

# 'CHANGE WILL COME' DELIVERY PLAN

## Year Two: April 2021 –March 2022



Our ['Change Will Come' Strategy](#) (2020-23) identified 12 Key Changes we want to see over the next three years, in addition to ongoing service improvements and developments. By 31 March 2021 we had made progress against 10 (83%) of these Key Changes, with no progress made against 2 (17%) (conflict resolution/mediation and volunteer capacity). The lack of progress against these is largely due to other work priorities as well as our COVID response diverting resources. Full information on our 2020-21 achievements can be found in our [COVID Insights Report](#) (December 2020) and 'We are still open!', our [2020-21 Impact Report](#) (June 2021).

KEY CHANGES WE WANT TO SEE, 2020-23	HOW WE WILL DO THIS, 2020-23	PROGRESS AGAINST OUR YEAR 1 PLANS (2020-21)	IN YEAR 2 (2021-2022) WE WILL ...
<b>FAMILIES ARE SUPPORTED</b>			
<p>Ensure there is <b>VISIBLE FAMILY SUPPORT</b> in every local area, through developing and promoting an evidence base and business case for family support across all ages, and inclusive of anyone affected by someone else's substance use.</p>	<p>We will develop and promote a robust evidence base to illustrate the benefits of family support, along with a compelling business case to encourage investment in quality and choice.</p>	<p>✓ <b>IN PROGRESS:</b> We continued with our analysis and reporting of our national survey of family group leaders and members (supported by Information Services Division (ISD) Scotland), including findings and recommendations.</p> <p>✓ <b>COMPLETED:</b> We developed an in-house Evidence Bank bringing together our own and partners' evidence about family support. We use this to demonstrate Impact.</p>	<ul style="list-style-type: none"> <li>• Publish our <b>ISD family group survey</b> (<i>Year 1 action contd</i>)</li> <li>• Launch <b>'Ask the Family' report and virtual exhibition</b> (June 2021), based on our family engagement project with Action for Children, Circle &amp; All in the Family. This was commissioned by the Scottish Govt to support the national Whole Family Approach/Family Inclusive Practice wkg gp.</li> <li>• Work with the Scottish Government and third sector partners to explore the potential for a <b>multi-year, national family support collaborative</b> to maximise reach, return for investment and impact.</li> <li>• Design and implement <b>national improvement plans</b> for Family Support and Family Inclusive Practice.</li> </ul>

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<p>Champion and support the role of <b>FAMILIES AS LIFESAVERS</b>, to reduce the risk of alcohol and drug-related harm and deaths.</p>	<p>We will recognise and strengthen the role of family members as a protective factor in reducing the risk of harm and death, by offering intensive support and the development of understanding, skills, knowledge, coping and response strategies, connection and self-care. We will take care to ensure families do not feel responsible for their loved one's safety and survival, or for the harm caused through their alcohol or drug use. We will work with families in their own right, and support aspects within their control.</p>	<ul style="list-style-type: none"> <li>✓ <b>COMPLETED:</b> We wrote up and shared the story of our Behind the Numbers campaign, including families' recommendations for change by services. <a href="https://www.sfad.org.uk/behind-the-numbers">https://www.sfad.org.uk/behind-the-numbers</a>.</li> <li>✓ <b>COMPLETED:</b> We launched Scotland's first 'Click and Deliver' take-home naloxone service for families and others, with the support of the Scottish Drugs Forum, and permitted through the Lord Advocate's Statement of Prosecution Policy in relation to the supply of naloxone during the COVID-19 Pandemic (2020). <a href="https://www.sfad.org.uk/support-services/take-home-naloxone">https://www.sfad.org.uk/support-services/take-home-naloxone</a></li> <li>✓ <b>COMPLETED:</b> We secured funding and launched a two-year 'Families as Lifesavers' (now named 'Holding On') national Test of Change, in partnership with our Drug Deaths Taskforce Family Reference Group. <a href="https://www.sfad.org.uk/our-new-holding-on-project-is-open-for-referrals">https://www.sfad.org.uk/our-new-holding-on-project-is-open-for-referrals</a></li> <li>✓ <b>COMPLETED:</b> We operated this Test of Change as a national initiative, working with families across Scotland who believe their loved one is at high risk of drug-related death.</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out a <b>Test of Change around intranasal naloxone</b> (Nyxoid) for families via our Click and Deliver service, to offer an alternative to the injectable kit, thanks to additional Scottish Government funding for 380 kits.</li> <li>• Expand our <b>'Holding On' (formerly Families as Lifesavers) initiative</b> to two full-time staff thanks to additional investment by the Drug Deaths Task Force.</li> <li>• <b>Share our 'Holding On' test of change learning</b> with the Task Force, Scottish Government and partners, with the support of evaluators, Axiom Consulting.</li> </ul>

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<p>Embed <b>CONFLICT RESOLUTION AND FAMILY MEDIATION</b> skills in our work with families, to help families in recovery reconnect and re-build damaged relationships.</p>	<p>We will develop and enhance our own conflict resolution and mediation skills and knowledge, to embed this in our everyday work with families who wish to reconnect and re-build.</p>	<ul style="list-style-type: none"> <li>• <b>CARRIED FORWARD:</b> We didn't progress our planned actions due to other priorities so are carrying these forward to 2021-22.</li> </ul>	<ul style="list-style-type: none"> <li>• Design and progress a <b>staff learning and development programme</b> on conflict resolution and mediation to enhance staff knowledge, skills and confidence. <i>(Year 1 action)</i></li> <li>• Use this learning in <b>our everyday work</b> with families. <i>(Year 1 action)</i></li> <li>• Explore options for a <b>dedicated initiative</b> to offer a more intensive intervention. <i>(Year 1 action)</i></li> </ul>
<b>FAMILIES ARE INCLUDED</b>			
<p>Highlight the impact on families of the gap between <b>MENTAL HEALTH AND SUBSTANCE USE</b> care and treatment, and seek to close this gap.</p>	<p>We will collect and share evidence about the gap in support where individuals experience both mental health and substance use problems, and the impact this has on families. We will use creative tools, such as drama, to communicate families' experiences and campaign for change.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> We commissioned a new drama showing the impact of substance use on families, with a particular focus on mental health and substance use.</li> <li>• <b>COMPLETED:</b> We ensured families' lived experience shaped the drama.</li> <li>• <b>CARRIED FORWARD:</b> The launch of this (including the development of the workshop toolkit) was postponed due to COVID.</li> <li>• <b>CARRIED FORWARD:</b> The scheduling of 10 performances around Scotland, in partnership with Alcohol and Drug Partnerships and peer-led family support groups was similarly postponed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Launch and tour</b> our new drama when it is safe to do so, along with the <b>workshop toolkit</b>. <i>(Year 1 action)</i></li> <li>• Seek <b>other opportunities</b> to progress this Key Change around substance use and mental health, including via the Mental Welfare Commission's dual diagnosis project and Scottish Government developments.</li> </ul>

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<p>Share the learning from our <b>ROUTES YOUNG PERSONS' PROJECT</b>, including developing a strengths-based alternative to the Adverse Childhood Experiences (ACEs) model, and enhancing support and understanding in schools.</p>	<p>We will continue to gather learning from our national young persons' demonstration project in East and West Dunbartonshire, and share this locally and nationally. We will use this learning about the strength of families, alongside other sources such as the Independent Care Review, to ensure young people shape how they and their families are supported.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> We secured funding for and recruited a Support Assistant to increase capacity in the Routes team.</li> <li>• <b>CARRIED FORWARD:</b> Our plans to share our learning with schools did not progress as schools were closed or under restrictions due to COVID.</li> <li>• <b>IN PROGRESS:</b> We made limited progress with our plan to provide development sessions and materials for schools and parents, working with Fast Forward on the development of their 'Good Conversations' programme. The national Early Intervention and Prevention Group was postponed to 2021-22.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Routes young people to <b>share our learning with schools</b>, to ensure young people affected by family substance use feel supported, included and respected. <i>(Year 1 action)</i></li> <li>• Work with the Routes young people and partner organisations to provide <b>development sessions and materials for schools and parents</b>, including drug and alcohol awareness, harm reduction, and communicating with young people. <i>(Year 1 action contd ...)</i> including via the new national Early Intervention and Prevention group.</li> <li>• Produce a <b>national evaluation and scale up plan</b> for Routes, with young people's views and experiences at its heart. Use this to secure ongoing investment in Routes and an expansion of the model.</li> </ul>
<p>Grow and support a robust and sustainable <b>VOLUNTEER BASE</b> for Scottish Families, including families with lived experience.</p>	<p>We will seek funding for a volunteering and befriending coordinator to help us grow and support our volunteer base. This includes developing new options for family members to get involved in volunteering and befriending opportunities.</p>	<ul style="list-style-type: none"> <li>• <b>CARRIED FORWARD:</b> Our plans to secure funding for a Volunteering and Befriending Coordinator did not progress due to other priorities, and the fact we secured funding for a Helpline Support Assistant (from Jan 2020) has added further staff capacity to the volunteer base.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funding for, and recruit, a <b>Volunteer and Befriending Coordinator</b> to lead this work. <i>(Year 1 action)</i></li> <li>• Continue to gather learning from other organisations around <b>volunteering and befriending development</b>. <i>(Year 1 action)</i></li> </ul>

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<b>FAMILIES ARE RECOGNISED</b>			
<p>Shine a light on the impact on families of <b>CRIME, CRIMINALITY AND THE JUSTICE SYSTEM</b> linked to alcohol and drug use.</p>	<p>We will gather evidence from family members about the ways in which their loved ones' drug or alcohol use has brought the family into contact with crime, criminality and the justice system, and the impact this has had on them. We will use this information to increase awareness and understanding.</p>	<ul style="list-style-type: none"> <li>• <b>CARRIED FORWARD:</b> Our plans for this project did not progress as planned due to other priorities. However in March we held a workshop for family members on Drugs and the Law, hosted by our Family Reference Group, and made a written submission to the Scottish Govt/ Drug Deaths Task Force based on these discussions. We also started developing a new resource ('How alcohol and drugs affect families') which includes a significant section on the impact on families of crime, criminality and the justice system in connection with their substance use. This resource includes family stories and experiences.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore creative methods to gather evidence from families about <b>their experiences of crime, criminality and the justice system</b> (e.g. photography, spoken word poetry). <i>(Year 1 action)</i></li> <li>• Work with family members and partner organisations to design this initiative for implementation in Year 3. <i>(Year 1 action, updated)</i></li> </ul>

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<p>Develop our <a href="#">MY FAMILY, MY RIGHTS programme</a> to ensure the commitments in the national 'Rights, Respect and Recovery' alcohol and drugs strategy look and feel real for families on the ground.</p>	<p>We will develop and deliver a programme of awareness-raising; learning and development for practitioners and family members; and advocacy support for families, to ensure everyone is aware of family rights and how these can be upheld.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> Two staff and one family member completed the Reach advocacy training course and accreditation.</li> <li>• <b>CARRIED FORWARD:</b> Due to other COVID work pressures, completion of the Reach accreditation was slower than planned. Staffing changes within the team mean we are not yet in a position to progress the direct advocacy support for families until later in 2021-22.</li> <li>• <b>IN PROGRESS:</b> We started work on developing a learning and development programme around 'Rights, Respect and Recovery', moving this to an e-learning platform using a number of family scenarios, rather than designing for face to face delivery. This is not yet complete.</li> <li>• <b>COMPLETED:</b> We moved our learning and development programme online to support treatment practitioners to facilitate family involvement in their loved ones treatment.</li> <li>• <b>IN PROGRESS:</b> We did some preliminary work around #MyFamilyMyRights awareness raising. From work to date, we know that families do not easily engage with the language of 'rights' and we need to do more to raise awareness, understanding and confidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Submit an application to the Equality and Human Rights Fund for a <b>three year 'My Family, My Rights' programme</b>, including a Family Advocacy College, Family-led Inquiry, Family Rights Improvement Team and Family Advocacy Service, building on our learning around My Family, My Rights to date. Seek alternative funding routes if required.</li> <li>• Complete the development, testing and roll-out of our <b>'Rights, Respect and Recovery' e-learning course</b>. <i>(Year 1 action contd ...)</i></li> </ul>

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<b>FAMILIES ARE CONNECTED TO COMMUNITIES</b>			
<p>Facilitate structured <b>COMMUNITY CONVERSATIONS AROUND ALCOHOL AND DRUGS</b>, including workplaces, to increase awareness and understanding, and address judgement and stigma through education and social contact.</p>	<p>We will develop and roll out a community conversations toolkit to support community groups, workplaces and other settings to come together and talk through attitudes, issues and ideas around substance use and harm. This will include identifying the strengths and assets that each community can build on.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> We published the findings of our ‘Rewriting the Media’ project, in partnership with the Scottish Recovery Consortium, on the portrayal of addiction and recovery in the media. This includes recommendations for journalists and editors on best practice in reporting on addiction &amp; recovery. <a href="https://www.sfad.org.uk/insert-standard-stigmatising-headline-image-here">https://www.sfad.org.uk/insert-standard-stigmatising-headline-image-here</a></li> <li>• <b>CARRIED FORWARD:</b> Our Community conversations toolkit actions were not progressed due to other work priorities. We co-wrote the national Stigma Strategy, published by the Drug Deaths Task Force.</li> </ul>	<ul style="list-style-type: none"> <li>• Build on our Rewriting the Media project to develop a UK-wide <b>Reporting of Substance</b> initiative with the Scottish Recovery Consortium, Adfam and other partners. This includes the development of UK media guidelines and a photography project.</li> <li>• Develop the <b>community conversations toolkit</b> for use by community groups, workplaces and other settings; identify test sites for the toolkit and begin to test out delivery. <i>(Year 1 action ...)</i></li> <li>• Explore <b>funding options to support community roll-out</b> of the toolkit, including the use of small grants to support new conversations (learning from the <a href="#">‘Hard Edges’</a> model). <i>(Year 1 action ...)</i></li> <li>• Launch our new Scottish Families podcast series, <b>‘Life with Alcohol and Drugs’</b>.</li> <li>• We will support implementation of the national <b>Stigma Strategy</b>, with a strong focus on stigma and families.</li> </ul>

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<p>Increase insight into <b>SCOTLAND'S RELATIONSHIP WITH ALCOHOL</b>, including the influences on our everyday culture around alcohol, and how these can be challenged and changed to reduce harm for families.</p>	<p>We will work with our partners in the Alcohol Advocacy Coalition to share evidence with families and communities on the causes and effects of Scotland's alcohol culture. We will continue to work together on the alcohol-free childhood and alcohol-free spaces initiatives, and on the impact of price, availability and marketing.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> We established our Alcohol Action Group (originally described as a 'sounding board') to develop new insight and understanding for families and communities around alcohol harm and carry out peer research (<a href="https://twitter.com/AlcSfad">https://twitter.com/AlcSfad</a>). We launched a series of 11 Alcohol Shorts podcasts, exploring the issue of alcohol use during the pandemic with family members and partners. <a href="https://www.sfad.org.uk/communities/alcohol-shorts-podcast">https://www.sfad.org.uk/communities/alcohol-shorts-podcast</a></li> </ul>	<ul style="list-style-type: none"> <li>• Build on the early development of the <b>Alcohol Action Group</b> to take forward the themes and interests which have been identified by the Group, to raise awareness and reduce harms from alcohol.</li> <li>• Support calls for the <b>Minimum Unit Price</b> for alcohol to be increased from 50p to 65p.</li> </ul>

### FAMILIES ARE A MOVEMENT FOR CHANGE

<p>Launch our '<b>LOVE MAKES YOU FAMILY</b>' campaign, to clearly and positively communicate that Scottish Families supports <u>anyone</u> affected by someone else's substance use, and to increase our engagement with diverse families.</p>	<p>We will develop this campaign to communicate that we embrace an expansive and inclusive definition of family, and to build new partnerships with communities and organisations to increase our engagement with (and support of) diverse families and communities. This includes the production of a new animation supported by a discussion guide and a social media campaign.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> We developed, launched and rolled out our 'Love Makes You Family' campaign supported by a new animation, discussion guide and social media campaign. This has been shortlisted for the Design for Good award at the Scottish Design Awards 2021. <a href="https://www.sfad.org.uk/love-makes-you-family">https://www.sfad.org.uk/love-makes-you-family</a></li> </ul>	<ul style="list-style-type: none"> <li>• We will facilitate an ongoing programme of <b>Love Makes You Family</b> discussion events.</li> <li>• We will enhance the equality and diversity skill set on our Board with the <b>recruitment of two new trustees.</b></li> </ul>
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<p>Find new and creative ways to <b>CONNECT, LEARN AND SHARE</b> with families, including through a book club, film club and expressive arts.</p>	<p>We will engage with families to shape the content and format of an ongoing programme to Connect, Learn and Share together. This will include the use of creative platforms such as books, film and expressive arts, and may include creating new content as well as using existing materials and resources. This will learn from our experience of the Family Recovery College and wellbeing activities.</p>	<ul style="list-style-type: none"> <li>• <b>COMPLETED:</b> Our plans for a Connect, Learn and Share programme became much more comprehensive than originally planned. Our group support moved online in 2020 due to COVID, and we offered a creative, engaging and lively programme of events and activities to keep family members supported and connected. This included the Connect, Communicate, Learn and Thrive (#CCLT2020) Festival in July 2020 (<a href="https://www.sfad.org.uk/connect-communicate-learn-and-thrive-festival">https://www.sfad.org.uk/connect-communicate-learn-and-thrive-festival</a>) and an ongoing programme for all of our local family support groups, our national virtual support group and our Routes young persons project. This has included writing group, book groups, mindfulness, University courses, music therapy, baking/ cooking, pilates, yoga, singing, arts and crafts etc etc. We also ran our first online Family Recovery College in early 2021, attracting students from all over Scotland and sustaining high engagement rates throughout.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to offer a varied and engaging programme of <b>Connect, Learn and Share activities and events</b> for family members, building on our learning throughout 2020-21, returning to a blend of online and in person delivery in due course. This includes ongoing delivery of the Family Recovery College model.</li> </ul>