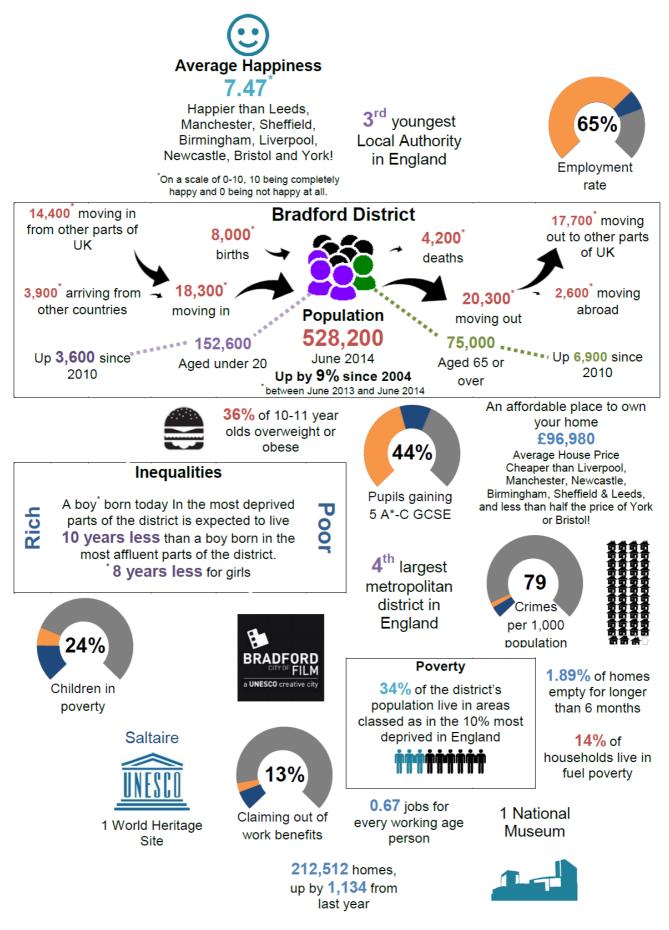
Bradford District A Great Place

Bradford District Plan: 2016 - 2020

Consultation Draft February 2016

This is the second draft of the new Bradford District Plan has been created following consultation with residents, community groups, business and public sector organisations on an initial draft circulated in December 2015.

The plan for Bradford District - a place where all our children have a great start in life, businesses are supported to create more and better jobs, workers have the skills to succeed, people live longer and healthier lives and all our neighbourhoods are good places to live with decent homes for everyone.



BRADFORD DISTRICT - A GREAT PLACE

Bradford is a great northern city and district with a rich history and a bright future.

Over half a million people live here and they have roots all over the world. We are a big economy with globally successful businesses, a young and enterprising population and a distinctive identity that reflects our diverse population and international outlook.

Bradford has great places to live with attractive urban and rural environments, great architecture, rich and varied communities, iconic cultural attractions and increasing momentum provided by the regeneration of our city and town centres.

The district also faces big challenges. Some of our schools are not as good as our children need them to be, too many people do not work, not everyone has the home they want and not all our neighbourhoods are places aspiring people would choose to live in.

Through this plan the Bradford District Partnership is determined to achieve:

- o A great start and good schools for all our children
- o Better skills, more good jobs in a growing economy
- o Better health, better lives
- Safe, clean and active communities
- o Decent homes that everyone can afford to live in

It will take the energy, effort and resources of us all – public services, local people, businesses, community and voluntary organisations – to deliver these outcomes.

In doing so we recognise that the world is changing and the way key services are delivered is being transformed in response to economic, social and technological change, and reduced public sector resources.

Demand for services like health and social care is increasing as our population grows and gets older. Environmental change is providing new challenges and requires new ways of doing things to ensure the sustainability of our economy and our communities.

None of us has all the answers, there are choices to be made and actions we need to take. By working together we will achieve far more than working alone. We can all contribute something to make Bradford District a great place of which we are rightly proud.

Bradford has a bright future and together we can make it happen.

BDP BOARD SIGN OFF

A great start and good schools for all our children

Bradford Today

Bradford is the youngest city in the UK. We are a diverse population and our children come from a range of economic, cultural and ethnic backgrounds. Some of our schools are amongst the highest performing in the country but we also have a high of proportion of schools that are underperforming. Attainment levels have improved in recent years but are still below national averages.

Key statistics - infographic

- 124,650 children aged 0-15, 23% of population
- 140 languages are spoken by children in our schools
- xxx primary schools
- xx secondary schools
- 60% of schools rate good or better by Ofsted
- School Readiness: 55% of children reach a good level of development at the end of reception.
- 88% of 16 & 17 year olds participate in education and work based learning
- 44% of year 11 pupils achieve 5 GCSEs A-C
- 1 in 4 children are in poverty
- 21.6% of 4-5 year olds are overweight rising to 36.4% for 10-11 years olds.

Ambition

Securing a successful future for the district depends on securing a successful future for our children. We need to ensure all our children and young people achieve their potential to help make Bradford District a more prosperous and better place to live in.

Our priority is to ensure that every child, regardless of where they live, cultural background or financial circumstances can reach their full potential by ensuring they are able to access good schooling and skills development that meets their needs.

While we have seen improvement in many of our schools, it hasn't gone far enough or fast enough. Things have to change. Sustained action is needed to drive up educational results. We want all our schools to be good by 2020.

We also need to reduce the deprivation and inequality that affect too many of our children and young people.

Good Things Happen Here

Work Inspiration Week is about employers helping young people make the transition between school and work, and to make important choices about their future.

Barclays Bank took part last year and found it to be a rewarding experience for everyone involved. "It's a great way of spotting new talent, getting fresh ideas for your business, making a positive contribution to the local economy and helping to inspire young people."

The District's Plan

What people say:

- "we want more education about doing things for each other"
- "parents need to get involved with their children's education"
- "schools could do more to prepare young people for the world of work by helping them write CVs, providing them with interview support, and access to jobs"

What people are doing: Children's Centre Allotment

Volunteers from Morrison's supermarket have worked with a Children's Centre in Bradford Moor to bring a disused allotment back into use. Allotments at Derby Road BD3 were at the time not fully let but those that were available were significantly overgrown.

The Streetlife Project, Prism, the Allotments Association for the site, Participate Projects and volunteers from Morrison's supermarket workforce along with donations of materials from the Area Committee and Morrison's all came together through the involvement of the Ward Officer. At the end of all the development work the allotment was unrecognisable and a credit to all who had been involved. The Children's Centre is now able to make good use of their allotment in working with families and reconnecting people to real food they have had a hand in growing.

Making it Happen

Bradford Children's Trust is a partnership of organisations responsible for the delivery of services to children, young people and families. The Children and Young People's Plan describes how we will work together with partners to make a difference to the lives of children and young people across the district. The plan's priorities for action that focus on a great start and good schools are:

- Ensuring that our children start school ready to learn
- Accelerating educational attainment and achievement
- Ensuring our young people are ready for life and work
- Ensuring there is education, employment and skills for all
- Safeguarding vulnerable children and young people
- Reducing health and social inequalities including tackling child poverty, reducing childhood obesity and improving children's oral health

The Education Covenant that sets out what we can all do (parents, schools, businesses, local and national agencies) to give our young people the best start in life.

Over the next four years we will:

- Increase the number of childcare and early education places.
- Focus on improving schools.
- Invest in attracting, developing and keeping the best school leaders, teachers and classroom assistants.
- Provide real opportunities for skills development and jobs when young people leave school.

Better Together

Parents can:

- Ensure your child attends nursery.
- Read, count and play every day with your young children.
- Make sure your child attends school, is there on time and isn't absent without the school's agreement.
- Get involved in your children's education, encouraging and celebrating their learning.

Young people can:

- Make the most of opportunities for learning at home and outside school.
- Take responsibility for your education, ask questions, build your skills, discover your talents it's your life, your future, and your choice.

Schools can:

- Work in partnership, recognising that all types of school are part of a wider education system and need to work together to raise attainment.
- Share resources and expertise to improve performance.
- Support students to make the right choices for their future careers.

Community and Voluntary sector can:

- Work with schools to provide work placements and volunteering opportunities.
- Organise after school, weekend and holiday activities.

Businesses and others can:

- Provide work placements, apprenticeships and be active in giving young people careers advice.
- Encourage employees to volunteer in schools and offer mentoring for young people.
- Get involved with Industrial Centres of Excellence, Colleges and Universities.

District Measures of Success

- Every School a good school as classed good by OFSTED (60%)
- School Readiness: Good level of Development at the end of reception.
- Key Stage 2 Reading, Writing and Maths (BD 73% / Eng 79%)
- Key Stage 4 5 A*-C grades including English and Maths (BD 44% / Eng 53.4%)
- Participation in education and work based learning 16 & 17 year olds (BD 82%/ Eng 88%)

Talking Head

Head teacher: "Our children and young people are our greatest asset. They have high ambitions – and we have high ambitions for them."

Further Information

Children and Young People's plan (Children's Trust) The Bradford Covenant Bradford Safeguarding Children's Board: Action Plan Journey to Excellence Transformation Plan Integrated Early Years Strategy Every Baby Matters

Get Involved

Better skills, more good jobs and a growing economy

Bradford Today

Bradford is a £9.2 billion economy that is the 11th largest in the UK and the 8th largest in England. The district has the third largest concentration of manufacturing employment in the UK. We are home to a number of major UK businesses operating globally and a powerful culture of enterprise demonstrated by high levels of self employment and business start ups.

The Bradford District economy has improved steadily since 2011 as the recovery from recession has continued. The district has experienced a big improvement that has seen business numbers exceed pre-recession levels. The employment rate fell to its lowest level in June 2011 and has been recovering since then although it has still not reached pre recession levels.

Workforce growth requires an additional 3,700 jobs by 2020 just to maintain current employment rates. But we need an additional 27,000 jobs by 2020 to match the Leeds City Region employment rate.

Key statistics - infographic

- 17,300 businesses employing 195,000 people in Bradford District.
- A powerful culture of entrepreneurship. 32,000 people in the district are selfemployed.
- Bradford has a working age population of 328,500. The employment rate for Bradford in June 2015 was 64.9%.
- Median weekly full-time earnings for Bradford residents are £447.10, below the regional average of £479.00 and the UK average of 518.00.
- 84,300 people of working age in Bradford are qualified to degree level which is 25.7% of the work age population compared to a UK figure of 35.8%.
- 44,400 working age people with no qualifications.
- 46,000 people commuting between Bradford and Leeds each day, the largest flow between any two cities in the UK.

Ambition

Successful businesses and a strong economy will generate wealth to enable people to enjoy higher living standards and make Bradford District a vibrant and attractive place.

More people working and more people in well paid high skill jobs makes for successful places. People who are working live longer healthier lives and are less dependent on the state for support.

Despite a challenging global economic climate, Bradford has delivered a steady stream of wealth creating developments and there is real potential for growth on the back of major investment in the city, most notably the new Broadway Centre.

The district has great assets to draw upon. We are a centre for advanced manufacturing with strengths in financial services, digital and creative industries and a growing environmental technologies sector. We are home to a number of key digital innovation initiatives including Digital Catapult Centre Yorkshire, the Bradford University led Digital Health Enterprise Zone and the Advanced Digital Institute. Cultural industries are another key sector for a district that is home to the National Media Museum, Saltaire World Heritage site and is a UNESCO City of Film.

Connectivity is a key economic priority going forward - If Bradford District is to realise its economic potential within the Leeds City region and nationally it is crucial that transport infrastructure is improved.

Good Things Happen Here

Keighley Business Improvement District

Businesses in Keighley Town Centre have voted to create a Business Improvement District which will put them in the driving seat to improve the town centre. Businesses will pay a 0.5% top-up on their business rates to create a £1.5 million fund that will be spent on a range of projects to attract more shoppers and visitors to Keighley over the next five years

Bradford Council is collecting the money, but spending decisions will be made by the Keighleybid company which was set up by Keighley Town Centre Association. In the BID ballot last autumn, each business got one vote, and almost 80 per cent voted in favour. The council had provided £50,000 to cover preparation work for the BID.

The District's Plan

What people say:

- "The Broadway centre has given us a boost."
- 'Shopping is improving in Bradford but Keighley has a wide range of shops too.'
- "City Park brings everyone together and there's always so much going on."

What people are doing:

Apprenticeships

Three young apprentices from **Carnaud Metal Box Engineering** in Shipley won the right to represent the UK as part of the Manufacturing Team Challenge in the Worldskills finals in Brazil, the world's largest professional education competition.

The competition for young apprentices takes place every two years and attracts entrants from all over the world. The trio came 5th in their group and all won Medallions of Excellence demonstrating world class standards in their chosen skill. Andrew Truelove, General Manager at CMB Engineering, said of their young team: "They have done the company and the city of Bradford proud."

"We have always had a strong belief in reinvesting in the future of our industry and it is moments like this that act as a fantastic reminder that by taking time to nurture young talent, we can reap the rewards and continue to set the benchmark, while pushing innovation well into the future."

Making it Happen

Bradford's Producer Board, chaired by Lord Patel of Bradford, is leading on an economic growth strategy that is built on our economic identity as a Producer City. The strategy has three key elements:

- Creating the conditions for business to make Bradford the best place to set up, grow and run a business.
- Making innovation and skills central to our economy putting innovation, knowledge creation and higher skills at the centre of creating a strong economy.
- Trading on our culture of enterprise building on our strengths and assets to compete in the global economy.

Over the next four years we will:

- Create an employer led education and skills system to match local people to jobs.
- Bring forward strategic employment sites to attract new and growing businesses.
- Increase provision and access to super/ultra fast broadband.

- Support the regeneration of our City and Town Centres.
- Work with city region and national partners to increase investment in our transport infrastructure.
- Promote Bradford District to investors, businesses and skilled workers to unlock our growth potential.

Better Together

People can:

- Skill yourself up go on a course at work or in your spare time to keep your skills up to speed
- Shop local and realise the power of the pound in your pocket
- Big up Bradford and be a local tourist

Businesses can:

- Offer work placements to young people
- Offer apprenticeships
- Procure goods and services locally where possible
- Take advantage of City Region growth scheme funding

District Measures of Success

- Employment rate
- Work age population qualified to NVQ level 3
- Number of jobs in high value, high knowledge industries
- Number of Bradford Employers offering apprenticeships
- Number of Businesses

Talking Head

Brian Cantor, University of Bradford: "With a tremendous history and culture of enterprise and innovation, manufacturing excellence and economic success, we all share a responsibility to start making great things happen in this part of the world. We have an exciting future. Let's get going."

Further Information

Invest in Bradford Leeds City Region LEP Local Plan City Plan Airedale Masterplan Get Bradford Working

Get Involved

Contact/Weblinks Apprenticeship Training Agency Industrial Centres of Excellence

Better health, better lives

Bradford Today

There are a lot more of us living in Bradford District these days. By 2020 there will be another 20,000, including 4,000 more children and young people under 16. The biggest and fastest increase will be among people aged over 65 – by 2020 there will be another 9,000.

Key statistics - infographic

- One in ten people provide some degree of unpaid care and 12,400 older people need assistance in maintained daily living.
- 42,000 children living in poverty
- 12.9% of work age people claiming out of work benefits
- Healthy life expectancy at birth female 59 years, male 62 years
- •

By 2020:

- The numbers of people over 65 who have dementia will increase by 750 or 14%
- The numbers of people aged over 85 will increase by 2,000 or nearly 20%
- The numbers of adults with a disability or mental health issue will increase:
 - nearly 3,000 more people with a physical disability
 - a rise of 3% in the number of adults with a learning disability
 - over 3,000 more people with mental health problems
- The numbers of people with severe disabilities are also predicted to rise

Aspiration

In general people in Bradford district are leading healthier lives and living longer. Our challenge is to ensure everyone is able to enjoy good health and a good quality of life whatever age they are and wherever in the district they live.

We want a district where people are supported to make healthy life choices and can access the health and social care services they need.

People will be supported by different organisations, their families, neighbours or their communities to retain their independence.

Good Things Happen Here

The **Bradford Volunteer Doula Project** offers peer support to vulnerable pregnant women during pregnancy and childbirth. Volunteer doulas receive intensive accredited training and then offer women up to 6 weeks of Antenatal support including attending appointments, being a birth partner followed by 6 weeks of postnatal support with help to initiate Breastfeeding and continue for more than 6-8 weeks, and linking women into local support networks.

Women supported by Bradford Doulas are more likely to breastfeed and are less likely to have a Caesarean Delivery than other women. Both these things lead to better outcomes for babies as they develop.

The success is the result of doulas being able to invest more time and provide continuity of care which NHS staff are not able to. The volunteer, as opposed to professional, nature of Bradford Doulas also appears to have a positive impact on outcomes.

The District's Plan

What people say:

- "Bradford is brilliant. Multicultural, passionate, loving people who take pride in our city"
- "We need more activities for the elderly"
- "We need to keep an eye out for each other"

What people are doing:

Bradford Park Run: Every Saturday morning at 9am over 400 runners and volunteers of all ages and abilities get together to take part in an organised 5K run around Lister Part alongside hundreds of parks across the UK. It's led by volunteers and so is completely free. All you have to do is sign up online, print off your barcode and turn up ready to run. www.parkrun.org.uk/bradford

Making it Happen

With a focus on tacking health inequalities partner organisations on the Health & Wellbeing Board have agreed priorities for action. The Board's priorities for action are:

- Improving the mental health of people in the district
- Improving the health and wellbeing for people with physical disabilities, learning disabilities, sensory needs and long term conditions
- Improve diagnosis, care and support for people with dementia
- Promoting the independence and wellbeing of older people
- Reducing harm from preventable diseases caused by tobacco, obesity, alcohol and substance abuse
- Reducing mortality from cardiovascular disease, respiratory disease, diabetes and cancer
- Supporting independence and preventing homelessness

The Children and Young People's Plan also has priorities that will focus on securing better health and better lives for young people:

- Safeguarding vulnerable children and young people
- Reducing health and social inequalities including tackling child poverty, reducing childhood obesity and improving children's oral health

Over the next four years we will:

- Ensure health and care services work much more closely together as part of the same system, supporting people to remain independent and avoid hospital and nursing care.
- Target resources where they make the most difference and at people with the most complex needs.

Better Together

People can:

- Make positive lifestyle choices and changes.
- Stay fit by taking advantage of the wide range of sport and leisure activities in the district.
- Ensure our workplaces are safe and support employees' health and wellbeing.

Businesses can:

- Ensure workplaces are safe and healthy.
- Support employees to make healthy lifestyles choices.

District Measures of Success

- Healthy Life expectancy at Birth
- Difference in life expectancy between the most and least deprived parts of the district
- Infant mortality rate
- Obesity excess weight in adults
- Smoking rates
- Breastfeeding rates

Talking Head:

Professor John Wright, Director, Born in Bradford programme: "Born in Bradford has the potential to promote real change at a local level and also make major contributions to global knowledge: our children may be born in Bradford, but they will change the world."

Further Information

Health & Wellbeing Strategy Joint Strategic Needs Assessment Health Inequalities Action Plan Food Safety Plan Air Quality Plan Sports Hall Access Strategy Emergency Management Plans Housing & Homelessness Strategy

Get Involved

Safe, clean and active communities

Bradford Today

Right across the Bradford District people are working with pride and passion to make it a safer and cleaner place where everyone can play an active role. Over 100,000 people are active in their communities, contributing their time, energy and skills to help make them better places to live.

Crime has fallen significantly in recent years but residents are still concerned about safety and security, particularly for our elderly and vulnerable residents. Littering is a problem on many streets and recycling rates need to increase to overcome the increasing costs associated with household waste.

Key statistics - infographic

- Over 100,000 active citizens in the Bradford District (around 20% of the total population)
- X,xxx VCS organisations
- % of local people who are happy with where they live
- Recycling rates
- Air Pollution
- Road safety

Ambition

Looking after the environment, helping to keep the places we live and work in clean and safe, reducing waste and getting involved in the community are the right things to do. It will make Bradford a better place to live, create a positive image and make it more attractive to new businesses, developers, investors and aspiring people.

We need to foster safe, self-reliant and resilient communities in neighbourhoods that people are proud of and are happy to live in.

Good Things Happen Here

'Fats to fuel' recycling project: A 'fats to fuel' recycling project in Bradford involves asking local residents to collect their waste cooking oil in tubs, known as 'fat vats', rather than pouring greasy oils such as ghee down the kitchen sink. Thanks to the scheme, there has been an almost total elimination of sewer blockages in the Bradford Moor area. Yorkshire Water invested £2.3m on the sewer system in Bradford Moor, but through this initiative they hope to reduce this spend to help keep customers bills as low as possible.

The District's Plan

What people say:

- "We got together to get bollards put in place to stop quad bikes driving up and down"
- "I love where I live, good public transport, good location, good neighbours, no problem."
- "community buildings should offer a range of services including health provision, libraries, youth activities, training opportunities – a creative approach is needed."

What people are doing:

In parts of the district like Addingham, Wrose, Allerton, Denholme and Idle local people are running their *community libraries.*

Right across the district *Friends of Parks* groups are helping to manage and improve parks, bring communities together, reduce anti-social behaviour and access funding for improvements and events.

Making it Happen

The Bradford District Community Safety Partnership and The Stronger Communities Partnership coming together to make Bradford district a safer and cleaner place to live. We want no one in the district to be disadvantaged by where they live or who they are.

We are working to build strong and cohesive communities where people get on well, where people value each other and where everyone has the opportunity to get involved in community life in a variety of ways.

Working alongside residents, businesses and our partner organisations our priorities are:

- Minimising waste –through increasing recycling and reducing the costs of waste disposal.
- Improving community safety tackling domestic violence, human trafficking and exploitation, anti-social behaviour and burglary.
- Promoting stronger, active communities and better community relations.
- Promoting a thriving cultural offer.

Over the next four years we will:

- Promote a year long 'People Can Make a Difference' campaign in 2016 to highlight build on the many community activities already taking place across the District.
- Work closely with partner agencies to reduce crime and make our communities safer.
- Support the work of the police both at a neighbourhood level and in specialist departments.
- Reduce waste and increase levels of recycling

Better Together

People can:

- Help out as a Neighbourhood Watch Co-ordinator.
- Become a Special Constable.
- Sign up to be a Street Angel helping people to stay safe on nights out in the city centre.
- Keep your city, town and local shopping centres clean and free from litter.
- Get involved in organised activity in your area such as litter picks or helping people with dementia or disabilities.
- Take up a formal volunteering role.
- Raise funds to support local activities.

Businesses can:

- Keep areas around your premises clean because it's good for business too.
- Support local community groups by encouraging staff to volunteer in the local community.

Voluntary and Community sector can:

- Support skills development by offering placements to people needing work experience.
- Provide volunteering opportunities to develop the skills of the wider workforce.

District Measures of Success

- Crime rates per 1,000 population
- Level of street and environmental cleanliness
- People killed or seriously injured on the roads
- Living harmoniously together

Talking Head

Further Information

Air Quality Plan Sports Hall Access Strategy Emergency Management Plans Cultural Strategy

Get Involved

Decent homes that people can afford to live in

Bradford Today

Our population is growing rapidly, increasing the need for homes. Current forecasts predict that the district's population will grow by 8.5% over the next ten years. This means around 2,200 new additional homes are needed each year to meet the projected growth in households.

Compared to neighbouring areas, housing is relatively cheap in many parts of Bradford and this presents an opportunity for many people to buy their own homes. Low average incomes means affordability can still be a problem and this has a knock on effect on the quality of some housing.

Symptoms of insufficient housing supply are evident across the district: overcrowding has increased to nearly 10% of households, and homelessness is also increasing.

Key statistics - infographic

- Bradford has around 210,000 homes across the district.
- Just under 70% of households are owner-occupiers.
- Bradford has a low proportion of social housing around 15%.
- Over the last ten years the number of households renting from a private landlord has increased significantly, to 18%.
- Average house prices £96,980

Aspiration

Everyone in Bradford District should have a place to call home which is right for their needs and is a place in which they can thrive. We want to support the development of high quality new homes in neighbourhoods where people want to live.

In order to both retain and attract residents and investment into the district, we need to provide a range of housing including affordable homes as well as higher value housing to attract and retain higher skilled workers.

Increasing the rate of house building will stimulate both the construction sector and its supply chain across the district, and have a positive impact on many other sectors and services as people move into and furnish new homes.

Most housing growth delivery needs to come from private sector development. A big contribution to meeting housing demand can come from making best use of existing stock. We therefore need to tackle both under-occupation and empty homes.

Good Things Happen Here

The District's Plan

What people say:

What people are doing:

Making it Happen

While all the outcomes in the District Plan have clear interconnections, this outcome is particularly cross cutting in nature. The Producer City Place Board alongside the Bradford Housing Partnership are responsible for the district's housing strategy. Working alongside

residents, private landlords, housing developers and partner organisations, our priorities are for:

- More homes
- Safe and healthy home
- Affordable homes

Over the next four years we will:

- Support the development of more homes of the right type in the right location.
- Deliver housing growth in the following priority areas:
 - Canal Road Corridor A joint venture company has been established, with the responsibility of delivering a long-term programme of investment, including up to 1,200 of the potential new homes.
 - Holme Wood and Tong a neighbourhood development plan has been agreed with the potential to deliver up to 2,700 new homes over the long term.
 - Bradford City Centre The new City Plan outlines the potential to deliver around 3,500 new homes.
- Make best use of existing stock.
- Support access to and development of high quality private rented sector.
- Tackle obsolete and low demand housing and neighbourhoods.
- Help to make homes in Bradford more energy efficient.

Better Together

District Measures of Success

- An increase in net additional homes provided
- A reduction in the number of long-term empty homes
- Increase in the number of new affordable homes delivered
- Homelessness prevention and relief rates
- Fuel Poverty

Talking Head

Further Information

Housing & Homelessness Strategy Tackling Empty Homes in the Bradford District: Delivery Plan 2011-2014 "Great Places to Grow Old" is Bradford's housing strategy for the over 50s 2011-2010 Local Development Plan Bradford Local Investment Plan 2011-2020

Get Involved

This is Bradford District

People/Places/Quotes

Initial suggestions

Primary school children Local teacher

Business – Yeme architects Apprentices – Carnuad metalbox

Nurse – Airedale hospital Bradford City Girls Football Team

Si Cunnigham "It's a big, silly melting pot of people" Street Angels

Homelessness worker Housebuilder

Whose Strategy and Why?

The Bradford District Plan sets out the priorities for action needed to make Bradford a better place for everyone.

Bradford District Partnership is where public sector, business and community partners work together to address opportunities and challenges that cannot be delivered by a single agency alone. But to achieve our shared outcomes it will take more than just the actions of BDP partners. So throughout this plan we have identified how residents, communities, businesses, public and voluntary organisation can contribute.

Graphic showing five outcomes around the central aim – Bradford District – A Great Place. Will demonstrate cross cutting nature of the plan and how the priorities are interlinked to avoid silo working.