

# **Report of the Assistant Director, Policy, Programmes and Change to the meeting of Keighley Area Committee to be held on Wednesday 24 March 2016**

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## **Subject:**

**New Deal programme: engagement update**

## **Summary statement:**

### **This report provides:**

- **An update on actions that build on the findings from the first engagement in New Deal**
- **A summary of initial findings from the second phase of engagement**
- **An indication of developing plans for further approaches to engagement**

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### **Portfolio:**

**Corporate**

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### **Overview & Scrutiny Area:**

**Corporate**



## 1. SUMMARY

1.1 This report provides:

- An update on actions that build on the findings from the first engagement in New Deal
- A summary of initial findings from the second phase of engagement
- An indication of developing plans for further approaches to engagement

## 2. BACKGROUND

2.1 New Deal is about changing the way the Council and other public services work with people, communities, business and the voluntary sector to improve and protect our quality of life, in the context of reducing financial resources and increasing demand.

2.2 The District and Council Plans currently being developed will promote greater accountability and buy in to the New Deal outcomes:

1. Better Skills More Jobs and a Growing Economy
2. Good Schools and a Great Start for All Our Children
3. Better Health, Better Lives
4. Safe, Clean and Active Communities
5. Decent homes that people can afford to live in

2.3 This report summarises the feedback received from the New Deal public engagement activity to date and describes how this is directing further developments.

2.4 Public engagement has included district-wide discussions in variety of 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 and ensures that communities and citizens are able to play their part in the delivery of outcomes. The specific detail of public engagement activity is highlighted in this report.

## 3. OTHER CONSIDERATIONS

### **First phase public engagement**

3.1 To help shape expectations and identify where people may be keen to take more responsibility, a range of participation activities took place between October 2014 and March 2015, including twelve events across the district, and workshops focused on young people and particular communities of interest.

3.2 These events and other mechanisms for engaging people were recognised as a first step, with the messages heard providing useful material to support the development of further New Deal activity.



- 3.3 The messages from these events were shared with Executive, Corporate Overview and Scrutiny Committee, Area Committees and Bradford District Partnership Board over Spring and Summer 2015.

Appendix 1 outlines the key messages conveyed during this first phase of engagement and the activities that have been undertaken to address some of the issues identified – by the Council and others.

### **Second phase public engagement**

- 3.4 A second phase of engagement started in late Summer 2015.

This work was informed by a desire to follow the following principles:

- Ensure that everyone who wants to has the opportunity to contribute by providing a wide variety of communication and engagement methods and activity.
- Use existing mechanisms to their full potential and try new ways of engaging and accept that they might not work as expected.
- Ensure it generates solutions and buy-in to delivery and generates more activity by our people, partners and colleagues.

A variety of approaches have been used to engage, which included:

### **3.5 VCS Working Together Workshop**

Over 40 organisations from the voluntary and community sector came together to look at local solutions to local problems. The aim of the workshop was to develop shared action on how we can support the people of the district do more for themselves. Individual actions points were sent to participants for their organisation to act on.

The Assembly Steering Group (ASG) made a commitment to drive forward the following key actions from the day's event:

- Community asset transfer - This is an area where work is being undertaken with the sector and CBMDC via COMA (Community Operational Management of Assets) programme.
- Self-sustaining community centres - A steering group to develop a master plan of what a sustainable community centre would look like has been established.
- Co-design and delivery of services - This is an area which is high on the ASG agenda. It has become a focus of the work of the Commissioners Forum. At a consultation event in December in relation to the District Plan, co-design and co-creation have been identified as key issues for the VCS.
- Support to volunteering - Recently volunteering has been identified as an issue at the ASG in relation to the Volunteering Kite Mark. This was shared at the Commissioners Forum and there was a feeling that this could be a 'light touch' quality standard which is used with groups. The ASG are also committed to the People Can campaign (see below).



### 3.6 Outcome themed communication weeks

A large range of content was created for social media based on themed weeks for each of the New Deal outcomes. Some of it performed extremely well, reaching and engaging large numbers of people. The highest amount of feedback received using this approach was during the communication around alternate week bin collections which received 40 positive comments, 205 negative comments and 24 mixed opinions.

### 3.7 Better Health, Better Lives – Self Care Event

Approximately 140 people/frontline staff attended an afternoon on 'how we can work together to make self care more effective', as well as identifying wider health and social care integration challenges. Members of the Self Care Programme Board, partners from Health, Adults services and Public Health were involved in the planning and delivery of the event.

Key themes that were identified include:

- Reduce duplication
- Better use of technology
- Improve communication
- Increase Peer Support
- Increase education/knowledge of self care

The key themes have been fed back to the Self Care programme board for action. Continued engagement with the attendees of the event and the wider public is being made through a Twitter conversation taking place on 8 March using the hashtag #SelfcareBD.

### 3.8 Have a Natter

Members of staff across a range of departments took part to have semi-structured conversations with over 300 members of the public in various locations such as bus stations, contact centres and children's centres.

Key cross cutting ideas that the public identified included:

- Focus attention in areas that need support - run down inner city ones - no support for environmental services needed in suburbs.
- Community provision where people understand what is going on in their community.
- Less barriers to do something - too many protocols and procedures.
- Help raise money for people who need additional help.
- More front line staff and less managers.

As part of this engagement we asked the public what was great about where they lived. The following word cloud shows some of the common themes that people said. It is important to note that the larger the text indicates the more people gave this response.





Solutions generated from this consultation have been fed the development of the District Plan and into the new Innovation Hub which has been developed by Workforce Development to support the Council's priorities including New Deal. The hub is an arena to create and encourage idea design and for innovative solutions.

### 3.9 Neighbourhood Forums and local public meetings

A number of meetings have been held by ward officer that aimed to look at local issues and find solutions. The meetings were asked to consider priorities, who should take action and whether residents and groups can do some things better than services, with the overall theme of preparing for the future in the context of constant change, and doing more with less. Themes that were discussed were:

- Rubbish and recycling
- Pride in the neighbourhood
- Community spirit, looking after each other
- Feeling safe

### 3.10 Interfaith event

A workshop was held for key stakeholders across different faith groups to look at areas of existing commitment and activity and consider how people can do more.

The workshop was attended by representatives from the Christian, Sikh, Hindu, Methodist, Jewish and Muslim community and focused on discussing the opportunities the new deal presents, what are the biggest challenges and what your faith group is most passionate about. The Bishop of Bradford attended as he is extremely keen to work in partnership with different faiths across the District to get them on board with New Deal.

A follow up meeting was held which shared a number of case studies giving people ideas on initiatives that can be replicated across different faiths. Bishop Toby led a discussion on what we can offer; currently a lot of churches are supporting the elderly many of whom have dementia. Next steps are to look at how this can be scaled up and how we can share good practice.



### 3.11 Housing Symposium

7 major house builders were represented and asked about their ideas and thoughts on delivering more homes in Bradford. This included discussions on viability and risk in the market, site assembly and joint ventures as well as the linked issue of good education facilities stimulating the housing market. Follow up steps from the event include:

- Potential of bringing sites in the Strategic Housing Land Availability Assessment forward early.
- Developing strategy and planning policy for packaging sites for development.
- Aligning locations for housing growth and sites for new schools.
- Further discussions taking place with the major house builders to develop emerging ideas.

### 3.12 People Can

The campaign activity themed on a month by month basis in which active communities will be celebrated through role models, good news stories and promoting volunteering opportunities. Additionally, each month will have an element that focuses on developing the agenda with both communities and services. The following months have been dedicated to each of the areas of the district:

March	Bradford South Area Committee	Area: Bradford South
July	Keighley Area Committee	Area: Keighley
August	Bradford East Area Committee	Area: Bradford East
Sept	Shipley Area Committee	Area: Shipley
Nov	Bradford West Area Committee	Bradford West

### 3.13 Young people's engagement

Common Purpose Challenge Session (Adult Social Care Theme). The session took place on 9 February 2016. The students that took part were asked to undertake a two part challenge which was focused on a new online social care tool Rally Round. This has been commissioned by Adult & Community Services as an 'invest to save initiative'.

The group came up with some good ideas about how we can promote Rally Round and methods of promotion. Suggestions included how the council should make better use of the college and university which both offer high level computer science courses and which, if asked, would be happy to work with the council to develop customised local IT solutions for the district.



### **3.14 Youth voice event**

There were up to 100 young people, aged 13-19, from across the district who took part in a variety of activities based around the New Deal outcomes. The event was organised by Bradford Council's Youth Service, Prospects, Barnardo's, Young Lives Bradford, Bradford College and Bradford Youth Development Partnership and was also attended by a representative from the Office of the Children's Commissioner.

The young people were encouraged to have their say through a number of activities, including a Twitter feed, making dream catchers, graffiti wall and video capture. The event provided young people with an opportunity to discuss the issues which matter to them – they were able to explain what's important to them in their communities, what support young people feel that they need, and what young people feel that they can do more of for themselves and for others. We're awaiting the formal write-up from the event, but we are hopeful that the feedback received will provide useful content in the context of developing New Deal themes and the District Plan.

### **3.15 Town / parish council Discussions**

Discussions have been taking place since New Deal was launched with the district's Parish and Town Councils about opportunities for them to run services which the Council is withdrawing from, or to augment services which Bradford Council is reducing its support for.

In the last 12 months, conversations have continued at the quarterly Bradford Council and Local Councils liaison meetings to share ideas and good practice across the Parishes. Neighbourhoods and Customer Service staff have also had one to one meetings with each Local Council to discuss individual circumstances in more detail. Local Councils have also been part of broader conversations exploring possible options for devolution to present back to Elected Members.

Activity to date has led to some Local Councils undertaking direct negotiations with Council services with most interest being around the management of green spaces (parks, flower beds, playgrounds, verges), public conveniences, and the possibilities for the transfer of community buildings into Parish ownership or management. It is worth noting that any negotiations are still at discussion stage with no formal agreements yet made.

### **3.16 Next Steps**

The next steps will involve follow up work from the activities above. Further activities are currently being planned and any input would be welcomed. Current ideas being progressed include:

**3.17 Vox Pop:** The opinions of people recorded talking informally in public places. Questions to ask about what is great about the district as well as specific outcome focussed questions.

**3.18 Open for ideas:** Development of an open and accessible online platform for staff to put forward ideas, respond to questions, and develop new ideas. The intent is that once learning from this first internal phase has been made, a citizen facing platform will be produced.



**3.19 Children’s commissioner visit – Growing up in Bradford:** 4 March

**3.20 Community of interest engagement:** via existing networks

**3.21 Young people:** Engagement with National Citizenship Service to include a New Deal activity within the student programme.

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

4.1 Activities developed via New Deal help identify potential savings for future budgets. These are then consulted upon as part of the budget setting process.

4.3 The cost of running the public participation activities was primarily from officer time and some venue costs – venues were all community based or Council owned.

A Council Question was tabled on 8 December 2015, requesting confirmation of the number of residents engaged by the New Deal and its cost.

The total number of people engaged through various engagement activities up to early December 2015 was 3,093, however, this number did not include the number of people engaged in New Deal via social media. It is very difficult to quantify the exact number of people through this medium. The total costs of the various workshops and forums was £13,493.16.

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

There are no significant risk management or governance issues arising out of the recommendations of this report.

#### **6. LEGAL APPRAISAL**

There are no significant legal issues arising out of the New Deal process and the public participation activities.

#### **7. OTHER IMPLICATIONS**

##### **7.1 EQUALITY & DIVERSITY**

Events have taken place in different parts of the district at different times of day, to ensure that no group of people have been disproportionately disadvantaged from taking part. This has been further augmented through the opportunity for written comments and the completion of the web based consultation.

Over the next 2-3 years, 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**

There are no sustainability implications from the New Deal public engagement activities. Engagement has helped identify a need to put a greater focus across all five outcomes on sustainability and work is underway to develop further activity via the environment forum.

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no significant gas emission impacts from the New Deal public engagement activities.

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

There are no significant community safety implications from the New Deal public engagement activities. Safer and Stronger Community partnerships have recently come together.

## **7.5 HUMAN RIGHTS ACT**

There are no significant human rights implications from the New Deal public engagement activities.

## **7.6 TRADE UNION**

There are no significant trade union implications from the New Deal public engagement activities. However the New Deal programme is designed to help the public sector manage its reducing budget. There is the possibility of impacts on staffing as budgets are addressed and reduced each financial year.

## **7.7 WARD IMPLICATIONS**

We have aimed for broad coverage across all areas. In particular the Have a natter discussions covered discussion from people across a wide range of wards.

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

Information produced through the ward planning process will contribute to the ongoing New Deal development work. The feedback received from the public events will also be fed back to area based teams in the Council to support any future action planning.

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

None

## **9. OPTIONS**

9.1 Input into the design of future engagement activity would help inform the development of the next steps in this programme.



## **10. RECOMMENDATIONS**

- 10.1 That members of the Area Committee note the report.
- 10.2 That the feedback from residents be welcomed and acknowledged.
- 10.3 That the Area Committee continue to engage with residents, businesses and stakeholders about ways of working differently, and feed any relevant findings into the New Deal programme.

## **11. APPENDICES**

Appendix 1: Phase 1 update

## **12. BACKGROUND DOCUMENTS**

None



## Appendix 1 Phase 1 New Deal engagement update

### First phase of engagement

The tables below summarise the key messages heard from this first phase by outcome, and outline some of the steps being taken to address the issues raised.

#### Good schools and a great start for all our children

You said	We're doing
<p>Joint approach between children and the state to help children to be ready to learn.</p>	<p>Following a consultation in Autumn 2015 the Education Covenant was agreed by Full Council in December 2015. It sets out how the whole community needs to come together and play its part to improve education standards and create the best possible life chances for young people. It lists a series of pledges from the local authority on the actions it will take with partners to drive up educational standards. Alongside the set of pledges, the Covenant also asks for significant support from parents, young people, schools, businesses and employers, communities and government.</p> <p>Development of further integration across early years, building on the Better Start Bradford programme to learn lessons about what works to improve outcomes across the district.</p>
<p>Better focus on getting people ready for the world of work, and improved collaboration with businesses</p>	<p>Development of Bradford Pathways, offering a whole system approach to provision for the district, with learning pathways into employment for all ages, building on Get Bradford Working and Industrial Centres of Excellence and establishing a joined up approach to education, employment and skills. Consultation was held with head teachers in Autumn 2015. Pilots of the model will be operational early 2016. Phase one implementation starts September 2016.</p>

Some of the messages heard are addressed by activity and direction already established including:

<p>Ongoing emphasis on safeguarding</p>	<p>Bradford Safeguarding Children Board work towards keeping children in Bradford, under the age of 18 years, safe from harm, striving to make sure that every child in Bradford feels secure, well cared for, and able to reach their full potential and supporting all staff to help families and carers achieve this.</p> <p>Safeguarding week held October 2015.</p> <p>Currently adopting Signs of Safety as a methodology that will provide a consistent way of working that all practitioners can use in their work with children and families, from Early Help through to how we manage child protection plans</p>
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Listening to pupils' concerns	Supported via Investor in Pupils standard
Children's choice of schools	Admissions code of practice

## Better health, better lives

You said	We're doing
Co-ordinated support for families and early intervention before problems escalate	Families First provides a model of integrated support, and building a broader approach based on learning, with four gateways to be established across the district, based on bringing together support agencies and supporting people before they need formal social care. Piloting in Bowling and Barkerend, Bradford Moor and Little Horton, and Keighley in April with a planned district wide roll out in October 2016.
Improved co-ordination across the different components of the health and social care system	During 2015-16 the Bradford and Airedale Health and Wellbeing (H&WB) Board has commissioned work to put the district on track to accelerate improvements in health and wellbeing outcomes, and to create a sustainable health and wellbeing economy. Specifically the Board has agreed to work towards the establishment of a total pooled joint commissioning budget and a single prioritisation process for health and social care that reflects the ambitions outlined in the New Deal Outcome. The Board acknowledges that this is a long term objective and aims for this to be the position within five years.

Some of the messages heard are addressed by activity and direction already established including:

Encouraging people to be more independent and self supporting	Development and implementation of self care programme, including engagement event to help identify local issues in November 2015.
Young people's sexual and mental health support	<p>The sexual health team works with all agencies across Bradford – in particular those which work with young people to support sex and relationship education and advice.</p> <p>A system wide approach to assess the needs of young people's mental health will inform and shape services to maximise value and use of resource.</p>



	The Council will continue to work with colleagues across the health partners to promote awareness of mental health issues of younger people. Promotion of support and access to help initiatives are integral to delivery.
Sports as preventative health measure	The Council are investing in four new swimming pools to increase physical activity and provide modern facilities fit for the 21 <sup>st</sup> century. The Council currently operates sports facilities as an 'in house' service.
Support for people with dementia and their carers	Well established dementia friendly communities initiative that aims to build communities <ul style="list-style-type: none"> <li>• Where people living with dementia are supported to live as independently as they can</li> <li>• Where the community understand about dementia and are willing to lend a hand</li> <li>• Where businesses, community and statutory organisations have thought about how they make themselves accessible to people with dementia</li> </ul>

## Better skills, more good jobs and a growing economy

You said	We're doing
Scope for reduced business rates to support small businesses?	The city centre growth zone provided an effective model in encouraging businesses to create more jobs and locate in the city centre. A new business rate discretionary relief programme was approved by Council Executive in December 2015.
Generation of green energy	Currently scoping the feasibility of a district heat network, generating energy on a marketable scale. Five workstreams: <ol style="list-style-type: none"> <li>1. Civic Qtr District Heat Network</li> <li>2. Corporate Entergy Programme</li> <li>3. Bradford Public Estate Energy Collaboration (NHS &amp; University)</li> <li>4. Bradford District Community Energy Project</li> <li>5. Bradford Fair Tariff project joint with Incommunities &amp; OVO energy</li> </ol> Looking to establish a potential energy company by the end of 2016



Use of council buildings and improved collaboration across organisations	Builds on existing experiences – e.g. co-location of Police in Jacobs Well.  Bradford Council is looking at creating a public sector and community hub in the heart of Keighley. The proposal to build a new 'one stop shop' in the town centre is already attracting interest from various public sector partners. The location is the site of the North Street building - formerly Keighley College - which is in a conservation area.
Potential for collaboration across West Yorkshire	Work between Bradford and other districts is progressing on Building Control: Kirklees is signed up and Wakefield is expressing interest. Work continues at WYCA on effective coordination and sharing of resources for the West Yorkshire Plus Transport Fund.

## Safe, clean and active communities

You said	We're doing
Improvements to waste and recycling including support for alternate week bin collections	A major strand of the Waste Minimisation and Management Strategy is to promote the reduction, re-use and recycling of waste.  Proposals to move to alternate week bin collection are being consulted on as part of the budget proposals.  The Council is currently also consulting on garden waste collection.
Encourage volunteering and socially responsible behaviour	The 'People Can' campaign aims to highlight the contributions of communities and build on these strengths, as part of the New Deal. The success of 'People Can' will be determined by the energy and commitment that we can all contribute.
Changing the model for how libraries are delivered	Building on existing community run libraries, increasing co-location and the number of community run libraries with different and smaller model for provision.
Putting museums and galleries into a trust	Resources approved to investigate the potential for forming a culture company with no pre-emptive model, but based on safeguarding assets and releasing profit making potential – included in propositions. Report due March 2016



Some of the messages heard are addressed by activity and direction already established including:

Reduced street lighting	New street lights are dimmed between 10.30 and 5am
More collaborative working with parish and town councils	Established relationship and looking to develop further via New Deal – had 121 discussions and following up with joint event to develop further what delivery parish and town councils may wish to take on.
Flexible funding of community projects	Looking at different models and have voluntary organisation support officers to help with funding bids

## Decent homes and other cross cutting issues

You said	We're doing
Enabling more affordable homes to be built	Investigation of barriers to development now complete. In Bradford return over investment is the primary problem, more than the planning system. Discussions held with national house builders to identify options to progress.
Supporting people to live independently in their own homes	Maximising opportunities to use assistive technology in people's home to help people stay independent by rolling out learning around telehealth and telecare.
Bringing derelict buildings into use	<p>The first Local Listed Building Consent Order (LLBCO) in England, together with a complementary Local Development Order, was adopted by the Council on 21 July 2015 for the Little Germany Area. The first LLBCO notice has since been approved for 46 Peckover Street in Little Germany for residential conversion.</p> <p>A Heritage Lottery Fund (HLF) Townscape Heritage first round bid was submitted in August 2015. This includes an outline scheme plan setting out potential 3rd party granted property improvements to approximately 60 buildings within the top of town area, including bringing vacant space in approximately 20 buildings back into use. The HLF will make a decision upon whether or not the bid is successful in January 2016.</p>



Some of the messages heard are addressed by activity and direction already established including:

<p>Involve people in the design of services</p>	<p>Bradford Council has a clear commitment to co design and intends to build further on that work. A recent example of this work is the travel review, where the Council worked with parents to design the new travel assistance application and assessment process.</p> <p>When the new Travel Assistance Policy was approved by Exec in July, there was a commitment to consult with parents/carer on any changes to the way travel assistance is provided. Workshops and drop in sessions for one to one discussions were organised in Sept 15 and from these a commitment was given to allow parents / carers to contribute to the design of the new travel assistance application and assessment process. A further workshop in November looked at a draft application form and parents were given an opportunity to comment/suggest on what the form should look like. Subsequently the parents who attended this workshop were given the opportunity to complete a dummy application to inform the pilot of the new process. A monthly update has been issued to all parents and stakeholders in receipt of travel assistance and this is to continue until the programme is complete</p>
<p>Consideration of how to best achieve democratic representation</p>	<p>Consultation underway on how many councillors we need and the jobs that they do.</p>

