

Corporate Plan

2018-20 (2019 refresh)

Draft
Cabinet version

DRAFT

Introduction

Cllr Shabir Pandor, Leader of the Council

Kirklees is a great place in which to live, work and invest, but we can always be more ambitious. During my first 12 months as Leader, I've shared with officers, community groups and other partners the importance I place upon ambition. Now is the time to move with both pace and passion to deliver real improvements for people.

A strong and vibrant economy and society should benefit all local people, but we know that some people are less likely to benefit from economic growth and feel less involved in their communities. The twin pillars of inclusivity and productivity in our new Kirklees Economic Strategy 2019-25 reflect my own personal commitment and that of colleagues to put inclusion at the heart of this council's agenda. We are committed to reducing inequalities in health, education, skills and employment opportunities. Through the Kirklees Inclusive Growth Group I've been working with the leaders and key stakeholders in local organisations to champion inclusion and generate ideas and action that we can make progress on individually and together.

Last year we said it is only through working in partnership that we can create the long-lasting change we need. That very much remains the case. We have an important role in enabling action and working closely with people to ensure everyone in Kirklees benefits. This approach is important in all our services, and especially our vital adult social care, children's services, libraries, highways, and waste services that provide the basics for people to get on with life as well as crucial safeguarding services for those who need our help to stay safe.

We are tackling some of the key issues of our time. We are developing an action plan around our declaration earlier this year of a climate emergency. And we're starting work on a new cohesion strategy to help us build stronger communities, celebrate diversity and build common ground and good relations.

Finally, we're making big efforts to be a more inclusive organisation. The unanimous approval of our Inclusion and Diversity Year 2 Action Plan at Full Council shows the importance of inclusion for this council, and is creating the conditions for all council staff to be able to make a difference, progress and thrive.

Creating a more inclusive local economy and society, and a more inclusive organisation: that's my ambition for this council, that's my ambition for Kirklees.

Jacqui Gedman, Chief Executive of the Council

I'm incredibly proud of the people who work here. The passion of our colleagues for the difference we can make, their confidence about our abilities to get things done, and their flexibility in meeting challenges are among our greatest assets as a council. Every day I meet colleagues who display the kind of behaviours that help us become more passionate, confident, and flexible.

I firmly believe that we are now well into the next phase of our ambitious journey. Through 'We're Kirklees' we can deliver our shared outcomes by working with people (rather than doing to them or for them), working in partnership (rather than trying to do things alone), and working in a place-based way (recognising that the biggest and most sustainable changes come from the grassroots up).

The purpose of this plan is to set out our priorities so that these are understood by all staff and key partners, to track the progress we are making in meeting the ambitions we have set ourselves and to make sure that our values, ethos and ways of working inform everything that we do. Each and every one of us can make a huge difference to local communities by focusing on delivering our outcomes. We have much to do and we'll continue to work hard to ensure the organisation and its people have the tools they need to deliver.

We're Kirklees

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

We're Kirklees is also the journey we're on to keep improving to become the best organisation we can be. It is about a focus on delivering the best for all those who live, work, visit and invest in the area, working together with our communities and partners in ways that benefit all the towns and villages within Kirklees.

And We're Kirklees is a journey we are committed to continuing: we will maintain our focus on People, Partners and Places, and we want all our staff to do the same.

Working with people, not doing to them

Our focus is on engaging people, building relationships based on trust, working with people and communities to solve problems and make the most of opportunities in order to give them better control of their lives. This means providing the appropriate level of challenge and support to empower citizens and communities to feel able and encouraged to do more for themselves and become more independent. The focus on restorative practice that started in our Children's Services teams and strengths-based practice in Adult Social Care is cascading across the organisation. Supporting councillors in their community leadership roles is also critical to this approach.

We are determined that those in contact with the council have the power, opportunity and support to help shape services – whether they are residents, key partner organisations or local businesses. Working collaboratively informs everything we do.

The council has a unique role to play in supporting vulnerable people. 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 includes giving young people the best start in life through support for expectant and new families, and means that as people get older, they can look after themselves using more of the support already available 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.

We are continuing to modernise our approach to inclusion and diversity. Our [Inclusion and Diversity Statement](#) and our [Year 2 Action Plan 2017-21](#) are significant steps to both tackling inequalities and embracing inclusion and diversity as a real asset. We are incorporating this positive approach by effectively and routinely respecting diversity, valuing different perspectives and supporting inclusion.

Delivering change: restorative practice

We've been developing our skills in restorative practice over the last year, enhancing staff behaviours, interactions and approaches to help build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict. When we work with and alongside people, and focus on removing barriers, promoting a sense of community, social responsibility and shared accountability, there is strong evidence that outcomes are improved. We have delivered training to over 500 staff, with over 75% reporting that they have found it very or extremely useful in their roles. One participant said:

"My approach has always been reflective and relationship based, this training has given me the language to use and a framework to practice in an evidence based way – leading to my increased confidence and being able to encourage this approach in my team"

Working with partners

Many of the issues and opportunities we face are complex and we need to use the broadest range of knowledge, experience and resources to get the best results. Our partners in Kirklees bring a vast amount of positive insight, skills, and understanding to the table, from grassroots community engagement in the voluntary and community sector, to local businesses driving productivity and innovation, and other public sector organisations. Working together with a shared sense of purpose, and using the expertise held across these sectors, makes our work towards our shared outcomes more effective and impactful.

We're committed to making the time and space to build trust and understanding with our partners to find shared solutions. Effective partnership working means having both strategic discussions and agreement among the leadership of our organisations, and day-to-day, flexible and informal collaboration between staff teams, allowing people to make the most of their skills and resources. And so our partnership working takes many forms, from the statutory Health and Wellbeing Board to focused work on joining up systems and delivery via the Integrated Commissioning Board to action focused networks around issues like gangs and hate crime. We also work closely with our sub regional partners because we can make a difference in Kirklees and beyond when we work at this scale.

Delivering change: Kirklees youth summit

Our partnership working is focused on achieving real change. Together with partners from both the Communities and Children's partnership boards, we held a Youth Summit in May 2019 to improve our knowledge and understanding of serious violence and gangs, and child criminal exploitation. With a national spotlight on these crimes and data showing they are on the rise, we are working with partners on an approach that stops activities and crimes happening in the first place, and when they do happen, equips us to spot them early and intervene to support the victims and their families.

The event helped us to bring together the people with the knowledge, skills and connections to design just this approach, and allowed us to listen carefully to the feedback we are getting from frontline workers and young people who experience these issues first hand.

Place-based working

Place-based working starts with an intelligence-led recognition of the diversity and strengths to be found across Kirklees. We recognise that one size doesn't fit all. To be relevant to the diverse range of our citizens and communities, we need to work with people to design, develop and deliver support and services.

Our approach is based on developing local connections and networks with citizens, community groups, businesses, the third sector, our statutory partners – anyone with a stake in the future of Kirklees. Working this way taps into the huge pride that the people of Kirklees have for the places in which they live, work and play, and valuable skills, strengths and local knowledge. It also allows us to deliver our shared outcomes and make a real difference within our varied communities.

Delivering change: Community Plus

We're starting to work differently in different parts of Kirklees. Our Community Plus team of place-based Community Coordinators connects individuals and groups in their areas. In 2018/19 they worked with over 1,300 people of all ages for 4 – 6 weeks. The team are piloting ideas, trialling ways of working and exploring opportunities based on people's bespoke needs. They have worked with users of GP services to identify where people may benefit from an alternative or complementary activity in addition to their medical requirements. Our community investment fund, called 'Do Something Now' has provided funding for small grassroots activities across Kirklees, with 16 community led activities funded in the first quarter of 2019, to deliver outcomes including connecting lonely and isolated people, increasing confidence through volunteering and supporting families on low incomes to live a better life.

Our Vision and shared outcomes

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 shared outcomes



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



Aspire and achieve

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

PLUS



Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.



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 journey through school and into adult life shapes 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.

Over the last year we have ...

1. Reduced the number of children per children's home and reduced the number of children living in residential care by, among other things, increasing the number of fostering and family-setting placements, while at the same time reducing the number of children placed more than 20 miles outside Kirklees.
2. Improved the percentage of decisions made on children's social care referrals within 24 hours from 53% in April 2018 to 98% in September 2018.
3. Developed ADHD, autism spectrum conditions and learning disability pathways, enabling early identification and screening to ensure children's needs are identified at the initial point of contact and the correct pathway is followed to meet those needs.
4. Established an enhanced mental health crisis and home treatment team, and implemented ChatHealth and Kooth. The ChatHealth app offers instant messaging for 11-19 year olds and the parents of 0-19 year olds, to address any health related issues that children, young people and their parents have. Kooth is an online counselling service available to 11-19 year olds which allows the user to remain anonymous and is available up to 10pm, every day of the year.

We'll continue to ...

1. Support parents to access high quality learning and childcare provision, including access to 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 by increasing the number of volunteering programmes and peer support roles.
3. Deliver 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. Expand Fit and Fed – a programme that is reducing the number of children who are hungry in the school holidays.
5. Work closely with communities and partners to ensure local support for families that builds on their strengths and brings back and keeps our children living in Kirklees.
6. Develop great family homes and neighbourhoods that nurture children.

With further emphasis on

1. Integrating the commissioning and provision of services and activity to improve outcomes for children and young people from conception to age 19 (age 25 for children, young people and families with additional needs).
2. Reducing waiting times for face to face interventions.
3. Further developing our inclusive practice and special educational needs and disabilities (SEND) offer.
4. Re-launching and re-shaping the Children and Young People's Partnership in 2019, working with partners across sectors.
5. Developing a shared Children and Young People's Plan, concentrating on the actions and priorities that make the most difference to give Kirklees children the best start in life.

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 which support families
- As many children as possible staying with their families

Measuring our impact

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

I'm Kirklees

Sean Hurry – Stronger Families Consultant

"I currently work with eleven schools in the Colne Valley area, embedding a whole family approach. Much of my role involves providing advice and information and coaching staff to think about the factors often associated with poor and challenging behaviours in school, which can lead to detentions, isolation and fixed term exclusions.

I truly believe everyone in society should have an equal opportunity to live, grow and feel safe in a culturally enriching environment such as Kirklees, where children and families have a sense of wellbeing, respect, and pride in the community where they live. I believe developing strategies based on the lived experiences of children and families leads to a sense of ownership and sustainable outcomes, not just for families, but the whole community.

I have worked hard to promote prevention and early intervention strategies in schools, advising staff to look at their resources, and how they can adapt their own strategies to support pupils and families at the earliest opportunity. This is helping us to move away from an over reliance on social care and family support throughout the schools in the Colne Valley area."

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.

Over the last year we have ...

1. Launched the new Care Offer for Adult Social Care in Kirklees, embedding the approach to meeting needs through promoting independence and supporting people by connecting them to local support through the involvement of Community Plus and Care Navigators.
2. Established an Integrated Commissioning Board with the two local CCGs and with healthcare providers to join up how health and care is planned and delivered.
3. Developed physical activity programmes for target groups of people, encouraging walking and cycling, and commissioned Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.
4. Worked with over 400 people in communities who received training and support to enable them to lead fun, safe sessions that benefit people's health and wellbeing through physical activities.
5. Delivered 80 bibliotherapy sessions in libraries, care homes, memory cafes and community venues, aimed at adults living with dementia and those with low level mental health issues.
6. Produced a local Health Impact Assessment for new housing developments to encourage developers to consider ways they can maximise the health opportunities for communities living in and around new developments.

We'll continue to ...

1. Support 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. Fully implement 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.
3. Deliver family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.

With further emphasis on

1. Embedding the Care Offer in Adult Social Care as an enabler of more efficient ways of working by empowering people to take more control of their care.
2. Launching a further drop-in support centre for care leavers in Dewsbury (by September 2019).
3. Working to implement an integrated approach to health improvement (Integrated Wellness Service) that will provide more holistic and person-centred support that helps keep people well.
4. Coordinating our approach to helping people to achieve and maintain healthy weight across Kirklees, with commitment from partner organisations.
5. Developing our plans and readiness for the CQC system reviews, using collaborative opportunities to see, learn and act on what works well across Kirklees, Wakefield and Calderdale.

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

Measuring our impact

- Healthy life expectancy

I'm Kirklees

Lucy Wearmouth – Public Health Manager

"I work in Public Health, part of the Corporate Strategy, Commissioning & Public Health directorate. I'm a Public Health Manager and I'm passionate about reducing inequalities through meaningful systems change. My goal is communities living in environments which enable them to enjoy good health, social and financial wellbeing.

I manage the 'wider factors' theme. As little as 10% of a population's health and wellbeing is down to access to health care. A broad range of other factors influence our ability to live happy and healthy lives – things like housing, our local environment, access to education, access to transport, family and community networks and our financial stability.

It's my job to try and connect public health with colleagues from across the council and with other external organisations in order to influence policy and decision making. I've worked with colleagues from planning, housing, policy, licensing, environmental health, parks and open spaces as well as partners from health organisations. I really enjoy working with lots of different people and adding value to work which is already happening as well as influencing ways of working and decision making. Over the past few years I feel that the role and importance of Public Health in the council has really grown. I feel really proud to have been a part of that."

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.

Over the last year we have ...

1. Created an integrated team with the two local CCGs, to deliver the quality of care offer to care homes across Kirklees, using a preventative approach to quality improvement.
2. Continued to support the homecare market in Kirklees through regular and positive provider forums that help us collectively shape both the future of the market and the interface between the council and providers.
3. Been ranked the 7th best value for money council for adult social care, retaining a place in the top 10 in the country.
4. Agreed a new 5 year Housing Strategy, which aims to see Kirklees offering a range of good quality mixed tenure housing, where people live in suitable, warm, safe and affordable homes in attractive and prosperous places throughout their lives, including the development of more specialist housing for people with disabilities and for older people.
5. Through Community Plus and Kirklees Libraries, promoted the 'Looking out for our neighbours' social marketing campaign, to prevent loneliness and its associated health risks by encouraging communities to look out for vulnerable people.
6. Lent 873,160 physical books, 48,143 e-books and e-audiobooks and 35,052 e-magazines and newspapers.
7. Held our fourth Vision Connect event, where over 300 people visited to find out more about the technology, equipment and services available for blind and partially sighted people of all ages.

We'll continue to ...

1. Make sure 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. Put people in control of their own care, and develop individual and community capacity to be able to take positive action to make long term improvements.
3. Take a more collaborative approach with care providers so they deliver more flexible, person-centred care and support, and it is easier for people to transfer from one form of care to another.
4. Develop a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible, as well as providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless.
5. Make best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.

With further emphasis on

1. Working with providers and service users to focus our commissioning on the needs of the person receiving services, bringing more flexibility and emphasis on the provider working with the person to improve their lives.
2. Developing the Kirklees Independent Living Team (KILT) model in collaboration with NHS partners to enable people to better regain their independence after an accident or illness.
3. Working with the personal advisors of our care leavers not in employment, education, or training to support them in accessing their chosen pathways.
4. Meeting the housing needs of our most vulnerable people including a focus on people sleeping rough, young people struggling to access the private rented sector and older people leaving hospital who need somewhere to stay before they can move into a suitable home of their own.

5. Developing specialist day support buildings for people living with dementia or with complex disabilities.

What we're aiming to achieve

- 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.
- 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.

Measuring our impact

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

I'm Kirklees

John Kipling – Housing Solutions Officer

"I'm a housing solutions officer in the Private Sector Compliance Team at Kirklees Council. I contribute to Kirklees shared outcomes, particularly keeping people well and independent. I look at hazards in single family dwellings as well as houses of multiple occupation, so we look at things like is a property damp or mouldy, is it excessively cold, is there an increased risk of fire, electrical hazards, gas safety issues, or risk of falling on the stairs? If we do identify something which is particularly hazardous then we may have legal powers to force a landlord to deal with the hazards in the property and keep people safe and well.

We also deal with tenancy relations issues – landlord tenant relationships where those relationships may have broken down, where the tenant might be at risk of eviction, we can look at the legality of the notices they've been served, if they have been served a notice – we try to prevent illegal evictions and sustain the tenancy wherever we can. If we identify that the tenant has financial difficulties we can refer them to the right agencies for support.

I'm proud to help the people of Kirklees to live independently and have control of their lives."

Aspire and achieve

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

Over the last year we have ...

1. Supported Kirklees College to open the new Springfield Sixth Form College in Dewsbury.
2. Doubled the hourly pay of apprentices working for the council.
3. Developed English for Speakers of Other Languages (ESOL) courses which have been accessed by 175 adults and 50 children to help them overcome language barriers and improve access to learning and development opportunities.
4. Recruited and trained 15 mentors from local businesses and communities to work with vulnerable young people to raise aspirations and engage in positive activities.

We'll continue to ...

1. Secure enough high quality learning places.
2. Progress our 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. Work with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).
4. Work on our 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. Deliver our 'Works Better' scheme which provides a personalised and joined-up service to help people aged over 25 enter the labour market, and support apprentices within the council.

With further emphasis on ...

1. Setting out our long-term ambitions and plans for local sufficiency of placements, education and training, and health and wellbeing support services for our children in care, and care leavers.
2. Supporting adult education and retraining to ensure a flexible workforce that can meet the future needs of the local and regional economy, and building findings from our 12 month career learning pilot into national government policy.
3. Developing employment opportunities in the adult social care workforce. Having supported more than 400 individuals into local social care jobs in the last 12 months, we will explore a range of activities and incentives to encourage those who want to work into the market.
4. Promoting our apprenticeships scheme, with 22 new apprentices to start in Operational Services, following 12 apprentices gaining employment and development in the service over the last year.
5. Supporting young people to travel to and from school in a safe and sustainable way, by developing a sustainable travel to school policy and developing child centred solutions to school travel.

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.

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)

I'm Kirklees

Sarah Francis – Apprentice in the Employment and Skills Team

"I'm a level four apprentice in the Employment and Skills team. Our work contributes to the corporate priorities of Independent, Aspire and Achieve, and Sustainable Economy. The team works with a wide range of voluntary sector partners and employers to create opportunities for residents to become independent, find sustainable employment opportunities, and achieve their goals no matter how large or small.

I'm responsible for supporting multiple projects across our team. My key tasks include data management and helping monitor project performance. My role is fundamental to the wider team – I help to ensure that things go smoothly, suggesting and implementing changes where needed. I've also established and built strong and positive relationships with partners. I'm now their first point of contact when they need help, and if I can make partners' jobs easier, then they can focus on supporting residents and delivering a quality service.

I have always lived in Kirklees and I'm passionate about supporting people in my community from different backgrounds to achieve their aspirations. Working in this team I can see the impact we have from the success stories and responses from residents, and I'm proud to say that I'm helping that happen. In 2018 alone we supported over 4,374 people into work or learning!"

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.

Over the last year we have ...

1. Agreed a new Economic Strategy 2019-25, focused on supporting a more inclusive and productive economy, and established the Kirklees Inclusive Growth Group.
2. Agreed an ambitious Local Plan that will lead to more investment and development in the area.
3. Supported 4,374 residents to find work with a net benefit of £6.1 million.
4. Supported 200+ employers, and awarded grants to SMEs to create new local jobs.
5. Worked with partners and businesses to support the night time economy, stimulating safe, vibrant and welcoming town centres.
6. Inspected and audited over 1,800 food businesses and audited, providing them with support and guidance to develop successful and safe food practices, and proportionate and graduated action to ensure compliance where necessary.

We'll continue to ...

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

With further emphasis on ...

1. Developing and delivering a local wealth building programme with other big local organisations to connect local people to local jobs, increase the impact of procurement and spend, use assets in ways that revitalise communities and develop a more coherent approach to addressing poverty in Kirklees.
2. Establishing a business-led economic partnership, a framework for business engagement and support with a focus on economic growth, and a refreshed and relaunched business hub.
3. Developing a strategic approach to our inward investment activity.
4. Supporting the vision to become a connected town, working in partnership with organisations such as Cityfibre to deliver a gigabit town, and developing a Digital Innovation Zone.
5. Making the most of our planned infrastructure investment, including the transpennine upgrade, and developing inclusive growth corridors to make sure local people benefit.

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

Measuring our impact

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

I'm Kirklees

Roy Walton – Senior Highways Operative (from I'm Kirklees video)

"I'm a Senior Highways Operative, I also work as part of the winter maintenance team at the council – our aim is to keep the roads as safe and usable as possible when there's extreme weather. I can receive a call at half past three any morning, I have to get up, get ready, and make sure the car is safe to drive on the road to start with. My duty is to make sure the gritter is safe to drive, I then get the wagon loaded with salt by a colleague on the loading shovel, and head out onto my route, making sure I drive safely.

My aim is to keep the roads safe and the traffic flowing so the general public can get to work without any issues. I'm proud to contribute to the clean and green environment, ensuring a sustainable economy by keeping people moving around Kirklees."

DRAFT

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.

Over the last year we have ...

1. Appointed local area coordinators in our Community Plus team and begun making more connections between people in their communities and local activities.
2. Launched two new victim's hubs in North Kirklees (Dewsbury and Batley), with Safer Kirklees working in partnership with Victim Support.
3. Delivered 673 events, projects, workshops and training sessions and engaged 12,187 people to develop strong effective relationships which sustain community engagement, cohesion and connectedness.
4. Joined the Intercultural Cities network to help make sure all our policies and practices promote inclusion and diversity.
5. Developed the #KirkleesWelcomes approach with support from a wide range of council services and local partners, and funding from MHCLG, to be clear Kirklees is a place of welcome, and support people to settle, orientate and access the support they need.
6. Used the Place-Standard in Golcar and Shepley to help local people have a discussion about their ambitions for their places.

We'll continue to ...

1. Help 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. Develop our approach to citizen engagement, working with communities in ways that reflect the diversity of the towns, villages and people of Kirklees so they are actively involved in the decisions that affect them, and developing relationships and partnership working with community hubs.
3. Deliver investment in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact.
4. Make 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 occur.

With further emphasis on ...

1. Developing community capacity which builds good community relations, improves understanding between people from different backgrounds and works with existing community assets in order to increase community connectivity and cohesion, wellbeing and tackle inequality. Our work on a new cohesion strategy and input from the Intercultural Cities network will assist with this.
2. Developing relationships and collaborative working with community safety partners and local people to make communities safer by preventing and tackling community safety issues (such as crime and anti-social behaviour) at the earliest possible opportunity.
3. Joint work with the voluntary and community sector to stimulate collaborative working, including providing guidance to organisations on accessing funding and business planning.
4. Making sure vulnerable migrants, asylum seekers and refugees can access the support that is available to them from the council and partners including the voluntary and faith sectors, to ensure their settlement and community integration. We are also developing guidelines to support people who have no recourse to public funds.

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 which safeguard children and adults from harm

Measuring our impact

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

I'm Kirklees

Ali Amla – Cohesion and Integration Manager (from I'm Kirklees Video)

"I'm the Cohesion and Integration Manager at Kirklees Council. The Cohesion team contributes to our safe and cohesive shared outcome in a number of ways – our primary mechanism is working towards commonality between communities, breaking down barriers between communities, particularly for young people, understanding and managing tensions, as well as understanding and managing perceptions of fairness. One of our projects is a participatory budgeting scheme called 'It's Up To You'. Individuals can apply for up to £100, and groups for up to £500, and the decision making is actually given back to the communities themselves through funding events where residents decide which projects they would like to see receive funding.

We also meet the aspire and achieve shared outcome by breaking down barriers for children and young people through a range of projects delivered in schools and education, for example, our interfaith schools work increases religious literacy for young people by facilitating visits to different places of worship. This equips young people with a broad understanding of modern society in Britain, and helps them to understand and interact with difference more effectively.

I'm proud to play my part in ensuring the people of Kirklees live in safe and cohesive communities, where they aspire to achieve their ambitions through education, employment, training and lifelong learning."

Clean and green

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 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.

Over the last year we have ...

1. Established a new garden waste collection system, delivering over 10,500 brown bins in the first 4 months, with high rates of public uptake, and delivered an education programme for residents about what can and can't be recycled, by checking each of the 9,000 bins across Kirklees.
2. Designed and secured funding for the Green Streets® 'Grey to Green' green infrastructure interventions on the A62 Leeds Road corridor.
3. Committed to investing 9.5million in play areas across Kirklees, keeping all our play areas open, while 137 undergo repurposing.
4. Completed the Huddersfield Heat Network feasibility study that has confirmed the viability of a Huddersfield district heating system, utilising low carbon heat and power from the Energy Waste Plant to provide a resilient, lower cost energy offer for the town centre.
5. Developed a local Air Quality action plan and strategy, increasing the number of electric fleet vehicles, improving our physical infrastructure to ensure that walking and cycling is an easier option and implementing traffic management systems which will reduce vehicle queuing times and increase through-flow.
6. Declared a 'climate emergency', and established a councillor-led working party to identify practical measures to reduce emissions, encourage action across Kirklees and propose targets for future action.

We'll continue to ...

1. Review how we provide key services to residents such as waste collection, recycling and street cleansing, including continuing our communication with residents.
2. Deliver 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.
3. Improve the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.
4. Deliver the Big Build, aiming to build 10,000 homes by 2023, with 1,000 of these on council-owned land and via new council house building.

With a further emphasis on ...

1. Developing a new and ambitious waste strategy that puts Kirklees at the forefront of environmental best practice, with significant investment in our frontline services that gets us ready for the new government strategy and the end of our waste PFI contract in 2023.
2. Delivering our ward squads that place councillors at the heart of improving their communities. They will take forward a rolling programme of ward workarounds that builds on last year's pathfinder project and supports greater community capacity.
3. Investing over £3.5m in improving Huddersfield town centre public realm, both modernising and introducing greenspace and play to create a family-friendly environment.
4. Responding to our declared climate emergency, completing an audit and developing an action plan that includes a delivery plan for White Rose Forest, working to increase tree cover by a third.

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

Measuring our impact

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

I'm Kirklees

Ayesha Iqbal, Environmental Strategy Assistant (Streetscene)

"Recently, my team has supported and coordinated the launch of the brown garden waste bins, the recycling bin campaign, and the move to online registration for people using the Recycling Centres. These projects have received a lot of attention and profile and some people have had questions about these schemes and how they might be affected by them. My role is to assist them with any part of the process, making sure they're involved in the decisions we're taking. This is a new and innovative programme so there has been lots of public engagement, with many people expressing their support for our proactive approach to tackling low recycling rates, especially as the issue of climate change is so important to people nationally and locally.

My role helps to communicate the reasons for our decisions and be more transparent with people about things that directly affect their lives. My team is also supporting me to play an active role in the Young Employee Network and to undertake extra apprenticeship training around data analysis."

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.

Over the last year we have ...

1. Taken our approach to recruitment out on the road, encouraging and supporting people from a range of communities to apply for council jobs.
2. Promoted coaching as an opportunity to all employees, with work undertaken with our employee networks to encourage participation, and launched a staff volunteering scheme which gives every member of staff the opportunity to use 2 days paid leave to support community groups to deliver our shared outcomes.
3. Won the Procurement team of the year award at the UK Public Procurement Awards 2019/20, for the power of the team's unified approach to leadership, communication, innovation, and collaboration to deliver excellence.
4. Continued to develop and grow our self-service and assisted digital agenda, with 80,000 calls received from residents related to welfare and benefits, resulting in a household income contribution of £46.2m for residents in Kirklees – ensuring residents have been able to claim the benefits and welfare support they are entitled to.

We'll continue to ...

1. Develop our approaches to attracting, retaining and developing our staff.
2. Develop systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.
3. Understand and manage demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.
4. Support local supply chains and work with other big organisations to increase the way our collective resources deliver social value and our shared outcomes, and update our procurement strategy.
5. Develop the way we work with partners and engage at a regional level.
6. Deliver on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents.
7. Be clearer on our messages, joining up communication to encourage pride in our places and community action.

With a further emphasis on ...

1. Develop a talent bank to ensure we attract people with the right skills to our jobs from areas and backgrounds where we do not receive enough applications.
2. Developing staff skills in working with people, to help employees manage challenging situations while constructively challenging and supporting each other.
3. Reinvigorating our employee networks, consider our approaches to recruiting to jobs at Grade 13 and above where the evidence from our workforce profile data shows us that there is under-representation of black and minority ethnic (BME), disabled and younger people, and introducing diversity training and development for the Executive Team and managers.
4. Updating the council's policy framework and developing a toolkit to support the development of outcome and impact-focused strategies.
5. Taking forward the findings from the Local Government Association peer challenge, which will help us identify good practice and areas for improvement across the council.
6. Changing our approach to transformation to focus more strongly on outcomes as well as savings.
7. Using our robust and effective scrutiny process, to ensure councillors advise on and shape the work we deliver as an organisation.

What we're aiming to achieve

- Staff that are healthy, motivated and supported by management in order to use the right skills and behaviours to work with people and partners.
- Strong political leadership, intelligence led decision making and 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.

Measuring our impact

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

I'm Kirklees

Stacey Gilman - Procurement Team

"I am the Strategic Category Manager for Adults and Public Health. My role is about having strategic oversight of spend, contracts and suppliers that support the commissioning requirements of the Adults and Public Health directorates. A category led approach to procurement is new to Kirklees, and with it comes many challenges but equally many opportunities to achieve great outcomes. This is an exciting time for the procurement team as we continue to challenge and improve our practice.

My role allows me to network with key stakeholders proactively, to fully understand commissioning intentions and market risks, and advise on alternative, innovative and compliant ways of packaging contracts that achieve enhanced added value. Essentially, my role allows me to challenge the norm and make a difference. And I'm proud to be part of the team that won the Procurement Team of the Year Award for 2019 for leadership, innovation and collaboration."

In the last year, Kirklees Council, supported by its partners, has ...

Best Start

- 74% of eligible 2 year olds engaged in free early education
- 2,800 families in Kirklees benefiting from 30 hours free childcare

Well

- 67,660 adults & 44,298 children attended events at Kirklees Libraries designed to contribute to the early intervention and prevention agenda
- 937 clients seen by Health Trainers, and 2,941 clients seen by the Practice Active Leisure Scheme (PALS)
- Rated 6th out of 150 councils for achieving best value and positive outcomes for people receiving Adult Social Care services

Independent

- Over 1,000 older people completing rehabilitation aimed at maintaining their independence in their homes
- Prevented 955 households from homelessness by working with them to keep or find a suitable home

Aspire and Achieve

- 79.2% of pupils in good or outstanding primary and secondary schools
- 4,400 people supported by council employments and skills provision

Sustainable Economy

- Generating 996 business grant applications, with £6.1m of grants awarded for business expansion

Safe and Cohesive

- Community Plus worked with over 1,300 people of all ages for 4 – 6 weeks

Clean and Green

- An average of 12,700 tonnes of household waste collected per month
- An average of 300 planning applications decided each month

Effective and Efficient

- Our 2019 staff survey found that 85% of our employees understand how their work contributes to the success of the service
- We delivered planned savings of £13.1m in our General Fund, and £2.8m in our Housing Revenue Account in 2018/19