

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 5: Getting people into work and off benefits

Group 1 - Turning the curve exercise

Population: Worst performing Super output areas (SOA) targeted at 9,500 people on benefits

Outcome:

- Employment opportunities exist that our population want and are able to take up

Experience: *What would success look like?*

Our target population would be:

- confident
- competent
- interested
- motivated
- ambitious

They would have:

- transferable skills
- Realistic aspirations
- Access and support to job opportunities
- The ability to change employers without fear of change
- flexible

Overall there will be:

- A positive work ethic will replace a culture of benefits
- Supportive workplaces
- A acceptance that jobs for life no longer exist and different work patterns exist
- Supportive transition from benefits to employment until the individual is able to make the full transition and is confident

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

- Reduction of 9,500 on benefits to 8,200
- Increase in the number of people able to compete for available jobs
- Increase in skills levels
- Increase in numbers with basic qualifications
- Reduction in personal debt levels
- Reduction in on flow
- Nos of available, sustainable jobs
- Increase in the nos of people on benefits actively looking for work
- Increase in condition management

Baseline/curve to turn: Reduction in personal debt levels

STORY BEHIND THE BASELINE

Change of culture re saving before buying	Lack of financial life skills	Lack of awareness of available support around debt, especially in work support
Materialism	Peer pressure	Reluctance to open bank accounts
Ease of access to credit	Consumer debt rather than mortgage debt	Exploitive credit industry
Lack of language – agency speak	Lack of appropriate regulation, registration and enforcement (test purchasing)	Promotion – Social Fund
Lack of understanding of credit unions		

What works? / Could work?

- Back to work initiatives – run on after starting work
- In- work benefit assessments/calculations
- Do more in- work support across a range of partners
- Benefits calculations by other agencies and cascade advice
- Check if current regulations work – do test purchasing
- Improve understanding of the services available from Job Centre Plus, DWP, LA's, CAB etc

- Provide clear and non conflicting messages
- Make the messages across all agencies and communications relevant and simple
- Voluntary advice services
- Multi –agency one stop shops
- Credit unions – but stigmatised – revamp and change the name
- CPPA – online credit union
- GP services linked to other services and support
- Financial life skills in schools – applicability to the curriculum

ACTION PLAN

Action	For	who	Issues/timeframe
<p>Understand the services available</p> <p>Draw together information in one place</p> <p>Share knowledge skills and activities</p> <p>Joint Service delivery and sign posting to relevant services</p> <p>Identify gaps and misunderstanding</p> <p>Ensure information is simple and makes things real for people</p> <p>Create a single database of information on clients</p>	All	<p>Statutory and voluntary service providers voluntary</p> <p>Health workers linking with advice provision</p> <p>Establish a multi agency group to progress – lead from the Worklessness Group</p>	
<p>Establish robust data</p> <p>Understand the quantity of the issue, the specific issues for people and the causes and how they can be overcome</p>	All		
Identify key stakeholders	All	ERO	By end Sept 08

Obtain data sources (what is out there and where are the gaps)	All	ERO	End Sept 08
Hold meeting to identify how the multi agency working group will work		ERO	End Sept 08
Develop/spec/commission a study to inform a debt strategy		ERO	End of Sept 08
Obtain funding		ERO	End of Sept 08
Take forward strategy, issues and develop actions		ERO all stakeholders	As per the plan
Establish a multi agency community of practice (Cop) to share practice		ERO	At implementation stage

INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

- Data required on levels of personal debt and its constituent parts
- Case studies of what works
- Review if current regulations work?
- Map what organisations are available to support client groups e.g. free debt advice
- Quantify the level of the problem

OTHER PARTNERS / STAKEHOLDERS

Job Centres Benefits Advisors Credit Providers Debt Management Councillors Health workers
Regulators

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

Opportunities / Strengths	Threats / Barriers
<ul style="list-style-type: none"> ▪ Passionate advocates of agencies ▪ Existing links 	<ul style="list-style-type: none"> ▪ Difficulties in communication across agencies (at different levels)

<ul style="list-style-type: none">▪ Willingness to work together▪ Pragmatism▪ Efficient way of working, saves duplication and cost▪ Pooled resources▪ Making sustainable change that can continue even when one organisations funding changes▪ Given that we are undergoing restructuring etc this is an excellent time to be 'tweaking' existing provision to be more effective▪ Share good practice▪ Jointly addressing issues that impact on different areas	<ul style="list-style-type: none">▪ Focus on money and not on desired outcomes▪ Not always being able to identify the right people to work collaboratively with▪ Being clear about who is accountable▪ Different agendas at a national level▪ Existing structures, traditional ways of working and insularity▪ Not freeing up people to do partnership working▪ Competency of organisations and people▪ The complex language we use – we need to be willing to change to 'simple and specific'▪ Data sharing policies
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Group 2 - Turning the curve exercise

Population: People with mental health issues

Outcome:

- Maintaining employment opportunities and reducing the number of people claiming incapacity benefit related to mental health.

Experience: *What would success look like?*

- Clients not afraid to disclose mental health issues on employment applications
- More supportive employers
- Happier work force
- Reduced number of days lost through sickness
- Raised awareness with clients and employers of the symptoms and indicators of mental health difficulties to encourage early interventions
- Remove stigma within communities and employment

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

- Reduction on number of work days lost to sickness
- Increase the number of external referrals for additional support from G.P
- Increase in business/employers engaging in healthy workplace initiatives
- Reduction in number of people claiming incapacity benefit due to mental health problems
- Reduction in number of people making new claims for reasons of M.H (above national average)
- Increased number of employers signed up to Employment Partnerships
- Measurement of sustained employment

Baseline/curve to turn: Reduced number of incapacity benefit claimants due to mental health

STORY BEHIND THE BASELINE

Cultural impact. 2 nd and 3 rd generation claimants.	Limited career choice and aspirations	Stigma attached to mental health conditions
Media misinformation and myths	Lack of funding until acute condition	Benefit trap/poverty – lack of client awareness
Focus on stats rather than people	Higher incident rate of mortality/morbidity	Inequality in health of individuals
Lack of encouragement for those who have got off benefits and back into work	G.P sick note culture	Make services accessible to employers regardless of size
Lack of community involvement, networks and facilities	Lack of adequate support until the condition is acute	Lack of joined up services and communication
Public sector employers not leading by example		

What works? / Could work?

- Targeted early intervention
- JCP screening and referral (new claims)
- Community empowerment and outreach
- Circle of support
- Long term commitment to funding and service provision
- Mediation and education of employers
- Instant access to counselling, supported employment etc
- Delivering some vocational training in schools alongside academic
- Seamless service provision
- Targeting service users in the community, prison, care – not expecting the client to find us
- Access to work
- Reliable, safe public transport links to employment and services
- Supported employment
- Bespoke provision rather than prescriptive services
- Healthy eating, exercise – social prescribing
- Human contact/social interaction
- Individual empowerment – input to care package
- Talking therapies

ACTION PLAN

Action	For	who	Issues/timeframe
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<p>Early Intervention</p> <p>Community responsibility to highlight issues around mental health at an early stage</p> <p>Establish a central contact number for support and advice – coordinate existing provision</p> <p>Communicate and share information to reduce duplication</p>	<p>Client population</p>	<p>Service providers, health professionals, G.Ps, employers, residents</p>	<p>TBD</p>
<p>Employer Involvement</p> <p>Provide support to employers to be able to identify early warning signs and to access provision to support employees</p> <p>Extend healthy workplace groups to other employers and grass roots practitioners</p> <p>Offer free training to employers around staff retention, reducing stress and a healthy workplace environment</p> <p>Target particular professions where high levels of stress and burn out occur</p>	<p>All - Employers</p>	<p>Service providers, health professionals, G.Ps, employers, residents Employment Partnerships, Chamber of Commerce</p>	<p>TBD</p>
<p>Circle of support</p> <p>More funding aimed at prevention rather than cure – promote benefits of</p>	<p>All</p>	<p>Statutory and voluntary service providers</p>	<p>TBD</p>

<p>healthy eating, exercise and life style</p> <p>Provide support services at smaller community locations targeted at young people, elderly, vulnerable groups – coordinate in one place at a local level</p> <p>Agree long term commitment to funding service provision and not short term programmes</p> <p>Make training available for support staff in post</p>			
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INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

- Increase awareness of healthy workplace initiative
- Look at what works to provide a successful transition from IB benefits to employment (What works? What needs? What gaps?)
- Consistent messages about relationships between health and work and promote the benefits of work
- Look at the level of sick notes issued
- 2nd/3rd generation – assess what motivates them and the issues underneath this continued pattern of behaviour?
- Look at the contributing factors to mental health issues, stress and others. Look at addressing the biggest factor.

OTHER PARTNERS / STAKEHOLDERS

Employers Employees HMPs Probation YOT teams GPs
 Colleges Providers of supported employment and assess to work

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

Opportunities / Strengths	Threats / Barriers
<ul style="list-style-type: none"> ▪ There are existing networks to access ▪ Funding ▪ Industrialization – agencies coming together to maximise success ▪ Gaining more knowledge about what services are available in your area ▪ Seamless support to clients 	<ul style="list-style-type: none"> ▪ Short term funding, especially in hard to reach areas ▪ Lack of coordination of support agenda ▪ Restrictions on eligibility on different projects ▪ Silos working ▪ Lack of knowledge about what is available ▪ Refusal of existing organisations to share info and

<ul style="list-style-type: none">▪ LAA▪ One council with lots of ideas from lots of areas▪ Willingness of people involved in support agencies to address the issues▪ Circle of support for clients▪ Shared targets	<ul style="list-style-type: none">contacts▪ Confidentiality▪ Meetings and no actions to follow up▪ Economic downturn creates more stress related unemployment▪ Talk about the issues but nothing happens
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Group 3 - Turning the curve exercise

Population: Young people aged up to 19 years

Outcome:

- Ability for young people to realise their aspirations

Experience: *What would success look like?*

- Opportunities available for young people to aspire to
- Information is available on what young people want
- Parents spend quality time with children
- Positive role models
- Relevant qualifications/experience pathways to employment exist
- Change in attitude to/from young people
- Employers engaged in schools

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

- Reduction of young people not in NEET/employment
- Increase in number of employers engaged in schools
- Increase in number of young people achieving their 'informed' 1st choice
- Increase in informed choices for hardest to reach young people
- Increase in number of skills and employment pathways

Baseline/curve to turn: Increase in informed choices for hardest to reach young people

STORY BEHIND THE BASELINE

Lack of funding for graduate schemes at youth apprenticeships at the council and other large employers	Level of choices	Not knowing what choices are available
Council and PCT should advocate and provide employment opportunities for young people, especially the at risk group of young people	Lack of positive role models	Lack of resources
Cultural aspect – generational trends	Plan for the longer term	Education not always a good experience or the right environment for the development of some young people
Geography and travel time – limited local opportunities	This group are not used to making choices	No radical solutions used for this group of young people. Try to slot young people into mainstream services
Need for earlier intervention and an understanding of the context, social care, Sure start – identify those at risk at an earlier point		

What works? / Could work?

- Classrooms for employers and external partners
- Education Business Partnerships
- Princes Trust / Groundwork Trust initiatives targeted at hard to reach
- Connexions and careers advice up to 19 years
- Adult career guidance
- Sure start – targeted inputs into families
- Skills shop in Leigh/ due to reopen in Wigan – surpassed targets
- Mental Health (Aim) programme achieving its targets. Longer intervention strategy and outreach
- Create local hubs for services and focused local support
- Supported employment for adults with learning difficulties

- Intermediate labour market initiatives
- Partnerships – Pathways, informal and formal partnerships LSC, JCP, colleges

ACTION PLAN

Action	For	who	Issues/timeframe
<p>Agree targets for youth placements in the council and LSP employers</p> <p>Provide meaningful short term/ school placements/ placement of hard to reach young people via CYPP and publicise experiences on face book</p>	All young people and targeted at risk groups	LSP to lead/ CYPP/ Council as largest employer to set example	Placements need to be planned, managed and tailored to the needs of the individual young person
<p>Set up junior entrant, graduate and employment opportunities within the council for young people and LSP partners. Agree mandatory targets as part of workforce and succession planning arrangements. Invest in young people and lead by example</p>		LSP collective approach and council to lead by example	<p>Public sector organisations have an aging workforce and this approach would allow progression for young people in to the public sector job opportunities.</p> <p>Junior entrant, graduate and apprenticeships supported by public sector employers have reduced substantially in previous years and these initiatives need to be re introduced/supported</p>
<p>Employer broking scheme</p> <p>Bring partner agencies together to provide a one stop shop and streamline contact with employers on place clients in work. Extend the number of private sector partners involved in the scheme</p>	Employers, Employment organisations, out of work young people	Lead by Economic, Environment, Housing and Culture Partnership	Currently a range of organisations will contact employers independently to try to find work opportunities. This can result in the employer being contacted by a number of agencies asking for the same types of support.
Develop a menu of			Link to proposed survey to

<p>choices and opportunities young people would like to see made available</p> <p>Survey young people and their families.</p>		<p>assess what young people want to do socially – extend to include employment and training</p> <p>Review the responses to the community plan survey of parents asking what they would like their children to be doing in 2026?</p> <p>Low cost idea</p>
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Other actions			
Review learning and education options matching up what employers need and young people want. Target educational opportunities to future workforce requirements informed by employers requirements			
Develop local transport schemes to support employment opportunities			

INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

- NEET information as baseline
- Use educational attainment data
- Survey – what young people aspire to and ambitions
- Projected information on employer requirements
- Project workforce trends
- Map family support from basic to intense support, in school, social care, Sure start, services and provision
- Use Connexions survey data to understand the 1st choices for young people. Increase the number of young people achieving their first choice
- Use September Guarantee information – identify a follow on point for every young person to go into employment, education or training
- Early identification of 'at risk' young people using relevant data and target interventions

OTHER PARTNERS / STAKEHOLDERS

Parents Connexions Young people Schools
 Training providers HEs Employers Job Centre
 Increase private sector involvement

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

Opportunities / Strengths	Threats / Barriers
<ul style="list-style-type: none"> ● Possibility of bigger outcomes ● Strategic commissioning could produce benefits through common objectives ● Promotion of community champions ● New innovative ways of working ● Synergy – working collectively ● Closer working partnerships ● Significant funding increase ● Shared resources and intelligence and responsibilities ● Entertainment value: creative thinking ● Community development no longer a dirty word ● Shared goals and outcomes ● Improving trust ● Proven track record of initiatives e.g. Skills shop mental health ● Encourages neighbourhood and community action ● Willing partners 	<ul style="list-style-type: none"> ● Council increasingly moving towards a controlling model/philosophy with partners ● Ability to share information ● More of the same ● Accountability ● Complex systems – difficult to ensure rapid and useful communications ● Partnership bodies over professionalized – tendency to focus on needs alone ● Different priorities ● Lack of clarity about who runs the show ● Protection of role and profession ● Need to mainstream activity changes to support what works ● Conflict of interest ● Perception that public services responsible for action ● Temptation to reinvent the wheel ● No match for working neighbourhoods ● Greater Manchester agenda/ central v local ● Ambitious officer culture- perceptions that officers have own agenda ● Commissioning driven by business efficiency ● Ambiguity about control of resources] ● Inefficient and ineffective transport infrastructure ● Government guidance too prescriptive

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 26.08.08