



Name of meeting: Council

Date: 17 July 2019

Title of report: Corporate Plan 2019 Refresh

Purpose of report

To present Council with an update on some of the activities which have helped contribute to achieving the outcomes we set in the two year Corporate Plan, approved July 2018.

To affirm ongoing delivery commitments and identify new delivery priorities to help us achieve the outcomes we have set, over the next twelve month period.

If agreed this will become the refreshed Corporate Plan for the remainder of the 2019/20 period, with a particular focus on the narrative for our organisational journey, and the content prioritised under each of the outcomes.

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?	Yes If yes give the reason why The Corporate Plan sets out the shared outcomes and objectives with borough-wide impact.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – Director Corporate Strategy, Commissioning & Public Health: 4th July 2019
Is it also signed off by the Service Director (Finance)?	James Anderson (on behalf of) Eamonn Croston: 3rd July 2019
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft: 4th July 2019
Cabinet member portfolio	Cllr Shabir Pandor

Electoral wards affected: All

Ward councillors consulted: All

Public or private: Public

(Have you considered GDPR?) Yes. The only personal details in the Corporate Plan refresh are the 'I'm Kirklees' case studies. Consent from the individuals involved has been received and recorded.

1. Summary

- 1.1 The Corporate Plan 2018-20 is being refreshed for 2019/20 to highlight key delivery to date, as well as our priorities and continued direction of travel for the next 12 months. Our shared outcomes, aims and impact measures remain consistent with the 2018-20 Plan. However, this refresh provides the opportunity to update both our 'We're Kirklees' journey, and the ways in which we'll deliver against our outcomes.

2. Information required to take a decision

- 2.1 The 2018-20 Corporate Plan was approved by Council in July 2018. This refresh (Appendix 1) reflects key achievements over the last 12 months, sets out our key delivery priorities for the year ahead, based on ongoing commitments and new priorities for action, and describes the current stage of our 'We're Kirklees' journey, which focuses on people, partners and places.
- 2.2 The refresh is an update on the Council's approach to our shared outcomes. A new Corporate Plan will be published next summer when the 2018-20 Plan expires, which will provide the opportunity for a more fundamental reshape of the document, although it is not expected that the focus on people, partners and place through 'We're Kirklees' will change.
- 2.3 The introduction highlights our level of ambition for creating a more inclusive economy and society, and a more inclusive organisation. It reflects the pride the Council has in its staff and its commitment to an ongoing journey to change the way we work.
- 2.4 This sets the scene for an update on what 'We're Kirklees' means: our approach of working with people, not doing to them, the importance of our partners in delivering our shared outcomes, and our adoption of place-based working.
- 2.5 The Plan summarises the vision, key achievements, and work-streams sitting under each of our seven shared outcomes (plus our own efficient and effective outcome). As this is not a new Corporate Plan, the continuity with the objectives set out in the original Plan is clear. This refresh reflects how our delivery against each of the outcomes is evolving – reaffirming the delivery we will continue to progress and identifying the new areas of emphasis we are developing.
- 2.6 This report is accompanied by a delivery document (see Appendix 2) which provides further detail on our achievements against the objectives set out in the 2018-20 Plan, ensuring we are clearly monitoring our performance.
- 2.7 Each outcome includes a set of indicators, which look at the wellbeing of our population. Accountability for improving against these indicators rests with partnerships as opposed to individual service providing agencies. These are used as leading indicators, measuring progress on our collective outcomes across Kirklees, and are supported and supplemented by our quarterly performance reports which assess a range of 'council owned' performance measures.
- 2.8 The previous 2018-20 Plan featured a case-study showcasing project delivery for each outcome. The 2019 refresh includes Kirklees Council staff talking about their roles, their contributions to our shared outcomes and why they are proud to work for the organisation, under the heading 'I'm Kirklees'. This is reflective of the communications being rolled out in the next phase of our 'We're Kirklees' approach.

2.9 In keeping with the 2018-20 document, the back page displays the scale and scope of the Council's delivery, along with its partners.

3. **Implications for the Council**

3.1 **Working with people**

The 2019 refresh includes an update on our journey to work *with* people rather than do *to* them. It includes detail on how we are building restorative practice capacity within the organisation, as part of our approach to embedding this way of working across the Council in all services, as well as with partners and communities.

3.2 **Working with partners**

Our commitment to partnership working is articulated in our description of 'We're Kirklees'. The Plan is clear that in delivering all our shared outcomes, our work with partners is critical and fundamental to all we do. The last page looking at our achievements over the previous 12 months explicitly states that these have only been possible through joint working with our partners, and are shared achievements to match our shared outcomes.

3.3 **Place based working**

Place-based working is woven throughout the Plan. There is a description of this developing approach in the introductory section of the document, and subsequent examples are given under each outcome – better understanding our resident's needs, equipping communities with the skills and resources they need to achieve their aims, and working in partnership to enhance delivery across the whole system.

3.4 **Improving outcomes for children**

While there is a specific outcome dedicated to outcomes for children (Best Start), the other seven outcomes all impact on children and young people – good jobs and progression for parents, lifelong learning, a cleaner and safer environment, and a Council that works efficiently will all improve the lives of children in Kirklees.

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

The Corporate Plan is a non-statutory plan which forms part of the Council's Policy Framework under Article 4 of the Constitution. It requires full Council to approve or adopt it following the Cabinet's approval and recommendation to full Council.

The Corporate Plan helps inform the relative resourcing and priority of resources allocated in the Council's medium term budget plan.

The Corporate Plan is a key document to communicate to staff, helping them see how their work fits with the organisation's strategic priorities and direction of travel. Council staff will continue to be fully engaged in the Corporate Plan so that they identify with the approach set out and understand how this impacts on the way in which they carry out their work. An ongoing communication and engagement plan will continue to be developed and delivered to ensure that this takes place.

4. **Consultees and their opinions**

- 4.1 Officers across all departments have contributed to the development of the Corporate Plan, identifying what services have achieved over the last 12 months, ensuring continuity where appropriate and advising on priority actions.
- 4.2 The Corporate Plan was discussed with Portfolio Holders during its development, at the Chief Executives meeting with Leading Members on 5 June 2019, at Overview and Scrutiny Management Committee on 17 June 2019 and at Cabinet on 18 June 2019. Councillors have provided their steer on the content throughout, with adjustments to the draft being reflected in the final version provided to Council.

5. **Next steps and timelines**

- 5.1 Following approval, the Plan will be released to managers. Work will continue on the communication and staff engagement plan and the Plan will be updated on our website.

6. **Officer recommendations and reasons**

- 6.1 To recommend approval of the refreshed and updated Corporate Plan 2019/20 (appendix 1) which is described in this report.
- 6.2 Reasons: the Corporate Plan 2018/20 is an overarching plan forming part of the Council's Policy Framework, that sets out how the Council will deliver against our shared outcomes and identifies how the 'We're Kirklees' approach will shape how the Council works in the coming years.

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

- 7.1 The Cabinet Portfolio Holder recommends that full Council approves the Plan on 17 July 2019.

8. **Contact officer**

Christina Andrew christina.andrew@kirklees.gov.uk
Kate McNicholas kate.mcnicholas@kirklees.gov.uk

9. **Background papers and history of decisions**

Appendix 1: Corporate Plan – 2019 refresh
Appendix 2: Delivery update

The existing 2018-20 Corporate Plan can be found at:

<https://www.kirklees.gov.uk/beta/delivering-services/corporate-plan-201820.aspx>

2018 Council report:

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CIId=138&MIId=5646>

2019 Cabinet report on refresh:

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CIId=139&MIId=5950>

10. **Service Director responsible**

Andy Simcox – Service Director, Strategy, Innovation and Planning