

Kirklees Partnership Framework Review

Summer 2025

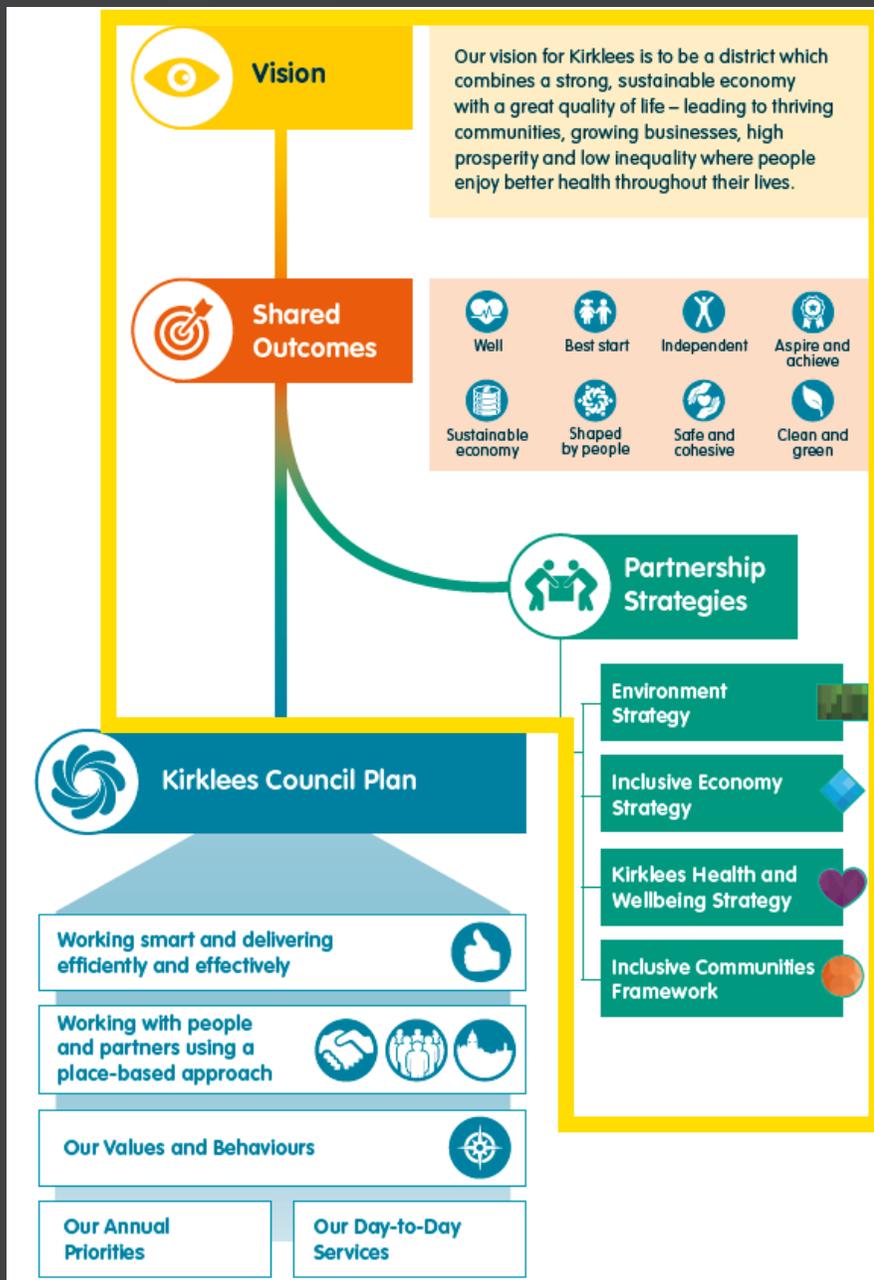


What is the Partnership Framework?

The Partnership Framework consists of:

- Vision
- Shared Outcomes
- Partnership Strategies

- Sets out a high-level framework for collaboration and communicating about how we work together.
- Primarily about collaboration between organisations (bilaterally and through partnership groups or programmes).
- Every organisation has a role and impact on the vision, outcomes, and strategies.



How is the Partnership Framework used?

- Elements of the current Partnership Framework are used in areas of our collective work. For example, the Shared Outcomes are embedded in the Health & Wellbeing Strategy.
- The Framework helps to structure some strategic partnership conversations and demonstrates to external stakeholders (including funders) that we have a shared direction.
- But want the review to consider how we can make the Framework more useful for partners and ultimately to give it more purpose and meaning for us all.

Why now?

- The forthcoming multiyear funding agreement presents an opportunity for a strategic overhaul.
- Certain key strategies require reassessment—such as Health and Wellbeing.
- A significant portion of the content is outdated, with some agreements dating back nearly a decade.
- This is a period of transition for the council and its partners, including NHS ICB and WYCA, both of which are subject to national policy changes. Even more important to work effectively together.
- A theme of the recent Local Government Association Corporate Peer Challenge was a desire from partners to work more closely and strategically with the council, and for the Council to pivot towards a ‘longer-term horizon’.
- Current Partnership Framework is underused.

Engagement plan

Current Partnership Framework

Planned Partnership Framework Review



- **Vision** sets a long-term and aspirational view for the future; agreed 10 years ago.
- **Shared Outcomes** provide descriptions of the thematic success we want to see; mostly agreed around 8 years ago.
- **Partnership Strategies** – partnership-led strategic plans, seeking to affect positive change in their thematic area. Often include work towards Shared Outcomes. Agreed at different moments.

- Until now, the Framework has been published primarily in the annual Council Plan.

Phase One – June to August 2025 Gathering views internally and from partners

Seeking reflections on the current Framework from partners; with opportunity to provide further feedback by email or 1-1 conversations by request.

Phase Two – August 2025 to March 2026 Finalising and agreeing a revised Framework

Using material gathered over summer, designing and seeking further feedback to finalise a revised Framework, with final engagement through the Picture of Kirklees. Adoption of the Framework by March 2026.

Today's discussion

- Our **starting assumption**: the Partnership Framework and its elements are not fundamentally problematic, but we should reflect on whether it should be iterated to address the current context and challenges raised (on the 'Why now?' slide)
- During today's discussion, we want to begin to understand your **view of the current Framework** and gather ideas about **how the Framework could be changed and improved**.
- Do not feel you must provide a full reaction today – you can email [**policy@kirklees.gov.uk**](mailto:policy@kirklees.gov.uk) with any feedback or ideas you have.
- If requested, we can also arrange 1-1 chats to discuss feedback on an individual basis.
- Deadline date for receiving feedback: **5 September 2025**

The Partnership Framework

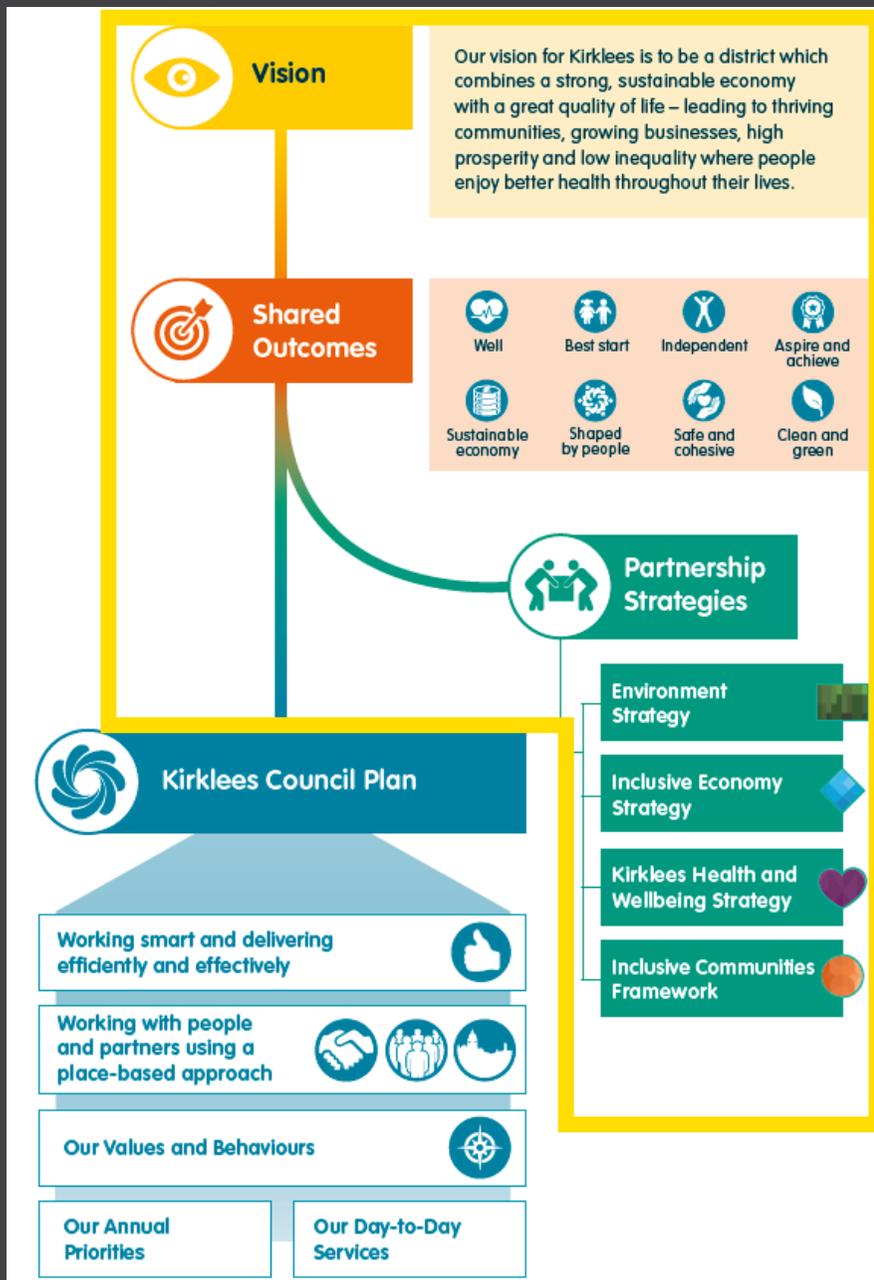


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Detail of the existing Partnership Framework

- **Vision** – a long-term and aspirational vision for the future of the borough. Describes what we want to see. Agreed by the council and partners around 10 years ago.
- **Shared Outcomes** – descriptions of the success we want to see under certain themes. Cover most aspects of life in Kirklees. Agreed around 8 years ago, except Shared by People, which was agreed around 3 years ago.
- **Partnership Strategies** – partnership-led strategic plans, seeking to affect positive change in their thematic area. Often include work towards Shared Outcomes. Agreed at different moments.

Until now, the Framework has been published primarily in the annual Council Plan. ►
From 2026, we are proposing to publish it as a short separate partnership-owned document.

General and Vision

Current Vision: “For Kirklees 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.”

Questions for discussion:

- **Overall**, what does the Partnership Framework mean to you?
- How could it be more helpful?
- Is the vision **relevant**?
- What would you change?
- Would you add a **timeframe**, e.g. Vision 2035 or 2040?

Shared Outcomes

Current Shared Outcomes:



Example of an Outcome in more detail:



Sustainable economy

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

Our shared day-to-day focus

- 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 shared impact:

- disposable income per household (£)
- start-up businesses/businesses exporting
- productivity per hour worked (£) - Gross Value Added (GVA)
- median earnings.

Questions for discussion:

- Is eight outcomes **too many**? What does the alternative look like?
- At the moment, there is a Council-only 'Efficient and Effective' outcome. Is it worth having an **Efficient and Effective Shared Outcome**? What opportunities are there for us to work together on corporate transformation?
- How can we **strengthen the purpose** of the Outcomes? For example, agree short **action plans** or **areas of focus** in limited number of areas of mutual interest to drive activity?

Partnership Strategies

Current Key Partnership Strategies:



Questions for discussion:

- Are there **gaps in our strategic coordination**? Are there things we should be focusing on collectively that we're not?
- Where are we already **good at strategic coordination** and where do we **need to strengthen it**?
- What could the **alternative** look like to listing four Partnership Strategies here?

Thank you and next steps

- Thank you for your input today.
- We are doing further engagement with partnership boards over the summer. Where requested, we are also offering 1-1 discussions to provide further opportunities to discuss and receive feedback.
- Initial findings presented to Partnership Executive and Picture of Kirklees in Autumn. Final refreshed Partnership Framework adopted in early 2026.
- Please send any follow up feedback (or requests for 1-1 conversations) to policy@kirklees.gov.uk