

Kirklees Council

Our Council Plan

1 April 2024 - 31 March 2025



ACHIEVING INCLUSION

 **Kirklees**
COUNCIL



ACHIEVING INCLUSION

Our Council Plan

1 April 2024 - 31 March 2025



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Introduction from the Leader

Our Council Plan sets out our priorities as a council as we navigate the challenges ahead. It will help us make the fair and balanced decisions we need to transform our services and enable a better, greener, and healthier Kirklees.

The challenges facing us are significant. National and international events mean prices have been rising. That means it's harder to get by for everyone, but particularly for the most vulnerable in our communities. We are seeing long-standing health and economic inequalities deepening, and more and more people are turning to those around them and local services for support. At the same time, rising prices mean local services are becoming more expensive to run.

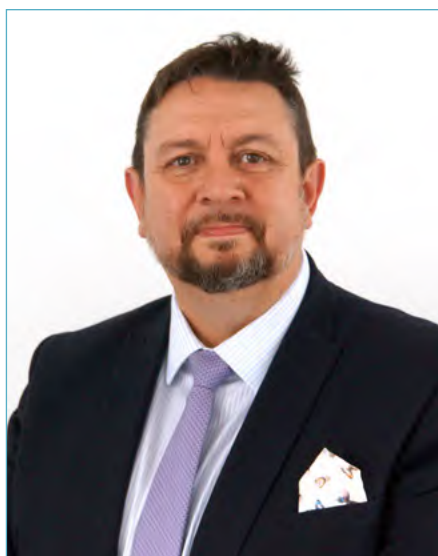
With increasing prices and increasing demand across local partners, we are all having to make difficult decisions about how best to spend and invest sustainably.

Through meeting residents and our recent public budget engagement, we have heard what is most important to residents: protecting vulnerable people of all ages. Through our day-to-day services and longer-term priorities described in this plan, the council will continue to work tirelessly to protect the vulnerable. However, to navigate the financial challenges and continue to provide sustainable support, we must transform our services to ensure we are working with people, partners, and places in the most efficient, effective, and modern way. This plan sets out our immediate areas of focus for this service transformation. It's not just about doing less, but about doing things differently and better, both for now and for the long-term.

Our ambition for the long-term is essential. Across the country, we will see significant longer-term social, economic, and environmental changes, and these will affect Kirklees too. To help our diverse places and communities flourish, we must maintain our focus on the opportunities these present and maintain strong ambitions for the growth of towns and villages across Kirklees. Together with local, regional, and national partners, we must be ambitious about the change we can deliver and work together to attract the investment that will support this change. This plan sets out priority areas to support this better future.

Despite the challenges ahead, we will continue to be ambitious for the future, transforming our services and sowing the seeds of future growth for a better, greener, and healthier Kirklees.

Cllr Cathy Scott
Leader of the Council



Introduction from the Chief Executive

The financial context means we have some difficult decisions to make as a council. Since joining Kirklees Council back in October, I've been meeting people from across our services and partners to understand the challenges we face and our collective plans to address them. Across local partners, we will have to spend less and won't be able to do everything we used to do. However, it's clear to me that though we will be a smaller council, our plan cannot just be about spending less – it must be about maintaining ambition and transforming services.

We are constantly pursuing funding opportunities regionally and with government, but we cannot rely on this now or in the future. We need to take responsibility for our own future. To continue to provide our vital services and targeted support, we will have to transform our services to be more efficient, effective, and modern. This means delivering better value for money for our residents. It also means we need to listen to partners and local communities and enable them to play a more active role in making the positive change they want to see in their local areas. Sometimes that means the council getting out of the way and allowing those who can best support communities to do it.

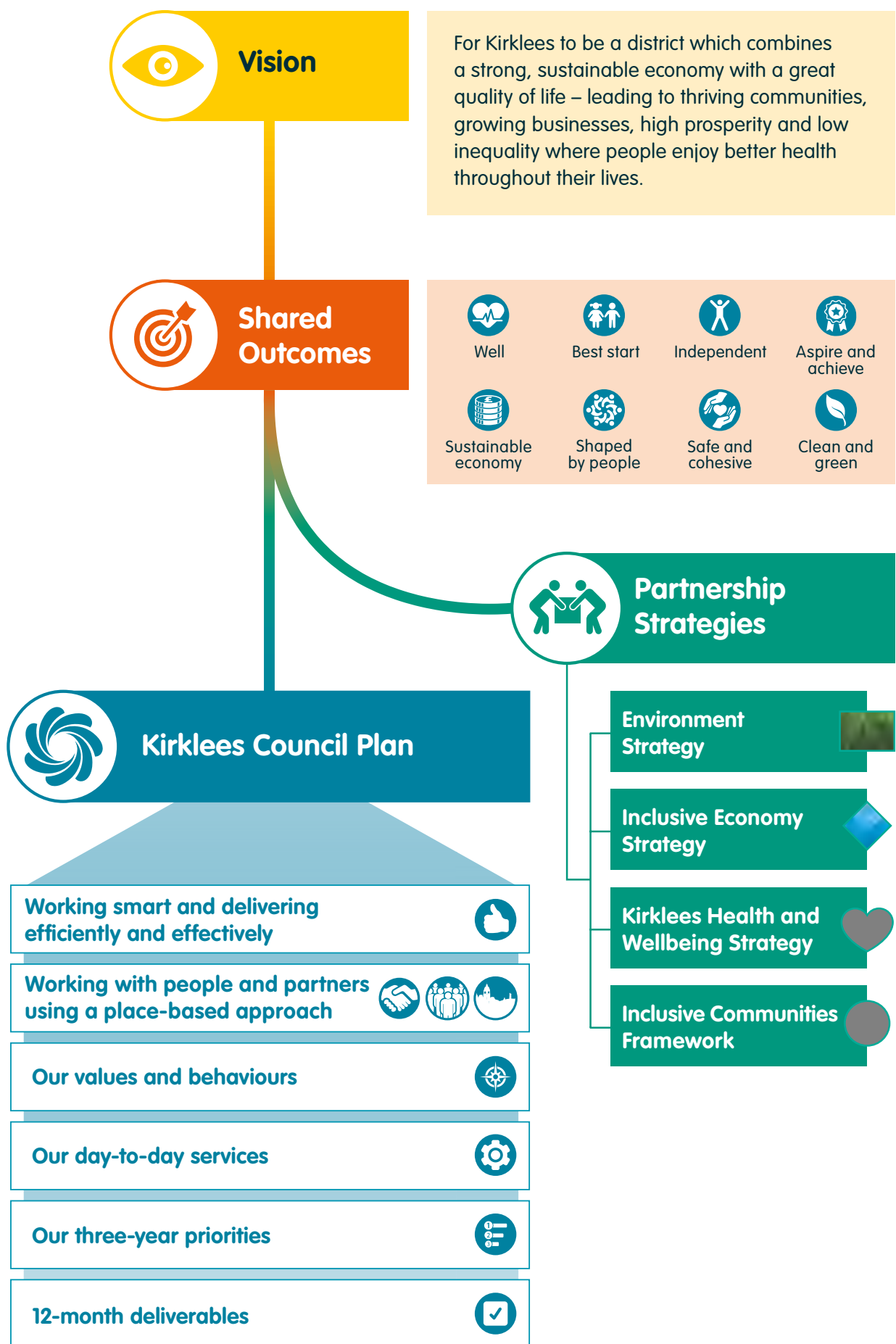
Even though there are considerable pressures affecting services, I am confident in our ability to navigate them. The deliverables in this plan are specific areas of focus for the next 12-months that will have a real impact not just on our immediate financial sustainability, but on delivering our ambitions for the future. Most of them cannot be delivered without effective collaboration with other organisations, and that must be a particular focus for the way we work this year as well as in the coming years.

The other thing that makes me confident about our ability to navigate them is the quality of our staff. It makes me proud to work alongside such dedicated teams as part of Team Kirklees. An efficient, effective, and modern organisation requires dedicated staff, passionate about the outcomes we can enable and with a shared sense of purpose. I have total confidence in the brilliant staff I have seen in action so far. However, I also recognise that the changes ahead will be difficult. It's more important than ever that all colleagues feel supported through these times of change and that we live our values of kindness, inclusion, and pride. That comes from us all supporting each other, but also from the effective and compassionate leadership we must display.

Though it won't be easy, our ambitions for change, our robust plan, and our dedicated staff give me great confidence in our ability to navigate the challenges ahead.

Steve Mawson
Chief Executive

Our Council Plan – Summary



Part 1 – Working with our Partners

Our Vision

For Kirklees to be a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our Shared Outcomes

We remain committed to the shared outcomes we have agreed with our partners. **Our vision and shared outcomes are a long-term commitment, which frame our planning in the short to medium term.** They help the council and local partnerships focus on the impact we want to have for people and communities in Kirklees.

Under each outcome we set out our shared day-to-day focus, a description agreed with partners of what we need to focus on to deliver positive outcomes.

This plan also includes a set of indicators agreed with partners which help us measure how well things are going against the outcomes. The measures are influenced by regional, national, and even international events, but we can use them to help us understand the impact of local actions across our partnerships.

Our Shared Outcomes are:



Shaped by People

We make our places what they are.



Best Start

Children have the best start in life.



Well

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



Independent

People in Kirklees live independently and have control over their lives.



Aspire and Achieve

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



Sustainable Economy

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



Safe and Cohesive

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



Clean and Green

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



Efficient and Effective

Kirklees Council works smart and delivers efficiently and effectively.

Partnership Working through our Key Strategies

Our four key partnership strategies are developed and delivered with partners across the district. In supporting our shared outcomes and vision for Kirklees, they complement each other and our Council Plan.

The economic and financial pressures facing Kirklees make it even more important that we have a shared understanding with partners of the challenges and opportunities our current context brings.

These strategies are partnership-led. They explain our context, what our opportunities and challenges are, what we need to do most to improve, and the role each of us has to make this happen together.

Fostering strong regional relationships and collaborative working continues to bring multiple benefits to our district. Through continued working with our regional partners, we are able to set the trajectory for long-term ambition as set out in the West Yorkshire Plan and ensure that government and wider local and national stakeholders are clear on our priorities and understand that we speak with one strong voice.

Like our outcomes, success in one strategy depends on the others. For example, a sustainable environment supports a healthy and well population, which in turn supports a stronger workforce and a more inclusive economy. Likewise, inclusive communities support improvements in wellbeing and the environment in local communities.



Kirklees Health and Wellbeing Strategy

The Kirklees Health and Wellbeing Strategy (KHWS) sets out our priorities for improving health and wellbeing and what we will do as partners to achieve those improvements. Through the strategy, partners are prioritising good mental wellbeing, connected care and support, and healthy places.

Inclusive Communities Framework

The Inclusive Communities Framework (ICF) is a partnership commitment to work better with communities on local issues. Through the ICF, partners are committing to take action showing our belief that communities have solutions to problems, promoting a shared sense of belonging in communities, and caring about what communities care about.

Inclusive Economy Strategy (in development)

The Inclusive Economy Strategy will outline how the council and key partners across the district are working to build a more inclusive and sustainable economy.

Environment Strategy (in development)

The 'Environment Strategy; Everyday, Life' will set out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.

You can find out more about these strategies at: www.kirklees.gov.uk/beta/policies-and-strategies/index.aspx

Part 2 – Our Council Plan Priorities and Deliverables



Three-Year Council Priorities and 2024/25 Deliverables

To support our ongoing day-to-day services, the council will focus on four key priorities for the next three years. Our 2024/25 deliverables set out how we will make progress on these this year.

For each of the four priorities, we've outlined some key things we will deliver during the 2024/25 financial year. This doesn't aim to summarise everything we do as a council; it sets out the key actions we will take to deliver on these four priorities. Our four council priorities are:

1. Address our financial position in a fair and balanced way.
2. Strive to transform council services to become more efficient, effective, and modern.
3. Continue to deliver a greener, healthier Kirklees and address the challenges of climate change.
4. Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish.



1. Address our financial position in a fair and balanced way

As with other councils across the country, rising costs and increasing demand for our services is causing significant financial pressures. Our most pressing challenge right now is to balance our budget whilst continuing to deliver positive outcomes for the people and places of Kirklees. This means we must make difficult decisions about how to reduce our spending and prioritise our resources.

However, the decisions we need to take must be fair and balanced. This means protecting those who need our help most. It means making sure we effectively assess the impacts of our decisions in the short- and long-term and mitigate any negative impacts as far as possible. It also means proactively exploring all avenues to support local services, including funding from partners like the UK government and West Yorkshire Combined Authority.

Deliverable	By (timescale)
Address our financial position by delivering the budget savings agreed in the 2024/25 Annual Budget as fairly and inclusively as possible, including through the use of Integrated Impact Assessments, consultation, and working with our communities.	Throughout 2024-25
Develop further options for delivery of the budget for 2025/26 , so that we can agree a balanced annual budget in March 2025.	March 2025
Increase the amount of new external funding for projects in Kirklees, particularly through working collaboratively with partners such as the West Yorkshire Combined Authority, Homes England and central government.	March 2025
Begin to deliver the new Voluntary Community Faith and Social Enterprise (VCFSE) Infrastructure contract which aims to contribute to the development and growth of a stronger VCFSE sector and development of a community anchor network that enables communities to do more for themselves and each other.	September 2024
Proactive planning and management of communications with residents, partners, elected members and staff around the budget and service delivery. This will help to improve staff, resident, and partner understanding of the budget challenge we are facing and help us work together to collaboratively plan for our future.	Throughout 2024-25
Implement an ongoing review of our Capital Plan and implement a new Capital Strategy, to ensure effective delivery of our longer-term ambitions for growth and regeneration, whilst supporting more immediate pressures relating to our revenue budget.	Throughout 2024-25



2. Strive to transform council services to become more modern, efficient and effective

At the same time as balancing the budget and making decisions about where to reduce our spending, we want to transform the delivery of our services. Transformation is about better use of our limited resources, making services more efficient, effective, and modern. It's not just about doing less, but about doing things differently so we can improve service performance and outcomes for residents. We will deliver changes to the way we do things, working collaboratively across services to do so. We will improve systems and processes and harness new technology. We will also work with our partners to avoid duplication, reduce costs, and share knowledge and resources as efficiently as we can. We will compare and contrast with other councils and look at ways we can improve across all our services.

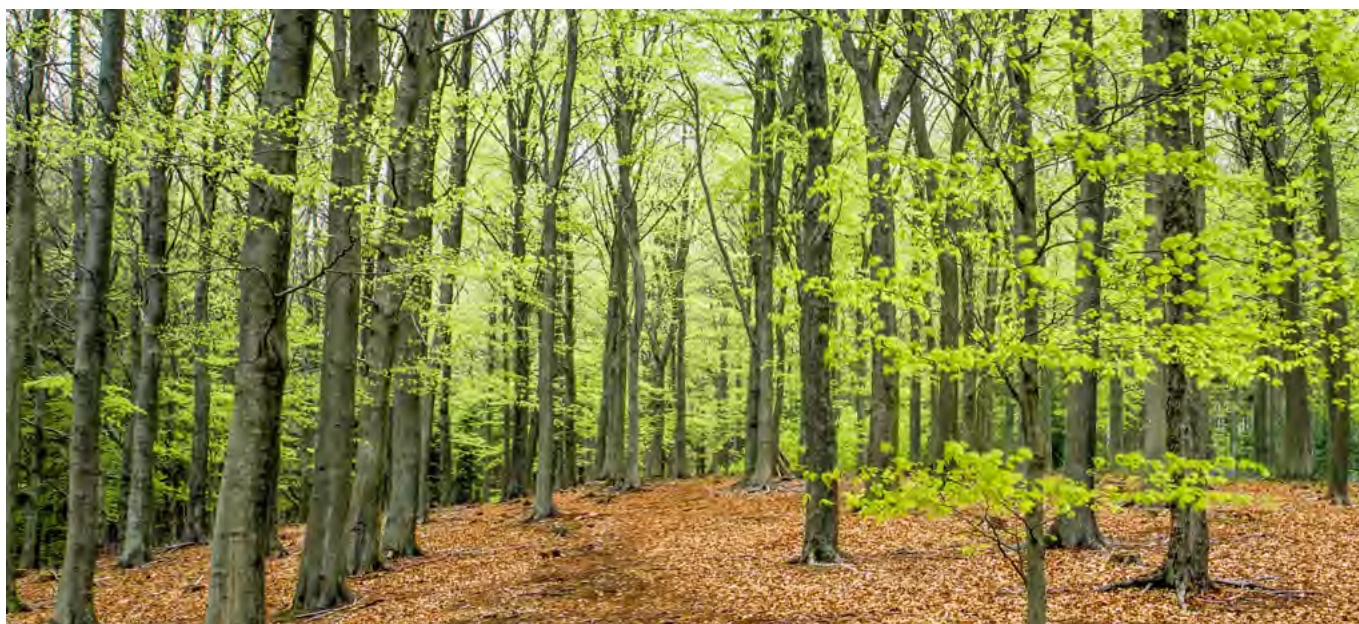
Deliverable	By (timescale)
Building on our children's services continuous improvement plan and success, implementing integrated models of care and preventative services to provide holistic support to our children, young people and families.	Throughout 2024-25 and ongoing
Implementing 'The Big Plan' – our offer to children and families with special educational needs and disabilities , with a focus on improving, and providing the right support at the right time in the right place.	Throughout 2024-25 and ongoing
Working with our whole family of schools and settings to develop a future model and vision for our operational arrangements and relationships .	Throughout 2024-25 and ongoing
We will work as Corporate Parents to deliver the best services and outcomes for our children and young people, and provide continuing support for those that are care experienced , including: <ul style="list-style-type: none"> Enhancing our foster carer recruitment and retention approach to increase the number of foster carers Expand and develop our children's residential provision by purchasing and opening a further new home Enhancing our corporate parenting responsibility by developing the concept of a 'family firm' for all our children in care and care leavers in Kirklees. 	March 2025 April 2024 March 2025
Refresh our Adult Social Care Vision , in the wider context of a changing health and social care system, and in the context of reducing resources and increasing levels of need and complexity.	Summer 2024
Fully describe, develop tangible plans and deliver a more efficient and effective operating model for adult social care services .	Throughout 2024-25 and ongoing
Progress the implementation of our Access Strategy by improving our online customer service offer to citizens and rolling out our public access facilities across our libraries.	December 2024
Work towards building a more sustainable future for the delivery of council services, by ensuring: <ul style="list-style-type: none"> All directorates have effective workforce plans that support recruitment and retention The most is made of technology to become even more modern, efficient, and effective The development and use of data and intelligence, constantly benchmarking services and looking for best practice across local government to inform planning and decision making. 	Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing
Deliver council assets transformation , by undertaking a review of the use of buildings across the entire council estate, so that the organisation's assets are being used as efficiently and effectively as possible. We will ensure that service delivery continues to be supported, that space is maximised, and that the outcome of the review makes a positive contribution to the council's finances.	Summer 2024
Continue work to deliver transformation of services and homes for our housing tenants . We will do this by: <ul style="list-style-type: none"> Maintaining the council's housing stock at decent homes standards, including a continued investment in fire safety improvements and damp, mould and condensation Ensuring the tenant's experience (customer journey) informs the development and delivery of housing services Ensuring empty homes are brought up to a lettable standard (safe, secure, clean) and are ready for occupation as quickly as possible Continue to review the services we deliver in relation to damp, mould and condensation to ensure they deal with root causes and improve the quality of homes Continue to take a fabric-first approach to improving the energy standards of homes, targeting investment to achieve the best results for residents in the most cost-effective way Develop a HRA Decarbonisation Strategy along with a costed roadmap to support achievement of energy targets for homes. 	Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing End of 2024

3. Continue to deliver a greener, healthier Kirklees and address the challenges of climate change

A greener Kirklees is also a healthier Kirklees and is critically important for the delivery of longer-term, positive outcomes for our people and places. The 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 help people reduce waste and recycle more, and put other actions in place to improve air quality and address the challenges of climate change. Our vision is for a 'Net Zero and Climate Ready Kirklees by 2038'. This provides Kirklees with focus on both mitigation and adaptation to climate change.

We want people in Kirklees to be able to live their lives confidently, independently, and be in better health for longer. It's all about preventing problems for people in the future, helping people choose healthy lifestyles and increasing physical and mental health and wellbeing. Working closely with health and wider partners will be crucial for achieving this.

Deliverable	By (timescale)
Publish and begin implementation of a new Environment Strategy setting out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.	March 2025
Support the role of our communities in looking after local environments and improving recycling behaviours . Support social interaction, volunteering and community groups in relation to the protection and greening of our environment as set out within the Environment Strategy.	March 2025
Develop and begin delivery of a Parks and Greenspaces Strategy that will support the provision of welcoming, accessible and high-quality parks and greenspaces to allow people, business, nature and wildlife to flourish.	Summer 2025
Produce an evidence-based and action-focused Director of Public Health (DPH) Annual Report and work with partners from across the Kirklees system to embed its recommendations and support system-wide changes.	Production of the report by June 2024, with action on recommendations throughout 2024/25.
Play a leading role in the ongoing development of the Health and Care Plan , working with the partnership to develop clear metrics for each priority in order to effectively monitor progress and impact.	March 2025
Work with partners and communities to improve physical and mental health outcomes , paying particular attention to addressing inequalities in this area and promoting early intervention.	Throughout 2024-25 and ongoing
Support the local care market to be diverse, high quality and sustainable by ensuring there is quality support and accommodation for adults with complex requirements. We will do this by: <ul style="list-style-type: none"> • Opening Knowl Park House, with modern facilities, allowing for the support of people with complex dementia • Opening of an extra care scheme. 	<div>Summer 2024</div> <div>November 2024</div>



4. Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish

We will continue to invest and attract partner investment into the regeneration of our towns and villages, so that our economic recovery is as quick and secure as possible. We will work to build our resilience, by building the infrastructure that brings opportunities for future generations. Plans for the Huddersfield Cultural Heart, the Dewsbury Blueprint and investments in Heckmondwike, Cleckheaton, Batley, Marsden and Holmfirth will remain a key priority, as will delivering major transport improvements, improving and maintaining our roads, supporting housing growth, investing in employment and skills support, and supporting the growth of new and existing businesses. Our capital investment programme will be managed flexibly in order to respond to current and future challenges; we will adapt our plans to respond to market conditions at the same time as maintaining our ambition for the future.

Deliverable	By (timescale)
Deliver on the Investment Zone around the new Health Innovation Campus to stimulate the local economy, attract external investment in health and life sciences and create high value employment opportunities, working in partnership with the West Yorkshire Combined Authority, Huddersfield University, and Leeds and Bradford councils.	Throughout 2024-25
Publish and begin implementing the new Inclusive Economy Strategy , ensuring we are working effectively to build a more inclusive and sustainable economy.	August 2024
Continue work related to the regeneration of our towns and villages , including the Huddersfield Cultural Heart, the Dewsbury Blueprint and schemes in small centres like Batley, Marsden and Holmfirth, making best use of the Shared Prosperity and Levelling Up funds.	Throughout 2024-25
Engage more residents and visitors in our cultural and heritage offer and raise the profile of Kirklees by: <ul style="list-style-type: none"> • Publishing new strategies for Culture, Heritage and Tourism to provide clear ten-year visions • Pilot the co-production of action plans with communities. 	December 2024 March 2025
Continue work towards our Blueprint ambitions for vibrant markets in Huddersfield and Dewsbury, providing opportunities for communities to socialise, shop, sell, test ideas, eat, learn and be entertained: <ul style="list-style-type: none"> • Huddersfield Market – Commence the first phase of enhancement works to the public facing aspects of the open market • Dewsbury Market – Deliver enabling works to support the delivery of the decant market. 	Spring 2024 Summer 2024
Make progress with the strategic housing sites at Dewsbury Riverside and Bradley Park to deliver high quality housing and increase the amount of sustainable green homes to meet a range of people's needs.	End of 2024
Continue to strengthen public transport networks within Kirklees and with neighbouring areas. We will do this by: <ul style="list-style-type: none"> • Starting construction work on Penistone Line improvements, including station enhancements, better access and waiting facilities, and upgrading rail infrastructure • Working with partners to secure additional funding and ensure the Penistone Line improvements lead to a better rail service to and from South Yorkshire • Continuing to work with the TransPennine Route Upgrade on delivery of the upgrade. 	March 2025 March 2025 March 2025



Part 3 – Our Ongoing Approach



Working with People, Partners and Place

We work with people, with and alongside our partners, and in our places to achieve our ambitions. This is the approach we take to everything that we do, and all that we deliver.



People

We work with people; we don't do things to them. Our focus is on engaging people, building relationships based on trust, and working together with people and communities to solve problems and make the most of opportunities.



Partners

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



Place

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

Our Values, Behaviours, and People Strategy

Just like individuals, our organisation's values guide the way we think and act, and our behaviours underpin our values and set out how we act upon them. These are the foundations for our People Strategy, which sets out how we will achieve our shared outcomes by having people with the right skills, values and behaviours.

Our values, behaviours and People Strategy are long-term commitments for how we want our organisation to be shaped, now and into the future.

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

Our Values

Kindness

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

Inclusion

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

Pride

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

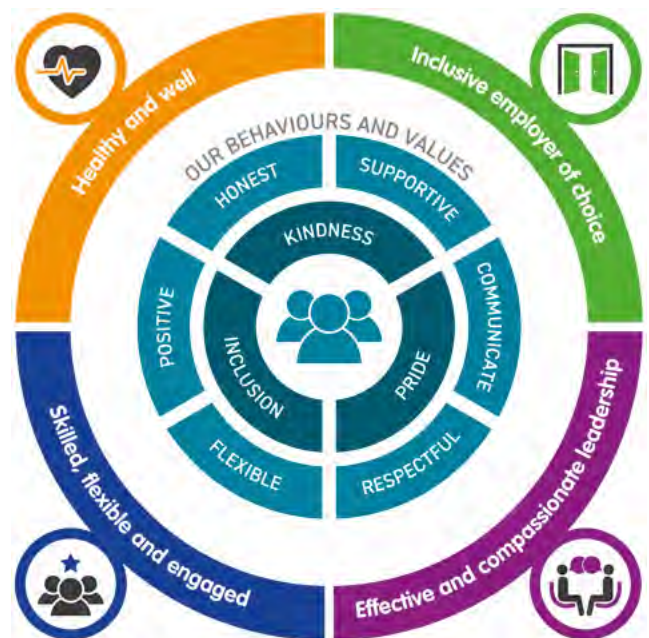
Our Behaviours

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

Our People Strategy

Our People Strategy vision sets out how we will achieve our shared outcomes by having people with the right skills, values and behaviours, and by working in partnership in our places.

Our People Strategy has our values and behaviours at its heart. The Strategy has four outcomes, supported by our People Pledge and a programme of work that supports working towards achieving the outcomes for all our staff. These outcomes are: 'Healthy and well', 'Inclusive employer of choice', 'Effective and compassionate leadership', and 'Skilled, flexible and engaged.'



Our Ongoing Day-to-Day Focus

Supported by our four council priorities, we will maintain a focus on the day-to-day activities that support our shared outcomes.

In this section you will find a description agreed with partners of what we need to focus on to deliver positive outcomes. It also includes a set of indicators which help us measure how well things are going against the outcomes. The indicators are heavily influenced by regional, national, and even international events, but the council and our partners can use them to help us prioritise collectively and understand the local impact of our collective action.



Shaped by People

We make our places what they are



Our shared day-to-day focus

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

Tracking our shared impact

- Surveys chosen by local people, for example:
 - how able people feel to make a difference in their community, on a scale of 0 to 7
 - percentage of people who agree that (in the last 12 months) they got involved in their community and something positive came out of it.
- Informal discussions in groups or one-to-one, so we can learn more about whether people feel able to make a difference to their community and why.
- Listening to and sharing people's stories about what motivated them to get involved and what has helped, or not helped.

Involving citizens in decision making around budgets will help us to achieve a fair and balanced approach.



Best Start

Children have the best start in life



Our shared day-to-day focus

- Confident children ready to do well at school and in life.
- Better outcomes for vulnerable children.
- Child focused activities that support families.
- As many children as possible staying with their families.

Tracking our shared impact

- Healthy birth weight.
- School readiness.
- Children in poverty.
- Emotional wellbeing at age 13-14 years.



Well

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



Our shared day-to-day focus

- People have access to opportunities to improve their health and wellbeing.
- A joined-up health and care system in Kirklees with NHS partners at all levels.
- Support, help and advice for people in the communities where they live.
- Protection of the public's health through education, support and interventions.

Tracking our shared impact

- Healthy life expectancy.
- Confidence managing health (with multiple conditions).
- Emotional wellbeing (adults).



Independent

People in Kirklees live independently and have control over their lives



Our shared day-to-day focus

- Joined-up and personalised support that enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long-term care.
- If people need it, they can choose between a broad range of high-quality options for care and support and are always treated with dignity and respect.
- People can successfully manage the changes in their lives.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tracking our shared impact

- Overall life satisfaction.
- Loneliness/isolation.
- Suitable housing.
- Proportion of people who live without social care support.

Cost of Living SUPPORT



The council's 'Cost of Living Support' campaign aims to inform all residents about the support available in Kirklees. If you are worried about rising household costs, help is available. For advice or support with energy bills, food bills and making sure you're claiming all you're entitled to, go to:

www.kirklees.gov.uk/cost-of-living





Aspire and Achieve

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



Our shared day-to-day focus

- 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 both now and in the future.

Tracking our shared impact

- Educational achievement (reading, writing, maths) at age 11 (KS2).
- People qualified to Level 2, Level 4, Level 6 and Level 7.



Sustainable Economy

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



Our shared day-to-day focus

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

Tracking our shared impact

- Disposable income per household (£).
- Start-up businesses/businesses exporting.
- Productivity per hour worked (£) - Gross Value Added (GVA).
- Median earnings.



Safe and Cohesive

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



Our shared day-to-day focus

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

Tracking our shared impact

- Percentage of adults who agree that people from different backgrounds get on well together in their local area.
- Percentage of adults who say they feel safe.
- Recorded crime rate.



Clean and Green

People in Kirklees enjoy a high quality, clean and green environment



Our shared day-to-day focus

- Well planned places and sustainable communities.
- Better infrastructure for our communities.
- People have access to greenspaces, including appropriate sports and leisure opportunities.
- Address the Climate Emergency in Kirklees and work towards achieving the 'net zero and climate ready' target for 2038.

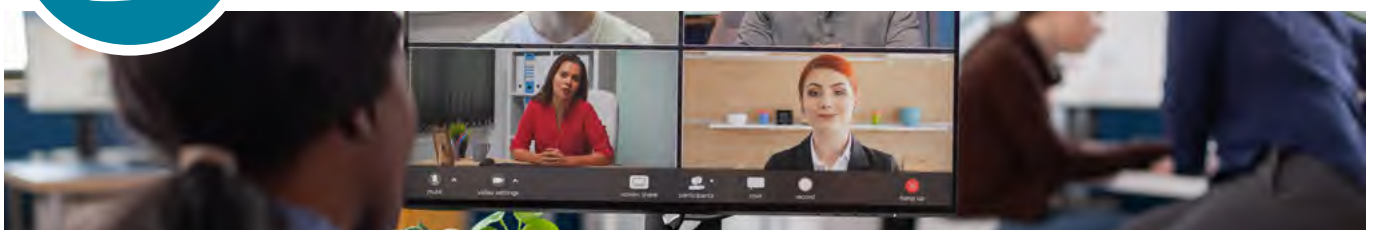
Tracking our shared impact

- Overall satisfaction with local area.
- Greenhouse gas emissions (CO₂ equivalent).
- Waste recycling rate.
- Percentage of mortality attributable to particulate pollution.



Efficient and Effective

Kirklees Council works smart and delivers efficiently and effectively



Our day-to-day focus

- Healthy, motivated and flexible staff with the right skills, values and behaviours to work in partnership with people and places.
- Strong political leadership, intelligence-led decision making, strategies and policies.
- Getting the basics right, with robust systems, processes and governance that make best use of available resources.
- Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.

- Transforming our organisation to ensure that it remains fit for purpose, now and in the future.

Tracking our impact

- Percentage of employees who agree they are happy in their job.
- Staff sickness absence.
- Local spend (amount spent on locally-based suppliers).
- Overall efficiency/effectiveness of Council Plan deliverables.



Our beautiful borough





ACHIEVING INCLUSION