

3. OUR TOP 3 STRATEGIC PRIORITIES FOR 2007-09



3.1 AGREEING OUR PRIORITIES

Analysing the potential priorities

The conference on the 12th October gave BLSP members the opportunity to rank draft higher-level priorities for the BLSP. These priorities had been identified at previous development meetings in September with the Board and NLAA partners, and through Sub-Group discussions. Attendees were asked to consider the following initial list of possible priorities (attendees were also given the option to identify other priorities if they felt that a key issue needed to be added to the list):

- ▶ Alcohol consumption (it was noted that this should be amended from consumption to say 'misuse')
- ▶ Increasing take-up of Physical Activity
- ▶ Independent Living of Older People
- ▶ Anti-Social Behaviour
- ▶ Well-being and success of Children and Young People
- ▶ Skills/ Workforce Development

Working in groups, attendees were asked to rank the priorities against the following criteria:

- ▶ Is this a priority already highlighted by more than one Sub-Group of the BLSP? (either directly or as a contributing factor)
- ▶ Does this priority definitely require partnership action? (i.e. not single agency or something where sufficient work is existing or planned by a Sub-Group)
- ▶ Could the Bassetlaw LSP really influence this priority?
- ▶ Is there evidence of the issue in Bassetlaw? (e.g. worse than county average/ significant local data)
- ▶ Will it impact on people's overall quality of life?
- ▶ Will it impact on a large percentage of Bassetlaw's population?
- ▶ Does it directly or indirectly impact on the targets of the Nottinghamshire LAA?

Once each group had agreed a rank for each priority, the overall scores were calculated based on a priority's 'mode' score for each individual criterion (i.e. the most frequent rank given per priority for each criterion). Some attendees also suggested that the following three additional priorities be added to the overall set of partnership priorities together with a cross-cutting focus on community engagement and accessibility/transport:

- ▶ Domestic Violence
- ▶ Accident Prevention
- ▶ Environment

Whilst these three priorities were suggested by some of the members present, on the whole attendees did not go as far as ranking these additional priorities for action at Board level. This implies that these additional priorities are important to Bassetlaw but that attendees are happy for the LSP Board to initially focus on a 'top three' set of priorities drawn from the list set out above (on the understanding that there will be a focus on appropriate and effective community engagement across each of the top three priorities and that accessibility/ transport must also be addressed as a cross-cutting issue). In addition to providing scores, many attendees made a number of specific comments about the detail of possible priorities.

Agreeing the Top 3

When taken as a whole, the comments gathered together with the overall scores suggest the following set of 'top three' priorities for the Bassetlaw LSP for 2007-2009:

- ▶ **Well-being and success of Children and Young People**
- ▶ **Alcohol Misuse (as an aspect of anti-social behaviour and health)**
- ▶ **Skills and Worklessness**

Two issues came out as the top overall priorities for the Bassetlaw Partnership for 2007-2009: Anti-Social behaviour (ASB), and the Well-being and success of Children and Young People. In addition to the scores given for ASB, a number of attendees commented that they wanted to see alcohol addressed under the broader heading of ASB (not least as it was felt by many attendees that the broader issue of ASB already has sufficient work in existence/ planned by a Sub-Group). In response to these comments it was recommended that '**Alcohol Misuse**' (as an aspect of anti-social behaviour and health) be considered as one of the top three priorities for the partnership for 2007-2009.

In relation to the priority of '**Well-being and success of Children and Young People**', the majority of attendees wanted this issue to be amongst the top three priorities for the partnership but concerns were raised about the need to have a more specific focus for this priority. In response, the conference report recommended that the Bassetlaw LSP set up a time-limited task group to identify a tighter focus for this priority.

The third highest priority identified by attendees was Skills/ Workforce Development. Again, a number of comments were made suggesting that the detailed issue under this priority heading was worklessness. In response, the report recommended that '**Skills and Worklessness**' be considered as one of the top three priorities for the partnership for 2007-2009.

After ranking the possible priorities, attendees worked in 'priority-specific' groups to start to explore how to make an impact on each possible priority.

Agreement by the BLSP Board

The conference report including the top three priorities was presented to the BLSP Board at their meeting on the 26th October 2006. Following lengthy discussion as to the merits of the top three identified, over and above the other possible priorities examined on the 12th October, it was agreed to investigate the 'top three' and produce draft plans identifying possible activity that would 'add-value' to existing work and lead to improvement in the long-term.

3.2 THE PLANNING PROCESS FOR OUR TOP 3

Robust planning for the new Community Strategy

The BLSP has set out its intention to develop a new Sustainable Community Strategy for 2007-2009 as part of its commitment to the objectives of improving the quality of life for all in the district, and delivering the NLAA. This new Strategy needs to set out the actions the BLSP will take to deliver those two overarching objectives.

Delivering the priorities

For any action to be effective it needs to be well planned and well delivered. Traditionally at a national, regional and local level there are a number of different approaches used to plan for effective actions. However, partners need a common language if they are to work together to successfully deliver effective joint actions. The following approach (known nationally as 'Floor Target Action Planning') is a nationally recommended toolkit designed to help LSP partners work together effectively to meet and deliver joint actions.

The purpose of the 'Floor Target Action Plan' toolkit is to help LSPs to make *better* plans – that is, plans that are more likely to result in effective action that delivers improved outcomes for local communities. This toolkit focuses on the process, as a robust process offers better assurance of successful delivery. The toolkit is particularly useful where LSPs have struggled to develop their own evidence-based approach to planning for joint action.

The toolkit has been tried, tested and shown to be effective for a range of other LSPs in the country and so can offer a common approach for Bassetlaw partners to work together to create and deliver an effective new Community Strategy for 2007-2009.

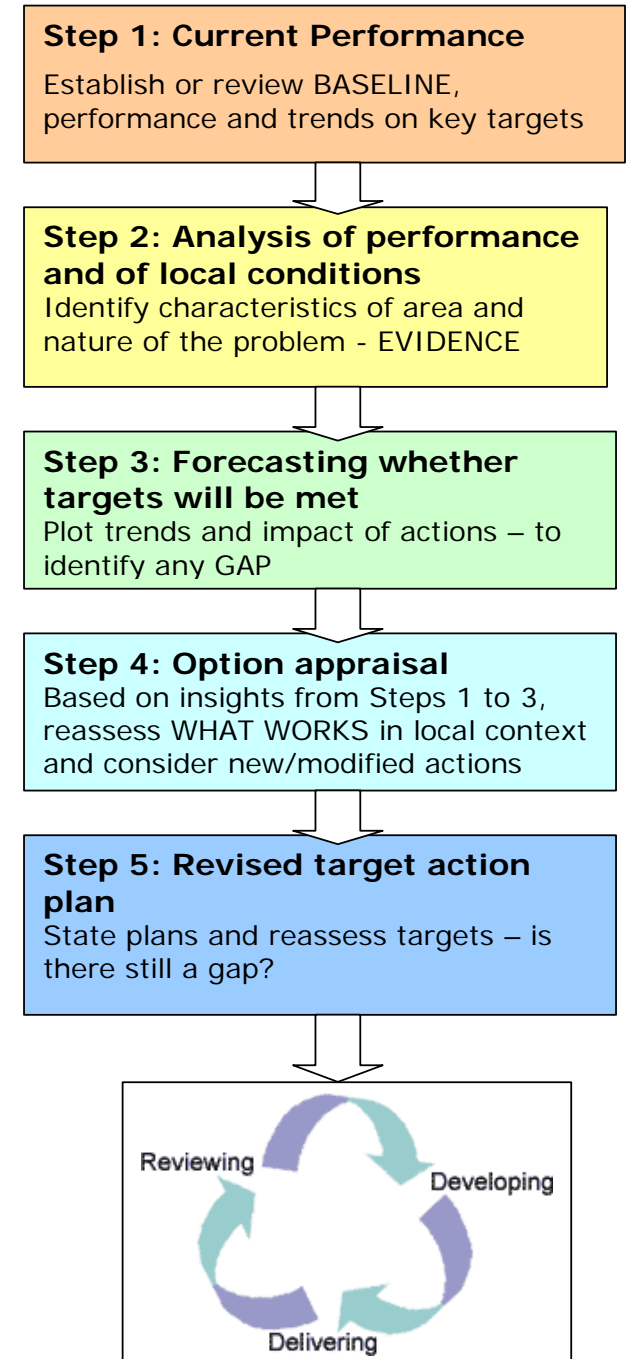


Fig.6 5-Step Planning Process

The toolkit advocates a 5-step approach to action planning. The toolkit requires LSPs to carry out in depth analysis and exploration of options for further action for any priorities where local performance falls some distance below the target. The '5-step framework' outlined in the toolkit helps structure a focussed action planning process and can be summarised as follows (see the following diagram):

Step 1 - Consider current performance - establish or review BASELINE, performance and trends on key targets

Step 2 - Analyse local conditions - identify characteristics of area and nature of the problem – look at evidence

Step 3 - Forecast whether targets will be met - plot trends and impact of actions to identify any GAP where targets will not be met

Step 4 - Option appraisal - based on insights from Steps 1 to 3, reassess WHAT WORKS in local context and consider new/modified actions

Step 5 - Produce revised target action plan - state plans and reassess targets – is there still a gap?

Therefore three Target Action Plans are to be produced following the model above in the priority areas:

- ▶ Well-being and success of Children and Young People
- ▶ Alcohol Misuse (as an aspect of anti-social behaviour and health)
- ▶ Skills and Worklessness.

3.3 OUR TOP 3

Well-being and success of Children and Young People

Lead Board Member: Fran Walker

BLSP Partners involved: NNC, Connexions, NCC Children's Services, Bassetlaw PCT, local Schools, Doncaster & Bassetlaw Hospitals NHS Foundation Trust, BDC Sports Development

Planning 'Step'	Comment
Issue Identified	Improving Attainment/ Aspirations of CYP
(1) Current Performance	<p>Bassetlaw average for attainment at GCSE has not improved in line with targets (red) over the past 4 years:</p> <p>2003/04: 43.3% (48%) 2004/05: 43% (48%) 2005/06: 41.92% (51%) 2006/07: 43.9% (53%)</p> <p>Anecdotal evidence within schools of low aspirations/ expectations both of pupils and parents.</p> <p>Any improvement in attainment (which would be an indication of increased aspiration would need to be monitored over the long-term (approx. 10 years) to show the impact.</p>
(2) Evidence: Analysis of performance/ local conditions	<p>National Position – PSA targets specifically around improving attainment at KS2, KS3, and KS4 (Nottinghamshire Education Development Plan incorporates the PSA targets)</p> <p>Nottinghamshire LAA – Children & Young People Outcomes:</p> <ul style="list-style-type: none"> ▶ To improve the attainment of children and young people and contribute to increased enjoyment ▶ To raise aspirations and improve children's and young people's attitude to learning and engagement ▶ To increase the participation of young people in employment, education and training post 16 <p>Nottinghamshire Children and Young People's Plan 2007-09</p> <ul style="list-style-type: none"> ▶ Priority 5. To improve the attainment and achievement of all children and young people, including targeted action to improve outcomes for low achieving groups. <p>Local Position – Attainment/ Aspirations of CYP identified as an issue by LSP Sub-Groups. The issue was discussed at the development meetings in September/ October 2006 and identified as worthy of further investigation to clarify what action can be taken which will be 'added-value'.</p>

Planning 'Step'	Comment
	<p>The following will be analysed to assess any trends for each of the secondary schools, and the District as a whole.</p> <ul style="list-style-type: none"> ▶ Attainment at Key Stage 4 ▶ Attainment at Key Stage 3: English, Maths, Science ▶ Attendance at school ▶ Exclusions ▶ Progression Year 11 ▶ Progression Year 13 ▶ Teenage pregnancy rates <p>Although this has a narrow focus on attainment/ school related indicators, we know that this is data that is readily available and trends can be plotted in relation to it. We will assess the possibility of a trial of other softer indicators such as involvement in school activities, monitoring aspirations/ ideas for post 16 through PSHE.</p>
<p>(3) Forecasting – are there gaps?</p>	<p>Bassetlaw Secondary Schools (both those with Specialist Status or 'gaining' Specialist Status) are currently not engaging the wider community (parents or 'adults') as effectively as they would wish within the school setting. An alternative approach to 'skills advice' (all skills) provides a mechanism to engage the wider community.</p> <p>Currently 'life skills' advice is not delivered in a one-stop approach resulting in careers, FE, HE, health, and citizenship being taught in isolation of each other.</p>
<p>(4) Option appraisal – What works/ what needs modifying</p>	<p>Current careers advice sessions work well within a school setting, but there is less enthusiasm to attend events off school premises. Any modified approach needs to be delivered within a school setting.</p> <p>Current sexual health, teen pregnancy advice, substance misuse advice while potentially reducing pregnancies/ substance misuse is not solving the problem completely – it is felt a different approach is needed with greater involvement from maternity services, and dedicated service providers for substance misuse/ prevention of use.</p> <p>Other work is planned through the Children's Centres and Extended Services to address parental involvement, and valuing the education process at both pre-school and 5-19.</p>
<p>(5) Revised Target Action</p>	<p>Main target age group: Year 9 (13-14 Yr olds)</p> <p>Action: Enhanced programme of careers/ life skills advice to 'add-value' to current careers advice, health advice, and citizenship offered.</p> <p>Some of this could be achieved through more specific citizenship/ PSHE provision (personal, social and health education), with a revised approach on issues such as substance/ alcohol misuse and sexual health. This would include increased involvement of maternity services to address teenage pregnancy (and retention in education during/after pregnancy). The theme of the Road Show would be around showing the 'open doors' available to young people. The Road Show would have different elements to cover Year 9 (target group) but also have sessions for Yr 10-11, parents/carers, and the wider community at different times during the day.</p>

Planning 'Step'	Comment
	<p>Once the programme has been established further targeted work could be planned for the 'geographic' areas where lack of attainment is evidenced, and parental support/ engagement is low.</p> <p>Impact of the programme would only be seen two years after involvement in the Road Show when GCSEs were taken – this will lead to a long-term monitoring exercise.</p> <p>The proposed target action for Yr 9 would add further support to the work that will take place elsewhere. The key will be to create complementary programmes to that operating in the Children's Centres. In addition, links will be made where possible to schemes targeted at parent/ carer involvement, through the Extended Services work.</p> <p>Additional activity includes:</p> <ul style="list-style-type: none"> ▶ Linking to the work of the Skills and Worklessness Group in adopting a targeted approach in areas of high benefit claim rates – aim to encourage learning to change attitudes to training and future employment ▶ Linking to Bassetlaw Children's Centres and planned work programmes for parenting support and engagement – link to approach taken through road-show ▶ Supporting existing good practice such as Sporting Chance and other alternative curriculum options
Link Actions	<p>In the long term activity should impact upon aspirations; teenage pregnancy; emotional health and well-being; parenting (in terms of encouraging attainment); attainment differences between primary and secondary; long-term participation/ engagement of children and young people in society; and involvement of schools in a partnership approach.</p> <p>Road-show programme would link to BLSP Priority 'Skills and Worklessness' by ensuring that skills gaps are addressed through relevant promotion/ highlighting opportunities at the events.</p>

Alcohol Misuse (as an aspect of anti-social behaviour and health)

Lead Board Member: Louise Newcombe

BLSP Partners involved: Bassetlaw PCT, DAAT, BDC, Hope for the Homeless, Doncaster & Bassetlaw Hospitals NHS Foundation Trust, NCC Trading Standards, Pub Watch, Connexions, Hetty's

Planning 'Step'	Comment
Issue Identified	<p>Prevalence of alcohol misuse and response to alcohol related harm in Bassetlaw.</p> <p>DAAT and local Community Safety Partnerships commissioned a study in 2006, which reviewed the alcohol problem and response to alcohol related harm across Nottinghamshire. The findings from this review and its recommendations provide useful guidance for tackling the issue in Bassetlaw.</p>
(1) Current Performance	<p>Across the County in any one year alcohol misuse will</p> <ul style="list-style-type: none"> ▶ Cost the local health service over £23 million ▶ Cost the criminal justice system over £27 million ▶ Lead to 213,000 working days lost from the workforce ▶ Contribute to over 280 sexual assaults ▶ Affect over 14,000 children with drinking parents <p>In addition:</p> <ul style="list-style-type: none"> ▶ Women's drinking is above national average but it is suggested treatment is meeting their needs ▶ There is a problem with drinkers over 65 but this issue has not been prioritised ▶ Alcohol misuse is not above average for young people – but other proxy indicators are above average e.g. school exclusions and criminal damage are high ▶ Eastern European workers are an emerging issue for Bassetlaw – a culture of heavy drinking is acceptable within their home countries ▶ Problem of people turning to alcohol once drug use is controlled ▶ Highest number of hospital admissions related to alcohol in the County
(2) Evidence: Analysis of performance/ local conditions	<ul style="list-style-type: none"> ▶ 12,700 hazardous drinkers in the District ▶ 6,700 people in Bassetlaw would benefit from alcohol treatment services (classified as harmful and dependent users of alcohol) ▶ 670 people could seek help for an alcohol problem each year ▶ Of the seven districts in Nottinghamshire, Bassetlaw is ranked the second worst district for alcohol misuse
(3) Forecasting – are there gaps?	<p>Information has been amalgamated into (4) below.</p>

Planning 'Step'	Comment
<p>(4) Option appraisal – What works/ what needs modifying</p>	<p><u>Education</u> Need to co-ordinate campaigns promoting public health and treatment/ guidance available across the County</p> <p><u>Treatment</u></p> <p><i>Tier 1</i> Workers need to be better equipped to identify, help and refer people with alcohol problems Greater support needed for Accident and Emergency Units</p> <p><i>Tier 2 - Needs to be expanded to meet demand</i> Low threshold services offering advice, information, simple interventions and aftercare. Currently delivered by the Community Alcohol Team Need to expand services, to reduce waiting times</p> <p><i>Tier 3 – Needs to be reviewed to reduce waiting times and ensure an equitable service across the County</i> Treatment at this level delivers structured interventions Different models of provision are offered by a single Mental Health Trust There are significant waiting times in the north of the County</p> <p><i>Tier 4 - Residential and inpatient services</i> Inpatient detoxification needs to be reviewed Access to residential rehabilitation needs to be better publicised Care pathways through these services need to be better monitored Provision for clients who do not engage in treatment needs to be addressed</p> <p><u>Enforcement</u> Increase use of test purchases by Trading Standards Increase Police operations e.g. “Operation Slur” – targeting areas where under 18s are known to be drinking Link with approaches to tackling anti-social behaviour Link with Face It and Youth Services – offer support to complement enforcement action Tackle access to alcohol at home Organise take-up of best bar awards and pub watch schemes to encourage licensees to conform to high standards Utilise licensing laws to increase control of licensed premises e.g. saturation zones</p>

Planning 'Step'	Comment
(5) Revised Target Action	<p>Action is recommended in five key areas:</p> <ul style="list-style-type: none"> ▶ Education and communication (adults) ▶ Treatment services ▶ Alcohol and young people ▶ Crime and anti-social behaviour ▶ Work with the licensed trade <p>DAAT proposes to set up a time-limited countywide Board (for two years initially) to tackle these issues</p>
Link Actions	<p>LOCALLY</p> <ul style="list-style-type: none"> ▶ We are in a unique position with our own PCT, we can direct resources into areas of greatest need i.e. Tier 2 treatment ▶ We can influence activity by the Police at a local level ▶ We can tailor our Licensing Policy to local needs rather than adopting a County-wide approach ▶ Understanding demands placed on local A&E and additional support required. ▶ The PCT will lead on support for prisoners and people on community service with alcohol problems <p>COUNTY-WIDE ACTION</p> <ul style="list-style-type: none"> ▶ Campaigns through Trading Standards ▶ Educational public health campaigns ▶ Common training packages for Tier 1 services ▶ Joint investment in other tiers to improve access across the County ▶ Joint commitment to Face It, that is already providing effective help for young people ▶ Training programmes for retailers selling alcohol ▶ Common use of ASBOs to tackle anti-social behaviour ▶ Common approach to attaching 'Alcohol Treatment Conditions' to community sentences ▶ Shared approach to alcohol misuse and domestic violence.

Skills and Worklessness

Lead Board Member: John Connolly/ Robert Wilkinson

BLSP Partners involved: NNC, BDC, Connexions, JCP, NCC, Bassetlaw PCT, Voluntary Sector providers, DAAT

Planning 'Step'	Comment
Issue Identified	<ul style="list-style-type: none"> ▶ Need more coordination in identifying and filling gaps in provision (both geographical and client group) ▶ Short term funding for programmes results in inconsistent approach/ good programmes ending ▶ Anecdotal evidence of uncoordinated support from local organisations for those wanting to gain skills/ employment (whatever skill level) ▶ Statistical evidence unclear due to issues around sharing data – prevents targeted approach.
(1) Current Performance	<p>Statistical evidence will be gathered for the following, to assess any trends for each of the client groups:</p> <ul style="list-style-type: none"> ▶ Incapacity Benefit (IB) ▶ Jobseekers Allowance (JSA) ▶ Income Support (IS) ▶ 16-18 NEET ▶ Severe Disability Allowance (SDA) ▶ Economically inactive ▶ Others unknown ▶ Apprenticeships
(2) Evidence: Analysis of performance/ local conditions	<p>National Position – PSA targets specifically around unemployment e.g. John Hutton 29.01.07 – Lone Parent worklessness (Generations of families not experiencing work).</p> <p>Nottinghamshire LAA Economic Development & Enterprise Outcome:</p> <ul style="list-style-type: none"> ▶ To increase employment and economic activity rates <p>Local Position – legacy of IB claimants, high incidence of single parent families and high incidence of teenage pregnancies</p> <p>As a consequence of the above both Economic Regeneration and Learning & Skills Sub-Groups have identified this as a cross-cutting agenda. The issue was discussed at the development meetings in September/ October 2006 and identified as worthy of further investigation to clarify what action can be taken which will be 'added-value'. Currently no shared understanding of those groups covered under 'worklessness'.</p> <p>Connexions research shows local large employers are not taking 16-19 cohort – employing migrant workers instead.</p>
(3) Forecasting – are there gaps?	<p>(1) Need to identify the group/ cohorts currently targeted by agencies.</p> <p>(2) Need to identify the provision currently delivered by agencies.</p>

Planning 'Step'	Comment
	<p>(3) Need to identify gaps in provision based on current delivery and groups targeted i.e. Hidden unemployment: pensioners on invalidity, carers, those choosing not to work (no need to).</p> <p>(4) Work with providers to encourage gaps to be filled.</p> <p>When the Neighbourhood Renewal programme began, statistical evidence did not rank Bassetlaw as sufficiently deprived to receive additional funding. Since that time, the change in statistics indicates that in some cases Bassetlaw fairs worse than other Neighbourhood Renewal areas in Nottinghamshire. As a partnership we need to lobby for more resources for the area, and ensure that key agencies such as Jobcentre Plus are mindful of the change in evidence.</p>
<p>(4) Option appraisal – What works/ what needs modifying</p>	<p>Current provision and client groups targeted has been gathered from the following agencies:</p> <ul style="list-style-type: none"> ▶ JCP+ ▶ DAAT ▶ LSC Nottinghamshire ▶ NCC ▶ NNC ▶ Connexions ▶ Enable Nottingham and Nottinghamshire Voluntary and Community Sector Learning and Skills Consortium ▶ Nottinghamshire LAA Worklessness Forum
<p>(5) Revised Target Action</p>	<p>Predominant target group based on wards with highest claim rates: Worksop South East; Langold; Harworth; Worksop North West; Worksop East; Carlton.</p> <ul style="list-style-type: none"> ▶ Reduce benefit claim rates in most deprived wards/ SOAs – Awareness raising programme in five wards with highest claim rate ▶ Increase employment rate in target 'inactive groups' – Support roll-out of Sure Start Wednesday Women model across all Bassetlaw Children's Centres ▶ Produce information pack for employers/ employees on key benefits and guidance on reducing barriers to employment – themed approach i.e. childcare; access/ transport; shift patterns (work-life balance) ▶ Promotion of NNC CREATE and Employment Skills Centre to increase local skills levels at all NVQ stages ▶ Address motivation for work – Look to implement a 'slivers of time' model in five wards with highest claim rate ▶ Produce information pack to support GPs/ Health professionals in assisting claimants back to employment ▶ Implement Taster Day programme with local employers ▶ Extend Research project carried out to assess baseline position and use as evidence of Bassetlaw's economic position compared to neighbouring authorities – aim to level in additional funding where possible through NLAA and other targeted work streams.
<p>Link Actions</p>	<p>Road-show programme for the BLSP Priority 'Well-being and success of Children and Young People' would link to BLSP Priority 'Skills and Worklessness' by ensuring that skills gaps are addressed through relevant promotion/ highlighting opportunities at the events.</p>