

## **Outcome Based Accountability workshops** **Achieving successful outcomes for the people of Wigan**

### **Introduction**

In July 08 Wigan Council commissioned the IDeA to run a series of six workshops on cross cutting themes in the LAA. The workshops were designed using Outcomes Based Accountability tools and techniques.

In the workshop, a number of groups involving a cross section of partners and stakeholders, selected population outcomes, and an indicator to undertake a 'turning the curve' exercise. The 'turning the curve' exercise is used to identify new ideas, partnership solutions and what works to accelerate the achievement against the indicator and to have a greater impact on the population outcome.

### **Workshop 1: Reducing alcohol related crime and ill health**

#### **Group 1 - Turning the curve exercise**

**Population:** The people of Wigan

**Outcome:** A healthier + safe population

**Experience:** *What would success look like?*

- Our kids wouldn't see us using alcohol as the only way to unwind / relax
- Streets are free from drunken people being abusive
- A+E depts. are not having to spend their time dealing with drunks
- We wouldn't see alcohol advertised / promoted
- Honesty?
- Adults would be a good example + look like they're enjoying life without alcohol
- Police not spending all their time dealing with drunks

**Indicators:** *What are the key indicators we could use to measure impact on the population outcome?*

- All people feel safe around public spaces
- Reduction in alcohol-related admissions
- All schools have an alcohol awareness programme
- Reduction in NHS treatments that are alcohol-related (A+E as a proxy)

**Baseline/curve:** Reduction in alcohol related admissions

## STORY BEHIND THE BASELINE

Adults setting bad example	COOL	Alcohol is acceptable - relax - stimulate -bury problems
Alcohol is cheap + available	Link to stimulant misuse – drinking longer, heavier	Alcohol is used to solve “life”
Loads of clubs	Peer pressure	“Bargain Booze!”
Awareness not high + taken seriously about the dangers of alcohol	A good time = binge drink	BOGOF offers
Wigan Casino – stimulants	Wigan – the party town	Work hard, party hard, working class
Linked to unhealthy lifestyles	No responsibility (or not enough) by: <ul style="list-style-type: none"> <li>▪ Supermarkets</li> <li>▪ Breweries</li> <li>▪ Clubs</li> <li>▪ Pubs</li> </ul>	24 hour culture – people not policed 24/7

## INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

How much alcohol is consumed in the borough?

Qualitative insight into drinking patterns of non-alcohol dependants

Better data on alcohol-related hospital episodes

If we can plot the ratio of dependant drinkers to population, can we use dependant drinkers as a proxy?

School-absences that are alcohol related?

## OTHER PARTNERS / STAKEHOLDERS

CYPS  
WLCT

Schools Landlords  
“The Trade” Landlords

Youth services GPs  
Club owners

Supermarkets  
Off Licences

## WHAT WORKS

### **Now – Review**

Alcohol treatments going up  
Brief interventions – identification is higher  
Town Centre crime reduction – working with licensees

### **New – Some low cost no cost\***

Ban white cider sales  
Services where + when the action is  
-> Concentrating – “detached outreach” type  
\* Linking effectively – with the things to do, places to go agenda  
\* Not targeting schools + colleges is a huge gap!  
Awareness  
Harnessing the effectiveness of ‘recovered’ people  
GP recognition earlier -> linked to counselling services  
Helping to sustain AD people

## REPORT

Action	For	who	Issues
<b>Specific Wigan alcohol training (awareness) / education</b>	All pre-teenage children in Wigan	Led by CYPS	Small amount of resource needed Training teachers Resource packs, etc
<p><b><u>"Where and when the action is"</u></b></p> <p>Outreach into street-drinking</p> <p>Focused remit for youth workers</p> <p>Build credibility of "street-culture" youth workers</p> <p>Link to sport agenda – free (more proactively)</p> <p>No Boys + Girls club yet! Remember the girls!</p>	Young people	Led by CYPS (youth service)	<p>Requires a change in the allocation and use of youth resources.</p> <p>Could include community and voluntary sector</p> <p>Could involve commissioning and piloting new approaches</p>
<p><b>GP early intervention programme</b></p> <p><b>Audit tool</b> (the cost is GP time)</p> <p>Self awareness</p> <p>Proper refer-on arrangements</p> <p>Linking to support groups + counsellors (including family counselling)</p> <p>Customer insight/ Behaviour patterns triggers</p>	GP patients	Led by PCT/GP with special interest (Tony Ellis)	

### **What are the opportunities, barriers and threats to our successful partnership working?**

Opportunities	Barriers
<ul style="list-style-type: none"> <li>▪ Wide ranging tier of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deeply rooted cultural norms</li> </ul>

<ul style="list-style-type: none"> <li>▪ Shared ownership &amp; accountability</li> <li>▪ To learn from the experiences of service users</li> <li>▪ Future basing – keep re-visiting the big picture</li> <li>▪ Efficiency – value</li> <li>▪ Opportunities to engage GP</li> <li>▪ Political drivers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competing agendas</li> <li>▪ Lack of joined up commissioning processes</li> <li>▪ In accurate database</li> <li>▪ Missing data + information (baseline info)</li> <li>▪ Lack of accountability</li> <li>▪ Funding / resources</li> <li>▪ ISA – Independent Sales Authority</li> <li>▪ GP is difficult to get on board</li> <li>▪ Performance targets (short term)</li> <li>▪ Political drivers</li> </ul>
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## Group 2 - Turning the curve exercise

**Population:** Individuals and community of Wigan borough

**Outcome:** Safe and healthy people, thriving community.

**Experience:** *What would success look like?*

- People would feel safe
- Would visit Wigan Town Centre
- Higher levels of employment
- Wider activities available
- More diverse range of people enjoying the Town Centre
- Higher levels of respect / responsible behaviour
- Healthier choice + uptake
- More responsible economic ethics
- Hospital attendance
- Increase in Alcohol referrals

**Indicators:** *What are the key indicators we could use to measure impact on the population outcome?*

- Increased revenue on non-alcohol commodities
- Public perception
- Hospital admissions
- Increased revenue on non alcohol related commodities
- Reduction in alcohol related crime

**Baseline/curve:** Reduction in the number of alcohol related crimes

### STORY BEHIND THE BASELINE

<b>Strong cheap booze</b>	<b>Marketing (national and local)</b>	<b>culture</b>
Who's responsible for King Street	Concentration of venues + capacity	Lack of diversity in customer type
Night-time economy partnership forum (NTE)		

### WHAT WORKS

## **Now -**

CCTV – used for evidence at present (low cost)

Police Presence

Door safe; door-women at Nationals TD

Pub-watch; land lords support each other

Custody officers ask drug & alcohol questions for referral, +enforcement +follow up

Taxi / Bus scheme

Alcohol ban on streets

Night-time economy – partnership

## **Future**

Advertise / deterrent effect (leaflets, signage)

Multi-agency approach (inspections / under-age)

Educate (children, parents) through Youth Services and Schools

Create legitimate places for young people to meet

Youth provision Friday + Saturday nights

Social marketing campaign + knowledge

More alcohol services

Put prices up to prohibit purchases

Use this taxation to fund alternative activities

Develop a mixed economy

Develop planning powers to limit / put conditions on licensed premises

Up the age to buy alcohol (25) - happy hours, price cuts

## **INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA**

DAT survey pilot – in police custody office

Economic data

Qualitative surveys + questionnaire

**OTHER PARTNERS / STAKEHOLDERS**

Taxi drivers

Trading STDs

Fire

## REPORT

<b>Action</b>	<b>For</b>	<b>who</b>	<b>Issues</b>
<p><b>CCTV“shout” facility</b></p> <p>Early intervention / awareness i.e. Leaflets, signage i.e. CDRP / Partner-up Bus. GRP / GMAC</p>	Individuals and town centre users	CDRP/ local businesses/GMAC	<p>Low cost</p> <p>Some technical requirements</p>
<p><b>Legislation</b></p> <p>Licensing conditions – extra for poor performer premises</p> <p>Media + signage – publish conditions + reduce ‘A’ board – ‘Name and shame’ – prosecutor</p> <p>No spend offer / happy hours / product</p> <p>Enforce alcohol bans</p>	License trade	CDRP, trading standards, police, fire service	Enforcement – CDRP, trading standards, police, fire service
<p><b>Education - CYPP</b></p> <p>School curriculum – Wigan LEA</p> <p>Primary age – drama, etc</p> <p>Parents awareness – child safety questions, location, things to look for, prevention</p>	Children and young people, families	CYPP	

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### Group 3 - Turning the curve exercise

**Population:** Whole population "but" different approaches for diverse groups

**Outcome:** Lower the impact of alcohol on society

**Experience:** *What would success look like?*

- Safe Town Centre
- Population with more civic pride
- Improved health
- Responsible attitudes to alcohol
- Pricing policy – supportive
- Licensing policies
- "Alternatives"

**Indicators:** *What are the key indicators we could use to measure impact on the population outcome?*

- Reduce alcohol related crime
- Reduce teenage pregnancy
- Reduce hospital admission
- Improve confident feelings of safety
- Improve sexual health
- Improved influence over behaviour
- Improved "things to-do + places to go"
- Perceptions of YP involved in Alcohol related C + ASB

**Baseline /curve:** Improving confidence and feelings of safety / Perceptions of young people involved in alcohol related crime and anti-social behaviour.

#### STORY BEHIND THE BASELINE

Changed attitude of YP	Lack of vocation / aspiration	Availability / cost of alcohol
Cost of alternatives (activity)	Culture – attitudes / tolerance	Impact of media – advertising + failed PH camp
Drink to get drunk culture	Economic pressures	Town Centre regeneration
"Male meathead culture" Misplaced application	Lack of self esteem / risk factors Peer pressure	Transport

## **WHAT WORKS**

Refocus youth provision to work with the right people at the right time in the right place

Understand YP needs / influences

-> "What do they want" – engagement, consultation

Community involvement / ownership of issues "PACT's"

Peer education

Attractive alternatives

Sustainability

Parent + Adult attitudes

What happened to "Hot 100" families?

Refocus existing resource / grants to impact on the "wider issue"

Radical

-> Ban the press

-> Ban certain drinks

-> Reintroduce "socialist values"

-> Bring back "national service" (discipline + respect)

-> Advertising restrictions!

-> Ban celebrity culture

## **INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA**

Need data from A+E

## **REPORT**

Action	For	Who	Issues
<b>Refocus youth provision</b> "attractive alternatives"	All young people	CYPS LSP Community WLCT CVS            low cost Police Young people Transport Elected members	Need to target and deliver some services differently
<b>Joining up plans to achieve same goal</b>	Whole population	LSP - strategic commissioning	Pooling resources Joint accountability and commissioning
<b>'Bring back National Service'</b>  12 week programme of activity to instil discipline + respect  Building on idea reparation project but from proactive view and provide vocational qualification	Individuals identified as at risk	CYPS Voluntary and community sector Community service" WNF?	Build on current activity link Fire awareness programmes for young people

**What are the opportunities, barriers and threats to our successful partnership working?**

<b>Opportunities</b>	<b>Barriers</b>
<ul style="list-style-type: none"> <li>▪ To respond to community concerns + have major impact</li> <li>▪ Challenge Lish Avenue culture</li> <li>▪ Common strategic direction</li> <li>▪ Joined up working "added value"</li> <li>▪ Pooling of resources, VFM</li> <li>▪ More accurate information; secondary info</li> <li>▪ Efficiency</li> <li>▪ Good cross section of opinions</li> <li>▪ "Working together for a common goal"; scales of economy</li> <li>▪ Joint commissioning of services</li> <li>▪ Radical opps via commissioned approach</li> <li>▪ New opps for visible leadership in commissioning</li> <li>▪ Political change/agenda</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of joined up thinking</li> <li>▪ Appetite for decommissioning</li> <li>▪ Differing aspirations</li> <li>▪ "Professional arrogance"</li> <li>▪ National Indicators / plans</li> <li>▪ Conflicting priorities</li> <li>▪ Political agenda changing</li> <li>▪ Competing demands</li> <li>▪ Too many different services</li> <li>▪ Cultural issues</li> <li>▪ Opaque control of resources</li> <li>▪ Cultural – Professional (culture gap)</li> <li>▪ Political change/agenda</li> <li>▪</li> </ul>

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