

Name of meeting: Cabinet

Date: 12 October 2021

Title of report: Our Council Plan 2021/23

Purpose of report:

The 2021/23 iteration of the ‘Council Plan’ will provide an 18-month update to the existing 2020/21 Council Plan, taking us up to 31 March 2023.

The Plan sets out our ongoing commitment to People, Partners, Place, and our Shared Outcomes. The plan introduces a new shared outcome – ‘Shaped by People’, sets out our plans for recovery and includes priority actions (with deliverables and milestones) for the next 18 months.

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: 4 October 2021
Is it also signed off by the Service Director for Finance?	Eamonn Croston, Service Director – Finance: 28 September 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Karl Larrad, Legal – Head of Corporate, on behalf of Julie Muscroft, Service Director – Legal, Governance and Commissioning: 28 September 2021
Cabinet member portfolio	Leader of the Council

Electoral wards affected: All

Ward councillors consulted: Engagement with ward councillors has been sought via Group Leaders, the Overview and Scrutiny Management Committee, and the Corporate Scrutiny Panel.

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

The 2021/23 iteration of the 'Council Plan' will provide an 18-month update to the existing 2020/21 Council Plan, taking us up to 31 March 2023.

The Plan sets out our ongoing commitment to People, Partners, Place, and our Shared Outcomes. The plan introduces a new Shared Outcome – 'Shaped by People', sets out our plans for recovery and includes priority actions (with deliverables and milestones) for the next 18 months.

The Council Plan is attached at **Appendix 1**, and the supporting 'Achieving Our Outcomes' report at **Appendix 2**. The supporting document provides information on our key achievements as a Council over the last 12 months, according to each of the 8 outcomes set out in the previous Plan.

Cabinet is asked to recommend the Council Plan, and the supporting document for approval at full Council on 13 October 2021.

2. Information required to take a decision

2.1 Approach to recovery

The Plan sets out our approach to recovery. Our recovery will see actions being delivered across the short, medium and long term. We are working on a short-term recovery plan for services which have experienced delays or have not been able to do things because of the pandemic. Alongside this, we are working with our partners to understand the ongoing impacts of the pandemic and agree our collective actions for the medium to longer term.

2.2 The 'Citizen Outcome'

This year we have worked with citizens from every ward in Kirklees to co-create a new shared outcome, "**Shaped by People: We make our places what they are**", to articulate what local people want to see in the future in terms of active citizenship. This outcome has been co-created through a range of workshops and conversations with a diverse group of citizen participants.

This citizen outcome is a statement of our shared goal - a description of how people want things to be. Importantly, it has been created with local people, in their own voices. We hope that this approach will create a powerful and legitimate call to action for institutions, community organisations, businesses, families and individuals of all ages to get behind.

Our storytelling website www.OurStoriesOurPlaces.org features citizens' stories and updates about this work as it develops and encouraging participation. We will work with people to measure and track our progress towards this shared goal. We are currently working with local organisations to develop and test our measurement framework. The measures for this outcome will be confirmed before the end of 2021 and it is likely that they will include both survey-based methods that can be compared nationally, as well as drawing information from more flexible and informal group conversations. To aid this we will develop a starter pack of tools and materials for flexible and informal group conversations around particular areas and topics.

2.3. Values

A new set of values for the organisation were introduced in the 2020/21 version of the Council Plan. In this Plan, these values were introduced as the values that we saw at work during the response to the pandemic. These were Inclusion, Kindness and Pride. In the Plan, we stated that we would work further to test, embed and support these values during the course of the forthcoming year.

During the Summer of 2021, we undertook an extensive engagement exercise with over 450 staff in a virtual setting and sent over 3000 surveys to frontline staff. This engagement focused on staff reflections of their experiences of the pandemic, their thoughts about recovery and the new values we introduced in last year's plan.

This engagement showed that there was overwhelming support for the three values, and in particular the value of kindness – showing kindness and empathy to each other and to our citizens. Feedback from the engagement has informed the way in which they have been described within the plan. This engagement has now confirmed these as the guiding values for our ongoing recovery.

2.4 Inclusion

The 2020/21 iteration of the Council Plan introduced 'tackling inequalities' as our 'critical mission going forward' – we stated that the pandemic had exacerbated inequalities that had already existed and that this has become a central part of our approach.

This year's version of the plan puts the inclusion agenda at the heart of what we do, and frames this within our ambitions for achieving an 'inclusive recovery'. The supporting documentation at Appendix 2, provides further detail on the progress we have made towards tackling inequalities and provides updates on the relating actions we included in the last version of the plan.

2.5 Priority Actions

The plan includes a number of 'priority actions' which will provide a focus for what we're working to achieve over the coming 18 months and beyond, in the context of our recovery from the pandemic. In order to be specific and measurable, key deliverables and milestones associated with each priority action are also included. Cabinet is asked to approve the priority actions for incorporation into the Council Plan (set out in Appendix 1) as the Cabinet's priorities.

2.6 Communicating the Plan

The Plan will be published as a micro-site on the Council website – allowing for a more visual, modern approach to presenting the Plan, its case studies and other related content as they are developed and added to over time.

As per the 2020/21 version, the Plan is intentionally a short document and will be supported by various materials in a range of formats and language to suit all audiences. External and internal communications will focus on progress against the priority actions outlined in the Plan. Case studies (in both written and video format), which show the work that we have done, the impact it has made and the values we have displayed will also be included on the council website when it is published.

2.7 Achieving Our Outcomes – Council Plan 2020/21 Progress Report

Alongside the Council Plan, Appendix 2 provides information on progress against our key delivery commitments in the previous (2020/21) Council Plan. The document also contains an update on the direction of travel for the Council Plan's key population indicators against each outcome. The document focuses on key achievements, in the context of our response and recovery from the pandemic.

2.8 Council Plan Structure

- Introductory statements from the **Leader** and **Chief Executive**.
- **Our Vision** - remains unchanged from previous versions.
- **An Inclusive Recovery** – an introductory section telling the story of our response to the pandemic, and our intended approach to recovery going forward.
- **Our Approach – working with People, Partners and Place** – sets out our key challenges associated with recovery, and how we will work with people, partners and in our places to address those challenges.
- **Our Values** – confirmed from the engagement exercise. With the inclusion of more information on our supporting behaviours (these remain unchanged).
- **Our Shared Outcomes** – with the addition of the new 'citizen outcome'. Each outcome includes some 'priorities for action' and a 'case study' outlining a specific related initiative.
- **Priorities for action** – included in each outcome section, with associated deliverables and milestones.

3. Implications for the Council

3.1 Working with People

Our focus on working with people and partners, and place-based working remains central to the Council Plan, as it has been in previous iterations. 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.

3.2 Working with Partners

The outcomes in the Council Plan are shared with our partners (excluding Efficient and Effective). The new 'citizen outcome' is an additional shared outcome and has been shaped by working with our partners and was endorsed by the Partnership Executive at their meeting in September 2021.

3.3 Place Based Working

Place based working is integral to our approach, as captured in the Council Plan.

3.4 Climate Change and Air Quality

The Council Plan will emphasise the importance of taking action to address the climate emergency – specifically within the 'clean and green' outcome.

3.5 Improving outcomes for children

The Council Plan sets out our intentions and key actions relating to our ambitions for improving outcomes for children, particularly within the ‘best start’ and ‘aspire and achieve’ outcomes, although improving outcomes for children is also integral to other outcomes within the document.

3.6 Other (eg Legal/Financial or Human Resources)

The Council 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 Cabinet’s approval and recommendation to full Council.

The Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. This requires the Council in exercising its functions to eliminate discrimination, harassment, and victimisation; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not and foster good relations between persons who share a relevant protected characteristic and those who do not. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. We have not completed an Integrated Impact Assessment for the Council Plan document itself, as the key actions and deliverables within the plan will have individual impact assessments done as required.

The Council Plan is aligned to budget/financial planning. The Council Plan helps to set the strategic context for our financial planning.

The Council Plan will be aligned to the refresh of the People Strategy. Both documents will reflect the new values that have been confirmed by the engagement exercise that took place in the Summer of 2021.

4. Consultees and their opinions

Strategic and Service Directors were engaged in the development of the Plan. Consultation with staff on our approach to recovery and on the organisational values was undertaken during the Summer of 2021.

Feedback on the Plan has been sought through Group Leaders and via informal meetings of the Overview and Scrutiny Management Committee, and Corporate Scrutiny Panel, and this has been incorporated throughout the document. We thank members for their invaluable feedback in the development of the Plan, and going forward, we will continue to engage with members, and communicate progress on the outcomes the Plan is achieving.

5. Next steps and timelines

13 October 2021: Council

Subject to approval by Cabinet and Council, the Council Plan will be published on the Council’s website as a fully accessible micro-site.

6. Officer recommendations and reasons

The Council Plan requires full Council approval. Cabinet is asked to:

- Approve the 'Achieving Our Outcomes' report (Appendix 2) and recommend it to Council for approval at its meeting on 13 October 2021.
- Approve the priority actions for incorporation into the Council Plan (set out in Appendix 1) as the Cabinet's priorities.
- Confirm the content of the Council Plan (Appendix 1) and recommend it to Council for approval at its meeting on 13 October 2021 (and delegate authority to the Chief Executive to make any subsequent required amendments in consultation with the Leader).

'Our Council Plan' updates and refreshes the Council Plan 2020/21 for a further 18 months, from when it is approved by Council, up to 31 March 2023. The document is an overarching plan forming part of the Council's Policy Framework. The Council Plan 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.

7. Cabinet Portfolio Holder's recommendations

That 'Our Council Plan' (Appendix 1) and the supporting document 'Achieving our Outcomes' (Appendix 2) be approved by Cabinet and recommended to Council for approval.

8. Contact officer(s)

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning

Michelle Hope, Programme Manager, Policy, Partnerships and Corporate Planning

9. Background Papers and History of Decisions

The current Council Plan is available on the Council's website

[Our Council Plan 2020/21 | Kirklees Council](#)

The previous 2020/21 Council Plan was approved by Council on the 21 October 2020.

[Decision - Our Council Plan | Kirklees Council](#)

10. Service Director responsible

Andy Simcox, Service Director Strategy and Innovation