
Moray Employability Project (Substance Misuse)

FINAL REPORT

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Contents

1. Executive Summary	Page 2
2. Summarised Action Plan	Page 5
3. Introduction	Page 7
4. Methods and Principles	Page 12
5. Project objectives – Principal Findings and Learning Points	Page 14
6. Themed Action Plan	Page 35
7. References	Page 38
8. Appendixes	Page 39

1. Executive Summary

1.1 Moray Employability Project examined employability service provision for substance misuse clients in the Moray area. It utilised a combination of service mapping, needs assessment and option appraisal and was designed to particularly explore how the current focus on recovery is relevant to this area of substance misuse service provision.

1.2 The objectives of the work were:

- To evaluate current employability provision in Moray available to substance misuse clients, particularly in terms of outcomes and cost effectiveness
- To examine the culture and approach to unemployment within Moray treatment & support services
- To evaluate relationships between community rehabilitation services, training providers, colleges and employers
- To identify the extent to which employability is included in initial client assessment and ongoing individual care planning
- To compare the current model of service provision with best practice models in employability services for individuals recovering from substance use
- To recommend an effective and efficient model for future service delivery

1.3 The definition of employability adopted by the Scottish Government, Scottish Centre for Healthy Working Lives and the contributors to this project is:

“The combination of factors and processes which enable people to progress towards or get into employment, to stay in employment, and to move on in the workplace.” (NHS Health Scotland, 2010)

1.4 The evidence base for the project was collected using a mixed methods and action research approach, consisting of:

- Online audit of Moray Alcohol & Drug Partnership member agencies and other employability linked organisations
- Paper audit with clients of the above services
- Individual semi-structured interviews with staff
- Attendance and discussion at MADP Strategy Launch
- Examination of existing local and national strategies
- Identification of good practice and discussion with employability targeted projects throughout Scotland

1.5 All the practitioners included offer activities that can impact on the employability of their clients.

1.6 Measuring and promoting the value of the work done in softer skill areas is not currently practiced for reasons of complexity and the government focus on hard statistics of people

moving out of the pipeline into training and employment.

1.7 In order to make distinctions in the network of services providing employability support for substance users specifically, we identified three categories of service that could be mapped onto the local directory definitions:

- Specialist addiction services and programmes: Moray Council on Addiction, Moray Integrated Drug & Alcohol Service, Turning Point Studio 8
- Open ended employability support organisations: Moray New Futures, Moray Volunteering Centre, Moray College
- Specialist employment services and programmes: Job Centre Plus, Progress 2 Work, New Deal

1.8 It was evident that there was considerable pressure on the open ended employability category of service, where staff to client ratios were becoming uncomfortably high.

1.9 Current outcome measures are actively excluding those who are making changes to their employability status in open ended and less structured ways, such as developing soft skills, working on motivation, or identifying personal aspirations or alternatives to drug or alcohol use.

1.20 The majority of practitioners we spoke to emphasized the need to have a person centred approach. Confidence building, self-esteem, self-worth, motivation, self-belief are all abilities that people need to develop before they can be ready to maintain themselves.

1.21 The culture in Moray services is clearly to practice a person centred approach, supported by practitioners that demonstrate genuine understanding and persistent, non-judgmental interest. It is important to make the distinction between hand holding and enabling clients.

1.22 Further to the flexible enabling attitude needed many of the staff we interviewed maintained that it is crucial to determine realistic personal outcomes for an individual. In relation to current outcome measurement, these may not look like a significant change.

1.23 Generic service practitioners generally do not differentiate clients with substance misuse problems from other clients. Their approaches are very individual and client centred, tending towards action planning, skill development and review, mentoring and overcoming barriers. People entering generic services who indicate that drinking or drug use is a problem for them are likely to be referred to specialist services for co-working.

1.24 Clients attending specialist treatment services receive a care planned approach but many are at an earlier stage with their personal development needs.

1.25 Referrals back and forth between specialist drug and alcohol treatment services and generic employment, training, volunteering or other activity support services generally work very well

within the limitations of time and resources available.

1.26 Information sharing is dependent on the relationship between the individual practitioners involved, and can be negatively affected by fears around data protection.

1.27 Developing strong links into the community via volunteering and employment opportunities was described positively in relation to its importance in sustaining purposeful activity, however there were areas highlighted that required development.

1.28 When trying to access employment many employers will still actively avoid employing someone who admits they have had a problem in the past, however people sometimes feel dishonest if they avoid admitting this in case future problems arise and it affects their relationship with the new employer.

1.29 Local practitioners argued that it is appropriate to include people in generic services when they are working to change a drinking or drug using career.

1.30 For example many practitioners of specialist services mentioned positive co-working with Moray New Futures, the Volunteering Centre, and Moray College.

1.31 Currently there can be seen to be overlap between the approaches specialist addiction services are delivering in employability or personal development, and those offered by employability services.

1.32 All services included in the project assess skills related to employability, although there are clearly different levels of focus in this area.

1.33 All our respondents felt that initial assessment should lead to co-working with a team from different agencies. Continual assessment is crucial for adjustments over time, for example gradual disclosure of literacy problems.

1.34 Moray College are centrally involved in integrating and formalising personal development in their further education courses. This approach may have some additional benefits for people accessing other services in Moray who do not necessarily attend the college for training purposes.

2. Summarised Recommendations

Action Point	Action Recommendation
<p>6.1 Structural flexibility for personal, purposeful activity</p> <p>Delivery of practical programmes which balance structure and flexibility is necessary, allowing people to choose informal contact or active use of structured programmes, services and facilities.</p> <p>There is already a powerful local emphasis on a person-centred approach with a central role of personal development towards purposeful, healthy activity. This needs to be strengthened and more effective co-ordination applied to ensure that services co-working to provide support to people are doing this efficiently.</p>	<p>The principal area where physical investment could make the most impact is in open ended employability services, as currently delivered by Moray New Futures. We recommend that MADP consider, if finances allow it, the establishment of a new co-ordination and service delivery post targeting employability and substance use, possibly based in employability services, but have a close working relationship with specialist drug and alcohol agencies.</p>
<p>6.2 Visualising Client Change and Outcome Measurement</p> <p>Change must be seen to be held. The use of ongoing assessment and review to help people see the progress they have made needs to begin by measuring soft skills and accepting that these are appropriate indicators of change.</p>	<p>All services are measuring change with their clients using well established tools. MADP need to invest in assessing existing change measurement tools to establish if aggregate reporting of client change in terms of soft skills is feasible, thereby enabling existing services to report more accurately on their areas of work.</p>
<p>6.3 Pathways and signposting</p> <p>Clear and well promoted pathways and sign-posting – it needs to be clear to the public, even if services are not physically under one roof, that they are all operating under one umbrella.</p>	<p>MADP have already established a good communications base and we recommend that the partnership promote the MADP ‘brand’, or identify another acceptable partnership label.</p> <p>People considering accessing services need to be informed regarding the range of services available.</p>

6.4 Social and community integration

Importance of **social interaction and enjoyment**, and the benefit of peer support. Moray needs to influence **employer attitudes**, strengthen **community links**, and provide effective **ongoing support** to people in employment who have or have had problems with substance use.

We recommend that MADP actively **promote employer involvement** creatively, and assist the open ended employability agencies to develop links into the community.

3. Introduction

In January 2010, Fetherston Stonebridge Consulting were commissioned by the Finance & Commissioning Subgroup of the Moray Alcohol & Drugs Partnership to conduct a study of employability services in Moray. The study examines employability service provision for substance misuse clients in the Moray area. It utilises a combination of service mapping, needs assessment and option appraisal and has been designed to particularly explore how the current focus on recovery is relevant to this area of substance misuse work.

The objectives of the work were:

- To evaluate current employability provision in Moray available to substance misuse clients, particularly in terms of outcomes and cost effectiveness
- To examine the culture and approach to unemployment within Moray treatment & support services
- To evaluate relationships between community rehabilitation services, training providers, colleges and employers
- To identify the extent to which employability is included in initial client assessment and ongoing individual care planning
- To compare the current model of service provision with best practice models in employability services for individuals recovering from substance use
- To recommend an effective and efficient model for future service delivery

3.1 The Recovery Agenda

In recent years the concept of “recovery” has assumed a central place in addressing substance misuse and reducing its economic and human costs. In 2009 the Scottish Government launched the Road to Recovery strategy and this marked a significant paradigm shift in strategic planning and thinking.

“Recovery should be made the explicit aim of all services providing treatment and rehabilitation for people with problem drug use.”

“What do we mean by recovery? We mean a process through which an individual is enabled to move on from their problem drug use, towards a drug-free life as an active and contributing member of society. Furthermore, it incorporates the principle that recovery is most effective when service users’ needs and aspirations are placed at the centre of their care and treatment. In short, an aspirational, person-centred process.” (Road to Recovery, Scottish Government 2008)

Local policy work has subsequently adopted this renewed focus on recovery and this is demonstrated in the new substance misuse strategy work recently published by Moray ADP.

“The MADP aims to redesign services to ensure a more integrated approach that offers more effective and shared assessment. This approach will also offer a structured pathway, where recovery journeys don’t end with abstinence, engaging with health, social work, housing, employability, mutual aid and counselling, through a commissioning process involving the NHS, Local Authority and the third sector.” (Moray Alcohol & Drugs Partnership, 2009 – 2011)

Many organisations such as the Scottish Drugs Recovery Consortium are also actively promoting the strategic vision of recovery as the corner-stone of treatment and support. They seek to “inspire the hope and belief that Recovery is possible” and encourage a more positive and optimistic approach to addressing substance misuse.

3.2 The Employability Agenda

Employability has been given renewed emphasis during the last decade, driven by the then Scottish Executive’s “Moving On” strategy and the evidential work done by the Effective Interventions Unit.

“Employability is a concept that has been developed in recent years. It describes the combination of factors and processes that enable people to progress towards or get into employment, to stay in employment and to move on in the workplace.” (Effective Interventions Unit Moving On: Update Employability and Employment for Recovering Drug Users, 2005)

Over the last 2 to 3 years the principles and approaches around employability have developed significantly, alongside the changing national economic picture. Through recent strategic developments it has been recognised that the redevelopment of personal skills such as confidence & self-esteem, though referred to in previous policy work, must now form a fundamental aspect of planning and implementation of effective approaches to substance misuse and employability. Employability is now regarded as an integral, not additional, element in recovery and supporting an individualised approach to employability should be regarded as within the remit of most agencies dealing with substance misuse clients. This is well demonstrated in the employability “pipeline” already developed for Moray services, which maps a wide range of agencies which aim to contribute employability as part of their support or treatment.

“There is good evidence that work is beneficial to health and well-being and employment can aid the process of recovery from drug use.” (Road to Recovery”, Scottish Government, 2008)

The Scottish Government has also focused on the fundamental role of local partnership working in relation to effective service planning and provision. At the Recovery & Employability Seminar held in January 2010 in Aberdeen, Alan Johnson, Deputy Director of Scottish Government Drugs & Community Safety, stated that the three elements of promoting recovery, effective partnership and the timely

availability of “an appropriate range of effective, good quality and value-for-money services & support” were all central.

Employability and care and treatment agencies need to work in partnership to enable service users to move forward. (Essential Care: a report on the approach required to maximise opportunity for recovery from problem substance use in Scotland, SACDM 2008)

In addition, the definition and usage of “employability” as a term is widely debated and there are indications that alternatives are needed which would be perceived as less and intimidating and ‘professional’ to service-users.

3.3 Definitions

A number of different definitions and practical uses of the term employability exist. By their inclusion in the strategy document Road to Recovery (Scottish Government, 2008), the Scottish Government identify:

- The evidence indicating a link between employment and well-being
- The indication that employment can aid recovery from drug use
- The association between poor mental health and unemployment
- ISD published information suggesting low engagement in employment or training for treatment-seeking drug users
- Treatment service focus on the early stages of recovery
- Their preference for Community Planning Partnerships as a vehicle for employability frameworks for all those with needs in this area

The definition of employability adopted by the Scottish Government and the Scottish Centre for Healthy Working Lives is:

“The combination of factors and processes which enable people to progress towards or get into employment, to stay in employment, and to move on in the workplace.” (NHS Health Scotland, 2010)

Both of the above definitions are rooted in the Scottish Government approach set out in Workforce Plus - An employability framework for Scotland in 2006:

“Employability encompasses all the things that enable people to increase their chances of getting a job, staying in, and progressing further, in work. For each individual, there will be different reasons why they are not achieving what they would like in employment – perhaps their confidence and motivation, their skills, their health, or where they live compared to where the jobs are available. Helping people to improve their individual employability is key to our aim of moving more people into sustained work.” (Scottish Government, 2006)

An initial area that required clarification in the current project was the locally used definition of employability. Where does professional intervention that affects a person's ability to use their time in a purposeful and productive way start and finish? The term itself suggested several interpretations to the professionals we spoke to:

“Building the skills to allow people to move towards the employment market”

“The ability to do voluntary or paid work”

“It's either updating skills or giving skills, trying to get a bit of routine back into life”

“About usefulness and purposefulness that the client might get something positive from”

(Respondent, 2010)

“Having enough skills and abilities for someone to employ you” (Moray Alcohol & Drug Partnership, 2010)

There was general local agreement that employability could be appropriately defined in accord with the Scottish Government definition, however in Moray there are currently some practical challenges that make it difficult to accurately assess what impact services are having in this area. More of our respondents emphasized that employability was essentially the readiness to find and maintain work or other rewarding purposeful activity as appropriate to the individual, than any other definition. Basically how ready an individual is to do, and carry on doing, something that they want to do that is healthy and gives them something they value in return.

The term employability was felt to be intimidating to clients of the services we spoke to, particularly those clients who have been out of work for a long time or who may have never worked.

“When you say employability to a lot of service users what you get is people thinking – does that mean I have to get a job?” (Respondent 2010).

Services are necessarily flexible to accommodate clients who cover the continuum from not economically active to maintaining full time employment. For some a broad term was felt to be needed to cover assessment, development of personal 'soft' skills, practical skills and attributes to allow the individual to work a route out, with help, towards their aspirations.

As a consequence, many drug and alcohol service practitioners we spoke to suggested that their predominant role regarding employability was to focus on the development of soft skills: confidence, self-esteem, goal setting and unlocking potential, as appropriate and aspired to by the individual. In highly complex cases this may simply come down to use of time each day. For young people it may be

about exploring how lifestyle choices can compromise building stability and sustainability. Mental health issues are often more significant than substance use.

An incongruence was noted however, between the Scottish Government aspirations towards promoting recovery, and how they ask services to report on outcomes. National measures are biased towards measuring the number of people in contact with treatment services who are currently in training, volunteering or employment. In practice services understand that their role may be to help the client develop as a person. When an individual is ready to move on, they may simply leave, and often, through lack of resources, they are not able to track the progress of the individual further. The practitioners we spoke to felt that the national measures currently taken are too far ahead to reflect the milestones achieved in personal development.

“I used to work for Careers Scotland and the Get ready for Work Scheme with young people and their idea of a positive outcome was getting a job, but then if the programme’s called ‘Get Ready for Work’ then it’s not called ‘Get You a Job’. So a positive outcome for Getting Ready for Work is being ready to be employed not actually getting a job. I try to make that clear to folk.” (Respondent, 2010)

At the specialist level services may not suggest that getting into training or a job is the way to go at any point in time if the person is not motivated in that direction, but measures of the individual distance travelled in personal development or motivation are not requested by the Government.

In summary, the local definition of employability is broadly similar to the Scottish Government definition. However, use of one term to describe the wide range of activities clients are engaging in between specialist addiction services, employability support services and other partners could be discouraging and somewhat simplistic. It would be more accurate to describe the changes that can occur as individuals become enabled to move on as personal development, and report on measures that include personal change. As described in the Moray Alcohol & Drug Partnership Strategy released in April this year, *“recovery is about assisting an individual to achieve their full potential” (Moray Alcohol & Drug Partnership, 2010).*

4. Methods and Principles

4.1 Data collection

The evidence base for the project was collected using a mixed methods and action research approach, consisting of:

- Online audit of Moray Alcohol & Drug Partnership member agencies and other employability linked organisations
- Paper audit with clients of the above services
- Individual semi-structured interviews with staff
- Attendance and discussion at MADP Strategy Launch
- Examination of existing local and national strategies
- Identification of good practice and discussion with employability targeted projects throughout Scotland

Questionnaires were circulated to staff in the following Moray agencies:

Drug and Alcohol specialist agencies

- Moray Alcohol & Drug Partnership
- Moray Drug & Alcohol Service
- CPNs (Addictions)
- Moray Council on Alcohol
- MCA Young Persons Addiction Counselling Service
- Turning Point Scotland Studio 8
- Criminal Justice Addictions Service
- Scottish Prison Service

Agencies involved with employability

- Job Centre Plus team
- Employers' Coalition
- Moray College
- Moray Council
- Moray Community Health & Social Care Partnership
- Scottish Council of Voluntary Organisations
- Moray Volunteer Centre
- Community Planning Employability Action Group

Individual interviews were conducted with eleven staff from a range of drug and alcohol, and employability organizations. Thirteen clients returned paper questionnaires, and eleven staff completed the online survey. We also spoke to staff from specialist employability services throughout Scotland, including:

- Sorted Project, Edinburgh
- Aberdeen Foyer (Lifeshapers Programme)

- Moving On Project, Glasgow

In total we received qualitative feedback regarding employability from 35 individuals in Moray.

Data collection	Respondents
Individual interviews	11
Staff survey online returns	11
Client survey paper returns	13

4.2 Ethics and Confidentiality

All information gathered during the audit and interview procedure was processed and stored using electronic encryption in accordance with the Data Protection Act (1998).

Comments made through the interview and survey process and included in the report are not attributable to any named individual. During the online survey process, IP addresses were not linked to any one individual and therefore free text comments were not attributable to individuals or individuals identifiable through their agencies. Where practicable interviews were recorded and transcribed, and consent obtained.

5. Project objectives – Principal findings and learning points

Objectives and Principal Findings

5.1 To evaluate current employability provision in Moray available to substance misuse clients, particularly in terms of outcomes and cost effectiveness

All the practitioners we spoke to offer activities that can impact on the employability of their clients. Most clients seeking support from services are unemployed at the time of entry. There are few available estimates of how effective this support might be, as available statistics are limited to output figures alone.

Local strategic thinking

The Scottish Government cites Moray as a case study in its 2009 publication “Informing Future Approaches to Tackling Multiple Deprivation in Communities: Beyond the Fairer Scotland Fund”. In the last two years under the Fairer Scotland Fund Moray Community Planning Partnership has undertaken specific work in this area:

“A number of employability ideas were put forward to the Themed Groups for funding. Partners undertook a Strategic Assessment of Employability Services and this was fed back to the Employability Action Group. Drawing on experience from Dundee City, the Fairer Scotland Fund Manager worked with partners to develop an "Employability Pipeline". This involved outlining the key stages an individual might go through (from initial engagement to gaining and sustaining employment), and sets this out through key transition points. Existing services were then mapped against this process, to see where there were areas of duplication or gaps in provision. The Fairer Scotland Fund Manager led this work, in consultation with partner organisations. This work showed that in many cases current services were "uncoordinated and fragmented".” (Scottish Government, 2009)

In 2009 Moray Fairer Scotland Fund Team in conjunction with Moray Employability Action Group produced a Directory of Employability Services and Support in Moray. The directory lists services, target groups, contacts, eligibility criteria, activities etc for public sector specialist agencies, agencies funded to deliver employability services, and specialist support agencies with elements of employability. The directory is linked to an Employability Pipeline of Delivery for Moray (Moray Employability Action Group, 2009) based on the following areas of delivery:

- Engagement and referral
 - Assessment/individual needs/specialist interventions
 - Employability training (core skills)
 - Transition into employment
 - Employer engagement/job matching
-

-
- Aftercare provision

One of the main themes we identified suggested that the majority of the work done by the agencies we spoke to covered the first three delivery areas. Measuring and promoting the value of the work done in these areas is not currently practiced for reasons of complexity and the government focus on hard statistics of people moving out of the pipeline into training and employment.

Most local organizations have spent time and energy defining useful measures of personal change, for instance the Cristo Inventory, however the information gathered in this way is not done with the intention of looking at aggregate change within a client base, but rather as a way of helping clients visualize their personal distance travelled. Services do not use a uniform approach to this so reporting on outcomes was not possible.

In order to make distinctions in the network of services providing employability support for substance users specifically, we identified three categories of service that could be mapped onto the local directory definitions:

- Specialist **addiction** services and programmes: *Moray Council on Addiction, Moray Integrated Drug & Alcohol Service, Turning Point Studio 8*
- **Open ended employability** support organizations: *Moray New Futures, Moray Volunteering Centre, Moray College*
- Specialist **employment** services and programmes: *Job Centre Plus, Progress 2 Work, New Deal*

It is important to note that generic support organisations such as Moray New Futures (MNF) and Job Centre Plus do not in practice differentiate between the needs of substance misusers and other vulnerable groups. Each individual is assessed and their personal aspirations, barriers and developmental needs are accounted for. There is currently a very high demand on these services, with caseloads in MNF reaching forty at some busy periods during the time of this project.

Cost effectiveness

The majority of services responding suggested that they were cost effective, although resources were felt to be a source of concern, and local competition was mentioned several times. It was evident that there was considerable pressure on the open ended employability category of service, where staff to client ratios were becoming uncomfortably high. Specialist addiction services did not report significant increased demand or stress on resources currently, neither did specialist employability services.

Measuring the distance travelled - outcomes

The relevant Moray Alcohol & Drug Partnership Recovery outcome 6.2.1 indicates that the target is “an increase in clients undertaking a recovery programme accessing education, employment and/or training” (*Moray Alcohol & Drug Partnership, 2010*). The practice definition of employability in Moray would suggest that all clients entering services could be contributing to this outcome, however current outcome measures are actively excluding those who are making changes to their employability status in open ended and less structured ways, such as developing soft skills, working on motivation, or

identifying personal aspirations or alternatives to drug or alcohol use.

“I found my worker at Studio 8 was very encouraging and influential to me. The support and information that he gave me allowed me to get a clear picture and reach my goal which has made me very happy.”

“need to build up confidence with others, which would help in employability and relations with others, groups sessions help in this matter's (sic)”

(Respondent, Moray Employability Project, 2010)

Using existing information to increase knowledge

Almost all the respondents we spoke to who were directly involved in service delivery expressed a clear understanding of the benefit of using measurement to record how clients progress, and many have invested considerable energy in research and training to identify the most appropriate tool for their working objectives, in some instances developing tools in house.

“An exercise I do with the guys – “do you watch Dr Who?” and they're like yeah and I say “there's the Tardis, that was last year, here's now. Let's do a bit of time travel between the two and tell me what's up and what's down..” and just get them to evaluate where they are. Just they're the best people to evaluate their own lives. You can sit and make all the judgments you like” (Respondent, Criminal Justice Addiction Service, 2010)

Using measuring tools to report on service outcomes is not the principal reason that practitioners are investing this energy. The principal reason as explained by more than 75% of those we discussed it with is to motivate and encourage the individual to visually chart where they were when they first came into contact, what has happened since, and which areas of their lives have changed and why.

It could however be an additional adjunct and benefit to both the service and MADP if the information collected could still be used primarily to help clients understand the progress they are making, and identify areas of change, but also to help services and the MADP see how people are changing as a result of the support they are getting. The grid below expands on this theme and specifies the range of tools and approaches being employed:

Organisation	Approach	Tool/s used	Assessment of tool
Turning Point Scotland	Reporting employability outcomes to MADP: Employability skills Moving into Employment Improving engagement with education and training Improving engagement with voluntary work Improving literacy & numeracy skills	Data base and paper files allowed recording of a wide range of activities	New MADP outcome monitoring may not allow recording of activities that are not directly about training and employment

Moray Integrated Drug and Alcohol Service	Initial assessment then three month Pathway reviews. Currently investigating measurement tools, interested in Real Time evaluation	Single Shared Assessment Investigating Realist Evaluation tool	Concentrate on celebrating success, and use proactive approach and real time evaluation to track broad progress. SSA not specific enough to allow detailed enough review
Moray Council on Addiction	Use of information collected with the client to visually measure the distance travelled	Cristo Inventory CORE Establish initial and discharge outcomes	Supplying statistics but no detail to MADP Relationships with counsellors are difficult to equate to outcomes
CJAS	Initial assessment then review. Use of information to allow clients to do Timeline Follow back exercises to help them estimate their progress.	Richter Scale since 2009 Single Shared Assessment	Emphasise use of information to help client see progress
Job Centre Plus	Client interviews	No set evaluation but regular meetings	Joint meetings with Condition Management to identify where clients are
Moray New Futures	Initial assessment then average 6 monthly reviews, more frequent if need be	Richter Assessment	Difficult to quantify soft skill development. Richter is a good tool to help people see the progress they have made. Service does not report on results, limited by complexity of analysis. Would provide an analysis if requested by commissioners.
Moray Volunteer Centre	Different approaches for adults and young people	Measurement for adult volunteers is basic regarding home location, referral route, when visited, action taken In house designed a distance travelled form and completed Richter Scale training	Would like to implement Richter however not currently possible due to funding limitations
Moray College	Staff were evaluating every session delivered, but working on a practical way of adding more detail to verbal feedback	Staff have developed specific grids based on Curriculum for Excellence. This is completed during assessments, by course content and individual completion	Early days with recording but emphasise the benefit of doing so

5.2 To examine the culture and approach to unemployment within Moray treatment & support services

Foundations

“Foundations take a long time to dig” (Respondent, Through Care Social Work, 2010). If employability were to be defined as personal preparedness, it is recognised by almost all the practitioners we interviewed to be a critical outcome of treatment and support. There are very few areas of client/practitioner contact that are not associated with this outcome to some degree. Support services are all involved in broadening people’s perspectives, encouraging them to make new choices based on information that’s new to them.

“You can’t deal with things in isolation and if somebody’s chaotic, you might have to step back a little bit and make it less intense for them but you can’t avoid the fact that it’s of benefit to you to be out there doing stuff because it comes back to self-confidence and self-esteem. If people use really derogatory terms like junkie and alkie, then they’re looking at themselves badly but if you give them something positive to focus on then they’ll maybe drift away from those negative terms and start to look a little bit more positive and maybe engage with the services that they... they can see a point. At the moment I’m just stopping my drug, why am I stopping my drugs? I don’t know why but if I’m kinda doing this then I’ve got an opportunity to do this or work on the farm or work on the land or trees or have an opportunity of an apprenticeship and I can see a purpose to that”
(Respondent, Criminal Justice Addiction Service, 2010)

Person Centred Development

The majority of practitioner we spoke to emphasised the need to have a person centred approach. Confidence building, self-esteem, self-worth, motivation, self-belief are all abilities that people need to develop before they can be ready to maintain themselves. One of the roles of support services is giving people credit where they don’t recognise it. Having a good foundation in these areas is something all our respondents talked about with emphasis and a great deal of knowledge as regards how long it can sometimes take for behavior changes to stick.

The culture in Moray services is clearly to practice a person centred approach, supported by practitioners that demonstrate genuine understanding and persistent, non-judgmental interest. It is important to make the distinction between hand holding and enabling clients.

“My worker at studio 8 had previous experience and had information about college and employability that supported me to feel confident enough to further my education and skills.” (Respondent, Moray Employability Project, 2010)

Most, but not all of those we spoke to indicated that it was essential to provide a nourishing environment and encouraging people to do this for themselves:

“Through holistic care planning and review systems clients are encouraged to play an active role within their current and future recovery. We enable this process by offering alternative therapies, motivational interviewing techniques, solution focus techniques and interagency working.” (Respondent, Turning Point Scotland, 2010)

Further to the flexible enabling attitude needed many of the staff we interviewed maintained that it is crucial to determine realistic personal outcomes for an individual. In relation to current outcome

measurement, these may not look like a significant change. For example if you are a repeat offender, not being arrested for three months is a more achievable initial outcome than getting a job. Flexibility in views can accept that routine for a young person may not look like an adult routine. Accepting that some people may need a lot of time and practice.

“In some cases they might think they’re ready, but especially with substance misuse clients it can be two steps forward five steps back. We allow for that because a lot of users lives are quite chaotic, things can happen, things can impact on their ability to recover, so as I say we do allow for that because there’s a timescale we work on the programme, and we see little progress at times, but we’re happy to continue to work with them.” (Respondent, Moray New Futures, 2010)

Supported by an honest, realistic relationship of trust between the person and the practitioner:

“Its not just about building up skills, it’s about building up the person as well” (Respondent, Moray New Futures, 2010)

“It comes down to how honest the person it with you about what stage they’re at in recovery.” (Respondent, Volunteer Centre, 2010)

However at the cutting edge of employment support, real life sometimes comes into sharp contrast with people’s high expectations as contact with services and the experience of addiction’s ‘revolving door’ can leave them disillusioned.

“it can be quite difficult for them, with some of them they want us to wave a magic wand and make it all ok, and ‘no, it’s about your journey, it’s not about us making it happen for you, it’s about you making it happen for yourself’, know what I mean? So a part of that is about them admitting there is an issue there, and if they’re unable to do that, then there’s very little work we can do with them.” (Respondent, Moray New Futures, 2010)

Generic service practitioners generally do not differentiate clients with substance misuse problems from other clients. Their approaches are very individual and client centred, tending towards action planning, skill development and review, mentoring and overcoming barriers. People entering generic services who indicate that drinking or drug use is a problem for them are likely to be referred to specialist services for co-working.

Clients attending specialist treatment services receive a care planned approach but many are at an earlier stage with their personal development needs. Specialist service approaches can help people prepare for a more structured lifestyle, but may be more focused on their underlying thinking and belief systems, the impact of their personal use of drugs or alcohol and their clinical needs. In very complex cases services encourage the person to take a wider view and look at small achievable steps towards

their goals and aspirations. This can include practical achievements like establishing a healthy daily routine, and keeping appointments.

Perception of barriers

Generally practitioners indicated the expected barriers for services in a small rural community. What was interesting about the range of responses however was that a third of the people we spoke to were positive about having to find solutions to overcome these barriers. All these practitioners worked with services that looked at employability solutions, suggesting that the attitudes expressed by these services were realistic and focused on what a person has to do pro-actively to achieve their goals in an area where things like transport problems are never going to go away.

“There are barriers there but you know there are ways to overcome them and if not, then you have to look at alternatives because if you’re trying to work with someone to improve their employability and make them change their lifestyles and sort of move towards something more positive, you can’t turn round to them and say “sorry ... you know you’re not going to get from A to B” etc – you need to think of a solution round it.” (Respondent, Moray Council, 2010)

5.3 To evaluate relationships between community rehabilitation services, training providers, colleges and employers

Working with other services

Referrals back and forth between specialist drug and alcohol treatment services and generic employment, training, volunteering or other activity support services generally work very well within the limitations of time and resources available. For all the partners involved however, up to date knowledge is needed on capacity, referral route, and support provided, which sometimes is difficult to achieve without special attention. The employment support services and volunteering sector report that they frequently co-work with other services to ensure that all a person’s needs are being addressed as fully as possible. Some services clearly take measures to be flexible and make sure that appointments with them fit in with the commitments the client has with partner services. Specialist drug and alcohol services vary in how much emphasis they put on the importance and value of co-working.

“Most employability issues that we would deal with would be through Moray New Futures, Progress to Work, College, Volunteer Centre” (Respondent, 2010).

Relationships between specialist drug and alcohol services and generic providers were described positively. Communications between services providing similar specialist support were occasionally inconsistent, but no blocks were identified at a service level. Three practitioners suggested that with the same small group of services competing for funding opportunities, competitiveness is bound to have some kind of impact. The nature of short-term funding means that services are regularly bidding against each other in different funding arenas. One practitioner suggested that the compact nature of Moray encouraged ‘clique-ness’, and a general persistent view of people with substance use problems being

unreliable.

Partnership working with statutory services was initially a problem for Moray New Futures as it can be for the inception of many projects, but the situation has improved as relationships between practitioners have developed. Services were skeptical about the new service, but now understand the benefit of co-working clients in this way. At least half of our respondents suggested that partner services were now happy to share information to the benefit of clients. Employability practitioners felt there is still some work to be done in marketing how employability services can benefit specialist service partners to move people on and out of services permanently. Demand for employability services is very high, with case loads running at forty plus in MNF. With this much pressure on a service the ability to meet outcomes may be compromised.

Information sharing is dependent on the relationship between the individual practitioners involved, and can be negatively affected by fears around data protection. Some services ask clients to sign disclosure forms.

“That’s becoming more and more difficult with the childcare, GOPR, because there are now statutory, service level requisites of us as an agency to be providing more data, more personal details of the clients. That’s an issue, because what clients are saying is ‘I’m not happy sharing this information’, and what our SLAs service agreements say is ‘you don’t get a service’. And there is that kind of issue around and that’s not going to go away, until the pendulum that’s swung kind of eases back a bit, and it’s perfectly understandable where it is at the minute, but if it carries on its going to create a whole underground of people who just won’t access the service, numbers have already dropped. I’m sure it will be different in five years, it’s a professional fear, it’s not a real fear, it’s a professional fear.”
(Respondent, Moray Council on Addiction, 2010)

Generally the information sharing barrier is reduced by increasing partner service awareness of the work of employability services, although some persistent misconceptions exist.

Community relationships

Developing strong links into the community via volunteering and employment opportunities was described positively in relation to its importance in sustaining purposeful activity, however there were areas highlighted that required development. Specifically, working with employers to understand that getting involved in helping people in the community can be more possible and imaginative than simply providing jobs. Employers can be involved with helping people in services develop their personal skills through interview practice, short placements, work taster sessions. Employers also need education and mentoring to understand and overcome any existing stigma in the decisions they make regarding employing people who have had significant problems with alcohol or drugs. Moray College has established links into the community in this way, and is actively promoting employer involvement. Volunteering services are also trying their hardest to extend volunteering opportunities. Both sectors find a barrier when it comes to direct employer or business involvement.

Choice

People looking for help with drug and alcohol problems are often described as the population at the tip of the iceberg because the factors affecting this group are often serious and complex, characterised by loss of control. The depth of these factors tends to draw attention away from the bigger picture. In actual fact the range of people affected can include those who are maintaining routine and functional lifestyles, but who may have some concerns or require advice, and those who have actively controlled their own lives and eliminated drug use or problematic drinking. Choice is sometimes limited by societal stigma for the latter group, and time limited service contact. When trying to access employment many employers will still actively avoid employing someone who admits they have had a problem in the past, however people sometimes feel dishonest if they avoid admitting this in case future problems arise and it affects their relationship with the new employer.

“I suffer mental health problems & have a large criminal record I’d love to work but find my options limited (sic).”

“I feel that my past drink issues will hinder me in the future. Almost catch up with me. I feel for the rest of my life it will be there and I have to disclose it.”

(Respondent, Moray Employability Project, 2010)

Many practitioners reported that this area is one where work is required to change attitudes, and provide additional support to make sure people settle into new workplaces with the confidence they can still get some help if they need it.

“Clearly the block comes when you hit the land of work, that’s where the big problem is, because you then need support to make sure that you get up in the morning, and ongoing support, once you start getting better, initially folk are ‘oh well done’ and then back off, and there’s a heap of folk queuing up behind you. So there’s a lot of that quick throughput, recovery road, waiting times, the agencies, that’s where the big issues arise for a lot more clinical. We’re alright we can see them for ever. Years!” (Respondent, Moray Council on Addiction, 2010)

Role clarity between services

The unpicking of issues directly related to substance use, therapeutic approaches that identify problem thinking and belief systems, the identification of how structured a drinking or drug using routine can be, and support to help people change that are clearly specialist areas for drug and alcohol services. Saying that however, local practitioners argued that it is appropriate to include people in generic services when they are working to change a drinking or drug using career.

“There is an argument that says only when they’re stable on a programme, but I worked with many clients who were still chaotic and still using, they could do elements of employability, say.. see work as motivator... into a treatment

programme. It can certainly support them to stick to it, so they can see, 'yes there is a future', because for a lot of substance misusers, it's hard for them to see what the future is." (Respondent, Moray Council, 2010)

All practitioners would recognise the existence of windows of opportunity when a person is motivated towards change, only one practitioner mentioned that employability only entered the agenda once a person was chemically and emotionally stabilised. Generally practitioners indicated that windows of opportunity may very well be generated and maintained by opportunities offered by generic services.

"I just closed a case yesterday with a woman who I'd been working with two years who wants to get into voluntary work who has accessed one of the employability services a couple of times and never went back, but this time I think she's going to take it forward because she's come up with an idea by herself that she wants to do voluntary work with elderly people. There's things that stop her from doing that but the employability service will be able to help her with that and I'm quite confident that she will take that forward herself now." (Respondent, Turning Point Scotland, 2010)

Most practitioners we discussed this with recognised the need for strong and energetic links between specialist treatment agencies and other services in the community, and it is apparent that these links do exist in Moray. For example many practitioners of specialist services mentioned positive co-working with Moray New Futures, the Volunteering Centre, and Moray College. Links are needed on several levels, to make sure all practitioners have up to date information ready to advise clients about what choices they have, and also to keep on track with information regarding individual progress with other agencies so they can make ongoing decisions about support planning based on the best information available.

Overlap

Currently there can be seen to be overlap between the approaches specialist addiction services are delivering in employability or personal development, and those offered by employability services. One of our respondents admitted that realistically specialist addiction services haven't the time to keep up to date with what is available in Moray, are also stretched for time mentoring people into new activities, and are not as well informed as other services. This was further illustrated by widely conflicting comments from practitioners regarding choice in alternative activities.

"I know statutory services are up to their eyes prescribing and monitoring and stuff. I don't think you'd have time for the employability stuff. We do have a limited amount of time but there are services there which we would try and access because you're dealing with addiction and stuff. Employability, yes, will help on the road to recovery but it's how do you progress that forward unless you have somebody who's basically a dedicated worker to do that. So it would have to be

integrated into the service.” (Respondent, Turning Point Scotland, 2010)

When services are in a competitive position with each other bidding for time limited funding it is tempting to convey omni-potential, to offer to provide everything your target population could need by way of support in order to hit as many strategic targets as possible. All the practitioners we spoke to outside of the competitive context discussed their specialism, espoused the concept of choice for people looking for help, and understood the boundaries of the support and interventions they offer, but many suggested that within the area of substance use there could be better co-working and trust of other agencies. It would be more efficient in a time of very stretched resources to improve close partnership working and specifically focus on co-working this area more effectively. Five people suggested that a specific integrated post or service would improve this area in Moray.

5.4 To identify the extent to which employability is included in initial client assessment and ongoing individual care planning

Assessment and core skill establishment

All services included in the project assess skills related to employability, although there are clearly different levels of focus in this area. Moray New Futures stressed the need for a thorough initial and continual assessment of core skills and attributes, and barriers – impact factors that are stopping them progressing. Homelessness, relationships, debt, benefits, addiction.

All our respondents felt that initial assessment should lead to co-working with a team from different agencies. Continual assessment is crucial for adjustments over time, for example gradual disclosure of literacy problems.

“They might be saying all the right things, but it doesn’t necessarily mean that they’re ready. Its in some cases its about reality, we don’t do it all the first time we see them, we probably see them a few times, and we have found from the past that we set them targets, we set little jobs to do before the next time we see them. We draw up like an action plan and set dates, and if they’re not achieving even small milestones maybe we’ll come back and ask them the question, ‘right, what’s happening here? Why do you feel you’re not able to achieve these things?’ In the long run we can have the discussion about whether or not they’re ready for this.” (Respondent, Moray New Futures, 2010)

Moray New Futures place considerable emphasis on the value of expending a lot of energy achieving an accurate picture of the person concerned through continuous assessment and information sharing with partner agencies. They allow their clients time to determine for themselves that they are ready to take a further step in personal development, and they work to ensure that their clients are in a position to be ready to make progress.

Single Shared Assessment

Activity centred on information sharing has been the focal point of developments into the Single Shared Assessment in Moray. Currently our evaluation would suggest that attention needs to be given

regarding strengthening links between agencies and understanding of the different approaches and services offered between some local agencies.

Several practitioners highlighted the incongruence between the focus in the Single Shared Assessment on measures of client economic activity, i.e employment, and how clients in reality make use of their time. This was felt to be confusing. There are many wider areas regarding use of time that are covered in discussions between practitioners and their clients.

“We use the assessment form, the single shared assessment form. Because we have a section on use of time, sometimes it can be a bit confusing. It’s got about the daily routine, whether it’s structured or unstructured, and it’s about their use of time. I often think that there’s a heavy emphasis within this form about employment rather than how they use time. So it could be that the work that you’re doing with people could be talking to them about the activities that they might want to be interested in, or GP referrals to the gym or something like that. Or it might be more focused on working towards employment, so it might be Progress 2 Work you’re thinking of, or Job Centre Plus, if they’re that advanced, or MNF. So there’s a whole range of things you’re looking at with an individual about how they use their time. From the very, very basic bit about how you get up in the morning, how do you care for yourself, how do you care for your children if there are children in the household, things like that.” (Respondent, Moray Council, 2010)

An area of concern was raised regarding the impact of Getting Our Priorities Right regarding information sharing. Whilst the need to share information on clients between co-working services is clear, there may be a balance to be struck between information sharing and privacy, and further thought needed locally as to how to best recruit clients into being less fearful of the process.

“That’s becoming more and more difficult with the childcare, GOPR, because there are now statutory, service level requisites of us as an agency to be providing more data, more personal details of the clients. That’s an issue, because what clients are saying is ‘I’m not happy sharing this information’, and what our SLAs service agreements say is ‘you don’t get a service’. And there is that kind of issue around and that’s not going to go away, until the pendulum that’s swung kind of eases back a bit, and it’s perfectly understandable where it is at the minute, but if it carries on its going to create a whole underground of people who just won’t access the service, numbers have already dropped. I’m sure it will be different in five years, it’s a professional fear, it’s not a real fear, it’s a professional fear.” (Respondent, Moray Council on Addiction, 2010)

Ongoing care planning

During this project we were not able to include sight of care plans or similar documents, however we were confident that employability and/or personal development is a central part of ongoing support.

5.5 To compare the current model of service provision with best practice models in employability services for individuals recovering from substance use

Examples of good practice in employability service provision

There are many interesting examples of notable practice in employability work in other areas. Many projects grew out of the Government's "Moving On" agenda and have developed in line with changes in national and local policy.

Aberdeen Foyer

Aberdeen Foyer is a local charitable organisation working to prevent and alleviate youth homelessness and unemployment. We provide supported accommodation, access to a range of education, training, employment opportunities and community health services for young people and their community. The team work with clients to help them achieve their goals through improving confidence & motivation, career guidance, job search help, training/education programmes, work experience opportunities and basic skills support.

The Lifeshaper programme is a community rehabilitation initiative for those who have had alcohol/drug problems and are ready to take the next steps towards education, training & employment. The programme lasts 12 weeks and is very holistic in approach and structure, looking at nutrition, relapse management as well as employment skills. It is, in the words of one staff member "a very rounded programme". They have had success through bringing back previous participants as staff and peer mentors. Previous members of the Lifeshaper programme also deliver projects within the local community, which contributes to reducing stigma and promoting social reintegration.

Good practice learning points:

- **Holistic approach**
- **Emphasis on soft skills**
- **Practical, focused programmes and advice**
- **Use of peer support and mentoring**
- **Reconnection with the community and social reintegration**

Sorted

The Sorted Project is based in Edinburgh and aims to promote access to quality drug and alcohol recovery and motivation and life skills services. They work on an out-reach basis with clients at the post-treatment, pre-employability stage and their message is *"that it is possible to have serious, important and life changing experiences while having a great time and enjoying life's opportunities"* (Sorted Project, 2010).

They work with Prochaska & DiClemente's Stages of Change model.

“Each client develops an action plan to work to and their plan is regularly evaluated in order to ensure their progress can be monitored. This is not only motivating for the client, but for Sorted staff too. The recovery journey is often a long one and it is crucial to keep motivation up. The action plan is an excellent tool which demonstrates measured progress and positive outcomes.” (Sorted Project, 2010)

Their programmes are based around:

- Emotional Intelligence (social interaction and awareness, building & maintaining relationships, basic communication skills and life planning)
- Confidence building (exploring self-esteem, building models of confidence and life balance)
- Communication (body language, listening skills and memory skills)
- Healthy Eating ('food & mood', basic recipe & menu planning and basic budgeting)

Good practice learning points:

- **Use of outreach approach, resulting in improved project flexibility & efficiency, increased client uptake and reduced project costs**
- **Importance of having clear project goals and objectives, geared towards clients' needs**
- **Use of client action planning**
- **Emphasis on person-centred approach which accurately identifies needs & aspirations of clients**
- **Central role of partnership and the importance of clarity around each partnerships' roles & responsibilities**

Moving On Project, Glasgow

The Moving On Project operated in Glasgow between 1997 and 2009 and was originally for homeless clients. However dealing with their underlying issues such as substance misuse soon became the central to the support provided. Their personal development group work was a central element in their support provision and they also developed services and approaches involving peer education, mentoring, volunteering employability-focused activities, community-based support, literacy/ numeracy and financial advice. Programmes also included aromatherapy/ acupuncture, IT and health & fitness (such as dental hygiene, cooking).

The project's work helped people to access and sustain education, training and employment, stabilize their lives, build basic skills and increase confidence. There was recognition that there were good levels of aspiration in the majority of the clients who engaged with them and their work capitalized on this.

Good practice learning points:

- **Provision of structured and varied programme, some of which were time limited to encourage client movement**

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- The benefits of including relaxation and creativity in programme activity
 - The importance of aftercare
 - The need for partnership working
 - The need for peer support after moving on
 - Using employability focus to de-focus from addictions
 - Establishment of close links to local further education institutions
 - The importance of service user consultation
 - The need for non-judgmental staff attitude which is still effective in challenging users
 - the need for a safe and welcoming environment

These projects demonstrate varying approaches and structures but there are common aspects to their service provision which appear to prove successful with clients.

Common features of good practice:

- Emphasis on person-centred approach
- Central role of personal development
- Delivery of practical programmes which balance structure and flexibility
- Use of peer support
- Importance of social interaction and enjoyment

In support of these common features, our respondents identified a number of themes relevant to good practice.

Pathways and sign-posting

In addition, our respondents indicated the benefit of clear pathways, clear signposting and co-working.

“I don’t claim for us to be the experts in stuff like mental health issues or drug and alcohol issues, we can advise people, but there are specialists here that we signpost them to.” (Respondent, Moray New Futures, 2010)

Choosing informality to active use of services and facilities

Services that are reliable and some that are flexible enough outside of office hours. People sometimes benefit from having the choice of attending an informal ‘drop in’ service, if they don’t feel they are able to sustain formal appointments at that time, particularly if maintaining attendance is linked to receiving support or treatment from a service.

“It’s a person centred approach that makes it easier for them to come into the service and to sustain it. We don’t go away that easily, we’ll give them a phone call ‘we haven’t seen you, what’s happening?’ ken.

Staff in voluntary organisations do rely on their volunteers so if somebody doesn’t come in or is late it’s got more of an impact. But if someone doesn’t turn up for an interview, we’ve got more understanding so we don’t tend to judge people in

the same way as maybe some organizations would do. We've got more freedom that way." (Respondent, Volunteer Centre, 2010)

Support throughout the process of change: mentoring, particularly for young people, and buddying is seen as beneficial. From simply being a point of contact for a really informal 'every so often' chat, there is a need to advise people about how to prepare yourself to look for work, how to search for opportunities and make best use of the facilities in the area.

There is also a need to offer a variety of opportunities to get support, one to one and groupwork so that the person can choose what is most comfortable for them at any given time. Social interaction can be motivating when it is built in at the right time, but it can be initially daunting.

Time, practice & patience

It is evident that for some people long term change towards self-maintenance will be dependent on spending a lot of time exploring personal motivation and belief systems with practitioners who are trained in Motivational Interviewing and Cognitive Behavioural Therapy.

"I had a volunteer that was more than two years before I actually placed him anywhere, just giving him routine. To start with he was missing appointments all over the place, he started to get his head sorted and starting making appointments, and it was afterwards he said he benefited from just coming in to speak with us and actually have the appointments, and you could see him getting himself sorted, and you could gauge that he was maybe ready to go into a place after that." (Respondent, Volunteer Centre, 2010)

Time is a very important factor, both time preparing for life without substances, and maintaining addiction free time.

Visualising progress – change must be seen to be held

It is important to make sure the client understands the progress they are making. Moray New Futures and Progress 2 Work use the Richter Scale. This tool allows people to visualise the progress they are making in their personal development and soft skills, and helps them *"identify issues which they hadn't realised or hadn't been able to articulate"* (Respondent, Moray Council, 2010).

Purposeful activity

To maintain motivation and keep on track, it is beneficial for people to engage in skills and activities that are meaningful to them. *"Keeping the interests there"* (Respondent, Moray Employability Project, 2010). This may mean lateral thinking, but it is crucial to strike a balance between hard and soft skills.

"In my last job one of the best lassies who went through college was second in her class, one of the best people in the course, second, was a girl. And it's actually having skills, doing hard skills which people will actually find a function for and can take forward. That lassie was no use at lots of other things but she went and did that and thoroughly enjoyed it and decided she was going to open a

hairdressers next to a garage and her thinking was that women could come and get their cars done and you could sit and watch your car being processed through. And I thought what a bloody clever idea... I don't think she did it, she moved down to England... So giving people skills that they can take away and use but as you say the soft skills have to be put into that because people learn how to engage, to communicate, deal with simple things like numbers and I think there's a balance to be struck." (Respondent, Criminal Justice Addiction Service, 2010)

5.6 To recommend an effective and efficient model for future service delivery

Things that work well, things to improve

"Moray New Futures has got a very high success rate – it's a well recognized service and I think it's working well. The flexible approach working with clients does absolutely work. It's open-ended so clients can come in and stay as long as they like etc. I think that all works, I think as I mentioned before for some clients it's maybe a bit too flexible and they need more structure. But as a support worker you should be able to identify that." (Respondent, Moray Council, 2010)

In the practitioner interviews approximately half of the respondents we spoke to highlighted Moray New Futures as an effective service, but suggested that short term funding, low staffing and demand limited the effectiveness of and confidence in partner agencies referring to the service *"do we refer, do we not refer, is it worth referring because he's only going to get it for 2 months. They don't know if they're going to be there or not. That instability."* (Respondent, Criminal Justice Addiction Service, 2010).

Moray New Futures currently employ 1.25 FTE staff members and had a case load of 45 clients and 40 new referrals at the time of interview.

"Quite big numbers, a huge demand for the services. Because we are constrained by time, you know, we're not working effectively to capacity, and could get some support about how to manage that time. I think we do effectively work with the clients to a certain degree within the time constraints that we've got, but possibly even better use of that time with the client because its all appointment system, and we give a certain amount of time to the client, whereas sometimes potentially we could be there for a lot longer because there's a lot going on in their life that we could support them with." (Respondent, Moray New Futures, 2010)

Three respondents highlighted the Volunteer Centre as a positive and worthwhile organisation. The Volunteer Centre practitioners were enthusiastic about the opportunities and currently improved profile for volunteering, but were limited by time, resources, opening hours and ability to cover the rural areas within current resources. They would like to be able to offer more to meet the demand for a holistic service from young people with individual needs, and to offer a Big Brother Big Sister one to one

mentoring project, but recognise this is impossible without additional resources and volunteers. Out of all the services we spoke to, the Volunteer Centre were seeing the largest impact of the recession ending in increased demand for volunteering places. Often however referring services were unaware of the areas of support a volunteer needed at the time of referral.

Personal communication between services was valued across the board, for instance calling or emailing a partner practitioner when someone hasn't turned up for an appointment to find out where someone might be, can be possible and effective in a closer, smaller local network.

“I think as a service and working with other agencies that we do work closely with, we have a good professional relationship and the services that are open to working with us are usually very open and clued up on the process for the individual. They ask for our feedback and value our feedback, on how the person is progressing. And I think that’s a good part of working in Moray, because we are small enough that we are able to do that.” (Respondent, Moray New Futures, 2010)

Progress to Work, mentioned by two people, works well when people are ready for a more structured programme. Careers Scotland was highlighted as positive for younger people. Turning Point Scotland was highlighted as *“a fantastic service”* (Respondent, Moray New Futures, 2010). Clients have been impressed by MCA, and their young persons' service.

The Forum, although not currently in existence, was highlighted as a beneficial piece of work bringing together addiction support services across the patch. Active links with the Police, Business Gateway, the Fire Service and Findhorn Foundation to help their students increase their experiences and change their attitudes to diversity were highlighted by Moray College. The college would like to improve links with employers, and is enthusiastic at the opportunities in establishing personal development planning throughout a persons learning experience.

One practitioner suggested that there was less stigma now in admitting mental health or addiction problems.

There is a clear requirement for a flexible, non-time limited support service, as delivered by Moray New Futures. However attention needs to be given to the capacity of this service to deliver against its objectives. MNF is currently vulnerable with short term funding stretched. It would be appropriate to consider expanding this service, to continue the integrated, embedded co-working approach with the service network as it exists, and to formalise personal development into an MADP strategic approach.

We recommend that MADP consider developing a post specific to employability and personal development for addiction services. It would be appropriate for the post to be based in an existing employability service, ideally Moray New Futures, but have some experience of addiction services and interventions. The post needs to be enabled to work closely with people coming into addiction services from the outset, and also undertake wider awareness raising, strategic development and training. We

anticipate that the existence of such a bridging post would improve the understanding of the value of employability and personal development approaches within the specialist services, and with the right person in post may instigate a cultural change in the field.

As clearly observed by all the practitioners we spoke to, the approach taken needs to be led by an individually tailored personal development programme that encourages people to develop the skills they need to take their life into their own hands.

“I think the success we acknowledge is very much down to the individual because ultimately it’s their journey. I say to our clients ‘we’re just here to steer you in the right direction, very much your journey’ and we give them the space to enable them to do that. And it’s about us helping to empower them to do it for yourself.”
(Respondent, Moray New Futures, 2010)

One practitioner specifically mentioned and valued dedication and hard work supporting vulnerable young people.

Formal training in Personal Development and Planning

Moray College are centrally involved in integrating and formalising personal development in their further education courses. This approach may have some additional benefits for people accessing other services in Moray who do not necessarily attend the college for training purposes. Each student currently attends ten sessions on Personal Development, and the college is currently considering taking on related SQA modules to formalise the strategy. The aim of this approach is to start preparing students from the beginning of their course for the reality of life after training is completed. A recent HMIE inspection positively highlighted this strategy. A structured approach like this would have obvious relevance to employability services in the community.

Areas to improve

- Benefit reviews and the management of benefits were generally viewed as complex and problematic.
- Waiting times can be frustrating.
- A bias towards Elgin centred services was highlighted four times, with several services explaining how they travel throughout Moray when necessary. There was a little incongruence in attitudes to travel. Some practitioners saw distance and transport primarily as a barrier, and others accepted it and had adopted solutions. Other solutions are possible with a small service network, for example scheduling several appointments for the same day and reimbursing bus fares.
- One practitioner highlighted a lack of opportunities for young people to attend placements in realistic work experience in larger organisations like Moray Council, signifying the role of ‘corporate parenting’.

Defining an effective and efficient service model

Asking practitioners about the ideal service they would design if they could can help to pinpoint the strongest themes in a service model. 'Blue sky' responses converged on a one stop shop, as described by one practitioner below:

“A nice big building, just set off the High St, I don’t even know where this building is, just set off the High Street, that had a café in it. When you walk through the door there’s a reception, there’s also a coffee shop and you can sit down. And it has rooms which you can use, not poxy little box rooms with scabby paint, but at least a nice place to sit down and have a chat, have a discussion. And in the back of that there are workshops. The people who are running the café are the people who are developing employability skills.. that’s part of their employability skills, they’re in there learning to be a cook and the people who are in there are the people who are learning. The person behind the desk is sat next to someone because they’re learning. They’re learning from the people in the place. They’re not just coming and going ‘we’re going to farm you out to another business, you’re going to come in and help run this business with other people’. People will go out to other agencies and having a wee workshop in the back where people could come in, and you would bring in people who would bring in different types of workshops. And not just necessarily “man” skills..You know there is a time and place for that. I’ve met enough clients to know that some like poetry and some people like wrestling. Some people like cars and some people like bird watching. It’s about having the opportunity to maybe bring in specialists now and again. So when you have someone you can actually afford to say we’ve got 3 or 4 people to sit down and do, looking at literature. Maybe been poet, maybe been a writer... the back of the ideal place would have a zip wire and if you feel like having your fix, then crack on...” (Respondent, Criminal Justice Addiction Service, 2010)

Whilst this idealised support service may not be economically feasible, it illustrates several important hierarchical themes in an effective support framework. From highest to lowest:

Integration

All support services joined and coordinated under one umbrella organization

Individualisation

A person centred approach, time free, supported with care plans and personal development plans from start to finish

Enabling

Professional attitudes that encourage people to find their own solutions, giving choice, autonomy and privacy. Non-judgemental attitudes.

Flexibility

Listening to clients, out of hours opening times, travel solutions, informal and formal programme

choices available

Close inter-agency communication & co-working

Frequent co-working, discussion about who is most appropriately placed to provide what for each individual

Alternative choices and skill development

Substantial databases, information and resources about what opportunities are available, support to exploit opportunities

Practical solutions & lateral thinking

People and practitioners thinking outside the box to find solutions to overcome barriers

Recovery community

All practitioners understanding the need for ongoing support to promote and maintain change, sometimes over extended periods

New model of service delivery

Examination of the themes above leads back to many of the common features of good practice identified previously, added to localized themes in effective service structure and approach.

- There is already a local emphasis on a person-centred approach with a central role of personal development towards purposeful, healthy activity. This needs to be strengthened and more effective co-ordination applied to ensure that services co-working to provide support to people are doing this efficiently
- Delivery of practical programmes which balance structure and flexibility is necessary, allowing people to choose informal contact or active use of structured programmes, services and facilities
- Clear and well promoted pathways and sign-posting – it needs to be clear to clients, even if services are not physically under one roof, that they are all operating under one umbrella.
- Time, practice & patience are all essential elements needed in recovery. Support structures as well as services need to acknowledge and accept this
- Visualising progress – change must be seen to be held. The use of ongoing assessment and review to help people see the progress they have made needs to begin by measuring soft skills and accepting that these are appropriate indicators of change
- Importance of social interaction and enjoyment, and the benefit of peer support. Moray needs to influence employer attitudes, strengthen community links, and provide effective ongoing support to people in employment

As a basis for development, there are already strongly established links between the relevant partner organisations in Moray, with whom a new service model can be developed. The following section identifies recommendations linked to the action points above.

6. New model of service delivery for employability services for substance users in Moray – Themed Action Plan

Action Point	Action Recommendation
<p>6.1 Structural flexibility for personal, purposeful activity</p> <p>Delivery of practical programmes which balance structure and flexibility is necessary, allowing people to choose informal contact or active use of structured programmes, services and facilities.</p> <p>There is a clear requirement for a flexible, non-time limited support service, as delivered by Moray New Futures. However attention needs to be given to the capacity of this service to deliver against its objectives. MNF is currently vulnerable with short term funding stretched. It would be appropriate to consider expanding this service, to continue the integrated, embedded co-working approach with the service network as it exists, and to formalise personal development into MADP strategy.</p> <p>All the practitioners we spoke to outside of the competitive context discussed their specialism, espoused the concept of choice for people looking for help, and understood the boundaries of the support and interventions they offer, but many suggested that within the area of substance use there could be better co-working and trust of other agencies. It would be more efficient in a time of very stretched resources to improve close partnership working and specifically focus on co-working this area more effectively.</p> <p>Voluntary service practitioners were enthusiastic about the opportunities and currently improved profile for volunteering, but were limited by time, resources, opening hours and ability to cover the rural areas within current resources.</p> <p>There is already a powerful local emphasis on a person-centred approach with a</p>	<p>The principal area where physical investment could make the most impact is in open ended employability services, as currently delivered by Moray New Futures.</p> <p>We recommend that MADP consider, if finances allow it, the establishment of a new co-ordination and service delivery post targeting employability and substance use. We suggest that such a post needs to be based in employability services, but have a close working relationship with specialist drug and alcohol agencies.</p> <p>The function of the post would be to:</p> <ul style="list-style-type: none"> ○ Develop and promote a Personal Development outreach approach for people in Moray recovering from substance misuse problems ○ Co-ordinate multi agency working in relation to Personal Development and employability ○ Work with employability and voluntary sector partners to improve attitudes, expand and establish links and opportunities in the community

central role of personal development towards purposeful, healthy activity. This needs to be strengthened and more effective co-ordination applied to ensure that services co-working to provide support to people are doing this efficiently.

- Raise awareness with practitioners in specialist services about the range of available activities in Moray

6.2 Visualising Client Change and Outcome Measurement

Change must be seen to be held. The use of ongoing assessment and review to help people see the progress they have made needs to begin by measuring soft skills and accepting that these are appropriate indicators of change.

All services are measuring change with their clients using well established tools including:

- Christo Inventory
- Richter Scale
- Single Shared Assessment

Using measuring tools to report on service outcomes is not the principal reason that practitioners are investing energy in measuring client change. The principal reason as explained by more than 75% of our respondents is to motivate and encourage the individual to visually chart where they were when they first came into contact, what has happened since, and which areas of their lives have changed and why.

MADP need to invest in assessing existing change measurement tools to establish if **aggregate reporting of client change in terms of soft skills** is feasible, thereby enabling existing services to report more accurately on their areas of work. This area could be a potential role for MADP Support Staff.

It could however be an additional adjunct and benefit to both the service and MADP if the information collected could still be used primarily to help clients understand the progress they are making, and identify areas of change, but also on an aggregate level to help services and the MADP see how people are changing as a result of the support they are getting.

6.3 Pathways and signposting

Clear and well promoted pathways and sign-posting – it needs to be clear to the public, even if services are not physically under one roof, that they are all operating under one umbrella.

MADP have already established a good **communications** base via the website and other communications. We recommend that the partnership **promote the MADP ‘brand’**, or identify another acceptable partnership label, through this and other media, as the umbrella structure for recovery services.

For all the partners involved however, up to date knowledge is needed on capacity, referral route, and support provided, which sometimes is difficult to achieve without special attention. Many services already hold useful databases

with contact details for useful partner services. There is a lot of activity choice available in Moray, although perception can be that variety is limited.

People considering accessing services need to be informed regarding the **range of services** available, what is **effective**, and what they can **expect**. This activity should present a unified front to the public, and target confidence building regarding information sharing.

Partner agencies require ongoing information update opportunities. The MADP has already started working in this way, and we recommend that the **directory of services** is regularly updated and circulated, together with face to face opportunities for informal discussion, such as shared training events.

6.4 Social and community integration

Importance of social interaction and enjoyment, and the benefit of peer support. Moray needs to influence employer attitudes, strengthen community links, and provide effective ongoing support to people in employment who have or have had problems with substance use.

Many practitioners in open ended employability services reported that this area (getting and maintaining employment) is one where work is required to change attitudes, and provide additional support to make sure people settle into new workplaces with the confidence they can still get some help if they need it.

We recommend that MADP actively **promote employer involvement** creatively, and assist the open ended employability agencies to develop links into the community.

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8. Appendices

Moray Employability Report – Appendix

Service Providers' Survey

1. Please tell us the name of the organisation or sector you work for:
2. What is your current job title?
3. What is your professional role or relationship with employability services for substance misusing clients?
4. Does your employing organisation offer services to substance misusing clients? If yes, please describe what is offered.
5. The organisation I work for “considers an individuals employability needs and capacity throughout the time they are supporting them” (Scottish Government, Road to Recovery 2008).
To what extent would you agree that this statement applies to the approach taken by your organisation?

Strongly agree Agree Neutral Disagree Strongly disagree

6. Could you describe how your organisation incorporates service user's needs and aspirations into their care and treatment?

7. How does your organisation and the work that you do help individuals with confidence and self development?

How has your organisation helped people to change?

8. “My organisation is effective in helping our clients who are experiencing problems with substance use find education, training and employment opportunities”.

Please indicate the extent to which you agree with the above statement.

Strongly agree Agree Neutral Disagree Strongly disagree Unable to answer

9. Please describe how your organisation measures the effectiveness of the services provided?

10. Does your organisation collect any information apart from jobs achieved, qualifications and training?

This might be information about personal development, motivation, self esteem, social competence, basic work skills and attributes, literacy, or personal effectiveness.

11. “The organisation I work for provides a cost effective service providing support to as many people as possible”

Please indicate the extent to which you agree with the above statement.

Strongly agree Agree Neutral Disagree Strongly disagree Unable to answer

12. Please indicate any other services you work with to provide continuous employability services for substance users.

13. Would you say that existing relationships between your organisation and other partners are effective and sufficient to provide support to this client group?

14. Can you describe any ways you feel that employability services for substance using clients could be improved?

Service User Survey

1. Which services have you used in Moray?

This can be drug and alcohol services (such as Addiction Services or Studio 8) and other services (such as the Volunteer Centre or Job Centre).

2. “I feel services take my individual needs, abilities and aspirations into consideration in relation to employability.”

How much do you agree with this statement?

Strongly agree Agree Neutral Disagree Strongly disagree

3. “I think services are effective in helping me with this area of my recovery.”

How much do you agree with this statement?

Strongly agree Agree Neutral Disagree Strongly disagree

4. “Services make a lot of effort to help me with my confidence, motivation and skills so I have better opportunities to find training or work.”

How much do you agree with this statement?

Strongly agree Agree Neutral Disagree Strongly disagree

5. What have you found are the main barriers to getting these opportunities?

6. What do you feel works well in relation to employability in Moray?
And what doesn't work so well?
7. Do you have any other comments you would like to make about employability?

Service Provider Interview Questions

1. How do you define "employability" in relation to drug and alcohol users?
2. What do you think are the essential elements for an effective approach to addressing the employability of a person who has problems with drug or alcohol use? (i.e. personal development approaches, practical advice and experience)
3. Where does employability best fit within substance misuse treatment and support provision?
4. How does your organization's work fit into employability provision in Moray?
5. How do you measure the 'distance travelled' by clients of your service? (i.e hard outcomes like numbers moving into training and jobs, but also soft outcomes like personal changes in confidence, motivation and effectiveness)
6. Can you identify any barriers which you think reduce the effectiveness of employability services and provision? (i.e. resourcing, partnership/ info sharing issues, limited client choice)
7. What do you think currently works well in Moray? And not so well?
8. How would you describe "ideal" employability provision? Are you aware of other employability approaches/ project which demonstrate good practice?



Moray Alcohol & Drug Partnership

For alternative formats, languages or further information, please ask an English speaking friend or relative to:

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