Cardiff and Vale Area Planning Board Outcomes Framework

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1. Introduction

Cardiff and Vale Area Planning Board (APB) are seeking to drive whole system change in the support and treatment system for people with problematic drug and alcohol use in Cardiff and the Vale of Glamorgan. By using a commissioning approach that focusses on outcomes, an emphasis is being placed on the desired changes that will be expected as a result of service delivery, both for people using services, and for the wider community in the longer term.

This Outcomes Framework is a key component of the new approach that will be taken in to shaping, securing and delivering outcomes for children, young people and adults accessing substance misuse services in the region.

Outcomes are not a new concept for the Area Planning Board. Results Based Accountability has been a key component of performance management of services for many years. However, the approach that the APB is taking through the Framework, is to give these outcomes proper prominence, to align all service provision to the achievement of the outcomes, and to support providers to make these the central focus of their service delivery.

It is vital that there is a clear understanding and articulation of how, and why, good substance use services changes people's lives and futures for the better. This Outcomes Framework is a further step towards consistent and genuine evidence gathering as it invites service providers to co-produce solutions with people using services.

There are two main elements of the Outcomes Framework:

- The **outcomes** themselves, which have been produced with stakeholders, and against which Cardiff and Vale APB will be commissioning its future substance use services.

- The **service qualities** that will underpin all services which have been clearly articulated by stakeholders through our service re-design process.

Together they clarify the agreed desired direction of travel – *what* substance misuse services will achieve with people who use services, their carers', families and friends, and *how* it will be achieved.

2. Glossary of terms

- **Outcomes**

An outcome is the meaningful and valued impact, or change that occurs as a result of a particular activity or set of activities. For example, improved confidence is an outcome and could be achieved through a range of activities such as work experience or making friendships.

- **Performance Indicators**

Indicators are ways of knowing that an outcome has been achieved, or to show progress against an outcome. For example, indicators for an increase in confidence might include a person trying new things, making new friends, taking on new challenges etc. All of these are related behaviours that indicate an increase in confidence.

- **Outputs**

Outputs are a quantitative summary of an activity. For example, the number of training sessions delivered or the number of people attending a drop in session are outputs. An output tells you an activity has taken place.

- **Service Qualities**

The service qualities show a range of different characteristics that have been developed by stakeholders through workshops and focus groups. They are not outcomes in themselves, but they will be a key component against which services are commissioned and evaluated. Alongside the outcomes which define what will be delivered, the service qualities will define how they are delivered. They are intended to ensure that we are not just delivering good outcomes for people seeking support for problematic substance use, but that it is delivered in the most effective way.

3. Why are we commissioning for outcomes?

Commissioning for outcomes is an approach to commissioning which focuses on the *change* that will occur as a result of particular activities and interventions. The approach has potential to build a system which promotes, values, and measures the change that matters to people, rather than being overly focused on tightly defined and highly specified services from the start. It moves away from commissioning specific interventions and measuring basic outputs, and opens up space for providers to innovate and suggest which activities might best meet the outcomes.

Specifying broad outcomes over specific outputs and services will:

- Give providers the space to be innovative and flexible in shaping services.

- Afford providers the freedom to work closely with the people they support to co-produce services around their collective and personal needs, strengths, and wishes.

- Enable providers, and the APB as commissioner, to demonstrate the public value of substance misuse services

- Encourage providers to work together to achieve a common set of goals

- Enable providers to adapt and change their practice and provision, to reflect new evidence and research in a timely way.

The outcomes and service qualities outlined in this Framework will form the basis of a re-commissioning exercise during the summer and autumn of 2020, and will be the basis of ongoing monitoring, performance management, and evaluation of service delivery once contracts have been awarded.

All parts of the specialist substance misuse support and treatment system are signed up to the outcomes framework, including those services commissioned ,or provided by Cardiff and Vale UHB, Cardiff and the Vale of Glamorgan Local Authorities, and the Police and Crime Commissioner.

The outcomes and service qualities will also inform any future re-modelling of service delivery required during the course of the contracts.
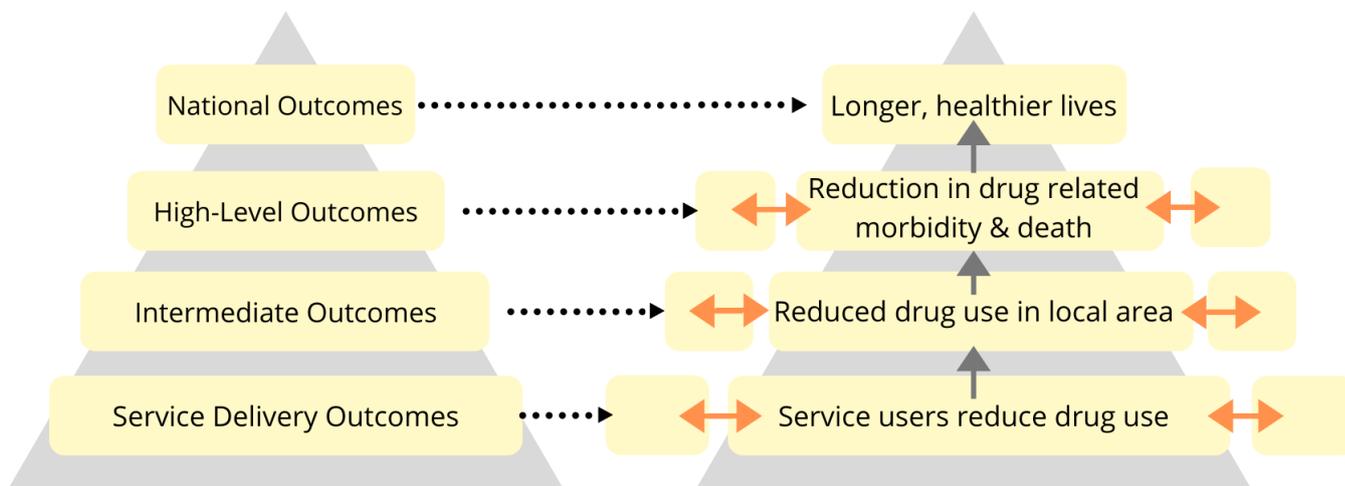
4. The Outcomes Framework

The starting point for an outcomes based commissioning approach is the development of an outcomes framework.

We have mapped our outcomes to the National Wellbeing goals outlined in the Wellbeing of Future Generations (Wales) Act, 2015. This is because stakeholders involved in the system redesign process highlighted the importance of wellbeing, and because all Public Services in Wales are required to work to deliver the wellbeing objectives.

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7
A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and thriving Welsh Language	A Globally Responsible Wales

The outcomes identified through the commissioning process reflect only those outcomes for which specialist substance misuse services can be accountable. These outcomes will however, contribute to intermediate and longer term local and national outcomes such as reducing drug related deaths, and drug related crime as demonstrated in the below diagram.

In particular, the outcomes will contribute to the achievement of the Welsh Government's vision of "*ensuring that everyone in Wales should have longer healthier lives free from the potential harms of substance misuse, building personal resilience so they can be active and contribute positively to their communities*" (Welsh Government Substance Misuse Delivery Plan 2019-22).

The outcomes included in the Framework relate to people of all ages, including children and young people. The indicators used to measure progress towards, or achievement of the outcomes however, will be different for children and young people. Indicators and measures will be developed with stakeholders. The majority of the outcomes are self-explanatory. There are, however, **guidance** notes to clarify some of the outcomes as an appendix.

#	Substance misuse service outcomes	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and thriving Welsh Language	A Globally Responsible Wales
1	People are more autonomous		☑	☑		☑		
2	People feel (physically and psychologically) safe		☑	☑	☑	☑		
3	People have healthy relationships and relate to and connect positively to others		☑	☑		☑		
4	People are able to positively contribute and participate in their communities	☑			☑	☑	☑	☑
5	People are mentally and physically healthy	☑	☑	☑				
6	Drug use and/or alcohol consumption is reduced			☑				
7	People with children have the skills, knowledge and ability to provide an environment in which their children can flourish	☑	☑	☑	☑	☑	☑	☑
8	People access support when they need it	☑	☑	☑	☑			
9	People are aware of, and understand the consequences and risks of alcohol consumption and drug misuse	☑		☑	☑	☑		

5. Service Qualities

The service qualities below outline a range of different characteristics that have been developed as a result of co-production looking at the re-design of substance misuse services. Alongside the outcomes detailed above, these service qualities will be a key component against which services are commissioned and evaluated. They are intended to ensure that not only are the outcomes for people using services improved, but that services are delivered in the best possible way.

These service qualities will be applied across the full range of commissioning activities from shaping and securing substance misuse services, to providing and monitoring service quality.

System Quality	Features
Person centred and strengths based	People using services are viewed as a whole person, with all of their needs and aspirations being supported. Supporting people to be in control of their journey through services. Flexible to people's individual circumstances. People's strengths, resilience and resources are recognised and utilised.
Trauma informed	Recognising the impact of trauma, focussed on building and modelling healthy relationships, and working to the principles of psychologically informed environments; · Safety · Trustworthiness and transparency · Peer Support · Collaboration and mutuality · Empowerment, voice and choice · Culture, historical and gender issues
Including the support system around the person	Where possible, considering , supporting and collaborating with the support system that surrounds the person using services including parents/carers, siblings, friends, community members.
Building resilience not reliance	Identifying where additional resources can be brought in to complement services, for example; the time, skills and resources of local citizens and businesses. Supporting children, and people to access opportunities across Cardiff and the Vale, and beyond. Building community connections. Collaborating with local employers, community and the council to make the

	best use of local resources.
Inclusive and open to all	Working in partnership with communities, people furthest away from services, and people using services to address the barriers some of them face in accessing services, including language.

Considering the adjustments that need to be made to improve access, for example, for people with disabilities, genders or ages that are under-represented, or those with specific cultural needs. |
| **Taking a preventative approach** | Using monitoring and evaluation processes throughout the sector to identify where future needs or risks are building up, and try to address this wherever possible.

Actively connecting with, engaging, and encouraging people to access support. |
| **Coordinated and integrated** | People experience treatment and support as seamless and built around them.

People's information is appropriately shared and they do not have to repeat their stories. |

Appendix A

Explanation notes relating to some of the outcomes	
People are more autonomous	Self-efficacy, self-belief, the belief that you can change things in your life for the better, that you can influence events beyond your immediate person. The ability of a person to bounce back from difficult episodes in their lives; to have a sense of purpose and meaning; to be self-controlled and self-aware.
People have healthy relationships, relate to and connect positively to others	The ability of a person to develop mutually positive relationships with different people; to motivate others; to negotiate with others; to understand and empathise with others; to question and challenge others; the ability of a person to express themselves.
People are work, education or training ready	People have the skills, knowledge and ability to manage and thrive in a working lifestyle or learning environment.

Appendix B

Further Resources

There is a wide range of resources that are useful in exploring the ideas of co-production and outcomes. Some of the most relevant are listed here

On co-production
- The co-production practitioners' network: www.coproductionnetwork.com
- In this together: http://www.neweconomics.org/publications/in-this-together
- Stories of co-production: http://www.youtube.com/watch?v=aKATrzUV2YI
- Public Services Inside Out: http://neweconomics.org/publications/public-services-inside-out
- The co-production self-assessment framework: http://coproductionnetwork.com/page/measurement-and-evaluation
- The ladder of co-production (with an explanation on the co-production practitioners website)

Substance Misuse
- Substance Misuse Delivery Plan 2019-2022 (Welsh Government)
- Models of Care
- Substance Misuse Treatment Frameworks (Welsh Government)
- An evidence Review of the outcomes that can be expected of drug misuse treatment in England (Public Health England)

Trauma and Psychologically Informed Environments
(Lee to provide)

Cardiff and Vale relevant documents
- Cardiff and Vale Area Plan (2018-2023)

Wales

- A Healthier Wales (2018)
- Social Services and Wellbeing Act (2014)
- The Wellbeing of Future Generations Act (2015)

On outcomes and monitoring and evaluation

- Delivering better outcomes: An outcomes toolkit for alcohol and drugs Partnerships (Government of Scotland 2019)

- Charities Evaluation Service: http://www.ces-vol.org.uk/tools-and-resources
- **nef** consulting resource library: http://www.nef-consulting.co.uk/sroicfx/library/ (useful for theory of change and social value resources)
- Catalyst Consortium matrix of measurement tools: http://youngfoundation.org/publications/framework-of-outcomes-for-young-people/
- Project Oracle research placement to work with youth organisations to work on evaluation tools and techniques: http://www.project-oracle.com/about_academics_students_researchers?sub_id=find_out_more_for_researchers
- Welsh Government and DWP (2003) *A practical Guide to Measuring Soft Outcomes and Distance Travelled.* Several of the examples above are taken from this document. It should be noted that this document focuses on targeted work to support people back into work. However, the tools and questionnaires can be creatively adapted for substance misuse settings.
- Eldred, J et al. (2006) *Catching Confidence: the nature and role of confidence - ways of developing and recording changes in the learning context*, NIACE: http://www.niace.org.uk/sites/default/files/documents/publications/catching-confidence-summary-report-en.pdf .
- Stewart-Brown, S and Janmohamed, K (2008) *Warwick-Edinburgh Mental Wellbeing Scale (WEMWEBS) User Guide Version 1* http://www.healthscotland.com/uploads/documents/7551-WEMWBS%20User%20Guide%20Version%201%20June%202008.pdf
- Sharp, C (2000) *START Do-it-Yourself Evaluation Manual* . This has helpful tips on designing an evaluation process and specific examples of how to construct surveys, such as the self-esteem questionnaire, and group consultation exercises, such as best liked/least liked.
- new economics foundation (2000) *Prove It! Measuring the Effect of Neighborhood Renewal on Local People*, http://www.proveit.org.uk/downloads.html
- Copps, J (2011) *Measuring Soft Outcomes – what you need to know*: http://wellbeingmeasure.files.wordpress.com/2012/06/npc-soft-outcomes-event-160612.pdf