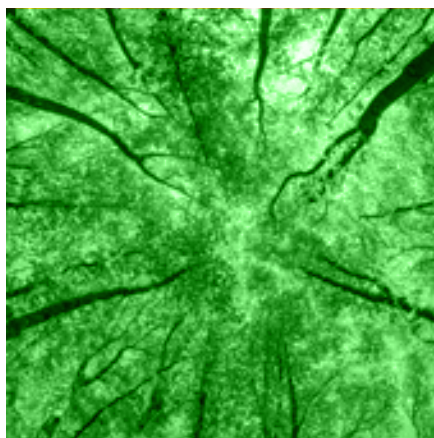


Kirklees Council

Our Council Plan

2021/23





ACHIEVING INCLUSION

Our Council Plan

2021/23

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Introduction from the Leader

I'm pleased to present our Council Plan for 2021/23. The plan sets out the priorities and values that will shape our work over the next eighteen months.

The past eighteen months have changed so many people's lives in Kirklees. It has also changed the scale and the urgency of the challenges this council is trying to overcome. That's why this plan is so important to me and to the communities we serve. It will guide our decision making, help us prioritise our resources and it makes a statement about what really matters to us and to the people who live and work in our borough. It is a guide not just for recovery, but to come back stronger in every town and village in Kirklees.

Once again, the plan focuses on outcomes that improve opportunities for everyone in Kirklees. We retain our focus on outcomes because they are what change people's lives for the better and for the long term.

But recovery also presents us with immediate challenges. That is why the plan sets out how we will build momentum behind our recovery over the next year and more. A series of actions is included here that will kick-start recovery, including progress on important town and village centre improvements across Kirklees, major investment in road and transport schemes and a renewed focus on those core services which benefit everyone.

There is a unique urgency to this year's plan. The pandemic is not over but we need to accelerate the return of services that have been disrupted by it. Our aim is not simply to return to normal, we will demand improvement and excellence. This will mean investing immediately in services, particularly those that improve our local environment, which have been most affected by lockdowns and restrictions. Services that deliver clean and safe neighbourhoods can make a big difference to the quality of life for all of us. That's why residents across Kirklees can expect action and progress on these improvements not just over months and years, but over days and weeks.

Our plan is underpinned by our values. At the heart of those values is inclusion. As Kirklees recovers from the pandemic, it's more important than ever that we leave no one behind. We have immense ambition for this borough but we won't deliver our vision fully if people are excluded from our successes. Recovery in Kirklees needs to break the cycles of the past when success was shared unevenly across society and the costs of failure fell most heavily on those least able to afford it.

This plan is forward looking. Kirklees is a place with a bright future and that's why our plan focuses so heavily on the long-term challenges: on the investments we are making in our infrastructure, our children's education and how we can tackle the climate emergency before it's too late.

None of the aspirations we are setting out in this plan can be achieved by the council alone. If this crisis has taught us anything, it's that we work better when we're standing together. The pandemic has shown us what's possible when public bodies, business and communities work together with a common aim. That's the spirit we will take forward with this Council Plan. This plan also includes a new pledge to work with residents even more closely, to listen to your priorities and to reflect your ambitions in our actions. Our diverse communities are our greatest strength and we want to make sure that all voices are heard as we plan our shared future.

The past eighteen months have been painful for so many residents in Kirklees. At the same time, it has shown the best of us. That is why our plan has optimism and determination at its heart and why I am confident we can deliver for people across Kirklees.

A handwritten signature in black ink that reads "Shabir Pandor". The signature is stylized and written in a cursive-like font.

Cllr Shabir Pandor
Leader of the Council



Introduction from the Chief Executive

Over the last 18 months, we have all faced challenges we could never have predicted. Across the whole council, people have responded to the pandemic with levels of flexibility and hard work beyond all expectation. Building on existing relationships and creating new ones, we have worked closely with our partners to innovate and create shared solutions that support people, communities and businesses. The creativity and kindness of our staff makes me proud every single day. Thank you!

As we move towards recovery, we are adopting new ways of working to build on the flexibility shown during our response to the pandemic. We are developing approaches which support our place-based working ambitions - enabling us to better connect our staff to the places, people and communities we serve.

We are all learning to work in new ways. Our ongoing commitment to ensuring safe and flexible working environments, and a clear focus on wellbeing support reflects our commitment to treating all our staff with compassion and kindness.

We have great ambitions for our recovery. That ambition starts with delivering excellence across those core services that residents rely on. The council and its staff have faced serious disruption over the past 18 months, which has affected many of our services. At times it's been difficult, but we learned more every day and I know colleagues are ready to put that learning into practice as we move into recovery.

We also recognise that the pandemic has left us not just with long-term challenges but with immediate issues too. Over the past eighteen months, some of our services have been more affected by lockdowns and national restrictions than others. It is those services that require our immediate attention and they include many local environmental services that residents value highly. To get results quickly, we will need to re-prioritise activity and funding to meet those urgent needs.

It is with good reason that our future is an ambitious one. We work in amazing places, with incredible people and fantastic colleagues. But this is a plan for both ambition and action. It sets out the practical steps we will take to achieve our objectives. It puts in place the building blocks of an inclusive recovery in which no one is left behind and I am excited about the difference we can make together.

A handwritten signature in black ink that reads "J. Gedman". The signature is written in a cursive, flowing style.

Jacqui Gedman
Chief Executive

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.

An Inclusive Recovery

The pandemic has had a significant impact on life in Kirklees as it has across the globe. For a large proportion of the last 18 Council staff and councillors, community organisations and partners have worked together to respond to the crisis, supporting vulnerable people, helping local businesses and working with our communities.

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.

In our response, we have had to do new things and do things very differently.

Our community response 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.

Our economic recovery plan included the allocation of £173m of financial support from the Government to over 10,500 local businesses. This had a significant impact on the viability of businesses in our local economy. Going forward, we will focus on supporting businesses in their continued recovery and working to support the successful recovery of our town and village centres to raise pride in our local places.

Our Public Health function has continued to offer Covid outbreak advice to local organisations, and we've worked with Public Health England to help manage outbreaks in communities, local businesses, care homes and educational settings. Our Surge Testing Plans have been carried out with the support of our local Covid Community Response Officers, and our approach has been recognised and replicated by other local authorities across the country.

To help respond to these new challenges we created a resilience pool of over 100 staff, working in very different roles in order to fulfil important new responsibilities like the delivery of our testing centres. We will build on this going forward to create ways that staff in the resilience pool can work in other services when needed and can develop into our talent pipeline of the future.

We worked with partners to roll out the vaccination programme, and helped set up pop-up vaccination clinics, which helped to significantly increase vaccine uptake and increase self-isolation payments.

In all our response we recognised the urgency of tackling the inequalities that the pandemic so bluntly exposed. Measures were quickly put in place to support people in education, employment, accessing healthcare, homelessness services and access to foodbanks, because we recognised the importance of quick action. We have also been working to deliver priority actions to create a more inclusive Council and borough, including piloting a new approach to health checks that will increase uptake in communities, developing engagement and involvement activity for young Black and Minority Ethnic communities, and improving our own practices as an inclusive employer.

Our Business Continuity Framework meant that critical services were able to continue to operate throughout the pandemic and has shown that we have the right plans in place to respond to emergencies in the future.

As restrictions have slowly been lifted over the course of the last year, we have taken a careful approach to recovering services, prioritising the improvement of outcomes for the most vulnerable. Many of our services were involved in working closely with partners to ensure the safe re-opening of schools, retail and local businesses – a significant achievement.

Now, we are putting in place the foundations for our recovery and looking towards a more positive future – where we can address some of the longer term impacts the pandemic has had on things like people's mental health and the impact on educational outcomes. The ongoing impact of the pandemic, especially over the winter period will be closely monitored and our actions and response adjusted accordingly. We can't be certain about the full impacts of the pandemic yet, but we need to move at pace and ensure we are able to respond to the changing picture as it develops.

Our approach to recovery is based on learning from our response and seizing the opportunity to do things differently. Our economic and social recovery must include all our citizens and communities and will transform the way that we work, the way we deliver services, and the way that we achieve the outcomes set out in this Plan.

Refreshing our strategic framework across the Kirklees Economic Strategy, Joint Health and Wellbeing Strategy and Inclusive Communities Framework will allow us to set out how we will work with people and partners and in our places to do this.

And internally, we are changing the way we work as an organisation, moving towards a more flexible way of working, and improving digital connectivity, wellbeing and workplaces for all our office based and frontline staff. Our People Strategy outcomes of supporting wellbeing, developing people, having compassionate and effective leaders, and becoming an inclusive and flexible employer of choice will help strengthen our resilience as an organisation and support the delivery of our ambitions for recovery.

By working with citizens through the new outcome introduced in this plan and with inclusion at the heart of everything that we do, working with our partners we will shape an inclusive recovery for all the citizens and places of Kirklees.

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 three key strategies

Kirklees Economic Strategy

Inclusive Communities Framework

Joint health and wellbeing strategy

Our shared outcomes



Shaped by People

We make our places what they are



Aspire and achieve

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



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



Efficient and effective: Kirklees Council works smart and delivers efficiently and effectively

People

Partners

Place

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

How we'll achieve our vision

Our Approach



Working with People, Partners and Place

We use the phrase 'We're Kirklees' within our staff teams to reflect our pride in Kirklees and our commitment to working together for all our places.

Our response to the pandemic has shown how important our approach to 'people, partners and place', has been for helping us to achieve our outcomes, and this approach will continue to be important for helping to shape our recovery, in a way that leaves no one behind.





People

We work with people, we don't do things to them. 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.

A recovery shaped by people:

- Develop strong community capacity and networks, building on the huge amount of support provided through the pandemic across all our places.
- Supporting our communities with the physical and mental health impacts of Covid and the effects of lockdown.
- Support early years and schools settings to minimise the impact of lost education and ensuring our children have the best start in life
- Support people back into employment post furlough and seeking to open up new employment opportunities.



Partners

We work proactively with our partners. We work with and alongside our partners. With a shared sense of purpose, we bring our collective insight, expertise, and resources together to achieve greater impacts make our local places even better.

A recovery alongside our partners:

- Make the most of stronger, flexible, simpler and integrated connections.
- Draw on community action and the momentum gained during the pandemic to tackle problems from a local perspective, with elected members at the heart.
- Maintain cross-partner arrangements seen during the pandemic, with flexibility of scale, to cope with possible future pandemic response activities.



Place

We recognise the unique identities of our local places, their strengths and aspirations. We recognise the unique identities of our local places, their strengths and aspirations. We know that one size doesn't fit all. We want to be enabling active citizens to make a difference, recognising their valuable skills, strengths and local knowledge, as well as delivering support and services that are shaped by local people.

A recovery rooted in local places:

- Achieve place-based ways of working across all council services – supporting closer connections to the people, communities and services within our places.
- Support Councillors in their role as community leaders and advocates, and making the most of their connections within communities.
- Move from economic support in response mode through to implementing our economic recovery strategy, supporting and working with businesses, and recovering town and village centres to encourage a sense of pride in our places.
- Implement our ambitious master plans to accelerate regeneration and recovery of the district across all sectors of the economy.

A recovery shaped by people, alongside our partners and rooted in local places

Councillors, community groups and services are using the **Place Standard** to have local conversations and hear how people are feeling about their place. Many activities are led by communities, with our support. Over 7,500 people have already taken part. We're developing collaborative local action plans to design solutions, investing directly in the neighbourhood priorities identified by citizens through these conversations, and also using the insight to shape our investment in small town centres. Our Place Standard Engagement work will inform the development and delivery of our three key strategies, the Kirklees Economic Strategy, Joint Health and Wellbeing Strategy and Inclusive Communities Framework.

Our **Place Partnerships**, each convened by a Lead Councillor, are working on key issues that the council and our partners can best respond to on a geography that's larger than a ward, but smaller than Kirklees. The partnerships have invested almost £1m in supporting people's mental health in local places and £400k in tackling domestic abuse.



Our Values



Just like individuals, our organisation's values guide the way we think and act.

In our response to the pandemic, we saw just how much the values of Kindness, Inclusion and Pride were shaping our action, under incredible pressure and in a rapidly changing environment. We introduced these three values as our new organisational values in 2020.

During the summer of 2021, we engaged with employees to test these values and check whether they are still relevant for our ongoing recovery. We held virtual listening circles with over 450 staff from across the organisation and sent a survey to over 3000 homes of our frontline staff.

There was overwhelming support for the three values, particularly kindness. The engagement has informed the way in which we collectively describe them:

Kindness

- We are kind so that our behaviour makes each other feel included, happy and well.
- We work with each other and are friendly, considerate and appreciative.
- We '*do with, not to*', showing kindness to each other and to our citizens.

Inclusion

- We provide equal access to opportunities and resources for all people.
- We achieve inclusion by removing barriers, discrimination and prejudice.
- We value and promote a culture of inclusion and diversity.

Pride

- We work with pride to achieve positive outcomes for colleagues, citizens and our places.
- We have self-respect, dignity and take satisfaction from our achievements and those of our colleagues.
- We are proud of what we do as individuals, together as a Council, and together with our citizens and places.

Our Behaviours



Our behaviours underpin our values and set out how we act upon them:

Our behaviours underpin our values and set out how we act upon them. We want colleagues to feel supported, to enjoy the work that they do and to ensure that we provide the best possible services to our communities. By demonstrating the corporate behaviours we can create a great place to work. Our behaviours are:

Be honest

I am sincere and genuine towards my colleagues, dependable, reliable and consistent in approach. I work in an open way with integrity, trusting colleagues and being non-judgemental.

Be positive

I work in a professional way with energy and commitment. I am confident and passionate about my work and I am motivated to do my best. I inspire and motivate others and act as a good role model to those around me.

Be flexible

I am resourceful and versatile, able to adapt to changes in work and in my surroundings. I can compromise as necessary and I am willing to be flexible when needed. I am resilient and self-aware.

Be respectful

I am courteous to customers and colleagues and considerate of others' feelings. I respect those I work with as well as being respectful to my environment, the information and the equipment I work with. I take pride in my work and in my Council, treating people with dignity.

I communicate

I communicate simply, clearly and concisely to make sure I am understood. When delegating to and empowering others I am clear with my expectations and I still assume the responsibility. I listen carefully and actively. I am engaging and visionary as a communicator to large groups.

Be supportive

I support and help my colleagues by being a team player and listening to them. I make people feel valued by showing compassion, kindness and empathy. I give recognition when it is due and have good working relationships so that people know I am approachable.



Our Shared Outcomes



We remain committed to the shared outcomes we have agreed with our partners. These outcomes describe what it is we want to achieve and help us focus our planning and action as a Council.

Apart from the addition of a new shared outcome, the other outcomes haven't changed, although the steps we will need to take to get us there might be different because of the constantly evolving national and local impacts of the pandemic, and because of our focus on achieving inclusion as part of everything we do.



Shaped by People

We make our places what they are



Best start

Children have the best start in life



Well

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



Independent

People in Kirklees live independently and have control over their lives



Aspire and achieve

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



Sustainable economy

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



Safe and cohesive

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



Clean and green

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



Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.



Introducing Shaped by People, our new shared outcome

This year we've been working with citizens and local organisations from across Kirklees to create a new shared outcome. Shaped by People is written by local people, in their own words, and describes how people in Kirklees want things to be in the future. It's about understanding and measuring whether citizens feel able to influence what happens in their local place. This outcome will inform all the other outcomes, meaning that everything we do will be shaped by citizens.



Shaped by People:

We make our places what they are



We want everyone to be able to take part in making the places where they live, work and play better. We want to know people in our communities well, understand and appreciate what we and others can offer, and be able to get help when we need it. People should feel valued, respected, involved and listened to.

What we're aiming to achieve:

- More of us believe that getting involved is worthwhile and feel inspired to take part
- More of us have the confidence to get involved and know how to get support
- More of us feel included, respected, listened to and able to contribute
- More of us feel connected and know people in our communities well

Tracking our progress:

- We will work with people to measure and track our progress. This will include both survey-based methods that can be compared nationally, as well as flexible and informal group conversations that can be hosted by anyone, at any time.
- Find out more and get involved at: www.OurStoriesOurPlaces.org

Our new shared goal, created by local people

This shared goal was created by people from local places across Kirklees, through a series of workshops and online activities. All of us – individuals of all ages, families, neighbourhoods, businesses, community groups, local organisations and Kirklees Council – can share in it and take responsibility for achieving it.

We know that there will always be more work to be done to make this goal truly shared by everyone. We know that not everyone has the same opportunities to get involved, and that there are real barriers to taking part. We recognise that different communities have different needs and perspectives that won't always match up with others. Together with local people, we will keep reflecting, reviewing and improving the way we measure our progress, to reflect the diverse people who live here.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Championing a place based approach in all the council's business and ensuring our policies reflect one size does not fit all.	Cllr Cathy Scott	Implement the next phase of our place based working journey, learning from the COVID-19 pandemic, with a programme of policy reviews, alongside a review of grant funding arrangements across the Council	Dec 2021
		Changing our working culture at an operational level by developing our four Place Based Working hubs. This means bringing together staff, partners and councillors to share local information and insight. We're working together to help achieve the best outcomes for individuals and communities. It's about bringing services closer to people and recognising that one size doesn't fit all.	April 2022
Re-shaping the relationship between the council and citizens so that people feel more engaged and so that the council better takes community wealth building opportunities.	Cllr Cathy Scott	Support our young citizens to be interested and have the opportunity to be engaged in local democracy and civic life. We will help young people to become active citizens through our Democracy Friendly Schools programme, in particular: <ul style="list-style-type: none"> delivering training for young people and staff in participating high schools across Kirklees. creating opportunities for young people to connect with their local councillors and work together on a project or activity in their local place. 	Autumn 2021 - Spring 2022 Winter 2021 - Summer 2022
		Enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by: <ul style="list-style-type: none"> co-designing tools that local organisations can use to have Shaped by People conversations with citizens and to measure our progress towards our shared goal. telling the stories of active citizenship in our local places and encouraging our staff and partners to use what we learn as key insight, to help grow positive relationships. 	Autumn - Winter 2021 Autumn 2021 - Summer 2022
Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees.	Cllr Cathy Scott	Continue to coordinate and deliver Place Standard engagement so that citizens can have a say in influencing the future of their place, can contribute to making it better and have opportunities to work in a collaborative way with Kirklees Council, Councillors and partners.	Ongoing
		Work with Councillors, partners and key services to develop a flexible approach for the establishment of ward / neighbourhood partnerships that will bring partners and stakeholders together to deliver shared aspirations and ambitions.	Apr 2022
Tenant voice: ensure robust governance arrangements via the Housing Advisory Board, including a clear and effective role for all tenant panel members.	Cllr Cathy Scott	Recruit and appoint 5 Tenant Board members to actively participate and contribute to the work of the Board.	Done and ongoing
		Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants.	Dec 2021
		Respond to Star Survey results, communicate action plan to tenants and implement delivery plan.	Nov 2021
The changed relationship between council and citizens will be reflected in the new Access to Services Strategy.	Cllr Paul Davies	Agree an Access to Services Strategy that sets out the principles and guidance to be adopted to ensure citizens are placed centrally in how we approach access to council services.	Apr 2022
		Develop an Access to Services implementation plan, informed by a number of pilots to enable and support the principles leading to longer term changes in relationships between the council and citizen	Jun 2022 and ongoing
		Improve our current response times to enquiries and contacts.	Apr 2022 and ongoing



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.

Tracking our progress:

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

Achieving our outcomes... Auntie Pam's

Auntie Pam's was created in 2009 within the then local NHS Primary Care Trust, providing a community-based resource to support improved health and well-being outcomes for mums, mums to be and babies. The service was created to address a range of poor maternal health outcomes and behaviours and was designed using intensive social marketing techniques and co-production.

Town centre venues in Dewsbury and Huddersfield operate a drop-in service delivered by peer support volunteers and backed by support, expertise, and resources from the public sector. However, the pandemic restrictions meant that both centres had to close. Volunteers suggested that a mobile phone service, delivered by them from home would still offer a limited but needed service. The gradual reduction in local Covid cases has meant that both centres have (with restrictions) been able to extend their drop in provision again. The service saw the pandemic as an opportunity to review and refresh some aspects of delivery based on experiences and identified needs. Providing place-based peer support, as well as in both centres is one way that depth and reach can be expanded.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
To fulfil our inclusive ambitions by transforming the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents.	Cllr Carole Pattison	Phase 1 – Put in place and grow Our Inclusion Support Offer for professionals	Completed
		Phase 2 – Scope and establish a plan for widening this service for parents and carers	Dec 2021
		Capital plan signed off to achieve an increase in the number of places for children in special schools in Kirklees.	Nov 2021
To improve the number of places for young people to go.	Cllr Viv Kendrick	Increase the number of safe places for young people to go in their communities, by approving the Youth Places to Go grant scheme.	Nov 2021
To improve the targeted Early Support available in local places this year.	Cllr Viv Kendrick	Provide support for families through our integrated Families Together (our Family Hubs) offer.	Oct 2021
To achieve outstanding Children's Social Care this year	Cllr Viv Kendrick	Increase the number of children who are cared for in Kirklees by opening an additional children's home.	Winter 2022
		Improve the financial support to care leavers through new Care Laver and Staying Put policies.	Oct 2021
		Improve our grading at the next social care inspection.	Next Social Care inspection



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.

Tracking our progress:

- Healthy life expectancy.

Achieving our outcomes... Wellness in the Woods

Wellness in the Woods is a project led by Community Links and funded by Community Plus; it is a partnership between Eden's Forest and CLEAR (Community Links, Engagement and Recovery) Service. Wellness in the Woods focuses on living well, kindness and ensuring the engagement and well-being of the citizens of Kirklees. The project offers clients the opportunity to learn new skills, connect with nature, to make new friends and to take time for themselves, all with the aim of improving their overall wellness. From October 2020 - April 2021, while the country was in lockdown, Wellness in the Woods delivered 2,436 client contact hours out in nature, with 44 CLEAR clients taking part in the project.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Leveraging the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services.	Cllr Musarrat Khan	Build on existing joint working between the Council, CCG and providers (with and through the new Kirklees Care Association) to support the sector to maintain and improve quality and adapt to a new longer term future.	Ongoing Care Association established by Nov 2021
		Play a key role in Kirklees placed based partnership: a collaborative arrangement between the organisations responsible for arranging and delivering health and care services in Kirklees, supporting a system of mutual accountability for the improvement of Kirklees outcomes.	Meet ICP requirements by April 2022
Advocating for citizens and communities as part of the development of new integrated health and care arrangements in Kirklees, particularly to reduce health inequalities in the broadest sense.	Cllr Musarrat Khan	Embed coproduction principles for service review and redesign. Coproduce the new Direct Payments Policy with citizens (people who use services and family carers) through embedding principles of power sharing and collaboration; choice and control.	Policy implemented by Summer 2022
Creating a sustainable care market including alternatives to residential care through the development of extra care housing etc and staff working conditions that more closely reflect the value of their role.	Cllr Musarrat Khan	Develop a broader range of accommodation and support offers including micro-enterprises, new supported living arrangements and extra care housing	July 2022
		Build 50 affordable 'Extra Care' homes at Ashbrow, Huddersfield, with a further 50 at Cleckheaton.	Complete Ashbrow: Spring 2023 Start construction in Cleckheaton Spring 2022
Promoting access to urban greenspace to increase physical activity and mental wellbeing through both high quality environments and the promotion of their use, particularly by those currently less likely to do so	Cllr Musarrat Khan	Map existing and planned green space and improve access to those places as part of the Dewsbury and Huddersfield blueprints and masterplans, working across directorates and with local communities.	Ongoing with full implementation by Summer 2022
		Use mechanisms such as the Place Standard Tool and the Current Living in Kirklees survey in order to gain a better understanding of why particular communities do and don't access green space.	Summer 2022
Working with KAL to promote physical activity and wellbeing interventions amongst communities least likely to use existing KAL resources	Cllr Musarrat Khan	Work closely with KAL and their senior management team to understand the partnership we need to deliver the ambitions in the KAL Commission, which will set the direction of travel, recognise the significant financial investment in KAL by the council and set out how more people who are currently inactive will become active – in a way that is interesting and acceptable to them.	Ongoing with full implementation by the new municipal year
Building on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and a sense of belonging	Cllr Musarrat Khan	Build on the capacity that community champions and volunteers have brought to supporting people with mental health during the pandemic response, helping to create more place based capacity and ensure that access to support is easier, more timely and culturally appropriate.	Ongoing with increasing activity to Spring 2022
		Commence the Health Check Pilot which will work to engage with people who have been previously invited for a Health Check, but not taken up the offer. This will result in the early identification of issues such as diabetes, hypertension, etc amongst those individuals at greatest risk.	Nov 2021
		Implement the Exercise on Referral (ERS) Scheme, which recognises that there is a significant cohort of people requiring specialist exercise supervision due to existing co-morbidities, as well as the impact of COVID-19. The scheme will enable clients to be supported in various other ways, for example with smoking or alcohol use.	ERS will start to receive referrals in November 2021
		Pilot an approach to tackling obesity within the Council's Wellness Service which focuses on healthy behaviours such as movement, good quality nutrition and good mental wellbeing, rather than the attention being on weight and BMI.	First cohort will be received at the end of October 2021



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.

Tracking our progress:

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

Achieving our outcomes... Home Library Service

The Home Library service (which we run in close partnership with the Royal Voluntary service), delivers books to Kirklees residents who find it difficult to get to their local library, whether that be due to disability, illness or caring responsibilities. During the first lockdown, Home Service switched to their contingency plan – welfare calls, essential shopping/prescriptions, and signposting to other community services where appropriate.

The library book delivery service restarted at the end of June 2020, while continuing with shopping/prescription collection for clients who have requested help. Furthermore, welfare calls recommenced for those clients that requested them during the lockdown in January 2021.

In addition to this, the Royal Voluntary Service nationally has created a Virtual Village Hall – an online portal full of activities and webinars, including live craft and exercise classes, many featuring nationally known personalities such as Mr Motivator. The service continues to collaborate with several partners locally to widen the positive impact on clients, aiming to ensure the independence of people across Kirklees.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Creating inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability.	Cllr Musarrat Khan	Explore emerging models of accommodation that facilitates independence, care and support. Engage with communities to inform place-based intelligence regarding current provision and gaps.	Oct 2022
Review and improvements to the adaptations policy and process.	Cllr Cathy Scott	Support people to live independently and with dignity by implementing people centred service delivery. Current processes mapped and compared to national best practice models then revised process and policy implemented.	Mar 2022
The continued development of the library service will include investment into the library estate.	Cllr Paul Davis	Continue the capital development programme to ensure library estate provide inclusive and accessible services and spaces.	Mar 2022
		Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors.	Ongoing



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.

Tracking our progress:

- 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).

Achieving our outcomes... This Way for English

This Way for English (TW4E) is a programme that aims to engage with refugees, asylum seekers and migrants to assess English language ESOL needs as well as identify more holistic needs. The programme assesses participants' English language development needs and signposts participants to appropriate ESOL provision, as well as referring them to other relevant organisations or programmes to facilitate their integration into the local community. Outreach sessions were initially delivered at community venues – schools, faith groups and health centres, however during the pandemic and resulting lockdowns, the team successfully switched to virtual delivery. The team have been able to continue to support the development of their learners throughout the pandemic, through free online ESOL classes, with no gaps in delivery. A truly fantastic achievement.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
To improve learning outcomes for all our children particularly those where the attainment gap is the widest.	Cllr Carole Pattison	Develop approaches that support young people who have been impacted by the pandemic, through the Kirklees Futures work which has seen a Learning Strategy for the district adopted by Kirklees Council Cabinet, and will co produce plans for action.	Oct - Dec 2021
Produce an Employment & Skills strategy.	Cllr Peter McBride	Develop an Employment and Skills Strategy and ensure it aligns with the Learning Strategy, to support with the transition into post 16 and progression into the world of work.	Mar 2022



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.

Tracking our progress:

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

Achieving our outcomes... #HeartYourTown

The pandemic has been a difficult time for creative professionals, especially as many of them didn't qualify for financial support from the government. As part of our town centre recovery, we invested in 14 local artists to bring colour and creativity to our town centres. #HeartYourTown was initially a creative response to brighten up Huddersfield and Dewsbury and enhance public spaces to be enjoyed in a socially distant way, making visits less stressful and more pleasurable. In 2021, as we began to return to normal, the project was extended across North Kirklees where you could find surprising artworks on display in Mirfield, Heckmondwike and Batley. In addition to creating beautiful spaces for local people and visitors to enjoy, we were proud to support some of our talented artists and the wider Kirklees creative economy.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Cultural Heart: accelerated delivery programme mobilised and Gateways 1 & 2 achieved.	Cllr Peter McBride	Develop and agree Strategic Outline Case (Gateway 1) clarifying all delivery arrangements & outline costs to assure accelerated delivery.	Nov 2021
		Develop and agree Outline Business Case (Gateway 2) including preparation of outline planning application and costed development proposal.	Jul 2022
Station 2 Stadium Enterprise Corridor: ensure masterplan exercise undertaken, highlighting opportunities for business expansion within regenerated corridor.	Cllr Peter McBride	Complete masterplan.	Mar 2022
		Works commence on the University of Huddersfield health innovation campus.	May 2022
Dewsbury Town Plan: Business cases approved.	Cllr Eric Firth	Business cases for Dewsbury Town Plan approved by the Department for Levelling up, Housing and Communities ready for delivery.	June 2022
Levelling Up Fund: innovative bid for Batley submitted for round 2, making the most of partner contributions and delivering place based investment.	Cllr Eric Firth	Levelling Up Fund Round 2 submission	2022 (subject to Central Government announcement)
Smaller towns: funding awards for Holmfirth and clear arrangements for remaining towns in South Kirklees.	Cllr Peter McBride	Identify and agree projects, based on engagement activity	Summer 2022
		Undertake Place Standard engagement activities to inform investment priorities for Holmfirth, ensuring delivery meets community aspirations	End of 2024
Smaller towns: inclusive investment proposals for Heckmondwike, Cleckheaton & Batley approved.	Cllr Eric Firth	Undertake Place Standard engagement activities in these town centres to inform priorities for investment, ensuring delivery meets community aspirations.	Dec 2021
Develop an inclusive procurement strategy to support our ambitions to grow the voluntary and community sector, mutuals and social enterprises and support community wealth building and social value for our citizens.	Cllr Paul Davies	Undertake a social value assessment of our procurements as part of the Inclusive Procurement Strategy.	Mar 2022
		Develop a first draft of an Inclusive Procurement Strategy.	Jan 2022
Destination marketing: an approach to establish a strong and innovative destination marketing strategy and team for all of Kirklees.	Cllr Will Simpson	Launch a new website and app for Creative Kirklees as phase one testing of destination marketing platforms.	Dec 2021
		Produce a Tourism Strategy to establish priorities for development and marketing of the Visitor Economy in Kirklees	Mar 2022
		Plan the programme for the Year of Music 2023 and establish the tourism infrastructure required to ensure that this cultural initiative provides a quality visitor experience and increases Kirklees' profile globally.	Jun 2022
West Yorkshire Transport Fund: delivery arrangements implemented for the whole programme.	Cllr Peter McBride	Deliver a rolling programme of West Yorkshire Transport Fund schemes over the next 10 years, with phased delivery of schemes.	2021 - 2031
Trans Pennine Upgrade: Council's strategic concerns satisfactorily resolved so our communities needs are included in Network Rail's investment programme.	Cllr Eric Firth	Negotiate with Network Rail to resolve the majority of Council concerns on Trans Pennine Route Upgrade (TRU) Transport Works Act Order.	2021
		TRU Transport Works Act Order granted and conditions/agreements in place during TRU construction to protect our communities' needs.	2022 - 2027



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.

Tracking our progress:

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

Achieving our outcomes... Safer Kirklees – Our Community Safety Partnership

Throughout the pandemic, Safer Kirklees has co-ordinated town centres' response with key partners through regular sharing of information and partnership meetings with Police, BID street ambassadors, Rough Sleepers Initiative, CESOs (Community and Environmental Support Officers), Greenspace Action Team and the Community Protection Team. They provided Covid guidance and safety information for the public, distributed face coverings and sanitiser gel and shared Covid guidance messages verbally and with translated written information provided through market stalls, shopping centres, bus stations and railway stations in the town centres.

Covid testing centres were set up within town centres and communications to promote this were put in place, including banners in localities with Covid advice and where to get tested. A co-ordination approach with police, CESOs and the Rough Sleepers Initiative, drugs & alcohol services continued throughout the pandemic, supporting the homeless into accommodation and additional support such as food parcels and health care treatments were provided.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Tenant safety: agree and implement tower block replacement/ renewal and refurbishment programme.	Cllr Cathy Scott	Complete high rise fire door programme	Mar 2022
		In line with the Cabinet's approval to remediate, refurbish and redevelop the high rise blocks, and having tendered the works in July 2021, let the contract to carry out the fire safety works to Harold Wilson Court and deliver the appropriate interim fire safety measures to Buxton House.	Let contract - Jan 2022 Interim fire safety - Mar 2022
Community support: To support our communities to live well together by developing an Inclusive Communities Framework that this year will introduce a new way of working with communities to keep everyone safe.	Cllr Carole Pattison	Co-produce a partnership Inclusive Communities Framework to help to achieve safe and cohesive outcomes by providing a guide on how to put principles into action. Set out a framework for responsibility and accountability for how all partners contribute to the building blocks of inclusive communities.	Apr 2022
		Pilot new approaches to community engagement and prevention to respond to post pandemic community pressures and use the learning to inform the development of the Inclusive Communities Framework.	Nov 2022
Working alongside the voluntary and community sector in Kirklees to create a relationship that best delivers our outcomes.	Cllr Cathy Scott	Engage more people and grow support for our “we are working alongside” approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by:	
		<ul style="list-style-type: none"> • promoting our co-created statement of shared values • gathering and sharing stories of how we're working together differently, inspired by our shared values, demonstrating how putting these values into action is helping to deliver our shared outcomes. 	Winter 2021 Spring 2022
Make our community buildings more inclusive and inclusive asset transfers.	Cllr Paul Davies	Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review Council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need are at the forefront of asset transfer.	Sept 2022



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.

Tracking our progress:

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

Achieving our outcomes... Tree Planting

Kirklees staff and volunteers have now planted over 35,000 trees across Kirklees to help reduce carbon emissions, improve our natural environment, and contribute to the White Rose Forest. Volunteer groups, local residents and council employees have helped to plant 25 hectares of trees (the equivalent of approximately 35 football pitches) at more than 30 different sites in Kirklees since Autumn 2019. A mixture of native and non-native species of trees has been planted according to suitability for the site, including sweet chestnut, oak and pine. We have committed to significant further tree planting over the next five years. The aim is to create a network of new woodlands to help improve local and regional biodiversity and create new natural spaces for people to enjoy.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Housing supply: ensure delivery arrangements are established for new homes across all sites where the council has interests, including direct delivery as well as larger strategic sites.	Cllr Cathy Scott	Appoint Principal Designer for the Council's Passivhaus pilot.	Mar 2022
		Start construction of 319 new homes at Soothill, Batley with 20% affordable homes. Complete construction of 161 homes at Ashbrow.	October 2021 (Soothill) Spring 2023 (Ashbrow)
Greening the fleet: delivery of our innovative green fleet programme, working closely with the Energy Saving Trust we will bring forward work to build on the 52 hybrid and 60 fully electric vehicles currently in our fleet to provide an accelerated roadmap to a fully net zero fleet for the 1,100 vehicles we operate.	Cllr Will Simpson	Finalise charger installation arrangements (x25 home chargers & 5 dual rapid chargers for Flint Street, Highways), to facilitate the use of electric vehicles by council services.	Tranche 1: Dec 2021 Tranche 2: Sept 2022
		Undertake comprehensive vehicle trials of specialist vehicles e.g. Refuse Collection Vehicles, other than vans and cars to establish effectiveness for service delivery and inform future fleet procurement decisions.	Ongoing
Tree planting and improving bio-diversity.	Cllr Will Simpson	Plant over 70,000 trees in 21/22. 40,000 of which will be planted on 22 hectares of Council land. Improving net bio-diversity over our public realm through the innovative introduction of wild flower meadows.	Ongoing until 2022
Develop the Climate Change Roadmap to 2038	Cllr Will Simpson	Develop a roadmap which will inform and aid the development of the Council's Climate Change Programme and help prioritise measures for consideration beyond the initial Phase 1 priorities. The roadmap will also inform the work of the Kirklees Climate Commission and help prioritise initial areas of focus.	Jun 2022
Delivery of the Resources and Waste Strategy: Delivery of the initial 12 months milestones following agreement at Full Council in September 2021.	Cllr Naheed Mather	Open a reuse shop in Huddersfield	November 2021
		Introduce a new bulky waste collection system.	April 2022
		Deliver new measures to tackle fly tipping	May 2022
		Commence a trial on glass collections at kerbside	November 2022
Recovery of Frontline Services	Cllr Naheed Mather	Deliver a plan of additional activity across frontline environmental services to recover the significant impacts of the response to Covid on these service areas	Ongoing until 2022
Making our roads greener.	Cllr Naheed Mather	Deliver an LED street lighting scheme which will deliver 100% LEDs across the network by March 2022.	March 2022
		Introduce a Green Parking permit	Completed
		Invest in a network of Electric Vehicle Charging facilities.	Start Autumn 2021
Making our roads better: A high profile programme of maintenance for 21/22 including principal roads, community roads and the unclassified roads programme.	Cllr Naheed Mather	Deliver the Locality Based Unclassified Roads (LBUR) programme following the prioritisation of schemes by Ward Councillors. Year 2 & 3 of the programme will deliver 132 schemes across 23 wards.	2022
		Deliver a capital programme of around 40 schemes as approved including the surface dressing of circa 25km of highway.	2022
Making our roads safer: progressing safety schemes in 21/22, borough wide speed limits review, place-based Speed Indication Device partnership	Cllr Naheed Mather	Deliver 9 community schemes and 13 casualty reduction schemes further supported by education and publicity programmes to address emerging trends.	2022
		Purchase Speed Indicator Devices and launch a new 2-year programme of deployment in consultation with Ward Councillors to begin in January 2022.	2022



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:

- Healthy, motivated and flexible staff with the right skills, values and behaviours to work in partnership with people and places.
- 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.

Tracking our progress:

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

Achieving our outcomes... Recovery Listening Circles

In May 2021, we embarked on a project with the aim of better understanding how staff across the organisation are feeling about the future, and our recovery from the pandemic. The project took the form of Listening Circles facilitated by our Senior Management Team. Listening circles provide attendees the opportunity to express how they are thinking and feeling in a safe, non-judgemental environment, empowering them to engage with one another with mutual respect.

We held these circles in the hope of gaining a clearer understanding of how we can help to support a positive recovery for everyone going forward, to communicate the organisation's intentions about how we will work in the future and understand what staff might want from that (appreciating this might look different for different people, teams and services). Finally, we wanted to understand what help and support the organisation could provide to staff to support them to reflect, recuperate and recover. Over 450 members of staff took part in the circles and an in-depth analysis of the key themes resulting from them is currently underway.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Effective financial management to deliver our ambitious plans.	Cllr Paul Davies	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	Ongoing
		Engage with government on a 5-year management plan for the delivery of improved outcomes for children and young people with additional needs within available resources.	Ongoing - 2027
Making citizens proud of the places of Kirklees through effective communications.	Cllr Paul Davies	Engage with citizens, councillors, partners and staff and agree the Council's long-term Communications Strategy.	April 2022
		Demonstrate evidence of increased reach and engagement in the council's work with citizens and communities	Oct 2022
Digital inclusion.	Cllr Paul Davies	Work with the public, third and voluntary sectors to discover what digital exclusion means beyond the pandemic across Kirklees, and deliver pilot solutions in different parts of Kirklees.	Spring 2022
		Build on the cross-sector learning, consider how we can make best use of our assets and, by working with people, deliver sustainable inclusive digital solutions and services across Kirklees.	2022/23
Become an inclusive employer of choice	Cllr Paul Davies	Develop and launch a Kirklees Careers site to showcase the variety of roles available in the Council and the benefits of working for an inclusive and flexible employer	Autumn 2021
		Launch 'Project Search' – an internship programme for young people with autism and learning disabilities	Winter 2021
Have highly skilled, flexible and engaged staff	Cllr Paul Davies	Pilot a Workforce Planning toolkit in priority areas	Winter 2021
		Rollout 'My Space' – a digital engagement tool - to all our frontline staff, supported by a digital upskilling development programme	Spring/ Summer 2022
		Put flexibility at the heart of all our jobs through our 'Timewise' project	Summer 2022

ACHIEVING INCLUSION