

# ADA CEO Annual Report

## February 2017 – January 2018



ADA Team Event September 2017

Alongside maintaining our client centred, high quality services, a key priority during this year has been to retain the contracts for our Aberdeen and Aberdeenshire services which were all put out to competitive tender during the past twelve months. I am delighted to report that these tender processes have now been completed and ADA has retained its position as the leading provider of alcohol and drugs services in the North East of Scotland. Despite the uncertainty this created during the year, compounded by delays in the tendering processes, we have used the tendering as an opportunity to refine and improve our services; ensuring we remain relevant to local need, taking into account changes in the external landscape and ensuring appropriate partnerships are in place.

At the same time, we have kept our focus on high quality service delivery, investing in staff, service user involvement and systems development to keep improving our services. It is a credit to the ADA board, staff, volunteers and service users working together, that we have achieved significant successes over the past 12 months.

## **Creating and Sustaining High Quality Services**

2017 was our first year operating as a Care Inspectorate registered service. We had our first inspection in November 2017, where the Inspector examined case files, interviewed staff and service users. We received a very good report with excellent feedback provided to us on the quality of support provided by our team. The inspection has highlighted some areas where we could develop, including suggestions regarding improving how we use recovery plans with service users. We will take this on board over the next year and we very much welcome the feedback received.

We have continued with our focussed investment in our staff team as our most valuable asset, with processes in place to ensure that all staff receive quality supervision and support. As part of this commitment, staff have had access to a wide range of learning opportunities over the past year. Our annual staff survey continues to be positive and provides useful feedback to ensure we effectively support our staff and volunteers. We have held events for staff and volunteers during the year to update on key areas and seek views on service developments. A particular highlight was the ADA whole team event held in September where for the first time, our key note speakers were graduates from our DART programme who spoke eloquently about the positive impact ADA support has had on their lives.

As part of an agreed plan to aim to diversify ADA funding streams, we used some resource this year to appoint a Grants Officer to source additional funding streams. This experience has highlighted the fierce competition for additional funding which exists but has provided some useful contacts and areas to focus on which will be taken forward during 2018.

## Shaping innovation for new service delivery



Finlay Colville & Colin McKay ADA Lens Winners

As part of our commitment to grow and develop our own team, this year we signed up to participate in the Lens, a national programme which aims to encourage intrapreneurship within the 3rd sector. The programme has provided support and training to enable frontline workers to grow their expertise in developing their ideas into new service developments. In round 1, we were proud that both our final applications received funding to develop areas of work in relation to the LGBT+ community and to people who use Image and Performance Enhancing Drugs. We are now participating in a second round of applications and we can see in practice how this is developing confidence and expertise in service development within the frontline team.

The re-tendering of services has presented us with some challenges regarding service delivery, with increased and new targets set for many areas, in the context of less overall funding available. Our approach to this has been to involve our frontline teams and key stakeholders in conversations on how we can redesign services to ensure we meet the contracted targets. These conversations will continue during 2018 as we review and adapt our delivery model. This in itself has created space for innovation to come to the fore. For example, we are now increasing the use of our Volunteers to take on duties such as talks to students, promoting services in communities and greeting people as they attend ADA. Deploying volunteers in these areas has been hugely positive for the volunteers involved and the people they engage with. It has also meant that we can focus staff time on delivery of therapeutic interventions.

This year saw the end of funding for Compass, our children's service in Aberdeenshire. Whilst we were able to redeploy the staff involved, we still feel that there is much work to be done in supporting young people at risk of substance use issues and to contribute to the wider prevention agenda. We have therefore spent time this year consolidating our learning from our experiences in delivering preventative work and have developed a learning programme targeting at risk young people which focusses on developing personal resilience and confidence. We plan to roll out a series of these courses in 2018.

This year has seen the range accredited learning available to service users with City and Guilds qualifications and our own SVQ DART (Drugs & Alcohol Recovery Training) continue to be well received by service users. We also have had new developments in the group programmes available throughout the year, all adding choice to the range of supports available to people on their personal recovery journeys. We are now seeing a good flow from these coming to volunteer with ADA and AiR which is positive to note.

Our Recovery Star Awards in November 2017 was a hugely successful and inspiring event with 117 people receiving awards for their own recovery progress. A high number of ADA staff were nominated at the awards, indicating the vital importance service users place on our services and a vote of confidence in the quality of ADA staff. As a result of a training programme delivered by SHMU, ADA and AiR, a short film was made by our course students to capture the positivity of the event and this is now available to view here:

[https://youtu.be/DodW9eehVFE?list=PL6QblRcNnwrO3s\\_FBd5EUIRyUuM64NP1r](https://youtu.be/DodW9eehVFE?list=PL6QblRcNnwrO3s_FBd5EUIRyUuM64NP1r)

### **Consolidate existing and developing new strategic partnerships**

Our Service User Forum has developed well over the year with particular highlights being the ADA Service User event in June and their planning and delivery of an event to commemorate those whose lives were lost to overdose in August. Both events demonstrated first-hand the value of empowering people who have used services to reach out and help others. Key priorities from the Service User event are now core agenda items at the monthly forum meetings to ensure action is taken on these areas. For example, we have supported the development of a support group for parents whose children are no longer in their care which has developed directly as a result of the annual service user event. We have also established a direct link between the Service User Forum and the ADA board of trustees, with an ADA forum member attending all ADA board meetings.

Working in Partnership with Aberdeen City Council and Substance Bereavement Support Aberdeen, this year saw the creation of a special space in the heart Aberdeen to commemorate people who have died as a result of drug and alcohol dependency in Aberdeen. The unveiling of the Lives Worth Remembering planter took place in April and gives an important focal point for the many families and friends who have lost loved ones.

As a result of re-tendering of third sector children's services, our new 3<sup>rd</sup> sector Children's Service in Aberdeen 'RAFT' (Reaching Aberdeen Families Together) went live on 1<sup>st</sup> September 2017. This is a consortium of 5 organisations led by Barnardos and comprising of ADA, Apex, Foyer, and Homestart. The 'Early Help' service is for families in Aberdeen who are on the brink of social work involvement, an open case to social work or as an exit route out of social work. This new service does mean the end of our previous service Families First, which we ran in partnership with Aberlour Childcare Trust. We hope that the RAFT partnership will create further opportunities to develop more early intervention services and also that there may be opportunities to work with Aberlour Childcare Trust in the future.

The recent tendering of our adult services has consolidated our relationship with Aberdeen Foyer, who we now have sub-contracted to deliver accredited learning and employability support to our clients. In addition, in Aberdeenshire, the new tendering arrangement will mean we will operate our services in partnership with Turning Point Scotland. We believe that this will provide a more consistent service across Aberdeenshire, which will be of benefit to service users.

### **Maintain & develop quality systems and support**

We have achieved major progress forward on the Nebula client management system this year. The system has undergone thorough testing, staff have been trained and we began using the live system in December 2017. The next phase is to check the quality of data in the system and to ensure we have the correct reports in place to allow extraction of the required data for reporting and ensure we are compliant with the Scottish Government's new DAISy system which goes live in April 2018. A phase 2 of the go-live stage for Nebula will explore what is required to develop the efficiency of the system further.

Our new website went live in December 2017, with a modern look and feel, providing live information on ADA to the public. The new website is easy to access on multi-platforms and so far feedback on the website has been positive. Key to the success of the website is to ensure that content is continually updated and we are proactively encouraging all staff and volunteers to suggest content to keep the website up to date and useful for service users and the wider public.

PeopleHR is now embedded as our key HR system within ADA. This has meant we have been more easily able to track annual leave/TOIL of staff, ensuring this is well managed throughout the year. The system also provides information on supervision, appraisals and staff absences, which is providing crucial data to the management team on performance on these areas.

## Looking ahead to 2018

This is my last annual report as ADA CEO as I stand down from the CEO role on the 30<sup>th</sup> of January 2018. It has been a huge privilege to serve ADA as CEO and over the past 23 years. I give my sincere thanks to the board of directors, our management team, all our staff, volunteers and service users who all contribute to making ADA such a great team to be part of and such a special and supportive place for people to come to when they are in need. I also thank our commissioners and our key community stakeholders who work with us side by side to ensure we get the best outcomes for each person who we support.

With a stable financial position and clarity regarding our service activity, 2018 will be a year where ADA will focus on the following as key priorities:

- ✓ We will continue to develop our systems to support our work. This will include refining our new Case Management System, implementing NEO and further developing our use of the PeopleHR system
- ✓ We will carry out a full review of our Business Support team function to ensure we have the correct skills and expertise in-house. This will inform training and recruitment priorities for the BS team in 2018
- ✓ We will continue to focus efforts on quality assurance of services, ensuring that our interventions are in line with national standards and legislation; and are consistently trauma informed and person centred
- ✓ We will continue to review our spend and take action to reduce costs where this is possible
- ✓ We will use our learning in 2017 to attract additional sources of funding for priority areas
- ✓ We will ensure our services are developed in line with the Scottish Government's 'Seek, Keep and Treat' strategy
- ✓ We will continue to develop services involving by our staff team, volunteers, service users and key stakeholders to ensure we meet contractual requirements and ensure effective high quality, relevant and effective interventions are delivered
- ✓ We will ensure our service developments take into account changing/emerging needs including the anticipatory needs of older drug users, the increase in issues regarding Fentanyl and other emerging drugs of concern
- ✓ We will ensure we continue to develop targeted services to reach key priority groups including people who live in priority localities, older drug users, IPED users, the LGBT+ community, women, people in the criminal justice system and people at risk of homelessness.

- ✓ We will continue to develop our interventions to reach out to the many people whose alcohol use is causing them harm
- ✓ We will ensure we continue to develop innovative programmes which prevent at risk young people developing substance use problems
- ✓ We will ensure our services continue to focus on preventing drug and alcohol related deaths through for example, continued proactive distribution of Naloxone and also through developing more initiatives which reduce isolation and loneliness
- ✓ We will use traditional and innovative approaches to ensure all who need it, know how to access to support and advice from ADA



ADA team, volunteers & service users on National Overdose Day