

**Name of meeting:** Annual Council  
**Date:** 22 May 2019  
**Title of report:** Ward and Place Partnerships

**Purpose of report**

To inform Council of proposed changes to working at a ward and place level

<b>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?</b>	Not Applicable
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	Not Applicable
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	No
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>  <b>Is it also signed off by the Service Director for Finance?</b>  <b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Jacqui Gedman – Chief Executive</b> <b>14 May 2019</b>
<b>Cabinet member <a href="#">portfolio</a></b>	Shabir Pandor

**Electoral wards affected:** All

**Ward councillors consulted:** All

**Public or private:** Public Report

**GDPR has been considered when preparing this report and there are no implications**

**1. Summary**

- 1.1 Kirklees Council's Corporate Plan 2018-2020 recognises the borough for its diversity, its distinct communities and the strength that brings. It describes its vision for "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."
- 1.2 Councillors are central to this vision and are actively leading and advocating on behalf of the communities they serve within their wards, with members valued for the intelligence and insight they hold about places and their roles at the heart of local communities. Over the past 12 months this has been further facilitated through a suite of initiatives, including the Place Standard tool, visits to wards by the Chief Executive, member-led activity from a dedicated Greenspace Action Team and a ward-based budget allocation.

- 1.3 An update to the Corporate Plan, due to be reported at Full Council in July 2019, is anticipated to focus further on the 7 key partnership outcomes and will build on the level of ambition set out in the 2019-22 Council Budget.

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

### **Place Based Citizen Engagement using Place Standard**

- 2.1 To deliver the Vision the intention is to move into the next phase of developing the Council to be one that focuses on delivering against the 7 key outcomes for Kirklees citizens. This will be achieved by: Working 'with' People rather than 'doing to' them (also known as working restoratively); working with Partners; recognising the importance of local identity and how needs differ in different Places.
- 2.2 In approving the recommendations of the Kirklees Democracy Commission, Council placed a firm focus on a new approach to citizen engagement that harnesses the strengths and aspirations of the towns, villages and communities of Kirklees. We have made a conscious decision to move away from traditional consultation to place based engagement. The Cross Party Working Group has developed and endorsed a set of citizen engagement principles and agreed that the Place Standard tool should be the principal means by which the Council undertakes place based engagement.
- 2.2 Over the past 12 months a number of wards and sub-wards have trialled the Place Standard. This is a well recognised tool for local place-based engagement. It is currently used in Scotland by both national and local government and it has proven to be very effective in engaging local people and public sector partners in developing a shared understanding of what is important in local place, both physically and socially.
- 2.3 The Place Standard enables the Council and partners to work with local people in the geography they identify with. Whilst Ward geography is clearly understood by the Council, there is not the same level of understanding/ownership for partners and citizens. Local identity at a sub ward level is important to citizens and should be recognised by the Place Standard engagement. However, we will still retain the electoral ward as the building block for delivery against ward priorities.
- 2.4 In the trials of the Place Standard that have taken place to date in Kirklees, some wards have had as few as 3 local areas that citizens identify with and some as many as 6. This level of diversity is expected. It is anticipated that when all the discussions have taken place, some of the priorities will be common across a ward area or indeed across Ward boundaries.
- 2.5 Kirklees as a place has always been seen as a difficult construct. People don't generally identify with Kirklees and as such all attempts at a top down, one size fits all model of formal and structured area working, has ultimately proved to be unsuccessful for a range of reasons. It is very clear that a borough of the size and diversity of Kirklees needs to build outwards from its towns, villages and communities. It needs to harness the strength of diversity and local identity through genuine engagement. The Place Standard will be a key tool to enable and encourage this.

- 2.6 Opportunities to use the Place Standard are being actively sought. It is anticipated that current consultation methods will be developed to ensure more meaningful engagement with local citizens. Local Councillors will play a central role in identifying opportunities.
- 2.7 Across the Council a number of staff have been trained to ensure Councillors will be effectively supported as the Place Standard engagement is developed across the borough.

### **Ward Partnerships**

- 2.8 It has been acknowledged that the role of an elected member has evolved over the past 8 years. The combined impact of national funding reductions and service pressures has meant that difficult decisions have had to be taken to balance the books whilst protecting frontline services and our more vulnerable residents. At the same time the pressures on Councillors have increased – they are community leaders at the heart of democratically elected local government but have not had the resources to make the impact they would have liked in their Wards.
- 2.9 A fundamental role of a Councillor is to work with and along side communities to build community capacity within their Wards, alongside the council and its partners, using the full totality resources available to facilitate activity. Councillors are best placed to identify where gaps in capacity exist, using the intelligence and insight they hold about local need and aspiration.
- 2.10 To address some of these opportunities it is proposed that for those wards that produce a Ward Plan with clear priorities. The Ward Plan will be a pre-cursor, if required, to a Ward Partnership, which can be established to deliver against those priorities.
- 2.11 Ward Partnerships are an opportunity for Councillors, Council staff from key service areas, the Police, the voluntary sector and other key stakeholders in a Ward to come together to ensure opportunities are identified and actions taken to deliver the aspirations and ambitions in the Ward plan.
- 2.10 It is recognised that the approach to Ward Partnerships will need to be flexible, with no set model. It is for the Ward members and partners to decide, but there will be a commitment to ensure resources are made available where possible to deliver local aspiration for Wards.

### **Place Based Working – Place Partnerships**

- 2.12 Whilst Ward Partnerships will be an important development, it is anticipated they will focus on place-fixing and place-shaping. However, there are more strategic issues that need to be responded to on a geography greater than a ward. This will involve a number of wards working together to address a strategic issue. This will be part of “Place Based Working” and the formal working together of wards will be known as Place Partnerships.
- 2.13 The intention is that intelligence/data will be used to determine the key theme to be considered at Place Partnership level. For 2019/20 the theme will be improving mental health outcomes and an additional £1m has been put in to the 2019/20 budget to support this.

- 2.14 Given that this is a data-led approach to maximise impact on outcomes, Place Partnerships will therefore for this year, cover the following geographies:
- Huddersfield North
  - Huddersfield Central
  - Huddersfield Rural
  - Colne Valley
  - Dewsbury
  - Spennings Valley
  - Batley, Birstall and Birkenhead
- 2.15 A place lead Councillor will be identified for each geography and as such their role will be to lead the development of place based working in their area.
- 2.16 Working with the Cabinet Lead Member for Place based working, the Place Lead member will work with ward Councillors using the data/intelligence to propose interventions that will lead to better outcomes. They will refer recommendations to Cabinet on how they additional £1m will be spent.
- 2.17 The funding is expected to support local mental health initiatives whilst also supporting and building local voluntary/community capacity.
- 2.18 The Place lead role is an extremely important role and it will evolve over time. A proposal to establish Place Lead Councillors will be considered at the Annual Meeting alongside this report

### **3. Implications for the Council**

#### **3.1 Working with People**

Working in ward and place partnerships, and using the Place Standard, ensures that officers, members and citizens are working in partnership to deliver outcomes

#### **3.2 Working with Partners**

The success of ward and place partnerships is based on key partners being engaged and working together effectively to share intelligence and deliver interventions

#### **3.3 Place Based Working**

This paper sets out some fundamental building blocks to enable the delivery of place based working, and will be built on to ensure ward arrangements are suitably resourced and supported

#### **3.4 Improving outcomes for children**

Understanding what's important to families living in places within Kirklees, and working

#### **3.5 Other (e.g. Legal/Financial or Human Resources)**

**N/A**

#### **4. Consultees and their opinions**

4.1 Consultation was carried out on the content of the report with members of Cabinet and Leaders of political groups.

#### **5 Next steps and timelines**

5.1 ET to make arrangements to ensure that place based working is supported as described in the report

#### **6. Officer recommendations**

##### **6.1 Recommendations**

6.2 That Council:

- Adopt the proposals to support place based working as set out in this report
- Request cabinet to make the necessary arrangements to put in place the proposals described in the report

#### **7. Cabinet portfolio holder's recommendations**

That the proposals in the report be approved

#### **8. Contact officer**

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#### **9. Background Papers and History of Decisions**

None

#### **10. Service Director responsible**

Jacqui Gedman – Chief Executive