

Report of the Assistant Director, Policy, Programmes and Change to the meeting of Governance and Audit Committee to be held on Friday 26 February 2016.

Subject:

AK

District Plan Development

Summary statement:

This report provides a summary of the approach taken in the development of the District 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.

Sam Plum
Assistant Director of Policy
Programmes and Change

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

Portfolio:

Leader

Overview & Scrutiny Area:

Corporate

1. SUMMARY

This report provides a summary of the approach taken in the development of the District 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.

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 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 join partners in common goals.
- 2.4 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.
- 2.5 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.
- 2.6 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.
- 2.7 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

Governance and Audit Committee received a report on 30 October 2015 outlining these new arrangements.

<http://democracy.bradford.gov.uk/documents/s6511/DOCUMENT%20U.pdf>

- 2.8 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.

3. OTHER CONSIDERATIONS

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

Draft Plan

- 3.2 The latest draft of the District Plan is available at Appendix 1. This reflects the feedback from the first stage of consultation on the Plan's development, including input from the BDP Board at their meeting on 22 January 2016. Highlights of their comments include:
- The Plan needs to encourage cross thematic/outcome working so that delivery against each outcome isn't undertaken in isolation.
 - Sustainability, culture, fairness/inclusion (including narrowing the gap) need to be reflected as cross cutting themes.
 - Citizens and communities need to be part of the solution and have a clearly identified role in delivering the Plan – this needs to be supported by a communications plan, and neighbourhood support structures to enable this (e.g. through Ward Officer meetings).
 - Measures and milestones need to be set against which progress can be reported on 12 / 24 / 36 month basis.
- 3.3 The draft District Plan continues to be open for comment and amendment, and the views of Members are sought, particularly in relation to:
- Is there enough of a focus on **delivery** and if not what else should be included?
 - Are the **success measures** included the right ones and if not what should they be?
 - Is there enough of a sense of **doing things differently** and if not what else is needed?

It is worth noting that the format and design of the Plan is being developed in parallel with examples available for sharing later in February.

Format / content of the Plan

- 3.4 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.

- 3.5 Each outcome takes 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.
- 3.6 In keeping with the principles of New Deal the Plan will outline who will undertake key activity that will really make a difference, along with when and how success will be measured. The Plan will not only commit 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.
- 3.7 Each outcome two page spread will also contain case study examples of positive outcomes, with an emphasis on collaborative working and co-production.

Consultation

- 3.8 In developing the Plan on-going consultation is underway with BDP Strategic Partnerships, partners, Council officers and with elected Members, alongside public engagement.
- 3.9 The consultation has an emphasis on capturing commitments to new ideas, different ways of working and activity that will really make a difference. The Plan will be populated with specific actions which will support a district-wide commitment to the New Deal outcomes.
- 3.10 Feedback from the New Deal public engagement activities and events will be taken into consideration when developing the Plan. Most recently public engagement has 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. 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. This will be one part of a longer term communications plan to ensure communities and citizens are able to play their part in the delivery of the Plan.

Accountability

- 3.11 The partnership performance management framework will oversee the monitoring and reporting of delivery progress and ensure that regular reports are submitted to key stakeholders including Overview and Scrutiny Committees, Strategic Delivery Partnership Boards and the BDP Board.
- 3.12 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.

Dependencies

- 3.13 There are a number of other areas of work and strategies which the District Plan depends on. These include the developing digital strategy, work around devolution and partner strategies. The Council's contribution to the District Plan will be reflected in the Council Plan which is being developed in parallel. The Council Plan will reflect the District Plan in highlighting the activities that will make the biggest difference to the district, with the detail sitting in service plans and individual employees' appraisals. The direction established by the ward planning process will also be reflected in the District Plan to ensure a geographic perspective is given and that the Plan is built from the bottom up.

Next Steps

- 3.14 As part of the consultation on the draft, conversations and detailed dialogue will continue with the Strategic Delivery Partnerships and individual organisations (including the Voluntary and Community Sector), along with officer and political input.
- 3.17 The final District Plan will be considered by the BDP Board for their agreement at their meeting on 22 April 2016, with a view to the Council's Executive approval and full Council's adoption in June 2016.

4. FINANCIAL & RESOURCE APPRAISAL

The District Plan will bring about a greater degree of collaboration and co-production resulting in a more efficient and sustainable use of resources. The District Plan outlines commitments to delivery but is not about formal resource allocation.

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.

6. LEGAL APPRAISAL

The publication of the District Plan is not a statutory requirement. However its 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. The Plan itself covers the whole district so will not disproportionately affect one group of people over another. However 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 Plan will be forward looking and fit for the future across Council, partners, communities and businesses. As outlined earlier in the report, sustainability has been recognised as a cross cutting issue which the Plan needs to reflect.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

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

7.4 COMMUNITY SAFETY IMPLICATIONS

One of the outcomes highlighted in the District Plan is “Safe, Clean and Active Communities”. Issues of community safety will therefore be outlined as part of the Plan along with delivery activities and commitments.

7.5 HUMAN RIGHTS ACT

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

7.6 TRADE UNION

There are no direct Trade Union implications from the development of the District Plan. However Trade Unions will be kept informed of progress with the developing Plan and the delivery of the five outcomes.

7.7 WARD IMPLICATIONS

One of the primary dependencies of the District Plan will be geographical implications as captured through the ward planning process. The ward assessments will be analysed alongside a district wide evidence base to inform the final Plan.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

- 10.1 That Members, as part of the District Plan consultation, provide their views on the questions listed in section 3.3, and any other considerations they would like to

share.

11. APPENDICES

- Appendix 1 – Draft District Plan

12. BACKGROUND DOCUMENTS

Governance & Audit Committee Report: Bradford District Partnership Governance
<http://democracy.bradford.gov.uk/documents/s6511/DOCUMENT%20U.pdf>