those not easily able to access major towns.
 - ❖ expand the range of education, volunteering, training and work experience opportunities available to support people in their recovery journey.
 - ❖ support services to embed peer-based approaches in their workforce.
 - ❖ develop a comprehensive workforce development plan for volunteers, peers and our workforce, which considers individual well-being and resilience, offers peer support, training and development opportunities.

As a partnership we recognise the significant harm which can result from dependent substance use, including the increased risk of an alcohol or drug related death. We have also seen an increase in drug related deaths, often older people who have experienced complex physical and mental health, and social harms, related to their substance use.

We will review the [Scottish Drug Deaths Taskforce Six Evidence Based Strategies](#) to reduce drug related deaths and implement improvement actions. We will work together to develop innovative, flexible and assertive outreach approaches to engage with individuals most at risk and provide support tailored to their needs.

By working together, we will:

- ❖ review all suspected drug related deaths and implement key learning across our services to support those most at risk.
- ❖ review the Alcohol Deaths Review Guidance from Alcohol Focus Scotland and consider local improvement actions to reduce alcohol related deaths.
- ❖ develop innovative approaches to engage those at risk of an alcohol or drug related death in services and support, including individuals experiencing a non-fatal overdose.
- ❖ further develop the provision of injecting equipment provision, naloxone and related advice and support.
- ❖ review and embed the emerging [Medication-Assisted Treatment Standards](#).

Getting It Right for Children, Young People and Families

As a partnership we recognise the impact substance use can have on children, young people, families and carers, and the significant number of child protection cases related to substance use. We will work with the Child Protection Committee to ensure our services identify and respond to children, including unborn babies, who are at risk of harm due to parental or carers' substance use.

We also recognise the positive benefit children, families and carers can have on an individual's recovery journey. We believe that adopting a whole family approach can provide practical and therapeutic support for a child, their parent/carer and the extended family. This approach also considers the implications of recovery on the child and recognises the importance of creating space for the child to be listened to, to enable us to understand the changing dynamics associated with parental recovery.

As a partnership we recognise the impact of substance use on young people, including young people with emerging substance use problems. We recognise that periods of transition or life changes can be particularly challenging and we will work to ensure young people affected by substance use are fully supported during these times.

We are committed to further developing early intervention approaches to identify young people affected by substance use and ensuring appropriate support is provided. We believe that positive roles models, structure, inclusion and opportunities can empower our young people to identify their interests and passions, and achieve their full potential.

By working together, we will:

- ❖ create ongoing opportunities to listen to children, young people and families to increase our understanding of the types of support and opportunities they would find helpful, informing the development of our services and activities.
- ❖ ensure our services adopt early intervention approaches, identifying individuals at risk of someone else's substance use and providing tailored support to meet their needs.
- ❖ ensure our services provide tailored support for parents, particularly at times of transition, and support them to develop life skills to become confident parents.
- ❖ develop a whole family support approach where the needs of children and young people are considered as part of the parents' recovery journey, and our services support children and young people to understand the change in relationships during their parents' recovery.
- ❖ develop education materials aimed at raising awareness of the impact of substance use on families, and dispel myths and tackle stigma which may hinder individuals and families approaching services for support.
- ❖ ensure our services and activities are designed to support the needs of young people with emerging alcohol or drug issues, including volunteering and training opportunities, positive role models and peer-based approaches.
- ❖ further develop alcohol free family focused activities across our recovery communities, promoting family inclusion.
- ❖ ensure our services create supportive and nurturing environments and our staff are aware of the importance of language to ensure we foster compassionate conversations.

Taking A Public Health Approach to Justice

As a partnership we recognise the relationship between alcohol and drug use, and involvement with the justice system. We also recognise that living through traumatic events, at any stage of your life, can lead to the increased risk of poorer health, social, education and justice outcomes.

While alcohol or drug use, and experiencing trauma can increase the risk of poor life outcomes we believe this is not inevitable, people can and do recover. We recognise the importance of resilience and adaptation responses, and the strength of protective factors at an individual, family and community level such as positive relationships, social networks and problem-solving skills.

We will work with our partners, including Community Justice Ayrshire, to create opportunities to divert people, affected by alcohol or drug use, away from the justice system and into community-based supports. Where people become involved in justice settings we will work to ensure they are fully supported, at all stages of the community justice pathway, including police custody and prison settings, and when returning to the local community.

By working together, we will:

- ❖ increase our understanding of the number of people involved in justice services who are affected by alcohol or drug use.
- ❖ increase our understanding of the support needs for individuals leaving custody and returning to the local community.
- ❖ develop innovative ways of providing support for individuals in prison settings, including individuals on remand, and strengthen throughcare support for individuals returning to the community.
- ❖ further develop peer led recovery focused activities in HMP Kilmarnock.
- ❖ undertake a peer-led police custody referral pilot aimed at increasing engagement with vulnerable individuals affected by alcohol or drugs.
- ❖ support the development of diversionary activities to reduce to number of young people, affected by alcohol or drugs, entering the justice system.
- ❖ support the ongoing development of the justice service user involvement group, offering peer led support groups and informal health promoting social / personal development opportunities.
- ❖ raise awareness, and take-up of benefit entitlements, promote financial inclusion and the appropriate disclosure of convictions to employers.
- ❖ support local organisations to develop inclusive recruitment policies and provide employment opportunities for individuals who may have criminal convictions and/or are in recovery, promoting inclusion for all.

Implementing Our Strategy

We will review our ADP structure (Figure 4), including the role, remit and membership of all groups, to ensure the right partners are involved in driving forward our strategic priorities.

We are committed to ensuring the voice of individuals, families and the communities continue to influence our activities and will work to ensure the appropriate mechanisms are in place to enable this, including representation across our ADP structure.

Implementation Plans will be developed for each of our strategic priorities outlining key actions, leads and timescales. Each ADP Sub Group will report to the ADP on progress on a 6-monthly basis.

Our Implementation Plans will be reviewed on an annual basis to ensure that the actions continue to meet the needs of the local community and priorities set out within this strategy.

Commissioning Our Services

We will develop a comprehensive Commissioning Plan which sets out the arrangements for the provision of services and support to meet our strategic priorities. We will continue to monitor and evaluate our services, and review needs analysis information, to ensure we take an intelligence-led approach and our services continue to meet local need.

Measuring Our Progress

We will develop a Performance Management Framework, linked to the [Monitoring and Evaluation Framework for Rights, Respect and Recovery, 2020](#), and our implementation plans, to ensure progress towards our outcomes and priorities can be demonstrated to people accessing our services, our partners and the wider community.

Our performance framework will include a combination of service and strategic performance indicators to ensure we can evidence our services are high quality and supporting individuals in their recovery, and our activities are contributing to the delivery of our outcomes.

We will also further develop and embed our consultation and evaluation processes to gather feedback from individuals, families and communities on the impact of our strategy.

We recognise that the achievement of our outcomes will result from the contribution of all areas within the strategy in addition to external factors which may lay out with our control.

Governance and Accountability Arrangements

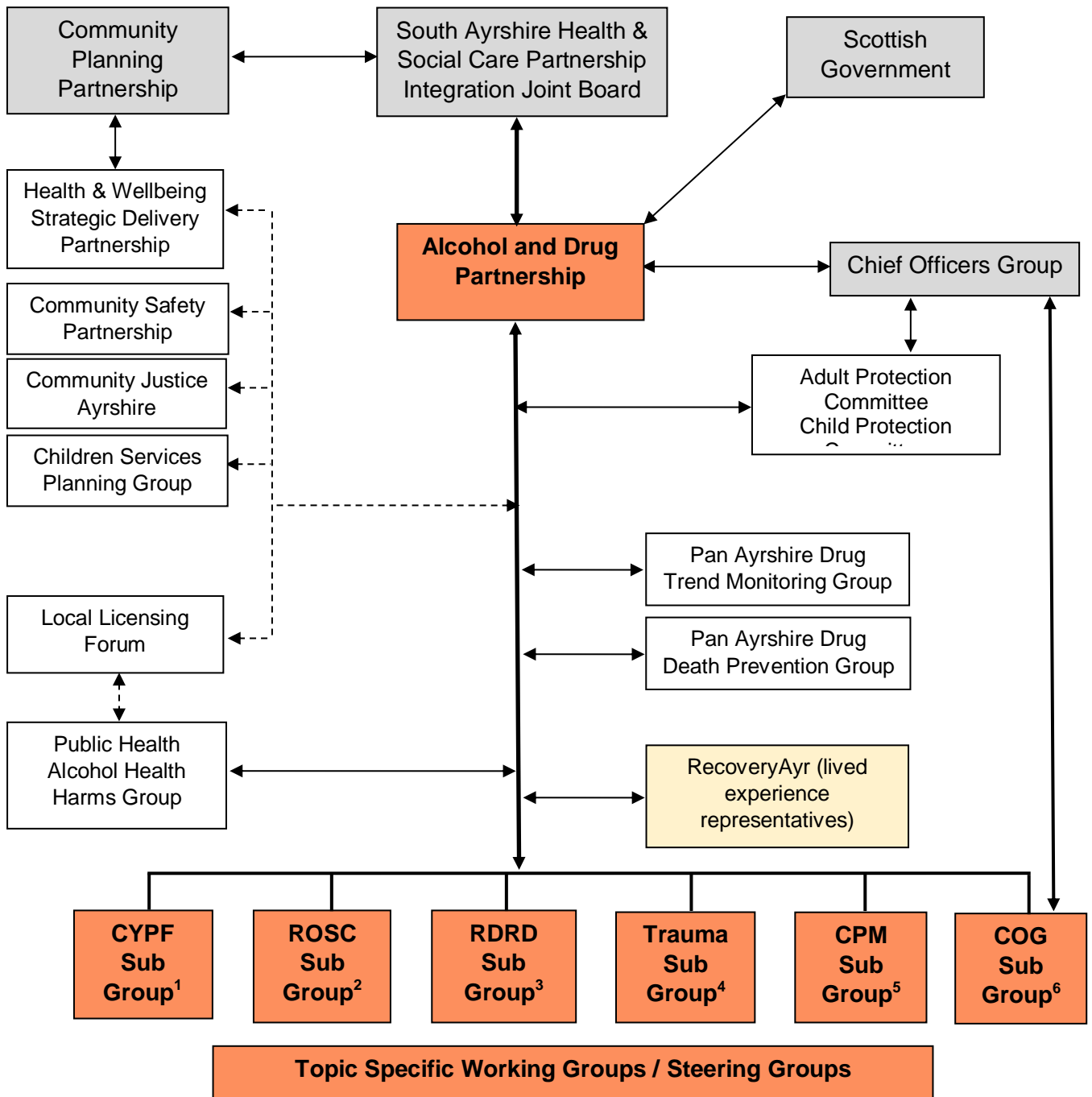
The ADP will report to the Health & Social Care Partnership Integration Joint Board, and provides updates on progress to the Chief Officers Group and Community Planning Partnership (Figure 4).

We will produce annual reports detailing our progress in delivering our strategic priorities. Our annual reports will be reported to the Integrated Joint Board and Scottish Government, and published on our [website](#).

Equalities Impact Assessment

An Equalities Impact Assessment of our strategy has been undertaken and is available on our [website](#).

ADP Structure



— Direct links and/or reporting
 - - - - Links between groups

- 1 Children, Young People & Families
- 2 Recovery Orientated System of Care Sub Group
- 3 Reducing Drug Related Deaths Sub Group
- 4 Trauma Informed Services Sub Group
- 5 Commissioning & Performance Management Sub Group
- 6 Chief Officers Group – ADP Governance Sub Group

Figure 4: ADP Governance and Sub Group Structure