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 2: Reducing teenage pregnancies

Group 1 – Turning the curve exercise

Population: Young people

Outcome: Raising aspirations

Experience: What would success look like?

- Successful borough
- Celebrate success (children, families)
- Resources could be directed to positive activity
- Confident young people
- Self esteem (tell us survey)
- Give respect
- People won’t be frightened of young people
- Self awareness
- Valuing their talents
- Allowing them to have goals
- Access to opportunities
- Threaten some of the norms
- Skills, resilience to succeed
- Mind change for adults and change of behaviour
- Proud parents
- Responsible adults connected to all children
- Less reported problems with youths
• Personalised support for people
• Collective responsible community

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

- Positive activities – NI, IIO – LAA
- Parents will understand their role
  - Responsible adult / quantitative survey
- Number of children at a level ready for school
- Number of young people involved in shaping services
- Partnerships are able to respond at a local level involving communities (know and understand)

**Baseline/curve:** number of young people involved in positive activities – NI, IIO – LAA

**STORY BEHIND THE BASELINE**

<table>
<thead>
<tr>
<th>Services not joined up at a local level</th>
<th>Tensions- hierarchy of agendas and priorities</th>
<th>Resource prioritisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young peoples requirements take a long time to fulfil</td>
<td>Tension -national outcomes and local needs</td>
<td>Young people not inspired</td>
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<tr>
<td>Need to reconfigure services</td>
<td>Not always empowerment and participation – always consultation</td>
<td>Wisdom’ info system /ward level data sets on T.P.</td>
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<tr>
<td>No joint commissioning</td>
<td>Impact of alcohol on behaviour</td>
<td>Local information not in a form that is accessible and can be joined up</td>
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<tr>
<td>Incremental changes</td>
<td>Inequalities</td>
<td>Joint strategic needs assessment- Who is responsible?</td>
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</tbody>
</table>

**INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA**

‘Tell us’ survey (national survey)
- revamp and target appropriately, annually.
- use other techniques, focus groups to engage young people

Do parents know and understand their responsibilities – quantitative survey
Track children at seven year gaps – confidence, self esteem, aspiration etc

Joint strategic needs assessment
- who is responsible?
- needs joint approach

OTHER PARTNERS / STAKEHOLDERS

Young People
Locally service providers
CYPS
Voluntary sector providers

WHAT WORKS

- Refreshing Township governance arrangements and link to local service delivery (council)
- Young people’s ‘forum’ that can inform decision making (include in township terms of reference) (CYPP)
  - School councils, young people forum and other forums
  - Close the cycle of consultation/participation and feedback
- Make links to local governance arrangements
- Commissioning – new arrangements (PACTS)
- Giving young people ‘control’ of a local budget (CYPP)
  - E.g. youth capital fund
- Connect with Y/P, youth service, school attendance and voluntary sector
  - Build skills of services in engaging hard to reach young people
  - ‘Targeted’ support to those in most need and use information to shape services
- Engage people and explain in language that does not create barriers
  - E.g. instead of saying ‘counselling’ say you can come and talk to us
  - Practical emotional support
- Parent mentors for specific families
- Support for transition to secondary and for parents with teenage children
  - Support parenting from birth
- Communication strategy with young people (council and partnerships)
  - Low cost – communicate what a good parent is and what support is out there
  - Debunks the myths
- Hard to get info out on domestic violence
- Word of mouth and reputation
### REPORT

<table>
<thead>
<tr>
<th>Action</th>
<th>For</th>
<th>who</th>
<th>Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Targeted youth support / all access (CYPP)</strong></td>
<td>All young people</td>
<td>Council CYPP Young people Parents Voluntary and community sector providers</td>
<td>Re-allocating resources Joining up service providers Genuine involvement and empowerment of young people</td>
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<tr>
<td>Expand young people’s horizons – take them outside the area</td>
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<tr>
<td>Introduce positive activities to create positive behaviours e.g. Boxing clubs, local and free activities / self esteem and aspirations built</td>
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<tr>
<td><strong>Map what is available and promote it to young people</strong></td>
<td>All young people</td>
<td>CYPP</td>
<td>Low cost</td>
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<tr>
<td><strong>Community development (council, partners, CSP)</strong></td>
<td>Targeted families</td>
<td>CYPS Local service providers Voluntary sector Young people and their families</td>
<td>Join up with current targeted support Additional costs</td>
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<tr>
<td>Community development with families and current challenge behaviours</td>
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<tr>
<td>Engage young people in finding out who shapes their aspirations or actions – i.e. expectations in some families that at 16/17 you will get pregnant.</td>
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<tr>
<td>Create new role models and build aspirations</td>
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**What are the opportunities, barriers and threats to our successful partnership working?**

<table>
<thead>
<tr>
<th>Opportunities/Strengths</th>
<th>Barriers</th>
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<tbody>
<tr>
<td>• Strengths of collaboration</td>
<td>• No agency/person willing to accept responsibility</td>
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<tr>
<td>• Collective problem solving and common understanding</td>
<td>• An unwillingness to change</td>
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<tr>
<td>• Combing resources – across all functions (e.g. contracting) can deliver efficiencies (economies of scale)</td>
<td>• By getting out into the community to support families and individuals</td>
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<td></td>
<td>• An undemanding and entrenched population</td>
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<td></td>
<td>• Cultural norms in some communities</td>
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<tr>
<td></td>
<td>• Limited horizons not helped by traditional/public sector ways of</td>
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</tbody>
</table>
• Reduce duplication, ensure convergence and address gaps
• Shared services – pooled resources
• Strengths and collaborative work
• Development of an ‘holistic’ approach to the issue
• Better solution through joined up thoughts and shared priorities
• Cover all aspects
• Better chance of success
• Better use of resources

Changes to behaviours

• Joint target setting
• Same agendas
• Able and willing to work across organisational boundaries
• Appreciate/acknowledge cultural differences (other impact, e.g. decision making) and work with them
• Ability to compromise - the greater good
• Changes to behaviour and practice

Changes to behaviours

• Changes to behaviour and practice
• Key is to understand partners business plans and targets to achieve mutual outcomes
• Accepting others professions and debunking myths
• Strategic thinking
• Ensure everyone is involved in decision making, including children and young people
• Contribute
  • Resources
  • Commitment to change and improvement
  • Leadership

Group 2 - Turning the curve exercise

Population: Young men
Targeted groups:
  • LACS
  • 11 year old attainment
  • ½ level behind
  • Young men

Outcomes:
• Positive self awareness
• Responsible for own actions
• Healthy relationships
• Confident, well informed, young men, safe and happy
• Emotional intelligence
• Young men accessing services and support
• Able to talk to parents
• Confidence to make own decisions / overcome peer pressure
Experience: *What would success look like?*
- Young dad badge of honour
- Young men don’t want to use condoms
- Young men sleeping around where girl doesn’t
- Alcohol part of problem
- Alcohol gives confidence to have sex, but also excuse for actions
- Young men don’t access services generally
- Too lenient on retailers serving under-age alcohol
- Need other activities for youth people
- Culture – too tolerant of under-age drinking
- What’s wrong with being a teenage mum
  - Family tradition
  - No perceived ill consequences
- Moral judgements?
- Additional costs / burden on society
- Wigan has old fashioned views of family roles

Indicators: *What are the key indicators we could use to measure impact on the population outcome?*
- Seal survey (social and emotional aspects of emotional intelligence learning)
- Perception measures e.g. use of focus groups and 1 on 1
- Uptake of services by young men
- Rates of STI in young men (only know recorded)
- Increase uptake of STI testing
- NOS/Take up of SRE sessions in schools (develop quality standard)
- NOS/Take up of parents receiving ‘parental skills’
- ASBO
- Engagement in sports and leisure

**Baseline/curve:** All above

**STORY BEHIND THE BASELINE**

<table>
<thead>
<tr>
<th>Parental capacity</th>
<th>Alcohol</th>
<th>Behaviours seen as ‘normal’</th>
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</thead>
<tbody>
<tr>
<td>Need to intervene early but can be seen by parents to be too early</td>
<td>Inconsistent SRE in schools – inconsistent messages and coverage</td>
<td>Links to aspiration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Traditional Wigan culture</th>
<th>Alcohol seen as OK. Education seen as interference</th>
<th>Lack of investment in youth services</th>
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<tbody>
<tr>
<td>Other pressures / influences on young men</td>
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</tbody>
</table>


<table>
<thead>
<tr>
<th>Lack of opportunities for life skills</th>
<th>Lack of positive role models/mentors/family influence</th>
<th>Celebrity of many relationships – gossip magazines</th>
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<tbody>
<tr>
<td>Recognise underlying factor of role of young men in TP</td>
<td>Our contribution to storyline</td>
<td>Role of trading standards – unacceptable behaviour</td>
</tr>
<tr>
<td></td>
<td>- Umbrella of risk taking activities</td>
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<tr>
<td></td>
<td>- Changing attitudes</td>
<td></td>
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<tr>
<td></td>
<td>- How to use our influence</td>
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**WHAT WORKS**

- Taking the service to young men  
  - Tic Tac Bus, C Card  
  - Encourage take up of other services, e.g. GPs  
  - Where they work  
    - Informal environment  
    - Can build relationships  
    - Discuss a range of issues  
- Identify other informal outlets  
  - Leisure centres (need to persuade)  
- Need to overcome risk of offending people  
  - Leisure centres / condoms in taxis  
  - Condom machine in King Street  
  - Help get issues in the open  
- SRE packages are good  
  - Teachers not taking up training opportunities  
  - CPD limited nationally (9 hours p.a.)  
- VLN (Virtual Learning Network) to support SRE training in schools  
- Other partners may be prepared to go into schools to deliver  
  - Needs to be incorporated into what is going on at school  
- Good parental packages (speak easy) but patchy uptake and not targeted  
  - Extend to social workers, sure start workers  
- Use school as mechanism to engage parents  
- Identify resources among partners to support activity  
- Bring GPs, practice nurses into schools (Nottingham experience)  
  - Influence behaviours  
  - Build confidence
- Initiatives, leaflets to make GPs, young person friendly
  - Specify in GP contracts
- Incentives GP behaviour
- Try getting input/challenge from before outside of the 'sector'
- Sort alcohol and sort TP!
- Better use of positive role models
- More initiatives for alcohol prevention and use
- Target young men at risk
  - Pupil referral units
  - Take the GP to them
- Develop a preventative strategy for risk taking activities (all not separate)

**INFORMATION AND RESEARCH / DATA DEVELOPMENT AGENDA**

Data on young fathers

What are the views of young men in relation to parenthood, contraception, etc?

- Quality standards for SRE need to be developed
- How can we measure and understand trends in STIs?
- Understanding what a positive role model would be
- Need to understand why men don’t use GP services
- Evidence regarding effectiveness of C-Card scheme in GP practices linked with birthday cards

**OTHER PARTNERS / STAKEHOLDERS**

Trading STDs | Fire Leisure | sports centres
---|---|---
Youth services | Parents | Young people
Voluntary sector | GPs, practice nurses
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<td>Taking services into the community (townships and PACTS)</td>
<td>young men</td>
<td>LSP and service providers</td>
<td>Redirecting current resources</td>
</tr>
<tr>
<td>Targeting most vulnerable / at risk</td>
<td>Young men</td>
<td>Schools, youth service, GPs</td>
<td>Link to existing service provision and support mechanisms</td>
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<tr>
<td>Pupil referral units, including taking GPs in</td>
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<tr>
<td>Parenting of teenagers Transition sessions</td>
<td>Young people</td>
<td>Parents, schools, CYPP</td>
<td>Involve parents and young people in the design of the service/sessions</td>
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<tr>
<td>Understanding what responsible parenting looks like and how it can be achieved</td>
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<tr>
<td>Radical suggestion – Spray on condoms</td>
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<td><strong>Strengths</strong></td>
<td><strong>• New commissioning culture with payments based on delivery of outcomes could be a barrier to partnership working</strong></td>
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<tr>
<td></td>
<td><strong>• Need to be careful about indicators linked to payments</strong></td>
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<td><strong>• Interviewing can take longer to initiate if multiple partners involved</strong></td>
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<td><strong>• Co-ordination of planning meetings, staffing, capacity issues, funding, etc</strong></td>
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<td><strong>• Lack of young people participation in partnership working</strong></td>
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<td><strong>• Biggest barrier is central government hypocrisy</strong></td>
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<td><strong>• Not joined up although asking us locally to do so</strong></td>
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<td></td>
<td><strong>• Organisational restructuring</strong></td>
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<td></td>
<td><strong>• Barrier in the short term to collaborative working but offers opportunities for enhanced partnership working in the long term</strong></td>
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**Change of behaviour**

LSP restructuring is an opportunity for better partnership working

Rebecca Murphy
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18.07.09