

Name of meeting: Corporate Scrutiny Panel
Date: 3 July 2018
Title of report: Kirklees Council Corporate Plan 2018/20

Purpose of report

The Corporate Plan sets out how the Council will deliver against our shared outcomes, and identifies how our “We’re Kirklees” approach will shape the way in which we will work over the coming years.

This report provides information on Corporate Plan, and how it builds on previous approaches. The final Plan will be considered for sign off by Council on 11 July 2018 and the launch of key content and messages to staff is planned for September 2018.

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?	Not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable – decision of Council on 11 July 2018
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Rachel Spencer-Henshall – 21 June 2018
Cabinet member portfolio	Cllr Pandor

Electoral wards affected: all

Ward councillors consulted: none

Public or private: public

1. **Summary**

- 1.1 The Corporate Plan sets out how the Council will deliver against our shared outcomes, and identifies how our “We’re Kirklees” approach will shape the way in which we will work over the coming years.
- 1.2 This report provides information on the Corporate Plan, and how it builds on previous approaches. The final Plan will be considered for sign off by Council on 11 July 2018 and the launch of key content and messages to staff is planned for September 2018.

2. **Information required to take a decision**

- 2.1 The Corporate Plan forms the business plan for the Council for the period 2018/20.
- 2.2 It sets out our focus around delivering against the seven shared outcomes, plus an eighth additional outcome that considers our own efficiency and effectiveness as an organisation.
- 2.3 Although it will be available publicly, the primary audience for the Corporate Plan will be Council employees. Communication and staff engagement around the core messages of the Plan will be rolled out from September, alongside an interactive web based version. Helping staff be clear on the ways in which we will work in the future, and our focus on outcomes will ensure that what they do on a day to day basis makes the most difference for positive outcomes for the people and places of Kirklees.

2.4 *Changes from previous years*

- 2.4.1 The outcome framework that informs the Corporate Plan remains the same from previous years, as we remain committed to our shared outcomes. Identifying an eighth additional outcome helps provide a context for activity that is focused on the Council as an organisation – this was also included in last year’s Corporate Plan.
- 2.4.2 The key shift in terms of *emphasis and approach* is the move from New Council to We’re Kirklees. New Council set out the Council’s approach to transformation and change that was always scheduled to complete in March 2018.
- 2.4.3 New Council was internally focused on building the foundations for change:
 - Supporting communities to do more for themselves and each other
 - Keeping vulnerable people safe and helping them stay in control of their lives
 - Focusing on the things that only the Council can do
- 2.4.4 We’re Kirklees builds on the previous “New Council” approach and the progress made. It will be both internally and externally focused and represents the next step in our change as an organisation. It sets out an emphasis on:
 - Working *with* people rather than doing *to* them
 - Working with partners
 - Recognising the importance of local identity and how needs differ in different places
- 2.4.5 Keeping vulnerable people safe and helping them stay in control of their lives remains a key priority that is woven through the Plan.

- 2.4.6 The key shift in terms of *format* in this year's Corporate Plan is to provide more information on the shared outcomes, in terms of their focus and the actions that we are undertaking to deliver against them. The Plan identifies what difference we're aiming to achieve, provides examples of key delivery and sets out measures that will be used to evaluate how successful we are.
- 2.4.7 This is intended to make the content of the report more accessible to staff in terms of their connection with our focus and outcomes and give a clearer sense of the scale and scope of *what* the Council does as well as *how* it works. Case studies have been included to bring our approach to life.
- 2.4.8 This builds on last year's approach of identifying key themes - priority council activities contributing to the achievement of the outcomes. The content and emphasis of this year's Plan also builds on these priorities rather than setting an entirely new direction. Establishing this year's Plan as a two year Corporate Plan, with a light refresh in line with the 2019/20 budget, will allow for a timescale to the Plan which better reflects our ongoing commitment to these priorities for action. In future years sign off will be sought alongside the annual budget, to ensure alignment of resources and delivery.

2.5 Vision and values

- 2.5.1 The Vision that informs the Corporate Plan remains consistent:

"We want Kirklees 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."

- 2.5.2 Ongoing work with partners, as well as the regular review of the Corporate Plan itself, and the approach to performance and outcome measurement described below all provide opportunities to assess whether the vision and supporting shared outcomes remain current and relevant. As reflected in this year's Plan, there is an ongoing commitment to both.
- 2.5.3 The staff behaviours that form a foundation for how the Council operates are also consistent, with an ongoing expectation that all our staff behave in ways that are positive and supportive, display honesty, respect and flexibility, and communicate effectively.
- 2.5.4 The political values have not been included in this year's Plan to allow the emphasis on the three themes of We're Kirklees to be more clearly communicated. However, the staff communication and engagement plan that will support the Corporate Plan will provide scope for emphasis on these values.

2.6 Progress monitoring

- 2.6.1 The corporate performance framework is changing significantly this year. Each quarter, Executive Team, Cabinet and Overview & Scrutiny will receive a statement of performance progress against each of the seven Kirklees Outcomes. There are several key aspects to the revised approach:
- For each outcome we intend to be more forward looking. Rather than retrospectively report what has already transpired, we will use this data together with intelligence to predict forward, becoming more sensitive to changing behaviour and experiences across all seven Outcomes. In monitoring progress

we will look at historical trend, in terms of the benchmarks available and in terms of what we have predicted.

- To help us focus on long term and meaningful change, we have a set of population indicators that will measure in 'big picture' terms changes in behaviours and conditions at a Kirklees level – things like school readiness, life expectancy, household disposable income, air quality, community safety. These are shared responsibilities with our local and regional partners. It is these indicators that are included in the Corporate Plan.
- In relation to Council services, we are also developing a set of action commitments and related performance measures for each of the outcomes, drawn from the operational service plans of the eleven major council service groupings.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

“We’re Kirklees” puts a strong emphasis on working with people and partners and in places. It describes our aim of focusing our resources on making a difference, changing and developing our relationship with residents, so that we develop solutions together and make the most of opportunities. This will help build capacity, make the most of local strengths to act early, and prevent the need for significant service interventions.

3.2 Economic Resilience (ER)

Incorporating actions to address the shared “sustainable economy” outcome, the Corporate Plan sets out the Council’s approach to delivering economic resilience.

3.3 Improving Outcomes for Children

Incorporating actions to address the shared “best start” and “aspire and achieve” outcomes, the Corporate Plan sets out the Council’s approach to improving outcomes for children.

3.4 Reducing demand for services

Many of the actions incorporated in the Corporate Plan focus on finding effective ways of working with people and communities that encourage actions that reduce demand for services without diminishing positive outcomes for people.

By working to build people’s capacity to find and develop support within their own communities, in ways that are locally appropriate,

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

The Corporate Plan is a non-statutory plan which forms part of the Council’s Policy Framework under Article 4 of the Constitution.

The Corporate Plan will be considered by Cabinet on 29 June. It requires full Council to approve or adopt it following the Cabinet’s approval and recommendation to full Council.

The Corporate Plan helps inform the relative resourcing and priority of resources allocated in the Council's medium term budget plan.

Council staff will need to be fully engaged in the Corporate Plan so that they identify with the approach set out and they understand how this impacts on the way in which they carry out their work: this extends to expectations around staff behaviours and culture which are reinforced by the Plan. A communication and engagement plan is being developed to ensure that this takes place.

4. Consultees and their opinions

- 4.1 Engagement with Leadership Management Team took place on 4 June.
- 4.2 Engagement with representatives from employee networks took place on 13 June.
- 4.3 Engagement with Leading Members is scheduled for 28 June.

5. Next steps

- 5.1 As part of the Policy Framework of Kirklees Council, the Corporate Plan requires formal sign off by Council. This is scheduled for 11 July 2018.
- 5.2 Following approval, the Plan will be released to managers. Work will continue on the communication and staff engagement plan, including an interactive web based version, for launch in September when less staff are likely to be on leave.

6. Officer recommendations and reasons

- 6.1 Corporate Scrutiny Panel is asked to:
 - Consider and note the information set out in this report.
 - Consider any points of emphasis to be included in the staff consultation and engagement plan, and discuss this further at the future meeting of the Panel to focus on the People Strategy.
 - Consider any suggestions for further work to inform the refresh planned for the end of this financial year.

7. Cabinet portfolio holder's recommendations

The Cabinet Portfolio Holder is recommending approval of the Plan to full Council on 11 July 2018.

8. Contact officer

Kate McNicholas, Strategy and Policy service manager

9. Background Papers and History of Decisions

Appendix A: Kirklees Council Corporate Plan.

A formatted and designed version of the Corporate Plan can be shared at the Scrutiny Panel meeting.

10. Service Director responsible

Rachel Spencer-Henshall, Corporate Strategy and Public Health