

Kirklees Council

Our Council Plan

2020/21



We're **Kirklees**

 **Kirklees**
COUNCIL

A close-up photograph of a hand holding a coin. The coin is positioned in the center of the frame, and the words "TACKLING INEQUALITY" are printed in a circular arrangement on its surface. The background is a soft, out-of-focus yellow, matching the coin's color. The lighting is bright, highlighting the texture of the hand and the metallic sheen of the coin.

TACKLING INEQUALITY

Our Council Plan

2020/21



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Cllr Shabir Pandor, Leader of the Council
Jacqui Gedman, Chief Executive

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Introduction



Cllr Shabir Pandor Leader of the Council

The new Council Plan is our roadmap for recovery in Kirklees. At its heart is a determination to build a fairer and more equal borough for people to live, work and grow up in.

The biggest mistake anyone made about coronavirus was to believe that it was a leveller for our society. There was a popular view that the virus was indiscriminate in its effects on people and communities, but as the crisis has unfolded, we now know better. We know that people on the fringes of our economy will be hit hardest in terms of jobs and financial insecurity. That the closure of schools affects children's life chances unequally. And of course, that your age, underlying health and ethnicity will have a profound effect on how the virus impacts you.

COVID-19 has exposed the range of inequalities that affect people in ways that demand a response from this council and its partners.

We can't blame COVID-19 for inequality in Kirklees or pretend that inequalities didn't exist in our communities before the pandemic. But we can try to understand the issues and make them the cornerstone of our recovery as a borough. Our updated Council Plan seeks to do exactly that.

The plan retains its focus on outcomes for people. We will concentrate our energy and resources on the things that make a difference to people's lives. But this year's plan elevates our ambition. At the same time as improving the life chances of children, the health of residents, addressing climate change and building a stronger economy for everyone, we will put an extra focus on breaking down the barriers that have previously prevented people from sharing in the benefits of plans like this. Overseen by a new Inequalities Commission, we will make sure our focus on tackling inequalities delivers for everyone in Kirklees.

Our ambition for Kirklees is well placed. The past six months have seen local people, partner organisations and communities step up to support each other in a way we haven't seen in generations. The spirit and professionalism we have witnessed has undoubtedly saved lives but it has also shown what is possible when we come together. If we can continue to work together in this way, our recovery offers a better future for everyone in Kirklees.

Fairness and opportunity for all is not an ambition owned exclusively by one political party, one public service or one community. It is a thread that can bind us all together. I invite anyone who wants to play their part in building a fairer Kirklees to join us in delivering this plan.



Jacqui Gedman

Chief Executive

As we plan for the future, we can look back with pride on the ways we have confronted the immense challenges we have faced this year. So many people in Kirklees have made sacrifices, supported each other and saved lives. I pay tribute to council staff who have responded, adapted and delivered in a way few would have thought possible just 12 months ago.

We have all seen extraordinary changes in the way we work. But it is testament to the dedication and determination of councillors and our workforce that we have risen to the challenges of supporting residents, communities and businesses across Kirklees. On a daily basis, we have used skill and innovation to overcome problems and situations at an unprecedented pace. But if one quality has shone through, it is the kindness individuals have shown in the service of the people of Kirklees, and the relationships they have built. For that I am both immensely proud and profoundly grateful.

I have always said that Kirklees' recovery will affect more lives and in a more profound way than the crisis itself. This is what is now at stake. We need to sustain the spirit of shared endeavour across services and organisations that have characterised the past few months. If we can learn the lessons of the pandemic and continue to create the conditions for innovation, we can build an inclusive council, economy and society. It is both a challenge and an incredibly exciting opportunity. We have already started along this path. But it is a long-term commitment that we make here – and one we can be confident in achieving. Thank you!

Our Vision



Our Vision:

for Kirklees is to be a district that 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.

significant impacts on economic status, education, good quality employment, safe and secure housing, as well as physical and mental health and your ability to feel included and valued.

COVID-19 has bluntly exposed these inequalities. Some people may be more at risk of transmission, at risk of poorer outcomes from infection, and at risk of greater impact from control measures. Health outcomes will be influenced by existing conditions and economic outcomes will disproportionately affect low-skilled workers and low-income households, regardless of whether or not they contract the virus.

That is why tackling the inequalities that exist in Kirklees will be the most important thing we do to help us recover from the pandemic and achieve our long-term ambitions. As part of our approach, we will also focus on delivering inclusive investment, tackling health inequalities, tackling poverty, and ultimately growing an inclusive, resilient economy that can recover from the ongoing impact the crisis is having.

And this is why we are bringing together a member-led Inequalities Commission to develop the actions we will take, make clear commitments to what we will do to help us in our recovery over the next 12 months, and set out a course for a much longer term focus. We will also make progress on some initial actions that will tackle inequalities head on and as a key part of the Inequalities Commission work, establish a set of indicators that will clearly measure our progress towards achieving this ambition.

Alongside our ambition to tackle inequalities, our commitment to developing thriving town centres continues. In the context of the pandemic our town centre blueprints are all the more important in helping our town centres adjust and prosper. The pandemic has highlighted the importance of high-quality local environments, and the possibilities of what we can achieve in improved air quality – our response to the climate emergency will build from this and take forward our significant commitment to make Kirklees completely carbon neutral by 2038.

Tackling inequalities: mission critical

In the immediate response phase to the pandemic we have had a clear shared mission with citizens and partners that has been focused on preventing the loss of life.

That focus on preventing the loss of life and protecting the most vulnerable will continue, but as we look towards recovering from the pandemic, we will also work together with people, partners and in our places to focus on tackling inequalities.

Local and national evidence clearly demonstrates the structural and social inequalities that exist in many communities and populations. Inequalities are felt across the different stages of people's lives.

They may be experienced in different ways, but they all lead to

Our Vision

Our vision for Kirklees is 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.

Our shared outcomes



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

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



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

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



Aspire and achieve

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



PLUS

Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.

Kirklees 2030:

People — **Partners** — **Place**

We will work with people and partners using a place-based approach.

What this means for citizens

“I care for the place I live and the people that live there”

How we'll achieve our vision

Our Approach



Working with People, Partners and Place

Our Council Plan describes the ambitions we have for Kirklees and sets out how we work with people, partners, and in places so we can achieve our ambitions.

We use the phrase 'We're Kirklees' to capture our pride in Kirklees and our ambition for the future; we're ambitious for the place and our people and we want to celebrate all that makes Kirklees special.



Recovering from the pandemic

The coronavirus pandemic has clearly brought unprecedented challenges to the way in which we deliver services and the way in which we work, particularly during our response to the initial crisis.

Our **Recovery Framework** provides us with a clear approach to our ongoing response and recovery from COVID-19, at both an organisational level, and in terms of the way we deliver our services. The **Economic Recovery Plan** also sets out how we will respond to the economic impacts the crisis is having and help build resilience in the Kirklees economy.

Although the pandemic is not yet over, we must not lose sight of our ambitions for our longer-term future and the ways in which we work. Building on previous plans, we will continue to maintain our focus on **people, partners and places**, and continue to work in a way that holds true to the **values** we believe are important. We will continue working towards the **outcomes** we share with our partners, and we will work to **tackle inequalities**.

We're Kirklees





People

We work with people, we don't do things to them. Our focus is on engaging people, building relationships based on trust, and working with people and communities to solve problems and make the most of opportunities. We've been developing our skills in restorative practice over the last year, enhancing staff behaviours, interactions and approaches to help build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict.

Working with people through the crisis...

In the early stages of the coronavirus pandemic we quickly established a community response that brought together the council, councillors, partners, voluntary and community groups and individual volunteers. A total of 130 local mutual aid groups added a huge capacity of neighbourhood level support. Eight voluntary sector anchor organisations coordinated local efforts. We are proud of the flexibility shown by staff redeployed to help people access prescriptions, food, welfare and grant funding, and we are prouder still of our communities who have shown kindness and compassion in the face of common challenges.



Partners

We work proactively with our partners. Our partners in Kirklees and beyond bring a vast amount of positive insight, skills and understanding to the table. Working together with a shared sense of purpose, and using the expertise held across these sectors, makes our work more effective and impactful.

Working with partners through the crisis...

Since the beginning of the COVID-19 pandemic, the Education Learning Partnership Board has brought together schools, Trade Unions, Multi Academy Trusts, elected members and the Department for Education to focus on securing a positive return to school, promoting health, safety and positive outcomes for pupils, their families, staff and wider stakeholders. Putting an equal focus on collaboration and challenge, they have put children at the centre of a response to the pandemic that has built capacity and creativity along the way. The Education Learning Partnership Board quickly pulled together working groups to provide a systems-based approach to the reinstatement of schools. The working groups effectively harnessed the collective capacity of partners to be proactive and supportive, and sufficiently identified and deployed resources, funding and expertise in a local, regional and national context.



Place based working

We know that one size doesn't fit all, and we recognise the diversity and strengths to be found across Kirklees. We are committed to working with people to design, develop and deliver support and services. Place based working taps into the huge pride that the people of Kirklees have for the places in which they live, work and play, and their valuable skills, strengths and local knowledge.

Working in places through the crisis...

The COVID-19 crisis meant that we had to respond as a whole system, and within places, which helped to accelerate our place-based working approach, heightening its importance. It resulted in a situation where working together with communities, the voluntary sector, statutory partners, citizens and regional and national infrastructure was the only way to ensure there was enough capacity in the right places to respond to need. During our response to the pandemic, we have proved that it is possible to have multiple agencies all working to different footprints delivering services in a coordinated way. Based on this understanding, we are working closely with places and with 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. We have delivered a series of ward-based workshops to better understand local priorities and will use this learning to develop our future approach to working in a place-based way, and the way in which we recover from the pandemic on local footprints.

Our Values



Just like for individuals, our organisation's values guide the way we think and act. In our response to the pandemic we have seen our values in action, under incredible pressure and in a rapidly changing environment.

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, but what we have consistently seen during this time, and hugely appreciated, is that our day to day work has been informed by the values of:

- **Inclusion**
- **Kindness**
- **Pride**

Inclusion - We have come together as a community and an organisation to ensure that everyone has been included within our smaller teams, wider organisation and community. We will use our experience to ensure an overarching culture that encompasses diversity and equality in our working lives.

Kindness - We have shown kindness to each other and to our citizens. Colleagues have been friendly, generous and considerate of others, especially through these challenging times. Moving forward we will use our relational approach and emotional intelligence to balance our own needs, our colleagues, the wider organisation and our citizens to foster wellbeing, creativity and productivity.

Pride - We have found a new sense of pride in working for the organisation, our kindness and inclusion of all has led to positive outcomes for citizens and colleagues. We will continue to take satisfaction from the achievements we have made over the past few months, continue to learn from our achievements and take pride in the work we do.

We will work further to test, embed and support these values with our staff. 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.

Our behaviours are:

- **Honest**
- **Positive**
- **Flexible**
- **Respectful**
- **Communicative**
- **Supportive**

Our Shared Outcomes



We remain committed to the shared outcomes we have already set out in previous plans. These outcomes haven't changed, even in the light of the pandemic, although the steps we will need to take to get us there might be different because of the constantly evolving national and local impacts the pandemic continues to have, and because of our focus on tackling inequalities as part of everything we do.



Best start

Children have the best start in life



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Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



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Best start: Children have the best start in life



The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed, and to ensure every child in the district starts school healthy, happy and ready to learn.

Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

What we're aiming to achieve:

- Confident children ready to do well at school and in life.
- Better outcomes for vulnerable children.
- Child focused activities that support families.
- As many children as possible staying with their families.

Tackling inequalities...

Education-related inequalities have a defining impact over a person's lifetime, not just in childhood and we recognise that civic appointments are not representative of our society in terms of Black and BAME representation. Permanent school exclusions for Black African/Black Caribbean/Black British children in England are around three times the exclusion rate for all other pupils. The **Breaking Barriers** project will focus on delivering meaningful engagement and positive youth-led activities, to help tackle this – including by working with Black & BAME young adults aged 16–30 to design a leadership programme; delivering a campaign to listen to and involve black young people in social action and opportunities to explore issues of heritage and identity in **Black History Month**. The project will support BAME young people to develop the skills, knowledge, resources and confidence to engage and aspire in education, learning and leadership.

Measuring our impact...

- School readiness: good level of development at the end of reception
- Placement stability for our looked after children



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



No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

What we're aiming to achieve:

- People have access to opportunities to improve their health and wellbeing.
- A joined-up health and care system in Kirklees.
- Support, help and advice for people in the communities where they live.
- Protection of the public's health through education, support and interventions.

Tackling inequalities...

Health inequalities, especially around life expectancy, healthy life expectancy, and long-term conditions such as diabetes, cardiovascular disease, respiratory disease and kidney disease have a significant impact on communities in Kirklees. We will work with our partners in the NHS to reframe **health checks** to directly address inequalities in the prevention and identification of long-term conditions. We are also working to improve access to these checks in communities, delivered via the Kirklees Wellness Service approach of person-centred care through motivational interviewing and coaching models. This will help to reduce inequalities in the prevention, diagnosis and management of long-term conditions.

Measuring our impact...

- Healthy life expectancy



Independent: People in Kirklees live independently and have control over their lives



We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

What we're aiming to achieve:

- Joined-up and personalised support that enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long-term care.
- If people need it, they can choose between a broad range of high-quality options for care and support and are always treated with dignity and respect.
- People can successfully manage the changes in their lives.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tackling inequalities...

People who sleep rough or are at risk of sleeping rough usually have multiple and complex needs, and are extremely vulnerable. To help address the inequalities experienced by rough sleepers, the Housing Solutions Service works proactively and holistically to address not just their housing needs, but all other factors which have led to their vulnerability. During the pandemic, under the Government's 'Everyone In' initiative, all verified rough sleepers were offered accommodation. Our focus going forward is now about providing person-centred wraparound support for these people, including help to access appropriate move-on accommodation, enabling them to leave emergency accommodation and live independently. The support provided by the **Housing Solutions Service** will continue to be wide-ranging, depending on each person's needs including support for mental and physical health, substance misuse, and developing independent living skills. Over the coming months, support will be enhanced by new specialisms within the team, one focusing on drug and alcohol misuse/addiction, and another focusing on adult social care and safeguarding. These specialisms will enable the team to access more timely and bespoke support for vulnerable rough sleepers. Work will also continue to develop our multi-agency approach to identifying and supporting rough sleepers, in recognition of the need to work collaboratively to achieve better outcomes for individuals.

Measuring our impact...

- Percentage of people who need help or support to continue to live in their own home.



Aspire and achieve: People in Kirklees aspire to achieve their ambitions through education, training employment and lifelong learning



We want children to achieve well and leave school ready for life and work. We want people to enjoy and value learning throughout their lives and businesses to support a skilled workforce. The council has a role in making sure that education and learning are accessible and relevant to needs and opportunities, now and in the future.

What we're aiming to achieve:

- People in Kirklees have access to the highest quality, inclusive learning and education provision.
- Learning provision responds to the needs of people throughout their lives.
- Children making good progress and achieving the best outcome, and improved life chances for everyone.
- A highly skilled population able to secure good jobs now and in the future.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tackling inequalities...

The ***Kirklees Economic Recovery Plan*** recognises how the economic impacts of the pandemic have been most keenly felt by those already disadvantaged. It therefore seeks to build an inclusive economy as a cross-cutting theme. We also know that recessions historically impact young people disproportionately and in this case more so as the sectors that offer starter roles for many – retail and hospitality – have suffered some of the greatest impacts. We are therefore committed to scaling up our ***Works Better*** programme and to continue supporting adults furthest from the labour market to access sustainable employment and secure progression at work. We will also work to maximise the opportunities for Kirklees' residents offered by government schemes such as ***Kickstart***

Measuring our impact...

- Performance at the end of Key Stage 4 (i.e. at end of GCSEs)
- Adults qualified to level 4 or above (i.e. equivalent to a BTEC)



Sustainable economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

What we're aiming to achieve:

- More and better quality jobs in Kirklees.
- Create the environment to enable major regeneration activity to support economic resilience and greater inward investment into the district.
- People have access to an appealing cultural offer and vibrant town centres.

Tackling inequalities...

We are committed to continuing to invest in making our **towns and places** attractive and enjoyable places to live and work. This includes major investments in both Huddersfield and Dewsbury town centres and housing developments at Dewsbury Riverside and other Council-owned sites, but also in smaller centres such as Batley, Cleckheaton and Holmfirth. As well as these projects attracting further private investment, we will work to maximise the involvement of local businesses in their delivery and the opportunities they create for local residents from deprived areas and those who lack experience or skills.

Measuring our impact...

- Disposable income per household (£)
- Productivity per head (£) – Gross Value Added



A decade of ambition



For a town with distinction



Safe and cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm



We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

What we're aiming to achieve:

- More people active in their communities and engaged in local democracy.
- A thriving voluntary and community sector.
- High quality, joined up and accessible services that safeguard children and adults from harm.

Tackling inequalities...

Community safety issues such as crime, anti-social behaviour and feeling unsafe disproportionately impact on more deprived communities in the district. This can lead to a lack of cohesion and feeling of unfairness between communities, thus exasperating inequalities. Working with communities and partners, our **Partnership Plan** will use an intelligence-led approach to reduce crime, tackle anti-social behaviour and protect people from serious harm with a firm focus on tackling inequalities. Our hate crime strategy recognises that incidents often go unreported and therefore it is vital both to gain the confidence of communities to report incidents through accessible channels and deal effectively with incidents but also through creating an environment where hate crimes are abhorrent to our shared values.

Measuring our impact...

- Proportion of adults who say people get on well together
- Proportion of people who say they feel safe
- Recorded crime



Clean and green: People in Kirklees enjoy a high quality, clean and green environment



Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

What we're aiming to achieve:

- Well planned places and sustainable communities.
- Better infrastructure for our communities.
- People have access to greenspaces including appropriate sports and leisure opportunities.
- Address the Climate Emergency in Kirklees and work towards achieving the 'net-zero' carbon emission target for 2038.

Tackling inequalities...

In January 2019, the council declared a Climate Emergency in Kirklees, and since then, has been developing its approach to tackling this through the delivery of the **Climate Emergency work programme**. Following the adoption of a 'net-zero' carbon emission target for 2038, and commencing in 2020, we will disclose the district's emissions each year to the independent CDP (www.cdp.net) - an international, non-profit disclosure organisation - to demonstrate our commitment to this agenda. We will ensure that we work to minimise inequalities in the impact of the work that we carry out through the programme in seeking to address the Climate Emergency.

Measuring our impact...

- Overall satisfaction with local area (%)
- Waste recycling rate
- Amount of household waste produced
- Air quality



Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively*



We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

What we're aiming to achieve:

- Staff that are healthy, motivated and supported by management in order to use the right skills and behaviours to work with people and partners.
- Strong political leadership, intelligence-led decision making, strategies and policies.
- Getting the basics right, with robust systems, processes and governance that make best use of available resources.
- Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.
- Transforming our organisation so that it is fit for purpose, now and in the future.

Tackling inequalities...

A diverse workforce brings a range of experiences and perspectives, which will strengthen our performance and impact as a council. A workforce upskilled to understand how inequalities can be addressed will develop services that better meet the needs of residents and visitors to the area. That is why we will continue to work to help the council to be an **Inclusive Employer** – using feedback and insight from Kirklees Council colleagues and others to develop our organisation to be a progressive authority and to attract, develop and retain employees. This will include providing appropriate inclusion/inequalities themed learning and development support for different groups and levels of employees.

Measuring our impact...

- Short-term employee sickness
- % of spend with suppliers with a branch in or based within Kirklees

**We are currently reviewing this outcome to better reflect the way in which we work as an organisation. We will be consulting on this alongside the development of our values in 2020/2021.*

TACKLING INEQUALITY