

Name of meeting: Cabinet & Council
Date: 11th July 2017
Title of report: Corporate Plan 2017/18

Purpose of report

This report seeks to confirm adoption of the Corporate Plan for 2017/18.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name	Jacqui Gedman, Acting Chief Executive
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Debbie Hogg, Service Director – Finance, IT and Transactional Services
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	John Chapman, Deputy Head of Legal Services
Cabinet member portfolio	Cllr David Sheard, Leader of the Council Cllr Shabir Pandor, Deputy Leader of the Council

Electoral wards affected: Not applicable
Ward councillors consulted: Not applicable
Public or private: Public

1. Summary

The Corporate Plan 2017/18 (see Appendix (1) below) summarises the strategic aspirations for the Council for this financial year. It also provides the context within which corporate service planning and performance reporting takes place and is a departure from the approach taken in previous year. It is much shorter in length and more focussed on key messages.

It contains the Council's vision and its Values. It makes reference to the seven shared outcomes for Kirklees, developed with our partners in the public, private and voluntary sectors. It also sets out key themes for the year, the priority council activities contributing to the achievement of the outcomes.

Adoption of the Corporate Plan will mean that the Council has a strong and clear message about the context of the resources approved at Council on the 15 February 2017. It will be an effective tool in communicating Council aspirations in all services and to all staff. It will also be the anchor point for corporate service planning and performance reporting in 17/18.

2. **Information required to take a decision**

There are two driving forces to accommodate in building a refreshed performance management approach

- A Strategic (top/down) requirement to identify and report progress against the desired outcomes for people in Kirklees, as articulated by the seven Kirklees Outcomes
- An operational (bottom/up) need to ensure financial and operational grip

The Corporate Plan plays a key role in linking the desired outcomes for people in Kirklees to what we do on the ground through service operations. It helps with the golden thread for the organisation – the sense of shared purpose from the highest aims of the Council, an individual employee's contribution and everything in between.

The Corporate Plan is also a holistic statement of Council intent for the given year. As such, it is a powerful tool for communication to be used internally across the full spectrum of services. It is also a powerful way of communicating to the public what the Council is doing on their behalf.

A key factor in running an effective organisation is the ability to bridge the divide between the strategic (top/down) and operational (bottom/up) drivers into an approach which is clear, proportionate, simply communicated and professionally executed. The Corporate Plan is pivotal in this aspiration.

In previous years the Corporate Plan has typically been a twenty page document that has sought to include a wide range of internal and external drivers together with intentions on how to address each. This year the Corporate Plan is a one page document. Its intention is to provide a keen focus on key messages, mirroring the new council aspiration to focus resources on things that only the Council can do.

3. **Implications for the Council**

In that the Corporate Plan 2017/18 provides the high level context in which all operational delivery will take place, it has an influence on all five sub-headings. The schedule of key themes is a framework for service planning. The schedule of key themes includes activities that are intended to make a positive contribution in 3.1, 3.2, 3.3 and 3.4. These plans have been developed within the resource availability and budget approved at Council on the 15 February 2017.

- 3.1 **Early Intervention and Prevention (EIP)**
- 3.2 **Economic Resilience (ER)**
- 3.3 **Improving Outcomes for Children**
- 3.4 **Reducing demand of services**
- 3.5 **Other (eg Legal/Financial or Human Resources)**

The council under section 149 Equality Act 2010 must have due regard to the need to (a) eliminate discrimination, harassment, victimisation, (b) advance equality of opportunity between persons who share a protected characteristic and persons who do not share it.

4. **Consultees and their opinions**

Cabinet and the Labour Group were consulted on the formulation of the Council Values. Executive Team and Service Directors have been consulted on Key Themes.

5. Next steps

Once adoption of the Corporate Plan is confirmed, it will be added to both the internal employee intranet site and the external Council Website.

6. Officer recommendations and reasons

- (i) It is recommended that cabinet approve the Corporate Plan 2017/18 and recommend to full council to adopt the Corporate Plan 2017/18 at its meeting on 11th July 2017.
- (ii) Delegate authority to the Chief Executive in consultation with the Leader and Deputy Leader to make any consequential amendments following consideration by full Council on 11th July 2017.

It is overarching plan forming part of budget and policy framework, setting out the vision and priorities for the 2017/18 and to enable adoption by full council and publication thereafter.

7. Cabinet portfolio holder's recommendations

Not applicable

8. Contact officer

Andy Simcox, Council Business Manager
Nick McMillan, Corporate Performance Lead Officer

9. Background Papers and History of Decisions

Budget Council 15 February 2017

10. Service Director responsible

Kim Brear, Office of the Chief Executive

Our Vision:

"We want Kirklees to be a district which combines a strong sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives."

Appendix (1)

Our Values:

Leadership

Leading the council, its partners and communities in managing resources efficiently to maintain services

Progressive

Driving innovation based on engagement with all, helping to foster and develop a thriving area

Responsible

Work with communities to create a sustainable environment for people; improving health and well-being and building a strong local economy

Equality

Working together to meet the needs of our citizens to create opportunities for everyone and a fairer society

How we will do this:

We will provide strong community leadership and not shirk from taking difficult decisions to provide the services our residents deserve within the resources available.

We must work smarter and will make sure our workforce have the skills to do this. Our innovation will be driven by up to date and relevant intelligence to deliver services that are more accountable, more flexible and more efficient, within the resources available.

We will strive to create a great quality of life and an environment where our economic performance benefits all our citizens and our communities provide the right locations for all our residents to lead healthy, safe and fulfilled lives.

We recognise people's different needs, situations and goals and will remove the barriers that limit what people can do. We will work towards a fairer society, where everyone can participate and has the opportunity to fulfil their potential.

Our Shared Outcomes (developed with our partners in the public, private and voluntary sectors):

- People in Kirklees feel safe and are safe/protected from harm
- People in Kirklees live independently and have control over their lives

- A council that works smart and delivers effectively and efficiently

- Kirklees has sustainable economic growth for communities and businesses
- People in Kirklees experience a high quality, clean, and green environment
- People in Kirklees are as well as possible for as long as possible

- Children have the best start in life
- People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning

Our Key Themes (priority council activities contributing to the achievement of the outcomes):

People in Kirklees feel safe and are safe/protected from harm

- Communities contributing to early intervention and prevention
- Reduced community tensions
- Sustainable solutions for community safety

People in Kirklees live independently and have control over their lives

- Deliver Democracy Commission recommendations (draft)
- Delivering schools as community hubs
- Effectiveness of community hubs and local delivery for adults
- Quality, sufficiency and stability in the adult social care market
- Timeliness and quality of adult social care assessments and reviews
- Integrated adult social care access points
- Meeting the housing needs of vulnerable people

A Council that works smart and delivers effectively and efficiently

- Effective customer first points of contact
- More digital and self-serve transactions
- Information technology enabling Council transformation
- An intelligence system in support of effective commissioning
- Council property assets that are fit for purpose (supporting community strength)
- The promotion of community leadership
- Improving outcomes by working collaboratively with our partners

Kirklees has sustainable economic growth for communities and businesses

- Business and jobs growth
- Revitalising Huddersfield and transforming Dewsbury
- More and better quality homes
- Improving physical/digital connectivity
- Protecting and making the best use of social housing stock

People in Kirklees experience a high quality, clean, and green environment

- Effective management of waste
- Making the most of greenspaces

People in Kirklees are as well as possible for as long as possible

- Reducing health inequalities through community activity and physical activity
- Prevention of avoidable infection/diseases

Children have the best start in life

- All children and young people (CYP) to be rounded, resilient and ready
- Strengthening families
- Independent and resilient Looked After children and care leavers
- Integrated working across all children's social care agencies and other partners
- Therapeutic support for children who need it
- Supporting communities schools, carers/ families of children, including young people with special educational needs and disability

People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning

- A skills strategy to meet local need
- Helping people into training and to progress into meaningful employment
- Best possible educational outcomes for CYP
- Sufficient quality learning places for Kirklees
- Tackling poverty and welfare support for people in financial need
- A broad range of Education, employment & leisure opportunities for disabled people