

# Public Document Pack



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Wednesday 30 April 2025

## Notice of Meeting

Dear Member

### Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Friday 9 May 2025**.

This meeting will be webcast live and will be available to view via the Council's website.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read 'S Lawton'.

**Samantha Lawton**

**Service Director – Legal, Governance and Commissioning**

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

## **The Overview and Scrutiny Management Committee members are:-**

### **Member**

Councillor Cahal Burke (Chair)

Councillor Itrat Ali

Councillor Zarina Amin

Councillor Andrew Cooper

Councillor Jo Lawson

# Agenda

## Reports or Explanatory Notes Attached

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### Pages

**1: Membership of Committee**

To receive apologies for absence from those Members who are unable to attend the meeting.

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**2: Minutes of Previous Meeting**

1 - 8

To approve the minutes of the meeting of the Committee held on 4<sup>th</sup> April 2025.

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**3: Declaration of Interests**

9 - 10

Members will be asked to say if there are any items on the agenda in which they have any disclosable pecuniary interests or any other interests, which may prevent them from participating in any discussion of the items or participating in any vote upon the items.

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**4: Admission of the Public**

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Committee.

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**5: Deputations/Petitions**

The Committee will receive any petitions and/or deputations from members of the public.

A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, members of the public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

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## **6: Public Question Time**

To receive any public questions.

In accordance with Council Procedure Rule 11, the period for the asking and answering of public questions shall not exceed 15 minutes.

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

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## **7: Strategic Intelligence Assessment and Kirklees Communities Partnership Plan**

11 - 40

A report will be submitted in relation to the refresh of the Kirklees Strategic Intelligence Assessment and the priorities for the Communities Partnership Plan for 2025-2026.

The report also highlights the intention to undertake a full review of the Strategic Impact Assessment and the Communities Partnership Plan during 2025 and includes highlights of some of the work that has taken place in 2024-2025.

Contact:

Sarah Mitchell, Head of Communities

Jill Greenfield, Service Director, Communities and Access Services

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## **8: Armed Forces Covenant Update**

41 - 54

A report will be submitted to provide an update on the Armed Forces Covenant and the work of the Kirklees Armed Forces Covenant Board.

Contact:

Vina Randhawa, Democracy Manager

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**9: Procurement Update**

55 - 60

A report will be submitted to provide an update on the activities undertaken to implement the Procurement Act 2023.

Contact:

Ruth Calladine, Head of Procurement and Commissioning Support

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**10: Lead Members' Updates**

The Lead Members for the Children's, Growth & Regeneration, Environment & Climate Change and Health & Adult Social Care Scrutiny Panels will update the Committee on the work currently being undertaken by their panels.

Contact:

Sheila Dykes – Principal Governance Officer

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**11: Work Programme 2024-25**

61 - 70

The latest version of the Committee's Work Programme for 2024-25 will be submitted for consideration.

Contact:

Sheila Dykes – Principal Governance Officer

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Friday 4th April 2025**

Present: Councillor Cahal Burke (Chair)  
Councillor Andrew Cooper  
Councillor Jo Lawson

Apologies: Councillor Itrat Ali  
Councillor Zarina Amin

**57 Membership of Committee**

Apologies were received from Councillor Itrat Ali and Councillor Zarina Amin.

**58 Minutes of Previous Meeting**

**RESOLVED -**

That the minutes of the meeting of the Committee held on 28<sup>th</sup> February 2026 be approved as a correct record.

**59 Declaration of Interests**

No interests were declared.

**60 Admission of the Public**

All items were considered in public session.

**61 Deputations/Petitions**

No deputations or petitions were received.

**62 Public Question Time**

No public questions were received.

**63 Strategic Intelligence Assessment and Kirklees Communities Partnership Plan**

**RESOLVED –**

That consideration of the item be deferred until the next meeting to allow representatives of key partners to attend.

**64 Corporate Financial Management - Quarter 3 Report 2024-2025**

Kevin Mulvaney, Service Director Finance presented the Corporate Financial Monitoring Report for Quarter 3 2024-2025, with reference to the report submitted to Cabinet on 11<sup>th</sup> March 2025.

The Portfolio Holder for Finance and Regeneration, Councillor Graham Turner, was present and introduced the item; he advised that there had been a positive movement in the Council's spending position.

## Overview and Scrutiny Management Committee - 4 April 2025

The report set out:

- The revenue headlines
- Revenue monitoring, with a breakdown across each directorate;
- Key pressures on each directorate and mitigating actions
- Analysis of Reserves
- Housing Revenue Account position, variances and revenue pressures
- Direct Schools Grant headlines including pressures and mitigations
- Collection Fund
- Position in respect of the Capital Budget and monitoring for each directorate.
- The Medium Term Capital Plan;
- Prudential and treasury management indicators; and
- An update on savings delivery across all directorates and the Housing Revenue Account (HRA).

The following points were highlighted:

- The projected overspend of £9.9 million revenue overspend in respect of the Council's General Fund, which was in line with the Quarter 2 position.
- An overview of the budget variances from Quarter 2 for each Directorate.
- There was an expectation that the position would improve by outturn.
- The improving position in terms of the Housing Revenue Account (HRA), with a reduced overspend of £1.9 million and an expectation that this would reduce further by outturn.
- The Direct Schools Grant position remained the same as Quarter 2.
- Capital was constantly revised to reflect slippage, with a further £33 million slipped into future years. Adjustments to the Capital Plan arising from the approved budget amendments would be reflected in the outturn report.

Questions and comments were invited from Committee Members, with the following issues being covered:

- In respect of the future approach, it was explained that, for 2025/26, the decision had been taken to deal with the pressures by funding many of the overspends and it was therefore expected that the number of variations reported would be lower next year.
- In respect of the variance in the Educational Psychology budget, the service was working to improve performance in respect of care plans and additional money had been put in for 2025/26 which would reduce the chances of an overspend. In relation to the relative cost of the use of in-house and external resources, it was noted that vacancies in this area were not held and recruitment did take place where possible.
- In respect of the impact of the rise in Employer's National Insurance on health and social care budgets; the Executive Director for Adults and Health was currently in negotiation with care providers to agree fee uplift rates and these should reflect the money put in to help fund those cost increases. The impact would be clearer after the first quarter of 2025/26.
- In respect of the balancing of fiscal sustainability with the demand for services; significant additional provision had been made for children's and adult social care in 2025/26, and the updated Medium Term Financial Plan would reflect the projections for the next 3 to five years when it was submitted to Cabinet in the Autumn. Each Directorate had its own specific savings plans, agreed as part of

## Overview and Scrutiny Management Committee - 4 April 2025

the budget, which would be tracked on quarterly basis, and tight controls would remain in place on spend and vacancy management in the first quarter.

- In terms of sustainability, the Council Plan set out some additional priorities, including 'getting the basics right', and over £50 million had been put in to deliver the range of core services for all residents. The savings target of £11 million of new savings was a lot lower than in recent years. There was confidence in the approach, which would be reviewed after Quarter 1, and Scrutiny would continue to be updated on the position throughout the year.
- Information in relation to the numbers of redeployments associated with the restructure of the Parks and Greenspaces Team could be provided to Members after the meeting. Assurance was given that all possible efforts were made to mitigate the impact of any redundant posts.
- In respect of contingency arrangements for winter maintenance and road-gritting the priority/primary routes would always be gritted, as a legal obligation, and funding found to do so if necessary.

### RESOLVED -

- (1) That the Portfolio Holder for Finance and Regeneration, the Chief Executive and the Service Director, Finance be thanked for attending the meeting to update the Committee.
- (2) That it be noted that financial monitoring reports will continue to be submitted to the Committee on a regular basis and that Lead Members will pick up on any items within the remit of their Panel that may require further scrutiny.
- (3) That additional information be provided for Members in respect of the redeployment of staff associated with the restructure of the Parks and Greenspaces Service.

## 65 Council Plan and Performance Update - Quarter 3 Report 2024-2025

Mike Henry, Head of Data and Insight, provided an update in respect of the Council's Plan and Performance Update Report for Quarter 3 2024/2025 with reference to the report submitted to Cabinet on 11<sup>th</sup> March 2025. He explained that:

- The report provided an update on progress against the 2024/2025 Council Plan, as at 31 December 2024.
- The first section of the report provided details on activity and delivery against the four priorities within the Council Plan.
- The second section provided the latest data against the Council's key measures for 2024/2025, including a summary of the direction of travel.
- Benchmarking data was included, where available, which contextualised the demand and performance trends and enabled comparison of Kirklees with regional and national rates.

In response to a question about the assessment and mitigation of risks to service delivery associated with potential overspend, it was explained that the Council's regular monitoring arrangements considered finance, performance and risk collectively to maintain a clear understanding of the position in all three areas, allowing effective management and the maintenance of tight control through triangulation of this information.

### RESOLVED -

## Overview and Scrutiny Management Committee - 4 April 2025

- (1) That the Head of Data and Insight be thanked for attending the meeting and providing an update in relation to the Council Plan and Corporate Performance for Quarter 3, 2024/2025
- (2) That it be noted that the quarterly reports will continue to be submitted to the Committee on a regular basis during 2025 and Lead Members will identify any issues that they consider might require further scrutiny by their respective Panel.

### 66 Corporate Risk - Quarter 3 Report 2024-2025

A presentation was given by Alice Carruthers, Senior Finance Officer, in respect of the Quarter 3 2024/2025 Corporate Risk Report, with reference to the report submitted to Cabinet on 11<sup>th</sup> March 2025. She explained:

- The report reflected the position at the end of Quarter 3.
- The Care Quality Commission (CQC) had now notified the Council of its intention to inspect in May and pre-inspection packs and data had been submitted. The risk (AH02) would be updated to reflect this.
- The budget monitoring and management risk had been updated to reflect the increased certainty of a budget overspend and the robustness of the response to manage that.
- An overview of those areas currently having a red rating.
- The Committee was invited to comments and asked to consider the report in the development of their work programmes.

Questions and comments were invited from Committee Members, with the following issues being covered:

- The external auditor's report had been submitted to the Corporate Governance and Audit Committee. In respect of the comments on decision-making it was noted that this related to the 2023/24 period and the auditor's perspective of a particular decision. It was felt that this did not reflect decision-making as a whole but might be used as a learning point in relation to ensuring openness and transparency of decision-making.
- The inter-relationship between the Cabinet (Executive), Corporate Governance and Audit Committee and Scrutiny, and the responsibility of each, was noted: Executive had responsibility for managing risks, Scrutiny was responsible for holding the Executive to account in respect of the management of risk and Governance and Audit held responsibility for reviewing the system for managing risks. There was consequently the possibility of there being a small chance of duplication in respect of the material being considered.
- In respect of management of the impact of external factors, such as government funding or national policy changes, and mitigation of associated risks, it was explained that services were expected to undertake horizon-scanning in respect of regulatory or policy change to ensure that the Authority was undertaking the right level of engagement with the relevant bodies and peers and was prepared for the future. Financial planning for changes was factored into the budget planning process.
- The reassessment of risks associated with recent changes to welfare benefits and National Insurance was under consideration and would be factored into the Quarter 4 Risk Report. Specific services were assessing the potential for possible challenges associated with affordability.

## Overview and Scrutiny Management Committee - 4 April 2025

- It was noted that there was also a need to ensure that individuals understood the changes and any impact on their position and residents were being encouraged to seek advice and support; the Council was working with partners to assist with this.

### RESOLVED -

- (1) That the Senior Finance Officer and the Chief Executive be thanked for attending the meeting and providing an update in relation to the Corporate Risk - Quarter 3 Report 2024-2025.
- (2) That it be noted that the quarterly reports will continue to be submitted to the Committee on a regular basis during 2025 and Lead Members will identify any issues that they consider might require further scrutiny by their respective Panel.

**67 Local Government Association Corporate Peer Challenge - Action Plan**  
Councillor Carole Pattison, the Leader of the Council, introduced the item commenting that the Peer Challenge had been a beneficial and thorough process, and the report accurately reflected the position. Actions were already in progress to address a number of the issues raised and this action plan sought to further advance this work. Comments and suggestions from the Committee to support the delivery, monitoring, and reporting of the actions over the coming year were welcomed.

A presentation was given by Stephen Bonnell, Head of Policy Partnerships and Corporate Planning, in respect of the action plan developed to respond to the recommendations contained in the Local Government Association's (LGA) Corporate Peer Challenge Report 2024. This highlighted:

- Key points of feedback received from Members of the Overview and Scrutiny Management Committee and Group Leaders.
- The actions planned, including timescales and the Service Director with responsibility for each, under the following headlines:
  - Recommendation 1 - Continue to keep a grip on the Council's budget
  - Recommendation 2 - Apply successes and learning from transformation across the Council more widely.
  - Recommendation 3 - Regeneration Plans
  - Recommendation 4 - Planning
  - Recommendation 5 - Working with Business and Economic Partners.
  - Recommendation 6 - Member roles and development
  - Recommendation 7- Continuing to improve performance
  - Recommendation 8- A longer-term horizon
- Delivery was underway and the actions would be closely monitored over the coming months.
- There would be a LGA Progress Review in September 2025.
- The LGA and the Council would publish a progress report no later than November 2025.

## Overview and Scrutiny Management Committee - 4 April 2025

Questions and comments were invited from Committee Members, with the following issues being covered:

- It was noted that an informal scrutiny session had taken place to allow Members' comments to be fed into the development of the action plan.
- The commitment to supporting locally owned and managed businesses was welcomed; this needed to be a core focus to retain money within the local economy.
- It was noted that a Kirklees Economic Summit was planned to consider aspirations for growth and this would be one of the areas of focus.
- In relation to external funding, it would be advantageous to gain a deeper understanding of the approach and what was being done to strengthen the voice of the authority with the Combined Authority to ensure it received an appropriate share of investment (and how this could be demonstrated to others).
- Reference was made to the WYCA Brownfield Housing Fund, where Kirklees appeared to be underperforming, and an undertaking was given to explore the position in respect of this scheme.
- It was noted that there were a number of different Combined Authority funding streams and they could be, and had been, split between the districts in differing proportions.
- The action plan reflected the need to be clear on what Kirklees was asking for from the Combined Authority and ensuring that the district gained a fair share of the available funding.
- The aim was to ensure that the Authority's longer term strategies were established so that they were available, when needed, to submit for relevant funding.
- An example was given in respect of mass transit; there was a clear understanding among relevant officers and senior members who were interacting with the Combined Authority in respect of Kirklees' 'asks' from that scheme.
- The potential challenges associated with the numbers of new Councillors and changes to the overall political composition and party structures were acknowledged but it was considered that this could also have a positive impact.
- It was important that there was a clear understanding of the Councillor role.
- Reference was made to a previous initiative that had involved Councillors and frontline staff meeting to discuss the relationship and working arrangements; it was considered that this had been an effective method of enhancing understanding of roles for both parties.
- It was noted that, in the past, member development opportunities had been available over a longer period.
- Assurance was given that support for new Councillors and the Member Development Framework was already under consideration.
- The role of the Councillor/Council needed to be clearly defined and communicated to residents, this would assist with managing expectations.
- Engagement with Councillor Enquiries and Councillors would be valuable, to gather data on the reasons residents made contact with Councillors. This could assist in identifying any themes that needed to be addressed.
- Recommendation 8 was considered to be pivotal in terms of the need to be clear about what the Council did and did not do but also to ensure that the system was designed so that it delivered first time. The role of Councillors could then be to

## Overview and Scrutiny Management Committee - 4 April 2025

flag issues within communities that the Authority was not necessarily aware of, and in areas that could make a difference in terms of the Council's approach, rather than reporting problems with service delivery. An element of this would be providing Councillors with the necessary information to respond to queries from residents.

- There was a need for a longer-term horizon for policy formulation as well as key decisions.
- In response to a comment about the focus being on ensuring sustainable and inclusive growth, it was explained that the Inclusive Economic Strategy did reflect the importance of this approach but this could be reiterated with the relevant team.

The Head of Policy and Partnerships and Corporate Planning undertook to feedback the Committee's points to the relevant Executive and Service Directors.

### **RESOLVED -**

- (1) That the Leader of the Council, Chief Executive and Head of Policy and Partnerships and Corporate Planning be thanked for attending to update the Committee.
- (2) That the Action Plan be noted and the points raised by the Committee be considered in delivery of the actions.
- (3) That it be noted that the Action Plan will be submitted to Cabinet, for approval, on 8th April and to Council, for noting, on 23<sup>rd</sup> April and that a further report will be submitted to this Committee to provide an update on progress in Summer 2025.
- (4) That further information be provided for Members in respect of the WYCA Brownfield Housing Fund.

### **68 Lead Members' Updates**

The Lead Members for the Health & Adult Social Care Scrutiny Panel and the Environment & Climate Change Panel updated the Committee on the work currently being undertaken by their panels.

### **69 Work Programme 2024-25**

The latest version of the Committee's Work Programme for 2024/2025 was considered.

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<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
Overview & Scrutiny Management Committee			
<b>Name of Councillor</b>			
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]</b>	<b>Brief description of your interest</b>

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



**REPORT TITLE:** Communities Plan update and Strategic Intelligence Assessment refresh.

<b>Meeting:</b>	<b>Overview and Scrutiny Management Committee</b>
<b>Date:</b>	<b>9 May 2025</b>
<b>Cabinet Member (if applicable)</b>	<b>Cllr Amanda Pinnock</b>
<b>Key Decision Eligible for Call In</b>	<b>No No – scrutiny report</b>
<p><b>Purpose of Report</b>                  To provide an update on the refresh of the Strategic Intelligence Assessment (SIA) and Communities Plan priorities overseen by the Communities Board, this is ahead of a new Communities Plan for 2026 -29, which also means a full SIA review.</p> <p>The report highlights that based on reported crime levels in the district in the year ending September 2024 the crime rate in Kirklees (95.39 per 1,000 of the population) was lower than the average for the West Yorkshire area (120.04 per 1,000). There are no significant community safety concerns being raised as a result of the SIA (based on the data available at the time of the report being produced). What is being proposed is strengthening even further how we work together as a whole partnership to raise awareness of the concerns, and any community responses required.</p>	
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>a) OSMC to support the priorities for 2025/6</li> <li>b) OSMC to support the full review of the SIA (commencing April 2025) with a new 2026-29 Communities Plan to be drafted by late 2025.</li> <li>c) Councillor engagement on the revision of the full Communities Plan takes place from June to October 2025</li> <li>d) To note the progress the partnership has made during 2024/5 in a highlight report appendix 2</li> </ul>	
<b>Resource Implications:</b> None	
<p><b>Date signed off by <u>Strategic Director</u> &amp; name</b></p> <p><b>Is it also signed off by the Service Director for Finance?</b></p> <p><b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b></p>	<p><b>Tom Brailsford 24.3.25</b>  <b>Service Director Childrens Services</b>  </p> <p><b>Kevin Mulvaney 26.3.2025</b></p> <p><b>Sam Lawton 26.3.2025</b></p>

**Electoral wards affected:** All  
**Ward councillors consulted:** Not applicable  
**Public or private:** Public  
**Has GDPR been considered?** Yes

## 1. Executive Summary

### a. Background

The 1998 Crime and Disorder Act placed a statutory duty on Community Safety Partnerships (CSPs) to develop a strategic plan which addresses multi-agency community safety issues affecting quality of life for residents.

The SIA focuses on the 4 themes in the Communities Partnership Plan:

- Tackling Violence, Exploitation and Abuse
- Reducing Neighbourhood Crime & Anti-Social Behaviour
- Building Resilient & Inclusive Communities
- Reducing Risk

The Strategic themes in the Communities Partnership Plan were developed using the findings from a full Strategic Intelligence Assessment (SIA) in 2022 which brought together analysis of multi-agency intelligence from across community safety partners. The annual Partnership SIA refresh is used to make sure the Partnership Plan themes remain valid, and any exceptions / areas of future focus are highlighted and actioned.

There is a full review every 3 years, this will start to take place from April 2025 with draft completion in late 2025.

### b. Strategic Intelligence Assessment refresh 2025 and planned development work

The SIA development is supported by the Council's Data and Insight Service working alongside the Communities Service and partners. The SIA should be an all-encompassing overview of what affects communities, drawing on partnership data and perceptions feedback. It is recognised that there is work to develop this insight further, working alongside analysts in the Police and Fire service and linking across other data and sources of information we hold in the Council and our partners in the West Yorkshire Combined Authority.

As a result of this year's SIA there are no areas of significant concern based on the reported crime data available at the time of producing the report. There are key theme areas that are being proposed as priorities the Community Safety Partnership should have a focussed partnership response on, these are in relation to early intervention and prevention, such as awareness raising and increasing confidence in reporting.

Work is in development with the Community Safety Partnership (Communities Board) and sub-groups, and these are the key areas being progressed:

- ***New Partnership Key Performance Measures***

Each key theme area e.g. Domestic Abuse, Violence Against Women and Girls (VAWG), Hate Crime have been working on developing a set of performance measures that can be tracked and reported every quarter. Once partners have agreed appropriate measures, this will be developed into a reporting framework that we can use to track partnership progress on a more frequent whole partnership basis rather than annually through the SIA refresh. This will be in place by May 2025.

- ***Communities Partnership Plan - Theme priorities and delivery plan***

Alongside having enhanced partnership performance measures in place, all theme groups are using the data and insight available to agree practical achievable priorities for action for 2025/26 that can be reviewed and reported on to the Communities Board in a simple overarching delivery and performance plan.

- ***Place Based Planning***

This year, further work to understand the Communities Plan priorities relevant at Place level has and is developing, this will ensure the Communities Plan is understood from the perspective of the community and that partnership resources can be used as effectively as possible. A review of the existing Place

Based Communities Outcomes Groups (COG's -- problem solving groups working with Police, Fire etc) has taken place and recommended that the groups move to having a broader planning approach with focus on early intervention and prevention.

**c. SIA and Partnership Plan Refresh 2025**

The 2022 Communities Partnership Plan set out how partners would work collaboratively to create a safer Kirklees. The current areas sitting under each of the themes are prioritised based on issues raised in the SIA and performance against partnership indicators and measures. For each Partnership theme area, there have been stakeholder meetings to go through the data available. Place based sessions have also taken place with stakeholders and a final session with the stakeholders from the Communities Board took place in February 2025.

Appendix 1 provides a high-level summary of the priorities for 2025/6, including several areas highlighted as proposed partnership priorities that need a more intensive partnership focus to work together, because of the impact this has on individuals and communities.

**d. Partners Involved**

In December 2024, January 2025 and February 2025

- Key partners for each of the Theme areas of the plan have met to discuss the data and add their own service or organisation’s perspective. Those involved were key Council Services, Police, Fire Service, Integrated Care Board (ICB), Criminal Justice Services, Victim Support etc.
- Place based sessions have also taken place to hear localised feedback from key services and stakeholders.
- The Communities Board Strategic Delivery Group held a data and insight session
- Communities Board stakeholders held a data and insight session to review information
- To be presented to the Communities Board in May 2025 with OSMC feedback as part of the consultation process

**e. Partnership Proposed Priorities 2025/6**

Please see below the high-level overview of the proposed priorities in the Communities Plan and SIA refresh. High level detail is in Appendix 1. All existing priorities remain in place but there are key areas as highlighted below where additional partnership focus is being proposed.

	As a result of partnership consultation these are the Priorities that are being proposed for an intensive overarching partnership oversight and response
	The priority level remains the same as last year for risk it hasn't increased
	The priority level has increased on last year as a result of data and /or partners are feeding back this is an area where we need to look to do more working together
	The level of risk has reduced based on last years data/reporting and insight from partners

Strategic Theme 1: Tackling Violence, Abuse & Exploitation			
2023/24		2024/25	
P	→	P	Serious Violence
P	↑	P	Violence Against Women and Girls (VAWG)
P	→	P	Domestic Abuse
P	→	P	Modern Slavery including Exploitation
P	→	P	Youth Exploitation

Strategic Theme 2: Reducing Anti-Social Behaviour and Neighbourhood Crime			
2023/24		2024/25	
P	→	P	Anti-Social Behaviour
P	→	P	Neighbourhood Crime

Strategic Theme 3: Building Resilient and Inclusive Communities			
2023/24		2024/25	
P	↑	P	Community Tensions
P	→	P	Hate Crime
P	→	P	Migration and Asylum
P	↑	P	PREVENT
P	↑	P	Inclusive Communities Framework

Strategic Theme 4: Reducing Risk			
2023/24		2024/25	
P	↓	P	Road Safety
P	→	P	Water Safety
P	→	P	Drugs and Alcohol
P	→	P	Reducing Re-offending

## **f. Alignment with West Yorkshire Combined Authority**

The Kirklees Communities Board and its Partners work closely with the West Yorkshire Combined Authority (WYCA), who are core members of the Communities Board, to ensure there is strategic alignment between policies and priorities and the sharing of best practice. This includes supporting the delivery of the West Yorkshire Police and Crime Plan 2025 and its associated outcomes which are strongly linked within the existing Communities plan [Police and Crime Plan on the page leaflet](#) and will be as we review the Communities Plan for 2026-29

## **g. Communities Plan Review 2026**

Since the Communities Partnership Plan runs on a 3-year cycle, from April 2025 work will take place to ensure there will be a full (as opposed to the annual refresh) Strategic Intelligence Assessment undertaken and subsequent full review and revision of the Communities Partnership Plan priorities.

A plan for this will be in place from May 2025 which will recognise the importance of working with our partners, utilising existing assessments (such as the Councils Joint Strategic Needs Assessment and Police Profiles), multi-agency data, insight and perceptions information to pool collective understanding and insight for the District. The review of the Communities Plan links to the work already taking place to look at existing performance measures, meeting structures rationalisation and developing further work at a place level .

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

This is for information and a decision on anything further that OSMC may want further information and insight on.

### **3. Implications for the Council**

This is to support the Council's delivery of the Council Plan working with people, and alongside our partners, and in our places to achieve our ambition.

#### **3.1 Working with People**

The 2022 Partnership Plan was developed taking onboard the voices and experiences of communities' helping shape the services and support we deliver and improve how we work alongside communities to prevent and resolve community issues that impact of staying safe. Available perception information has been used to inform the revised SIA this year.

#### **3.2 Working with Partners**

A range of partners have been involved in the development of the SIA refresh which includes Police, Fire Service, Integrated Care Board (ICB), Probation, Victim Support at a district and a Place based level.

#### **3.3 Place Based Working**

For 2025/26 the delivery of the Communities Plan priorities will be embedded further in to Place Based working. The Community Outcome (Place based) groups will oversee the place-based delivery providing support and challenge, ensuring where needed we are coordinating delivery and engagement at place and as needed at neighbourhood level.

#### **3.4 Climate Change and Air Quality**

None

#### **3.5 Improving outcomes for children**

By refreshing and ensuring the Communities Partnership Plan is updated based on the data and insight available in the SIA, this will work to ensure that children and families under the themes of the partnership plan will be supported by the partnership to stay safe and live in cohesive communities. The work of the Communities Board will link with the work and priorities of the Kirklees Children's Safeguarding Board as and where agreed.

### 3.6 Financial Implications

A robust intelligence led community safety partnership plan with clear priorities will contribute to effective interventions and prevention activity being delivered across the partnership, reducing the overall cost of crime and wider community safety issues. The cost of crime to victims is not only significant but can be long lasting.

The costs of each serious violence offence type in Kirklees has been estimated by multiplying the number of recorded crimes between July 2023 and June 2024, by the unit cost of crime provided by the Home Office. These unit costs have been adjusted to factor in inflation rates since the publication of the [original](#) (see link for further information nationally) costs in 2018. Please note this figure of inflation is an estimate that has been calculated using the Bank of England Inflation Calculator. The overall estimated cost for Serious Violence in Kirklees is £187,167,599.

### 3.7 Legal Implications

None

### 3.8 Other (eg Risk, Integrated Impact Assessment or Human Resources)

## 4. Consultation

In developing the SIA and refresh key partners from across the Community Board partnership and Theme Groups and place-based Community Outcome Groups have been consulted. Children's Senior Leadership Team has also been consulted on the priorities resulting from the refresh.

## 5. Engagement

In developing the SIA and refresh key partners from across the Community Board and Theme Groups and place-based Community Outcome Groups have been engaged.

## 6. Options

The only option for 2025/26 was to provide a refresh of the SIA and Communities Partnership Plan using the existing approach and for a full review starting April 2025.

### 6.1 Options considered.

Going forward it is proposed we have a refreshed approach as to how we continuously review the SIA as a District and at Place working using a consistent set of performance measures per theme area

### 6.2 Reasons for recommended option

The only option for 2025/26 was to provide a refresh of the SIA and Communities Partnership Plan using the existing approach.

## 7. Next steps and timelines

- a. From mid-April 2025 work alongside the Councils Data and Insight Service and partners to fully review the SIA, all data and insight available from a range of sources to inform a 2026-29 Communities Plan to be drafted by late 2025
- b. May 2025 - Present feedback to Communities Board from OSMC on proposed priority areas for 2025/6
- c. May 2025 new performance measures per theme area are in place and being reported on quarterly from the end of quarter one.
- d. June/July 2025 - The Communities Partnership Plan priorities are formulated into a clear thematic delivery plan that partners report against every quarter, with issues and positive work being escalated to the Communities Board, in reports provided for each meeting.
- e. By July 2025 onwards the existing Place Based Community Outcomes Groups (Place based partnership meetings including the Council, Police, Fire etc) to have oversight of the place-based delivery of the Communities Partnership Plan having key communities in view this includes the areas that will have a more intensive focus in response to the Serious Violence Duty.
- f. Ward based Councillor engagement on the revision of the full Communities Partnership Plan takes from June 25 - October 25 developed working alongside the Councils Active Citizen Team

- g. Late 2025/early 2026 a revised Communities Partnership Plan will be drafted.
- h. Draft Communities Partnership Plan to be presented to OSMC for feedback – date TBC.

**8. Contact officer**

Sarah Mitchell – Head of Communities

**9. Background Papers and History of Decisions**

**10. Appendices**

Please see

- Appendix 1 SIA high level Summary
- Appendix 2 Highlight Report 2024/25

**11. Service Director responsible Jill Greenfield - Service Director Communities and Access Services**

## Appendix 1 – High Level Summary of SIA

Below is a high-level summary of the existing priorities in the Communities Partnership Plan. At this stage there is no suggestion to remove or change any priorities, these have been in place since 2022 and remain highly relevant. There are existing Partnership structures in place for each priority area, some led by the Council and some led by our partners in Fire, Police or Probation that keep the Partnership work in view. What is being proposed is that in some identified areas there is additional partnership focus - this could be because there needs to be greater awareness, or/ and it is felt to be a significant impact on communities e. g Anti- Social Behaviour (ASB) and Domestic Abuse or that more needs to be understood about a priority area and there are factors that could impact on this

The Data and Insight Service have been used to check the existing priorities for any significant changes and improved performance reporting will be in place from May 2025 for each priority below which will then support informing any changes the Partnership suggest are made for a new plan for 2026-29.

	As a result of partnership consultation these are the Priorities that are being proposed for an intensive overarching partnership oversight and response
	The priority level remains the same as last year for risk it hasn't increased
	The priority level has increased on last year as a result of data and /or partners are feeding back this is an area where we need to look to do more working together
	The level of risk has reduced based on last years data/reporting and insight from partners

Strategic Theme 1: Tackling Violence, Abuse & Exploitation			Strategic Theme 2: Reducing Anti-Social Behaviour and Neighbourhood Crime		
2023/24		2024/25	2023/24		2024/25
P	→	P	P	→	P
					
		Serious Violence			Anti-Social Behaviour
P	↑	P	P	→	P
					
		Violence Against Women and Girls (VAWG)			Neighbourhood Crime
P	→	P			
					
		Domestic Abuse			
P	→	P			
		Modern Slavery including Exploitation			
P	→	P			
		Youth Exploitation			
Strategic Theme 3: Building Resilient and Inclusive Communities			Strategic Theme 4: Reducing Risk		
2023/24		2024/25	2023/24		2024/25
P	↑	P	P	↓	P
					
		Community Tensions			Road Safety
P	→	P	P	→	P
					
		Hate Crime			Water Safety
P	→	P	P	→	P
					
		Migration and Asylum			Drugs and Alcohol
P	↑	P	P	→	P
					
		PREVENT			Reducing Re-offending
P	↑	P			
					
		Inclusive Communities Framework			

### 1. Tackling Violence, Abuse & Exploitation: RAG Rating Summary high level priorities

#### a. Serious Violence

Based on the existing partnership KPI's as a District the number of recorded violent offences for April to December 2024/25 (3,473 Offences) are below those of the same period in 2023/24 (3,574) by 3%. Although this is positive, we do have identified locations where there has been an increase in serious organised crime (SOC) threats. Those locations will have a Place based priority for partnership awareness, coordination and response.

The overall trend in West Yorkshire since 2019 is that violent crime is decreasing, however West Yorkshire are still above the most similar groups with 64.5 violent crimes per 1,000 residents, with Kirklees having a rate of 55.6 violent crimes per 1,000 residents.

It is proposed that Serious Violence remains a priority and that a report is received quarterly into the Communities Board from the Kirklees Violence Reduction Partnership and the partnership will have key locations in view

#### b. Domestic Abuse

As a District based on the existing Partnership KPI this has improved in the last 12 months as Domestic Abuse incidents have reduced by almost 6% (down 815 incidents from 11,981 to 11,166). Partners have fed back concerns with regards to under reporting and also the number of Domestic Homicide Reviews (DHR's) and capacity of Partners in responding to those.

Across England, the number of domestic abuse-related offences decreased 8% compared with the year-end June 2023 (906,708 recorded offences). This decrease is mainly because of decreases in violence against the person offences (from 715,951 offences).

It is Proposed that Domestic Abuse continues to be an area of Partnership intensive focus for 2025/6 to ensure full partnership awareness and support with the aim of early intervention and prevention to reduce risk and harm. The Kirklees Domestic Abuse Board will report quarterly to the Communities Board

### c. **Violence Against Women and Girls**

The Partnership KPI for the number of sexual and rape incidents with a female victim across the district has increased by 91 reported offences in the last 12 month (2023 - 1046 incidents, 2024 1137 incidents) Partners felt strongly VAWG and sexual violence is an area of under reporting and warranted a strong Partnership focus across the whole partnership.

It is proposed that VAWG is an area of Partnership intensive focus. The VAWG Partnership will report into Communities Board every quarter.

### d. **Modern Day Slavery (MDS)**

In the rolling 12 months to 30th June 2024 West Yorkshire Police recorded a total of 74 referrals to the National Referral Mechanism (NRM), this is a reduction of 4% (-4) (actual reduction number 4) for the Partnership KPI when compared to the 12 months. We would expect to see an increase in referrals and work will continue to raise awareness as with all forms of exploitation

The number of NRM referrals has steadily decreased throughout the year which appears to be in line with the rate of crimes recorded. West Yorkshire Police are the main contributors to referrals with Local Authorities following, closely followed by Government Authorities.

MDS remains a partnership priority and awareness raising and training will continue but also as part of a wider offer on raising awareness and reducing exploitation overall.

## 2. Reducing Anti-Social Behaviour (ASB) & Crime: Summary

### a. **Anti-Social Behaviour**

**Personal ASB – Targeted towards an individual or a household** - there is currently no partnership KPI although there is data on this area. This type of ASB has a significant impact on people's lives. There has been a 10% reduction in noise complaints in 2024 (3,096) when compared with 2023 (3,432). Domestic noise is the main contributor to this type of complaint and accounts for over 50% of the noise complaints in 2024 (1,734), followed by animal noise or dogs barking which account for 26% (792).

**Nuisance - impacts on the wider community and covers issues such as rowdy behaviour and fireworks** Based on the Partnership KPI this has reduced by 4.3% (from 4,508 to 4,352) as a district in the 12 months to November 2024 compared with the previous year. Nuisance motorcycles continue to make up the largest proportion followed by youth related incidents. There are identified locations across the district, and this links across to reducing serious violence and early intervention and prevention in identified communities. Increases in antisocial behaviour are evident during spring and summer (e.g. April–July 2023 and similar peaks in 2024) when people are spending more time outside. Potential contributing factors include school holidays, local festivals, or sporting events drawing large crowds. Decreases are noticeable during colder months, such as November 2023–January 2024. This trend aligns with fewer outdoor activities and colder weather discouraging public gatherings, however the number of incidents remains lower compared to summer months.

**Environmental - relates to issues such as graffiti and fly-tipping, this impacts on fear of crime and tend to increase if not dealt with quickly.** Number of reports are up 35% in the last year from 6,420 to 8,680 incidents - deliberate fires are often linked to this type of ASB. This increase is due to a range of reasons including increased reporting an multiple reports of the same issue, 'man in van' social

media cheap offer to take away waste that then gets dumped, repeat issues in identified locations and also recording of bagged rubbish which have been left at the side of the road and subsequently gets reported as fly tipping (particularly if other items are also left over a period of time).

According to national Police data (Jan-Aug 2024), the rate of ASB incidents in West Yorkshire is 8.2 per 1,000 population. Kirklees is performing best amongst the other West Yorkshire areas with a rate of 7.3 ASB incidents per 1,000 population. Wakefield has the highest rate of ASB incidents at 10.4 per 1,000 population.

It is proposed ASB is a priority for intensive Partnership focus for 2025/6 due to the impact this can have on individuals and communities it affects. There are identified locations that will be in view. There will be a quarterly assurance report for each Communities Board from the ASB partnership group.

#### **b. Neighbourhood Crime**

The total crime trend in Kirklees is reducing, in 2023/24 there were 45,329 total crime offences recorded and this year it is forecasted to reduce further to below 44,000 crimes. The trend for residential burglary incidents is reducing, April to December 2024/25 has seen a 13% reduction (-147) in the number of incidents, to 951 incidents, the 12-month forecasted figure is 1,268 and below the 1,307 offences target.

Vehicle offences have reduced as a District but there are identified Wards where theft of and from has increased Neighbourhood crime to continue to be a partnership priority for 2025/6

When comparing to the other West Yorkshire authorities, according to the most recent data, Kirklees has the lowest recorded total crime rate per 1,000 population at 94.8, compared with 116.7 for West Yorkshire, it is also just below the most similar groups average of 98.9.

Neighbourhood Crime will remain a priority for the partnership but at this time not additional focus or changes to what is already in place.

### **3. Building Inclusive and Resilient Communities – Summary**

Following a discussion with the Communities Board stakeholders it was felt this overall theme area needed to be an intensive focus for the Communities Board and partnerships that sit within its structures to ensure awareness and that we are working together to mitigate any risks and concerns for and with communities.

#### **a. Community Tensions**

There is currently no Partnership KPI for this area. More community insight/ an ask for Partnership support to use Kirklees community tensions and Partnership Intelligence Portal will be taking place. International, National and past Kirklees events is a concern and further work will take place to ensure Officers and communities are aware of what a Community Tension is and what insight needs to go into the Partnership Intelligence Portal (PIP) and Kirklees tensions processes.

#### **b. Hate Crime**

The number of hate crimes steadily increased from 2017 peaking in 2022 but there was a 10 % reduction last year and this is continuing which is the existing performance measure. Partners do feel that this is an area of potential underreporting, and more partnership support is needed.

#### **c. Preventing Extremism**

There is currently no Partnership KPI for Prevent. However, the Prevent programme in Kirklees is annually assessed by the Home Office against their agreed Benchmarking Standards. Kirklees still has priority status and works with the Home Office and Counter Terrorism Police.

#### **D. Migration**

There is currently no partnership KPI for Migration. Over the past year the numbers of people seeking sanctuary has been the most stable since 2021 and Kirklees has continued to be a place of welcome for those seeking sanctuary.

#### d. Inclusive Communities

Partnership strong focus will continue to be needed for 2025/6, reflecting on how inclusive we are as a Council and partnership and embedding the Inclusive Communities Framework further [Inclusive Communities Framework | Kirklees Council](#)

### Reducing Risk: Summary

#### a. Road Safety

Overall, the number of people killed and seriously injured (KSI) because of road traffic collisions has reduced by 20% There has been a reduction in the number of KSI casualties in Kirklees from 229 in 2023 to 184 in 2024 Road safety reported into scrutiny in January 2025

Road Safety is still a priority for the Partnership, but the concerns compared to last year and information from Highways suggest this has decreased. Existing partnership arrangements have Road Safety in view. The District Commander for Fire is Communities Board Deputy Board Chair, Cllr Pinnock and the Portfolio Holder for Communities Service and the Chair of the Communities Board now sits on the Vision Zero Board

#### b. Water Safety

The KPI is to have a reduction in demand for partnership resources due to risky behaviours. As of December 2024, there have been no admissions relating to submersion or drowning in natural water for 2024. Water safety is still a Partnership priority but Partnership arrangements and support in place at the existing level is as needed and no changes in concerns.

#### c. Drugs and Alcohol

Drug related crime is increasing in Kirklees with offences relating to possession of drugs and trafficking controlled substances going up from 1,425 offences in 2023 to 1,504 offences in 2024. Locations are identified as part of the Serious Organised Crime Profile. Good connections are in place with the Combatting Drugs Partnership (CDP) as this cuts across many areas of the Communities Plan and Board.

Still a Priority for the Partnership but existing arrangements and support in place and this links across to Serious Violence arrangements and further work is progressing through the CDP and Communities Board.

#### d. Reducing Reoffending

**Reduction in first time entrants for Criminal Justice Service** - There were a total of 65 children entering the criminal justice system in Kirklees the 12 months to up to April 2024 - this is a reduction from 85 the previous year (24% reduction). The reduction in the number of first-time entrants into the Youth Justice System is mirrored regionally and nationally.

This will remain as a priority as a Partnership and as with Drugs and Alcohol it cuts across other elements of the Communities Plan and Partnership.

**Reducing Adult Reoffending** - The Probation caseload is increasing and has increased by 5% since September 2023 to 2,325 cases in July 2024. Nationally the number of offenders under probation supervision has increased by 1% in the 12-months to September 2024 but there has been a 9% increase since September 2014.

This area remains a partnership priority and cuts across many aspects of the Communities Plan. Kirklees Reducing Reoffending Strategy is being revised and will come to the Communities Board in the next 6 months.



**Appendix 2**  
**Community Safety Partnership – (Communities Board)**  
**Highlight Report**  
**2024/25**



# CONTENTS

## Tackling Violence, Abuse and Exploitation



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## Reducing Anti-Social Behaviour and Neighbourhood Crime



Spotlight [Anti-Social Behaviour](#)

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## Reducing Risk



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# 1. Tackling Violence, Abuse and Exploitation

## 1.1 Serious Violence

### Background

The West Yorkshire Response Strategy provides a framework for West Yorkshire in preventing and reducing serious violence. Informed by an evidence base, the strategy sets out the local understanding of serious violence, local needs and how partners can respond using a trauma informed approach.

The Strategy which is underpinned by the Serious Violence Duty, within the Police, Crime, Sentencing and Courts Act 2022 has the following strategic objectives: -

- **Understand the picture** of serious violence in West Yorkshire.
- Effectively **share data** with our partners.
- Intervene early to **prevent serious violence** in the first place.
- Use evidence of "What works" to **tackle the root causes** of serious violence.
- Reduce **risk and vulnerabilities** of individuals, families, and communities to violence.
- Develop protective factors which will **prevent and reduce serious violence**.
- Enable **community and societal responses** to serious violence.
- Sustain what works and enhance the **system wide response** to preventing and tackling serious violence.
- Ensure that all our partners embed the **trauma informed** approach.

All organisations and agencies subject to the Serious Violence Duty are accountable for their activity and cooperation. The Duty Holders specified include Local authorities, Police, Probation Services, Youth Offending Teams, Fire and Rescue and Integrated Care Boards. The existing structures remain for Serious Violence (SV) which are SV Gold, Silver and Bronze partnerships and work is progressing to develop place-based actions plans for identified communities. There is a West Yorkshire strategy to reduce / tackle serious violence and a needs assessment that outlines risk and threat.

### Key Achievements and Progress in 2024 / 25

- **The Kirklees Violence Reduction Partnership** has continued to work closely with the West Yorkshire Violence Reduction Partnership (VRP) and all Serious Violence Duty holders to ensure Kirklees remains on track with our response to the [Serious Violence Duty](#). This includes having localised governance structures in place, a strategic needs assessment to understand the local data and intelligence, and a strategy to tackle serious violence.
- **Distribution of External Grant Funding (UKSPF, Safer Streets 5, Violence Reduction Partnership Community Resilience)** to support the partnership in tackling serious violence at a local level, of which, £270,758.28 has been allocated to local community groups and organisations on initiatives such as education within schools, mentoring programmes, sport and diversionary activities, and capital support to develop and improve for safe spaces.
- **The Kirklees Violence Hub** has been developed to provide the partnership with a weekly forum to share intelligence, data and information regarding incidents of serious violence across the district, providing support (and challenge) to partners in response to incidents ensuing a joined up and coordinated approach. The hub which is co-chaired by the Police and Local Authority has met over 40 times in 2024/25 and is attended by a range of partnership services including Housing, Police, Fire, Health and Adults and Children's Services.
- **The Teachable Moments Focused Deterrence Car (FDC)** is a West Yorkshire VRP funded initiative intended to reduce violent incidents. The FDC is an unmarked car crewed by a plain-clothes Police officer and a youth worker, which attends the scene of a violent incident after the initial police response ends. It identifies and engages with young people who are at risk of committing violent crime or becoming victims of violent crime. The FDC engages with those in the vicinity and the wider community to give accurate information and identify those who might be at risk of becoming involved in or a victim of crime. Where appropriate, the youth worker will signpost or refer the young person to relevant services or activities in the community. In 2024/25 the FDC has been deployed 34 times.

- **A&E Navigators** programmes place a case worker, called a 'navigator', in hospital emergency rooms to support children and young people with a violence-related injury. In Kirklees, the navigator programmes are based in Huddersfield Royal Infirmary and Dewsbury District Hospital. Youth worker trauma navigators provide support to young people up to the age of 25, who then triage to the appropriate services based upon vulnerability and risk. As part of this work, a young person could be allocated to a detached youth worker for 121 focus work. Throughout 2024/25 there have been 52 referrals for support addressing issues such as mental health, risk of violence and missing in education, with the detached youth workers supporting and signposting to local community services and re-engagement with educational establishments.
- **Clear Hold Build** is a framework, developed by the Home Office, to help Police forces tackle serious and organised crime. It reclaims and rebuilds neighbourhoods affected by organised crime, makes areas safer and increases public confidence in the police and partner agencies. It is a three-step plan which sees organised criminals and their associates cleared from an area through pursuit activity. The area is then held and stabilised through high visibility police patrols, assistance from partner agencies and community support. With support from key stakeholders, it is anticipated that residents will be equipped and empowered to build a strong and resilient community, free from crime and exploitation. Work through the [Clear Hold Build](#) framework in Ashbrow has seen a significant reduction in criminality in the area through targeted Police and partnership working. This has included several partnership action days and events to target criminality but also build resilience within the local community. This work has and is being supported by local community groups and organisations. Examples of activity include:
  - [Work Under Away To Clear Out Criminals And Clean Up Huddersfield Community | West Yorkshire Police](#)
  - [Criminals Disrupted And £35,000 Of Illegal Goods Seized, Huddersfield | West Yorkshire Police](#)
- Working closely with **Yorkshire Mentoring CIC** the partnership commissioned the development and delivery of a bespoke age-appropriate resource to target primary school children (Happy Friendships) in identified areas/ schools in Kirklees as part of the partnership's prevention and early intervention approach to providing young people with the critical thinking skills and knowledge around healthy and positive peer relationships. The resource has been delivered to over 400 pupils from September 24 – March 25.
- **Secondary Intervention:** Wrong Look, Wrong Time, Wrong Place (WLWTWP) has been delivered to 87 young people in targeted schools. The Interactive workshops developed around Channels 4's TV show, '24 hours in Police Custody' (4- 5 hours across two sessions) aims to educate young people and get them to focus & discuss the risks, consequences, learn about the law, develop empathy and emotional intelligence & understand media influences as well as looking at the impact of knife crime within their own community. The sessions are aimed at all young people aged 12+ not just those who are identified as at risk. This is because any young person can be affected by knife crime at any point and not just those who make a choice to carry a weapon.
- **Virtual Reality Headsets:** Working with the Violence Reduction Partnership, utilising virtual reality to educate young people around the knife crime and positive peer relationships. The headsets have been delivered to nearly 400 young people since January 2025.
- **Positive Engagement Against Knives (PEAK) Project:** Aims to educate and inspire young people across Kirklees through education, diversionary work, youth empowerment, inspiration, and use of role models and ongoing support in signposting to existing community-based provision. Police Officers from the Kirklees District Early Action Team are involved in the design and delivery of the project. This year 50 students have been engaged across 5 secondary schools.

## Positive Partnership Working

### Re-engaging Young People into Education: Yorkshire Mentoring

**What was the issue?** Young people requiring mentoring support due to a variety of needs to help re-engage them into education and the community to prevent them becoming involved in violence, crime and exploitation.

**What did we do?** Worked closely with the WY Violence Reduction Partnership and local partners, commissioned Yorkshire Mentoring to deliver 1-1 and community-based mentoring support for young people.

**What was the impact / difference made?** Over 70 young people who have been identified by partners (schools, colleges, children's social care) as being at risk of serious violence have been provided 1-1 mentoring support through Yorkshire Mentoring to address any vulnerabilities and issues with the aim of reducing their risk of becoming involved in serious crime.

**Example Case Study:** "A young person was referred to us after he was targeted by older youths in his school to hold items for them linked to criminal activity. He informed a trusted adult after more items were asked to be held for them, and as a result of these threats were made against him. The young person's mental health declined, and he refused to attend school, and the family moved area. We started to engage with him after he was not attending school, and our support offer followed him to the new area where he was residing. The young person engaged weekly with the Mentor who worked with the young person on his anxiety, confidence and coping strategies. The Mentor also encouraged him to engage with support to re-enter mainstream school. Lots of information came out with the Mentor about his relationship with his father and how this has impacted his behaviour around being unable to walk away from threatening situations. After 6 weeks of mentoring support, he engaged with school support services and re-entered the school system, after being off school for in excess of 6 months. His mum reported that she felt his behaviour had changed enormously, in regard to being less anxious and was clearly trusting of his Mentor. His new school also stated they felt better able to support him from Yorkshire Mentoring's communication regarding his background, which hadn't been shared from his former school."

## 1.2 Violence Against Women and Girl

### ◆ Partnership Priority and Focus 2025/26

#### Background

Tackling Violence against Women and Girls sits within the West Yorkshire Response Strategy to tackling Serious Violence but also links closely with our work to tackle Domestic Abuse and Sexual Violence.

The Kirklees Pledge to tackle VAWG highlights the partnerships commitment to stop violence against women and girls through 5 key objectives: -

- **Prevention and Awareness:** early intervention strategies, education and other innovative approaches.
- **Trust and Confidence to Report:** To enable survivors, women and girls experiencing violence to feel they can come forward, be heard, supported, and protected.
- **Supporting Victims and Survivors:** Upskilling services and developing resources across Kirklees to recognise and respond appropriately to violence against women and girls.
- **Stopping Perpetrators and Holding them to Account:** perpetrators' programmes, enforcement and use of the criminal justice system to protect women and girls from violence and empower and enable women and girls to hold perpetrators to account.
- **Safe Spaces:** Safe, inclusive, well-planned public spaces, infrastructure, town centres, and transport which would assist in the reduction of violence and harassment that women and girls face.

#### Key Achievements and Progress in 2024 / 25

- **The Kirklees Violence against Women and Girls working Group** remains well established with statutory, non-statutory and specialist services attending. The groups look at the approach to tackling VAWG across Kirklees and the role each service has in implementing measures to tackle VAWG.
- **Dedicated Partnership Days of Action** have taken place to raise awareness, support victims and licenced premises for example: VAWG week and Spiking intensification weeks [In Excess of 60 Arrests Made in Safety Drive To Make Women Safer, Kirklees | West Yorkshire Police](#)

- **Ask for Angela Scheme:** Over 130 venues have been provided information and advice around the [Ask For Angela](#) scheme, which includes test purchase of the scheme in participating venues across the district on a regular basis. Campaigns in the form of videos have been developed to raise awareness. [Stay safe in town centres with 'Angela' - Kirklees Together](#)
- **Street Marshalls: Utilising funding through Safer Streets 5, Street Marshalls** who are trained workers have been deployed in towns and villages across Kirklees with the aim to reduce incidents of violence and Violence against Women and Girls in public spaces at night, including within venues. The Marshalls have been deployed on 56 evenings in 2024/25 and supported over 200 people when assistance has been required.
- **Night Safety Bus:** Utilising external funding, the night safety bus, which is a mobile team of trained staff from Change Grow Live, Locala and West Yorkshire Police are on hand to help people associated with the nighttime economy and provide a safe space for anyone, including females that may feel they need it. The bus has been deployed 35 times this year, providing a place of safety and a safe place for example people to charge their mobile phone, provide harm minimisation advice, drug & alcohol support, seek refuge or call a taxi.
- **Educational / Community Based Projects:** Utilising funding through Safer Streets 5, commissioning of Project Zero and the Kindness is King resource. This is a primary school program delivering an interactive 40-minute workshops to year 5/6 classes, facilitating meaningful conversations around gender stereotypes and emphasizing the importance of kindness and equality. These workshops aim to spark reflection and growth among students while driving positive change within the school culture, shaping the attitudes of boys, challenging harmful gender stereotypes, and preventing violence against women and girls (VAWG). This year, 14 sessions have been delivered to 249 individuals. In addition, Active Bystander training, has been delivered to young people which provides education around being an active bystander in the prevention of abuse being committed against/ or by others
- **External Grant Funding** (UKSPF Kirklees Safety of Women and Girls £179,114). Using external grant funding to support local organisations and their work to tackle VAWG. This has included funding to improve places of safety in three community organisations with items such as enhanced CCTV, new facilities to improve the user experience, updated IT systems and basic repairs to buildings so that they can be used and accessed. The funding has also supported the delivery of training and educational programmes in schools and community organisations including therapeutic support, theatre production in schools and physical activity and mental wellbeing sessions.

### Positive Partnership Working

**Example Funded VAWG Project** Umbrella Yogo CIC are a not-for-profit organisation that brings communities together through yoga using evidenced based practices to improve the physical and emotional wellbeing of the people they connect with. Through commissioning, Umbrella Yoga worked in partnership with women who had experienced violence, abuse, exploitation, rape and sexual offences. The approach through Umbrella Yoga focuses on group yoga, supporting participants' mental and physical needs through a safe space for women to come together, build up self-esteem and feel more in control of their bodies. The yoga sessions were offered alongside existing programs to address vulnerabilities for example, the 'Power Programme' developed by Kirklees Rape and Calderdale Rape and Sexual Abuse Centre. The project has been delivered across 60 sessions this year with participants now understanding the benefits of movement and breathwork for dealing with trauma and health and wellness.

## 1.3 Domestic Abuse

### ◆ Partnership Priority and Focus 2025/26

#### Background

The Kirklees approach to tackling Domestic Abuse is to have a range of services that are accessible and available to anyone who may need them, working together around individuals, families and communities to prevent, respond to and repair the damage caused by domestic abuse

[Domestic abuse | Kirklees Council](#)

The Kirklees Domestic Abuse Strategy aims to co-ordinate the broadest possible response to domestic abuse from prevention and early intervention to dealing with crisis, safety, and long-term recovery, working to keep survivors and their families safe and challenge abusers to change their behaviour.

The approach to tackling Domestic Abuse focuses on five priorities:

- Priority 1 – To adopt a **Whole Family Approach** to Domestic Abuse to support children and young people affected by parental domestic abuse, to support young people that are victims of abuse in their own relationships, to support young people that perpetrate abuse against other people, and to ensure direct, preventative work is available to support the development of healthy relationships.
- Priority 2 – To support **Perpetrators to change their behaviour** through increasing the range of effective interventions, improving access to existing services and developing community engagement activities that support perpetrators to access the support they need.
- Priority 3 – To develop the partnership response to the interconnected experiences that **victims with multiple needs and/or protected characteristics** face when experiencing violence and abuse.
- Priority 4 – To support victims to maintain or access **safe and stable housing** to provide safe and stable housing for victims irrespective of tenure.
- Priority 5 – To continue to develop and assure robust **multi-agency working** arrangements to support professionals from difference agencies to share information, assess risk and increase safety for victims. This incorporates a range of mechanisms including the Daily Risk Assessment Management Meeting, Multi-Agency Risk Assessment Conferences, Standards Screening and Operation Encompass notification process.

## Key Achievements and Progress in 2024 / 25

- **Domestic Abuse Board:** The Domestic Abuse Board has met throughout the past 12 months with excellent attendance from a range of partners, the role of the Board is to have oversight of how the strategy is developing and progressing in Kirklees. A review of the strategy is due to take place in 2025/6.
- **Outcomes Based Commissioning Contract:** The KDASS (Kirklees Domestic Abuse Support Service) [Kirkless Domestic Abuse Specialist Services \(KDASS\) | Support for individuals experiencing domestic abuse | Kirklees, UK](#) was officially launched in December 2024 at a public event, opened by Councillor Pinnock and attended by a wide range of local providers. Police also promoted the event as part of their social medial communications.
- **Learning from Practice:** Partners are working together to deliver a learning event following a Safeguarding Adults Review which included complex considerations around dementia and domestic abuse.

The Kirklees Domestic Abuse Strategy continues to be progressed as a Partnership;

- **Whole Family Approach** to Domestic Abuse. To support the development of staff skills and knowledge, the delivery of Safe and Together training underpins the Kirklees approach to domestic abuse through supporting the victim and holding perpetrators to account; work continues to encourage attendance and wider opportunities for embedding practice.
- The Partnership have worked together to develop a shared understanding of the resources available for perpetrators of Domestic Abuse across Kirklees to inform future service developments that can contribute towards supporting **perpetrators to change their behaviour**. Partners have also worked together to identify and develop opportunities for shared learning through training to increase the knowledge, skills and confidence of the workforce when working with perpetrators.
- Arrangements are being developed to ensure partners understand the scope of **victims with multiple needs and / or protected characteristics**. Learning about the experiences of LGBTQ+ victims across Kirklees is and will continue to be take place across the partnership
- Partners are committed to working together to update the Safe Accommodation Needs Assessment in 2025/2026 to support victims to maintain and access **safe and stable housing** irrespective of tenure.

Community engagement activities have increasingly developed over the year and considerable efforts are continuing across the partnership, in line with the Inclusive Communities Framework. Community Connectors within Community Plus [Home | Healthier & Happier Lives | Kirklees Community Plus](#) have worked to raise awareness of Domestic Abuse and KDASS services. The Connectors have reached a significant number of different organisations. Third Sector Leaders Community Champions have had a high volume of conversations with people in communities about Domestic Abuse and awareness raising. Individual discussions took place alongside groups/sessions which were visited by the Champions, with over 500 individuals reached. An evaluation of the impact of this, alongside case studies, is in the process of being prepared and further reflection will be taking place later this year. It is fantastic to note that in the same period the community awareness-raising activities took place, the number of self-referrals made for support via the KDASS website has contributed to the largest number of people known to the service since the beginning of the contract.

## 1.4 Modern Day Slavery

### Background

[The Kirklees Modern Day Slavery](#) Strategy provides a co-ordinated multi-agency response to modern slavery by raising awareness and knowledge amongst front-line workers, volunteers, and communities, enabling a victim focused response. The vision of the Strategy is to create a supportive place for victims and to have a greater understanding of perpetrators to ensure Kirklees is a hostile place for crimes of modern slavery. The strategy is based around principles of:

- **Pursue:** prosecuting and disrupting individuals and groups responsible for modern slavery
- **Prevent:** preventing people from engaging in modern slavery crime
- **Protect:** strengthening safeguards against modern slavery by protecting vulnerable people from exploitation and increasing awareness and resilience against this crime
- **Prepare:** reducing the harm caused by modern slavery through improved victim identification and enhanced support and protection.

### Key Achievements and Progress in 2024 / 25

- **The Modern-Day Slavery Partnership** consisting of statutory, non-statutory and specialist services continue to meet on a regular basis to raise awareness, share intelligence, prevent and respond to modern slavery in Kirklees working closely with regional and national partners.
- **Modern Slavery and Cuckooing Training:** Training continues to be delivered in partnership with West Yorkshire Police to raise awareness of what it is and what our professional responsibilities are, encourage reporting and highlight support for individuals at risk. Over 270 professionals in Kirklees have been trained this year with examples of individuals being referred for support following the training. This has also included larger events and workshops, for example at the University of Huddersfield, attended by 200 professionals representing law enforcement, local authorities, and health organisations from Yorkshire, Humberside and the Northwest.
- **Dedicated Days of Action:** Focus on disrupting Modern Slavery working closely with partners from West Yorkshire Police, Housing, Adults Social care and specialist services such as Hope for Justice.
- Supporting **tailored packages** of support for victims and survivors of Modern Slavery, working with partners to provide advice and signposting. This also included working closely with specialist services such as Palm Cove, supporting their introduction of safe houses and specialist support in the district.

## 1.5 Youth Exploitation

### Background

**The Youth Engagement Service (YES)** is an inclusive and flexible service that brings together, and works collaboratively with, partner agencies to ensure a whole system approach for young people who have been, or who are at risk of being, exploited and/or entering the youth justice system. The Youth Engagement Service is made up of the Youth Justice Service and the Youth Engagement Service Team. The Youth Justice Service is an integral part of the Youth Engagement Service and is a multi-disciplinary team incorporating the skills and experience of several services within Kirklees Council. The Youth Engagement Service Team works alongside young people who have been missing from home or placement and young people who are experiencing, or at risk of experiencing, exploitation and/or forms of harm outside the family home. The Service works alongside partners to provide the broadest possible inventory of support for the young people of Kirklees.

### Key Achievements and Progress in 2024 / 25

- **Practice Learning:** Events with partner agencies to review case learning and best practice. A recent practice learning exercise sought to understand how impacts were achieved with 'relationships' being found to be a key intervention.
- **Regular Multiagency Meetings:** To reduce risks to identified young people, working with partners to understand contextual issues to keeping young people safe.
- **Providing Groups of Vulnerable Young People with Access to Activities and Initiatives:** Over 50 young people have accessed positive activities alongside other young people. The days provide young people with an opportunity to experience new things, meet new people, develop relationships with peers and professional adults outside of intervention plans of professional forums, challenge themselves and achieve things. This also includes a regular safe space for young people working with the YES (Come vibe with us).
- **Working closely with Yorkshire Mentoring:** Supporting over 20 young people identified as being at risk of exploitation through a dedicated mentor and package of support over a minimum of 12 weeks to improve and provide support for vulnerabilities such as school attendance, aspirations, peer and family relationships and extra-curricular activities.

## 2. Reducing Anti-Social Behaviour and Neighbourhood Crime

### 2.1 Anti-Social Behaviour (ASB)

SPOTLIGHT

#### ◆ Partnership Priority and Focus 2025/26

##### Background

Anti-Social Behaviour (causing alarm, harassment or distress to any person) focuses on 3 areas:

- **Personal:** deliberately targeted at an individual or group (e.g. noise nuisance)
- **Nuisance:** causes annoyance to the wider community (e.g. fireworks, rowdy behaviour)
- **Environmental:** impacts on natural surroundings (e.g. fly-tipping, criminal damage) [Report it | Kirklees Council](#)

Tiered delivery:

- **Prevention:** developing “responsible citizenship” by individuals and communities / education with young people – communicate and engage with residents.
- **Early Resolution:** Front line officer training and develop reporting mechanisms to address issues at earliest opportunity – including through mediation.
- **Partnership Problem and Case Work:** where ASB case officers use appropriate Tools and Powers to address behaviours of individuals and where partners work collaboratively to understand and problem solve ASB hot spots and recurrent issues.
- **Complex Safeguarding and Enforcement:** Dealing with lower volume high complexity cases with underlying issues such as mental health and substance misuse. Enforcement actions and links with Courts to hold perpetrators to account and support victims.

##### Key Achievements and Progress in 2024 / 25

###### Prevention of ASB

- **Tenancy Ready Sessions** are focussed educational sessions for care leavers to help them thrive and maintain their first tenancies. One session centres specifically around anti-social behaviour, making good decisions in relation to conduct and safeguarding – one session per month has been delivered through the year, typically there are an average of 5 people attending each session.
- **‘I’m Being Good in my Neighbourhood’** is an educational initiative devised by Safer Kirklees officers and delivered in primary schools across Kirklees. The sessions are interactive and focus on being a good citizen, setting an example among family members and friends, having the confidence to challenge poor behaviour in friend groups and identifying a trusted adult to confide in – materials are being refreshed for delivery in 2025/26.
- **Safety Rangers Sessions** are delivered to older primary school children and there are sessions around road safety, positive friendships and relationships and anti-social behaviour. Safer Kirklees devised a specific session, similar to I’m Being Good in my Neighbourhood, and this is delivered with the assistance of West Yorkshire Police (the children love a Police uniform and it engages them really well) - content being refreshed for 2025/26.
- **ASB Awareness Week** saw several events across Kirklees including stalls at Markets and Bus Stations in Huddersfield and Dewsbury Town Centres where Community Environmental Support Officers and WYP talked to shoppers and passengers about support and effective reporting. Sessions were held at local schools, focussing on considerate parking and ASB reporting.
- **Bonfire Week Planning** Multi-agency panel that meets to set out strategies to ensure not only bonfire safety, but also associated ASB linked to firework misuse, arson and attacks on fire crews. Interventions are intelligence led and includes involvement from Safer, WYP, West Yorkshire Fire and Rescue Services (WYFRS), Greenspace Action Team, Detached Youth Team and Homes & Neighbourhoods.

###### Early Resolution of ASB

- **Community Environment Support Officers (CESO’s) across Kirklees are regularly tasked with responding to ASB issues** is to provide reassurance, gather intelligence and intervene at an early stage to ensure situations do not worsen or have a greater impact on individuals, communities and resources.

- **Safer Kirklees provide Accredited Mediation services** where Homes and Neighbourhoods residents are involved in conflict but are committed to finding resolution. Joint mediation sessions are arranged and facilitated with the focus on finding a mutually agreeable solution for all parties to resolve the ASB/neighbour dispute. Of the 12 cases supported over the past 12 months with those who went through the process reporting very positive impact, experiences and improved relationships between people.
- **Securing of Buildings** –Kirklees Partnership working to both identify and secure properties being repeatedly targeted. Many of these are in our town centres and become magnets for ASB, Criminal Damage, Drug Use, Rough Sleeping and Arson.
- **Safer Kirklees ASB staff hold a weekly ASB advice surgery for Homes and Neighbourhood’s staff.** This is to give general and specific advice in relation to anti-social behaviour.
- **Homes and Neighbourhoods ASB Training.** Safer Kirklees Council have devised an online resource that can be referred to and continually deliver training to both new and existing staff who need additional support and/or confidence in tackling ASB effectively.

### Partnership Problem Solving

- **Place Based Community Outcome Groups** bring together both internal and external partners to discuss crime and ASB issues at a locality level. Intelligence is shared and discussed and forms the basis for setting out key priorities to be addressed and associated actions.
- **ASB and Hate Crime Meeting.** Referrals into the meeting involve up and coming incidents involving both ASB and Hate crime and quite often the two overlap. Key partners discuss individuals of concern and an action plan is agreed at the meeting and delivered swiftly to take advantage of the opportunity for cross partnership problem solving.
- **Town Centre ASB Meeting.** This meeting focuses on individuals causing concerns in our main town centres, ie Huddersfield and Dewsbury. Individuals that offend across both town centres in some cases, are discussed monthly and a partnership problem solving approach is used. This is a good opportunity to share information as quite often the individuals are known to a number of services, for example, Change Grow Live, Rough Sleepers Initiative and West Yorkshire Police in relation to shop lifting or street drinking offences.
- **ASB case review.** The ASB case review is a national process which seeks to give victims of ASB an opportunity to have their case heard if they feel that partners have not dealt with their complaints effectively. Safer Kirklees lead on and coordinate the process from start to finish. Applicants get a bespoke and personal level of engagement with Safer Kirklees who pull together all relevant parties to ensure that a comprehensive response is coordinated to alleviate or resolve the ASB. For more information [The anti-social behaviour case review | Kirklees Council](#)
- **ASB Tools and Powers** - Safer Kirklees partnership have a number of legal interventions open to them to resolve Anti-social behaviour such as partial and closure orders for addresses and community protection notices.
- **ASBRAC (Anti-social behaviour Risk Assessment Conference).** Where the anti-social behaviour is either committed by, or affecting a vulnerable person, Safer Kirklees arrange an ASBRAC (there have been 22 in the past 12 months) - these are multi-disciplinary meetings which focus on vulnerabilities and needs and how best to support victims and challenge perpetrators.
- **Public Space Protection Orders (PSPO)** are used by Kirklees Council to help minimise anti-social behaviour that is considered to be detrimental to the quality of life in the areas they apply to. They are designed to ensure that people can use and enjoy public spaces free from experiencing behaviour that is anti-social. A breach of a PSPO is a criminal offence. [Public Space Protection Orders \(PSPO\) | Kirklees Council](#)
- **Nuisance Motorbikes** Safer Kirklees, Police and Homes and Neighbourhoods work with communities to encourage reporting, visibly patrol (through the police off road motorbike team), seize vehicles and work with young people on diversionary activities. [Report nuisance bikes / quad bikes / off roaders | West Yorkshire Police](#)

A specialist team which has now prosecuted hundreds of rogue riders in Kirklees and is urging residents to keep making reports as warmer weather approaches [Kirklees Off Road Bike Team Seizes More Than 150 Illegal Bikes | West Yorkshire Police](#)

## Managing Noise Nuisance

**What was the issue?** One resident was referred to the Safer ASB team for rapid intervention following a string of incidents involving both ASB and criminal behaviour severely affecting residents in a location in Kirklees, one of whom was elderly and vulnerable. For several months, neighbours had suffered from noise nuisance, a constant police presence at the address and behaviour from the resident, his girlfriend and associates that caused them major concerns.

**What did we do?** We supplied specialist support to the elderly resident who was isolated and frightened. We attempted over a period of time to successfully engage with the problematic tenant, offer both him and his girlfriend support while challenging behaviours and issuing the relevant and appropriate tenancy warnings. Several ASBRACs were also held in relation to all parties to attempt to help maintain a tenancy and avoid court action, and to prevent the elderly resident having to access social care. Ultimately the individual in question was convicted of two very serious offences which facilitated the use of Absolute Grounds for possession legislation, and he was evicted.

**What was the impact / difference made?** This eviction was extremely well received by residents and the ASB staff involved have had some excellent feedback both at the time and then following.

## 2.2 Neighbourhood Crime

## SPOTLIGHT

### Background

Neighbourhood Crime primarily focuses tackling crimes impacting on residents which are primarily

- Burglary (including non-domestic)
- Vehicle (and cycle) theft (including commercial vehicles)
- Theft from the person / robbery

The Partnership approach to tackling Neighbourhood Crime focuses on 3 key areas of delivery:

- **Crime Prevention and awareness raising** – (1) increased awareness through communications / resident engagement, (2) officer training for front line workers / councillors, (3) architectural liaison and environmental clearance.
- **Community Involvement** – (1) supporting neighbourhood watch / community engagement in tackling crime (2) Tapping into neighbourhood / street Whats App type groups that formed after lockdown (and people working from home) increase informal surveillance and reporting mechanisms.
- **Focusing on Hotspots / Repeat victimisation** (1) Repeat victimisation - property (for burglaries) and groups of people i.e. students and (2) hot-spot locations i.e. concentrated neighbourhoods which experience proportionately more issues (including rural crime).

### Key Achievements and Progress in 2024 / 25

#### Crime Prevention and Awareness Raising

- **Victim Hot-Spots:** Safer Kirklees have worked alongside Police to provide crime reduction advice to students to reduce their chances of being a victim of crime and mechanisms to seek support / report it.
- **Transit Vans / Tools:** This has involved providing advice / guidance to drivers on ways to reduce chances of victimisation with a particular focus in hot spot areas.

### 3. Building Inclusive and Resilient Communities

#### Background

This Strategic Priority brings together a variety of themes which see working with communities as integral to building resilience to manage potential risks to community confidence, belonging and connections.

The Inclusive and Resilient Communities Priority of the Partnership has 4 sub-themes ranging from working with communities to enhance local Place through to addressing issues which impact on communities such as Hate Crime and Extremism.

#### Hate Crime

SPOTLIGHT

#### ◆ Partnership Priority and Focus 2025/26

#### Background

Hate crimes are “motivated by hostility on the grounds of race, religion, sexual orientation, disability or transgender identity”. The Kirklees Hate Crime strategy works on the principle that the best way to address hate crime is to prevent it happening in the first place and where it does occur, supporting victims and bringing perpetrators to account at the earliest opportunity. [Hate incident reporting | Kirklees Council](#)

#### Key Achievements and Progress in 2024 / 25

- **Prevention** (to create an environment through education and engagement where hate crime is not acceptable) – over 600 school children provided “Mind your language” primary resource and high schools supported with “Talk and Report” (supports teachers with getting pupils to recognise and report hate crime). Awareness in wider communities has been achieved through events / communications including Islamophobia awareness month and more general recognising and reporting of hate crimes.
- **Early Resolution** (to raise awareness of front-line staff / communities of spotting, tackling and signposting to support for victims of hate crime) – As part of Hate Crime Awareness week in October 2024, over 250 front line staff briefed on recognising hate crime, need to challenge and mechanisms to report / seek support.
- **Problem Solving and Case Management** (to support victims and hold perpetrators to account in hate crime cases and identify and address any geographic hotspots) – Safer Kirklees work with partners such as the Police to provide support to victims of Hate Crime – actions on cases are reviewed through a ASB and Hate Crime working group to ensure excellent service standards are maintained.
- **High Support / Prosecution** (to provide support to victims of hate crime with trauma experienced and hold perpetrators to account) – The Safer Kirklees Victim and Witness Hate Crime Officer has provided intensive emotional support and practical strategies for over 30 victims of hate crime.

#### 3.1 Preventing Extremism

SPOTLIGHT

#### ◆ Partnership Priority and Focus 2025/26

#### Background

The purpose of Prevent is to safeguard and support vulnerable people to stop them from becoming terrorists or supporting terrorism [Counter-terrorism strategy \(CONTEST\) 2023](#). It works to ensure that people who are susceptible to radicalisation are offered appropriate interventions, and communities are protected against radicalising influences. The primary objective of Prevent is to work with statutory partners (Police, Prison, Probation, Health, Education & Social Care) as well as the voluntary community sector to tackle the ideological causes of terrorism, and to raise awareness and build resilience to all forms of extremism. Prevent is run

locally by experts who understand the risks and issues in their area, and how best to support their communities. These experts include teams and specific authorised individuals from local authorities, the police, charities and community organisations. [Prevent and Channel | Kirklees Council](#)

Prevent works in a similar way to programmes designed to safeguard people from gangs, drug abuse, and physical and sexual abuse. Success means an enhanced response to tackle the causes of radicalisation, in communities and online; continued effective support to those who are vulnerable to radicalisation; and disengagement from terrorist activities by those already engaged in or supporters of terrorism.

## Key Achievements and Progress in 2024 / 25

- **Channel Panel** continues to meet face to face every 6 weeks.
- **Training and awareness** has continued throughout the year.
- **The Prevent Team held a Prevent Awareness Week** hosting a week of free, online learning events, focusing on 'Prevent' and how professionals and communities can help to safeguard people. This training was for anyone who works with the public, in particular with children, adults, communities or vulnerable people, to ensure that schools as statutory authorities under the duty were embedding Prevent across the curriculum.
- **PREVENT Duty and Health Care Sector Training** In order to ensure all the statutory services mandated by the Prevent Duty have access to good quality training around Prevent it was acknowledged by the partnership that further opportunities to work with the health sector should be explored.
- **What did we do?** Working in partnership with the ICB (Integrated Care Board) we delivered a training session to over 150 non-clinical staff working in the nine Primary Care Networks across Kirklees as part of their annual Safeguarding Training Day. Inputs included an overview of Prevent duty for Healthcare professionals, examples of referrals from Health and a Channel case study.
- **What was the impact / difference made?** 20 individuals have signed up to become Prevent Champions within their Primary Care Network which means that now the partnership has a named contact across the PCNs to share relevant Prevent updates, resources and training opportunities and these individuals will be able to raise the profile of Prevent within the PCN.

## 3.2 Inclusive Communities Framework

SPOTLIGHT

### ◆ Partnership Priority and Focus 2025/26

#### Background

**Inclusive Communities Framework** ([Inclusive Communities Framework | Kirklees Council](#)) was adopted by Full Council in 2023 as part of Kirklees Council's commitment to fostering inclusive and cohesive communities and it is one of our four top-tier partnership strategies. The ICF is a commitment to work better with communities in a way that means we must change how we do things, and as a partnership with local organisations like the Police we have committed to do this. Inequality and disadvantage remain considerable barriers to creating truly inclusive communities. Recent events, such as racist riots in other parts of the country might not have happened in Kirklees, but they affected people here, including their sense of belonging and connection. These issues compound and prevent people from feeling connected both in their communities and across different communities. Ultimately, this holds communities back from accessing opportunities and achieving their full potential. The Inclusive Communities Framework provides us with the principles to collaboratively dismantle these barriers. By listening to communities and removing these barriers, we can create lasting, positive change. Through our sustained, collective effort, we will realise our vision of a Kirklees where communities are empowered, trusted, and united.

The framework can be used with a wide range of plans and strategies across different organisations and sets out how we want to work with people. The ICF toolkit is designed to help organisations review and improve how they work with communities. The ICF is built on the belief that communities have solutions to problems, and that by working together, we can build trust, promote belonging, and address shared interests and concerns.

## Key Achievements and Progress in 2024 / 25

### How services work embedding the principles of the ICF in day to day working:

- **Kirklees Libraries** have been re-awarded the prestigious **Library of Sanctuary** status, reaffirming their commitment to providing a safe and welcoming space for refugees and asylum seekers. This recognition highlights their ongoing efforts to support migrant communities through their curated Sanctuary book collections, craft and chat sessions, story times, conversation cafes, and language development resources. By eliminating barriers like overdue fines and ID requirements, and producing materials in multiple languages, Kirklees Libraries have helped to welcome refugees into the community.
- **Creating Opportunities to Work Alongside Local People Sharing Knowledge and Resources, 'Equalising'**  
The launch of the Detailed **Access Guides** in partnership with **AccessAble**, is a significant step towards [equalising access for all community members](#). These [guides](#) provide comprehensive information about accessibility arrangements, welfare facilities, and parking for various venues, buildings, and travel routes across the Kirklees district. The service worked alongside disabled community members to identify which places and spaces should be part of the review. By enabling people to plan their visits in advance, the guides help ensure that everyone can maintain independence and participate in community life.
- **Children & Families:** Celebrating the achievements of care leavers is an important way to recognise their resilience and contributions to the Kirklees community. Recently, a [celebration event](#) was held to honour care leavers, highlighting their successes and the positive impact they have made. This celebration included the [Shining Stars and Recognition Awards](#), which acknowledged the accomplishments of young people who have overcome significant challenges. These events not only celebrate the individual achievements of care leavers but also bring the wider community together, reinforcing the importance of encouragement and recognition for these young individuals.

## 3.3 Migration and Asylum

## SPOTLIGHT

### ◆ Partnership Priority and Focus 2025/26

### Background

Kirklees continues to be a welcoming community, understanding and building on the benefits migration brings.

We want to ensure that those who are vulnerable and seeking sanctuary can access the support that is available to them in Kirklees. This support will help those seeking sanctuary to settle and start to integrate into life in the UK and Kirklees. [Kirklees welcomes asylum seekers, refugees and migrants | Kirklees Council](#)

## 4. Reducing Risk

### 4.1 Road Safety

SPOTLIGHT

#### Background

The Road Safety Strategy aims to both continue reducing the number of people **killed and seriously injured** on the roads but also to tackle the issues of key concern and detrimental to **perceptions of safety** for all road users.

The Strategy focuses on all aspects of collisions – namely the features of **vehicles, people** (both drivers and other parties), **locations** and **times** of the day / year when collisions peak.

- **Vehicle Issues:** unsafe parking (e.g. around schools), loud vehicles, uninsured / taxed vehicles.
- **Driver (Passenger) Behaviours:** Drink / Drug Driving, speeding, distractions e.g. mobile phone use, not using seat belts (including passengers).
- **Vulnerable Road Users:** Cyclists / motorcyclists / pedestrians.
- **Location Issues:** specific locations e.g. schools, Place based issues e.g. Rural / North Kirklees, collision hot-spots and recurring issues.
- **Time / Seasonal:** Winter – darker nights, visibility / Summer - speeding / Festive period – drink & drug driving.

#### Key Achievements and Progress in 2024 / 25

- Development of a **Kirklees Vision Zero Board** [Vision Zero | Kirklees Council](#) and strengthening of the Road Safety working group consisting of partners from the Local Authority, Police and Fire Service to deliver the [Vision Zero Strategy](#) for Kirklees.
- Working with partners within both Kirklees and West Yorkshire **improved intelligence gathering** and sharing of road user behaviours, collisions, damage only incidents and risk, to better understand the picture of road safety in Kirklees.
- Continued engagement with Schools around **Mode Shift**, working with young people, parents and teachers to make the school environment safer. 74 School working on Mode shift, 34 of which are now accredited.
- Deployment of the mobile **Speed Indicator Devices** across Kirklees, working with local primary schools to raise awareness and target speeding vehicles outside local primary schools.
- **Road Safety, Bike-ability** and family cycle events to school age pupils.
- Conducting **road safety audits** across the district, with 45 being undertaken this year.
- **Continued enforcement of parking restrictions** by Kirklees by enforcement officers and Neighbourhood Policing teams, when resources are available.
- **Working closely with the West Yorkshire Vision Zero Board to deliver initiatives across West Yorkshire to improve road safety.** For example:-Working in partnership with our Licencing teams, the Hackney Carriage Association, taxi drivers and our Fleet team to ensure all hackney and private hire vehicles are safe and fit for purpose and our licenced drivers are fit and properly trained.
- **West Yorkshire Vision Zero Partnership** working in partnership with **Motor Insurance Bureau** to target uninsured drivers across West Yorkshire but paying particular attention the Top 10 uninsured postcodes.
- **Working with Council internal teams in Transport to ensure our vehicles are as safe as possible**, with on board telematics and driver identification intelligence, vehicle weight management systems.
- **West Yorkshire wide Roads Policing activities** including but not limited to Enforcement of Fatal “5” offences (+5% on 2023), Driving without Due Care and Attention offences (+4.2% on 2023).
- **West Yorkshire Police Operation Trimburg** and such road safety operations have taken place across the district

[Over 100 Illegal Drivers Dealt With In December Operation In Kirklees | West Yorkshire Police](#)  
[Drug Driver Arrested In Kirklees Winter Road Safety Operation | West Yorkshire Police](#)  
[Illegal Drivers Taken Off Road In Kirklees Operation | West Yorkshire Police](#)

- **West Yorkshire Safety Camera Partnership enforcement locations identified** and installed by Districts and National Highways through Capital funding resulted in circa 104,000 drivers attending National Driver Retraining courses – 93% were speeding offences.
- **Delivery, support and promotion of [Operation snap](#)** resulting in an average of a 29% increase in submissions to WYP (14.6% increase Kirklees).
- Delivery of dedication **seasonal campaigns** to raise awareness of road safety across the calendar year for example Christmas and New Year.

## 4.2 Water Safety

### Background

The Kirklees Water Safety strategy primarily focuses on reducing drowning and risks associated with by entering waters either intentionally or by accident. The Strategy works on principle that the best way to improve water safety and reduce serious incidents is to prevent them in first place and managing risk through better training, awareness and fast response where incidents do occur.

The Strategy focuses on the following strands:

- **People Issues:** accidental entry i.e. falling in / play ie families and groups of (young) people / recreation i.e. wild swimmers / deliberate harm i.e. suicide (including attempts).
- **Place Issues:** risk matrix to identify and prioritise high risk locations (including those where risk of fast flows / flooding).
- **Time and Seasonality** – School holidays, summer months, winter e.g. falling through ice.
- **Partnerships:** Strategy needs to be delivered by wide range of partners and engage with communities both generally and through groups such as wild swimmers.

### Key Achievements and Progress in 2024 / 25

- The **Water Safety Working Group** has met 6 times this year, chaired by the West Yorkshire Fire and Rescue Service. The meeting, which is supported by partners from organisations and service such as Yorkshire Water, the Canal and River Trust, RNLA, National trust, children service and Safer Kirklees.
- **Water sites across the district have been risk matrixed** by the water safety working group to understand ownership and local risk, including preventative measure to reduce serious incidents.
- This has included **partnership action days at high priority sites**, increased signage, education within local schools and community settings and physical measures such as throw lines. Many of the site shave seen a reduction in demand for partnership services and although already low across the district reduction in serious incidents.
- **A number of water safety exercises/ actions days were held in open water sites** with partners from the Police, Fire and Rescue Service, Mountain Rescue, Canal and River Trust, Yorkshire Water and local groups such as canoe clubs. The purpose of the exercises s to raise awareness, conduct rescue simulations and provide learning.
- **Engagement in local schools and colleges** to raise awareness of the dangers of open water and what to do in emergency situations.

- **Campaigns and awareness raising**, including seasonal messages in different languages, utilising funding from the West Yorkshire Mayors Office.
- Regular equipment i.e. **throw line and signage checks** at open water sites.

## 4.3 Drugs and Alcohol

### Background

The Kirklees Drug and Alcohol Strategy recognises the harm that substance misuse can cause across the 4 themes of the Partnership Plan. The Strategy recognises that a partnership approach is needed to minimise harm, develop solutions, and ensure each part of the system works towards achieving shared outcomes.

The strategy is based around 3 principles:

- **Reducing Demand:** reduce the unmet drug and alcohol need within our communities / reduce demand for drugs and alcohol amongst children and young people.
- **Reducing Supply:** continue to strengthen our coordinated partnership action to tackle drugs and alcohol alongside other criminal activity / tackling county lines and serious violence linked to urban street gangs / align work between tackling domestic abuse and the harmful effects of substance use / restricting the supply of drugs and alcohol / diversionary and offender management interventions in the community to reduce the risk of offending and re-offending / protect children and young people from the harms associated with drug and alcohol use.
- **Building Recovery:** reduce drug and alcohol-related harms and deaths / improve (sustainable) recovery and treatment / improve support for others impacted on.

### Key Achievements and Progress in 2024 / 25

- **Criminal Justice team** is co-located with, the Police IOM team at Dewsbury Police Station, Liaison and Diversion team at Huddersfield Police Station and both Probation offices in Kirklees. This includes drug workers as well as a Nurse who can provide immediate health advice and assessment for those in need to ensure more effective and efficient interventions and the earliest opportunity.
- Excellent links in with the three main **prisons** in our area, HMP Leeds, HMP Newhall and HMP Wealstun.
- The Services **Partnership Safety Bus** continues to deliver regular twice weekly sessions in the nighttime economy in Huddersfield in conjunction with West Yorkshire Police, Community Safety, Street Marshalls and our local Sexual Health Service is used to provide a targeted outreach service specifically aimed at females using the nighttime economy (and those that become vulnerable associated with the NTE).
- **Drug and Alcohol-Related Deaths:** The local authority continues to build relationships with partners to obtain data about drug and alcohol-related deaths, learn from and prevent future deaths, and strengthen the emergency response plan for mass-overdoses.
- **Lived Experience:** The Kirklees in Recovery (KiR) Community has grown significantly, offering diverse activities tailored to individuals at every stage of their recovery journey. Attendance at KiR events remains strong and is increasing, reflecting their impact. KiR has transitioned into an official 'Lived Experience Recovery Organisation' with its first paid full-time role funded in 24/25 and an additional funded role in 25/26 to support further growth.
- **Hospitals:** Expanded substance care provision in NHS hospitals has improved identification, referrals, and integration between hospital and community care, and enhanced the skills of the NHS workforce. A revised model in CHFT will continue to strengthen this work and meet the Drug Strategy target.
- **Employment:** The IPS Employment Service by CGL Kirklees supports people with drug and alcohol problems into employment. It is one of the highest performing IPS drug and alcohol services nationally, effectively reducing unemployment among those in treatment.

- **Housing:** The treatment service offers Recovery Housing for prison leavers and those in community treatment, with multiple new houses opened in 24/25. A multi-agency panel manages placements, liaising with Police and Probation.

## 4.4 Reducing Re-Offending (Adults)

### Background

Based on 3 overall priorities (Accommodation, Employment and Custody & Resettlement), outcomes of the strategy include:

- **Intervene Early** (people who have or on cusp of offending), **Rehabilitation** (before / after release) and preventing **vulnerability of children and families**.
- Address criminogenic factors such as **accommodation, employment and health / social care** including substance misuse – to include support vulnerable people leaving prison.
- Enhance practice including increasing use of **non-custodial sentencing** options, advocate **change with policy-makers** / commissioners and embed **Integrated Offender Management** to reduce neighbourhood crime.

### Key Achievements and Progress in 2024 / 25

- **The Kirklees Reducing Reoffending Strategy Group:** Consisting of statutory partners continues to meet on a regular basis to address reoffending across Kirklees. To support this, the Kirklees Reducing Reoffending Operational group look at the most prolific offenders across the district and the management this including supervision and disruption.
- **Co-location and Co-Working:** Criminal Justice team is co-located with, the Police IOM team at Dewsbury Police Station, Liaison and Diversion team at Huddersfield Police Station and both Probation offices in Kirklees. This allows close working relationships and more effective and efficient interventions and the earliest opportunity.
- **Standard Determinate Sentence Scheme:** Working closely with partners, Probation have managed individuals released as part of the Standard Determinate Sentence Scheme (known as SDS40), which allows certain prisoners serving a 'standard determinate sentence' (with a 50% conditional release point) to be released at the 40% point of their sentence, subject to eligibility criteria. SDS40 has been in operation since 10 September 2024 (Tranche 1) with Tranche 2 releases taking place in October 2024. The partnership has continued to work together to look at the management of this individuals including addressing any associated needs such as housing, employment and any vulnerabilities.

## 4.5 Reducing Re-Offending (Youth)

### Background

The Youth Justice Plan aims to reduce the number of victims and youth crime in Kirklees, safeguard and protect children and the public, and increase public confidence in youth justice services by delivering high quality, fair and transparent services that embrace the diversity of children, the people of Kirklees and their communities.

The strategy is based around principles of:

- working in partnership with children and families to support participation and identity development
- working with whole families to support desistance

- ensuring children can access high quality flexible support at the right time and right place
- ensuring that interventions and services are provided at the earliest opportunity
- providing a fair and equitable service to children, families, victims and the wider public

## Key Achievements and Progress in 2024 / 25

- Continued support, challenge and scrutiny of the Youth Justice Service in Kirklees via the **Kirklees Youth Justice Board**, attended by multi agency partners.
- Introduction of the **Immediate Justice** program in Kirklees which provided support and intervention work to be carried out with young people that specifically correlates to the offences committed. Both restorative and Immediate justice work creates an environment where victim impact and opportunity for victim offender mediation to take place.
- Working more closely with victims to **understand their voice** and perspectives which provides a greater insight into suitable and meaningful reparation.
- **Therapeutic intervention (Chill Skillz)** - Working with the Kirklees Youth Justice service, this provides bespoke support young person within the criminal justice system helping them to understand, accept and move through difficult situations and negative emotions whilst boosting confidence and self-esteem.



**Report title: Kirklees Armed Forces Covenant Progress Update**

<b>Meeting</b>	<b>Overview and Scrutiny Management Committee</b>
<b>Date</b>	<b>9 May 2025</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Beverley Addy</b>
<b>Key Decision Eligible for Call In</b>	<b>No No – no decision required</b>
<b>Purpose of Report</b>	
The provide an update to Overview and Scrutiny Management Committee (OSMC) on the Armed Forces Covenant and work of the Kirklees Armed Forces Covenant Board (KAFCB).	
<b>Recommendations</b>	
That Overview and Scrutiny Management Committee: -	
<ul style="list-style-type: none"> <li>• Note the contents of the report and progress made by the KAFCB to date.</li> <li>• Note the updates on the issues raised when the Armed Forces Covenant was last discussed by OSMC.</li> <li>• Discuss how OSMC Members can support priorities for the next 12 months.</li> </ul>	
<b>Reasons for Recommendations</b>	
<ul style="list-style-type: none"> <li>• OSMC feedback will be shared with the KAFCB and recommendations will be incorporated into the 2025-26 action plan.</li> </ul>	
<b>Resource Implication:</b>	
A small budget of £4,200 is available to help deliver action plan priorities. The Council will fulfil its commitment to the Armed Forces Covenant by drawing on support from relevant services, training and awareness campaigns.	
<b>Date signed off by <u>Executive Director</u> &amp; name</b>	<b>Rachel Spencer-Henshall - 25/04/2025</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Kevin Mulvaney - 24/05/2025</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</b>	<b>Samantha Lawton - 25/04/2025</b>

**Electoral wards affected:** N/A

**Ward councillors consulted:** N/A

**Public or private:** Public

**Has GDPR been considered?** Yes – No personal data

## 1. Executive Summary

1.1 The Armed Forces Covenant (Covenant) is a promise to ensure that the Armed Forces Community is treated fairly and does not face disadvantages when accessing public and commercial services. Many organisations voluntarily implement the Armed Forces Covenant as a public pledge of support to the Armed Forces.

1.2 The Armed Forces Covenant Principles are:

1.2.1 Unique Obligations: Recognise the unique obligations and sacrifices made by members of the armed forces and their families.

1.2.2 No disadvantage: Ensuring that the armed forces community is not disadvantaged compared to other citizens in accessing public and commercial services.

1.2.3 Special consideration: In some cases, special consideration is appropriate, especially for those who have given the most, such as the injured or bereaved.

1.3 The Covenant was established in its current form in 2011 and since then over 12,800 different organisations nationally have chosen to sign a pledge to honour the Covenant and support their Armed Forces Community, including 846 organisations in Yorkshire and Humber. Across the West Yorkshire region 306 organisations have pledged support as follows: -

Local Authority Area	No of Organisations that have signed the Armed Forces Covenant
Leeds	138
Bradford	50
Kirklees	47
Wakefield	44
Calderdale	27

1.4 The Armed Forces Act 2021 is a crucial piece of legislation that renews the Armed Forces Act 2006 and places a legal duty (the Armed Forces Covenant Legal Duty) on specified public persons and bodies to help prevent service personnel and veterans being disadvantaged when accessing public services.

1.5 The Armed Forces Covenant Legal Duty (Duty) requires certain public bodies to 'have due regard' to the principles of the Covenant and requires decisions about the development and delivery of certain services to be made with conscious consideration of the needs of the Armed Forces community.

1.6 The new legal obligation impacts organisations that are responsible for delivering principally statutory functions in healthcare, education, and housing services. The Armed Forces community will be affected as beneficiaries of the new Duty.

1.7 The functions in scope are: -

1.7.1 Healthcare: Provision of medical services, mental health support, and rehabilitation.

1.7.2 Education: Admission policies, support for children of service personnel, and educational attainment.

1.7.3 Housing: Allocation of social housing, homelessness prevention, and housing adaptations.

1.8 The Duty does not mandate advantageous treatment of the Armed Forces community. It only requires that due consideration of the Armed Forces Covenant principles takes place when exercising relevant functions around healthcare, education, and housing.

1.9 Kirklees Council first signed the Covenant (previously known as the Community Covenant) in June 2012 and reaffirmed its support in July 2017, alongside all political groups and partners including the military, military charities, West Yorkshire Police, and Third Sector Leaders.

1.10 Our commitment to ensuring fair treatment and support for the armed forces community involves collaboration between the government, businesses, local authorities, charities, and the public. To this end the KAFCB was established in 2013 to encourage services and partners to support the local armed forces community, making it easier for Service personnel, families, and Veterans to access available help and support from the Ministry of Defence (MOD), statutory providers, and the charitable and voluntary sectors.

1.11 This report provides an overview of the KAFCB's work and progress to date in delivering our commitment to the principles of the Covenant.

## 2. Information required to take a decision

2.1 The Duty applies to the following members of the Armed Forces Community, collectively defined in the Act as 'Service people':

2.1.1 members of the regular forces and the reserve forces.

2.1.2 members of British overseas territory forces who are subject to Service law.

2.1.3 former members of any of His Majesty's forces who are ordinarily resident in the UK.

2.1.4 relevant family members of those in (2.1.1) to (2.1.4) above

2.1.5 For information purposes the proportion of UK Armed Forces Veterans in Kirklees and neighbouring local authorities based on 2021 Office for National Statistics published Census data detailing the Veteran population in England and Wales is set out in the table below:

Local Authority Area	Previously served in regular UK armed forces.		Previously served in reserve UK armed forces.		Previously served in both regular and reserve UK armed forces.		Has previously served in any UK armed forces.		Has not previously served in any UK armed forces.	
	No.	%	No.	%	No.	%	No.	%	No.	%
Leeds	14,811	2.2	4,730	0.7	860	0.1	20,401	3.1	638,070	96.9
Bradford	9,412	2.2	2,461	0.6	518	0.1	12,391	2.9	409,184	97.1
Wakefield	9,067	3.2	2,144	0.7	512	0.2	11,723	4.1	275,815	95.9
<b>Kirklees</b>	<b>8,942</b>	<b>2.6</b>	<b>2,371</b>	<b>0.7</b>	<b>478</b>	<b>0.1</b>	<b>11,791</b>	<b>3.4</b>	<b>334,484</b>	<b>96.6</b>
Calderdale	5,082	3.0	1,214	0.7	261	0.2	6,557	3.9	160,077	96.1

2.2 What does the Duty do?

2.2.1 The Duty should **raise awareness amongst organisations that provide services in healthcare, education, and housing of how Service life can impact on the Armed Forces community**, and how disadvantages can arise due to Service when members of that community seek to access key local services.

2.2.2 The Duty requires **organisations delivering local services to have due regard to the Covenant principles** when exercising functions in the areas of housing, healthcare, and education.

2.2.3 “Due regard” means that organisations in scope of the Duty will need to **consciously consider the unique obligations and sacrifices made by the Armed Forces**; that it is desirable to remove disadvantages faced by the Armed Forces community; and that special provision may be justified in some circumstances.

2.3 This report provides an overview of the KAFCB's work, progress to date in delivering our commitment to the Covenant Duty and future priorities, set out at Appendix 1.

### 3. **Implications for the Council**

#### 3.1 **Council Plan**

Supporting the Armed Forces Covenant aligns with the priorities in the Kirklees Council Plan 2025 in several ways:

**Inclusive Communities:** The Covenant promotes mutual support between the civilian community and the Armed Forces community, fostering a sense of belonging and inclusion.

**Health and Wellbeing:** The Covenant supports the health and wellbeing of the Armed Forces community by ensuring that armed forces personnel and their families have access to necessary services without disadvantage.

**Economic Resilience:** The Covenant encourages local businesses to support veterans and their families, which can enhance economic opportunities and stability within the Armed Forces community.

**Housing and Employment:** The Covenant includes provisions for helping veterans with housing and employment, which aligns with the council's goals of providing secure housing and job opportunities for all residents.

By integrating these principles, the Kirklees Council Plan 2025 aims to create a supportive and inclusive environment for all its residents, including those who have served in the Armed Forces.

#### 3.2 **Financial Implications**

Our commitment and duty to the Armed Forces Covenant will be taken forward within existing budgets and draw upon capacity and involvement from services that support the Kirklees Armed Forces Covenant Board, training programmes available via My Learning and awareness raising campaigns.

In addition, a small budget of £4,200 is available to help deliver action plan priorities.

#### 3.3 **Legal Implications**

The Armed Forces Act 2021 enshrined the Covenant into law, requiring Councils to have ‘due regard’ to the principles of the Covenant when exercising certain functions related to housing, education, and healthcare. The Council must ensure that service personnel, veterans, and their families are not disadvantaged when accessing public services compared to other citizens.

Officers supporting the KAFCB refer to the statutory guidance issued by the Ministry of Defence, which provides detailed instructions on how to comply with the Covenant Duty.

The statutory guidance describes the Armed Forces Covenant Duty legal obligation as follows:

*When a specified body exercises a relevant function, it must have due regard to:*

- a. the unique obligations of, and sacrifices made by, the armed forces;*
- b. the principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces; and,*
- c. the principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.*

The KAFCB reports to OSMC and Council to provide progress on the processes, actions and work undertaken to demonstrate how the Council complies with the Covenant Duty.

#### 3.4 **Climate Change and Air Quality**

No implications

#### 3.5 **Other (e.g. Risk, Integrated Impact Assessment or Human Resources)**

- The work of the Kirklees Armed Forces Covenant Board will help the Council meet its Covenant Duty by providing a mechanism and approach to ensure that members of the Armed Forces Community are not disadvantaged in accessing public services. The work of the Board includes exploring best practices, fostering partnerships with local organisations and charities, and exploring how the Council can better tailor its services to meet the unique needs of service members, veterans, and their families. The work and approach will help to fulfil our legal obligations and demonstrate our commitment to supporting the Armed Forces Community.

- **Integrated Impact Assessment (IIA)**

An IIA will be undertaken to help ensure the Armed Forces Community receives fair treatment when accessing services, particularly in healthcare, housing, and education, which fall under the scope of the Covenant Duty.

#### 4. **Consultation**

Members of the Kirklees Armed Forces Covenant Board have been asked to give feedback on progress to date and also highlight areas/actions where more focus is still required. Comments received are summarised below.

##### Royal British Legion

*I applaud your efforts to increase Veteran Friendly accreditation across GP surgeries in the local authority area, and to compile a comprehensive report on existing support provision for the local Armed Forces community.*

*To improve your Armed Forces Covenant activity at Kirklees Council, I would suggest further collaboration with neighbouring West Yorkshire local authorities through closer joint working, sharing best practice and make more efficient use of resources.*

##### Rural Veterans Hub

*I like the way the meetings are run re format etc, I think some of the speakers are really good, sometimes though I feel the content from some of the speakers isn't really relevant with just statistics but not really speaking about helping veterans.*

*I realise the Veterans Covenant is about 'fairness', but it doesn't really seem to say a lot. We have to keep on applying for funding for our charity and I believe a lot of good comes from running these hubs. When you are on the shop floor seeing veterans, you realise that lots more could be done to help.*

## Kirklees Local TV

*We could, and should, meet much more often. This would increase momentum and provide enhanced service for veterans and their families in Kirklees.*

*Consider creating sub-groups within KAFC that will focus on single issues, and in some cases, multiple issues.*

*These suggestions will increase momentum in the services provided to veterans and their families. Moreover, enhance the communication and visibility between the armed and public sector services.*

The comments above provide a snapshot, with additional feedback from Board members included in Appendix 1: Future Priorities.

### 5. **Engagement**

The work and priority actions of the Armed Forces Covenant Board have been developed in partnership with the various stakeholders comprising of relevant Council Services, partners, MOD, military charities, health partners.

### 6. **Next steps and timelines**

- Work will continue to support the work of the KAFCB and deliver the existing and future priority actions set out in Appendix 1
- Officers will continue to engage with regional events to share and exchange best practice and ensure compliance with the statutory guidance issued by the MOD.
- To network with Covenant officers across West Yorkshire and identify opportunities to work collaboratively.

### 7. **Contact officer**

Vina Randhawa, Democracy Manager,  
Tel: 01484 221000  
Email: [Vina.randhawa@kirklees.gov.uk](mailto:Vina.randhawa@kirklees.gov.uk)

Joanne Bartholomew, Service Director - Development  
Tel: 01484 221000  
Email: [Joanne.Bartholomew@kirklees.gov.uk](mailto:Joanne.Bartholomew@kirklees.gov.uk)

### 8. **Background Papers and History of Decisions**

A progress update on the work of the Armed Forces Covenant Board was presented to Overview and Scrutiny Management Committee in June 2023 [OSMC Minutes June 2023](#)

### 9. **Appendices**

List all appendices

### 10. **Service Director responsible**

Rachel Spencer-Henshall, Deputy Chief Executive and Executive Director for Public Health and Corporate Resources [Rachel.spencer-henshall@kirklees.gov.uk](mailto:Rachel.spencer-henshall@kirklees.gov.uk)

Samantha Lawton, Service Director Legal & Commissioning (Monitoring Officer)  
[Samantha.Lawton@Kirklees.gov.uk](mailto:Samantha.Lawton@Kirklees.gov.uk)

## APPENDIX 1

Key Actions	Progress in Kirklees	Outcomes
<b>Governance</b>		
<ul style="list-style-type: none"> <li>• Appoint an Elected Member Champion to advocate for the needs of the armed forces community and help raise awareness among the public and local authorities about the unique challenges faced by the armed forces community,</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet Member Champion &amp; Elected Member Champion appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the visibility of the Armed Forces Covenant Duty within the organisation and promote services and networks that support veterans, reservists and cadets in Kirklees.</li> </ul>
<ul style="list-style-type: none"> <li>• Appoint a dedicated Armed Forces Covenant officer or team to oversee the implementation of the Covenant and act as a point of contact for the Armed Forces community</li> </ul>	<ul style="list-style-type: none"> <li>• Two officer champions are in place to elevate issues to senior management as well as coordinate meetings, progress priorities and act as the point of contact.</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop a Covenant Board comprising of relevant Council Services and its key partners. To be chaired by the Armed Forces Champion.</li> </ul>	<ul style="list-style-type: none"> <li>• KAFCB established comprising of relevant Council Services, partners, MOD, military charities, health partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination, focused support, communication, accountability, resource sharing and planning between various stakeholders creates a more structured and effective approach to supporting the Armed Forces community.</li> </ul>
<ul style="list-style-type: none"> <li>• Identify service champions to help support enquiries &amp; issues as they arise</li> </ul>	<ul style="list-style-type: none"> <li>• Service champions from the following services participate in and support the work of the Armed Forces Covenant: Employee Healthcare, People Services, Housing Solutions, Homes &amp; Neighbourhoods, Public Health, Pupil Admissions, Civic Office, Adult Services</li> </ul>	
<ul style="list-style-type: none"> <li>• Produce an action plan based on the key issues of Health, Housing, Education, Community and Employment.</li> </ul>	<ul style="list-style-type: none"> <li>• An action plan has been developed in partnership with the Covenant Board and progress reported at quarterly meetings.</li> </ul>	
<ul style="list-style-type: none"> <li>• Take part in wider regional initiatives designed to improve the support provided to residents who have served in the Armed Forces.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular attendance at national/regional meetings/workshops for example Local Authority Armed Forces Network Meetings, Office for Veterans' Affairs, APSE (Association for Public Service Excellence) Armed Forces &amp; Veterans Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved awareness of best practices and support charities.</li> </ul>
<ul style="list-style-type: none"> <li>• Support employees who volunteer for Reserve duties.</li> </ul>	<ul style="list-style-type: none"> <li>• Reservists can take additional time off to complete their annual training camps (10 days paid leave)</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting employees who volunteer for Reserve duties demonstrate our commitment to the Armed Forces.</li> </ul>
<ul style="list-style-type: none"> <li>• Participate in the Defence Employer Recognition Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• The Council achieved the silver award in 2019. The award is valid for 5 years and was reinstated in 2024.</li> <li>• The Council is working towards the gold award by 2026</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has been described as a strong silver award holder by the Defence Regional Employer Engagement Director.</li> </ul>

<ul style="list-style-type: none"> <li>• Develop a dedicated section of the Council's website, and ensure that appropriate links are made with other web-based support, and networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web page with key information and links for members of the Armed Forces Community is developed and regularly updated.</li> </ul>	<ul style="list-style-type: none"> <li>• Information is easily available on and offline with links to Housing, Health, Education and Employment, and to wider networks of support/information.</li> </ul>
	<ul style="list-style-type: none"> <li>• In partnership with KLTV the Board is creating an Armed Forces page on the KLTV website to host information, podcasts, vlogs and interviews to help raise awareness, celebrate our Armed Forces, and encourage access to services. Due to be launched in May 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing stories about the armed forces community fosters understanding and empathy between civilians and service members, aids veterans in processing their experiences, ensures their sacrifices are recognised and appreciated, strengthens community bonds, and inspires and educates future generations about the realities and values of military service.</li> </ul>

**Raise awareness amongst organisations that provide services in healthcare, education, and housing of how Service life can impact on the Armed Forces community.**

**Housing**

<ul style="list-style-type: none"> <li>• Provide support in accessing suitable housing, including social housing and adaptations for those with disabilities. Councils should also ensure that veterans are not disadvantaged in the allocation of housing.</li> </ul>	<p><b>Housing Solutions team: -</b></p> <ul style="list-style-type: none"> <li>• Ensure that Veteran status is explored and considered at every assessment for homelessness undertaken.</li> <li>• Have identified ways of trying to produce statistics regarding their assistance to Veterans and Armed Forces members, during times of homelessness or risk of homelessness.</li> <li>• Have ensured that their staff have undertaken Armed Forces Covenant training and also built it in as part of their induction for new Officers.</li> <li>• Work with the Accessible Homes team and Adults Assessment team to deal with Veteran enquiries.</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of the legal obligations related to the Armed Forces Covenant, the unique challenges faced by the Armed Forces community and helps to ensure that staff are equipped to offer appropriate support and guidance.</li> </ul>
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**Healthcare and Mental Health Support**

<ul style="list-style-type: none"> <li>• Ensure access to mental health services that understand the unique challenges faced by veterans and their families. This includes providing or facilitating access to counselling and support groups.</li> </ul>	<ul style="list-style-type: none"> <li>• A representative from Op Courage has joined the Board.</li> <li>• Op Courage is the Veterans Mental Health and Wellbeing Service which is designed to help serving personnel due to leave the military, reservists, veterans and their families.</li> <li>• GP practices were invited to attend a special meeting which included a briefing from Op</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness and promote signposting to specialist care and treatment for veterans.</li> <li>• Healthcare professionals better understand the health</li> </ul>
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	Courage on their services and how to access them.	conditions arising from Service.
<ul style="list-style-type: none"> <li>• Ensure that veterans and their families have access to appropriate healthcare services. This includes maintaining their position on NHS waiting lists if they move due to service commitments and providing priority treatment for conditions related to their service</li> </ul>	<ul style="list-style-type: none"> <li>• Representatives from Kirklees Public Health service, South West Yorkshire Partnership NHS Foundation Trust, Dewsbury Hospital Mid-Yorkshire Teaching NHS Trust, Calderdale and Huddersfield NHS Foundation Trust, Greater Huddersfield NHS, West Yorkshire Integrated Care Board (ICB), Op Restore, Op Courage and South West Yorkshire NHS Foundation Trust are members of the Covenant Board. These services have regularly attended meetings and helped to raise awareness of specialist health, care and wellbeing support for veterans amongst partners including Health themed Covenant Board meetings have taken place for partners to raise awareness of the services and support they provide to the Armed Forces and how they can be accessed. the ICB, Primary Care Networks and GP practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff gain a better understanding of veterans' unique health needs, leading to more effective and empathetic care.</li> <li>• Veterans are comfortable in seeking help knowing their GP practice understands their background and needs.</li> <li>• Being Veteran Friendly accredited demonstrates the practice is dedicated to supporting veterans.</li> <li>• Accredited practices receive information and support to better identify and assist veteran patients.</li> <li>• The accreditation helps practices fulfil their commitment to treating veterans fairly and ensuring they receive priority treatment for service-related conditions</li> </ul>
	<ul style="list-style-type: none"> <li>• Worked with the Royal College of General Practitioners (RCGP) to hold an event attended by thirty-seven representatives from 28 GP practices about becoming a Veteran Friendly accredited practice.</li> </ul>	
	<ul style="list-style-type: none"> <li>• A representative from Op Restore has joined the Board.</li> <li>• Op Restore is the Veterans Physical Health and Wellbeing Service, an NHS service providing specialist care and treatment to veterans who have physical health problems (formerly known as the Veterans Trauma Network).</li> <li>• GP practices were invited to attend a special meeting which included a briefing from Op Restore on their services and how to access them.</li> </ul>	

**Employment and Skills**

<ul style="list-style-type: none"> <li>• Facilitate access to employment opportunities and training for veterans and their families. This can include promoting the benefits of hiring veterans to local businesses and providing career advice and support</li> </ul>	<ul style="list-style-type: none"> <li>• The Council engages with the Careers Transition Partnership and the Forces Employment Charity to explore how to strengthen relationships with the Council and KAFCB</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened relationships and support for veteran employment.</li> </ul>
	<ul style="list-style-type: none"> <li>• A representative from Op Prosper has joined the Board.</li> <li>• Op Prosper is a relatively new wrap-around employment service to support Veterans into work after leaving the Armed Forces and attended a board meeting to provide an overview of their service and how to access it.</li> </ul>	
	<ul style="list-style-type: none"> <li>• The Council offers a guaranteed interview scheme for Veterans that meet the essential criteria.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Held an employment themed Covenant Board meeting resulting in a closer working relationship with the Forces Employment Charity and Op Prosper which was followed by meetings with the Council's Business and Skills Team and the Forces Employment Charity to encourage employment for veterans.</li> </ul>	
	<p><b>The Council's Business and Skills Team has:</b></p> <ul style="list-style-type: none"> <li>• Held one:one with the Forces Employment Charity to better understand what they do and how we might refer businesses into them to encourage employment for veterans.</li> <li>• Shared information about the Careers Transition Partnership and Forces Employment Charity across wider business facing teams so they can talk to businesses they support if appropriate.</li> <li>• Spoken to a Corporate Social Responsibility (CSR) group and arranged for a representative from Tommys Lounge to speak at a future event. The event will attract some of larger businesses to meet and talk about CSR, share ideas and best practice. Tommy's Lounge will have the opportunity to present and promote the benefits of recruiting veterans as well as talking about the work they do and try and create links with our larger businesses.</li> </ul>	
	<ul style="list-style-type: none"> <li>• The Officer Armed Forces Champion attended two CSR events last year to raise awareness of the Armed Forces Covenant, encourage business to show their support by signing the Covenant and also to consider recruitment of veterans and military families into their organisation. The events were attended by Cummins, Syngenta, West Yorkshire Police, Pennine Tuition, FMG, Leach Colours, Mentor Business Systems, Huddersfield Town Football Club, Euro Digital Systems, Forget Me Not Trust, Kirkwood Hospice and Hickory's Smokehouse.</li> </ul>	

**Education**

<ul style="list-style-type: none"> <li>• Support the educational needs of children from Armed Forces families, including ensuring they have access to school places and additional support if needed due to mobility issues</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that information on the Service Pupil Premium is circulated to schools annually so they can identify students from an Armed Forces background and offer tailored support</li> </ul>	<ul style="list-style-type: none"> <li>• Schools can better support the unique needs of service children, helping them thrive both academically and emotionally.</li> </ul>
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**Welfare and Financial Assistance**

<ul style="list-style-type: none"> <li>• Offer support and advice on welfare benefits and financial assistance. This includes helping</li> </ul>	<ul style="list-style-type: none"> <li>• Within the Council military compensation is not treated as income in means tests for the following benefits Council Tax</li> </ul>	<ul style="list-style-type: none"> <li>• Offering support and advice on welfare benefits and financial</li> </ul>
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<p>veterans and their families navigate the benefits system and access any financial support they are entitled to.</p>	<p>Support/Reduction, Housing Benefit, and Disabled Facilities Grants.</p> <ul style="list-style-type: none"> <li>• A representative from the Council's Welfare and Exchequer Services has been invited to join the Armed Forces Covenant Board.</li> </ul>	<p>assistance to veterans supports transition to civilian life.</p>
<p><b>Community Integration</b></p>		
<ul style="list-style-type: none"> <li>• Promote community integration and support networks for veterans and their families. This can involve organising events, providing information on local services, and fostering a sense of community</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has funded community organisations to arrange numerous Remembrance Day/Armed Forces activities and events over the years. For example: - <ul style="list-style-type: none"> <li>- In 2023-24 over £9,400 was awarded to nine local organisations</li> <li>- In 2024-25 almost £11,000 was awarded to six local organisations.</li> </ul> </li> <li>• The Council Civic Office regularly supports a programme of Remembrance Day and other Armed Forces events throughout the year. This includes. <ul style="list-style-type: none"> <li>- Flag raising for Armed Forces week.</li> <li>- Festival of Remembrance</li> <li>- Remembrance Sunday</li> <li>- Armed Forces Day</li> </ul> Civic events planned for VE80 and VJ80 </li> <li>• The Rural Veterans Hub and Tommy's Lounge/Tommy's Voice are actively involved in the work of the Armed Forces Covenant Board and advocate on behalf veterans and their families.</li> <li>• The Huddersfield Town Centre Business Support Officer has supported Tommy's Lounge with advice on a range of issues including grants and funding, premises, marketing, links to town centre networks and the KAFCB.</li> <li>• The KAFCB has established a close working relationship with Kirklees Local TV (KLTV) by contributing funding to support projects and initiatives. The funding has enabled KLTV to develop a KLTV armed forces platform which features events, interviews, podcasts, case studies and testimonials. This will develop to include interviews from support services involved in the Kirklees Armed Forces Covenant Board, including the Chairperson. <a href="https://kirkleeslocaltv.com/category/kirklees-armed-forces-tv/">https://kirkleeslocaltv.com/category/kirklees-armed-forces-tv/</a></li> </ul>	<ul style="list-style-type: none"> <li>• Supporting and strengthening veteran and armed forces networks ensures that veterans and their families receive the comprehensive support they need to thrive, fostering a sense of belonging and stability within the community. It also helps to ensure that those who have served, and their families, receive the support and respect they deserve.</li> </ul>
<ul style="list-style-type: none"> <li>• Council Covenant Funding</li> </ul>	<ul style="list-style-type: none"> <li>• KLTV - £6,500 match funding for a National Lottery Heritage Fund that secured £131,868.</li> <li>• Tommy's Lounge - £1,000</li> </ul>	<ul style="list-style-type: none"> <li>• To produce a documentary and educational workshop celebrating Huddersfield's windrush Veterans.</li> <li>• Support with running costs.</li> </ul>

	<ul style="list-style-type: none"> <li>• KLTV - £6,000</li> </ul>	<ul style="list-style-type: none"> <li>• To produce a series of podcasts, vlogs, case studies to raise awareness of the Covenant.</li> </ul>
	<ul style="list-style-type: none"> <li>• Tommy's Lounge/KLTV - £1,300 match funding</li> </ul>	<ul style="list-style-type: none"> <li>• To produce a series of messages of support over the xmas holiday period for the Armed Forces Community.</li> </ul>
<b>Have due regard to the Covenant Principles</b>		
<ul style="list-style-type: none"> <li>• Embed the principles of the Armed Forces Covenant into local policies and decision-making processes to ensure that the needs of the Armed Forces community are considered in all relevant decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Council report writing guidance includes consideration of the Armed Forces when developing policy and making decisions.</li> <li>• Protected characteristics in the Equality Act 2010 now include members of the Armed Forces</li> </ul>	<ul style="list-style-type: none"> <li>• The Council shows due regard to the Armed Forces Covenant by embedding the Covenant principles into its processes ensuring that the needs of the Armed Forces community are considered in decision-making processes.</li> </ul>
<ul style="list-style-type: none"> <li>• Training and Awareness: Provide training for council staff to raise awareness of the unique challenges faced by the Armed Forces community to ensure staff are equipped to offer appropriate support and services.</li> </ul>	<ul style="list-style-type: none"> <li>• The following E-learning modules have been added to the Council's MyLearning portal available to staff/Cllrs.</li> <li>• The Armed Forces Covenant and Covenant Duty Explained: Health (Senior Officers)</li> <li>• The Armed Forces Covenant and Covenant Duty for Customer Facing Staff</li> <li>• The Armed Forces Covenant Duty Explained: Housing (Senior Officers)</li> <li>• The Armed Forces Covenant and Covenant Duty – Induction</li> <li>• Training information will be promoted via Our Week as well as being targeted to relevant services.</li> <li>• Colleagues in Learning and Organisational Development are working with Communications to have a more coordinated and planned approach to the promotion of the Armed Forces Covenant.</li> <li>• All the E-learning resources have been shared with members of the Armed Forces Covenant Board to promote to their staff and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Council staff are aware of and comply with legal obligations related to the Armed Forces Covenant.</li> <li>• Fosters empathy, deeper understanding of the experiences/needs the Armed Forces community, more tailored and effective services ensuring that veterans and their families receive timely and appropriate support.</li> <li>• Staff become more knowledgeable about the resources and support systems available to the Armed Forces community to they can guide them to appropriate services and assistance</li> </ul>
<ul style="list-style-type: none"> <li>• Collaboration: Work closely with local military bases, veteran organizations, and other stakeholders to understand and address the needs of the Armed Forces community. This includes sharing best practices and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the Armed Forces Covenant with external stakeholders (businesses, armed forces groups, charities, residents etc) to raise awareness and understanding of the Covenant as outlined above.</li> </ul>	

## **Future Priorities**

The key actions outlined above are reviewed on an ongoing basis and will continue to be monitored. Below are additional actions the Covenant Board has identified that can be delivered within existing resources.

<b>Governance</b>
<ul style="list-style-type: none"><li>• Review frequency of Board meetings and development of subgroups to progress key actions (to be achieved within existing resources)</li><li>• Explore opportunity to collaborate with West Yorkshire Combined Authority and neighbouring West Yorkshire local authorities through closer joint working, sharing best practice and making more efficient use of resources.</li><li>• Engage staff with a Military background to act as a consultative group and help shape the work of the Covenant Board.</li><li>• Develop case studies highlighting the challenges faced by the Armed Forces Community to serve as a resource to better understand needs and to promote changes in policies and services where required.</li></ul>
<b>Housing</b>
<ul style="list-style-type: none"><li>• Work with Housing Solutions, Homes and Neighbourhoods and Tommy's Lounge (a local military charity) to brief staff on the Armed Forces Covenant, our Covenant Pledge and also to better understand the unique experiences of our armed force community, in particular how PTSD can affect someone and how they can best respond.</li></ul>
<b>Healthcare and Mental Health Support</b>
<ul style="list-style-type: none"><li>• Continue to raise awareness of specialist health, care and wellbeing support for veterans amongst partners.</li><li>• Continue to work with GP practices on their journey to become Veteran Friendly accredited.</li><li>• Encourage GP practices to sign the Armed Forces Covenant as a sign of their commitment to the AFC</li><li>• Arrange a Mental Health themed meeting to better understand current access and pathways to mental health support and how this can be improved</li><li>• Suicide prevention training, available free via zero suicide alliance, is promoted to staff/partners working with or coming into contact with Veterans.</li></ul>
<b>Education</b>
<ul style="list-style-type: none"><li>• Service Pupil Premium information is circulated to schools annually</li></ul>
<b>Employment and Skills</b>
<ul style="list-style-type: none"><li>• Continue to work closely with the Career Transition Partnership and Forces Family Jobs to ensure jobs in the authority are clearly advertised to the Armed Forces community.</li><li>• Continue to work with our Learning and Organisation Development Service to promote the eLearning to relevant services (housing, education and health) and also to all staff via 'Our Week'</li><li>• The Council's Business and Skills Team to arrange for a representative from Tommy's Lounge to speak at the next Corporate Social Responsibility event to raise awareness of the Armed Forces Covenant and Community, promote the benefits of recruiting veterans and creating links between Tommy's and our larger businesses.</li><li>• The Council's Business and Skills Team will follow up engagement with some of the larger engineering type businesses to raise awareness and promote the benefits of recruiting veterans.</li></ul>
<b>Community Integration</b>
<ul style="list-style-type: none"><li>• Strengthen links with the Cadet movements in Kirklees – involvement in the Covenant Board, events and the Democracy Friendly programme</li><li>• Support Tommy's Lounge to secure funding to establish a one stop shop for any issue armed forces related. This is a long-term ambition as resources need to be identified to support Tommy's Lounge to achieve this.</li><li>• Identify external funding to support the Kirklees Local TV Armed Force Covenant Platform</li></ul>

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**REPORT TITLE:** Implementation of the Procurement Act 2023

<b>Meeting:</b>	<b>Overview and Scrutiny Management Committee</b>
<b>Date:</b>	<b>9 May 2025</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Hawkins</b>
<b>Key Decision Eligible for Call In</b>	<b>No</b> <b>No</b>
<p><b>Purpose of Report</b> To update the Committee on the activities undertaken to implement the Procurement Act 2023 (The “Act”) at Kirklees Council.</p>	
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>Overview and Scrutiny Management Committee are asked to note the contents of this report</li> </ul> <p><b>Reasons for Recommendations</b></p> <ul style="list-style-type: none"> <li>To update the Committee on the activities undertaken to implement the Act, effective from 24 February 2025.</li> </ul>	
<p><b>Resource Implications:</b> The application of the Act could place additional demands on staff capacity across the Council, requiring more time-intensive procurement processes and contract management. Capacity will need to be consistently reviewed, potentially resulting in a request to recruit additional staff to manage the increased workload if necessary.</p>	
<p><b>Date signed off by <u>Executive Director</u> &amp; name</b></p> <p><b>Is it also signed off by the Service Director for Finance?</b></p> <p><b>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</b></p>	<p><b>Rachel Spencer-Henshall</b> – Deputy Chief Executive and Executive Director for Public Health and Corporate Resources 01/04/2025</p> <p><b>N/A</b></p> <p><b>Samantha Lawton</b> – Service Director Legal &amp; Commissioning 01/04/2025</p>

**Electoral wards affected:** all

**Ward councillors consulted:** Not applicable

**Public or private:** Public

**Has GDPR been considered?** Yes, not applicable

## 1. Executive Summary

- 1.1 After the UK's departure from the EU, the Government took the opportunity to develop and implement a new procurement regime.
- 1.2 Following a delay from the original timeline of October 2024, the Act came into effect on 24 February 2025 and has replaced the Public Contracts Regulations 2015. This has introduced some key changes to how public contracts are tendered and how they are managed.
- 1.3 The Act applies to procurement processes that exceed the UK threshold for open market tenders, as well as certain below-threshold requirements. The current thresholds are approximately £179K for Goods and Services, and £5.4M for Works (excluding VAT).
- 1.4 In the short term, existing contracts that were in place prior to 24 February 2025 and procurements through current public sector framework agreements will remain unaffected until they are re-procured under the new regime.

## 2. Information required to take a decision

Below is an outline of the key changes, the implementation activities already completed, and the plans for future actions along with identified risks and mitigations.

### Summary of the key changes:

- 2.1 **Increased Transparency:** the Council is now required to publish additional notices to communicate when procurements are being undertaken, contracts awarded and when certain changes are made to contractual arrangements. These will need to be published throughout the procurement lifecycle - from pre-market engagement including a pipeline of planned procurement activity through to contract expiry.
- 2.2 **Procedures for Competitive Award:** The Act simplifies the available procurement procedures to two options: the Open procedure, which closely resembles the format under the previous legislation, and the Competitive Flexible Procedure. The latter is a multistage process that gives authorities the flexibility to design their own procurement approach, potentially incorporating stages such as shortlisting, negotiation, and due diligence.
- 2.3 **Record Keeping:** Stricter regulations on conflicts of interest now require that records be documented and monitored throughout the procurement lifecycle for all personnel involved in the procurement of high-value contracts (e.g. project teams, specification drafters, evaluators, approvers, consultants, etc.). Establishing a comprehensive audit trail will be essential to ensure all decisions made during the contract lifecycle are accurately recorded and maintained.
- 2.4 **Contract Management:** The Act places greater emphasis on contract management, introducing mandatory Key Performance Indicators (KPIs) for certain contracts valued above £5 million. Additionally, the Council is required to publish annual reports on supplier performance against these KPIs.
- 2.5 **Documentation:** New documentation requirements have been introduced, including the replacement of "standstill letters" with "assessment summaries." As a result, unsuccessful bidders will now also receive detailed feedback on the winning bidder. Additionally, the Standard Selection Questionnaire has been substituted with a Procurement Specific Questionnaire, which will work alongside a new online Central Digital Platform designed to capture key supplier information.
- 2.6 **Value for Money:** there is a broader interpretation of value for money which includes the requirement to include social value in award criteria. Social value refers

to the additional economic, social, and environmental benefits that can be delivered through procurement. This can include creating job opportunities, supporting local businesses and reducing environmental impact. To reflect this shift, the term Most Economically Advantageous Tender (MEAT) has been updated to Most Advantageous Tender (MAT). This change emphasises the importance of considering social value alongside cost and quality when evaluating tenders

- 2.7 **Drive Growth and Opportunities:** through having regard to the barriers faced by Small, Micro and Medium sized enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSE) when designing our procurement processes.

#### Completed implementation activities:

- 2.8 All Procurement Team staff have completed training with the Government Commercial College.
- 2.9 The Council is now registered on the Central Digital Platform, which will be used to advertise procurement opportunities and monitor contract delivery throughout its entire lifecycle, from market engagement to contract expiration.
- 2.10 Template documents have been set up for the Open and Competitive Flexible Procedures.
- 2.11 The Tendering Portal (YORtender) has been updated to manage procedures under the new regime.
- 2.12 The Procurement and Legal Teams have developed a greater understanding of the regulatory requirements.
- 2.13 A high-level review of the Contract Procedure Rules has been undertaken to align with the Act, the proposed changes will be presented at full Council on 21 May 2025.
- 2.14 The Executive Leadership Team (ELT) has been briefed on the updates to the regulations. The information has also been shared at Senior Leadership Team (SLT) meetings to ensure briefed on the updates.
- 2.15 The Portfolio Holder for Corporate Services has been briefed on the regulatory updates.
- 2.16 The changes introduced by the Act have been shared with Council officers through presenting at meetings and via a blog on the intranet.
- 2.17 Suppliers have been engaged with via LinkedIn messages, via information published in procurement documents issued to market prior to 24 February 2024 and via messaging published on the tendering portal

#### Future implementation activities:

- 2.18 Embed the National Procurement Policy Statement into our procurement practices
- 2.19 Update the Procurement Strategy to align with new regulations.
- 2.20 Further develop templates and guidance based on best practice, lessons learned, and emerging case law.
- 2.21 Work with service areas to develop and publish the procurement pipeline.
- 2.22 A more fundamental review of the Contract Procedure Rules may be undertaken at the appropriate time once all supporting legislation and guidance relating to the Act has been published by the Cabinet Office.

#### Risks and Mitigations:

The following risks have been identified at this stage and are being managed to mitigate where possible:

<b>Risk</b>	<b>Mitigation</b>
Staff Capacity	<p>The implementation and application of the Act could impact on staff capacity across the Council, requiring more time-intensive procurement processes and contract management. This is likely to impact both the Procurement Team and the departments responsible for procuring goods, services, and works. To ensure efficient delivery under the new regime, capacity will need to be monitored regularly, which may lead to a request for additional staff to meet the increased workload if necessary.</p>
Contract Management	<p>Contract Management at the Council has been identified by external auditors as an area which requires improvement.</p> <p>The Act introduces measures to enhance contract management and performance across the public sector. This includes a requirement to publish contract change notices along with a redacted version of the modified contract when any modifications are made under the permitted justifications outlined in the Act.</p> <p>For contracts valued over £5M, there is a new requirement to publish information relating to the achievement Key Performance Indicators on an annual basis.</p> <p>Additionally, new mandatory Contract Termination notices have been introduced. These are required for all contracts, regardless of whether they have naturally expired or been terminated early.</p> <p>The Transformation Team is currently working on an action plan to address weaknesses in contract management practices at the Council, ensuring that agreed actions are implemented consistently and at pace.</p>
Increased Transparency	<p>The Act mandates the publication of additional notices throughout the contract lifecycle, which could heighten the risk of challenges, complaints, and FOI requests due to greater scrutiny of non-compliance. To mitigate this, the Council will maintain open, fair, and transparent procurement practices.</p> <p>This change is expected to impact the Procurement Team's capacity, potentially placing additional strain on available resources. Under the previous legislation, only two notices were required when awarding an above-threshold contract that was published to the open market, but this has now increased to five notices under the new regime. Additionally, notices must now be published for each contract variation and when a contract ends.</p>

SME Engagement	<p>The Act introduces several measures to enhance the participation of Small and Medium-sized Enterprises (SMEs) in public procurement. The Council is now required to actively encourage SME involvement and address barriers that may limit their engagement.</p> <p>To achieve this, contracting authorities are encouraged to consider their requirements from an SME perspective. This includes simplifying processes that may otherwise place an undue burden on SME suppliers or impose unfair levels of risk upon them.</p> <p>Additionally, a 30-day payment term is now mandated across the public sector supply chain, ensuring prompt payments. Measures such as reducing administrative complexities in bidding for contracts and the duty to consider lots further aim to make procurement processes more accessible to SMEs and diverse suppliers.</p>
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### 3. Implications for the Council

#### 3.1 Council Plan

The implementation of the Act reflects good procurement practice which supports the Council Plan by using procurement activity to help achieve the Councils wider priorities and outcomes.

#### 3.2 Financial Implications

None directly

#### 3.3 Legal Implications

As a Contracting Authority, the Council has a legal obligation to comply with the Act

#### 3.4 Climate Change and Air Quality

None directly

#### 3.5 Other (e.g. Risk, Integrated Impact Assessment or Human Resources)

None directly

### 4. Consultation

Consultation has been carried out with the Head of Risk, the Head of Corporate-Legal, and officers in the Procurement Team, Legal Services and HD-One Shared Services.

### 5. Engagement

5.1 The changes introduced by the Act have been shared with Council officers through participation in ELT and SLT meetings, other boards, and via a blog on the intranet.

5.2 Suppliers have been engaged with via LinkedIn messages, via information published in procurement documents issued to market prior to 24 February 2024 and via the tendering portal.

5.3 The Portfolio Holder for Corporate Services has been briefed on the regulatory updates.

- 6. Options**
- 6.1 No other options - the council is required to comply with the legislation accordingly.
- 6.2 **Reasons for recommended option**  
The Council is required to comply with all UK Procurement legislation.
- 7. Next steps and timelines**  
The Council is already undertaking procurement activity in line with the Act. The future implementation activities outlined at Section 2.
- 8. Contact officer**  
Ruth Calladine, Head of Procurement (01484 221000, email – [ruth.calladine@kirklees.gov.uk](mailto:ruth.calladine@kirklees.gov.uk))
- 9. Background Papers and History of Decisions**  
[The Procurement Act 2023](#)
- 10. Appendices**  
None
- 11. Service Director responsible**  
Samantha Lawton, Service Director Legal & Commissioning

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2024/25**

**MEMBERS: Councillors; Cahal Burke (Chair), Itrat Ali, Zarina Amin, Andrew Cooper and Jo Lawson**

**SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer**

<b>FULL PANEL DISCUSSION</b>		
<b>THEME / ISSUE</b>	<b>APPROACH / AREAS OF FOCUS</b>	<b>OUTCOMES / ACTIONS</b>
<b>1. Leader's Priorities 2024/25</b>	The Leader will attend to set out her portfolio priorities for 2024/25.	<p><u>20 September 2024</u> The Leader set out her priorities for 2024/25 for the Committee's information. She would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Leader take place on a bi-monthly basis throughout the year.</p>
<b>2. Finance Portfolio Holder's Priorities 2024/25</b>	The Portfolio Holder will attend to set out his priorities for 2024/25.	<p><u>20 September 2024</u> The Portfolio Holder set out his priorities for 2024/25 for the Committee's information. He would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place on a bi-monthly basis throughout the year.</p>
<b>3. Corporate Portfolio Holder's Priorities 2024/25</b>	The Portfolio Holder will attend to set out his priorities for 2024/25.	<p><u>20 September 2024</u> The Portfolio Holder set out his priorities for 2024/25 for the Committee's information. He would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place on a bi-monthly basis throughout the year.</p>

<p>4. <b>Corporate Financial Management</b></p>	<p>To provide oversight of:</p> <ul style="list-style-type: none"> <li>• Quarterly Corporate Financial Monitoring Reports</li> <li>• Medium Term Financial Plan</li> <li>• Budget 2025/26</li> </ul>	<p><u>20 September 2024</u>  Updates provided in respect of the Quarter 1 Corporate Financial Monitoring Report and the Medium-Term Financial Strategy.</p> <p><u>13 December 2024</u>  Update provided in respect of the Quarter 2 Corporate Financial Monitoring Report.</p> <p><u>17 January 2025</u>  Pre-decision scrutiny of the draft budget:  The Committee considered the draft budget proposals for 2025/26, taking a strategic approach focussing on the extent to which the budget proposals fit with the Council’s desired outcomes, the national picture, had taken account of engagement and evidence and addressed the challenges of delivery.  Members made a number of comments and recommendations for consideration in taking the budget forward including:</p> <ul style="list-style-type: none"> <li>• The improvements made in terms of the approach to pre-decision scrutiny were welcomed and that engagement with scrutiny be undertaken at the earliest possible stage of decision-making or policy formulation.</li> <li>• The proposals to support and assist communities to undertake activities and minimise barriers were welcomed.</li> <li>• Stressing the importance of ward budgets, and, whilst recognising the need for monitoring, recommending that a review of the complexity of the governance arrangements be undertaken.</li> <li>• The importance of the principle of developing resilience in the approach to budget development be highlighted.</li> <li>• Consideration be given to how the budget is presented, with the recommendation that additional detail should be provided for context and to help understanding of the</li> </ul>
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		<p>impacts and risks associated with the key pressures and savings, and how they would be addressed.</p> <p><u>4 April 2025</u> Update provided in respect of the Quarter 3 Corporate Financial Monitoring Report.</p> <p>The Chair is briefed by the Service Director, Finance on a regular basis throughout the year.</p>
<p>5. <b>Corporate Performance</b></p>	<p>To provide oversight of the Quarterly Performance Management Reports</p>	<p><u>20 September 2024</u> Quarter 1 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p> <p><u>13 December 2024</u> Quarter2 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p> <p><u>4 April 2025</u> Quarter 3 report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p>
<p>6. <b>Corporate Risk</b></p>	<p>To provide oversight of the Quarterly Corporate Risk Reports</p>	<p><u>20 September 2024</u> Quarter 1 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel.</p> <p><u>13 December 2024</u> Quarter 2 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p> <p><u>4 April 2025</u> Quarter 3 report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p>
<p>7. <b>Council Plan</b></p>	<p>Pre-decision scrutiny in respect of the latest version of the Council Plan</p>	<p><u>17 January 2025</u> Pre-decision scrutiny of the Council Plan 2025/26.</p>

		<p>The Committee made a number of comments and recommendations for consideration in taking the Council Plan forward including:</p> <ul style="list-style-type: none"> <li>• Welcoming the intention to undertake an in-depth review and recommending that it should more explicitly cover a longer timeframe than one year.</li> <li>• That, in light of third sector partners and local community organisations being able to access external funding that is not available to the Council but could be used to help achieve Council objectives, recommending that the enablement approach be further strengthened to support them to take advantage of such funding opportunities.</li> </ul>
<p><b>8. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</b></p>	<ul style="list-style-type: none"> <li>• Annual pre-decision scrutiny of the refresh of the Kirklees Communities Partnership Plan, in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006.</li> </ul>	<p><u>4 April 2025</u> Deferred to next meeting to allow West Yorkshire police to attend.</p> <p><u>9 May 2025</u></p>
<p><b>9. Government Policy / Legislation</b></p>	<p>To maintain an overview of potential and forthcoming changes relevant to local government and to consider the potential impact on the Council at an early stage, with specific focus on any changes in respect of financial settlements and the approach to funding.</p>	<p><u>20 September 2024</u> Noted and Lead Members to identify any areas of interest for their Panel.</p> <p>Briefing Notes provided to Lead Members on an ongoing basis throughout the year.</p>
<p><b>10. Libraries and Customer Service</b></p>	<p><u>Libraries:</u> Pre-decision in respect of</p> <ul style="list-style-type: none"> <li>• Consultation design</li> <li>• Early findings and implications for the model/strategy</li> <li>• Post-decision in respect of the plans for implementation</li> </ul>	<p><u>20 September 2024</u> For information presentation in respect of the proposed future delivery model for the Libraries Service and planned consultation noted. The Committee welcomed the positive engagement with scrutiny on this issue and noted the proposed arrangements for further consultation.</p>

	<p><u>Customer Service:</u> The Committee will review the information provided from the first stage of implementation of the integrated Libraries and Customer Services Centre functions in Dewsbury and Huddersfield, with a view to providing feedback in respect of:</p> <ul style="list-style-type: none"> <li>• Learning from the integrated approach to access information and implications for how citizens access services from the Council</li> <li>• Advise on what role other partners do, and need to, play in supporting people in communities with information, support, and advice</li> </ul> <p>(This will include a visit to the Huddersfield Centre)</p>	<p><u>Informal – 1 November 2024</u> Re Consultation design and process</p>
<p><b>11. Corporate Safeguarding Policy</b></p>	<p>Update report following the rollout of the refreshed policy (adopted by Cabinet 8 March 2022 / Council 13 July 2022)</p>	<p><u>2nd August 2024</u> The Committee:</p> <ul style="list-style-type: none"> <li>• Asked that the points raised be taken on board in the future development of this work.</li> <li>• Welcomed the Safeguarding Champion role as an excellent initiative, with the added value it provided being well illustrated by the examples given.</li> <li>• Requested that a progress update be placed on the Work Programme further to the Organisational Safeguarding Assessment in 2025.</li> </ul>
<p><b>12. Inclusion and Diversity</b></p>	<p>Monitor work in relation to inclusion; including:</p> <ul style="list-style-type: none"> <li>• Pre-decision scrutiny of the revised Inclusion and Diversity Strategy.</li> </ul>	<p><u>2nd August 2024</u> The Committee asked that the points and feedback raised, including the recommendations set out below, be taken into account in taking the Inclusion and Diversity Strategy forward:</p> <ul style="list-style-type: none"> <li>• Detail should be provided in respect of the Key Performance Indicators, including the reporting mechanisms.</li> <li>• Reference should be made to the important role of Elected Members and how they could contribute and add value in terms of delivery of the objectives of the strategy.</li> </ul>

		<ul style="list-style-type: none"> <li>The statistics in respect of social isolation and loneliness and fuel poverty should be updated.</li> </ul> <p>Note: The Inclusion and Diversity Strategy 2024-27 was approved by Cabinet on 10th September 2024. The comments made by the Committee, and the amendments made in response, were detailed in the report to Cabinet.</p>
<b>13. Final Report – Scrutiny of Social Connectivity in Kirklees</b>	<p>Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic:</p> <ul style="list-style-type: none"> <li>Submission of Final Report</li> </ul>	<p><u>20 September 2024</u></p> <p>The Committee received an Action Plan to respond to the recommendations in its report on social connectivity in Kirklees. The positive response to the recommendations from the Cabinet Member was welcomed.</p>
<b>14. People Strategy</b>	<ul style="list-style-type: none"> <li>Progress report in respect of Phase 3 and outcomes from Phase 2</li> <li>Update re revised strategy 2025 onwards.</li> </ul>	<p><u>28 February 2025</u></p> <p>The Committee:</p> <ul style="list-style-type: none"> <li>Recommended that its comments be taken into account in future delivery and the shaping of the next phase.</li> <li>Welcomed the approach in terms of the use of apprenticeships to address recruitment challenges in areas such as social work, and the positive impact of ‘Project Search’.</li> <li>Agreed to visit the Employee Health Care Service.</li> <li>Requested the provision of further information in relation to: <ul style="list-style-type: none"> <li>Data in respect of the percentage of employees who have had an appraisal in the last twelve months and any areas where delivery is challenging.</li> <li>The next stage for mediation cases that have not achieved a positive outcome.</li> </ul> </li> </ul> <p><u>2 May 2025</u></p> <p>Visit to the Employee Health Care Service.</p>
<b>15. Armed Forces Covenant</b>	Update on the work of the Armed Forces Covenant Board	<u>9 May 2025</u>

<b>16. Procurement</b>	Report further to the implementation of the Procurement Act 2023 to provide an update in respect of how the work is progressing and an assessment of its impact.	<u>9 May 2025</u>
<b>17. Opportunities</b>	<p>How the Council seeks to identify opportunities for supporting outcomes, including relationships with local/regional/national partners, learning from other councils, and monitoring government activity.</p> <p>Overview of the work being undertaken in respect of the Council's external funding framework, including how opportunities for funding are identified (to include those in partnership) and the work to improve the way this is done.</p> <p>To cover:</p> <ul style="list-style-type: none"> <li>• Horizon scanning opportunities</li> <li>• Examples of successes</li> <li>• How the Council works with partners through this process</li> <li>• How the Council is building relationships with key funders</li> <li>• Corporate coordination activity to ensure the above is efficient and effective</li> </ul>	<p><u>13 December 2024</u></p> <p>The Committee considered information in respect of the Council's approach and activities associated with identifying and pursuing partnership and funding opportunities to support the Council priorities.</p> <p>Lead Members made a number of comments for consideration by officers and undertook to support the 'think funding' mindset through ensuring that external funding possibilities were considered where appropriate and relevant to the issues being covered by their respective Panel.</p>
<b>18. Tourism Strategy</b>	Pre-Decision Scrutiny of New Strategy	<p><u>28 February 2025</u></p> <p>Background, current position and next steps with feedback invited from the Committee.</p> <p>The principles and objectives of the draft strategy were supported, and it was recommended that the comments made be taken into account in its further development.</p> <p>The opportunity to undertake pre-decision scrutiny at an early stage of development was welcomed and a further report requested following the public consultation.</p>
<b>19. Corporate Peer Challenge – Outcome and Response</b>	Pre-decision scrutiny of the Council's Action Plan to respond to the eight key recommendations made by the LGA Corporate Peer Challenge held in November 2024.	<p><u>Informal – 20 March 2025</u></p> <p>Comments made to be taken forward in development of the final Action Plan</p>

		<p><u>4 April 2025</u>                  Presentation on the Action Plan prior to submission to cabinet and Council.                  The Committee made a number of comments to be considered in delivery of the plan.                  Noted that a further report will be submitted to update the Committee on progress in Summer 2025.</p>
<p><b>20. Overview of Scrutiny Work Programmes</b></p>	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> <li>• Children’s</li> <li>• Environment and Climate</li> <li>• Growth and Regeneration</li> <li>• Health and Adult Social Care</li> </ul>	<p><u>2nd August 2024</u>                  Initial Work programmes agreed.</p>

**LEAD MEMBER BRIEFING ISSUES**

THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
Inclusive Economic Strategy	Pre-decision scrutiny	This has been considered previously by the Growth and Regeneration Panel and the final strategy was considered by this Panel in December prior to submission to Cabinet.
Culture and Tourism Strategies	Pre-decision scrutiny of: <ul style="list-style-type: none"> <li>• Culture Strategy (10 year)</li> <li>• Tourism Strategy (3 year)</li> </ul>	Tourism Strategy – 28-2-25 Culture Strategy – TBC
Communications Strategy and Business Plan	Update on activity	2025/26 Work Programme
Technology Strategy	<ul style="list-style-type: none"> <li>• Update on activity</li> <li>• Pre-decision scrutiny of revised strategy</li> </ul>	2025/26 Work Programme
Asset Management Strategy	Pre-decision scrutiny	Timescale TBC
Corporate Landlord	Overview of the operation of the Corporate Landlord function	Chair’s Briefing 18-10-24



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