

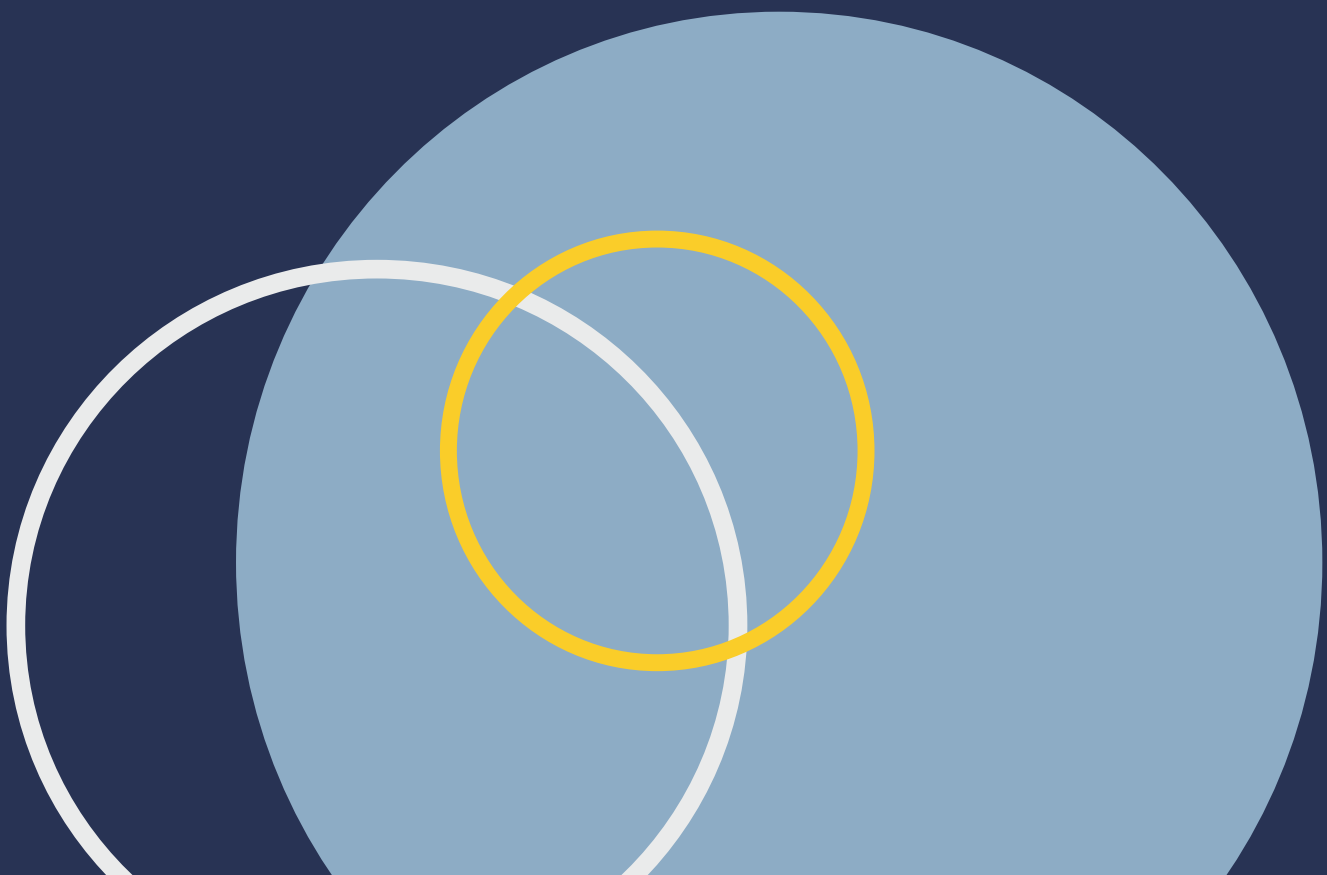


# Investment and Commissioning Plan 2023-2025

Dundee Alcohol and Drug  
Partnership (ADP)

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# 1. Introduction

This plan has been written to support the implementation of the Dundee ADP Strategic Framework 2023-28. It sets how much money is available to the ADP to invest in drug and alcohol service and supports. In the plan, this money is sometimes referred to as 'funding'. This plan also describes how the ADP plans to spend this money over the next two years, and why it has made these decisions. It is anticipated that there won't be enough money available to do everything that is needed. The plan describes the limits of the funding available to the ADP to fully implement the priorities in the Strategic Framework and states what the ADP plan to about the gaps in funding. Where it is relevant, the document also explains the rules for spending the different funding the ADP has available (for example, sometimes funding can only be spent on specific types of services).

## 1.2 Background

The ADP is responsible for providing some of the funding for support services for individuals and families affected by drug and alcohol use. The ADP want to make sure that the citizens of Dundee have information about the amount of money that is available to support drug and alcohol services, where this money is spent, for what reasons, and what the gaps in funding are.

Some of the funding available for drug and alcohol services comes directly from the Scottish Government to the ADP. Some funding is given to the ADP from Dundee City Council and there is also funding that is given by other national bodies (for example, charitable trusts). The ADP has appointed a Commissioning Group to be responsible for making plans to spend the money that is available and to check what is achieved with the money that the ADP provides to services to support individuals and families.

### **Broader support**

Individuals and families that are affected by drug and alcohol use, are often also affected by other issues, such as poor general physical and mental health, employability issues, housing and homelessness, and financial issues. Often, people receive support from different services and organisations. The information in this plan is about the funding for the specific services and support individuals receive to help with their drugs and alcohol use. It does not include information on the money available to the wider services that might also support people who use drugs and alcohol. For example, in this plan we include information on the money invested in treatment and support to help people be safer and recover from substance use. But we do not include information on the support they receive from housing and benefits.

The amount of money given to the ADP changes each year and this document will be reviewed and updated each year.

## 1.3 National Priorities We Are Working With

Each year, the Scottish Government provides ADPs across Scotland with money to fund services and help improve the lives of people. The Scottish Government expects local areas to spend this money on specific projects, and just now, these projects include:

- the implementation of Medication Assisted Treatment (MAT) standards, to make sure people can get all the services and support they need quickly;
- a focus on lived experience - the views and experiences of those who are affected by drugs and alcohol and use services;
- a Whole Family Approach - making sure we consider the needs of both children and parents together;
- tackling stigma - to make sure everyone is treated with respect and dignity;
- making sure that there is support for individuals who find themselves in a crisis situation, such as a non-fatal overdose; and
- helping people to overcome trauma they have experienced over their lives.

## 1.4 Change Already made in Dundee

In Dundee the ADP has been supporting organisations to improve services, which has resulted in:

- direct access clinics - so that people can turn up and receive treatment immediately;
- fast response to non-fatal overdoses, with workers linking quickly with all the identified individuals who have had a non-fatal overdose;
- more placements for residential rehabilitation support;
- more people have the option of being supported by a GP and through a GP practice;
- specific support for grandparents and other family members looking after children;
- we listen to the individuals and families affected by drugs and alcohol;
- we have specific support for women who use drugs and alcohol; and
- we work with local communities around stigma.

## 1.5 Future Financial Risk

At the moment, because there is less money available for public sector services, the ADP (together with most other public sector bodies) is less certain of the amount of money it will receive each year. This makes it more difficult to plan for the longer-term.

## 2. Dundee ADP Commissioning Intentions

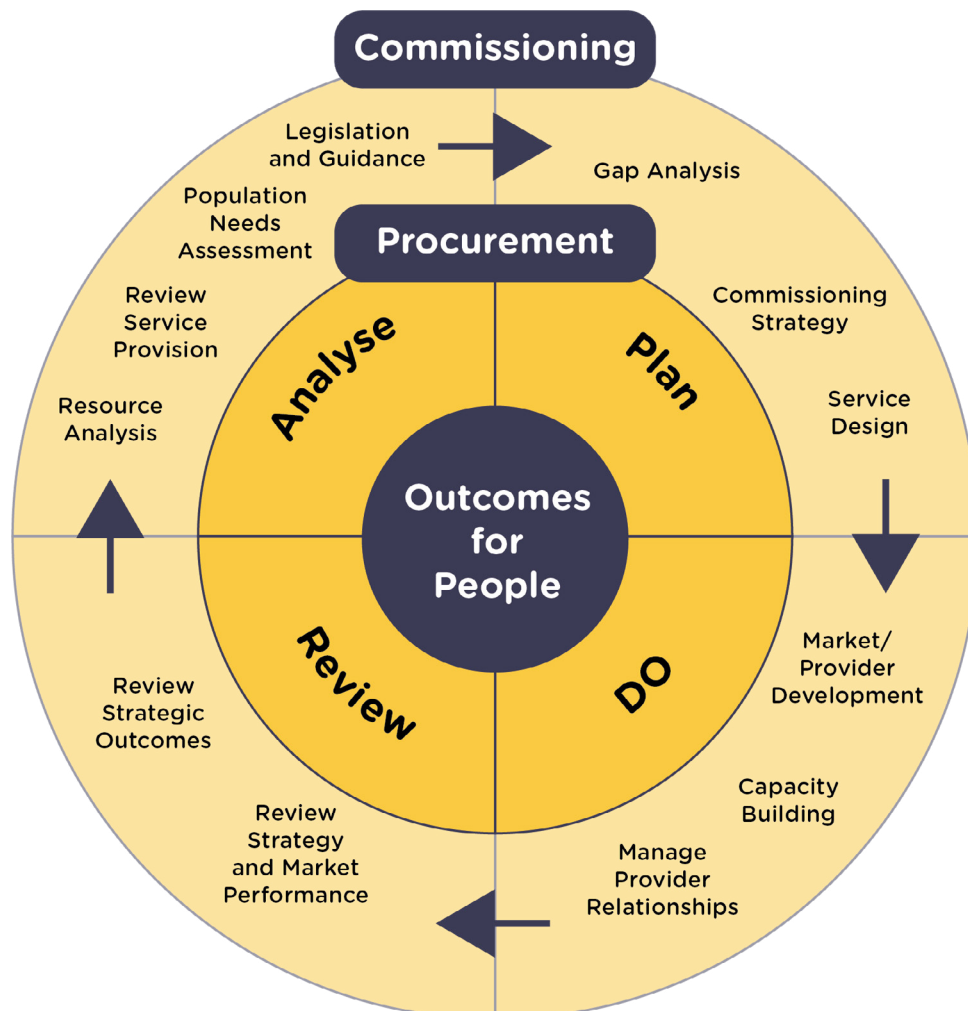
The aim of this section is to explain the ADP's intentions and approach to commissioning.

**Commissioning** is a process used by health and care services to plan ahead the services they need to provide, taking to account the needs of the population and the funding available to them. Some of the services public bodies provide directly, and other services they procure from the third sector.

The Independent Review of Adult Social Care in Scotland (the Feeley Report, published February 2021) includes a significant focus on '**commissioning for the public good**', to ensure local areas develop a fairer, rights based, improved social care support system with a focus on quality, outcomes, participation and collaboration. The commissioning process should shift from price competition to a collaborative, participative approach that encourages innovation and better engagement of people with lived experience.

**The following model supports the ADP's intentions and approach to strategic commissioning:**

**Diagram 1: The Commissioning Cycle**







The ADP have adopted a strategic commissioning approach in order to:

- Analyse and understand the needs of our communities, so that we can shape the key strategic priorities that we are committed to deliver against;
- Plan, design and deliver appropriate services to meet the needs of our communities and make the best use of the money (and other resources) we have available;
- Do - funding appropriate services and support, partnership working, collaboration/ creative and innovative approaches;
- Review - check, through quality assurance and service monitoring, that services are meeting needs, including listening to lived experience involvement and feedback.

The ADP will work with services who receive funding through the ADP to adjust contracts to meet changing needs and address any gaps in services that are found. The ADP are aware that public sector organisations who provide drug and alcohol services and supports must adapt and change to meet needs. The ADP is committed to developing a similar process to support the Analyse, Plan, Do, Review process with relevant supports in the Public Sector.

## 2.1 Market Facilitation Approach

The Dundee ADP intends to follow a Market Facilitation Approach with respect to some of its commissioning. Market facilitation is an approach where commissioners (in this case the ADP) work closely with service-providers to ensure the availability of choice delivered through a range of providers. Market Facilitation is an approach that encourages commissioners to work closely in partnership and supportive environment with the providers of services. In future the ADP will provide information about the specific projects where a Market Facilitation approach will be followed.

## 2.2 Statement of Commissioning Intent

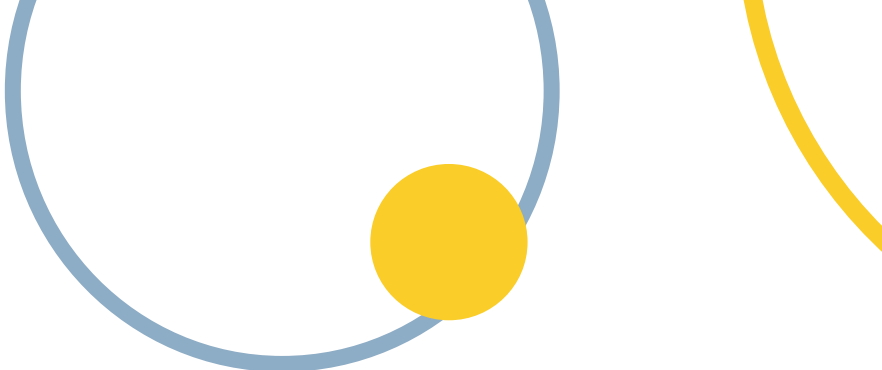
During 2022, as part of the process of developing the ADP Strategic Framework and Delivery Plan, the ADP held consultations on the key priorities for individuals and families affected by substance use in Dundee. These priorities are outlined within the **ADP's Strategic Framework (section 2) and Delivery Plan**. The ADP's commissioning processes will focus on these priorities.

During the current financial year (April 2023 - end March 24) additional information is being shared by the Scottish Government about specific funding allocations to Dundee ADP and the national priorities this money is expected to be used for. This information will directly impact the ADP's commissioning decisions during this financial year (2023-24) and future financial years.

The ADP has created a Commissioning Group (CG) which includes people who have financial responsibilities in their own organisations. The CG is a subgroup of the ADP and is responsible for making recommendations about where funding should be allocated. The ADP CG is committed to working closely with all current and potential service providers to help them plan and shape their organisations / services to be able to respond to commissioning priorities more effectively.

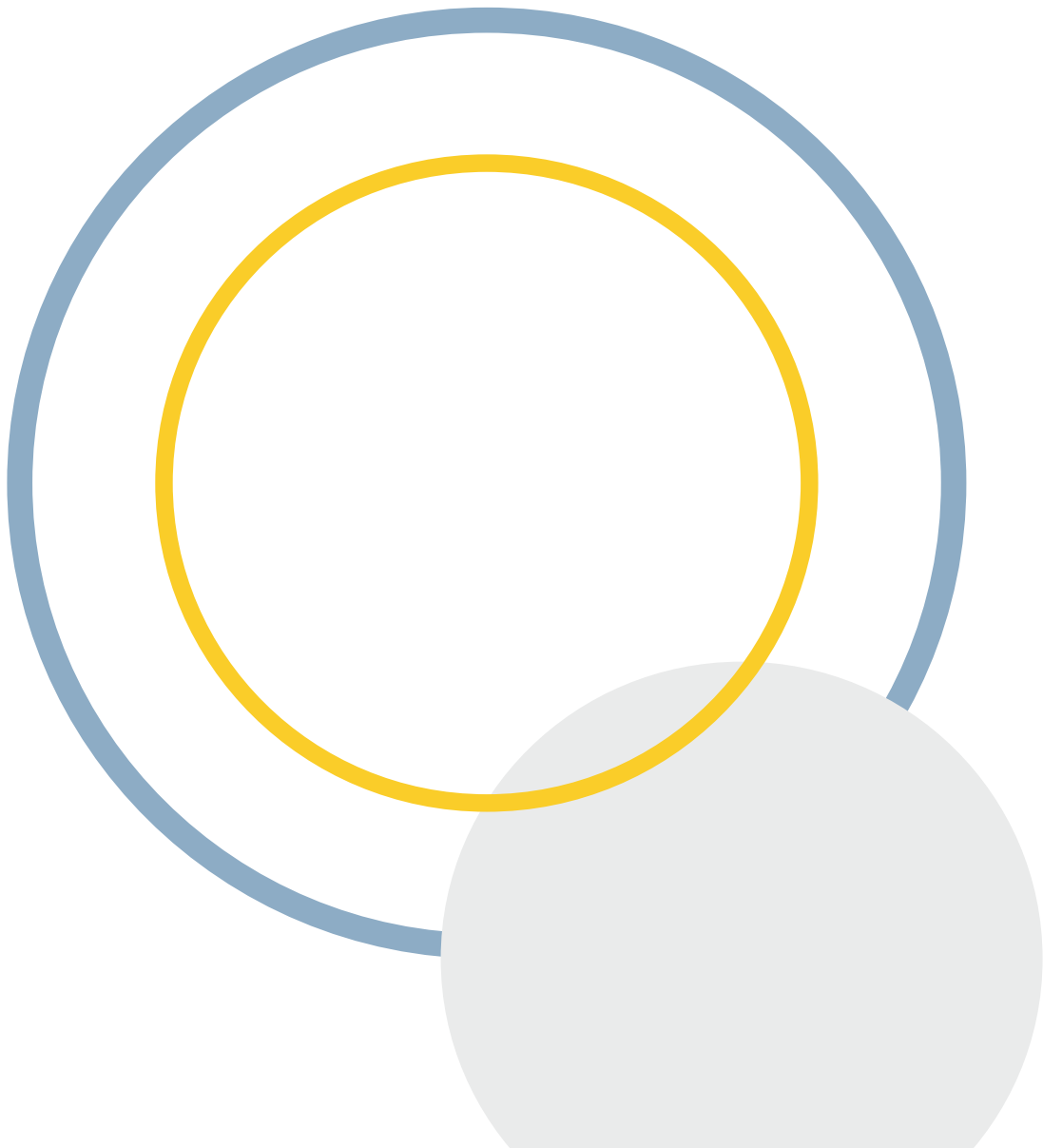
The ADP has identified some key areas where it intends to invest further funding over the coming years. The ADP's priorities and the national priorities set by the Scottish Government have been considered to develop these priorities, which are to:

- Support the implementation of the Recovery and Residential Rehabilitation Pathway;
- Support all the elements of Medically Assisted Treatment (MAT) Standards implementation. Where relevant and appropriate, this will include individuals affected by all drug use (including cocaine and other benzodiazepines) and those affected by alcohol use;
- Improve the support for people affected by alcohol use;
- Direct funding towards prevention interventions, for example work with young people at school, or with families and parents to help them support young people;
- Continue to focus on a Whole Family Approaches involving support to parents/carers, children and young people who either already use or are at risk of using drugs and alcohol;
- Support work to tackle stigma and discrimination.



The ADP will also continue to work with key partners (including Dundee Volunteer and Voluntary Action (DVVA), the Violence Against Women's Partnership, Child and Adult Protection Committees, the Trauma Steering Group and Community Learning and Development Team) to make sure that funding decisions are informed by the knowledge and experience of people with lived experience.

**Given the current financial pressures, it is likely there will not be money available to fund all the service provision and improvement activity that the ADP would like to progress. This means that the ADP will need to continue to prioritise investment of funds that are available within the key areas listed above.**







## **3. Information on the Amount of Money Available for Drug and Alcohol Services**

In this section we show how much money the ADP has, we include the money that comes directly from the Scottish Government and some money given to the ADP from Dundee City Council.

Some voluntary sector organisations are given additional money from funders out with the ADP, this funding is not listed here.

### **3.1 Funding Allocation from Scottish Government 2022-23 to ADP for Substance Use Services and Support.**

The money that the Scottish Government allocates to ADPs is referred to as 'ring fenced'. This means it is reserved for substance use services and support, and cannot be used for other things.

Table 1 shows the money that the Scottish Government gives to the Dundee ADP to support the specialist drugs and alcohol services. Most of that money is given to services providing treatment and care. Less money is given to prevention work, but in future the ADP plan to change this and give more money to support prevention work.

**Table 1**

<b>Funding Source</b>	<b>Amount of Money Each Year</b>	<b>Criteria for Spending</b>	<b>Additional Information</b>
Commissioning Budget from Scottish Government	<b>£695,000</b> Long-term/ recurring	This fund has been allocated to Dundee since the year 2005 to support core services of treatment and recovery.	This budget is fully allocated to support ADP core functions <sup>1</sup>
Programme for Government (PFG) From Scottish Government	<b>£486,200</b> Long-term recurring	This funding was made available in 2018, initially for three years and thereafter on a year-by-year allocation.	Allocated to enhance core services <sup>1</sup>
National Mission Priorities, from Scottish Government	<b>£143,000</b> Renewed annually for the duration of the current Parliament	Allocated in 2020, to support the local implementation of the key priorities within the National Mission, including: <ul style="list-style-type: none"> <li>• MAT standards;</li> <li>• Whole Family Approach;</li> <li>• involvement of those with lived experience;</li> <li>• Places at residential support.</li> </ul>	For this specific allocation, local ADPs can allocate to any element of the National Mission.
MAT Standard Implementation, from Scottish Government	<b>£265,000</b> Short-term, until 2026	To support specifically the implementation of MAT Standards, focusing initially on MATs 1-5, shifting to focus on MATs 6-10 during 2023-24.	
Task Force Response Fund, from Scottish Government	<b>£120,000</b> Anticipated on a short-term basis	This funding was initially allocated in 2020, to support the implementation of the recommendations made by the Drug Deaths Taskforce to reduce drug deaths.	Currently allocated on an annual basis. It is not yet clear how long this funding will continue.

<sup>1</sup>ADP core functions include funding specialist services directly responding to the impact of substance use through access to treatment, care and support. This also includes specialist support for children and families, reducing harm and promoting recovery.

Funding Source	Amount of Money Each Year	Criteria for Spending	Additional Information
Whole Family Approach (WFA), from Scottish government	<b>£100,000</b> For the duration of the current parliament (to May 2026)	This fund was originally allocated in 2021, as part of the National Mission to support whole family approaches.	
Outreach work, funding from Scottish Government	<b>£86,000</b> For the duration of the current parliament (to May 2026)	This funding was originally allocated in 2021, to support outreach and assertive outreach provision.	
Non-Fatal Overdose Pathway, from Scottish Government	<b>£86,000</b> For the duration of the current parliament (to May 2026)	This funding was originally allocated in 2021, to support the local response to non-fatal overdoses.	
Lived Experience from Scottish Government	<b>£14,000</b> For the duration of the current parliament (to May 2026)	This funding was originally allocated in 2021, to develop and extend the input of those with lived experience to service planning and improvement.	
Residential Rehab (RR) from Scottish Government	<b>£143,000</b> For the duration of the current parliament (to May 2026)	This funding was originally allocated in 2021, to fund individuals accessing residential treatment and support.	
Working Better Together, funded through the Corra Foundation*	<b>£450,000</b> Short-term, one-off funding	Allocated in 2020, for a period of 2 years to support a test of change for the development of closer joint working of mental health and substance use.	This in a one-off fund to test new ways of working.

Funding Source	Amount of Money Each Year	Criteria for Spending	Additional Information
Allocation from Dundee City Council (DCC)	<b>£450,000</b> One-off non-recurring	This funding was initially allocated in 2019, to support DCC Dundee-wide services for both substance use and mental health services in the city.	This funding continues to be available to the ADP and continues to fund a range of projects within substance use and mental health.

\*The Corra Foundation was previously called Lloyds TSB Foundation for Scotland and was re-branded in 2020 as Corra. It is an independent agency utilised by the Government to allocate and monitor public funding.

## 3.2 Broader substance use funding (including from Dundee Integration Joint board (IJB)) Dundee City Council (DCC) and NHS Tayside.

In addition, there are some sources of funding (not listed in section 3.1) that support people who use drugs and alcohol and their families with a broad range of needs related to their recovery. In particular NHS Tayside, Dundee City Council, the IJB and national charitable organisations provide funding and supports. Examples of this funding include allocations to the Dundee Carers Centre who provide support for carers of all ages, and funding allocated to Homeless services.

The Commissioning Group plan to map all the funding in the city that supports all the services helping to improve outcomes for people who use drugs and alcohol. The annual updates of this Investment and Commissioning and Plan will include more information about other funding when information is available.

## 3.3 Longer-Term Financial Position

This plan focuses on the next two financial years (April 2023-24 and 2024-25) amount of money that will be available to the ADP to invest after these dates is unclear and unpredictable. As more information becomes available about future funding, a longer-term financial plan and investment priorities will be developed and included in future updates of this document.

## 4. Gaps in Funding/Financial Risks and Some Solutions

Due to financial pressures and uncertainty, the ADP is experiencing a number of financial gaps and risks. These are caused by a range of issues, including:

- An overall shortage of public funding to support all the improvements the ADP wants to make;
- The allocation of short-term and one-off funding, with no clear information about whether different funds will be available when they end;
- Problems with recruiting and keeping qualified staff in drug and alcohol services;
- Balancing how much money should be spent on local need against what Government policy asks us to do;
- Challenges experienced by key services, such as mental health, that impact on substance use services;
- The cost of living crisis disproportionately affecting vulnerable people and the impact that this has on demand for ADP services;
- Specific areas, including alcohol harms, prevention and harm reduction, where historically there has been little or no funding provided to support improvements.

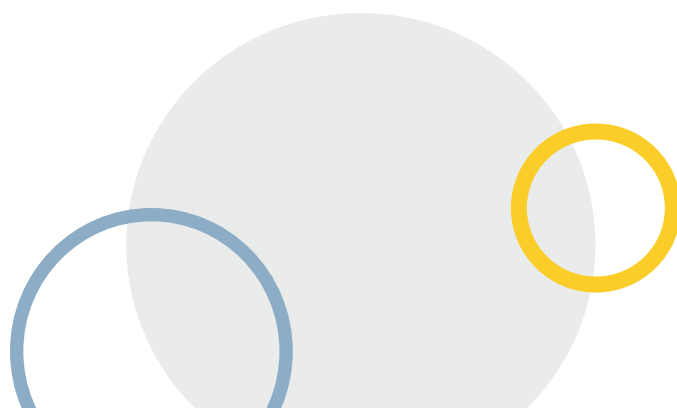
These challenges are not just problems for Dundee, they are difficulties across the whole of Scotland but some things like cost of living crisis may affect people in Dundee more.

## 4.1 Projects Currently Supported by Time-Limited Funding

The projects listed below are key priorities for the ADP but that only have short-term funding. Therefore, these projects are at risk of being financial gaps in the longer term. They include:

- Residential Rehabilitation (RR) Support – three years funding was given to Dundee in 2022 from the Corra Foundation to support the implementation of the RR pathway. It is possible that there might be additional funding available from the Scottish Government, but it is not clear whether the funding will cover all the costs and for how long.
- The Shared Care Project (supporting GPs to provide full care to people using drugs and alcohol and helping people attend GP surgeries) has two years funding from the Scottish Government. It is not yet clear if at the end of the two years there will be a need for more funding to support this project and whether this will be made available from Scottish Government.
- Assertive Outreach Support – people supported by the Non-Fatal Overdose Project (NFOD) and other services require daily support from outreach workers. Most of the assertive outreach workers are based with voluntary sector organisations supported through short-term funds. In future, the ADP aims to make sure these workers are funded on a permanent basis.
- Independent Advocacy to support MAT standards implementation – independent advocates are based at the Dundee Independent Advocacy Service (DIAS) and are funded on a short-term basis. The ADP wants to work with partners (including the Health & Social Care Partnership) to secure permanent funding for this support.

**Through the work of the ADP Commissioning Group, a process will be developed to make sure the Commissioning Group knows when funding is coming to an end. The Commissioning Group will discuss potential benefits and needs for services to continue. When the Commissioning Group agrees that continuation is needed, it will consider how the ADP might secure additional funding. This will support the ADP to have a planned way of managing funding challenges, and resolve the risk of learning too late about funding ending.**





## 5. Funding to Support the Priorities and Outcomes Set Out by the ADP (2023-25)

Following the publication of the ADP Strategic Framework and Delivery Plan, the ADP is committed to ensure all future funding investments and plans focus on supporting the implementation of the key priorities and outcomes within the plans.

Table 2 below, shows the funding that has already been invested to support each priority, and any gaps that have been identified. The ADP has focused on investment and gaps in the financial year of 2022-23. There will be further developments that include future investments and gaps, and this information will be available in future updates of this plan.

**Table 2: Current spend against ADP priorities**

Priority Area 1	Funding Allocated	Original Funding Source	Gaps in Funding
Reduce significant harms linked to drug and alcohol use by delivering the right care in the right place at the right time.	<b>£560,000</b>	Part of the Commissioning Budget from Scottish Government	Longer-term support for residential rehabilitation and the sustained implementation of MAT Standards.
	<b>£386,000</b>	Programme For Government budget (uses Most of this budget)	
	<b>£329,000</b>	National Mission/ Whole Family Approach/ Task Force funds	
	<b>£143,000</b>	Residential Rehab allocation from Scottish Government	
	<b>£300,000</b>	DCC	
	<b>£239,000</b> SG MAT implementation	MAT implementation fund from Scottish Government	
	<b>Total: £1,957,000</b>		

Priority Area 2	Funding Allocated	Original Funding Source	Gaps in Funding
Reducing the enduring impact of drug and alcohol use through an increased focus on prevention.	<b>£14,000</b>	Small amounts from various budgets relevant to prevention	A small proportion of ringfenced ADP funds is allocated for prevention. Over the course of the 5-year plan the aim is to re-dress this imbalance. Prevention work is also funded through other budgets.
	<b>£25,000</b>	from DCC funding	
	<b>£5,000</b>	From Core Budget, allocated to Alcohol Brief Interventions	
	<b>Total: £44,000</b>		

Priority Area 3	Funding Allocated	Original Funding Source	Gaps in Funding
Empowering people with lived experience to participate in and influence decision-making, commissioning, planning and improvement.	<b>£150,000</b>	<p>Programme For Government &amp; National Mission This money is currently being used to fund</p> <ul style="list-style-type: none"> <li>• Peer support services;</li> <li>• Improvements to how people with lived experience are involved in service planning;</li> <li>• Supporting recovery groups across the city</li> </ul>	Long-term investment to support people in recovery to gain volunteering opportunities and employment.

<b>Priority Area 4</b>	<b>Funding Allocated</b>	<b>Original Funding Source</b>	<b>Gaps in Funding</b>
Promoting cultures of kindness, compassion and hope, tackling stigma and discrimination, embedding trauma-informed and gendered approaches.	<b>£195,000</b>	DCC funds, allocations to support work with local communities focusing on the impact of substance use on communities and developing successful project led by community members and individuals with lived experience. Some projects focus on the specific needs of women.	Allocations for Priority 4 are generally one-off and time-limited.

<b>Priority Area 5</b>	<b>Funding Allocated</b>	<b>Original Funding Source</b>	<b>Gaps in Funding</b>
Ensuring appropriate and effective governance arrangements and strengthening communications with stakeholders.	<b>£75,000</b>	ADP Core Funding (see details in table 1 above) - this money supports the running costs of the ADP. This includes funding the costs of having an Independent Chair and of the staff who provide support for things like developing the ADP's strategy, monitoring the strategy and reporting performance.	Additional capacity for training and development.

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Note: currently Table 2 only includes the funding that the ADP has direct control over (the funding described in table 1 above). Many of the ADP's priorities are also supported by investments from other funds that are not part of the ADPs own financial resource. When this Investment & Commissioning Plan is updated (annually), more information about this will be included.

