

**REPORT TO:** CITY GOVERNANCE COMMITTEE - 19<sup>TH</sup> AUGUST 2024  
**REPORT ON:** REDUCING HARM FROM DRUG AND ALCOHOL USE – UPDATE REPORT  
**REPORT BY:** INDEPENDENT CHAIR, DUNDEE DRUG AND ALCOHOL PARTNERSHIP  
**REPORT NO:** 229-2024

**1.0 PURPOSE OF REPORT**

To provide the City Governance Committee with a summary overview of progress made during the first year of the Dundee Alcohol and Drug Partnership’s Strategic Framework 2023-2028 and inform them of priorities for the second year of delivery.

**2.0 RECOMMENDATIONS**

It is recommended that the Committee:

- 2.1 Note the content of this report and the progress toward implementation of the Dundee Alcohol and Drug Partnership’s (ADP) delivery plan (section 4.2) and the draft ADP annual report (attached as appendix 1 to this report).
- 2.2 Note the priority areas for year two of delivery (2024/25) identified by the ADP and approved by the Chief Officers Group (section 4.3).
- 2.3 Note the ADP’s Delivery Plan will be submitted to the IJB on 21st August for approval.

**3.0 FINANCIAL IMPLICATIONS**

- 3.1 Delegated resources to the Dundee Integration Joint Board (IJB) provide funding for statutory and commissioned drug and alcohol services. These resources are managed within the overall Dundee IJB Financial position. Additional funding is allocated annually from the Scottish Government to manage developments to support national drug and alcohol priorities. The specific utilisation of these funds is managed via Dundee Alcohol and Drug Partnership to meet local priorities within these national guidelines.
- 3.2 The value of additional Scottish Government allocation funding for drug and alcohol services in Dundee is approximately £2.4m in 2024/25. The totality of this funding will be used to support the implementation of the delivery plan with direction of spend provided through the publication of the Alcohol and Drug Partnership’s Strategic Framework.

**4.0 MAIN TEXT**

**4.1 BACKGROUND**

- 4.1.1 The Alcohol and Drug Partnership’s (ADP) strategic framework and delivery plan were published in January 2023 and sets out the vision that *“People in Dundee thrive within safe, nurturing and inclusive communities, supported by accessible and effective alcohol and drug services that focus on prevention, protection, harm-reduction, resilience and recovery.”* This vision is underpinned by 5 key priorities:
  - Reducing significant harms linked to drug and alcohol use by delivering the right care in the right place at the right time.
  - Reducing the enduring impact of drug and alcohol use through an increased focus on prevention.

- Empowering people with lived experience to participate in and influence decision-making, commissioning, planning and improvement.
- Promoting cultures of kindness, compassion and hope, tackling stigma and discrimination and embedding trauma-informed approaches.
- Ensuring appropriate and effective governance arrangements and strengthening communications with stakeholders.

The whole framework is underpinned by a statement of values informing the work of the ADP at every stage as they move forward with implementation: human rights; person-centred; trauma-informed; gendered-based; kindness and compassion; innovation; collaboration; transparency and evidence-based.






4.1.2 The work of the ADP continues to be informed by the wider planning context that recognises poverty, deprivation, the range of trauma and adversities present across the population that contribute to high levels of drug and alcohol related harm. The implementation of the delivery plan reflects the high priority given by all local partner agencies to tackling harm caused by drugs and alcohol and recognise the need to continue to work at pace to improve responses to people currently affected alongside preventing future harm. Significant progress has been made during the first year of the strategic framework (2023/24) towards achieving the 5 key priorities, key achievements are summarised in section 4.2 of this report.

## 4.2 YEAR ONE – PROGRESS AND KEY ACHIEVEMENTS

4.2.1 The implementation of the national Medication Assisted Treatment (MAT) Standards has been a key aspect of the work of all ADPs across Scotland during 2023/24. The national 2024 benchmarking report on MAT implementation was published on 9 July 2024 (see [MAT Benchmarking 2024](#) for full report). The 2024 report demonstrated considerable progress made in Dundee:

Table 1: MAT Standards Benchmarking by Reporting Year - Dundee

	MAT 1	MAT 2	MAT 3	MAT 4	MAT 5	MAT 6	MAT 6 & 10	MAT 7	MAT 8	MAT 9	MAT 10
2022	Red	Provisional Amber	Provisional Amber	Provisional Amber	Provisional Amber	N/A	N/A	N/A	N/A	N/A	N/A
2023	Amber	Provisional Green	Provisional Green	Provisional Green	Provisional Green	Amber	N/A	Provisional Amber	Provisional Amber	Amber	Provisional Amber
2024	Green	Green	Green	Green	Green	N/A	Green	Green	Green	Green	N/A

	Red	2022	MAT 6 to MAT 10 were not assessed
	Provisional Amber	2023	MAT 6 and MAT 10 were assessed separately
	Amber	2024	MAT 6 and MAT 10 were assessed jointly
	Provisional Green		
	Green		

Except for two ADP areas (Dumfries & Galloway and Greater Glasgow) these are the highest scores achieved at this at this stage. Dundee’s results demonstrate year-on-year improvement and consistency in standards of care across the city. This reflects the innovation, hard work, dedication and development of good practice by frontline staff; the ADP is currently planning an event to acknowledge their contribution to this area of work.

4.2.2 It is now the case that individuals in Dundee have fast access to treatment, a choice of medication prescribed to them and wraparound supports and are supported to remain in treatment for as long as required. Those who have experienced a non-fatal overdose are quickly identified and supported to access treatment. Individuals can opt out to be supported by the new shared-care arrangements with Primary Care and everyone can access the support of independent advocators at any stage of their recovery journey. Harm reduction support and

equipment is available at any stage for those accessing MAT. Of particular note, during 2023/24 Dundee achieved:

- 0 days from date of engagement with services to date of first MAT assessment.
- 75% of those people experiencing a high-risk event were contacted within 24 hours.
- 97.3% of the individual caseloads in Dundee were retained in treatment for six months or more.
- During 2023-24 18 people from Dundee accessed residential rehab establishments. This has included more women accessing residential rehabilitation than ever before, and almost all people embarking on residential support completing their full treatment.
- Increased participation of GP Practices in Shared Care and increased uptake by individuals, supported by input from Third Sector keyworkers, DDARS staff, Community Pharmacy and Dundee Independent Advocacy Service (DIAS). During 2023/24 there were 18 people referred for keyworker support under the Shared Care arrangements (of whom 3 did not engage)

At a national level experiential feedback indicates that most people felt they were treated with dignity and respect while accessing services. However, most people also felt they were not offered trauma-informed care and that buildings and spaces were not trauma informed. In Dundee the ADP has allocated funding to local organisations to develop trauma-informed spaces and the Trauma Steering Group are continuing to lead multi-agency work to develop both trauma informed leadership and practice. There has also been significant improvement, via the establishment of Dundee Women's Hub, in providing safe and supportive services to women.

#### 4.2.3 Looking beyond the implementation of the MAT Standards, other notable developments in drug and alcohol services during 2023/24 included:

- Dundee's Recovery Network was established, the Lived Experience Framework developed, and a robust system for gathering evidence from those receiving MAT established.
- Collaborative work with Scottish Drugs Forum is ensuring dedicated support is available for those in recovery to gain employability skills, qualifications and employment.
- Independent Advocacy (IA) is available to all individuals accessing specialist substance use services. Individuals with living experience report that this support has been key to help them remain in services and have access to all the support they need.
- Long-term funding for assertive outreach has been allocated to Positive Steps, this includes joint work with DDARS to support individuals in crisis to access treatment services.
- A Non-Opioid Pathway is being developed and implemented, led by third sector organisations.
- Hope Point has opened and accommodates the delivery of a range of services, including a joint approach to substance use and mental health. The Hub also offers out of hours support. The Multi-Agency Consultation Hub (MACH) has been set up to facilitate joint decision-making and supporting individuals affected by substance use and mental health.
- Dundee had continued to develop the Whole Family Approach through a joint project with Scottish Families focusing on a sustained development of a family-focused

approach. Dedicated support continued, to both statutory and third sector organisations, for Kinship Families, including specific support around bereavement.

- The 'decentralised fund' was allocated for the second year and continues to support all the Local Community planning Partnership to work in partnership with local services to tackle stigma and ensure individuals feel welcomed by communities. A co-ordinator was appointed to lead the 'Year of Kindness' project, starting April 2024.
- The Planet Youth project was progressed, with 2 staff members appointed to support it and more secondary schools joining the project.
- Work has continued, led by Hillcrest Futures, to develop a drug checking service. The service will be offered as part of Hillcrest's existing harm reduction services, with people submitting a sample of a substance to get an analysis of the types of drugs contained in it. Pending Home-Office license it is anticipated this service will be available in a few months.

4.2.4 In addition to developments within services, the ADP has also undertaken a range of activities to further strengthen their governance arrangements. This has included: publishing its first Investment and Commissioning Plan (see: [ADP Investment and Commissioning Plan 23.pdf \(dundeeadp.co.uk\)](#)); launching the ADP website (see [dundeeadp.co.uk](#)); and, developing a performance framework (currently being prepared for publication). Dundee Chief Officers Group recently appointed Pam Dudek (OBE) as the new Independent Chair of the ADP, with Dr Emma Fletcher (Director of Public Health) taking up the position of Vice-Chair until the end of 2024.

4.2.5 Throughout 2023/24 the ADP has worked with partners to resolve a number of challenges that have arisen to progressing the priorities within the strategic framework. The operation of the ADP's strategic risk register is increasingly effective in supporting members to identify and manage risks to delivery at an earlier stage. Examples of challenges addressed during the year include:

- A short life group was established in response to reports of increased ketamine related harm in local areas. Through the group, there has been awareness raising amongst Primary Care colleagues, and opportunities for additional training of relevant staff and improving young people's awareness of ketamine related risks are being explored.
- There have been some delays to the planned review of the alcohol pathway, however a dedicated member of staff is now in place and is progressing this as part of the wider programme of work on the non-opioids pathway.
- Due to significant challenges relating to property portfolios across partner organisations and the availability of capital funding, Constitution House remains as a site for service delivery. However, significant progress has been made in ensuring that DDARS service are delivered from 10 alternative sites, including Hillbank, Wishart Centre, the Women's Hub and Lochee.
- Sustainability of funding remains a strategic risk for the ADP, with some key areas of service delivery being funded from non-recurring budgets (including those that support elements of MAT). The ADPs Commissioning Group is providing a strong leadership role in terms of oversight and effective management of ADP financial allocations in this challenging context.
- Throughout 2023/24 Dundee waiting times performance has been in compliance with national standards. However, during the first quarter of 2024/25 this has changed, with Dundee experiencing a small (but potentially growing) number of longer waits, all of which have been for individuals presenting to alcohol services. This will continue to be closely monitored during 2024/25 (including via regular Drug and Alcohol Service performance reports to the Performance and Audit Committee), with a range of

mitigating actions already being progressed and an enhanced focus on alcohol with the Year 2 Delivery Plan (see section 4.3).

### **4.3 YEAR TWO COMMITMENTS**

4.3.1 The ADP has recently undertaken a comprehensive review of progress achieved against their Year 1 Delivery Plan and has subsequently developed a revised Year 2 Delivery Plan. This plan was approved by the Dundee Chief Officers Group in June 2024, and will guide the work of the ADP throughout 2024/25. As well as continuing to progress several areas where progress has been made during 2023/24 into the next stage of delivery, year two will include a focus on evidencing the impact of MAT standard implementation on people who have drug and alcohol related needs, priority areas from the Scottish Government's National Mission (e.g. access to residential rehabilitation, near-fatal overdose response and assertive outreach). The ADP has also committed to ensuring that during year two there is an increased focus on responding to alcohol harms, and on shifting the balance towards prevention approaches. Other areas of priority within the Year 2 Delivery Plan are:

- Gendered and whole-family approaches are now recognised as two additional underpinning principles that must be considered across all action commitments.
- A focus on responding to ongoing and historical trauma, with targeted and specific actions around trauma work delivered as part of a broader Protecting People approach.
- Additional actions to prevent drug deaths agreed following the publication of the Tayside drug deaths annual report and the multi-agency event to discuss this report.

4.3.2 The delivery landscape for year two will be challenging, with high levels of need and demand across the local population and public sector finance and workforce pressures. The ADP recognises the significant resource that will be required to sustain MAT Standard implementation. In key areas of service provision, including Independent Advocacy and support to develop residential rehabilitation pathways, short-term funding risks will require to be addressed via the Commissioning Group. Although progress is being made, shifting focus and resources to prevention projects remains a challenge, especially in the context of current pressures on frontline treatment and care services. There is also the need for the ADP to develop more effective approaches to monitoring outcomes for people that are achieved over longer period of time as they more through their recovery journey.

4.3.3 Given the progress already made with the implementation of commitments within year one of the delivery plan, and Dundee's success at complying with national expectations for improvement, moving forward the Dundee Chief Officers Group will continue to be the primary site for monitoring progress with the ADP delivery plan. The IJB will continue to receive supports specific to delegated drug and alcohol services where appropriate, including the six-monthly report to their Performance and Audit Committee on service performance (next report to be submitted in September 2024).

### **5.0 POLICY IMPLICATIONS**

5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

5.2 As described at section 4.1.2, please note that the strategic framework and delivery plan were subject to a full Integrated Impact Assessment at the point of consideration and approval by the Chief Officers Group.

## **6.0 CONSULTATIONS**

Members of the Dundee Partnership, members of the Chief Officers (Public Protection) Strategic Group (COG), members of the Alcohol and Drug Partnership, Dundee City Council Leadership Team, the Acting Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk and Standards Officer have been consulted in the preparation of this report.

## **7.0 BACKGROUND PAPERS**

None.

DATE: 30 July 2024

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Partnership