

# **Report of the Assistant Director, Policy, Programmes and Change to the meeting of Bradford South Area Committee to be held on Thursday 28 January 2016.**

**AA**

---

## **Subject:**

**District Plan and Council Plan Development**

## **Summary statement:**

**This report provides a summary of the approach taken in the development of the District Plan and Council Plan, and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council's contribution to the District Plan.**

Sam Plum Assistant Director of Policy  
Programmes and Change

**Portfolio:**

**Corporate**

Report Contact: Kathryn Jones  
Phone: (01274) 433664  
E-mail: [k.jones@bradford.gov.uk](mailto:k.jones@bradford.gov.uk)

**Overview & Scrutiny Area:**

**Corporate**

## 1. SUMMARY

This report provides a summary of the approach taken in the development of the District Plan and Council Plan, and seeks member input at the drafting stage. The District Plan will identify how partner organisations across the district will contribute to the delivery of our shared outcomes. The Council Plan will identify the Council's contribution to the District Plan.

## 2. BACKGROUND

- 2.1 The District Plan will outline partners' commitment to delivery, how things will be done differently, working together towards shared aims. It will not be a plan which simply captures 'business as usual' activity, and instead will focus on new ways of doing things through co-production and joined-up working, resulting in better use of resources. This will enable both the Council and other public sector partners to meet the challenges of reducing budgets and increasing costs and demand.
- 2.2 Learning taken from the development of previous district strategies has informed this approach. Instead of using the plan to capture a large number of deliverables, the District Plan will outline the key activity which will make a real difference using district-wide resources.
- 2.3 The Council Plan will identify Bradford Council's contribution to the District Plan. It will also identify key actions and deliverables, along with a clear sense of *how* the Council will operate, and how progress will be measured, so as to provide accountability and transparency.
- 2.4 A district Community Strategy ran from 2011-2014. Work was started in 2013 to review that strategy but was put on hold awaiting the development of New Deal priorities. There is currently no district-wide plan in place to tie strategic partners to common goals.
- 2.5 A one year Corporate Plan was agreed for 2013/14 on the basis that it captured the 'as is' position of the Council, and would be reviewed once further transformation planning was complete. This update is now being progressed via the development of the Council Plan.
- 2.6 Since 2014 there has been a fragmented approach across the work of Strategic Delivery Partnerships, with a more joined-up approach to district-wide delivery needed. This is especially important in the context of significant public sector budget reductions which have taken place in recent years and are expected to continue for the foreseeable future.
- 2.7 A New Deal for the district has been developed which will change the way the Council and other public services work together with people, communities, businesses and the voluntary sector. Effective partnership working, towards common goals, is critical to the successful delivery of the agreed New Deal outcomes.
- 2.8 The Bradford District Partnership (BDP) Board agreed at its meeting on 23 October

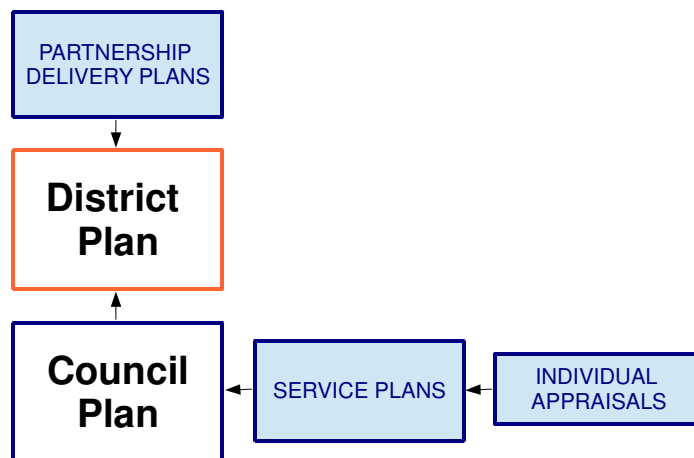
2015 that a new District Plan for 2016-2020 should be developed that supports a shared direction, co-ordinates effort and provides accountability to support the delivery of the New Deal outcomes.

2.9 Revised governance arrangements for Bradford District Partnership were also approved by the BDP Board on 23 October 2015, and partnerships have now taken ownership of New Deal outcomes as follows:

- Good schools and a great start for all our children – Children’s Trust
- Better skills, more good jobs and a growing economy – Producer City Board
- Better health, better lives – Health and Wellbeing Board
- Safe, clean and active communities – Safer and Stronger Communities Partnership
- Decent homes that people can afford to live in – Producer City Board/Place Board

2.10 The District Plan will clearly state how the Strategic Delivery Partnerships will commit to delivery of the New Deal outcomes by outlining detailed activity with specific success measures to support the monitoring and reporting of progress. The Council Plan will outline the Council’s commitment to the District Plan, by detailing the key activity the Council will undertake which will really make a difference.

2.11 The development of the Plans will ensure that the council, partners, individuals, communities and businesses all work together towards a shared vision for the district. The diagram below outlines the relationship between the two Plans.



### 3. OTHER CONSIDERATIONS

3.1 The duration of the District Plan will be 4 years, from 2016-20, with a review of progress made annually. The duration of the Council Plan will be 4 years, from 2016-20, with a review of progress made annually.

#### **Draft Plans**

3.2 A draft of the District Plan is available at Appendix 1, and a draft of the Council Plan is available at Appendix 2.

3.3 The purpose of the drafts is to outline the structure and main component parts of the Plans with initial content based on existing strategic direction and commitments. These current drafts are not intended as being close to the final version, and are provided as a means of triggering discussion and debate to ensure that the things that will really make a difference are identified for the final version. The next stage of drafting will be undertaken and owned by senior managers and directors of the Council – in parallel with partners for the District Plan.

3.4 As drafts, all content is open for comment and amendment, and the views of Members are sought, particularly in relation to:

- Is there a good balance to show the council's contribution to the district plan and what we can do together with others?
- Does the content feel familiar and can you buy into it?
- Is there a good balance to show that it is about everybody delivering and contributing? What actions that will most make a difference need to be included?
- Big ideas – at present this page covers the process of changing the council, but it could instead cover specific deliverables. Should the Big Ideas be focussed on specific deliverables? If so, what could they be?
- Are there any good case studies we could include that show what we can achieve as a council?
- How should the Council Plan deal with the New Deal principles (as they overlap the values somewhat)?
- Are the measures of success the right ones for a public audience?
- Do you think the document will work for the range of audiences across the district including residents, businesses, communities, public sector, City Region and Government?
- Does the plan need to be more explicit about what we are offering and expecting from Government and City Region?
- Taking into account that a final version would be glossier, with photos, images etc – does the general look/feel to the layout work?
- Are the sections in the right order, should there be more or less up front before getting to the New Deal outcomes?
- Does the text make sense, is the language correct for the audience, is it clear and in Plain English?

#### **Format / content of final Plans**

3.5 The District Plan will provide an introduction which summarises the district's great assets and strengths, and also highlights the challenges. There will be a statistical snapshot of the district today in relation to such factors as demographics, employment and economy.

3.6 The Council Plan will outline the 'big ideas' which state how the Council will be prepared for the future, how the Council will enter into a New Deal with residents, and how the Council will live within its means.

3.7 Each outcome will take up a two page spread, with an introduction to the outcome, a summary which sets the scene of where we are today in relation to that goal

supported by a statistical evidence base.

- 3.8 The Council Plan will explain what activity the Council carries out across the district, what projects we're currently working on, and what outcomes residents can expect to see when we have delivered our actions.
- 3.9 Both Plans will outline who will undertake key activity that will really make a difference, when and how success will be measured.
- 3.10 In keeping with the principles of New Deal, the Plans will not only tie the Council and partners to activity, but will also outline what is expected of individuals, communities and businesses. This will reinforce the need for change in terms of what people can expect from local services, their rights and responsibilities and how they and other people can help by doing things differently.
- 3.11 Each New Deal outcome two page spread will also contain case study examples of positive outcomes, with an emphasis on collaborative working and co-production.

### **Consultation**

- 3.12 In developing the Plans on-going consultation is underway with BDP Strategic Partnerships, partners, Council officers and with elected Members, alongside public engagement.
- 3.13 The consultation has an emphasis on capturing commitments to new ideas, different ways of working and activity that will really make a difference. The Plans will be populated with specific actions which will support a district-wide commitment to the New Deal outcomes.
- 3.14 The measurement of success against the stated aims will be achieved by using dashboard measures – designed to assess if the Council and partners are collectively achieving their ambitions and outcomes. This approach is critical to ensure that commitments are monitored and measured to provide accountability to the delivery of activity.
- 3.15 Public engagement has most recently included district-wide discussions in places such as bus stations, children's centres and advice offices to capture the issues that matter to residents and their families. This captured the views of people from all over the district. A verbal update on the analysis of this work can be provided at the meeting. Further 'vox pop' type engagement is also planned with the public in the next couple of months, asking more detailed questions and recording or videoing responses. These questions can be tailored to each public area visited and Members can make suggestions of what those questions might be. Feedback from the first phase of New Deal engagement will also be taken into consideration when developing the two Plans.

### **Dependencies**

- 3.16 The direction established by the **ward planning** process will need to be reflected in the District and Council Plans to ensure a geographic perspective is given and that the Plans are built from the bottom up. As the 2016/17 ward plans are also currently in development, it is important that all drafts are shared to ensure they reflect and influence each other. Area Committee are asked to consider how the

ward planning might best feed in to the Council and District Plans, both in their content and process development.

- 3.17 Some of the other key dependencies for the District and Council Plans are the developing digital strategy, work around devolution, Council budget 2016/17, and for the District Plan in particular partner strategies.
- 3.18 The principle dates for the development of the Plans are:
- Consultation on drafts – December 2015 to January 2016
  - Area Committees and Overview and Scrutiny – January 2016
  - BDP Board and CMT discussions – end January 2016
  - Plans approvals – April to June 2016

### **Next Steps**

- 3.19 As part of the consultation on the drafts, and production of the Plans, there will be follow up conversations and detailed dialogue with the Strategic Delivery Partnerships and individual organisations (including the Voluntary and Community Sector), along with officer and political input.
- 3.20 Feedback and contributions received from the initial draft consultation will be analysed and included to help shape the detail of the Plans.

## **4. FINANCIAL & RESOURCE APPRAISAL**

The District and Council Plans will bring about a greater degree of collaboration and co-production resulting in a more efficient and sustainable use of resources.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

The content of the District Plan will comprise activity which is owned by the Strategic Delivery Partnerships, with clear success measures governed through the Bradford District Partnership Board. The governance of the Council Plan is through Executive and Full Council.

## **6. LEGAL APPRAISAL**

The publication of the District and Council Plans is not a statutory requirement. However their absence would restrict the Council and partners' ability to deliver New Deal objectives, jeopardising budget savings and limiting opportunity to transform the district.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Discussions have taken place and feedback gathered from different locations across the district in order to ensure no group of people has been disproportionately disadvantaged from taking part in engagement activity. Supplemented by written and online consultation, this has ensured feedback has been received from a broad cross-section of the district. As options, ideas and projects are identified,

implemented and tested, each proposal will be equality assessed at each stage of its development with documentation produced and made available publicly for transparency purposes.

## **7.2 SUSTAINABILITY IMPLICATIONS**

The District and Council plans will be forward looking and fit for the future across Council, partners, communities and businesses.

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no greenhouse gas emission impacts from the development of the District Plan and Council Plan.

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

There are no community safety implications from the development of the District Plan and Council Plan.

## **7.5 HUMAN RIGHTS ACT**

There are no human rights implications from the development of the District Plan and Council Plan.

## **7.6 TRADE UNION**

There are no Trade Union implications from the development of the District Plan and Council Plan.

## **7.7 WARD IMPLICATIONS**

Public participation activities have been taking place across the district since autumn 2014 to gather public views on the five outcome areas, and develop a fuller understanding of what is most important to people. A report summarising the feedback from the engagement that took place from October 2014 to March 2015 was received by this Committee in March 2015. Early drafts have incorporated the findings from this engagement, with further input to come from additional scheduled engagement.

One of the primary dependencies of the District and Council Plans will be geographical implications as captured through the ward planning process. The ward assessments will be analysed alongside a district wide evidence base with highlights captured in the final Plans.

## **7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

With new ward plans being developed for the next financial year, there will also be an opportunity to assess their actions for any issues which consistently affect a lot of wards, or any big issue that could have district wide implications.

This work will ensure that ensure a geographical perspective is given and that the

Plans are built from the bottom up.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

9.1 For Members to provide their comments on the development of the District and Council Plans.

9.2 Members to provide their input to the public engagement activity and ward planning processes.

## **10. RECOMMENDATIONS**

10.1 That Area Committee Members provide their views on the questions listed in section 3.4.

10.2 Area Committee Members may provide suggestions of questions to ask through the ongoing public engagement activity (as outlined in section 3.15).

10.3 That Area Committee Members comment on the key aspects of the ward plans that should be reflected in the Council and District Plans.

10.4 Area Committee Members provide their thoughts on how the ward plans and their development can be more systematically connected to the Council and District Plans (as outlined in section 3.18).

## **11. APPENDICES**

- Appendix 1 – Draft District Plan
- Appendix 2 – Draft Council Plan

## **12. BACKGROUND DOCUMENTS**

None