

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 4: Transport in Wigan

Group 1 - Turning the curve exercise

Reducing isolation and improving access to services

Population: Older people with factors limiting their mobility

Outcomes:

- Getting to where you want to be when you want to be there in relative comfort

Experience: *What would success look like?*

- Less isolating
- Greater social interaction
- Integrating journeys and ticketing
- Empowerment / choice
- Affordability
 - For users
 - Profit for providers
- Responsiveness
 - Flexibility (hail and ride)
- Reduction in complaints / effective response
- Customer profiling to anticipate future needs
- Communication / information

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

- Is infrastructure in place to access services and social networks
 - E.g. proximity of bus stops
- Availability of information
- Overall satisfaction with transport provision
- Take up of concessionary passes

STORY BEHIND THE BASELINE

Population in target group growing	People expect to be able to live a full life	Much investment has already taken place
Transport legislation does not lead to flexible solutions. Market driven rather than service led.	We operate in silos and find it difficult to do things differently because of rules / legislation / lack of vision	Vested interest in community transport. Operates against complexities.
Role of taxis in the overall picture.	Closure of facilities and centralisation of services.	

WHAT WORKS

- Majority of Wigan's population live within 200m of a bus stop including target population
- There are a large number of transport alternatives but they are not co-ordinated or publicised sufficiently
- A proportion of TIF (congestion) investment will come to Wigan
- There are specialised vehicles for segments of the population but there is little attempt to pool use. Many vehicles unused for part of the day
- Concessionary passes available but ticketing is generally confusing
- Increasing bus patronage would fund improvements through market
- Greater inter-agency working
- Identify political champion
- Bespoke services for target population who can't use mainstream
- Councillors to advocate at local level as well as GM. Four members on GMPTA
- Huge opportunity for local development framework to shape future locations of new services.

REPORT

Political Support

Short Term

1. Identify political champion

2. Portfolio holders: Health and Social Care

Medium Term

1. Secure broad spectrum of political support
2. Understand issues and identify resources to tackle problems. Present in briefing paper from LAA lead officers to portfolio officers

Long Term

1. Ensure security of political support transmits sub-regionally and influences national policy

Better use of Existing Social Needs Vehicles

1. Map existing social needs transport, Julie, colleagues, and vol sector
2. Consult local users and identify areas of concern via groups representing older people with mobility issues
3. Understand resources (vehicles, drivers, trainers, funding) at our disposal and how we can use them more effectively
4. Reschedule resources to provide improved service

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

Opportunities / Strengths	Behaviours	Threats / Barriers
<ul style="list-style-type: none"> ▪ Single commissioning agency, pooling of resources, shared objectives ▪ Clarity in where / how to access service ▪ Maximising use of resources ▪ LAA – greater prominence, targeted funding to priorities ▪ The LAA and it’s potential for bringing together disparate strands ▪ Clearer lines of accountability ▪ Action in one area also brings benefits in others (e.g. getting more people to walk, reduces obesity) 	<ul style="list-style-type: none"> ▪ Ownership ▪ Difficult to change working methods ▪ Outward looking / customer first ▪ Focus and prioritising the issue ▪ Shyness ▪ Not wanting to be bothered / make the effort to get to know other people and engage with their agenda 	<ul style="list-style-type: none"> ▪ Loss of control to some agencies ▪ Lack of willingness by some sectors to pool resources ▪ Lack of health and wellbeing partnership board ▪ Defensiveness and fear of letting go (of budgets, staff times, etc) ▪ Complexity of issues means solutions hard to pin down ▪ Veiled interests (need win-win solutions)

OTHER PARTNERS / STAKEHOLDERS

Community transport
Train operators

Bus operators
Taxi operators

INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

- Don't know where people want to go
- Need to widen people's horizons
- What is transport expenditure
 - How do other counties provide?

Group 2 - Turning the curve exercise

Reducing Congestion

Population: Whole population

Outcomes: People to have real choice in how they travel, and economically, environmentally, socially sustainable

Experience: *What would success look like?*

- Healthy
- Safe journeys
- Quicker journeys
- 'Choices' available and different options
- Safer
- In control of own destiny
- 'Value for money' to travel
- People questions whether they need to travel
- Challenge to accepted norms of car travel
- Access to employment, leisure, and health services
- Better information and advice
- People choose not to have two or more cars
- Complete journey in reasonable time
- Bike friendly and other modes of transport
- Can get out and about more
- Better educated public

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

- Measure public transport use or other modes of transport (not cars)
- Measure levels of congestion and recurrent congestion
- Resident survey (repeat annually)
 - 'Do you consider you have real choice?'
 - 'Have you changed your mode of transport and why?'
- N^o of children walking, cycling, and using public transport to get to school
- Air quality indicator

STORY BEHIND THE BASELINE

Limited actual congestion in reality / perception is different	Concentrate movement of vehicles not number of people	Information on what transport is available
Stop, start traffic patterns – need to travel at constant	People don't think they are part of the problem	Showcase business and transport ASDA Depot, Hindley Rd
Congestion survey annually to narrow uses only one route	Funnel people onto main routes and cause congestion, e.g. traffic calming schemes and displacement	People's behaviour
Other council staff incentives to travel to work	Improve evidence base	People feel unsafe on public transport, cycles, walking
Better advertising of road works (road work bulletin on council website)	Local paper selling idea of high level congestion in Wigan. Have a 'night to reply' doing down in the area	Resources required
'Dirty', 'grotty', 'grubby' transport perception	Hand me down buses	Sell the benefits of public transport - walking, cycling
Work with business to link transport options		

WHAT WORKS

Safe routes to school

Bus – Hail and ride

20 mile/hour zone outside schools, perceived to be safer to walk and cycle

Home zones / infrastructure design, cycle routes

Off road cycling and walking route – canal, etc

Yellow school bus – buy two per year

Technology improvement – traffic signalling

Pottery Rd bus lane

Car clubs – access to vehicles and shared rental – reduced use of cars

NOT Works – car sharing scheme

Bike hire club, on street bike hire (self sustaining)

Toucan / Puffin crossings – sensor crossing

Elsewhere – park and ride schemes

'Smarter choices' initiatives – schools, work, tele-working, personalised plans, social marketing (works in health sector)

NHS shuttle bus for staff from town centre

Shuttle bus from town centre to hospital

Business sponsorship of buses

Council travel plan to be reviewed

Bolton extra carriages on trains

Congestion charges work elsewhere

Real time passenger information

REPORT

- TIF bid
 - Greater regulation of bus services locally
 - Shuttle bus to town centre
 - Merseyside subsidised 'joblink' services offer transport to isolated areas
 - Different levels of public service transport designated by cost – bus class / choice
 - Revisiting timetable – link train service and bus service
 - Integrated transport and ticketing
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1. *Social marketing and better communication of what other transport options are available, cycle, walk, public transport tackle perceptions around congestion – LSP, Council and PTE to take forward*
 - a. Social marketing and better communication of what is available - council led
 - b. Better relationship, tackling perception and information with operators across boundaries and travel to work area – not just concentrating on greater Manchester links
 - c. Public sector audit on travel to work
 - i. E.g. Rochdale person does same job in Wigan, as Wigan resident in Rochdale – reduce need to travel
 - d. Reduce essential car use (used as a recruitment tool)
 - i. Doesn't mean you need to bring your car everyday
 2. *Rationalise social needs transport – link providers of services. Link to Leigh Campus development and sport complex – Lead LSP, Council, PTE and voluntary sector*
 - e. Rationalise social needs transport – link up all providers and services (Leigh Campus pilot)

- f. PTE council led and voluntary sector in partnership
 - g. Demand responsive transport and pick ups
 - h. Use yellow buses for other transport during the day
 - i. Remote / home working
 - j. Promote the dis-benefits of car ownership, affordability, health, etc
 - k. 'Free' public transport
3. *Use funding differently to provide more choices – joined up ticketing, online ticketing, lifestyle cards / incentives, pay as you go scheme, e.g. oyster cards – enhance public and other modes of transport – Lead LSP*
- l. Use funding differently and provide people with choice – LSP
 - m. Transfer funding to prevention rather than tackling resulting problems
 - n. Joined up ticketing, online ticketing, lifestyle cards
 - o. Incentives, 'pay as you go' – e.g. oyster card
4. *Remove free parking for public sector employees in Wigan town centre – officers, members, chief officers – Council, partners, environmental services*
- p. Remove free parking for public sector employees and elected members
 - q. Lead by examples, council and partners led by environment services
 - r. Start taking action
 - s. Leadership of this agenda

INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

Perception of congestion

- Measure for congestion
- 1x route 3 days per year x N^o of people in vehicles (very narrow)

Survey residents

- 'Do you consider you have real choice?'

Use citizen panel

Measure level of congestion in recurrent areas

Do Wigan congestion study every year

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

Opportunities / Strengths	Behaviours	Threats / Barriers
<ul style="list-style-type: none"> ▪ Match funding ▪ Exchange of ideas ▪ Reinforces commissioning model and 'one council approach' ▪ Share expertise, skills, ideas 	<ul style="list-style-type: none"> ▪ Openness ▪ Co-ordinated approach to problem solving ▪ Commitment from leaders to more resources 	<ul style="list-style-type: none"> ▪ Empire building by some people (they should remember that cemeteries are full of indispensable people!) ▪ Organisations / people are

<ul style="list-style-type: none"> ▪ Pooling of skills ▪ Schools and school travel plans ▪ Consistency of approach ▪ Economies of scale and procurement ▪ Challenge your preconception ▪ Address 'cross-cutting' issues 	<ul style="list-style-type: none"> ▪ Lack of transparency ▪ Statutory 'roles' restrict vision 	<p>suspicious of other organisations / peoples motives</p> <ul style="list-style-type: none"> ▪ Lack of communication ▪ Lack of knowledge as to what others are doing / can do ▪ Lack of will ▪ Threats to roles or jobs ▪ Lack of transport partnership working ▪ Accountability or unwillingness to be so ▪ Bureaucratic barriers ▪ Real of perceived legislative controls / restrictions
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OTHER PARTNERS / STAKEHOLDERS

Citizens panel	Press	Bus / train operators
Parents	Residents	Other council dept.
LSP	Elected members	PTE
Business	Police	Schools
GMTPE		

OBA FEEDBACK

- New ideas and fresh approaches
- Link local development framework – traditional approach
- Sustainable community strategy union 2006
- Specified actions agreed today and need to happen
- Simple workable ideas and refresh
- Different angle
- Land ownership and economic background determines where things are placed
 - Work within this context and planning outcomes
- Getting political buy – in a leadership
- Political window of opportunity to make decisions that may be difficult
- How do we engage politicians on the agenda that has come out of the workshops?
 - Seek LSP, joint community, sustainable community strategy buy-in and political buy-in

Group 3 - Turning the curve exercise

Improving use of public transport

Population: Residents and workers in Wigan

Outcome:

- Increased use of public transport
- Reduced congestion
- Improved perception of public transport
- Improved connectivity and accessibility

Experience: *What would success look like?*

- Simple and easy to use and understand across all public transport modes
- Cost is not a barrier to use
- Frequent and comprehensive network of services
- Attractive journey times
- Visible supported access for trains and buses with good publicity
- Public transport connectivity between deprived areas and major CMP sites
- High safety and comfort levels

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

- Increase in passenger journeys
- Satisfaction with public transport in general
- Percentage of pupils using modes of travel to school other than the private car
- Average journey time for public transport modes
- Net increase in public transport total network

STORY BEHIND THE BASELINE

No park and ride facility	Smelly	Confidence and safety (older and younger people and their parents) – supervision, CCTV, staffing
Out of town super markets – people using taxis	'Class issue' – it's for 'them', the 'underclass'	Cost too much
Connectivity and infrastructure – some places have no train station, e.g. Leigh	Always in a rush, not prepared to wait!	Buses too slow / too long on a bus to get to destination
Not 'door to door'!	Complexity in connections and too little or too complicated information	Bus drivers – miserable B**'s
From an operators point of view, not worth it	Perceived as completely inefficient – late, can't be bothered	No change!
Fear of crime		

WHAT WORKS

- Trains not 'tainted'
- Fuel costs are impacting
 - Pricing off the roads!
- Reasonably good information about trains
- Trains
- School travel plans are making people think
- Yellow school buses are always full (good)
- People are 'aware'
 - Starting to consider impact on environment (media)
- Free park and rides seem to work

WHAT COULD WORK

- Free transport for children
 - Bus and train in Wigan
 - Up to 19 years old
- *OR* two for one offer
 - Child and adult
- Marketing is needed
- Park and ride
 - East Lancs
 - MG
 - M61
- Dedicated space for buses (wherever possible)
- Charging public sector employees for parking
- Enforcement
 - Fines for bus stop blocking

- Yellow lines around schools
 - Bus drivers to report or CPDS
- More 'walking buses' or networked school crossing patrols
 - Low cost
- Community 'education' about consequences
 - Training to use it for, say, yr 6 pupils
- Electric buses
 - Something about trendiness (marketing)
- Slot machine / chip ticketing
- 'Oyster card' for Wigan (TIF line)
- Support / visible presence on buses at peak-need times
 - CCTV
- Night time buses
- Shopping discount with public transport ticket
- CP'ship C of C / PTE / Council
 - Low cost but hard to do
- Influence change in bus routes from multiple deprivation areas to centres of commerce
- Work place travel plans
 - Work with employers to base staff outside city centre if they're not needed at the workplace, e.g. call centre
 - Public sector set example
- Incentivise staff to not use cars to come to work
 - E.g. pay them the money they would have paid for their parking space
 - ~~///~~ donation to a local charity
- Make it more possible to take bikes on public transport
- Dedicated carriages for bikes
- Bike sheds at stations
- Linked to marketing / information
- More touch screen display boards – transport information
- Publicise text based public transport information – roll out to buses

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

Opportunities / Strengths	Behaviours	Threats / Barriers
<ul style="list-style-type: none"> ▪ Holistic ▪ Ideal for partnership working ▪ Lots of new developments coming forward, e.g. Leigh Sport V ▪ New connectors, ways of working and better sharing 	<ul style="list-style-type: none"> ▪ See all issues, together not in isolation ▪ Break down organisational barriers 	<ul style="list-style-type: none"> ▪ Not all partners present ▪ Very difficult to work out ▪ Conflicting interests

INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA

- Net increase – public transport total network
- Average journey time (buses)
- Absence of Wigan data (its all GM)

OTHER PARTNERS / STAKEHOLDERS

GMPTE
Town centre manager

Bus operators

Train operators

Rebecca Murphy
Head of Programme
Improvement Services
IDeA
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