



Delivery Plan 2015 - 2018



Moray Alcohol & Drug
Partnership

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1. Summary

- 1.1 The purpose of the Moray Alcohol and Drug Partnership [MADP] is to reduce the impact of problematic alcohol and/or drug use on individuals, families and communities by co-ordinating the work of the statutory and third sector agencies by developing and implementing strategies for tackling alcohol and drug problems at a local level.
- 1.2 The aims of the MADP are:
- To provide leadership on strategic planning;
 - Make strategic and planning recommendations to the Community Planning Partnership [CPP] through the Healthier Theme Group;
 - Provide direction at Chief Officer Level, focussing on local and national priorities;
 - Ensure strategic links are made with other planning structures; and
 - Ensure MADP services are high quality, continually improving, efficient and responsive to local population need.
- 1.3 The MADP is committed to delivering on all outcomes and the governance arrangements for the MADP can be found in the Constitution which was published in 2009.¹
- 1.4 The direction of travel being taken by the MADP is outlined in the strategy document for the period 2015 – 2025.
- 1.5 This delivery plan is for three years 2015/18 and takes account the areas of development that the MADP will be taking forward.
- 1.6 The Delivery Plan will be subject to stringent performance management. Quarterly performance and risk management reports will be presented to the MADP Performance Management Group which will make recommendations for any revisions and actions that need to be taken in order to improve areas of under-performance or risk.
- 1.7 The current strategic direction taken by the MADP covered the key areas:
1. Prevention;
 2. Recovery;
 3. Law Enforcement;
 4. Children and Families/Family Support; and
 5. Service Delivery.

The key priorities take account of Moray 2023, a plan for the future. The MADP have added these to align with the 7 high level outcomes set by the Scottish Government.

The 7 key priority areas for the MADP over the course of the next three years will be:

1. Health;
2. Prevalence;
3. Recovery;
4. Families;
5. Community Safety;
6. Local Environment; and
7. Service Delivery.

¹ <http://www.madp.org.uk/content/upload/ADP%20Publications/FINAL-constitution%20a4.pdf>

- 1.8 In meeting the requirements of the 7 key priorities, the MADP will be able to meet the HEAT Target A11 and the delivery target H4.
- 1.9 Appendix 1 outlines the high level outcomes and actions that will be delivered within the duration of this plan. Appendix 2 outlines performance measures which will be used to monitor the delivery of the plan.
- 1.10 A copy of this plan will be submitted to the Scottish Government on the 15 June 2015. Other reporting structures will include:
- The Moray Shadow Integrated Joint Board
 - The Public Protection Partnership.

2. Partners

- 2.1 This plan has been agreed by all partners. A full list of all partners can be found in the governance arrangements.²
- 2.2 The MADP have commissioned the Moray Council Public Involvement Officer to ensure that service users have a voice in Moray. Service users groups are given the opportunity through consultation to comment on the 7 key priorities and have been involved in the consultation process for developing this plan.

3. Key Changes

3. Key Changes achieved and being taken forward into this delivery plan are:

- The MADP has undertaken a review and revision of the provision of adult services to ensure that there is a comprehensive Recovery Orientated System of Care across the whole of Moray. A new contract, which will contribute to the Moray ROSC is being set which will be Performance Managed through the performance management sub-group
 - The MADP has reviewed the provision of education, prevention and support for children, families' young people services; with a tender produced which will result in enhanced service provision.
 - Improved measurement of all service user pathways through services, incorporating personal outcomes; which link into a more cohesive performance management process.
 - Links with Children and Families Social Work and Education have been improved with an increased focus on ante-natal, maternity an early years; linking in to the Early Years Collaborative.
 - Services for carers have been enhanced through the match funding of a successful Lloyds TSB application for families and carers.
 - The MADP sub-groups have a clear and improved framework of reporting with a greater focus on performance and overseeing the effectiveness of both planning and service delivery.
 - The improved focus on performance management includes improved service user involvement through both the MADP Public Engagement Officer, greater accountability through contract management and self-evaluation.
- 3.2 The focus for the next three years will be the implementation of the service development, ROSC and services for children, families and young people; ensuring there is value for money and that there are measureable benefits to individuals and the community.

² <http://www.madp.org.uk/content/upload/ADP%20Publications/FINAL-constitution%20a4.pdf>

4. Finance

- 4.1 The MADP forms part of the NHS Grampian area and therefore receives a percentage of the ADP monies that come from the Scottish Government along with the ADPs in Aberdeenshire and Aberdeen City.
- 4.2 The first table below shows the estimated Partner contributions which are in addition to the ADP totals in the second undernoted table.
- 4.3 The figures below shows planned expenditure for recurring and non-recurring carry forward from 2014/15. For 2016/17 and 2017/18 planned expenditure and expected allocation have been uplifted by 1.5%.
- 4.3 Any variance in income and expenditure will be managed by the MADP through the Finance and Commissioning sub-group and the Management and Performance sub-group; with recommendations being put to the full MADP for final ratification.

PARTNER CONTRIBUTIONS

	2015/16	2016/17	2017/18
NHS Grampian	£438,000	£445,000	£452,000
Moray Council	£222,000	£225,090	£228,466
Grampian Police	£70,000	£71,050	£72,116
Total	£730,000	£741,140	£752,582

MORAY ADP PLANNED ACTIVITY

KEY AREA	DESCRIPTION	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
		Recurrent	Non Recurrent	Recurrent	Non Recurrent	Recurrent	Non Recurrent
Prevention	Young People's Services pilot		£ 100,000	£ -	£ 67,683	£ -	£ -
Recovery	Service user involvement	£ 15,000		£ 15,225	£ -	£ 15,453	£ -
Recovery	Direct Access Service	£ 370,000		£ 370,000	£ -	£ 370,000	£ -
Recovery	A.B.I's - non-clinical settings		£ 5,000	£ -	£ 0	£ -	£ 0
Law enforcement & Prevention	Operation Avon		£ 10,000	£ -	£ 0	£ -	£ 0
Law enforcement & Prevention	Safer Streets		£ 10,000	£ -	£ 0	£ -	£ 0
Child/family support & Prevention	Early Years (Child protection)	£ 100,000		£ 101,500	£ -	£ 103,023	£ -

		2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
KEY AREA	DESCRIPTION	Recurrent	Non Recurrent	Recurrent	Non Recurrent	Recurrent	Non Recurrent
Child/family support	Family Support	£ 50,000		£ 50,750	£ -	£ 51,511	£ -
Service Delivery	Research & Information Officer	£ 42,000		£ 42,630	£ -	£ 43,269	£ -
Service Delivery	MADP Team	£ 40,000		£ 40,600	£ -	£ 41,209	£ -
Service Delivery	MADP Support Officer		£ 16,917	£ -	£ 0	£ -	£ -
Service Delivery	Outcome Star licence	£ 3,500		£ 3,553	£ -	£ 3,606	£ -
Service Delivery	Conference		£ 3,000	£ -	£ 0	£ -	£ 0
Service Delivery	Stakeholder Events		£ 5,000	£ -	£ 0	£ -	£ 0
Service Delivery	Misc e.g. small grants		£ 10,000	£ -	£ 0	£ -	£ 17,648
		£ 620,500	£ 159,917	£ 624,258	£ 67,683	£ 628,0712	£ 17,648
	Planned Expenditure		£ 780,417	Planned Expenditure	£ 691,941	Planned Expenditure	£ 645,719
	Allocation expected		£626,775	Allocation expected	£636,177	Allocation expected	£645,719
	Carry forward from previous year		£209,406	Carry forward from previous year	£55,764	Carry forward from previous year	£0
	Total funding		£836,181	Total funding	£691,941	Total funding	£645,719
	Carry forward to next year		£55,764	Carry forward to next year	£0	Carry forward to next year	£0

Budgets for 2016/17 and 2017/18 are indicative. The actual budgets will depend on the income received from the Scottish Government and the agreed carry forward as a result of any underspend.

5. Improving Outcomes

- 5.1 The MADP has shifted the balance of spend in the direction of prevention and establishing evidence based long term recovery by establishing a Recovery Orientated System of Care (ROSC) for Moray, and sustainable services for families and young people.
- 5.2 The MADP will progress workforce development in partnership with STRADA, taking account of the ROSC and services for families and young people.
- 5.3 All specialist services in Moray have been re-designed to support the development of a recovery orientated system of care.
- 5.4 All specialist services in Moray are accessible for both drug and alcohol. The MADP will continue to develop services in line with the actions, as set out in appendix 1.
- 5.5 The MADP have a Public Involvement Officer who will work across services to ensure that service users are fully engaged in the development and review of services.
- 5.6 The MADP has an outcomes framework (Appendix 2), and all operational services report on a quarterly basis.
- 5.7 The MADP use the outcomes star in all recovery based services. Everyone entering drug and alcohol services will identify personal outcomes and have their pathway measured.

6. Governance Arrangements

- 6.1 The MADP Governance arrangements are outlined in the Constitution/Governance³ document published in 2009.
- 6.2 A joint ADP Chairs Group is in place to ensure the funding that is made available to NHS Grampian for ADPs is managed appropriately. The group responds and addresses duties and issues that may cross populate ADPs in Grampian.
- 6.3 The MADP report s to the Moray Community Planning Partnership via the Public Protection Partnership; and is also accountable to the Shadow Integrated Joint Board.
- 6.4 The MADP as the strategic group oversees the sub-groups. Representation from the Third Sector is provided by the Moray Third Sector Interface in order to maintain a neutral and transparent process. The membership of the MADP is made up from:
 - NHS Grampian
 - The Moray Council
 - Grampian Police
 - Scottish Prison Service
 - Community Safety Partnership
 - Third Sector
 - Chair, Local Licensing Board
 - Chair, Health and Social Care Committee
 - Chair, Finance and Commissioning Sub-group
 - Chair, Management and Performance Sub-group
 - Chair, Workforce Development Sub-group
 - Chair, Children and Families Sub-Group

³ <http://www.madp.org.uk/content/upload/ADP%20Publications/FINAL-constitution%20a4.pdf>

- 6.5 The MADP has devolved responsibility for overseeing performance to the Management and Performance Sub-group. The delivery plan will identify key stakeholders who will take a lead role in the plan and these are identified in the outcomes report in appendix 3. All reporting structures within the ADP are monitored through this Sub-group.
- 6.6 The MADP has devolved responsibility for the commissioning of services and budget to the Finance and Commissioning Sub-group. The cross populating of all sub-groups allows for services to be commissioned in line with the needs of the area. The ADP uses the Moray Council to procure and develop contracts with all services.
- 6.7 The Finance and Commissioning Group have set the budget for the three year period; taking account of the strategic priorities.
- 6.8 The MADP has devolved responsibility for service user involvement and workforce development to the Workforce Development Sub-group.
- 6.9 The MADP has devolved responsibility for children and families, young people to the Children and Families Sub-Group. This sub group has direct links to the Children and Families policy and planning systems, and the Moray Early years Collaborative.

7. National Support

- 7.1 The MADP has benefitted from engaging with the following groups and look forward to working with them in the future:
- Scottish Government ADP National Support Team STRADA
 - Drugs Delivery Commission
 - Scottish Recovery Consortium [formerly SDRC];
 - Alcohol Focus Scotland [AFS];
 - Scottish Drugs Forum [SDF]; and
 - Scottish Families Against Drugs [SFAD].

8. Performance Management

- 8.1 The Delivery Plan will be subject to a stringent performance management process. Quarterly performance and risk management reports will be presented to the MADP Performance Management Group which will make recommendations for any revisions and actions that need to be taken in order to improve areas of under-performance.

8. Conclusion

- 8.1 This plan reflects the commitment from all partners to support the delivery of Moray 2023, through high quality, continually improving, efficient and responsive services to meet local need. MADP performance against local and national outcomes will be measured using the seven key priorities outlined in appendix 3.

Jane Mackie
Chair, Moray Alcohol and Drug Partnership
Head of Head of Community Care

DELIVERY PLAN ACTIONS:

MORAY 2023: THE FIVE PRIORITY AREAS

A growing, diverse and sustainable economy. It covers business, employment, infrastructure, public services and the third sector developing sustainable communities.	Healthier Citizens. To reduce incidence of obesity, reduce the number of smokers, reduce alcohol dependency and improve mental health and wellbeing.	Ambitious and confident young people. To improve the life chances of children by supporting them and their families at the earliest possible stages and as required thereafter to give all children in Moray the best possible opportunities to achieve their potential.	Adults living healthier, sustainable independent lives safeguarded from harm a. Reshaping the support available for older people to ensure their needs are met to sustain active lives in the community; and, b. Reduce the number of households in fuel poverty.	Safer communities. We need to do more to protect those most vulnerable and at risk and be proactive to ensure that communities feel safer in the years ahead.
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MADP THREE YEAR DELIVERY PLAN: ACTIONS

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
We live longer, healthier lives	HEALTH People are healthier and experience fewer risks as a result of alcohol and drug use	There will be an improvement to the Physical and Mental wellbeing of those accessing Drug and Alcohol Services. (Outcomes Star data) There will be an increased number of ABI's delivered in Moray	Identify the level of physical and mental wellbeing of those accessing Drug and Alcohol Services, and improve it through the use of the Outcomes Star. <i>Actions relating to this are:</i> <ul style="list-style-type: none"> • Implementation of the care management approach as part of the Recovery Orientated system of Care and the use of the outcomes star. • Encourage signposting to other agencies as part of the person recovery plan which will incorporate evidence based interventions. 	
			Aim to reduce the number of people accessing hospital with an alcohol or drug related diagnosis, and the number of those who suffer an alcohol or drug related death. <i>Actions relating to this are:</i> <ul style="list-style-type: none"> ○ Implementing the service re-design following the increased investment and tender process; resulting in a comprehensive Recovery 	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			orientated System of Care across Moray	
			<p>Promote recovery from problematic drug and alcohol use, as well as harm reduction messages using a whole population approach. This will further be complemented with early intervention and education on problematic drug and alcohol use, working with Schools in the area, by educating young people about safe alcohol use, illegal drug use and the use of New Psychoactive Substances.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Implementing the service re-design following the increased investment and tender process; resulting in a comprehensive Recovery orientated System of Care across Moray • Put forward and the tender for improving education, prevention and support for young people and drug/alcohol misuse • Implement the contract following the young people's tender; which will include recommendations for a sustainable newly redesigned services for young people 	
			<p>Continue to promote the safe use of Naloxone through training, advertisement at MADP Service locations and during one to one interventions. It will ensure that there is an accurate recording of naloxone related data on NEO module system.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Service uses encouraged to use Naxalone to reduce overdoses and drug related deaths; as part of one interventions <p>Continue to work with the Scottish Prison Service to facilitate the smooth transfer of clients from Prison Treatment Services to Community based Treatment Services. This will</p>	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>respond to the needs of the individual and take account of the associated through care arrangements.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> The Moray alcohol and drugs recovery services will continue to link in with Criminal Justice services to ensure that all offenders returning to Moray are linked to services to ensure early engagement and therefore reduce the likelihood of relapse or overdose. The MADP will link in with Criminal Justice policy and planning systems to ensure that district services continue to meet the needs of offenders and their families. 	
			<p>Engage with national bodies that provide NPS specific training. It will take into account the recommendations of the NPS Expert Review Group and associated documents⁴.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> NPS will be built into the Moray Workforce Development Programme The MADP will engage in the Grampian wide and national NPS discussions; sharing intelligence and good practice; and utilise this information to help develop education, prevention and support services. 	
			<p>Link with local Service User Groups and Networks in a bid to continue to evaluate and respond to NPS use in Moray.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> In addition to the above; ensure that NPS is part of the work stream for the Service user Engagement Officer; linking in with services as part of Service user engagement and service development. 	
We live longer, healthier lives	PREVALANCE	Accurate, easy to understand health	Assist in formulating and promoting easy to understand, accurate health promoting information with regards to	

⁴ <http://www.gov.scot/Topics/Justice/policies/drugs-alcohol/NPSExpertReviewGroup>

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
	Fewer adults and children are drinking or using drugs data level or patterns that are damaging to themselves or others	promoting information regarding Alcohol and Drugs will be shared, and easily disseminated to the wider Moray Community.	<p>problematic drug and alcohol use which will be shared with the wider Moray Community.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Link in with Education, Health Promotion and Service users to develop and promote health promotion information. • Link the health promotion material and messages to the workforce development programme. • Education and prevention will be part of the young people's service which will be subject to quarterly performance management to assess the effectiveness of approached. <p>Emphasise a continued reduction in the percentages of young people with problematic drug or alcohol use by working with Integrated Children's Services to facilitate an increase in young people's life chances through links with the Early Years and Young People Sub group.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Put forward and the tender for improving education, prevention and support for young people and drug/alcohol misuse • Implement the contract following the young people's tender; which will include recommendations for a sustainable newly redesigned services for young people • The MADP Young People's sub-group will work across both drug/alcohol and Children 's services; contributing to joint planning, service design and evaluations of effectiveness; making recommendations for revisions and promoting good practice. • Children's Services will be included within the MADP workforce development programme. 	
			Promote the early intervention and prevention agenda with regards to problematic drug and alcohol use through the	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>Workforce Development Group. The workforce Development group will work with STRADA to develop the Moray a Workforce Strategy that will enable staff to provide advice on the safe use of alcohol and harm reduction messages with regards to problematic drug use.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The workforce development programme will be started in 2015. The development process will take twelve months with implementation and review and revisions being taken forward over the three years. 	
			<p>Through the Grampian level NPS meeting, continue to explore the prevalence and use of NPS in the Moray area; allowing the MADP to gauge any changes in the prevalence of NPS use in the area and put in place the necessary measures to deal with this emerging trend.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • NPS will be built into the Moray Workforce Development Programme. • The MADP will engage in the Grampian wide and national NPS discussions; sharing intelligence and good practice; and utilise this information to help develop education, prevention and support services 	
			<p>Facilitate the use of ABI's in non-mandatory settings to help identify people who are consuming alcohol at unsafe levels, and offer them the necessary advice and help to reduce their levels of alcohol consumption.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Planning, development and implementation of a local ABI delivery plan (including non-mandatory settings) • Continued planning, delivery and evaluation of ABI training and professional development opportunities for multi-agency personnel 	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<ul style="list-style-type: none"> Utilisation of the Outreach MIB and Healthpoint Services so to provide approved health information, advice and support to service users/communities on safe alcohol consumption. 	
<p>We have tackled the significant inequalities in Scottish Society</p>	<p>RECOVERY</p> <p>Individuals are improving their health, well-being and life chances by recovering from problematic drug and alcohol use</p>	<p>There will be an increase in the percentage of those accessing Moray Drug and Alcohol Services who report making progress at 3 month, 6 months and 12 months. (Outcomes Star)</p>	<p>Facilitate the development of a Peer Led Recovery Community in the Moray area, enabling individuals to recover from problematic drug and alcohol use in a way that builds their recovery, social and cultural capital.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> Implementing the service re-designs following the increased investment and tender process; resulting in a comprehensive Recovery orientated System of Care across Moray. Peer led recovery is central to the service re-design and will be evaluated; taking account of the Quality Principles which is built into the quarterly performance management process. 	
			<p>Continue to monitor a person's recovery journey through the Outcome Star and the National Recovery Outcomes which are attached to the Drug and Alcohol Information System (DAISy).⁵</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> Outcome Star is used by all services within the Moray Drug/alcohol recovery services. Outcome Star is integral to the care management process and incorporated into The Moray Recovery Orientated System of Care and embedded into service contract which are subject to quarterly performance management reports. Outcome Star reviews are completed at 3, 6, 9 and 12 month intervals with the reviews being used to support a 	

⁵ <http://www.isdscotland.org/Health-Topics/Drugs-and-Alcohol-Misuse/Drug-Alcohol-Information-System/>

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>person's individual recovery, operational and strategic planning.</p> <ul style="list-style-type: none"> • The use and reporting the Outcome Star data is built into performance management and contract compliance. 	
			<p>Ensure that timely and accurate data is added to the Scottish Drug Misuse Database and the Drug and Alcohol Waiting Times Database, through the Management and Performance Subgroup.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Ensure that all services are aware of their responsibility to add accurate data on to ADMD and D&AWTD and encourage them to contact the SDMD and D&AWT Lead for Moray if inaccurate data is added in a timely manner. • Encourage all Services to complete the D&AWTD compliance sheet on a quarterly basis and return no later than the 12th of the following month at the end of a quarter. • SDMD and D&AWTD Lead for Moray will run monthly reports from the system to check service compliance. • SDMD and D&AWTD Lead for Moray will present quarterly reports outlining risks or challenges to the MADP Management and Performance Sub . 	
			<p>Take cognisance of and put into place the recommendations as set out in the Delivering Recovery-Opioid Replacement Therapies(ORT) in Scotland-Independent Expert Review document⁶.</p> <p><i>Actions relating to this are:</i></p>	

⁶ <http://www.gov.scot/Resource/0043/00431023.pdf>

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<ul style="list-style-type: none"> • Moray provides Recovery Opioid Replacement Therapy in line with the National clinical Guidelines. • The Moray ORT programme is overseen by the Grampian Accountable Officer; who is the prescribing lead for Moray. 	
			<p>Link in with and support the Mutual Aid Groups and packages that provide valuable support to those in Moray with problematic Drug and Alcohol use, through the use of the Front Line Forum.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Implementing the service re-designs following the increased investment and tender process; resulting in a comprehensive Recovery orientated System of Care across Moray. • Peer led recovery is central to the service re-design and will be evaluated; taking account of the Quality Principles which is built into the quarterly performance management process. • Front line Forum dates will be set for each year. 	
<p>We have improved life chances for children, young people and families at risk</p> <p>Our children have the best start in life and are ready to succeed</p>	<p>FAMILIES</p> <p>Children and family members of people misusing alcohol and drugs are safe, well supported and have improved life chances</p>	<p>There will be an increase in the number of family members of those with a substance misuse issue who are offered an intervention by 10% (Quarriers Data)</p> <p>There will be an increase in the number of Service Users and family members who are involved in the design, development and delivery of Service</p>	<p>Continue to work with local carer's support services and groups, as well as national bodies set up to assist family members who are affected by another's problematic drug or alcohol use, recognising that they require support and assistance in their own right.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Support for Carers and family is built into the Service Re-design with contracts being performance managed. • Carers and family members will receive a service in their own right as part of the range of services in Moray. <p>Facilitate improved links with family members and carers to ensure that the Moray wide Alcohol and Drug service</p>	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
		Users Care Plan (Care Plan Data)	<p>integrates the interventions of health, Social Work, and the Voluntary Sector Providers, efficiently for family members and carer's.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • As above. 	
			<p>Through the Early Years and Young People subgroup continue to link with the SHANARRI outcomes⁷ and the outcomes from the Early Year Collaborative⁸ to ensure that young people who are affected by another's problematic drug or alcohol use have the best start in life.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The MADP will continue to fund a Pregnancy and Early Years Social Worker and two Family Support Workers for a further three years. • The three posts will directly link in with and contribute to the Moray Early years Collaborative; work-streams 1, 2, and 3. • The posts will provide quarterly performance management reports and be accountable to both Children's Services and the MADP. 	
			<p>Review how adult drug and alcohol treatment services and children services work together to promote both the recovery from problematic drug and alcohol use and the welfare of children; this will take the Children Act (Scotland) into account. This review will assist in the further integration and coordination of drug and alcohol services for both adults and young people in Moray, bringing about best value for money.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The MADP Children and Young People's sub-group will 	

⁷ <http://www.gov.scot/Topics/People/Young-People/gettingitright/well-being>

⁸ <http://www.earlyyearscolaborative.co.uk/about-the-collaborative>

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>continue to be the policy and strategic link between the MADP and Children's services; contributing to the performance management of services (see above), workforce force development, policy and practice development.</p> <ul style="list-style-type: none"> • The re-design for young people's services and services for families where there is drug/alcohol use and children will be overseen by the sub-group. • The MADP will support and provide match funding for the Quarriers Lloyds TSB service which supports families where there is drug/alcohol misuse; promoting recovery for the whole family. 	
<p>We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>	<p>COMMUNITIY SAFETY</p> <p>Communities and individuals live their lives safe from alcohol and drug related offending and anti-social behaviour</p>	<p>There will be a reduction in Alcohol and Drug related offending. Including Antisocial Behaviour, Serious and Violent Crimes, Drug Dealing and Driving while under the influence of Alcohol. (Police Scotland Stats)</p>	<p>In conjunction with Police Scotland, work to reduce the number of offences that are committed under the influence of Alcohol or drugs, through early intervention work to educate people about safe levels of alcohol use.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The MADP will provide advice, support and expertise towards initiatives to remove reliance on alcohol and will commission services to assist those on a road to recovery thereby reducing propensity to offend. • The MADP will provide funding and support towards Op Avon and Safer Street activity 	
			<p>Support Police Scotland in the reduction of Illegal Substances available in the Moray area.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The MADP will provide advice, support and expertise towards initiatives to remove reliance on drugs/NPS and will commission services to assist those on a road to recovery thereby reducing propensity to offend. <p>Continue to support and engage with the Domestic Abuse Partnership, the Community Safety Strategic Group, and the Public Protection Partnership in Moray to assist with the</p>	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>reduction of substance misuse related offending in the Moray area.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The MADP will be represented on the Domestic Abuse Partnership and the Public Protection Partnership. • The MADP Lead will attend MARAC; contributing to support plans for victims of abuse. • Contribute my providing, advice, support, expertise and resources to support reduction in offending initiatives. • The service re-design will support offenders who need advice, guidance and support for their alcohol/drug misuse as part of programmes to reduce the likelihood of re-offending. 	
			<p>Engage with the Scottish Prison Service in HMP Porterfield (Inverness), HMP Grampian (Peterhead) and Criminal Justice to ensure that any prisoners with problematic alcohol and drug use are supported through their transition back into the community, in a bid to reduce alcohol and drug related reoffending in the Moray area.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The Moray alcohol and drugs recovery services will continue to link in with Criminal Justice services to ensure that all offenders returning to Moray are linked to services to ensure early engagement and therefore reduce the likelihood of relapse or overdose. • The MADP will link in with Criminal Justice policy and planning systems to ensure that district services continue to meet the needs of offenders and their families. 	
<p>We have strong, resilient and supportive communities where people take responsibility for their</p>	<p>LOCAL ENVIRONMENT</p> <p>People live in positive, healthy-promoting local environments where</p>	<p>Moray Streets are safe and free from Drug and Alcohol related harm (Needle Stick data, Needle Exchange Data)</p>	<p>Continue to contribute to the Local Licensing Board with regards to over provision in the Moray area. The MADP will assist in writing the Statement of Policy for the Licensing (Scotland) Act 2005, which will be renewed in 2016 and every three years thereafter.</p>	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
own actions and how they affect others	alcohol and drugs are less readily available	Support and inform the Local Licencing Board in formulating their Licensing Policy Statement	<p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> The MADP will continue to work with the Local Licensing Board to support the reduction of risks and encouraging responsible behaviour; this includes promoting the Best Bar None programme. 	
		Service Users will have increased, recovery and social capital (Service User feedback)	<p>Continue to work with Police Scotland, and Trading Standards to combat illegal Drug Possession and Supply and the unsafe use of NPS in the Moray area.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> The MADP will support the sharing of intelligence relating to demand, prevalence and product type as part of education, prevention and support. Contribute to Safer Communities Hub tasking meeting – multi-agency response to tackling anti-social and illegal activity in Moray <p>Continue to actively advertise and promote the use of the Needle Exchanges that are available throughout Moray, it will also respond to the needs of the Moray area with regards to Needle Exchanges over the time span of this strategy.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> Needle exchange service will continue to be provided from both the Drug/Alcohol single Point of Contact Treatment provider and Pharmacists. The Needle Exchange service provider within the single point of contact will be conduit into the wider ROSC services for those wishing to have additional support as part of their recovery journey. The Moray Dried Blood Spot Testing programme will be provided within the Single Point of Contact and the MIDAS. 	
			Consult and link in with the Community Engagement Team and Community Safety Unit within the Moray Council to promote public reassurance on issues surrounding problematic Drug and Alcohol use.	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p><i>Actions relating to this are</i></p> <ul style="list-style-type: none"> • In conjunction with Police Scotland, work to reduce the number of offences that are committed under the influence of Alcohol or drugs, through early intervention work to educate people about safe levels of alcohol use. Examples include supporting Operation Avon and Safer Streets campaigns and supporting education and prevention initiatives. • Link in with Local Management Groups and support staff local initiatives developed in conjunction with the LMG. • Support Police Scotland in the reduction of Illegal Substances available in the Moray area by sharing intelligence data which can be used to plan services and local initiatives. 	
<p>Our public services are high quality, continually improving, efficient and responsive to local peoples need</p>	<p>SERVICES</p> <p>Alcohol and drugs prevention, treatment and support services are high quality, continually improving, efficient, evidence based and responsive; ensuring people move through treatment into sustained recovery,</p>	<p>No Service User will wait more than 3 weeks between Referral and First Treatment HEAT H11</p>	<p>Work with the Workforce Development group and STRADA to ensure that all of the MADP service workers are highly skilled and able to work in a person centred way that responds to the needs of each individual.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • The workforce development programme will be started in 2015. The development process will take twelve months with implementation and review and revisions being taken forward over the three years. <p>Ensure that there is an effective integrated pathway for service users which offers a person led flexible range of services that are accessible to all throughout the Moray area.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Implementing the service re-designs following the increased investment and tender process; resulting in a 	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>comprehensive Recovery orientated System of Care across Moray.</p> <ul style="list-style-type: none"> Peer led recovery is central to the service re-design and will be evaluated; taking account of the Quality Principles which is built into the quarterly performance management process. 	
			<p>Facilitate the opportunity for service users to move through services at a pace that is correct for them whilst keeping their motivation at a high level.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> Implementing the service re-designs following the increased investment and tender process; resulting in a comprehensive Recovery orientated System of Care across Moray. Peer led recovery is central to the service re-design and will be evaluated; taking account of the Quality Principles which is built into the quarterly performance management process. 	
			<p>Encourage the building of a recovery community in the area which is visible to all member of society in a bid to remove the stigma that often accompanies those who have problematic drug or alcohol use.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> Implementing the service re-designs following the increased investment and tender process; resulting in a comprehensive Recovery orientated System of Care across Moray. Peer led recovery is central to the service re-design and will be evaluated; taking account of the Quality Principles which is built into the quarterly performance management process. 	
			Encourage peer led recovery, which will give service users	

NATIONAL OUTCOME	MADP OUTCOME	3 YEAR OUTCOMES	MADP ACTIONS The MADP will:	RAG STATUS
			<p>the opportunity build the necessary skills to become a fully integrated member of society.</p> <p><i>Actions relating to this are:</i></p> <ul style="list-style-type: none"> • Implementing the service re-designs following the increased investment and tender process; resulting in a comprehensive Recovery orientated System of Care across Moray. • Peer led recovery is central to the service re-design and will be evaluated; taking account of the Quality Principles which is built into the quarterly performance management process. 	

PERFORMANCE TABLE:

Objective – HEALTH									
Service Priority – People are healthier and experience fewer risks as a result of alcohol and drug use									
Objective Owner – Tracey Gervaise									
Target	National	Local	Lead Officer	Increase / Decrease	Milestone	Baseline Progress	RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale	
1 A range of improvements to physical and mental health, as well as wider well-being should be experienced by individuals and communities where harmful drug and alcohol use is being reduced, including fewer acute and long-term risks to physical and mental health and a reduced risk of drug or alcohol-related mortality.	X		Tracey Gervaise	↓	Decrease the Rate of drug-related hospital discharges (three year rolling average) by 10% by 2018			Annual	
	X		Tracey Gervaise	↓	Rate of alcohol-related hospital discharge rates (three year rolling average) by 10% by 2018.			Annual	
	X		Tracey Gervaise	↓	Rate of alcohol-related mortality (three year rolling average) by 5% by 2018.			Annual	
	X		Tracey Gervaise	↓	Decrease the prevalence of hepatitis C among injecting drug users over by 2018.			Annual	
			X	Lynsey Murray	↑	Increase the number of Naloxone Training sessions delivered in Moray by 5% by 2018.			Quarter
			X	Tracey Gervaise	↓	Decrease the number of times Naloxone has been administered by Scottish Ambulance Service, A&E Staff and Service Users in			Quarter

					Moray by 2018.			
	X	Tracey Gervaise	↓		Decrease the percentage of new clients who have ever injected drugs by 2% by 2018.			Annual
	X	Tracey Gervaise	↓		Decrease the rate of Drug related Deaths per 100,000 population by 2% by 2018.			Annual
	X	Anna Rogers	↓		Decrease the percentage of Accidental dwelling fires where substance misuse was a contributory factor by 5% by 2018.			Quarter
	X	Paul Johnson / Lynsey Murray	↑		Increase the number of clients reporting an increase in healthy relationships by 5% by 2018.			
	X	Paul Johnson / Lynsey Murray	↑		Increase the number of clients reporting improved mental health by 5% by 2018.			

Objective – PREVALENCE								
Service Priority - Fewer adults and children are drinking or using drugs at levels or patterns that are damaging to themselves or others								
Objective Owner – Tracey Gervaise								
Target	National	Local	Lead Officer	Increase / Decrease	Milestones	Baseline Data	Progress RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale

2	A reduction in the prevalence of harmful levels of drug and alcohol use as a result of prevention, changing social attitudes, and recovery is a vital intermediate outcome in delivering improved long-term health, social and economic outcomes. Reducing the number of young people misusing alcohol and drugs will also reduce health risks, improve life-chances and may reduce the likelihood of individuals developing problematic use in the future	X		Tracey Gervaise	↓	Decrease the estimated prevalence of Problem Drug Use Amongst 15-64 year olds in Moray by 10% by 2016 Salsus.			Annual
		X		Tracey Gervaise	↓	Estimated prevalence of Injecting drug use amongst 15-64 year olds in Scotland by 2016 Salsus.			Annual
		X		Education	↓	Decrease the percentage of 15 year old pupils who usually take illicit drugs at least once a month (areas with larger prevalence) by 10% by 2016 Salsus.			Bi - Annual
		X		Education	↓	Decrease the percentage of 15 year old pupils who have taken an illicit drug in the last year (areas with lower prevalence) by 10% by 2016 Salsus.			Bi- Annual
		X		Tracey Gervaise	↓	Decrease the proportion of individuals drinking above daily and/or weekly recommended limits by 5% by 2018.			Annual
		X		Tracey Gervaise	↓	The proportion of individuals drinking above twice daily ("binge" drinking) recommended limits by 5% by 2018.			Annual
			X	Amanda McClafferty		Assess the prevalence of NPS misuse in Moray using the RAG system.			Annual

Objective – RECOVERY

Service Priority - Individuals are improving their health, well-being and life-chances by recovering from problematic drug and alcohol use

Objective Owner – Jane Mackie

Target	National	Local	Lead Officer	Increase / Decrease	Milestones	Baseline Data	Progress RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale
A range of health, psychological, social and economic improvements in well-being should be experienced by individuals who are recovering from problematic drug and alcohol use, including reduced consumption, fewer co-occurring health issues, improved family relationships and parenting skills, stable housing; participation in education and employment, and involvement in social and community activities.	X		Tracey Gervaise	↓	Decrease the proportion of individuals who are alcohol dependent by 5% by 2018			Annual
	X		Education	↓	Decrease the proportion of 15 year olds drinking on a weekly basis (and their mean weekly level of consumption) by 5% by 2016 Salaus			Bi-Annual
		X	Paul Johnson / Lynsey Murray	↓	Decrease the number of residents reported to the Scottish Drug Misuse database as a new client per 100,00 population by 5% by 2018			Annual
	X		Paul Johnson / Lynsey Murray	↓	Average percentage reduction in daily drugs spend during treatment by 2018.			Annual
	X		Paul Johnson / Lynsey Murray	↓	Reduction in the percentage of clients injecting in the last month during treatment by 5 % by 2018			Annual

		X		Paul Johnson / Lynsey Murray	↑	Increase in the proportion of clients who abstain from illicit drugs between initial assessment and 12 week follow-up by 5% by 2018			Annual
		X		Paul Johnson / Lynsey Murray	↑	Increase in the proportion of clients receiving drugs treatment experiencing improvements in employment/ education profile during treatment by 5% by 2018			Annual
		X		Paul Johnson / Lynsey Murray	↑	Reduction in the number of drug and alcohol service clients who are of homeless (or where drug and alcohol support needs have been identified when person identified as homeless) by 10% by 2018			Quarter
			X	Paul Johnson / Lynsey Murray	↑	Increase the number of active Mutual Aid Groups in Moray until 2018.			Quarter
			X	Paul Johnson / Lynsey Murray	↑	Increase the percentage of Service Users who reported progress at 3, 6 and 12 months by 10% by 2018.			Quarter
			X	Paul Johnson / Lynsey Murray	↑	Increase the number of Active recovery Champions in Moray by 2% by 2018.			Quarter
			X	Paul Johnson / Lynsey Murray	↑	Increase the number of clients reporting an increase in improved social networks by 10% by 2018.			Quarter

Objective – FAMILIES

Service Priority - Children and family members of people misusing alcohol and drugs are safe, well-supported and have improved life-chances

Objective Owner – Susan MacLaren

Target	National	Local	Lead Officer	Increase / Decrease	Milestones	Baseline Data	Progress RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale
This will include reducing the risks and impact of drugs misuse on users' children and other family members; supporting the social, educational and economic potential of children and other family members; and helping family members support the recovery of their parents, children and significant others.	X		Tracey Gervaise	↓	Decrease the rate of maternities recording drug use (three year rolling average) by 5% by 2018			Annual
	X		Tracey Gervaise	↓	Rate of maternities recording alcohol use (three year rolling average)			Annual
	X		Tracey Gervaise	↑	Proportion of positive ABI screenings in ante-natal setting			Annual
		X	Susan Leonard	↑	Increase the number of Contacts with Scottish Families Affected by Drugs Helpline by 5% by 2018.			Quarter
		X	Harry Gordon	↓	Decrease the number of Domestic Abuse cases and number where the perpetrator was under the influence of alcohol or drugs by 10% by 2018.			Quarter

		X		↓	Decrease the number of children in the Child Protection Register where Substance misuse was a factor by 5% by 2018.			Quarter
		X		↓	Decrease the percentage of Children referred to the Children's Reporter for having misused alcohol or drugs by 2018			Quarter
		X	Paul Johnson	↑	Increase the number of families reporting that they have a drug and alcohol problem are offered support through pregnancy by 10% by 2018			Quarter
		X	Paul Johnson	↑	Increase the number of families reporting that they have a drug and alcohol problem are offered support through the early years of parenthood by 10% by 2018			Quarter
		X	Susan Leonard	↑	Increase the number of family members offered an intervention as a carer (Including Significant Others) by 10% by 2018			Quarter

Objective – COMMUNITY SAFETY

Service Priority - Communities and individuals live their lives safe from alcohol and drug related offending and anti-social behaviour

Objective Owner – Willie Findlay

Target	National	Local	Lead Officer	Increase / Decrease	Milestones	Baseline Data	Progress RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale
Reducing alcohol and drug-related offending, re-offending and anti-social behaviour, including violence, acquisitive crime, drug-dealing and driving while intoxicated, will make a positive contribution in ensuring safer, stronger, happier and more resilient communities.	X		Willie Findlay	↓	Decrease in the percentage of people perceiving drug misuse or dealing to be common or very common in their neighbourhood by 2% by 2018			Annual
	X		Willie Findlay	↓	Decrease in the percentage of people with personal experience of drug misuse or dealing in their neighbourhood by 2% by 2018			Annual
	X		Paul Johnson / Lynsey Murray	↓	Decrease in the Percentage of new clients at specialist drug treatment services who report funding their drug use through crime			Annual
	X		Willie Findlay	↓	Reduction in the number of cases of vandalism (or malicious mischief), breach of the peace, assault or anti-social behaviour by 10% by 2018			Quarter

		X	Blair Dempsie	↑	Increase the number of Community Payback Orders issued where alcohol and drug treatment required, and proportion that are successfully completed by 2018			Quarter
		X	Willie Findlay	↓	Reduction in the proportion of victims of a crime who reported that offender was under the influence of alcohol / drugs by 5% by 2018			Annual
		X	Willie Findlay	↓	Decrease the number of Drink / Drug Driving offences by 10% by 2018			Quarter
		X	Willie Findlay	↓	Decrease the number of drinking in a designated place charges by 5% by 2018			Quarter
		X		↓	Decrease the number of Assaults and ASB in Moray during the Safer Streets Campaigns by 5% by 2018			Annual
		X			Evaluate the domestic violence prevention programmes and campaigns to increase the profile of Domestic Abuse in Moray			Annual
		X	Blair Dempsie	↑	Increase the Co-ordination, implementation and evaluation of Drug Testing and Treatment Orders by 5% by 2018			Quarter
		X	Andy Jamieson	↑	Co-ordination, implementation and evaluation of Anti-Social Behaviour Orders			Quarter

		X	Willie Findlay	↑	Increase the number of drink driving programmes and campaigns carried out by Roads Policing in Moray by 2018			Quarter
		X	Willie Findlay	↑	Increase in the number of recorded controlled drugs supply charges in comparison to established baseline by 5% by 2018			Quarter
		X	Willie Findlay	↑	Increase in the number of recorded controlled drugs possession charges in comparison to established baseline by 5 % by 2018			Quarter

Objective – LOCAL ENVIRONMENT

Service Priority - People live in positive, health-promoting local environments where alcohol and drugs are less readily available

Objective Owner – Willie Findlay

Target	National	Local	Lead Officer	Increase / Decrease	Milestones	Baseline Data	Progress RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale
Alcohol and drug misuse is less likely to develop and recovery from problematic use is more likely to be successful in strong, resilient communities where healthy lifestyles and wider well-being are	X		Willie Findlay	↓	Decrease the proportion of young people who have been offered drugs in the last year by 10% by 2016 Salaus			Bi - Annual
	X		Willie Findlay	↓	Decrease Percentage of people perceiving drug misuse or dealing to be common or very common in their neighbourhood by 5% by			Annual

<p>promoted, where there are opportunities to participate in meaningful activities, and where alcohol and drugs are less readily available. Recovery will not be stigmatised, but supported and championed in the community.</p>					2018		
	X		Willie Findlay	↓	Decrease the percentage of people with personal experience of drug misuse or dealing in their neighbourhood by 2018		Annual
	X		Willie Findlay	↓	Decrease the prevalence of people perceiving rowdy behaviour e.g. drunkenness, hooliganism, or loutish behaviour) to be very or fairly common in their neighbourhood by 5% by 2018		Annual
	X		Sean Hoath	Data only	Number of premise and occasional licences in force per annum and the overall capacity of premise licences		Quarter
	X		Sean Hoath	Data only	Number of new applications for premise or occasional licences, and proportion refused on the grounds of overprovision		Quarter
		X	Ken Kennedy	↓	Reduction in the number of needles found by Lands and Parks in Moray by 5% by 2018		Quarter
		X	Fiona Raeburn	↑	Increase the number of needles exchanged in needle exchanges throughout Moray by 10% by 2018		Quarter

Objective – SERVICES

Service Priority - Alcohol and drugs prevention, treatment and support services are high quality, continually improving, efficient, evidence-based and responsive, ensuring people move through treatment into sustained recovery

Objective Owner – Jane Mackie

Target	National	Local	Lead Officer	Increase / Decrease	Milestones	Baseline Data	Progress RED: not going to make target AMBER: on target GREEN: target met	Reporting Timescale
Services should offer timely, sensitive and appropriate support, which meets the needs of different local groups (including those with particular needs according to their age, gender, disability, health, race, ethnicity and sexual orientation) and facilitates their recovery. Services should use local data and evidence to make decisions about service improvement and re-design.	X		Tracey Gervaise	↑	The number of screenings for alcohol use disorders delivered and the percentage screening positive (with % eligible for ABI and % eligible for referral)			Annual
	X		Tracey Gervaise	↑	Increase the number of alcohol brief interventions delivered in accordance with the HEAT Standard guidance by 5% by 2018			Annual
	X		Paul Johnson / Lynsey Murray	↓	Reduce the number of people waiting more than three weeks between referral to a specialist drug and alcohol service and commencement of treatment by 25% compared to baseline by 2018			Quarter
	X		Paul Johnson / Lynsey Murray	Data only	Number of treatments drug and alcohol service clients receive at 3 month and 12 month follow-up (and annually after that)			Quarter
			X	Amanda McClafferty	Data only	Demographic breakdown of service users in Moray by		

					Sex, Postcode, Age and Ethnicity			
		X	Amanda McClafferty	Data only	Breakdown of service users in Moray by type of substance misused e.g. alcohol, illegal drugs or legal drugs			Quarter
		X	Paul Johnson / Lynsey Murray	↑	Number of clients in specialist services in Moray			Quarter
		X	Paul Johnson / Lynsey Murray	↓	Reduce the number of unplanned discharges from the Recovery Orientated System of Care in Moray by 10% by 2018			Quarter
		X	Paul Johnson / Lynsey Murray	↑	Increase the number of planned discharges from the Recovery Orientated System of Care who are free from problematic alcohol or other drug use by 10% by 2018			Quarter
		X	Paul Johnson	↑	Number of learning and development sessions delivered for tier 1 staff			Annual
		X	Paul Johnson	↑	Number of tier 1 staff who attain a basic awareness and understanding of the values and attitudes of a successful recovery focused workforce			Annual