

KIRKLEES COUNCIL'S STRATEGY FOR PLACE-BASED WORKING

1. Why Place-Based Working?

Place Based Working is where it's at. It's been adopted by many organisations seeking to better tailor services to the needs of populations in response to challenging financial environments. There is growing recognition that it is an intelligent response to the growing complexity of different needs and ambitions of communities', and individuals.

In the main, it is the communities that are best placed to know their own local challenges and the strengths they have within them, but they can't always achieve change alone. So it is the whole 'systems' in which people live, work and play – and the organisations involved – that need to change, and support change, alongside communities. Bringing services in the system closer to people and putting communities and their representatives at the heart of their design and delivery can massively increase their impact for citizens.

2. What Place-based Working means to Kirklees Council

Place-based Working is a core element of Kirklees Council's Corporate Plan. What it mean to us is:

- We will use a range of local information and intelligence to help us pro-actively achieve the best outcomes for individuals and communities, in a way that is most appropriate for them. Our Councillors and staff will make sure 'every contact matters'.
- We will work to understand geographical areas, and networks and assets within them, which could be used to deliver solutions and outcomes. We will work with all our partners to make sure geographical boundaries or organisational 'silos' do not become a barrier for people in accessing services and support, and so that the 'whole system' of Kirklees is aligned sensibly around local places with which people identify.
- We will seek to understand individual situations to provide support, advice and guidance that is right and specific to people's lives and their environments. Solutions will not be 'one size fits all', but wherever possible tailored to meet personal and local requirements.

What this entails in practice is:

- Bringing multi-agency teams together around a 'place', sharing their knowledge and skills
- Working in the best interests of the community and the people – not the organisation(s)

- Having different conversations with residents and really getting to understand the community
- Taking a common sense approach to supporting people to help themselves
- Understanding the value of each interaction we have.

There is nothing new in these concepts. The Council and many of its staff have been doing exactly this for years. What is perhaps different now is the level of focus on, and coordination of, this way of working - which the Council now wants across the whole organisation.

3. Place-Based Working and 'Geographies'

The concept of working in 'places' often gives rise to debate over geographical boundaries. Local authorities have regularly attempted to codify their localities, areas, neighbourhoods and communities. It is tempting for an organisation to draw boundaries on a map, not least to make its own operation and management more comprehensible; often to the puzzlement and frustration of residents living in these places, whose own lives and patterns of relationships don't fit into boundaries set down for them.

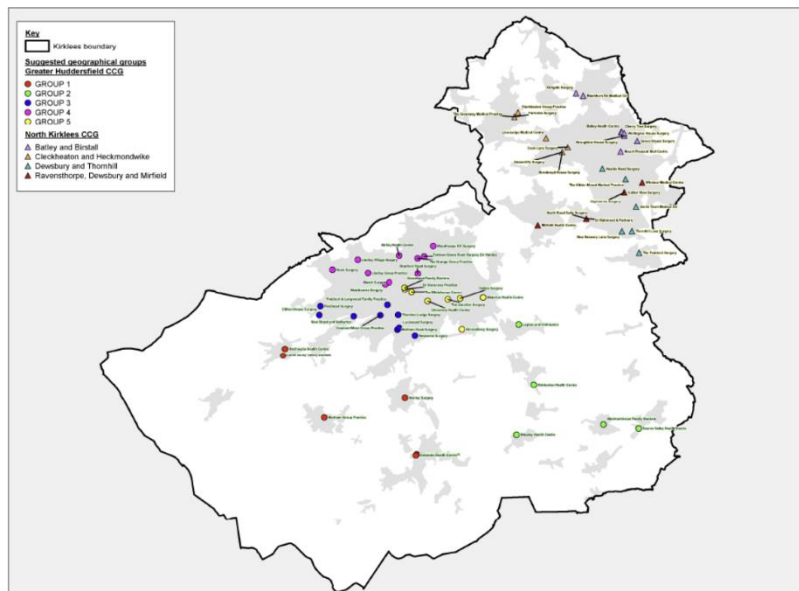
Kirklees Council does not want to impose delineations of 'place' upon its residents. One of the strengths of Kirklees is that it is a dynamic, diverse, vibrant network of towns, people and communities, which can't and shouldn't be neatly defined. We think 'Place-Based Working' is about *"meeting people and communities in the place that they are at on their journey (emotionally, mentally, physically or geographically)"*. We won't tell the district how it should organise itself geographically– ***we will embrace the variety of Kirklees and find appropriate ways to respond to*** and 'meet people and communities'.

On an organisational basis we know there are some givens around which we need to consider and co-ordinate Council governance, management and operations.

- i) At the heart of the Council is the democratic mandate of its Members – the 23 electoral Wards therefore form the geography around which democracy is exercised and residents represented through Councillors. **The 23 Wards and their boundaries are therefore the basic building blocks of Council governance.**



- ii) The Council is committed to building an integrated Health and Social Care offer with its partners in the NHS. **To that end, the 9 ‘Clusters’ of Primary Care Networks, identified through GP registration areas, are the key groupings the Council will look to align its ‘Place-Based Working’ with.** However, these networks don’t have hard and fast boundaries, so this means simply understanding which services, Council Members and staff are most closely aligned to each network.



- iii) The Council’s **4 EIP Hubs in Huddersfield Civic Centre, Dewsbury Town Hall, Batley Town Hall and Slaithwaite Town Hall** provide a physical base for partners working in

an area, particularly mobile workers who do not physically work from a fixed location. These can support a multi-agency approach through the physical colocation of staff.

There are other ‘patches’ or catchment areas that are specific to particular services because of the nature of the service. These include the **13 Community Hubs centred on Schools that provide a range of services to families within a natural catchment area** around the ‘hub’ school, which will also be critical facilities through which ‘Place-Based Working’ can be delivered. Kirklees Neighbourhood Housing has neighbourhoods based around its delivery of services on estates. Similarly, Waste Management, Development Control, Domiciliary Care, and various other functions employ different operational boundaries to reflect how their operations are best organised and managed, according to populations, physical geography or need.

Because of all these different geographies, there is no one map that sets out the ‘places’ within Kirklees. But what there needs to be – and will be supported by all the Intelligence and Management within the Council – is **a clear notion of how any one place:**

- i. **Belongs within a particular Electoral Ward;**
- ii. **Sits alongside a particular Primary Care Network;**
- iii. **Is to be supported by Council staff, who may be based at a nearby ‘EIP’ or ‘Community Hub’**

The Council’s own coordination of Place-Based Working is the vital consideration here – it is not for the resident to have to worry about where they live and therefore who then deals with them. They know where they live, it is their place. It is the Council’s job to meet them there.

4. Emerging Approaches to Place-Based Working

It is important to reflect on some examples of how initiatives currently being implemented are fitting within this model of Place-Based Working.

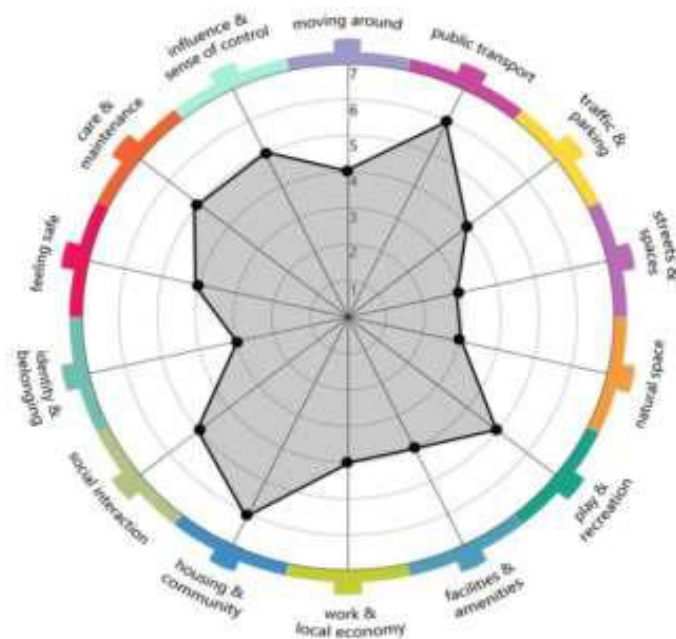
- a) *Integrated Partnerships.* There are a number of community based approaches being developed to address health and wellbeing and support the early intervention and prevention agenda. All these have Place-Based Working central to their development and cut across ‘directorates’ within the Council, including:

- Community Plus and Local Area Coordination – looking to ‘reduce, prevent, delay’ need across Adults and Children’s services
- Integrated Wellness – a holistic community based wellness service focusing on social issues and health
- Dementia partnership development - co-ordination and development of joined up delivery of a Kirklees wide dementia strategy / vision

b) *Access Strategy*. This involves a series of projects to develop the right access channels across to meet the needs of places and people in Kirklees, including Customer Contact Centres, Access to specialist officers, the EIP Hubs, Children’s Centres, and Local Access Points (which need not be in Council owned or managed buildings, but any suitable facility e.g. school, community facility, or GP surgery).

c) *Libraries Framework*. This strategy is based on libraries being situated in the right building in the right place, meeting different community needs and integrating with work on early intervention and prevention.

d) *Place Standard*. The Council is piloting this potentially hugely valuable tool to assess and improve the quality and relevance of both new and existing places by bringing communities, public, private and third sector together to deliver them. The conversations around the Standard will provide vital information about our ‘places’.



5. A Programme of Transformation to Embed Place-Based Working

These examples already show the value of Place-Based Working, but to truly bring about the change and benefits we seek, they need to be coordinated – both strategically and operationally – across the Council. In recognition of this, a Place-Based Working ‘Transformation Programme’ has been established and will be coordinating a coherent approach across a huge range of issues, including

- Democracy and active citizenship
- Schools as Community Hubs, Children’s Centres and Family Support
- Housing
- Community safety and cohesion
- Access to Services and Use of Physical Assets
- Integration of Health and Social Care

It will be vital to involve Members, partners and staff in this Programme to keep considering how best to take this commitment to Place-Based Working forward, particularly in terms of:

1. Governance – ensuring that Councillors are at the heart of Place-Based Working
2. Council Policies – ensuring they are always fit for purpose
3. Targeted proactive work and community-based approaches across all Council services
4. Joined-up delivery and shared intelligence – the opportunities for working in and across geographies with relevant partners