



Evaluation of the NHS Drinking Responsibly Project



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**Training alcohol retail staff in responsible alcohol service
and promoting sensible drinking at point of sale**

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Introduction



National, regional and local strategy and policy identify clear links between alcohol and health, crime and disorder and morbidity and mortality (HM Government, 2007); Manchester City Council Alcohol Strategy, 2005-2008; Hughes et al, 2004). For 2000-2002, Manchester had the third highest recorded prevalence of binge drinking¹ in the North West of England. Between 1996 and 2000, Manchester licensed premises increased their capacity by 250%; there was a 225% increase in assaults for the same period (GMP City Safe Unit, 2006).

Community based initiatives such as those that consider individual drinking behaviours as well as the environments in which alcohol is sold or consumed provide a more comprehensive, integrated and collaborative approach and have been found to be more effective than those delivered in isolation (Bush and Mutch, 1998 as cited in Hughes et al, 2004). In 2001, Greater Manchester Police set up a partnership led initiative trailblazing more than twenty different strategies and interventions. One of these strategies, the Best Bar None Award Scheme, specifically aimed to raise alcohol retailers' standards of social responsibility.

Industry standards and voluntary codes have also been published, aimed at anyone involved in the production, distribution, marketing and retailing of alcoholic drinks with guidelines to prevent under age sales, avert drunkenness and provide training for staff (Social Responsibility Standards for the Production and Sale of Alcoholic Drinks in the UK, 2007). The government believes that alcohol retailers should seek ways to ensure that they meet industry standards and voluntary codes 'on the ground' for example through a local partnership approach like the Best Bar None Awards scheme (HM Government, 2007).

Following consultation with the Crime and Disorder Partnership and Health Inequalities Partnership, Manchester City Council's first local alcohol strategy identified there was a need to increase capacity for the prevention of alcohol misuse with both retailers and customers alike and commissioned Manchester Public Health Development Service to deliver a series of training events in responsible alcohol service and promote the sensible drinking message at point of sale. Initially funded by Neighbourhood Renewal Funds (June 2005-March 2007), the project was mainstreamed from April 2007 funded by Choosing Health². This report describes the conclusions of the project to date and discusses further areas of development.

¹Defined here as drinking at least double the recommended daily benchmarks (three units for women, except in pregnancy, and four units for men (Department of Health, 1995)

²The Choosing Health white paper (Department of Health, 2004), set out to 'promote healthier communities and narrow health inequalities' in six priority areas including "reducing harm and encouraging sensible drinking"

Key conclusions

- Free training in responsible alcohol service proved popular with 97.5% of free places filled (attendance of 81.6%) compared to 26.6% at a half-price rate
- Open-access to free training in responsible alcohol service did not appear cost effective at current rates for the same concerns shared by the local licensed trade: high turnover of staff combined with high unit costs of training
- Offering targeted free training could be beneficial as a short-term incentive to encourage the licensed trade to participate in pub watch schemes or off-licence forum schemes as well as respond to personal needs e.g. training in Conflict Management, Drugs Awareness
- Barriers to applying the principles of responsible service of alcohol in on-licensed premises were more focused on preventing drunkenness: the environment at point of sale, pressure from friends or colleagues, promotional nights for customers who intend to binge drink, lack of customer awareness of legal obligations of staff
- Barriers to applying the principles of responsible service of alcohol in off-licensed premises were more focused on preventing under age sales: adults buying on behalf of children, intimidation, lone working, pressure from friends in the neighbourhood
- A locally produced guidance booklet originally designed as a forerunner to formal training became increasingly popular as a method of in-house training. This has led to a need for further research to be carried out as to its effectiveness including an audit trail of its impact
- A telephone survey on a random sample of licensed premises in Manchester, two years after the first training workshop, revealed that more work could be done to promote sensible drinking at point of sale (including unit awareness, availability of alcohol free products and responsible advertising)
- Concerns were raised that voluntary participation in community based initiatives risk only reaching alcohol retailers who already care strongly enough to respond.



Background

The NHS Drinking Responsibly Project had an overarching aim to contribute to an existing partnership approach to raise alcohol retailers' standards of social responsibility with a particular emphasis on training and the display of sensible drinking messages.

Staff training

An existing partnership approach led by Greater Manchester Police City Safe Project had originally been established as a result of the findings of the British Crime Survey (2001) and other local data analysis. City Safe began as an initiative focusing on the night-time economy employing over twenty different strategies and interventions including: Best Bar None Award Scheme, Top Ten Scheme, Taxi Safe, Emergency Help Points and Multi-Agency Visits to Licensed Premises (GMP City Safe Unit, 2006). One of these strategies, the Best Bar None Award Scheme, aims to raise alcohol retailers' standards of social responsibility by setting a common benchmark of operating standards for pubs and clubs and most recently off-licences (GMP City Safe Unit, 2006).

Responsible server training and promoting sensible drinking threads through Best Bar None operating standards but also features within local licensing policy (Manchester City Council Licensing Policy 2005-2008), the National Alcohol Harm Reduction Strategy for England (2004) and the Social Responsibility Standards for the Production and Sale of Alcoholic Drinks in the UK (2005). At a European level, guidelines have been published to encourage the take-up of national responsible service of alcohol training across EU countries (EFRD, 2005).

Benefits of a national training programme (EFRD, 2005)

- **Staff have a better understanding of the product they sell and their job skills are improved**
- **Customers are encouraged to drink responsibly**
- **Customers attract other customers like themselves and they come back; discouraging drinking styles that cause problems**
- **Reduction in employees' turnover to the benefit of both the employees and employers**
- **A national standard means everyone (staff and customers) become accustomed to the standard and know what to expect**

Some evidence suggests that server training could increase rates of service refusal to customers already drunk (Gliksman et al. 1993, Waller et al. 2002 as cited in Hughes et al, 2004) but generally training programmes appear to be most effective when combined with strict enforcement of licensing legislation and broader intervention strategies at point of sale e.g. reducing under age sales, discouraging irresponsible drink promotions, off-licence server practices (Hughes et al, 2004). For alcohol retailers, it was originally planned for the project officer to design and deliver a series of local training events promoting responsible alcohol service. However emerging guidelines from the European Forum of Responsible Drinking (2005) emphasised the value of a national standard to training in responsible service.

At the time of project planning (June 2005), the British Institute of Innkeeping Awarding Body (BIIAB³) were piloting a new nationally accredited course called the "Award in Responsible Alcohol Retailing ready for launch in time for the change in licensing laws (November 2005). A Scottish based programme called "Servewise⁴" (Alcohol Focus Scotland) had already been established in Scotland but a Manchester based accredited "Servewise" Trainer was no longer in local employment. Following contact with the BIIAB, the project officer had the opportunity to attend one of the final pilot workshops for the new Award in Responsible Alcohol Retailing (ARAR). ARAR was chosen as the delivery arm for the training because of its relevant content, formal exam process and also introduction of a national standard.

³British Institute of Innkeeping Awarding Body is the leading awarding body for the licensed retail sector, accredited by the Qualifications & Curriculum Authority (QCA) and the Scottish Qualifications Authority (SQA)

⁴"Servewise: setting standards in the sale of alcohol" began in 1990s as a local minimal intervention strategy for servers of alcohol and later expanded becoming part of Alcohol Focus Scotland (2001). Trainers are trained to deliver the programme through two levels: off-licence and on-licence course

Sensible drinking

Promoting sensible drinking could be seen as contrary to current 'culture of intoxication', i.e. 'binge drinking', amongst both under 18s and adults alike (IAS, 2007). While some definitions of binge drinking refer to exceeding a threshold of units of alcohol in one session, it is often also associated with intoxication or 'drunkenness' which is extensively linked to crime, disorder, anti-social behaviour and acute and chronic ill-health (DHS, 2008). Though definitions and measures of 'drunkenness' are not clear, it remains illegal for alcohol to be sold or supplied to any person already drunk or to a companion buying alcohol on their behalf and servers of alcohol face on-the-spot fines of £80 and maximum fines of £1000 upon conviction (Licensing Act, 2003). It also remains illegal for alcohol to be sold or supplied to any person under 18⁵ or to any person over 18 buying on their behalf (Licensing Act, 2003) regardless of whether they are drunk.

Sensible drinking is commonly defined by a benchmark of a number of units consumed in one day for adult men and women (Department of Health, 1995). It also involves a personal judgement of risks and responsibilities at the time e.g. if pregnant, before driving, if operating machinery, or taking medication (HM Government, 2007). There are numerous positive strategies that can be employed exercising choice of alcoholic product, counting units, pacing with alcohol-free alternatives and socialising with food and broad entertainment provision.

In 1995, UK sensible drinking guidelines changed from weekly guidelines to daily benchmarks on the grounds "weekly consumption can have little relation to single drinking episodes and can hide short term episodes of heavy drinking which correlate strongly with both medical and social harm" (Department of Health, 1995). Drinking over the daily benchmarks is more common in areas of high deprivation; alcohol-related death rates can be 45% higher in areas of high deprivation (HM Government, 2007). Manchester is ranked as the second most deprived area in the country in the Indices of Deprivation (Noble et al, 2004). Based on self-reports, 80% of 11 – 18 year olds in Manchester said they had tried alcohol and 60% said they currently used alcohol (Doherty et al, 2007).

Promoting sensible drinking goes hand-in-hand with responsible service of alcohol. The NHS Drinking Responsibly Project aimed to re-introduce the availability of server training for alcohol retail staff but also provide campaign material promoting the sensible drinking message at point of sale.



⁵There is one exception. On-licensed premises can legally sell beer, wine, or cider to a person over 18 if he/she is buying on the behalf of a 16 or 17 year old when having a table meal (not bar snacks) on relevant premises e.g. pub restaurant. The 16 or 17 year old must remain in the company of the adult at all times.

Method

Training Workshops

Training workshops were facilitated by an accredited BIIAB trainer delivering the Level 1 Award in Responsible Alcohol Retailing (ARAR).

BIIAB Level 1 ARAR course covers:

- the nature of alcohol and the effect that it has on the human body
- the main issues in the 2003 Licensing Act as they relate to alcohol retailers and servers
- licensing law in relation to the protection of children from harm
- the social responsibilities relating to the retail sale of alcohol
- how to recognise drunkenness and your duty not to serve drunk customers
- appropriate strategies that can be adopted to prevent or eliminate alcohol-related crime and conflict and the importance of personal safety

Courses were advertised by direct mail as well as announcements through existing Pub Watch and emerging Off-Licence Forum meetings. Interested parties booked places by telephone then received a confirmation letter and pre-course handbook. The confirmation letter notified candidates that they were required to provide proof of identity on the day which would be shown to the invigilator immediately prior to taking the written examination.

Course duration was typically four hours (half day) which ended with a written exam containing 25 multiple choice questions. To pass the exam, candidates had to correctly answer 3 compulsory questions in section one and 14 out of 22 questions from section two. A certificate stating the candidate had achieved the qualification was awarded by the BIIAB on successful completion of the exam.



Training methods

- Guided self learning with BIIAB pre-course handbooks
- Power point presentation of key statistics and concerns
- Group exercises and discussion e.g. recognising drunkenness, drink promotions, drink driving
- Quizzes to consolidate and develop understanding
- Self reflection exercises e.g. personal drink diary
- Role play simulation e.g. dealing with conflict, challenging I.D.
- Experience sharing to discuss issues faced in day to day work

In 2005/6, places were made available to on- and off-licensed staff free of charge offering a total of 95 places, fully funded by the NHS Drinking Responsibly Project. In 2006/7, places were made available to on- and off-licensed staff at a half price rate offering a total of 60 places, part funded by the NHS Drinking Responsibly Project. Off-licence staff in East Manchester were allocated an additional 28 places free of charge in 2006/7 since additional funding was sought as an incentive to become members of a newly established Off-Licence Forum (akin to a 'pub watch'). These free places were funded jointly by the NHS Drinking Responsibly Project and the Community Safety Partnership. The total number of places made available was 183.

Training booklets

Colour, glossy training booklets were also produced to support staff unable to access formal training workshops. The written guide was designed as a forerunner to training and not as a replacement. It was made available to alcohol retail staff at induction or within refresher training. Copies of the booklet were offered to managers of both on- and off-licensed premises free of charge in addition to the training workshops.

Calling Time: helpful advice for staff

- Facts on the licensing objectives and legal obligations of staff
- "Challenge 21" policy and acceptable forms of proof of age I.D.
- The nature of alcohol and its effects
- Recognising and managing customers who are already drunk
- Effects of alcohol with illicit drugs
- Unit awareness of common alcoholic products
- Communication tips and customer service

Booklets were made available to premises through Pub Watch and Off Licence Forum meetings as well as direct mail order. Greater Manchester Police licensing officers also distributed the booklets as part of their day-to-day visits with licensed premises. In view of the high turnover of staff experienced by some venues, particularly city centre bars and clubs, booklets could be ordered in bulk.

Display of alcohol content & sensible drinking message

Three sensible drinking campaigns were promoted at point of sale: two of which were targeted at vulnerable groups with one universal campaign. Point of sale is seen to be accountable for at least two-thirds of final consumer purchase decisions. Pub washrooms offer a highly visible means of advertising with little other distractions in the vicinity.

The universal campaign was aimed at customers unclear of the unit content of current products on the market and promoted awareness that "one drink isn't always one unit". While most drinkers have heard of measuring alcohol consumption in units (86%) and most people are aware of the daily benchmarks⁶ (69%), only 13% keep a check on the number of units they drink (ONS, 2006 as cited by HM Government, 2007). This can be further hindered by increases in strength and serving sizes of alcoholic products meaning that in practice, one alcoholic drink often contains more than one unit⁷.

One of the targeted campaigns was aimed at 18-25 year olds particularly at risk of short-term consequences of binge drinking such as unsafe sex leading to unplanned pregnancy and/or sexually transmitted infections, becoming victims of crime and weight gain. The other targeted campaign was aimed at women who were pregnant or thinking about conceiving particularly emphasising the message "in pregnancy, no alcohol = no risk of harm" as well as signposting to the local specialist midwifery service.

Additional to campaign material, the project made links with suppliers of alcohol free products with an aim to raise the profile of stylish and tasty alternatives e.g. Fentimans Botanical Soft Drinks, the Alcohol-Free Shop.



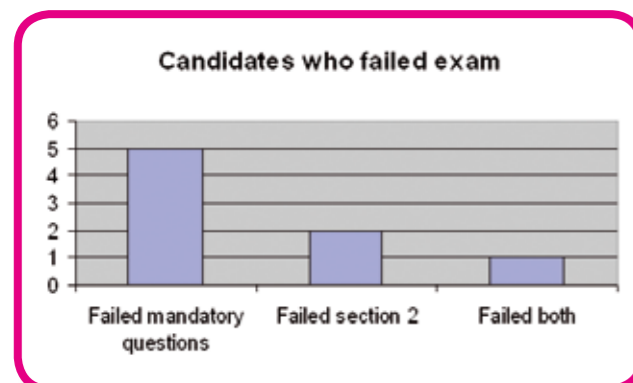
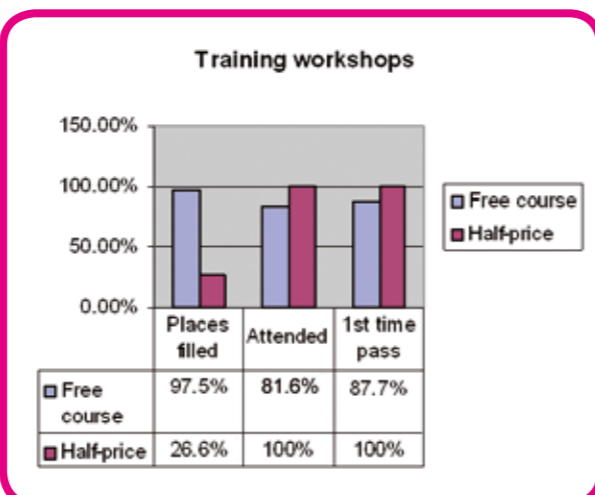
⁶Three units for women (except in pregnancy) and four units for men (Department of Health, 1995)

⁷UK unit = 8g or 10ml of alcohol

Results

Training workshops

Manchester was the first in the country to run the BIIAB Level 1 Award in Responsible Alcohol Retailing on 24th November 2005. Between September 2005 and March 2007, a total of 183 places were offered to alcohol retail staff from on and off-licensed premises. The majority (67.2%) were made available free of charge and of these, 97.5% were successfully filled with an attendance rate of 81.6% and a first time pass rate of 87.7%. There was a noticeable reduction in bookings when the course was offered at a half price rate with just over a quarter (26.6%) of places successfully filled, however attendance was 100% and the first time pass rate was also 100%.



Eight candidates failed the exam. The majority failed because they did not correctly answer section one (five people). Section one contains three mandatory questions covering the licensing objectives, sale of alcohol to children and sale of alcohol to a person who is drunk. One candidate failed the exam twice and both times did not answer the mandatory questions correctly. Two candidates failed the exam because they did not score high enough in section two and one candidate failed because they did not correctly answer section one as well as score high enough in section two.

enough in section two and one candidate failed because they did not correctly answer section one as well as score high enough in section two.

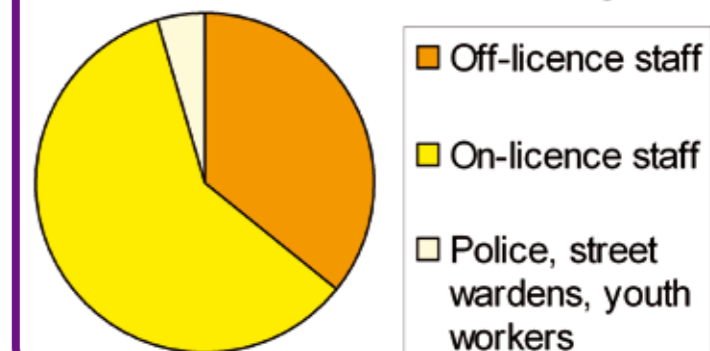
Summary

- 7 training workshops open to anyone authorised to sell or supply alcohol
- 2 additional training workshops specifically for off-licence staff
- Group size ranged from 5 - 20
- Average first time pass rate was 89.4%
- The first time pass rate on the free course was 87.7%
- The first time pass rate on the half-price course was 100%
- Eight candidates failed the exam and one candidate failed their resit
- Members of the East Manchester Off-Licence Forum all passed an age related test purchase operation by Trading Standards post-training
- Average unit cost per candidate £57.17 (+VAT)

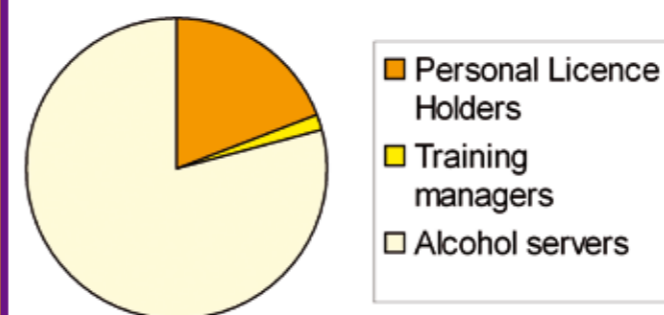
Candidates' characteristics

The majority of candidates were from on-licensed premises (59.6%) and over a third of candidates were from off-licensed premises (36%). The remainder of candidates worked in local authority organisations such as the police, street warden schemes and the youth service (4.4%). Staff mix included alcohol servers (76.3%), personal licence holders (18.3%) and training managers (1.8%).

Candidates work setting



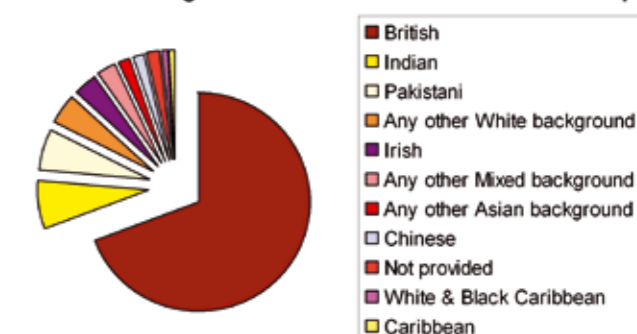
Roles of candidates



Candidates represented a total of ten ethnic backgrounds. The top five, mostly represented, ethnic backgrounds were: White British, Indian, Pakistani, Any Other White Background and Irish. Almost two-thirds (69.3%) of candidates who attended workshops were White British.

All aspects of workshops (verbal, visual and written aspects) were held in English. The first language of candidates was not monitored. British Sign Language (BSL) Interpreters were available in one workshop for four candidates whose first language had been identified BSL.

Ethnic monitoring of candidates who attended workshops



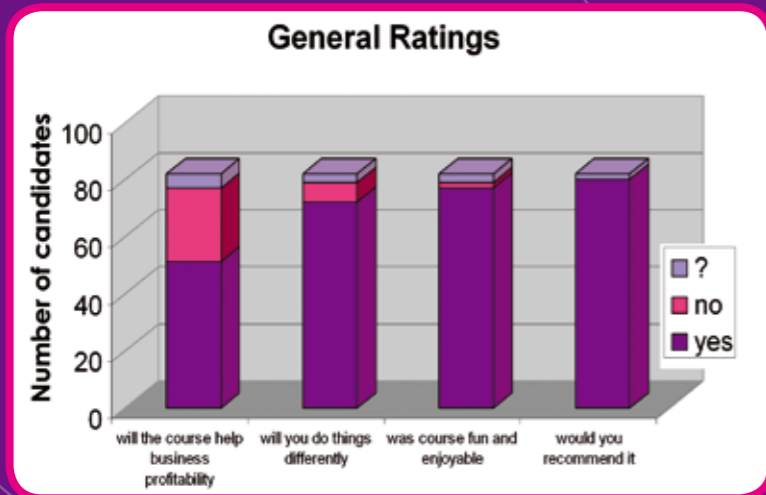
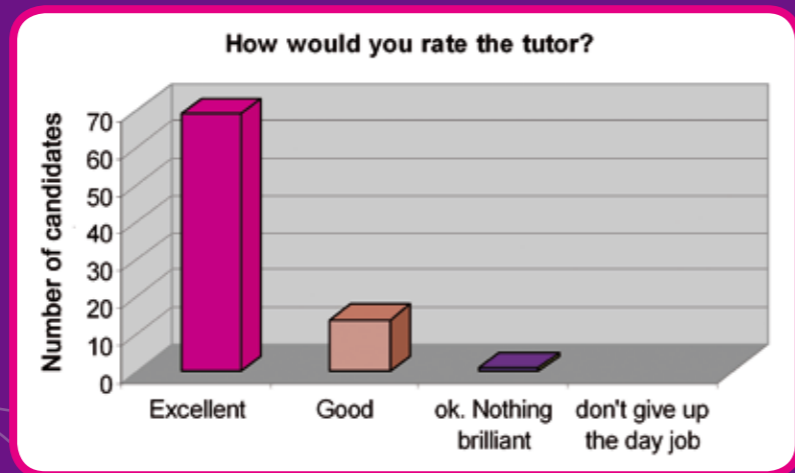
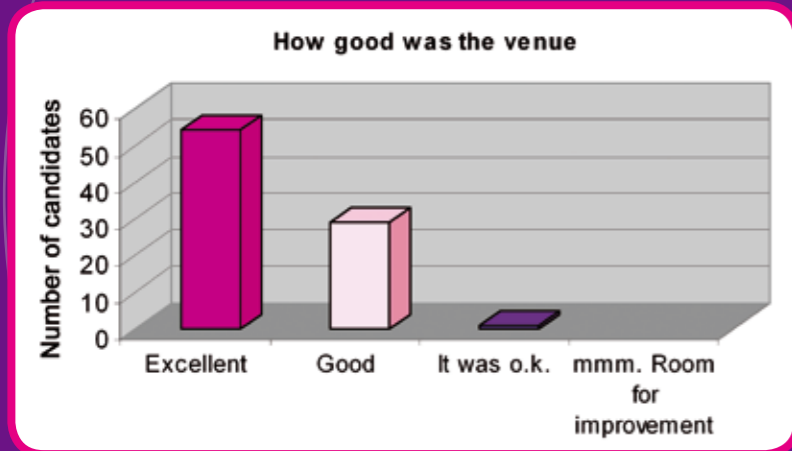
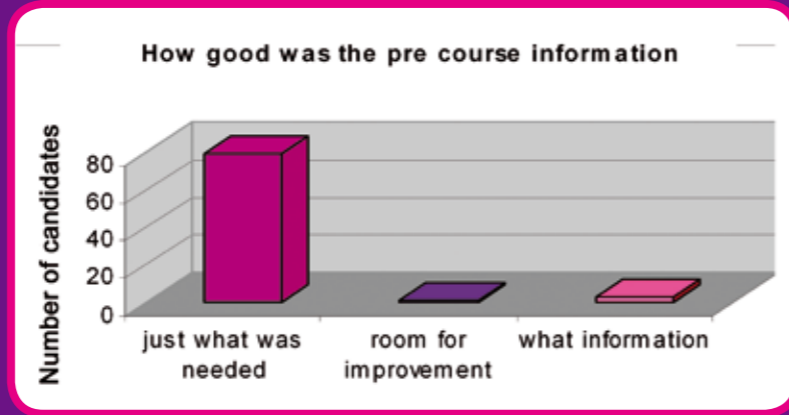
Average unit cost of "Award in Responsible Alcohol Retailing"

Costs included trainer hire half day/full day, pre-course handbooks, exam papers, postage and packaging, plus room hire, welcome coffees, and a buffet snack for the break. Unit costs varied depending on the number of candidates attending as well as varying expense of room hire and expenses.

The average unit cost per candidate was £57.17 (+ VAT). As an example, to train 15 members of staff from one venue would cost £857.55. The project lost £1138.75 through non-attendance; candidates were not invoiced for non-attendance. Staff time released from work was not included in the costs.

Immediate course evaluation

Candidates were asked to complete an immediate evaluation at the end of the course. The majority of candidates (92%) felt that the course was relevant and nobody indicated that it was of little use. Eight out of ten candidates said they would recommend the course and more than two-thirds (72%) said they would do things differently.



General Feedback

General feedback within workshop discussions highlighted particular barriers faced by staff when back at work. Bar servers in on-licensed premises raised issues relating to their legal obligations to refuse service to customers already drunk or to companions buying on their behalf.

The bar environment could pose practical barriers to recognising drunkenness including lighting, noise levels and speed of service. Pressure from friends or off-duty work colleagues also affected their confidence in sales refusals. Promotional nights (e.g. students) also created concerns because of the culture of intoxication. In some areas, there was a noted rise in the prevalence of cocaine use which was demanding additional staff vigilance.

For off-licence staff, issues related to under age sales were more prominent. Fear of abuse or violence from young people was frequently identified because of their existing experiences of intimidation when refusing sales; isolated working didn't help in small community off-licences.

Adults buying on behalf of children was also growing concern and a lot of staff did not think the public knew they could face fines. Similar to bar staff, off-licence staff also experienced pressure to sell alcohol when they needed to refuse service. Often working in their local neighbourhood, they would get pressure from friends or relatives of friends who knew their place of work.

Post-course evaluation of training workshops

Semi-structured interviews were carried out with four candidates at least three months after participating in a workshop (Appendix A). Feedback included examples of work practice that changed, views on who should attend the workshops, thoughts on refresher training and reflections on personal confidence.

"I introduced a challenge 21 policy when I got back"

"The level one was great for me, was useful, so I paid myself to sit the new level 2. I didn't realise how much I didn't know. The level 2 should be re-done by licensees who got grandfather rights⁸ and if they don't pass it I think they should re-sit it"

"When I heard about the quirks of the new level 2 it showed I needed to find out more (about the new laws) myself. The free cost was a big incentive. I will still pay for more staff to go on it though this year"

"We made one brand of wine more expensive from £1.99 to £2.50 (1.5 litres 7%)"

"I had a lot of problems when I first came back, checking I.D, knowing what to ask for and then refusing but I knew the acceptable types of I.D and also knew how to explain and talk to the kids differently, telling them why, not just saying "No - I can't serve you"

"Overall it was useful. Length was reasonable"

"Nothing changed except for (my) confidence, I can talk to customers differently – use the manner to explain the law, explain how it will affect me if I get caught and (how) you would get caught for fines"

"...the next time this young lad came in my shop and tried to buy alcohol, I explained to him why I couldn't serve him, my fines, and the risks. I said we should get him involved in local football in the area, get him onto something..."

"Need refreshers to keep up with showing due diligence"

"Anyone who works on alcohol retail should be made to go on it (ARAR)"

"Shopkeepers refresher training? Too long once a year, every six months is good"

⁸'grandfather rights' enabled holders of existing licences to convert to a new Premises Licence (Licensing Act 2003) without having to submit a new application

Training booklet

Between January 2006-March 2008, over 5000 copies of the training booklet ("**Calling Time**") were distributed. Distribution has involved a combination of assertive mail out, individual orders from licensees but mostly through dissemination by GMP City Safe officers.

Average unit cost of training booklet

- Print 5000 copies = £1.10 per booklet
- Delivery to licensees £5.50 per drop
- Example unit cost per venue supplying 50 staff = £60.50 per order
- Unit cost per alcohol retail staff = £1.21

Feedback on training booklet

Comments with regards to the use of "Calling Time" included:

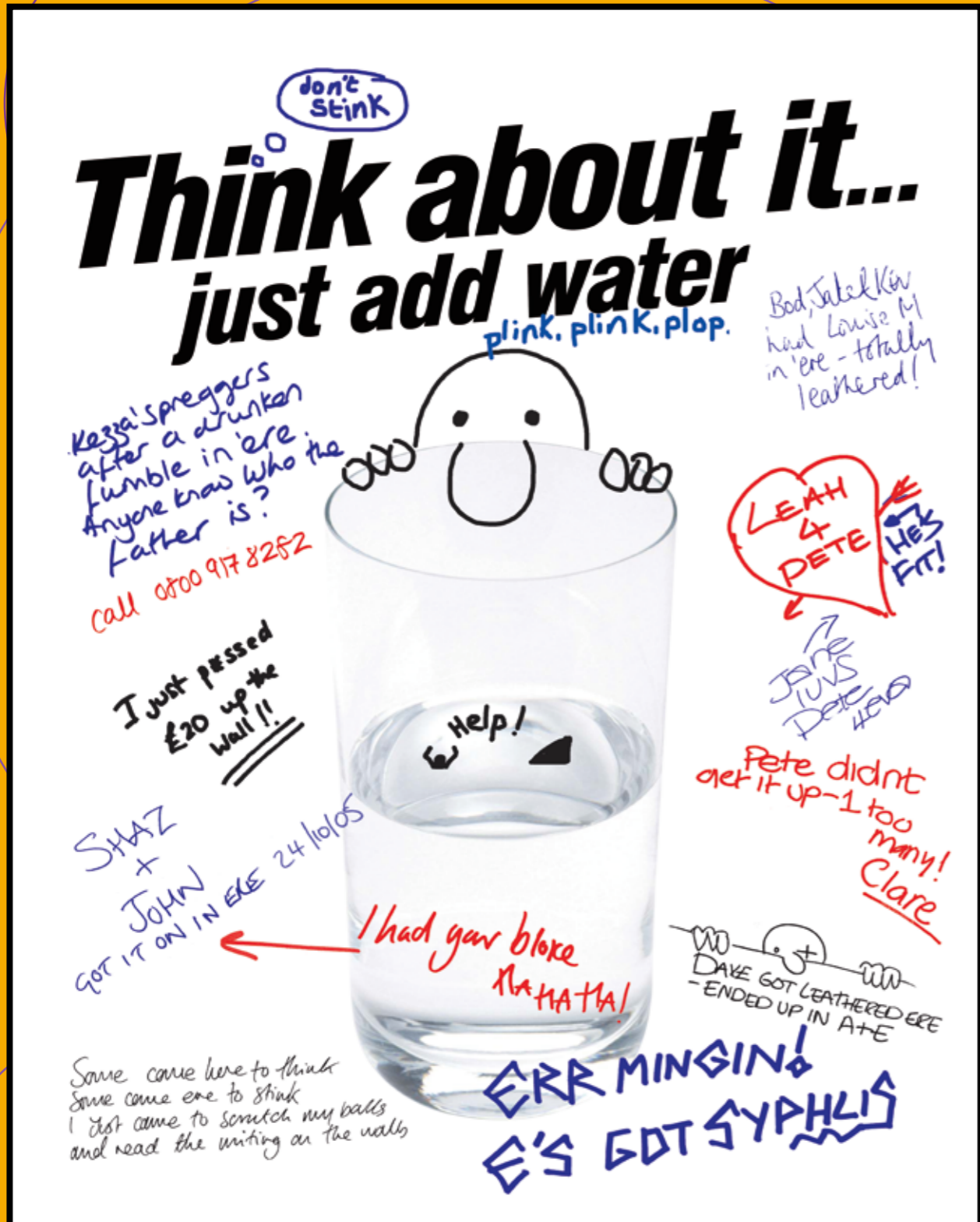
"Booklet easier to understand, I didn't need the space to write notes, I didn't write in them but used it at work just when we were quiet. With one girl, I had one (booklet) and she had one (booklet), and we would test each other like a quiz".

"I think there should be one booklet for off licences and one booklet for on licences. There are differences and some things that don't apply to one of us".

"Just what we needed"

"I didn't use the space to fill in, I just keep it handy. I was doing this business more than 12 years and didn't know how much is one measure? How much is in 4 cans? How much alcohol is he going to carry (to be drunk)? All of that was in that booklet".





It's that simple

Drinking a glass of water between alcoholic drinks is one of the best ways to make sure you don't get to that embarrassingly drunk, cringe-worthy state, and avoid that horrible feeling of shame you could be playing host to in around 12 hours. So give yourself a chance, and order a glass of the clear stuff next time you're at the bar.

Manchester **NHS**
North, Central and South
Primary Care Trusts

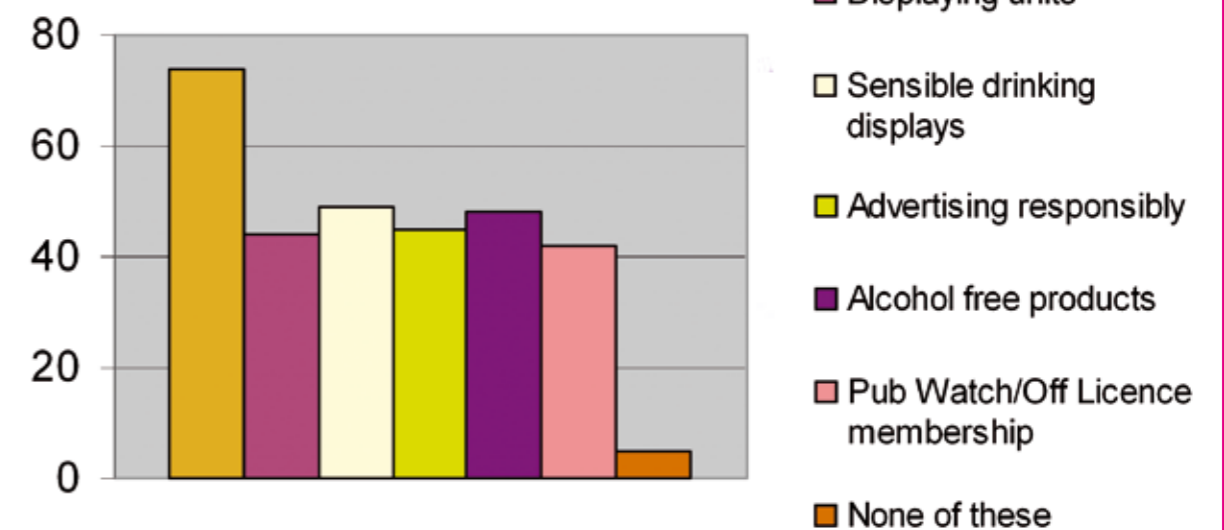
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Display of alcohol content and sensible drinking message

- The female washroom campaign aimed at women who were either pregnant or thinking about conceiving was supported by the city centre pub watch (Manchester Pub & Club Network). Members unanimously supported the campaign reportedly because of the focus on pregnancy. Seventy-three pubs and clubs took part, extending to eleven off-licensed premises (members of the East Manchester Off-Licence Forum). A total of 255 posters and 20,000 wallet cards were distributed recommending "in pregnancy, no alcohol = no risk of alcohol related harm". There were four telephone calls to the specialist midwifery service in response to the campaign. Some pubs in the city centre telephoned the project for further supplies of wallet cards once their dispensers emptied.
- Fentimans Botanical Soft Drinks sponsored the project with six cases of Dandelion and Burdock and Curiosity Cola. Supplies were used as part of promotional activities including a competition in a local newspaper (5 entrants), a workplace safer drinking quiz (over 100 took part), and health events targeting the over 50s (distributing seven cases). While "The Alcohol-Free Shop" was invited to a local off-licence forum meeting to encourage retail outlets to stock alcohol-free products, members did not believe stocking their products would be cost effective at the time.
- A telephone survey was carried out on a random sample of licensed premises in Manchester, two years after the first training workshop. Designated premises supervisors were interviewed from 100 premises employing 1,147 people directly responsible for serving alcohol. While most had received training in prevention of under age sales (92%) and recognising drunkenness (91%), there was a demand for more information on Conflict Management. Respondents said that information brochures and workshops are preferred methods of training. In terms of implementation of the Social Responsibility Standards for the Production and Sale of Alcoholic Drinks (2005), while the majority of respondents had adopted a Challenge 21 policy (74%), results were a lot lower for the other standards (less than 50%).

Adoption of UK standards





Discussion

The project expected to engage sixty alcohol servers in training and although this was achieved each year, the project was unable to evaluate whether the workshops were set at the right levels for local candidates. While the majority of candidates successfully passed the written exam, those who failed the exam raised important issues regarding the management of staff who are unable to answer correctly the three 'mandatory' questions which related to: the four licensing objectives, the law in relation to the sale of alcohol to children, and the duty to refuse service to a person who is drunk. Though the meaning of 'mandatory' is contained within BIIAB examination procedures, they are essential to responsible and legal service of alcohol so designated premises supervisors risk their own due diligence defence if still authorising staff following a failed exam/poor test result.

This highlighted the importance of written documentation of staff training including test results and perhaps the need for clear guidelines on what to do with a member of staff following a failed exam / poor test result. Exam results were provided by the BIIAB to both the candidate and the client. When the client is an independent body, there is a crucial need to communicate test results to managers of staff since they will not otherwise receive results (unless disclosed by the candidate). Lessons may be drawn from the Australian hospitality industry where applicants cannot apply for positions in the service of alcohol (on- and off-licensed positions) until they have first successfully achieved accreditation from the national training programme in responsible alcohol service.

The BIIAB training company reported how trainers changed their practice as a result of taking part in the NHS Drinking Responsibly Project. With a company focus more orientated towards the social responsibilities of the licensed trade, trainers reported a changed emphasis on other courses including a new approach to training selling skills with less emphasis on selling doubles and large glasses and more on the benefits of selling food and better access to lower alcohol / soft drinks. This highlights the potential benefits of engaging other BIIAB trainers / training companies in regional and local alcohol related priorities e.g. crime, community safety and health.

Taking a snapshot in 2006/7, training companies offering the ARAR certificate were charging as much as £135 per person (Oxford), £100 (Essex) and £45 (Leyland). While the average unit cost per candidate for the NHS Drinking Responsibly Project was £57.17 + VAT, it was still considered too expensive for the local licensed trade even when offered at the half price rate (£35 + VAT). A personal licence holder who managed three pub and club venues suggested reducing the price to £10 per person to make it cost effective and realistic for his business and staff turnover. While the government has reiterated the commitment required by alcohol retailers to introduce comprehensive staff training (HM Government, 2007) there may be a discrepancy between how much the local licensed trade are willing to pay and how much training companies are charging in training costs.

Unfortunately, the BIIAB Level 1 Award in Responsible Alcohol Retailing could not attract vocational or educational grants such as those provided through new government initiatives such as 'Train to Gain' which aims to raise skills levels and the quality of training in businesses across England. There have however been recent examples of private training companies in other parts of the country 'giving back' to the licensed trade by offering the ARAR course at a discounted rate (e.g. £12.50 + VAT and the examination fee). In Manchester, additional grants were sought to provide free training as part of an incentive for members of new off-licence forums. Most recently (February and March 2008), free workshops have been offered to new members of off-licence forums based on a new locally produced course which only focuses on the "Protection of Children from Harm". Further workshops will be offered in Conflict Management in response to personalised training needs.

Concerns were expressed by representatives of responsible authorities⁹ that voluntary participation in community based initiatives (e.g. responsible server training, membership of a pub watch / off-licence forum) do not intervene with problem premises and risk only reaching alcohol retailers who already care strongly enough to respond. This risk is being explored in Manchester through a local strategic group (Tackling Alcohol Related Crime group which includes membership from the police, public protection (including Environmental Health) and the licensing unit.

Greater Manchester Police City Safe Unit can recommend formal training to premises identified within the "Top Ten Scheme" where premises with high incidents of crime and disorder are given an action plan as an opportunity to rectify problems prior to review. This has been written into a template "Sensible Drinking Policy" for premises to adopt as part of their operating schedule. Data collected from central Manchester's Accident and Emergency department, recording the location of the person's last drink, could also be used to target specific areas of the city. Premises could also be identified at licensing hearings where an existing licence, or new application, has received representations (objections) from responsible authorities or interested parties¹⁰ and as a result, formal responsible server training could be imposed as a condition on the premises licence. Imposing training has been piloted by Lancashire County Council and Lancashire Police as part of a Conditional Caution Scheme where offenders were offered a locally designed "Age Restricted Sales Course" for which they had to pay to attend (LACORS, 2007).

A high turnover of managers and staff is a commonly reported issue that deters operators from investing in training and one that also faced the sustainability of local authority funding. While the guidance booklet (Calling Time) was originally designed as a forerunner to formal training, feedback showed that it was frequently used as a method of in-house training either at induction or refresher training. It has also generated interest with other local authorities and primary care trusts from Greater Manchester and other parts of England. This has led to a need for further research into how it changes work practice incorporating an audit trail of its impact such as increasing refusal rates or increasing requests to young people for proof of age I.D. In recognition of the difficulties staff face without clear guidelines to measure drunkenness, advice in the booklet is being updated in line with New Zealand's AlcoLink training programme. AlcoLink emphasises the use of basic and advanced indicators of intoxication in four observable categories (New Zealand Police, 2005).

⁹Responsible authorities include local public bodies for the area; chief officer of police, fire authority, health and safety authority, planning authority, safeguarding children board, trading standards and environmental health (Licensing Act 2003)

¹⁰Interested parties are local bodies or individuals who are entitled to make representations (objections): living or involved in business in the vicinity of the premises (Licensing Act 2003)



**are you pregnant?
or thinking about it?
and worried about
your drinking?**
for advice or an information pack
ring: **0161 226 6669**
Manchester Specialist Midwifery Service
Monday - Friday 9am - 5pm

**In pregnancy,
NO alcohol =
NO risk of
harm to your baby**
One drink isn't always one unit of alcohol
www.drinkaware.co.uk

While the telephone survey showed that more could be done to implement the UK social responsibility standards locally, the partnership work with the city centre pub watch (Manchester Pub & Club Network) and the off-licence forums showed that the alcohol retailers were also willing to participate in point of sale campaigns and contribute to their design and publicity. Although increasingly more alcoholic products are automatically labelled with unit content, displays of alcoholic strength (abv %) and unit content should still be considered for alcoholic drinks such as lager on tap, wine by the bottle or glass and spirits served as shots, long drinks or cocktail jugs.

While the female washroom campaign did not generate a significant response rate, it was encouraging to hear that wallet card dispensers were emptying. In keeping up-to-date with modern media, a new text subscription service has been set up by the project to facilitate text recruitment into campaigns.

Finally, there was an obvious need to explore ways in which the environment can be adapted to support application of responsible service. For on-licensed premises, more lighting, quieter bar areas and increased time on customer service. For off-licensed premises, less isolation and increased neighbourhood awareness could be beneficial. Promotional activity and responsible advertising at the local level had not been an area of focus for the project however they became more prominent when considering their impact on both responsible service and responsible drinking.

Appendix A

Semi-structured interview questionnaire

- 1 What encouraged you to consider attending the training/reading the booklet?
- 2 What did you feel the purpose of this training was?
- 3 What did you find useful?
- 4 What could we do differently?
- 5 Can you provide any examples of how you have utilised the training information?
- 6 Did you get support from management in putting the training into practice?
- 7 If you had to say one thing that stood out, what would it be?
- 8 How could we improve messages aimed at customers to buy/use alcohol responsibly?
- 9 How could we support staff to keep up-to-date with knowledge?
- 10 Would you want any information in other languages?

Other comments



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East Manchester Off-Licence Forum;

RedC Marketing Ltd;

British Institute of Innkeeping Awarding Body (BIAB);

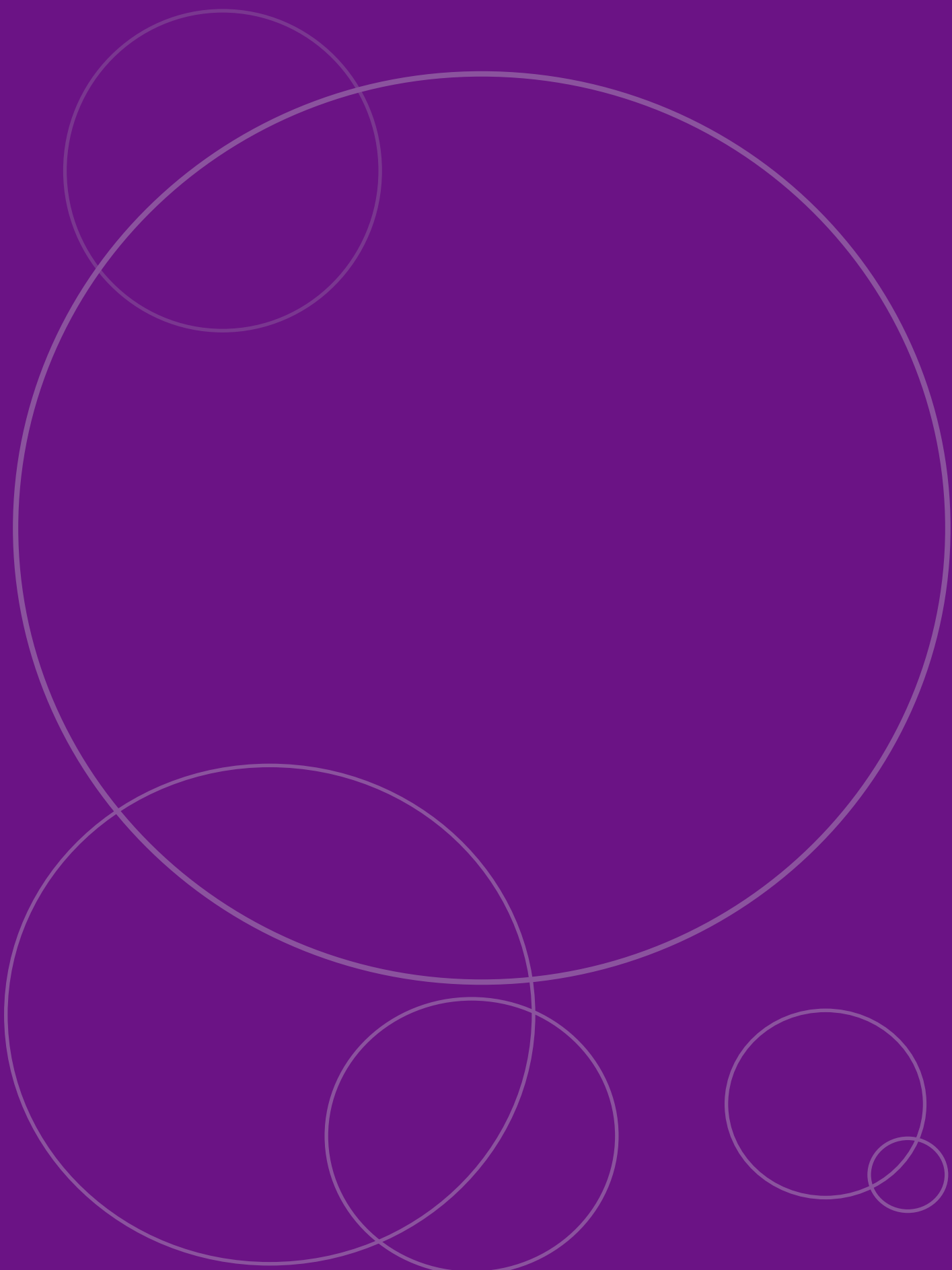
abv training Ltd;

Kuits Solicitors; Rosco Training Ltd;

Fentimans Botanical Soft Drinks;

The Alcohol-Free Shop.





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