

Name of meeting: Cabinet
Date: 20 October 2020
Title of report: Our Council Plan

Purpose of report:

To consider and agree 'Our Council Plan' which provides a one-year extension to the existing 2018 – 2020 Corporate Plan. It sets out our ongoing commitment to our shared outcomes and provides an update in the context of the coronavirus pandemic and our recovery framework. The revised Plan puts tackling inequalities front and centre and presents it as our critical mission going forward.

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 Has a significant effect on two or more electoral wards
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health: 12 October 2020
Is it also signed off by the Service Director for Finance?	Eamonn Croston, Service Director – Finance: 7 October 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft, Service Director – Legal, Governance and Commissioning: 8 October 2020
Cabinet member portfolio	Leader of the Council

Electoral wards affected: All

Ward councillors consulted: None explicitly on this report. The update to the 2018 – 2020 Corporate Plan was agreed by Councillors in 2019. As a precursor to Ward based conversations the Leader and Chief Executive hosted a series of webinars with councillors using the four-hub community response footprint. This is being followed by Ward based conversations with Councillors which follows up on the decision at Council on 7 July. This work will feed into both our recovery planning and our approach to delivering the outcomes set out in the Plan.

Public or private: Public

Has GDPR been considered? Yes. The Council Plan (and the associated appendix) contains no personal information relating to individuals. Pictures are GDPR compliant.

1. Summary

'Our Council Plan' (provided at Appendix 1) provides a one-year extension to the existing 2018 – 2020 Corporate Plan, setting out our ongoing commitment to our shared outcomes, and providing an update in the context of the Coronavirus pandemic and our recovery framework. For this revision we have changed the name of this key document from 'Corporate Plan' to 'Council Plan' to clarify its council and community-wide nature and impact. The revised Plan puts tackling inequalities front and centre and presents it as our critical mission going forward. The Council Plan was due to be redeveloped earlier this year but was put on hold due to the impact of the Coronavirus pandemic. Because of this, we are now proposing a one-year extension to the existing Plan instead.

Alongside the Plan, a supporting document (provided at Appendix 2) '*Measuring our impact and progress against the 2018/20 Corporate Plan*' provides information on the direction of travel for the Plan's longer-term population indicators, as well as a narrative presenting a summary of current progress against each of the outcomes and our key delivery commitments in the previous 2018/20 Plan. This document provides a 'snapshot' of our current position and contains information on the impact the Coronavirus pandemic has had on the business of the council over the last eight months, as well as key delivery priorities over the coming 12 month period. We will continue to provide updates on the progress being made against our outcomes over the next twelve months.

Cabinet are being asked to recommend 'Our Council Plan for approval at full Council on 21 October 2020.

2. Information required to take a decision

Values

- The Plan plays back the values that we have seen at work during the response to the pandemic. These values are:
 - Inclusion – making sure everyone of all ages and backgrounds feels able to contribute
 - Kindness - developing trust and human connection, putting empathy at the heart of the way in which we build relationships
 - Pride – being bold, working with pride and celebrating who we are and what we do
- We will work further to test, embed and support these values with our staff during the course of the next 12 months. We will challenge ourselves where they do not inform all that we do and support each other to ensure that they do. In doing this we will align our values with our behaviours, which together shape the way that we work and the relationships we build.

Tackling Inequalities

- This revised Plan puts tackling inequalities front and centre and is supported by the proposed work to establish an Inequalities Commission and identify initial 'Tackling Inequalities' priority actions. These proposals will also be considered at Cabinet for decision on 20 October 2020.

Communicating the Plan

- The Plan is an intentionally short document and will be supported by various materials, which will be further developed on an ongoing basis, including case studies and other information that show the work that we have done, the impact it has made and the values we have displayed.
- The Plan will be developed as a micro-site on the council Website, allowing for a more visual, modern way of presenting the Plan, its case studies and other related content as they are developed and added to over time.

Measuring our impact and progress against the 2018/20 Corporate Plan

- Alongside the Plan, a supporting document (provided at Appendix 2) 'Measuring our impact and progress against the 2018/20 Corporate Plan' provides information on the direction of travel for the Plan's longer-term population indicators, as well as a narrative presenting a summary of current progress against each of the outcomes and our key delivery commitments in the previous 2018/20 Plan. This document provides a 'snapshot' of our current position and contains information on the impact the Coronavirus pandemic has had on the business of the council over the last eight months, as well as key delivery priorities over the coming 12 month period. We will continue to provide updates on the progress being made against our outcomes over the next twelve months.

'Our Council Plan' Structure – Provided at Appendix 1

- Introductory statements from the **Leader and Chief Executive**.
- **Our Vision and 'Tackling Inequalities'**: Our mission critical – setting out the reasons for the central focus for the plan and introducing the proposal to create an Inequalities Commission.
- **We're Kirklees** – Descriptions of people, partners and place – alongside examples of how we have worked this way during our response to the crisis.
- **Our Values** – What we have seen at work during our response to the crisis – and indicating that these will be tested further with staff.
- **Our Shared Outcomes** – Slightly updated descriptions for each outcome. This section includes clear delivery priorities against each outcome, including the initial 'Tackling Inequalities' priority actions that have been included in the 'Tackling Inequalities' proposals (being considered at Cabinet for decision on 20 October), work to address the Climate Emergency, and work to take forward the Economic Recovery Plan.
- **Outcome indicators**: We have kept the long-term measures we included in the previous version of the Plan and have identified that we will be developing 'Tackling Inequalities' outcome indicators as part of the work that will be led by the Inequalities Commission.
- **The 8th Outcome**: Further work to refine and develop this outcome will be taken forward over the next year.

3. Implications for the council

- **Working with People**
Our focus on working with people and partners, and place based working, remains central to the Council Plan, as it was within the previous 2018 – 2020 Plan. Through a focus on values (and restorative practice) we will continue to ensure we put the ways in which we work with people (internally and externally) and the relationships we build at the heart of what we do.
- **Working with Partners**
Partners coming together to tackle the impacts of the Coronavirus in Kirklees (via Partnership Gold and Partnership Executive) have agreed that tackling inequalities should be their ongoing unifying mission. The Health and Wellbeing Board are supportive of this approach. Alongside the tackling inequalities work that will accompany the Council Plan we will work with partners to develop a Partnership Plan that focuses on the things that will make most difference if we do them together.
- **Place Based Working**
Place based working is integral to our approach, as captured in the Council Plan. The Covid-19 crisis meant that we had to respond as a whole system, and within places, so actually helped to accelerate our place based working approach, heightening its importance. Based on this understanding, we are working closely with places and with Ward Councillors to better understand the priorities of our communities, and how these might have changed since the impact of the pandemic, building on our previous Place Standard engagement work.
- **Climate Change and Air Quality**
The Council Plan emphasises the importance of taking action to address the climate emergency – making reference to the Council resolutions and the action plan that was agreed by Council on 13 November 2019.

- **Improving outcomes for children**

While there is a specific outcome dedicated to outcomes for children (Best Start), within the Council Plan, 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 help to improve the lives of children in Kirklees.

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

The Corporate Plan, being re-named 'Our Council Plan' from 2020-21, 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 Cabinet's approval and recommendation to full Council.

The Council Plan is a key part of the council's annual planning cycle. It helps set the strategic context for the Budget Strategy Update, and as such aligns closely with the accompanying Budget Strategy Update Report on this same Cabinet agenda. It will also help inform any subsequent budget proposals through the remainder of the current budget round.

The Council Plan will be aligned to the refresh of the People Strategy. Both documents will reflect the values that we have seen at work during the response to the pandemic. These values will act as the basis for further engagement work to build a clear, more formal set of values that we can embed within the organisation.

4. Consultees and their opinions

- The update to the 2018 – 2020 Corporate Plan was agreed by Councillors in 2019. As a precursor to Ward based conversations the Leader and Chief Executive hosted a series of webinars with councillors using the four-hub community response footprint. This is being followed by Ward based conversations with councillors which follows up on the decision at Council on 7 July. This work will feed into both our recovery planning and our approach to delivering the outcomes set out in the Plan.
- In June 2019 we engaged with around 300 staff across a number of teams and services. From this engagement we found that colleagues were happy with the organisational behaviours and the outcomes, but they felt that the values no longer reflected where we were. Our planned engagement around values was halted by Covid-19. We will work further to test, embed and support these values with our staff over the course of the next 12 months.
- The approach to the plan has been to Overview and Scrutiny Management Committee (on the 20 August 2020) and the draft Plan has been to an informal meeting of the Corporate Scrutiny Panel (on the 24 September 2020). Feedback from Scrutiny has been considered and incorporated into the documents.

5. Next steps and timelines

If the Council Plan is approved by Council, it will be produced as a fully accessible micro-site on the council website – allowing for a more visual, modern way of presenting the Plan, its case studies and other related content as they are developed and added to over time.

6. Officer recommendations and reasons

7. The Council Plan requires full Council approval. Cabinet are asked to recommend approval of 'Our Council Plan' to full Council at its meeting on 21 October 2020 (and delegate authority to the Chief Executive to make any subsequent required amendments in consultation with the Leader).

- 7.1. Reasons: 'Our Council Plan' updates and refreshes the Corporate Plan 2018/20 for a further year. The document is an overarching plan forming part of the Council's Policy Framework, which sets out how the Council will deliver against our shared outcomes and identifies how we will shape how the Council works in the coming years.

8. Cabinet Portfolio Holder's recommendations

That 'Our Council Plan' and 'Measuring our impact and progress against the 2018/20 Corporate Plan' both be approved by Cabinet and Council.

9. Contact officer

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning.

10. Background Papers and History of Decisions

The previous 2018-2020 council Corporate Plan was approved by Council on the 17 July 2019.

<https://democracy.kirklees.gov.uk/ieDecisionDetails.aspx?ID=7854>

11. Service Director responsible

Andy Simcox, Service Director for Strategy and Innovation