

We're Kirklees

Kirklees Council's Corporate Plan

2018 - 2020

Version for Cabinet
June 2018

Introduction

We've worked hard over the last few years to protect frontline services, balance the books and make progress on the regeneration of our town centres. We know that in the face of the tough decisions we will still have to make, there is much we can do, and much we can achieve by investing to strengthen our communities.

We want to revive our town centres and enhance our villages, and will develop masterplans that will translate this into action. We want residents young and old to live healthy lives in safe communities, with access to recreation and the services they need. We want those who require extra support to receive it. Local groups, organisations and the voluntary sector play a significant role in shaping our communities and we will commit to helping them to do this.

In representing and serving the people and places of Kirklees, councillors' roles are growing – they are community leaders and at the heart of democratically elected local government. We are enhancing diversity within the Council, so we have a workforce that reflects the communities that make up Kirklees.

We will continue to build relationships and establish strong partnerships within Kirklees and beyond to ensure that local people continue to get the good services they need and deserve. And we are stepping up the pace, and putting inclusive growth at the heart of everything we do, in the way we develop our plans and deliver services within the Council, and in the way we work with partners.

Focusing on equality and fairness, and better outcomes for all our diverse communities will help create a more inclusive economy that maximises wealth creation and income opportunities, narrowing the gap between rich and poor, and creating a fairer, more equal and just society for all.

Cllr Pandor

For the past three years, we've been on a journey to develop a very different organisation with new and innovative ways of doing things, better collaboration and a workforce with new behaviours and expectations.

In the last year I've also come to appreciate even more what a diverse place Kirklees is – while our administrative boundary doesn't matter greatly to the people that live here, the towns, villages and landscapes that make up Kirklees really do, as does the sense of identity that they create.

As we move into the next phase of developing our Council to be the best it can be, we will build on what we've achieved and take it further. We will be a Council that focuses on achieving outcomes by:

- **Working *with* people rather than doing *to* them**
- **Working with partners**
- **Recognising the importance of local identity and how needs differ in different places**

This new approach is called 'We're Kirklees'. I am proud of the transformation we've achieved under our previous New Council programme. We've achieved much of what we set out to do, changing the way that we work with communities, keeping vulnerable people safe and in control of their own lives, and focusing on the things that only the Council can do. 'We're Kirklees' will help us take this vision further while remaining focused on achieving the best for Kirklees, its communities, businesses and residents.

It is our staff who make the difference to the running of services and the experience our residents have while using them. Positive employees, who work well with their colleagues in a flexible way are more

productive and help us achieve our goals. That's why we continue to expect all our staff to behave in ways that are positive and supportive, display honesty, respect and flexibility, and communicate effectively.

Jacqui Gedman

We're Kirklees

We're Kirklees is the way we describe the next phase of our journey to change the way we work, whether that's internally within the Council or with people and our partners, to make Kirklees an even better place to live, work, visit and invest.

We're Kirklees describes our aim of responding positively to the financial challenges we continue to face, focusing our resources on making a difference, changing and developing our relationship with residents, and our commitment to working with our partners for the benefit of all the towns and villages within Kirklees.

We're Kirklees is about our pride in Kirklees: we're ambitious for the place and our people and we want to celebrate all that makes Kirklees special.

Focusing on what we are trying to achieve, the difference we are trying to make and who we're making it for, puts residents firmly at the heart of everything we do. We set out the difference we're working to make in our shared outcomes. With clear intelligence, and clear plans for how we focus on these outcomes, the Council will be more accountable, more joined up and better able to communicate what's important.

To achieve these outcomes 'We're Kirklees' is underpinned by three key principles:

Working *with* people not doing *to* them

Working together with people and communities to solve problems and make the most of opportunities is at the heart of the way in which we will work. We want to remove barriers so that we can develop solutions together, and engage people and build relationships based on trust to create positive change. It is our role to facilitate and enable, to create the right conditions for improving opportunities and outcomes.

This means also putting people at the heart of the decisions that might affect them, and supporting local democracy and councillors in their community leadership roles.

The Council has a unique role to play in supporting vulnerable adults. We are developing different ways to help people live independent lives for as long as possible, especially by helping people stay fit and healthy. This means that as people get older, they can look after themselves using more of the support already available to them in their community. An important part of our work is preventing problems before they happen and helping people get back to living the way they want after a period of illness or injury.

Working with partners

Businesses, the voluntary and community sectors and public bodies all have a part to play in achieving our shared outcomes. We are stronger when we share our knowledge, skills and resources, and we will continue to work together, for the wellbeing of all Kirklees residents.

Place-based working helps us translate our principles and outcomes into action and impact. The people and places of Kirklees are complex and varied. We're home to very different places, and people identify not just with communities but with causes, creeds and common interests.

This diversity is one of our strengths. Increasing our understanding of our differences, and also what we have in common, provides us with an opportunity to give a voice to every citizen, and work in different ways that draw on our diverse strengths, to enable people to prosper.

Our councillors really understand the diversity of Kirklees. They are important community leaders and much of their time and energy is invested in working closely with the citizens and communities they

represent. Councillors develop dialogue and networks in their wards, helping to connect communities and support residents to improve their own lives, independence and wellbeing.

The grass-roots level is where real change can be delivered to lives. Making the most of the assets to be found in our diverse places, and continuing to develop the capacity of citizens and communities, will support self-help and independence, address inequalities and improve outcomes.

In the last year, Kirklees Council has....

Kirklees Council's scale and scope of activity can't be captured in just a few figures, but to give an idea of what we do...

Best start: **28,000** school meals cooked per day, **2,540** families in Kirklees benefitting from 30 hours free childcare, **68%** of early years children achieving a good level of development.

Well: **18,000** people taking part in health walks, **15,000** people taking part in physical activity sessions as part of recovery from illness, **2.2 million** visits to Sports & Leisure Centres.

Independent: **2,400** people with poor physical and mental health supported to remain in their homes, **1,800** cases where homelessness has been prevented.

Aspire and achieve: **95.5%** pupil attendance in schools, **855** people supported through council employment schemes (with 115 people getting a job as a result) **104** people began an apprenticeship with Kirklees Council.

Sustainable economy: **2,579** planning decisions, **263** jobs created as a result of Kirklees Business Advisor support to local businesses, **1,965** food premises inspected in a year.

Safe and cohesive: **1.5m** visits to libraries and information centres, **200,000** visits to museums and galleries, **14,500** people taking part in community spirit building events and activities.

Clean and green: **43,455** bins collected each day, **14,070** fridges sent for safe removal of CFCs and subsequent recycling, **477** grass sports pitches maintained.

Efficient and effective: **882,000** telephone calls handled, **20,000** people signed up for a My Kirklees Citizen's Account in the first 4 months since it went live.

£291 million Council budget, **7,019** staff.

Outcomes

Vision: Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes:

- Children have the best start in life
- People in Kirklees are as well as possible for as long as possible
- People in Kirklees live independently and have control over their lives
- People in Kirklees have aspiration and achieve their ambition through education, training employment and lifelong learning
- Kirklees has sustainable economic growth and provides good employment for and with communities and businesses
- People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
- People in Kirklees experience a high quality, clean, sustainable and green environment

To enable this we are striving to be a council that works smartly and delivers effectively and efficiently.

The next few pages present information on our outcomes, setting out what we're aiming to achieve, key actions underway and planned, and the measures we'll use to check whether we've been successful.

Lots of what the Council does contributes to more than one of our outcomes, and the outcomes themselves are intended to reinforce each other. To avoid repetition, we've tried to provide information on our actions only once in this Plan, even when that action impacts across several outcomes.

Supporting vulnerable people, and promoting inclusion and diversity weaves through all that we do, and housing is a theme that threads through all our outcomes. We will continue to work to ensure that we take these priorities into account as we deliver against our outcomes.

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.

What we're aiming to achieve

- a. Confident children ready to do well at school and in life.
- b. Better outcomes for vulnerable children.
- c. Child focused activities that support families.
- d. Enable as many children as possible to stay with their families.

What we're doing

1. Supporting parents to access high quality early learning and childcare provision including ensuring parents can access 30 hours funded provision, and supporting providers to develop sustainable business models.
2. Supporting children to get a good start with reading and other skills through Bookstart, Rhymetime and coding clubs, chess clubs and lego clubs delivered by volunteers in local libraries. Improving school readiness and narrowing the gap for vulnerable groups.
3. Delivering the Kirklees Integrated Healthy Child Programme (through the 'Thriving Kirklees' partnership) including expanding antenatal education, launching an early years parenting course and integrating data across Thriving Kirklees partners.
4. Expanding Fit and Fed – a programme aimed at reducing the number of children who are hungry in the school holidays.
5. Working closely with communities and our partners to ensure local support for families that builds on their strengths and that brings back and keeps our children living in Kirklees.
6. Developing great family homes and neighbourhoods that nurture children.

Measuring our impact

- School readiness (Good Level of Development at the end of Reception)

Case study

Preparation for Parenthood (PFP) is a 6-week interactive education course for all first-time parents in Kirklees. It is delivered by the Nurturing Parents Partnership (the Council, Locala, Calderdale and Huddersfield Foundation Trust, and Mid Yorkshire Hospital Trust). The course helps future parents understand the physical and emotional aspects of parenthood as well as what is best for their baby's wellbeing and social and emotional development. It also provides an opportunity for peer support.

We have helped more than 1,000 parents since the course started in October 2015. Participants say they feel better prepared for becoming parents, understand how having a baby may change a relationship and how their baby's brain develops. A large proportion of people on the course also make friends with others on the course and stay in contact with them.

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

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

What we're doing

1. Supporting people to remain healthy and physically active, by working with individuals to help themselves and make the changes that matter to them, and supporting groups that empower people to manage common long term conditions.
2. Establishing the Integrated Commissioning Board to join up how health and care is planned and delivered.
3. Supporting and developing physical activity programmes for target groups of people, encouraging walking and cycling, and commissioning Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.
4. Fully implementing our model of working with communities to help and support people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals.
5. Delivering family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.

Measuring our impact

- Healthy life expectancy

Case study

The Walking for Health programme aims to increase people's activity levels through guided walks. The Sport and Physical Activity Development team have trained 68 people across Kirklees to be walk leaders. The walk leaders currently offer 180 walks a month on a variety of terrain and ranging from 30 to over 90 minutes.

In a survey last year, walk leaders said they volunteered in order to meet people, make friends, and socialise, as well as be active. We asked them how happy being a walk leader made them feel and over half scored it 9 or 10 out of 10. One respondent said, "it motivates me to go out in all-weather". 90% of respondents said volunteering had encouraged them to be more active.

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

- a. Joined up and personalised support which 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.
- b. If people need care they can choose between a broad range of high quality options for care and support and are always treated with dignity and respect.
- c. People can successfully manage the changes in their lives.
- d. People live in suitable and affordable homes in attractive places within a supportive community.

What we're doing

1. Reshaping the way that we join up points of contact with the Council, to ensure that everyone has access to the advice and information they need to make informed choices and the best use of the support that exists in local communities.
2. Redesigning the way we work with people so they are in control of their own care, and developing individual and community capacity to be able to take positive action to make long term improvements.
3. Taking a more collaborative approach with care providers so they deliver more flexible, people centred care and support, and it is easier for people to transfer from one form of care to another.
4. Developing a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible.
5. Making best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.
6. Providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless, working with partners to join up referral arrangements and continuing to secure accommodation for people who are in priority need groups.

Measuring our impact

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

Case study

Mrs B lives at home on her own with a support package from one of our local domiciliary care providers because of her mental health issues. Mrs B's needs were reviewed, focusing on her strengths. Sonia, her daughter, was involved and they both felt Mrs B would be able to do more with Sonia supporting her.

The Council's reablement team worked with Mrs B to find different ways to enable greater independence. The solutions they came up with together included a new medication dispenser and identifying local social activities that Mrs B could access.

Within a week Mrs B was fully in control of her own medication and she continues to receive support to access local social activities. Due to the personalised, strengths-based approach, Mrs B received support from reablement for just 3 weeks during which she regained her confidence with all daily living tasks.

People in Kirklees have aspiration and 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 is accessible and relevant to needs and opportunities now and in the future.

What we're aiming to achieve

- a. People in Kirklees have access to the highest quality inclusive learning and education provision.
- b. Learning provision responds to the needs of people throughout their lives.
- c. Children making good progress and achieving the best outcome, and improved life chances for everyone.
- d. A highly skilled population able to secure good jobs now and in the future.

What we're doing

1. Securing enough high quality learning places.
2. Developing an ambitious educational attainment strategy that helps children do better at reading and maths, and reduces the gap between how well boys and girls do in their first years in education.
3. Working with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).
4. Developing a joined up skills system which helps people improve their skills, and improves their prospects for employment and higher incomes, including via active community hubs close to where people live and work.
5. Maximising opportunities for support into employment within the Council including an effective and accessible apprenticeship scheme.

Measuring our impact

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

Case study

Southgate Special School works with children aged 5-16 with complex needs. It was previously based in New Mill on Kirklees's southern border and had 74 places. Its location and capacity meant many Kirklees children went to school far from home, sometimes outside the district.

The Council and school worked together to move the school to a more central location with greater capacity on the former site of Almondbury Junior School. The building was redesigned to meet the complex needs of the school's pupils and its capacity more than doubled to 164 places.

Furthermore, the new building has meant the school is able to deliver a more suitable curriculum that helps children achieve their educational ambitions and prepare for adulthood. The ambitious leadership team are developing further, innovative ways to support this, such as promoting pupil volunteering.

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

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

What we're doing

1. Delivering Huddersfield and Dewsbury town centre regeneration projects.
2. Developing a joined up business growth support system which helps businesses to improve competitiveness, profitability and provide good quality jobs.
3. Developing and delivering activities, events and public art projects, to help make our town centres more vibrant and build a sense of cultural identity.
4. Working with regional partners to secure external investment for priority projects including Leeds City region business rates pool resources.
5. Working more closely with business partners to change attitudes and promote the district as a place to invest and start-up a business.

Measuring our impact

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

Case study

A new project has emerged through a partnership between the traders at Queensgate Market, Kirklees Council and the School of Art, Design and Architecture at the University of Huddersfield.

The Temporary Contemporary initiative places contemporary art within vacant spaces within Queensgate Market, and is transforming vacant stalls into gallery spaces, where students, lecturers, local artists and creative businesses can showcase their creative talents.

As the Temporary Contemporary initiative evolves, other smaller projects and spaces will pop up around the market, such as a central kiosk where you will be able to find out about what's going on in Huddersfield and beyond.

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

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

What we're doing

1. Helping to build community capacity, and increasing the amount of voluntary and community activity across the district, in order to increase community connectivity, wellbeing and cohesion.
2. Developing a citizen engagement framework that helps define how we will work with communities in ways that reflect the diversity of the towns, villages and people of Kirklees.
3. Revising our Inclusion and Diversity Action Plan to develop outcomes and activities that have positive impacts for our communities and employees alike, celebrating the strengths of our communities and supporting them to work together, and focusing on what we have in common to help tackle inequality.
4. Developing relationships and partnership working with Community Hubs, signposting to local education and training providers, and join up internally – for example Communities Plus and Library services.
5. Making it clear that safeguarding is everyone's responsibility, by joining up with partners including schools, ensuring children and adults have good access to well informed advice, support and decision making from social work professionals, and there are effective, timely and proportionate responses when abuse or neglect has occurred.

Measuring our impact

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

Case study

Following successful trials, the Council Cohesion Team was awarded funding from the Police and Crime Commissioner to run interfaith school trips to centres of worship, where pupils have a chance to learn about different faiths. Since January 2018, 16 schools have booked a visit.

The trips show pupils what they have in common with pupils of different faiths and helps them understand others' religious practices. This highlights shared values and helps tackle and prevent intolerance and extremism of every kind.

The project has been extremely well received by schools. All the schools have reported favourable responses from pupils and some have seen positive changes in pupils' behaviour. Some schools are now looking to involve parents in the visits. Many faith centres have been involved in North and South Kirklees, including Dewsbury Minster, Zakaria Mosque, and Gurdwara Singh Sabha Temple.

People in Kirklees experience 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 be resilient in the face of extreme weather, as well as helping people reduce waste and recycle more.

What we're aiming to achieve

- a. Well planned places and sustainable communities.
- b. Better infrastructure for our communities.
- c. People have access to greenspaces including appropriate sports and leisure opportunities.

What we're doing

1. Supporting the final stages of the adoption of our Local Plan.
2. Reviewing how we provide key services to residents such as waste collection, recycling and street cleansing, and developing an education programme to improve communication with residents.
3. Delivering an ongoing highways maintenance programme and securing investment in infrastructure across Kirklees from the West Yorkshire Transport Fund, as well as improving digital connectivity and access to high quality digital infrastructure and working with Kirklees Neighbourhood Housing (KNH) to increase digital inclusion.
4. Improving the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.
5. Improving air quality via a Kirklees Air Quality Action Plan and other interventions across the Council and with partners.
6. Taking forward our ambitious plan to deliver 10,000 new homes by 2023, including delivering 1,000 ourselves on Council owned land, delivered through a newly created Housing Development Company.

Measuring our impact

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

Case study

Despite the rough weather in early 2018, including the 'Beast from the East', our services were exceptional, keeping people safe day and night. Our drivers were professional and dedicated in the face of the difficult conditions. Others helped coordinate the efforts with frontline services such as care homes.

The communications team headed up our media and social media responses, keeping people informed. On 16 January alone, a day of heavy snow, the Council Communications team reached over 104,000 people via @kirkleeswinter and around 70,000 on Facebook. The team were able to tackle common myths around gritting and raise the profile of the positive impact of our work.

Kirklees Council is efficient and effective

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

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

What we're doing

1. Attracting, retaining and developing our staff through workforce development that includes more flexible and creative recruitment practices, improved leadership and management development and a workforce health and wellbeing strategy.
2. Developing systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.
3. Understanding and managing demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.
4. Understanding how the way we spend our resources could better support local supply chains, and working out how we and other big organisations in Kirklees can use our resources to encourage suppliers to contribute more to our shared outcomes and social value.
5. Developing the way in which we work with partners in our formal partnerships and improving the effectiveness of our regional engagement activity.
6. Delivering on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents. This includes redefining the role profile for Kirklees councillors, continuing our innovative approaches to electoral outreach work and working collaboratively with schools to develop an optional approach to registering young people at the age of 16.
7. Clarifying our messages and joining up communication to encourage pride in our places and inspire community action.

Measuring our impact

As this outcome is focused on the Council's internal operation rather than shared with partners, there are no high level indicators to measure our wider impact. As with the other outcomes, more detailed performance measures will be developed during the next 12 months.

Case study

Our electoral outreach service aims to inform, teach, support and empower the Council's partners to maximise voter registration and encourage participation in the democratic process, especially among under-registered groups. The team works directly with under-registered groups, voluntary agencies, schools/colleges, the University and others.

The team started an outreach focus group three years ago with neighbouring authorities. More recently, they designed and delivered a national outreach focus event. It was attended by key speakers and local authorities from across the country to share expertise, develop new strategies and discuss how we can use our resources more effectively.