

## DOCUMENT 1

**From:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@gov.scot>

**Sent:** 28 October 2021 11:55

**To:** Minister for Drugs Policy <MinisterDP@gov.scot>

**Cc:** DL for Drugs Policy Division <DLforDrugsPolicyDivision@gov.scot>; [redacted – s.38(1)b] <[redacted – s.38(1)b]@gov.scot>; [redacted – s.38(1)b] <[redacted – s.38(1)b]@gov.scot>

**Subject:** RE: Ministerial Briefing - Meeting with North Ayrshire Councillors - 28th Oct

Dear Private Office,

Below is a brief readout of today's meeting between the Minister (AC) and Members of North Ayrshire Council (Joe Cullinane (JC), Robert Foster (RF), Craig Hatton (CH), HSCP lead Caroline Cameron (CC) and the Phoenix Futures team ([redacted – s.38(1)b] ([redacted – s.38(1)b]), [redacted – s.38(1)b] ([redacted – s.38(1)b]) and [redacted – s.38(1)b] ([redacted – s.38(1)b])).

### Officials' Comment:

[redacted – s. 30(b)(ii)].

Officials are confident that the points raised are captured in the grant offer letter with specific focus on the need to work with local services and the HSCP and Children Services Planning Partnerships (CSPP); act as a pilot for national model; set up a centre of excellence; and measure wider social/economic/ environmental benefits.

### Readout:

- **Announcement.** JC began by expressing frustration and disappointment that the council were unaware of the announcement of funding arguing that in order to challenge negativity around the service councillors need to be involved in discussions. RF added that partnership working between N. Ayrshire and SG on children's residential units meant that they had a lot to bring to the project. AC said she understood concerns with the process around the announcement and accepted that with hindsight Government could have done more to keep local partners in the loop. AC gave an overview of national mission work on resi rehab referencing links to The Promise commitments.
- **Introduction to the service.** Phoenix Futures team presented the key elements of the Family Service including detail on the child friendly environment, multidisciplinary teams, centre of excellence, the link to the local HSCP and their good neighbour commitment. AC asked Phoenix to talk about experiences with opening Glasgow service to highlight how they approach community engagement and working with councillors.
- **Location.** Phoenix responded to questions about why Saltcoats was selected by highlighting the range of factors considered (physical environment and location, system of integrated services, local expertise on rehab). CH stressed the importance of including this in key public messages about the service, he noted the history around Seabank and suggested a name change.

- **Wider socioeconomic benefits.** Phoenix responded to a question on how they would ensure social value in the project by talking about the Preston model and their intention to measure the socioeconomic impact of bringing this service to N. Ayrshire. [redacted – s.38(1)b] highlighted their organisations track-record in environmental impact. JC offered a link to local community wealth building teams and employability teams.
- **National and local service.** AC said that whilst the intention is for this service to be a pilot for other national services it should be seen as an addition to local provision. Phoenix noted that local systems will be well developed to ensure local women use the service and explained the intention is not for families to stay in N. Ayrshire after their 3-6mth programme.
- **Local government elections.** RF noted upcoming local government elections and suggested a briefing with elected members. [redacted – s.38(1)b] said Phoenix were used to their services being used politically but would welcome support from councillors.
- AC concluded the meeting with an offer for further dialogue and joint working.

Best,

[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@gov.scot>

**Sent:** 26 October 2021 16:33

**To:** Minister for Drugs Policy <MinisterDP@gov.scot>

**Cc:** DL for Drugs Policy Division <DLforDrugsPolicyDivision@gov.scot>

**Subject:** Ministerial Briefing - Meeting with North Ayrshire Councillors - 28th Oct

Dear Private Office,

Please find attached a briefing for the Minister's upcoming meeting with North Ayrshire Councillors and Phoenix Futures, taking place on Thursday 28 October.

Many thanks,

[redacted – s.38(1)b]

[redacted – s.38(1)b] | [redacted – s.38(1)b] | Drugs Policy Division | Scottish Government

**[attachment out of scope]**

## DOCUMENT 2

**From:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@gov.scot>

**Sent:** 13 August 2021 15:02

**To:** [redacted – s.38(1)b]< [redacted – s.38(1)b]phoenixfutures.org.uk>

**Cc:** [redacted – s.38(1)b]< [redacted – s.38(1)b]@phoenixfutures.org.uk>

**Subject:** RE: RRRCP- Phoenix Futures National Specialist Family Service

Hi [redacted – s.38(1)b],

I've been trying to make something work for Monday/ Tuesday next week but I am not sure we're going to be able to line the right people up.

Our finance business partner reassured me that the T&Cs in the template grant letter are standardised. From my perspective it would be good to have the chance to fill in some of the gaps in the grant letter before we meet to run through it with [redacted – s.38(1)b] and SG lawyers and finance officials. [The Principles for Positive Partnership](#) is a guide to support effective relationships between Scottish Government and third sector grant recipients, it is a good practice guide on how all grant relationships should be approached.

I've pulled out the key sections in the table below with a suggestion of how we could approach each one. I'll also look at times after 31<sup>st</sup> August to have the meeting to run through the draft grant letter. Does that approach suit?

2.4 The main objectives/expected outcomes of the Grant	Below are very high level objectives- could you propose some objectives and outcomes to sit under each one based on the Sheffield model? <ul style="list-style-type: none"><li>• To establish a National Specialist Family Service in Scotland by [timeframe?]</li><li>• To develop a Centre of Excellence for whole family interventions in Scotland by [timeframe?]</li></ul>
2.5 The targets/milestones against which progress in achieving objectives/expected outcomes shall be monitored are	We have the milestones from your application form. The panel noted that these seemed quite optimistic- could you suggest some milestones for the grant letter?
2.6 The eligible costs for which the Grant can be claimed are	I'll consult colleagues in SG and come back to you on these elements.
2.7 The eligible costs exclude	
3.2 Dates for statement of compliance	
4.1 Reporting schedule (monthly, quarterly, annual)	Quarterly?
6. Disposal of assets	I'll consult colleagues in SG and come back to you on this.

Best,  
[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b]<[redacted – s.38(1)b]@phoenixfutures.org.uk>  
**Sent:** 12 August 2021 16:20  
**To:** [redacted – s.38(1)b]<[redacted – s.38(1)b]@gov.scot>  
**Cc:** [redacted – s.38(1)b]<[redacted – s.38(1)b]@phoenixfutures.org.uk>  
**Subject:** Re: RRRCP- Phoenix Futures National Specialist Family Service

Apologies [redacted – s.38(1)b], I'm getting my weeks mixed up! [redacted – s.38(1)b] will in fact be back on 31st August and not the 25th as I've stated below. Sorry for any confusion.

Kind regards

[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b]<[redacted – s.38(1)b]@phoenixfutures.org.uk>  
**Sent:** Thursday, August 12, 2021 4:06 pm  
**To:** [redacted – s.38(1)b]@gov.scot  
**Cc:** [redacted – s.38(1)b]@gov.scot  
**Subject:** RE: RRRCP- Phoenix Futures National Specialist Family Service

Hi [redacted – s.38(1)b]

Following on from this morning's discussions and the specific point on the grant letter:

- *Grant letter. Attached is the template for review. Once we've had conversations internally on the relevant specifications around the capital investment we will put in a separate meeting to go through the grant letter process. We'll look to do this as soon as possible so that Phoenix can move ahead with board approval.*

Please would it be possible to arrange a meeting at short notice with our Head of contracts, [redacted – s.38(1)b] and potentially legal support for advice around the capital elements of the grant? I'm just aware that [redacted – s.38(1)b] our Head of contracts will be on leave from Tuesday next week for 2 weeks – and if we could meet beforehand that would be great to give us opportunity to figure out some of the grant terms. Appreciate people's diaries may be booked up at this short notice but if there's anything we can do it would be helpful, otherwise the meeting will need to take place from 25<sup>th</sup> Aug.

In relation to Monitoring and evaluation- I have details of the monitoring used for babies/children from our Sheffield service and the adult monitoring from our existing adult services. I will also put a list of KPI's together to propose. Would it possible to please arrange a meeting with ourselves and [redacted – s.38(1)b] in the first instance? Also then happy to meet with the Maternal and Child Wellbeing Unit and The Promise colleagues to amend the KPI's / outcome monitoring and ensure its reflective of current needs and policy.

Many thanks

[redacted – s.38(1)b]  
[redacted – s.38(1)b]  
[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b]@gov.scot  
**Sent:** 12 August 2021 12:53  
**To:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@phoenixfutures.org.uk>  
**Subject:** RE: RRRCP- Phoenix Futures National Specialist Family Service

Oh dear! Sorry about that- I hadn't realised it did not download properly. I've tried again so let me know if that hasn't worked.

Best,

[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@phoenixfutures.org.uk>  
**Sent:** 12 August 2021 12:47  
**To:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@gov.scot>  
**Cc:** [redacted – s.38(1)b] <[redacted – s.38(1)b]@phoenixfutures.org.uk>  
**Subject:** RE: RRRCP- Phoenix Futures National Specialist Family Service

Thanks [redacted – s.38(1)b], It was great to get everyone together and discuss the next steps.

We will start gathering the below info and get this over to you asap. Please could you resend the 'Model offer grant template' though – the one that's come across appears to be a blank document?

Kind regards

[redacted – s.38(1)b]  
[redacted – s.38(1)b]  
[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b]@gov.scot  
**Sent:** 12 August 2021 11:40  
**To:** [redacted – s.38(1)b]@gov.scot; <[redacted – s.38(1)b]@phoenixfutures.org.uk>; <[redacted – s.38(1)b]@phoenixfutures.org.uk>; [redacted – s.38(1)b]@gov.scot  
**Cc:** [redacted – s.38(1)b]@gov.scot  
**Subject:** RE: RRRCP- Phoenix Futures National Specialist Family Service

Hi All,

Thanks for the meeting this morning, it was really good to re-group after last week's announcement and to discuss next steps in this exciting project. I have attached the summary from the RRRCP Investment Panel discussion for your information and the template grant letter as requested.

- **Community Impact Assessment and Consultation.** Your application form described the activities Phoenix will undertake in terms of community impact e.g. targeted recruitment, supply chain initiatives, social enterprise and art projects etc. Please can you send us a plan for putting this into action and any stakeholder mapping you are doing? This will help us provide reassurances for local partners that their views will be considered.
- **Grant letter.** Attached is the template for review. Once we've had conversations internally on the relevant specifications around the capital investment we will put in a separate meeting to go through the grant letter process. We'll look to do this as soon as possible so that Phoenix can move ahead with board approval.
- **Survey materials.** Grateful if you could share the valuation report and refurb costings for review by SG colleagues.
- **Monitoring and evaluation.** You mentioned you could share the monitoring and evaluation processes for your Sheffield service. Once we've had a look through we will set up a separate meeting to discuss KPIs and reporting requirements. We will look to include colleagues from Maternal and Child Wellbeing Unit and The Promise.
- **Comms.** [redacted – s.38(1)b] to be the point of contact on Comms milestones. The BBC visit should be timed once the property purchase has gone through and at least the initial stages of community impact assessment and consultation.

Best wishes,  
[redacted – s.38(1)b]

**From:** [redacted – s.38(1)b]@gov.scot

**Sent:** 06 August 2021 17:34

**To:** [redacted – s.38(1)b]@gov.scot; [redacted – s.38(1)b]@phoenixfutures.org.uk; [redacted – s.38(1)b]@phoenixfutures.org.uk; [redacted – s.38(1)b]@gov.scot

**Subject:** RRRCP- Phoenix Futures National Specialist Family Service

**When:** 12 August 2021 10:30-11:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

**Where:** Microsoft Teams Meeting

Hi there,

Meeting to follow up from last week's announcement and the agreement in principle to funding the Phoenix National Specialist Family Service. It would be good to cover:

- Feedback from RRRCP Investment Panel
- Next stages of service design work and project milestones
- Outline of grant process
- Joint Comms

Best wishes,  
[redacted – s.38(1)b]

## DOCUMENT 3

### National Drugs Mission- Residential Rehab Rapid Capacity Programme Investment Panel Summary- 3 August 2021

#### Attendees:

[redacted – s.38(1)b]  
[redacted – s.38(1)b]

#### Apologies:

[redacted – s.38(1)b]

**Project Details:** The Investment panel met on the 3 August to discuss the application by Phoenix Futures for a National Specialist Family Service to offer a unique family-focused programme of interventions. The service has been designed to support single Parents (male/female) or couples along with their children (From birth to age 11). Children live on-site with their parents and benefit from the support of specialist childcare staff. The proposal for funding has 3 elements with the total of **£8,738,424**.

- Building Purchase Costs- £2,618,243
- Refurbishment Costs- £159,301
- Ongoing Operational and Delivery costs- £1,513,529 each year for 2022/23, 2023/24, 2024/25, 2025/26.

**Recommendation & Scorecard:** In principle funding for the Phoenix Futures proposal for a National Specialist Family Residential Rehab Service subject to further detail on areas of development where scores were below 4.

Alignment to SG Residential Rehabilitation priorities	4
Evidence base	4
Readiness to deliver in 2021/22	3 /4
Local Authority support and partnership arrangements	3 /4
Evidence of Governance	4
Legacy, monitoring and reporting on outcomes	4

#### Summary of discussion:

1. **Alignment to SG priorities on residential rehab:** The residential rehab mapping work highlighted a gap in service provision for women and families and that one of the barrier to accessing rehab was childcare.
2. **Alignment to other SG policy areas:** In general, the application was focused on adult care but there was not sufficient evidence of consideration given to the child's journey. The panel would have liked to have seen more detail of planning for child protection and engagement with NHS services. [redacted – s.38(1)b] noted issues with continuity of care for children in private care

services where health assessments aren't linked to NHS boards and integrated pathways. This could present a complication for the Phoenix service especially with regard to care of pregnant women and taking referrals from various health board areas. The application mentioned GIRFEC and the outcomes star but there would need to be more evidence of using the same monitoring and evaluation tools as in universal services. There was a mention of nurseries and creches in the application but with the intention to provide care for children up to 11 years old there should have been more detail of educational support. Engagement with children and young people, the children's commissioner and social work Scotland would need to be part of the service design process.

3. **Financial Breakdown:** The panel questioned what the indicated £1,513,529 revenue each year would be spent on including staff structures etc.

*Agreement to fund would be contingent on development of the following areas:*

#### **Service Design**

- Engagement with the Children's commissioner in developing provision for child protection and educational support
- Develop integration with NHS services e.g. psychology, psychiatry, pharmacy
- Develop referral pathways so that potential clients in areas which do not historically send people to rehab can access the national service
- Develop aftercare arrangements for areas which have not historically send people to rehab i.e. who don't have establish aftercare support
- Develop key performance indicators and monitoring arrangements. This should be aligned to SG/ PHS monitoring arrangements and advice from RRDWG on monitoring and evaluation

#### **Project Controls**

- Evidence breakdown of revenue costs
- Evidence more detail on members of staff to ensure there is a multidisciplinary team
- Demonstrate internal governance arrangements
- Evidence a more detailed programme plan (note: milestones seem very optimistic)