

Public Document Pack



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

Samantha Lawton

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Sheila Dykes

Email: sheila.dykes@kirklees.gov.uk

Thursday 19 February 2026

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 27 February 2026**.

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

Pages

1: Membership of the Committee

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

2: Minutes of Previous Meeting

1 - 8

To approve the Minutes of the meeting of the Committee held on the 5th December 2025.

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.

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.

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.

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.

7: Strategic Intelligence Assessment and Kirklees Communities Partnership Plan

11 - 50

A report will be submitted which provides:

- A high-level overview of the 2025 Strategic Intelligence Assessment (SIA) and an outline of the proposed Communities' Plan priorities for 2026/7-29.
- An outline of an approach to develop the new Safer Kirklees Community Safety Plan (CSP) for 2026/7 –29, that will be written following the Committee's feedback on the headline areas.

Contact:

Sarah Mitchell, Head of Communities

8: 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 – Governance Manager

9: Work Programme 2025-26

51 - 64

The latest version of the Committee's Work Programme for 2025-26 will be submitted for consideration.

Contact:
Sheila Dykes – Governance Manager

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Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Friday 5th December 2025

Present: Councillor Cahal Burke (Chair)
Councillor Itrat Ali
Councillor Zarina Amin
Councillor Jo Lawson

In attendance: Councillor Carole Pattison, Leader of the Council
Councillor Graham Turner, Portfolio Holder for Finance and Regeneration
Clair Ashurst-Bagshaw, Head of Transformation and Culture Change
John Bartlett, Head of Commercial Services
Stephen Bonnell, Head of Policy, Partnerships and Corporate Planning
Martin Dearnley, Head of Risk - Internal Audit and Risk Management
Rachel Spencer-Henshall, Deputy Chief Executive and Executive Director for Public Health and Corporate Resources
Andy Simcox, Service Director - Strategy & Innovation

Apologies: Councillor Andrew Cooper

- 49 Membership of the Committee**
Apologies for absence were received on behalf of Councillor Andrew Cooper.
- 50 Declaration of Interests**
No interests were declared.
- 51 Admission of the Public**
All agenda items were considered in public session.
- 52 Deputations/Petitions**
No deputations or petitions were received.
- 53 Public Question Time**
No public questions were received.
- 54 Corporate Financial Monitoring - Quarter 2 Report 2025-2026**
John Bartlett, Head of Commercial Services presented the Corporate Financial Monitoring Report for Quarter 2 2025-2026, with reference to the report submitted to Cabinet on 2nd December 2025.

Overview and Scrutiny Management Committee - 5 December 2025

The Portfolio Holder for Finance and Regeneration, Councillor Graham Turner, introduced the item.

The presentation set out:

- Revenue headlines
- Revenue monitoring, with a breakdown across each directorate.
- Key pressures on each directorate.
- Housing Revenue Account position and variances.
- Capital Headlines.
- Direct Schools Grant (DSG) Headlines.

Highlighted points included:

- The projected outturn pressure had reduced from £5.9 million to £5.1 million since Quarter 1; the lowest Q2 overspend since the pandemic.
- The key reasons for variances were due to demand-led pressures in children's and adults' services.
- There was slippage of £6.6 million in relation to the savings target. The authority was currently on track to deliver 78% of the savings target of £30.2 million.
- Any overspend remaining at year end would need to be funded from General Fund Reserves.
- The Housing Revenue Account (HRA), had a forecast underspend of £318k but pressures remained in relation to building safety and disrepair cases.
- The Capital Plan had been reviewed and reprofiled to £254.6 million from £283.9 million with slippage of £28.9 million into subsequent years. The multi-year capital plan would continue to be kept under review.
- The Direct Schools Grant position showed an in-year deficit of £14.7 million. The statutory override had been extended to March 2028.

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

- Children's Services were working to develop more in-house provision which would help to address issues with the cost of external residential placements. The focus was on maintaining children living at home wherever possible and additional budget investment was going into an edge of care service and fostering.
- Two new special schools were being constructed which would assist significantly in bringing external placements back into the district.
- In respect of reflecting the rising demand on adult health and social care services, investment would be included within the budget for next year to address those pressures.
- In relation to the variance associated with in-house residential and supported living provision, specifically in respect of Ings Grove, further information could be provided after the meeting.
- At the current time there were £63 million of useable reserves of which £37 million was earmarked. This figure would reduce if needed to cover an overspend position at the year end. The administration was satisfied that the level of reserves was adequate at this point in time.

Overview and Scrutiny Management Committee - 5 December 2025

- Investment was proposed in the budget for 2026/27 to mitigate increases in demand and inflation.
- It was considered that the level of risk was lower than in previous years and that an anticipated fall in interest rates would improve the treasury management position.

RESOLVED –

- (1) That the Portfolio Holder for Finance and Regeneration and the Head of Commercial Services be thanked for attending the meeting and updating the Committee.
- (2) That the current position be noted and it be recommended that these reports continue to be submitted to the Committee on a regular basis so that Lead Members can pick up any items within the remit of their Panel that may require further scrutiny.

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Council Plan and Performance Update - Quarter 2 Report 2025-2026

Councillor Carole Pattison, the Leader of the Council introduced the report in respect of the Council Plan and Performance for Quarter 2 of 2025/26, supported by Mike Henry, Head of Data and Insight.

The report had been submitted to Cabinet on 2nd December 2025 and included:

- Details on activity and delivery against the four priorities within the Council Plan and planned activity for Quarter 3.
- The latest data against the Council's Key Measures for 2025/2026, including a summary of the direction of travel and planned activity for Quarter 3.
- Benchmarking data to contextualise the demand and performance trends and enable comparison of Kirklees with regional and national rates.
- Update in respect of transformation activities/priorities.

The following points were highlighted:

- The timeliness of Education, Health and Care Plans (EHCPs) had continued to improve.
- The proportion of children looked after in the same placement for two or more years had improved.
- The percentage of freedom of information requests completed in time had increased.
- Collection of business rates was higher than twelve months previously.
- The number of open damp, mould and condensation cases continued to reduce and the number of non-emergency housing repairs completed within the timescale had improved.
- The percentage of mothers smoking during pregnancy had reduced.
- The number of people accessing adult social care services had increased.
- Collection rates for Council Tax were lower than twelve months previously.
- The level of sickness absence for employees was 0.19 FTE days higher than 12 months ago and this was a priority for action.
- The Transformation Portfolio brought together a range of programmes and initiatives designed to deliver the ambitions set out in the Council Plan:
 - The aim was to improve outcomes for residents, communities and the organisation, foster a culture of innovation and continuous improvement,

Overview and Scrutiny Management Committee - 5 December 2025

achieve better value for money and enhance customer experience and service delivery.

- The governance, oversight and assurance arrangements, which included a dashboard with RAG ratings for each programme.
- It was suggested that if there were queries in respect of specific programmes then these might be best addressed through the relevant Scrutiny Panel.

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

- There had been a slight increase in levels of sickness, but it was considered that this may be due, in part, to better recording as a result of a focus on this issue. In areas where levels were high, action plans to address the issue had been requested.
- There were issues in respect of anxiety and mental health issues and staff were supported through 'Care First' and Employee Healthcare provision, including access to counselling.
- Assessing the effectiveness of counselling was a complex area acknowledging that different approaches worked for different people. A new technique called EMDR had been introduced and appeared to be having positive results.
- It was noted that early access to support could be helpful in preventing people going off sick.
- The service worked alongside colleagues from the NHS to try and ensure that staff got access to the services they needed.
- Monitoring was undertaken both from the perspective of Employee Healthcare and through managers using the sickness absence procedures.
- Assurance was given in respect of the Health and Safety at Work Act plans being in place and early assessments being undertaken for any staff that may be at risk of particular conditions. Rigorous reporting was in place for workplace incidents and accidents to ensure continuous learning.
- The Chair had recently had a briefing in respect of the People Strategy, which had included information in respect of sickness monitoring and this would be shared with the other members of the Committee.
- Work related stress was not concentrated within any particular service areas. It was acknowledged that it could become an issue in areas that were undergoing significant service change.
- The results of a recent examination of the data had indicated that in many cases where staff were off work due to anxiety, this was not work related. Work was being undertaken to identify how staff, such as those with caring responsibilities, could be supported to avoid this leading to them being off sick.
- An update in respect of the People Strategy would be included on the Committee's future work programme.
- Up-to-date figures in respect of the collection rates for Council Tax would be available the following week. A slight decrease had been anticipated associated with changes to support.
- The improvements in respect of EHCPs was welcomed and the importance of ensuring that this continued was stressed. Changes had been made in terms of customer communication, to try and ensure that assessments were completed and that clients were kept updated as much as possible.

Overview and Scrutiny Management Committee - 5 December 2025

- In relation to whether the performance indicators were able to demonstrate outcomes and improvements in the quality of life of residents, it was pointed out that there had been a significant increase in the amount of data provided. Part of the data development agenda was to consider if there were more appropriate measures to accurately reflect residents' experience.
- There was an item on the Growth and Regeneration Scrutiny Panel Work Programme, provisionally scheduled for January 2026, associated with building safety compliance, which included damp, mould and condensation so specific questions on that issue could be dealt with at that meeting.

RESOLVED -

- (1) That the Leader of Council and officers be thanked for attending to present the update.
- (2) That the current position be noted and it be recommended that these reports continue to be submitted to the Committee on a regular basis so that Lead Members can pick up any items within the remit of their Panel that may require further scrutiny.

56 Corporate Risk - Quarter 2 Report 2025-2026

Councillor Graham Turner, the Finance and Regeneration Portfolio Holder, introduced the Corporate Risk Report for Quarter 2 2025/26 with reference to the report submitted to Cabinet on 2nd December.

Martin Dearnley, the Head of Audit and Risk, highlighted the following points:

- The position was fairly stable with only two areas showing a change during the period: the 'emergency planning and business continuity' (HP01) risk score had reduced and a change had been made to the title of DEV03, previously 'project management and delivery' to reflect the emphasis on economic growth and resilience.
- Lead Members were invited to raise any issues within the remit of their Panels with him or the Service Directors if any further information or oversight was considered necessary.

In response to a question, it was explained that the key issue in terms of delivery of priorities was risk FIN02 'medium term financial sustainability' and the impact of the Government settlement that was expected within the next few weeks.

RESOLVED -

- (1) That the Cabinet Member for Finance and the Head of Audit and Risk be thanked for attending to update the Committee.
- (2) That the current position be noted and it be recommended that these reports continue to be submitted to the Committee on a regular basis so that Lead Members can pick up any items within the remit of their Panel that may require further scrutiny.

57 Council Plan Pre-Decision Scrutiny

The Committee received a presentation from Stephen Bonnell, Head of Policy, Partnerships and Corporate Planning in respect of the key components of the next Council Plan for discussion and feedback.

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Councillor Carole Pattison, the Leader of the Council, introduced the item and invited Member's comments.

The following points were covered:

- The purpose of the Council Plan in terms of setting out the overarching priorities and how it links with partnership strategies.
- The approach from 2026/27 and the development of a three-year plan.
- The draft priorities, which were based on the existing priorities.
- Next steps, including proposed engagement prior to submission to Council.

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

- The move towards developing a plan covering a three-year period was welcomed. It was noted that this approach had been aided by the implementation of a three-year financial settlement. In terms of the impact, this would assist in forward planning and allow improved communication of the Council's plans across the whole range of priorities over the longer term and how it planned to build on activity and progress year on year.
- The priorities had not been changed but had been strengthened and made more specific, with clarity on what the organisation was aiming to achieve.
- In respect of plans to review and refresh the plan it was anticipated that this may continue to be undertaken on an annual basis and that would involve a similar process in terms of consultation, including engagement with scrutiny. It would also be informed by all the available information in respect of financial reporting, performance monitoring and transformation activity.
- A significant level of engagement with partners had taken place. This had resulted in feedback in respect of the shared outcomes and the vision, for example setting it over a particular timeframe. It had also made clear that partners were keen to work collaboratively on longer-term opportunities, a message that had also been highlighted through the corporate peer challenge. All the feedback would be considered in taking this work forward and a revised partnership framework document would be developed.

RESOLVED -

- (1) That the Leader of the Council and the Head of Policy, Partnerships and Corporate Planning be thanked for attending to update the Committee.
- (2) That the comments/feedback made by the Committee be considered in the further development of the Council Plan 2026-29.
- (3) That the production of a Council Plan that will cover a 3- year period, as previously discussed with scrutiny, be welcomed.

58 Local Government Association Corporate Peer Challenge Action Plan Update

The Committee received an update, from Councillor Carole Pattison, Leader of the Council and Stephen Bonnell, Head of Policy, Partnerships and Corporate Planning in respect of progress in responding to the recommendations contained in the Local Government Association's (LGA) Corporate Peer Challenge Report 2024, with reference to the report considered by Cabinet on 2nd December 2025. This also referenced the progress review report produced by the LGA further to the second visit in September 2025.

Overview and Scrutiny Management Committee - 5 December 2025

The following points were highlighted:

- The LGA had noted the progress that had been made in delivering the recommendations set out in the related action plan and that working relationships had further matured and brought stability, clarity, grip and more energy to the Council. It had also stated that there was greater confidence, tempered with realism, from the collective senior political management team about how current and future challenges would be addressed.
- 14 of the 42 actions had been completed, 27 were ongoing and on-track.
- The timescale for the action concerning review of the Capital Programme had slipped to allow account to be taken of the impact of the Government's Fair Funding Review, further detail on which was expected prior to the end of the year, and clarity in relation to the digital transformation work. Timescales for the delivery of a Kirklees Economic Summit and the review of economic partnership arrangements had been re-profiled to reflect the results of engagement undertaken with partners and ongoing work to support events focussed on investment in the district.
- The key successes to date including the culture refresh, approval of the Inclusive Economic Strategy and the publication of a 'budget book'.
- The ongoing work, key activities and next steps.

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

- In respect of which actions were the most challenging to implement. these included the review of the Capital Programme due to both the complexity and the current uncertainty around funding. The review of economic partnership arrangements was affected by economic growth which was influenced by a wide range of factors both nationally and locally.
- The collaborative working of the senior management team and the Cabinet was commended. In terms of the approach across the whole organisation/workforce it was considered that there was awareness of the Council's priorities; the end of year celebration event for staff, which tied in with the 'Our Council' principles, had been very positive and the culture refresh 'our council' reflected the whole Council approach. It was recognised that different forms of communication worked for different groups of staff and varied forms of communication were used to relay the messages.
- A staff survey had recently been undertaken and, further to this, employee engagement sessions were being planned to give staff the opportunity to talk issues through in a safe space and enhance the information that had come out of the survey. There was an intention to maintain an on-going dialogue and the employee networks were helpful in highlighting any issues. In areas where the response had been low action plans were being developed to ensure inclusion.
- There was confidence that the necessary resources were in place to progress all the actions; this had been considered in the development of the action plan.

RESOLVED -

- (1) That the Leader of the Council and the Head of Policy, Partnerships and Corporate Planning be thanked for attending to update the Committee.
- (2) That the update report be noted, the progress made against the actions be welcomed and a final update be provided to Scrutiny in 2026/27.

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KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Overview & Scrutiny Management Committee			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	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]	Brief description of your interest

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: Kirklees Community Safety Plan development 2026/7-29

Meeting:	Overview Scrutiny and Management Committee
Date:	27th February 2026
Cabinet Member (if applicable)	Cllr Amanda Pinnock
Key Decision Eligible for Call In	No No – scrutiny report
<p>Purpose of Report To provide</p> <ul style="list-style-type: none"> • a high-level overview of the 2025 Strategic Intelligence Assessment (SIA) and an outline of proposed Communities' Plan priorities for 2026/7-29. • an outline of an approach to develop the new Safer Kirklees Community Safety Plan (CSP) for 2026/7 –29 that will be written following OSMC's feedback on headline areas to develop. <p>Appendices provide further information:</p> <ul style="list-style-type: none"> • Outlines phase 1 of the SIA process • Highlights the existing CSP priorities against most recent data and insight and whether they remain a CSP priority and level of focus proposed <ul style="list-style-type: none"> ○ Including high level feedback from Councillors, Officers, and Communities ○ Highlight key emerging cross cutting theme areas • Proposes potential priority key headings to focus on for 2026/7-29 • Proposes a draft approach as to how the CSP will continue to work alongside councillors • Provides a high-level next step for building on the information we now have and progressing the development of the new plan • Highlights good partnership work since the last OSMC 	
<p>Recommendations</p> <ol style="list-style-type: none"> a. OSMC endorse the Community Safety Partnership 'high focus priority areas' and 'continue to monitor work areas' (As set out in Appendix 1) which will be shaped in the new CSP plan with clear delivery plans b. OSMC endorse the cross-cutting themes (as set out in Appendix 1) to explore further as areas to discuss with wider safeguarding partnerships. c. OSMC endorse the approach to working with councillors (As set out in Appendix 3) d. To note that the CSP will mobilise Community Safety Plan Development phase stakeholders (commencing March 2026 to end of summer 2026) e. To note that progress to strengthen place-based and Town Centre working will take place March 2026 onwards f. To note the annual Community Safety Partnership Report on progress. g. To note that the CSP will share CSP Plan with clear actions for 2026/7-29 with OSMC later in 2026 	
Resource Implications: None	

<p>Date signed off by <u>Executive Director</u> & name</p>	<p>Give name and date for Cabinet / Scrutiny reports Michelle Cross – Executive Director of Adult and Health - 03/02/26</p>
<p>Is it also signed off by the Service Director for Finance?</p>	<p>Give name and date for Cabinet reports Kevin Mulvaney – Service Director of Finance - 03/02/26</p>
<p>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</p>	<p>Give name and date for Cabinet reports Samantha Lawton – Service Director of Legal, Governance and Commissioning (Monitoring Officer) - 03/02/26</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 currently 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 original strategic themes in the Communities Partnership Plan were developed using the findings from a Strategic Intelligence Assessment (SIA) in 2022 which brought together analysis of multi-agency intelligence from across community safety partners,

b. Strategic Intelligence Assessment 2025

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.

As a result of this year's SIA compared to reporting to OSMC in May 2025, there are no areas of significant change based on the reported crime data available at the time of producing the report; the data used in the SIA is up to September 2025.

A significant amount of work has taken place across the Community Safety Partnership at theme level, working with officers at place and discussions with ward councillors to understand community safety at district and place-based level. This report is a high-level overview only.

Summary of the approach below:

- **Data Integration:** Collecting and analysing data from multiple sources (police, council services, health, fire, community surveys where available).
- **Risk Assessment:** Progressing evaluating crime trends, vulnerabilities, and socio-economic factors at district and ward levels has started which will be progressed further as we develop the new plan
- **Community Insight:** Incorporating feedback from citizens through discussions in communities as part of day to day working with Community Plus, Detached Youth Workers and Community Environment Support Officers, surveys (e.g. Young People's Survey)
- **Cllrs Insight:** Ward based Teams meetings took place with 22 wards engaging 47 Councillors in total with a good attendance across all political parties
- **Theme-Based Analysis:** work with each theme group to look at the current data and review the last 12 months during the first 2 weeks in January 2026 engaging with over 100 Officers from the council and Partners
- **Place Based Insight:** Sessions held with each Community Outcomes Group and Place based officer sessions dedicated to key officers in Communities and Access Services
- **Performance and KPI Review:** We have compared year-on-year data using existing partnership KPI's from the 2022 Community Safety Partnership Plan, identifying hotspots, and aligning with national duties (e.g. Serious Violence Duty, Prevent).

This work is now being built on further in theme meetings during early 2026, and at Place and will be brought together as a wider community safety partnership to support the development of the new plan.

c. SIA and Partnership Plan development 2026/7 – 29

The current community safety partnership plan has 4 overarching theme areas and 17 priorities. As part of the development of the new CSP plan working alongside partners, these areas will be reviewed to look at how and they can be brought together but only where appropriate. It is about looking at how we can work smarter and more efficiently as a partnership and make links and connections across priorities especially from a prevention and working alongside communities' perspective. For example, there are close connections and links between community impact, tensions, hate crime, migration, and inclusion - how can we work even more effectively across these key priority areas looking at the District and Place based impacts collectively.

Appendix 1 provides further detail on

- how the SIA has been reviewed
- the existing areas of the 2022 Community Safety Partnership Plan and proposed 'high priority focus' areas and work areas to 'monitor'
- identifies cross cutting themes across the key work areas of the CSP

d. Alignment with West Yorkshire Combined Authority and national policy

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 align with the Communities Plan for 2026/7-29

The new policing white paper will be key to the development of the new Community Safety Plan [From local to national: a new model for policing \(accessible\) - GOV.UK.](#)

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 Councils delivery of the Councils Plan working with people, and alongside our partners, and in our places to achieve our ambition.

3.1 Council Plan

The 2025 SIA has been 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 on staying safe. This insight has been collated as a result of work officers from Community Plus have undertaken over the past 12 months working to develop trusted relationships to listen to and work alongside communities. Available perception information has been used to inform the revised SIA this year.

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 and key Voluntary and Community sector organisations at a district and a Place based level, voice of Communities and Ward Councillors.

The Community Safety Partnership already works at place as a result of the Community Outcome Groups (Place based) with a strong focus on reducing Anti-Social Behaviour and Neighbourhood Crime. The Community Outcome groups in the new CSP plan will oversee the place-based delivery of the CSP on key priorities for that place, providing support and challenge, ensuring where needed we are coordinating delivery and engagement with communities at place and as needed at neighbourhood level. The aim is to move further towards early intervention and prevention as well as community response and problem-solving issues.

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 strategically align with the work and priorities of the Kirklees Children's and Adults Safeguarding Boards and where agreed work on shared priorities such as the agreed priority on Domestic Abuse, Serious Violence, Violence Against Women and Girls.

3.2 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. Any additional financial implications arising from the Community Safety Plan will be addressed in the report to Council and be considered in future budget needs.

3.3 **Legal Implications**

None

3.4 **Climate Change and Air Quality**

None

3.5 **Risk, Integrated Impact Assessment (IIA) or Human Resources**

Full Integrated Impact Assessment to be completed once Community Safety Plan priorities are established.

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 and Adults Senior Leadership Team have also been consulted on the potential priorities and cross cutting themes.

5. **Engagement**

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

6. **Options**

The only option was to provide a review of SIA and move to develop a new Communities Partnership Plan for 2026/7-29.

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, this work has progressed well and this will be embedded fully during the implementation of the new CSP plan.

6.2 **Reasons for recommended option**

The only option was to provide a full review of the SIA and to now work on developing a new Community Safety Partnership Plan

7. **Next steps and timelines**

- **February 2026** - the Community Safety Partnership 'high focus priority areas' and 'continue to monitor' work areas area agreed by OSMC – this will now be shaped in the new CSP plan with delivery plans.
- **February 2026** - cross cutting themes (to explore further) to be agreed as areas to discuss with wider safeguarding Partnerships.
- **March 2026** - share feedback from OSMC with Communities Board
- **March 2026** to late summer - Mobilise Community Safety Plan Development alongside stakeholders
- **March 2026 to end of 2026** Progress strengthening place-based and Town Centre working
- **Late 2026** – commence final governance route for decision by Council.
- **Late 2026** - share CSP Plan with clear actions for 2026/7-29

8. Contact officer
Sarah Mitchell – Head of Communities

9. Background Papers and History of Decisions

As stipulated in Article 4 of The Constitution, once developed, the new Kirklees Community Safety Plan (CSP) for 2026/7 –29 will require Council decision to adopt. As found here: [The Constitution: Part 2 - Articles of the Constitution](#)

10. Appendices

Appendix 1 provides further detail on the approach taken to develop the SIA, feedback and high-level priorities

Appendix 2 High-level data from the SIA

Appendix 3 Outlines a draft approach to working alongside councillors

Appendix 4 - Provides a high-level overview of the work of the CSP since OSMC May 2025

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

Appendix 1

Approach taken to develop the SIA, feedback and Community Safety Partnership Plan Draft Outline (2026/7–2029)

1. Summary

This report presents the progress and strategic direction for the renewal of the Kirklees Community Safety Partnership (CSP) Plan for late 2026–2029. Drawing on the latest Strategic Intelligence Assessment (SIA), stakeholder engagement, and multi-agency feedback, it reviews at a high level: current priorities, thematic risks, and provides a draft potential outline for areas to consider as we write the new partnership plan alongside partners.

This report will

- **Highlight SIA process phase 1**
- **Highlight the existing CSP priorities against most recent data and insight** and whether they remain a CSP priority and level of focus proposed
 - Highlight high level feedback from Councillors, Officers and Communities
 - Highlight key emerging cross cutting theme areas
- **Propose potential priority key headings to focus on for 2026/7-29 that then need further work with partners** and that a potential restructure of some partnership meetings will need to take place
- **Proposed draft approach as to how the CSP will continue to work alongside councillors**
- **High level next steps for building on the information we now have and progressing the development of the new plan**

2. Quick reminder SIA and Communities plan

The Kirklees CSP Plan is a statutory duty and is due for full renewal for 2026/7–2029.

The SIA is a statutory requirement under the Crime and Disorder Act 1998, which brings together intelligence from police, council, health, fire, and community partners to identify and assess risks affecting community safety and quality of life. The SIA is refreshed annually and underpins the Partnership Plan.

The SIA is being developed in two phases, the first is confirming the key thematic areas we need to focus on as we develop the new partnership plan. Phase 2 will be developing further agreed identified key thematic areas into an agreed 2026/7 plan and also taking in to account key geographical locations.

Phase 1 Methodology of the SIA

A significant amount of work has taken place across the Community Safety Partnership at theme level and working with officers at place to understand current and the most up to date information available across the 17 existing priority areas of the Community Safety Plan.

Summary of the approach below:

- a. Data Integration:** Collecting and analysing data from multiple sources (police, council services, health, fire, community surveys).
- b. Risk Assessment:** Evaluating crime trends, vulnerabilities, and socio-economic factors at district and ward levels.
- c. Community Insight:** Incorporating feedback from citizens through discussions in communities as part of day to day working with Community Plus, Detached Youth Workers and Community Environment Support Officers, surveys (e.g. Young People’s Survey) - we are waiting on further key survey results being available and this will inform phase 2.
- d. Cllrs Insight:** Ward based Teams meetings took place with 22 wards engaging 47 councillors in total with a good attendance across all political parties
- e. Theme-Based Analysis:** work with each theme group to look at the current data and review the last 12 months during the first 2 weeks in January 2026 engaging with over 100 Officers from the council and Partners
 - Tackling Violence, Abuse & Exploitation
 - Reducing Anti-Social Behaviour (ASB) and Neighbourhood Crime
 - Building Inclusive & Resilient Communities
 - Reducing Risk
- f. Place Based Insight:** Sessions held with each Community Outcomes Group and Place based officer sessions dedicated to key officers in Communities and Access Services
- g. Performance and KPI Review:** We have compared year-on-year data using existing partnership KPI’s from the 2022 Community Safety Partnership Plan, identifying hotspots, and aligning with national duties (e.g. Serious Violence Duty, Prevent Duty).

This work is now being built on further in theme meetings in early 2026, and at place and will be brought together as a wider community safety partnership to support the development of the new plan.

4. Review of Current Strategic Themes in the partnership plan

4.1 Existing 4 themes and 17 Priority Areas

The current community safety partnership plan has 4 overarching theme areas and 17 priorities. As part of the development of the new CSP plan working alongside partners, these areas will be reviewed to look at how and where needed they can be brought together but only where appropriate. It is about looking at how we can work smarter and more efficiently as a partnership and make links and connections across priorities especially from a prevention perspective and how we work alongside communities. For example, there are close connections and links between community impact, tensions, hate crime, migration, and inclusion - how can we work even more effectively across these key priority areas looking at the District and Place based impacts collectively

a. Existing

Serious Violence, Abuse and Exploitation	ASB and Neighbourhood crime
<ul style="list-style-type: none"> • Serious Violence • Domestic Abuse 	<ul style="list-style-type: none"> • ASB • Neighbourhood crime

<ul style="list-style-type: none"> • VAWG • Modern Slavery (Adults) • Youth Exploitation 	
Inclusive and Resilient communities	Risk
<ul style="list-style-type: none"> • Community Tensions • Hate Crime • Prevent • Migration • Inclusive communities 	<ul style="list-style-type: none"> • Drugs & Alcohol • Road Safety • Water safety • Reoffending

4.2 High level summary of existing priorities in the CSP plan

a. Tackling Violence, Abuse & Exploitation

- **Serious Violence: Proposed high focus priority area 2026/7-29**

Downward trend in overall offences but increases in homicides and attempted murders, community concern and fear of crime is recognised by the partnership which is why this is proposed to be a high focus priority area in the new plan.

- **Domestic Abuse: Proposed high focus priority area 2026/7– 29**

Incidents and repeats down, but the partnership know underreporting persists and Domestic Homicide levels remain a concern. Continuous work on awareness and working alongside communities to understand further barriers to accessing services and support will be ongoing and must be everyone's business day to day in addition to campaigns or weeks of focus. Domestic Abuse as a concern and underreporting was also raised by a number of Councillors

- **VAWG: Proposed high focus priority area 2026/7–29**

Offences rising slightly but in line with other Local Authorities. Gendered safety concerns, especially after dark and the work on awareness from education with young people through to adults to be progressed further. Also, the reflection on what we do as services and partners to support our existing workforce. Underreporting was raised as a concern by partners and Councillors.

- **Modern Slavery & Exploitation: Proposed Maintain and monitor 2026/7 – 29**

The existing partnership arrangements have fed back that all is in view and partnership arrangements working well but the group do feel this is an area that needs to continue be in view by the partnership. The awareness of modern slavery and cuckooing and what and where to report remains a key area of focus and will be incorporated into future cross cutting partnership work on awareness raising and training

- **Youth Exploitation: Proposed Maintain and monitor 2026/7–29 KCSP ownership**

Some concerns in data shared being raised, numbers at risk falling, but disproportionality and links to violence, drugs, and online risks remain. Youth Exploitation links would remain in view as part of serious violence and but the Kirklees Safeguarding Children's Partnership will have the full oversight

b. Reducing Anti-Social Behaviour (ASB) & Neighbourhood Crime

• ASB: Proposed high focus priority area 2026/7 – 29

Proposed area of high focus priority in the new plan. This is due to the impact of ASB on communities. Long-term reduction, but environmental ASB (fly-tipping and secondary fires) is seeing an increase and anecdotal feedback from partners of underreporting of concerns in communities. This is a high priority area for Councillors based on feedback.

• Neighbourhood Crime: Proposed Maintain and monitor 2026/7 – 29

Overall crime down but we know there will be spikes at certain times in communities e.g. car theft and burglary. It is keeping these in view and responding at a neighbourhood level working through place-based structures and alongside communities. Looking at more closely aligning ASB and Neighbourhood crime partnership structures.

c. Building Inclusive & Resilient Communities – All below proposed high focus priority areas 2026/7–29

• Community Tensions: Driven by national/international events, migration, and local issues (ASB, media reporting, anti-asylum).

Work is and will continue to take place as a constant reminder about what is a community impact, tension, how to report and the use of the Partnership Intelligence Portal [Partnership Intelligence Portal | West Yorkshire Police](#). Weekly operational meetings and monthly strategic oversight is in place.

• Hate Crime: Reports down overall but the partnership is aware underreporting persists. Underreporting was also raised by a number of Councillors.

• Prevent: Kirklees remains a Prevent priority area and is meeting performance expectations following Home Office assessment January 2026.

• Migration: Arrival numbers are stable, but community impact and tensions are a concern which is reflected nationally.

• Inclusion: Engagement with faith and minority communities is strong and continuing to develop. The priority now is to deepen trust in services and increase awareness of available support, enabling greater confidence to report and seek help. This key area needs to cut through every aspect of the Community Safety Partnership as to how we listen to and work alongside communities and victims of crime.

d. Reducing Risk

• Drugs & Alcohol: Proposed high focus priority area 2026 –29 – cuts across the whole of partnership

Cross cutting concern across several partnership priorities and developing further joint working between the existing Combatting Drugs Partnership and Communities Board will be taking place. The links to drugs and criminal activity is a key focus for the CSP.

• Road Safety – Proposed Maintain existing arrangements and monitor for 2026/7-29

Casualties reducing overall. The work of Vision Zero to progress and existing scrutiny mechanisms are in place for Road Safety through Highways. This is a high priority area for Councillors.

- **Water safety –Proposed Maintain existing arrangements and monitor for 2026/7-29**

Good arrangements in place no additional focus required

- **Reoffending: Proposed high focus priority area 2026/7– 29**

Duty of the Community Safety Partnership to have in place a reducing reoffending strategy which is currently in its final stages of development. Cross cutting for the CSP and impact on communities

4.3 Proposed

Below based on data and insight is proposed key areas that the CSP could focus on. These need to be worked through to develop the new CSP plan, this may mean some existing structures/meetings that already meet are reviewed and merged or they could stay the same. The importance is ensuring links, connections, effective use of people's time allows us to jointly work on prevention, building trust and confidence in communities and influencing other strategic boards and partnerships.

	High focus priority area	Continue to monitor
Rationale	<ul style="list-style-type: none"> • There is current or emerging concerns • Subject to statutory duties for a CSP • Community impact on feeling safe is escalating 	<ul style="list-style-type: none"> • Performance is stable or improving • Connected partnerships already have in view • The community impact is not escalating
Work area	<ul style="list-style-type: none"> • Serious violence • Domestic Abuse • VAWG • ASB (all types) & neighbourhood crime in view • Hate Crime • Preventing Extremism /community safeguarding • Migration • Community Impact and tensions 	<ul style="list-style-type: none"> • Modern Slavery (including Adults Exploitation) • Youth Exploitation (KSCP responsibility) • Road Safety (Vision Zero) • Water Safety
Cross cutting high priority focus		
<ul style="list-style-type: none"> • Inclusive Communities - to be continue to central to the work of the CSP • Reduce Reoffending – Children's and adults • Reduce Alcohol and Substance Misuse – links to Criminal Activity (Combatting Drugs Partnership) 		

5. Stakeholder and Community Insights – high level summary

A range of engagement has taken place between October 2025 and January 2026 involving ward Councillors, theme/priority meetings, and place-based discussions. Further discussions will need to take place as we develop the actual plan on what is proposed to be delivered. Below is a high-level summary of key aspects of the feedback.

5.1 Councillor Engagement

47 councillors participated in ward meetings (October–November 2025) to discuss the partnership priorities and what is important in their ward and to understand if Councillors know the right reporting routes for key concerns in relation to community safety and suggestions on what has worked well in their ward previously to support reducing crime

Placed based high-level summary

- **Batley & Spen:** Night-time town-centre fears, nuisance driving, under-reported hate crime, praise for Operation Trimburg (Road safety operation police led), need for more traffic control and youth provision.
- **Dewsbury & Mirfield:** Gangs, knife crime, Domestic Abuse, speeding, youth exploitation, lighting, and youth provision requests, continued Trimburg operations.
- **Huddersfield:** ASB and road safety, need for improved lighting, CCTV, clear reporting guidance needed, reassurance from police visibility, under-reporting of sensitive crimes.
- **Rural Areas:** Community events bolster cohesion, risks include drugs/alcohol, youth ASB, dangerous driving, positive impact from Trimburg and safe zones, youth provision continuity.

Common emerging themes

- Persistent concerns: anti-social behaviour, dangerous driving, drug use, environmental quality.
- Emphasis on visible police and council presence, especially in hotspot areas and after dark.
- Underreporting of sensitive crimes (domestic abuse, VAWG, Hate Crime) due to fear and cultural barriers.
- Strong community groups and events enhance perceptions of safety and cohesion.
- Practical actions suggested: school-gate safety operations, expanded youth provision, targeted environmental improvements, and joint “days of action.”
- Strong support for Op Trimburg (Police road safety operation)

5.2 Place-Based Officer Feedback

Over 150 officers engaged in online sessions (November–December 25).

- Area-specific issues:
 - Dewsbury and Mirfield: Serious violence, organised crime, underreporting of domestic abuse and modern slavery.
 - Huddersfield: Serious incidents, normalisation of violence, low awareness of violence against women and girls.
 - Batley and Spen: Drug offences, anti-social behaviour, exploitation of young people, community tensions.
 - Rural Areas: Night-time economy challenges, low reporting confidence for domestic abuse, historical burglary issues.

Community engagement feedback from across Kirklees as part of day to day working by Community Plus, Detached Youth Workers and Community Environment Support officers shows that while most residents feel broadly “OK” some are experiencing mixed emotions, anxiety and concern, particularly following high-profile incidents, rumours, and concerns around antisocial behaviour (ASB). Strong neighbourhood groups, trusted local relationships and inclusive community spaces continue to provide stability, connection, and support

The below table is the reach and number of engagements with, for example, faith and belief organisations to date in developing trusted relationships and having conversations with individuals and communities about how things ‘feel’ in general. Officers use a feedback form to collate insight, so we know the reach we do achieve as well as review common issues, concerns, strengths, and locations

Place	Individuals	Groups	Mosques	Other faith orgs
Batley & Spen	448	414	59	78
Dewsbury & Mirfield	307	177	117	41
Huddersfield	995	563	54	140
Rural	623	400	N/A	121

The insight collated closely aligns with the SIA. Communities highlight cost of living pressures, loneliness, lack of youth provision, and the widespread impact of persistent ASB such as drug activity, youth disorder, nuisance vehicles and fly tipping. ASB remains the most frequently raised concern across all localities.

Despite challenges raised, the District findings from feedback demonstrated a resilient and well-connected community infrastructure, including women’s groups, faith organisations, walking groups, food hubs and interfaith networks. Taken together, this community insight strengthens the SIA by grounding its strategic themes in real lived experience. It highlights both where vulnerabilities are emerging and where strong protective networks already exist, supporting the adoption of a whole system approach to prevention, safety and community resilience.

6. Cross-Cutting themes emerging

Several issues are emerging across the partnership, and we need to look at cross cutting links and not just theme areas and priorities in isolation e.g. many theme and priority areas in the existing plan want to raise awareness in communities about a concern and how and where to access support. This must be coordinated and thought given to how we develop approaches working with communities. It is important to consider how we work alongside communities and citizens to understand what works best and how we best communicate as every community is different and as services and partners, we need to understand this further.

The cross-cutting themes area of work will inform the CSP proposed meeting rationalisation and restructuring where agreed over the coming months and how we work with other Boards that will also be aware of the same concerns

- **Deprivation & Inequality:** Strong correlation with crime and exploitation

- **Focus and deploy partnership resources** where it is needed based on data and insight and be able to measure impact.
- **Trusted Relationships:** Building trust through informal engagement, safe spaces, and sensitive reporting pathways. A community-based approach to this - what works in one community won't work in others
- **Mental Health & Substance Misuse:** Linked to violence, domestic abuse, migration, road safety, anti-social behaviour, exploitation, and reoffending.
- **Safe and Stable Accommodation** is common across a number of CSP areas
- **Support for adults with complex needs (including care leavers)** cross cutting ASB, Serious Violence, Domestic Abuse, Drugs and Alcohol, Prevent
- **Loneliness, isolation and neurodiversity** features in some areas as a vulnerability concern in relation to staying safe
- **Online Risks:** Digital exploitation, cyber-enabled crime, online misogyny, radicalisation
- **Underreporting:** Domestic abuse, those at risk of being drawn in to extremism, exploitation – children's and adults, violence against women and girls, hate crime, ASB, and modern slavery – this area needs looking at collectively and how best we approach understanding how we really work alongside key community contacts, connectors within communities.
- **Community Perceptions:** Anxiety about safety, especially after dark.
- **Place-Based (including Town Centre) Working:** Tailored approach and interventions for hotspot streets, communities, wards and town centres. Focus resources and coordination in a planned way where it's needed most not waiting for a reaction to an issue

The above cross cutting theme areas would need to be focussed and the below is a suggestion that would be explored further as we develop the new CSP plan.

Community Safety Partnership – Design Principles of the new plan

The Community Safety Partnership will operate to the following design principles, which will guide how priorities are developed, delivered and reviewed through the CSP Plan and underpinned by the Inclusive Communities Framework The new plan will have in view policy developments Pride in Place, Policing white paper, Mayoral policing plans and connections across to Family First Programme /Reforms .

- **People centred and prevention focused**

We will place people at the heart of our approach, recognising the distinct needs of victims, witnesses and perpetrators. Our focus will be on early intervention, prevention and reducing harm, while ensuring timely access to support when it is needed.

- **Place based and evidence led**

We will deliver *safe people, safe places* through targeted, place-based responses shaped by data, insight and community intelligence. Resources and activity will be focused where risk, harm and vulnerability are greatest, while connecting to and building on local strengths and assets.

- **Inclusive and accessible**

We will actively work to address barriers to access, ensuring services are inclusive for people who are digitally excluded, face language, mobility, sensory or cognitive barriers, or experience multiple disadvantages. Inclusion and equity will be core measures of success.

- **Partnership driven and community rooted**

Community safety is a shared endeavour. We will work alongside partners, councillors, communities, faith and belief groups, voluntary organisations and volunteers as equal contributors, maximising shared capacity and community trust.

- **Trauma-informed and compassionate**

We will promote trauma-informed practice across the partnership, ensuring responses are safe, respectful and empowering, and that partners are supported to recognise and respond appropriately to trauma.

- **Aligned across safeguarding and systems**

We will work in alignment with other safeguarding boards and partnership structures, strengthening connections, reducing duplication and ensuring collective ownership of crosscutting risks and issues.

- **Digitally inclusive and digitally safe**

We will promote digital inclusion as an enabler of community safety while strengthening awareness of digital safety, ensuring adults and children are supported to stay safe online.

- **Learning, adaptive and improvement driven**

We will embed continuous learning across the partnership, using data, feedback and lived experience to adapt our approach, improve outcomes and respond to emerging risks.

- **Trust building and confidence raising**

We will strengthen trust, sense of belonging and feelings of safety within communities, recognising these as essential foundations for engagement, prevention and confidence in reporting concerns.

- **Accountable, value focused and sustainable**

We will ensure that CSP activity delivers clear value, supports effective use of resources and contributes to long term sustainability, including demand reduction and prevention of escalation.

8. Conclusion

The renewal of the Kirklees Community Safety Partnership Plan presents a significant opportunity to strengthen our shared approach to community safety, resilience, and prevention across the district. The evidence gathered through the Strategic Intelligence Assessment, alongside extensive engagement with councillors, partners, officers and communities, provides a clear and credible foundation for shaping the priorities for 2026/7–2029. What is emerging is a consistent picture: communities value visible action, strong relationships, and clear routes for reporting and support, while partners emphasise the need for focused, coordinated, and preventative approaches.

As we move into the next phase of development, our collective task is to translate insight into practical, achievable delivery plans that are strongly grounded in place-based need and evidence and be supported by effective partnership structures. The forthcoming workshops, development of key performance measures, governance review and funding and capacity considerations will be critical to ensuring the new plan is both ambitious but being realistic, with clear accountability and measurable impact. Continued engagement with communities and councillors will remain central throughout, keeping lived experience at the heart of what we do.

By working together across safeguarding partnerships, local services, community networks and strategic boards, we can build a plan that not only responds to current challenges but strengthens trust, safety and belonging across Kirklees. The plan's flightpath toward Cabinet, Full Council and OSMC will ensure the plan has full oversight and shared ownership, positioning the CSP to deliver meaningful improvements for residents over the next three years.

Appendix 2 - high level data from the SIA reporting against current (2022) CSP Key performance measures

SUMMARY of high level data - Tackling Violence, Abuse & Exploitation

HIGH FOCUS PRIORITY AREA: Serious Violence (including Knife Crime and Robbery)

The Partnership KPI 'Number of Serious Violent Offences' has decreased by 10% from 4,478 during the 12-month period Oct 23 – Sep 24 to 4,049 during Oct 24 – Sep 25. Compared to other local authorities, Kirklees has the lowest violent offence annual rate per 1,000 population of 48.76 compared to the average across West Yorkshire local authorities which is 56.38 (WYCA VRP Data Oct 2024 – Sep 2025).

HIGH FOCUS PRIORITY AREA: Domestic Abuse – Example

The Partnership KPI 'Number of Domestic Abuse Incidents Reported to Police' has decreased by 9% from 11,229 during the 12-month period Oct 23 – Sep 24 to 10,180 during Oct 24 – Sep 25. The Partnership KPI '% of Repeat Domestic Abuse Incidents Reported to Police' has also decreased by 3% points from 44.6% during the 12-month period Oct 23 – Sep 24 to 41.6% during Oct 24 – Sep 25.

HIGH FOCUS PRIORITY AREA: Violence Against Women & Girls

The Partnership KPI 'Number of VAWG Incidents Reported to Police' which include rape, stalking, harassment and other sexual offences has increased by 5% from 8,027 during the 12-month period Oct 23 – Sep 24 to 8,460 during Oct 24 – Sep 25.

MAINTAIN AND MONITOR AREA: Modern Slavery

The Partnership KPI 'Number of Referrals to the National Referral Mechanism' has decreased by 26% from 76 during the 12-month period Oct 23 – Sep 24 to 56 during Oct 24 – Sep 25.

MAINTAIN AND MONITOR AREA: Youth Exploitation (KSCP)

The Partnership KPI 'Number of Young People Flagged at Risk of Exploitation' has decreased by 6% during the 12-month period Oct 23 – Sep 24 during Oct 24 – Sep 25.

SUMMARY: Reducing Anti-Social Behaviour & Neighbourhood Crime

HIGH FOCUS PRIORITY AREA: Anti-Social Behaviour

The Partnership KPI 'Number of All Anti-Social Behaviour Incidents' reported to the Police, Kirklees Environmental Services and Kirklees Homes & Neighbourhoods remains stable with minimal change by 0% (+84) from 98,825 during the 12-month period Oct 23 – Sep 24 to 98,909 during Oct 24 – Sep 25.

MAINTAIN AREA: Neighbourhood Crime

The Partnership KPI 'Number of Total Crimes (Commercial Burglary, Theft from Motor Vehicle, Vehicle Interference, Theft from Person, Criminal Damage, Shoplifting)' has decreased by 3% from 41,783 during the 12-month period Oct 23 – Sep 24 to 40,362 during Oct 24 – Sep 25.

SUMMARY: Building Inclusive and Resilient Communities

HIGH FOCUS PRIORITY AREA: Community Tensions

There is currently no Partnership KPI for Community Tensions, this is being developed for the new partnership plan, and this will be based on intelligence and information submissions. District insight and impacts are reviewed weekly by a Safer Kirklees and Police led partnership meet

HIGH FOCUS PRIORITY AREA: Hate Crime – Example

The Partnership KPI 'Number of Hate Crime Incidents' has decreased by 10% from 1,563 during the 12-month period Oct 23 – Sep 24 to 1,413 during Oct 24 – Sep 2025. Kirklees has a lower rate of Hate Incidents per 1,000 population of 3.2 compared with 3.9 for West Yorkshire (Sep 24 – Nov 2025).

HIGH FOCUS PRIORITY AREA: PREVENT

There is currently no Partnership KPI for Prevent, the Prevent partnership works to a range of data and insight on a regular basis. The Prevent programme in Kirklees is annually assessed by the Home Office against agreed Benchmarking Standards, of which there are no concerns Kirklees is performing well as a partnership. Kirklees remains a Priority Status Area, working with the Home Office and Counter Terrorism Police.

HIGH FOCUS PRIORITY AREA: Migration

There is currently no Partnership KPI for Migration but for partnership working purposes there is a range of data sets used. The number 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.

HIGH FOCUS PRIORITY AREA: Inclusive communities

There is currently no Partnership KPI for 'Inclusion', this is being developed to be included in the new Community Safety Partnership Plan. Partnership strong focus will continue and will be required for 2026/7. These will reflect on how inclusive we are as a Council and partnership, working with partners alongside communities to develop trusted relationships with the voluntary sector, faith and belief organisations and continuing to embed the Inclusive Communities Framework further.

SUMMARY: RISK

HIGH FOCUS PRIORITY: Drugs & Alcohol

There is currently no Partnership KPI for 'Drugs and Alcohol' this is to be developed for the new Community Safety Partnership Plan. The 'Number of Incidents with Possession of Drugs' has increased by 22% from 1,014 during the 12-month period Oct 23 – Sep 24 to 1,233 during Oct 24 – Sep 2025 which has countered good work from police, partners and communities in operations, working on intelligence from communities.

MAINTAIN AND MONITOR AREA: Road Safety

The Partnership KPI 'Number of People Killed or Seriously Injured in Road Traffic Incidents (KSI Casualties)' has decreased by 2% from 200 during the 12-month period Oct 23 – Sep 24 to 196 during Oct 24 – Sep 2025. The number of people killed or seriously injured casualties from road traffic collisions where drink or drugs was a contributory factor has decreased by 80% from 30 in 2023 to 6 as at November 2025.

MAINTAIN AND MONITOR AREA: Water Safety – example – to reduce partnership resources

There is currently no Partnership KPI for 'Water Safety' this is to be developed for the new Community Safety Partnership Plan. From January to December 2025 West Yorkshire Fire Rescue Service (WYFRS) had 7 water safety rescues, of which 2 were fatalities.

HIGH FOCUS PRIORITY AREA: Reoffending (Adults and Young People / Youth)

There is currently no Partnership KPI for 'Reducing Reoffending Adults and Children's', is to be developed for the new Community Safety Partnership Plan. 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.

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Appendix 3

Draft approach to working alongside councillors

Current engagement with councillors to build on in the new CSP plan

- Safer Kirklees Mailbox for reporting ward issues (not a replacement for police or safeguarding reporting).
- Named Safer Communities Officer for each councillor
- Regular engagement by Community and Environmental Support Officers (CESOs) and locations where their work is evidenced as needing to be focused
- As we have grants available through the Safe and Inclusive Communities fund continue to seek feedback from councillors for projects that will link to or be directly delivered in their ward
- Confidential Police notifications (KINs) for councillors where briefing information is provided to ensure awareness
- Quarterly briefings Police lead with Safer Kirklees online
- Safer led 6-monthly ward-based meetings on Teams - new dates to be set following elections.
- Strategic links via Portfolio Holder, Overview and Scrutiny, Communities Board.
- Councillor Enquiries mailbox for cross-service issues.

In development or to be developed

- Clear guidance to use police reporting channels for ongoing criminal concerns e.g. Partnership Intelligence Portal [Partnership Intelligence Portal | West Yorkshire Police](#) - refresh and reminders
- To ensure councillors have access to information in one place on key numbers of what to report where for CSP related concerns
- To provide bite size information for councillors to understand more about key services and support linked to the Community Safety Partnership.
- More in-depth training is available for councilors in key areas. Work with the Governance Team on the new Councillor induction programme and longer-term support for councillors

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Appendix 4 Community Safety Partnership (Communities Board) Highlight Report 2025

Working together for a
Safer Kirklees



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Tackling Violence, Abuse and Exploitation

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[Modern Day Slavery](#)

[Youth Exploitation](#)

Reducing Anti-Social Behaviour and Neighbourhood Crime

[Anti-Social Behaviour and Neighbourhood Crime](#)

Building Inclusive and Resilient Communities

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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.

Progress

Kirklees has established a **strong, multi-agency partnership** involving the police, council services, health, youth services, education, and the voluntary sector. This partnership is coordinated through the Community Safety Partnership working alongside the Violence Reduction Partnership, ensuring a joined-up response to serious violence.

- **Data-Driven Targeting and Hotspot Policing:** Quarterly Serious Organised Crime profile provides ward level information, weekly Violence Hub meetings, quarterly data pack and the annual Strategic Intelligence Assessment (SIA) is used to analyse trends, identify hotspot wards and locations, and direct resources where they are most needed. This enables focused interventions in areas where the risk of serious violence is a concern
- **Visible Policing and Targeted Operations:** contributed to a 10% reduction in serious violent offences over the past year. Initiatives like Police Home Office Summer Surge Funding, Safe and Inclusive Community Grant Fund (short term), Clear Hold Build Home Office initiative have enabled additional resources to be deployed during peak times and in high-risk locations.
 - **Unity: Shape Up – Clear, Hold, Build** Clear, Hold, Build in Kirklees is rooted in sustained partnership commitment, community engagement, and the ability to adapt interventions to local needs. It has delivered tangible reductions in crime and ASB, improved community confidence, and fostered stronger partnership working in Kirklees. The model is recognised as a best practice for tackling entrenched issues in high-risk areas and building safer, more resilient communities.
 - 77 arrests and execution of 13 warrants since September 2024. Included 11 arrests over two days in November for drug offenses and supply. **Significant seizures of Illegal Substances Vehicle Seizures** 48 vehicles seized for various offenses. **Targeted Community Enforcement** Specialist

bike patrols disrupted nuisance ASB, and off-road bike units enforced uninsured/unlicensed vehicle laws. Monitoring visits conducted for known offenders. **Crime Severity Score Drop** by ~46% in Ashbrow after six months of operations. **Overall Crime Reduction** nearly 50% decline in crime across targeted action zones. **Sustained Behaviour Change** During summer 2025, ASB reports dropped by 53%, aided by youth engagement events and pop-up sports under the initiative

- **Early Intervention and Youth Engagement** The partnership delivers detached youth work, mentoring, and school-based education programmes to engage young people at risk of involvement in violence. Initiatives such as Focused Deterrent Car and Yorkshire Mentoring provide support and diversion for at-risk youth, helping to reduce fear of gangs and knife crime. The newly established prevention pathway is working well; this is a consent based 12-month pilot programme to work alongside young people on the cusp of potentially becoming more involved in crime that could lead to Serious Violence. The programme has had excellent engagement from young people and their families.
- **Cross-Cutting and Preventative Work** The partnership recognises the links between serious violence, deprivation, mental health, substance misuse, and exploitation. Collaborative work with health, safeguarding, and drugs/alcohol services addresses these root causes, supporting both prevention and long-term resilience is ongoing and being explored much further in 2026.

Positive Partnership Working

Unity Shape up – Clear-Hold-Build – Serious Violence and Serious Organised

Clear-Hold-Build is an approach to community safety which involves partners working collaboratively to remove immediate threats from an area (clear), maintain a steady presence to stop crime from returning (hold) and develop longer term solutions in partnership with local people to address root causes.

This approach was piloted in the Ashbrow ward to tackle long term problems associated with Anti-Social Behaviour, Crime and Organised Criminal Groups.

- Some of the Partnership activities undertaken included:
- Enforcement action to locate wanted suspects, drugs warrants and disruption of known offenders.
- Working with West Yorkshire Trading Standards to focus on four stores suspected of selling illegal goods.
- Partnership work also included clean ups of three pocket parks, drug and alcohol outreach work and housing visits

As a result of this work:

- Since launching the scheme in November 2024, police have carried out 11 days of action, made 119 arrests and executed 15 warrants as part of investigations into criminal activity in and around Brackenhall, Deighton, Bradley, Birkby and Fartown.
- Reports of anti-social behaviour in Ashbrow in November 2025 were also down by 47% from the levels recorded in the same month in 2024.
- Over 600 cannabis plants have been seized with a further £8,000-worth of class A and B drugs taken off the streets.
- The illegal use of vehicles and poor driving generally has also been a focus for officers, with roads policing operations resulting in 74 vehicles seized for no insurance, including off road bikes being used in an anti-social manner.
- The operation resulted in the seizure of over 400 packets of illicit cigarettes, 30 pouches of illicit hand rolling tobacco, over 1,900 illegal oversized disposable vapes and over 100 pouches of illicit Shisha tobacco. The overall value of the goods seized was estimated at £35,000.
- [Anti Social Behaviour Cut By More Than Half In Huddersfield Community | West Yorkshire Police](#)

Next steps with Clear-Hold-Build are to work in collaboration with local people to develop stronger links and implement sustainable solutions to make the community safer.

1.2 Violence Against Women and Girl

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.

Progress

- **Strategic Alignment:** Local actions mirror the Mayor of West Yorkshire's Safety of Women and Girls Strategy, with a strong focus on prevention, awareness, and safe spaces (e.g., Ask for Angela scheme, Night Safety Bus, Street Marshalls)
- **Specialist Services:** Victims of VAWG can access a range of specialist services, including the Rape and Sexual Abuse Centre (RASAC), Kirklees Domestic Abuse Support Services (KDASS), and the Women's Centre. These organisations provide trauma-informed, holistic support—such as advocacy, counselling, safe accommodation, and practical help—for women and girls affected by violence, abuse, and exploitation.
- **Safe Zones:** There are over 300 designated safe zones across Kirklees, including libraries, bus stations, and public venues, where women and girls can seek immediate help and reassurance if they feel unsafe. More work to ensure the services and support available for VAWG are available and communicated at a community level will be taking place. This awareness will link in with other key areas of awareness such as Domestic Abuse, hate crime etc [Three Hundred Safe Spaces For Women Now Operating In Kirklees | West Yorkshire Police](#)
- **Education & Engagement:** School-based education, community campaigns, and male engagement pilots (e.g., Humankind Project) promote positive masculinity and challenge harmful attitudes have taken place and will be built on
- **Reporting Pathways:** Initiatives like the “Ask for Angela” scheme in bars and public venues, and the Night Safety Bus, provide discreet ways for women to seek help and report concerns, especially in the night-time economy. [Night safety | Kirklees Council](#)
- **Community Education & Prevention:** Community campaigns, and targeted awareness weeks (such as VAWG Week of Action, Reclaim the Night, 16 days of action) are delivered to challenge harmful attitudes, promote positive masculinity, and increase understanding of VAWG. Again, as with Domestic Abuse, this needs to be everyone's business at all times.

Positive Partnership Working

Reclaim The Night – Violence Against Women & Girls

On Sunday 26th October 2025, hundreds of people gathered in Greenhead Park for **Reclaim the Night**, standing together to challenge violence against women and girls and to reclaim public spaces as places where women can feel safe, confident and free.

A wide range of partner organisations joined the event, offering support, raising awareness and sharing vital information. The presence of the West Yorkshire Mayor, Deputy Mayor, local MPs, councillors and the Council Leader affirmed the strength of commitment across the region. The event was part-funded by the West Yorkshire Mayor's Fund, with additional private-sector support from Switalski's Solicitors.

The atmosphere was one of **solidarity, empowerment and community pride**. Families, friends and residents from across Kirklees came together to make their voices heard, challenge victim-blaming, and demand safer streets and public spaces. The event received media attention and helped build momentum ahead of the 16 Days of Action campaign.

The event achieved its aims which were to:

- Raise awareness of support services for women and girls
- Strong community visibility for VAWG prevention work
- Increase public understanding of the importance of safety in public spaces
- A powerful collective statement that violence, fear and discrimination have no place in our communities

Reclaim the Night was a **resounding success**, showing what can be achieved when community, partners and leaders stand together and will be used as a catalyst to develop further partnership working with communities to tackle Violence Against Women and Girls.

1.3 Domestic Abuse

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.

Progress

- **The Domestic Abuse Strategy continues to be embedded**, and emphasis is on support for victims, children, perpetrators and those with complex needs and protected characteristics. There is a focus on safe accommodation, early intervention in schools, and multi-agency safeguarding (e.g., weekly Multi Agency Risk Assessment Conferences, Daily Risk Assessment Multi Agency Meetings remain also [Multi Agency Risk Assessment Conference \(MARAC\) | Kirklees Council](#))
- **Awareness & Reporting:** In January and February 2025 Community Plus engagement and TSL Community Champion conversation took place across the district with 100's of individuals across the District increasing awareness and confidence in reporting, though underreporting remains a challenge and this work has to be continuous and part of everyone's business. This learning is shaping how partners and officers engage with individuals on Domestic Abuse and VAWG. Further awareness will be taking place in 2026 onwards but cross cutting in how we work in and alongside communities to raise awareness.
- **Specialist services Kirklees Domestic Abuse Services (KDASS)** [Kirklees Domestic Abuse Specialist Services \(KDASS\) | Support for individuals experiencing domestic abuse](#) plays a central role in supporting individuals and families affected by domestic abuse in Kirklees. The service is recognised for its trauma-informed, holistic approach and its strong partnership working across the district. KDASS provides a wide range of services, **Independent Domestic Violence Advisor (IDVA)**, advocacy, and practical and emotional support for victims and their families. Key Partners are Connect Housing, RASAC and the Women's Centre. Over the last year, nearly 1,500 referrals were made to KDASS, with over 440 people coming into service and more than 2,500 positive outcomes achieved.
- **Pennine Domestic Abuse Partnership (PDAP)** - [Welcome to Pennine Domestic Abuse Partnership - Pdap](#) Have a clear focus on their work to support victims in safe accommodation and wider developments are progressing, they are a key partner in the Domestic Abuse partnership and work alongside all services and contracts in place.
- **The Domestic Abuse Partnership implementing further a whole family approach to domestic abuse**, recognising that abuse affects not just individuals but entire families. This means support is offered to victims, children, and where safe and appropriate, to perpetrators. This is to break the cycle of abuse. The approach includes early intervention, safeguarding, and tailored support for children and young people affected by domestic abuse. As part of this enhanced approach, additional resources have been invested into Children's Services through additional roles '**Domestic Abuse Consultants**', funding is provided to support the embedding of a **Safe & Together Model** across the partnership through accredited training. This focuses on the safety and well-being of children and survivors while holding perpetrators accountable. This model is being promoted across agencies, with events and training to launch and reinforce the commitment.
- **Perpetrator Programmes:** Kirklees is preparing to pilot a new perpetrator intervention programme. This will be designed to offer early, holistic support to individuals who are concerned about their own behaviour in relationships and may be at risk of causing harm. The aim is to prevent escalation and reduce harm by making support accessible, discreet, and inclusive. The **LEVEL Programme** is a community-informed trial specifically addressing domestic abuse within LGBTQ+ relationships, reflecting a commitment to inclusivity and reaching underserved groups.

Positive Partnership Working

Domestic Abuse - Trauma Informed Approach

G had been living every day with the trauma of domestic abuse — constant anxiety, isolation, nightmares, and the daily battle to maintain her recovery from alcohol addiction. Her wellbeing, confidence and connection to the outside world had all been eroded.

A personalised, trauma-informed support plan was put in place, shaped around G's pace, priorities and physical-health needs. Flexible therapeutic sessions provided a safe, non-judgemental space where she could explore breathing techniques, understand the cycle of abuse, and begin to piece together what healing might look like.

Over time, G gained clarity and confidence. She learned to recognise and manage her triggers, began engaging socially again, and rediscovered her own personal boundaries. This partnership approach enabled her not only to cope, but to take meaningful steps towards rebuilding her life — a powerful example of the difference compassionate, flexible support can make.

1.4 Modern Slavery

Background

[The Kirklees Modern 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.

Progress

- **Multi-Agency Coordination:** The Modern Slavery Partnership coordinates training, awareness, and intelligence sharing. Over 400 professionals have received training, and the Partnership Intelligence Portal is used to report and monitor risks.
- **Victim Identification & Safeguarding:** There is a focus on early identification, safeguarding, and support for victims, including those affected by cuckooing and criminal exploitation. Place-based analysis identifies hotspot wards for targeted action.
- **Community Engagement:** There is ongoing work to improve referral quality and awareness among professionals.
- [Modern slavery and human trafficking | Kirklees Council](#) for further information

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.

Progress

- **Integrated Response:** Multi-agency panels continue to meet, youth justice, and mentoring programs work together to identify and support young people at risk of criminal or sexual exploitation. There is a strong focus on early intervention, education, and safeguarding.
- **Data & Hotspot Targeting:** Regular analysis of risk profiles and hotspot locations ensures resources are directed where most needed, with a focus on reducing vulnerabilities and supporting positive outcomes for young people.
- [Criminal Exploitation and Child Sexual Exploitation - KSCP](#) for further information

2. Reducing Anti-Social Behaviour and Neighbourhood Crime

2.1 Anti-Social Behaviour (ASB) and Neighbourhood Crime

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](#)
[Anti-social behaviour | 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.

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 Wats 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).

Progress

Kirklees has a **multi-agency, partnership** to tackle ASB and neighbourhood crime, bringing together police, council services, housing, fire. This approach ensures that prevention, enforcement, and support are coordinated and responsive to local needs.

- Kirklees **is developing further a robust, multi-layered response to ASB and neighbourhood crime**, combining prevention of personal and nuisance, enforcement, victim support, and community engagement. The partnership's data-driven, place-based approach ensures resources are targeted where they are needed most, while ongoing engagement and feedback drive continuous improvement. The continuous aim is for a safer, more resilient community, with clear evidence of progress and a strong foundation for future work.
- **Early Resolution & Problem Solving:** There is a strong focus on partnership problem-solving, high-risk intensive case management, and support for both victims and perpetrators. Teams work proactively with communities to address issues before they escalate.
- **Youth Engagement:** Detached youth work, school-based interventions, and targeted youth provision in hotspot areas have contributed to reductions in youth-related ASB. Youth engagement projects are seen as positive for community safety and are supported by local councillors. Work alongside the Police Early Action Team is progressing further.
- **Hotspot Policing & Place-Based Interventions:** Data-driven analysis identifies hotspot wards and localities for ASB (including fly tipping and secondary fires) and neighbourhood crime. Resources are focused on these areas, with increased police patrols, CCTV, and at times environmental improvements
- **Multi-Agency Casework** Safer Kirklees coordinates intensive casework for high-risk ASB cases, including court actions, evictions, and closure orders, working closely with housing providers and environmental services to address persistent issues such as neighbour disputes and nuisance driving.
- **Victim-Centred Approach:** There is a strong emphasis on supporting victims of ASB, with risk-based case management, named officers, and regular contact. The ASB case review process gives victims the right to request a review and ensures agencies work together to find solutions. [The anti-social behaviour case review | Kirklees Council](#)
- **Improved Reporting Mechanisms:** Efforts are underway to make reporting easier and more accessible, including anonymous options and clearer pathways. Awareness campaigns highlight what constitutes ASB and encourage reporting, especially in identified communities where underreporting is anecdotally common. As with other parts of the CSP we need to work with communities as to how we best communicate and engage on such issues
- **Cross Cutting Themes:** The partnership recognises the links between ASB, safe and stable accommodation, deprivation, mental health, substance misuse, and repeat offending. There is a focus on tackling these root causes through integrated support, early intervention, and community development and also ensuring there is a trauma informed approach.

Positive Partnership Working

Ensuring Safety for an Elderly Man – Partnership Working Leads to Swift Relocation & Protection- ASB

An elderly man was subjected to intimidation and property damage simply after politely asking his neighbour to turn down loud music. The situation escalated quickly, with his daughter travelling hours to support him — only for their car to be vandalised by the same perpetrator.

Recognising the risks, Safer Kirklees, Homes & Neighbourhoods and West Yorkshire Police worked together to take **decisive safeguarding action**. Partners secured **safe alternative accommodation**, allowing the gentleman to leave an increasingly dangerous environment without delay.

Once relocated, Safer ensured he received ongoing support to help him settle into his new community. Meanwhile, legal proceedings against the perpetrator continue, reinforcing the message that intimidation and ASB will be tackled robustly.

This case highlights the **strength and compassion of Kirklees partnership working**, ensuring that no resident facing fear or harm is left unsupported.

Positive Partnership Working

Partnership Bonfire Action Plan - A Successful Multi-Agency Response to prevent Anti-Social Behaviour and Harm – ASB

For the past 5 years, Community Safety Partners have delivered a multi-agency action plan to address anti-social behaviour and fire risks associated with Bonfire Night.

This involves:

- Briefing staff from across the partnership to flag issues such as unsafe bonfires and fly tipping which could be used to start fires
- Reporting mechanism in place to highlight hot spots and deploy partnership resources to address these
- Pro-active clearing of rubbish and fly tipping – including linking up with WY Probation Community Payback Team
- Community Engagement with a particular focus on Detached youth work in the period.

Example of Action

A local playground had become a hotspot for ASB, waste dumping and fly tipping, and ahead of Bonfire Night a large, hazardous bonfire — including plastic materials — was being constructed on council land. The risk of toxic fumes, fire damage and disorder was clear.

In response, the Partnership Problem Solving Group brought together West Yorkshire Fire & Rescue Service, West Yorkshire Police, Safer Kirklees, Housing, and Parks & Greenspace quickly mobilised alongside community partners. Together, they removed the dangerous bonfire materials, installed signage, and distributed fire-safety leaflets to residents.

Their proactive, coordinated approach paid off — Bonfire Night passed without an issue. Local elected members praised the quick, decisive action and highlighted the value of effective partnership working in keeping communities safe.

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

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 Crime / Hate Incidents | West Yorkshire Police](#) [Hate incident reporting | Kirklees Council](#)

Progress

- **Victim Support & Awareness:** Kirklees delivers a hate crime strategy focused on improving support for victims, increasing reporting, and strengthening police-community relationships. Overall, for the district there has been a 10% reduction in hate crime incidents over the past year, underreporting and confidence in reporting is something the partnership clearly recognises. There have been targeted interventions in hotspot areas and ongoing work to address underreporting, and more work will be taking place especially among minority and LGBTQ+ communities.

The council works closely with police and community groups to ensure hate crime is tackled wherever it occurs, including online and in public spaces. As with other key aspects of the CSP we know there is under reporting with Hate Crime, so again it's how we work alongside communities to understanding any concerns, barriers, use of local reporting centres (libraries) and what more we can do working together to increase confidence is reporting and or seeking advice.

- During National Hate Crime Awareness Week 2025 (13–18 October), partners across Kirklees worked together to raise awareness of hate crime, promote reporting, and highlight the support available to victims and witnesses. Kirklees Council, West Yorkshire Police, and voluntary and community sector partners delivered a programme of community engagement activities across the district, providing information on what hate crime and hate incidents are and how they can be reported.

Activity during the week focused on building trust and confidence, particularly for communities who may be less likely to report hate incidents. Partners promoted third party reporting routes and reinforced the message that hate crime will be taken seriously and challenged wherever it occurs. The week formed part of Kirklees' wider commitment to tackling hate crime, improving community safety, and supporting inclusive communities. -party reporting routes and reinforced the message that hate crime will be taken seriously and challenged wherever it occurs. The week formed part of Kirklees' wider commitment to tackling hate crime, improving community safety, and supporting inclusive communities.

3.1 Preventing Extremism

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.

Progress

- **Strong Partnership Approach:** Kirklees retains “priority status” for Prevent and works closely with the Home Office, Counter Terrorism Police, and local partners. The Prevent team delivers training, awareness, and support to safeguard vulnerable individuals from radicalisation and extremism. **Community Safeguarding is embedded throughout Prevent** - Individuals from across the District can be more susceptible to being drawn in to extremism due to feeling and being lonely, isolated, spending a lot of time online, struggling with identity and a sense of belonging, suffering with mental health issues. Online space and safety is a significant concern and can cause harm in relation to this area of safeguarding.
- The approach in Kirklees includes mandatory eLearning for staff, continued targeted engagement with communities, and a focus on online safety, mental health, and building resilience against extremist narratives. The partnership regularly reviews risks and adapts strategies to emerging threats.

3.2 Inclusion

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.

Progress

- **Building Inclusive & Resilient Communities:** Kirklees is committed to ensuring everyone feels valued and able to participate fully in community life. The Inclusive Communities Framework guides work across the council and partners, focusing on connecting, communicating, equalising, trusting, and celebrating diversity. It is a tool to be used as part of day to day working.
- **Engagement & Representation:** Community Plus and other services have engaged with faith and belief groups, communities, and those at risk of exclusion. Awareness campaigns, events, and support for lived experience groups (including LGBT+ and faith communities) help ensure services are accessible and responsive to all.
- The **Safe and Inclusive Communities Fund** (also referred to as *Safe People Safe Places*) is a Kirklees Council grant scheme designed to strengthen community cohesion, resilience, and safety. External grant funding was used to allocate to communities through a grants programme in the summer. The fund prioritised projects that celebrate diversity, foster belonging, and create opportunities for participation. Examples from this year include **Celebrating Community Strengths and Connections** – Bringing people together to share traditions and build local bonds. **Amplifying Positive Community Voices** – Promoting inclusive narratives through media and storytelling. **Building Strong Communities** – Encouraging collaboration and leadership opportunities. **Promoting Shared Values and Collective Action** – Supporting dialogue and joint efforts to create inclusive spaces.

3.3 Kirklees Welcomes (Migration)

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.

Progress

Inclusive Support for New Arrivals: Kirklees continues to be a place of welcome for those seeking sanctuary. The council works with partners and our key colleagues in the voluntary and community sector to ensure newcomers are integrated into the community and have opportunities to thrive. Kirklees numbers of those seeking sanctuary has been stable since 2021, we haven't seen any significant increases and no use of hotel type accommodation by the Home Office.

4. Reducing Risk

4.1 Road Safety

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.
- [Road safety in our community | Kirklees Council](#) for more information

Progress

Work on Road Safety is comprehensive and is led by Kirklees Council and WY Police and at a West Yorkshire Level. This work is in view of Scrutiny via another panel.

- **Vision Zero Commitment:** Kirklees supports the West Yorkshire Vision Zero strategy, aiming to eliminate all traffic fatalities and serious injuries. The partnership delivers education, enforcement, and engineering solutions to improve road safety. Kirklees is currently developing a vision zero plan
- **Targeted Enforcement:** Initiatives like Operation Trimburg focus on hotspot areas for dangerous driving, speeding, and vehicle offences. There has been a reduction in killed or seriously injured (KSI) casualties, with the majority of incidents linked to the “fatal five” (carelessness, distraction, drink/drugs, speed, seatbelts).
- **Community Engagement:** Road safety campaigns in schools and communities, as well as targeted interventions around schools and high-risk locations, have contributed to improved perceptions of safety and reduced incidents.

Positive Partnership Working

Partnership Action Making Kirklees Roads Safer

Partnership working across Kirklees continues to make a real impact on road safety, with agencies collaborating to reduce collisions, promote safer behaviour, and support the district’s ambition towards Vision Zero (which aims to eliminate all deaths and serious injuries on roads by 2041).

As part of this work, Kirklees has been proactive in modernising its approach through the Vision Zero Delivery Group which is developing a strategic approach to tackling the “Fatal 5” aspects of road safety: Speeding, Drink / Drug Driving / Not wearing Seatbelts / Mobile phone use / Careless or dangerous driving.

Local Councillors have funded interventions through Operation Trimburg to target speeding and dangerous driving in target wards with Five out of six rural wards are now fully participating and other areas seeing community-focused enforcement has also taken a step forward.

This year has seen major progress through innovative education and community engagement. The Highway Safety Team successfully launched a new, all-weather school-based road safety programme, trialled at Birkby Junior School. The new format allows realistic indoor scenarios for pupils and parents, helping children learn how to stay safe in a more engaging, accessible way.

Meanwhile, Operation Snap (which enables members of the public submit dash-cam, head-cam or other digital video footage of dangerous or illegal driving) has grown significantly with a 39% increase in submissions from the public and action taken in around 70% of cases, demonstrating growing confidence in reporting dangerous road behaviours.

Road Safety Week was another highlight, with partners from Safer Kirklees, WY Fire & Rescue and local colleges delivering hands-on learning about the “Fatal 5,” demonstrating equipment and boosting young people’s awareness of safer driving habits. This helped build trust between students and agencies while reinforcing essential safety messages.

Together, these achievements show a strong, coordinated commitment to keeping people safe on Kirklees roads — through education, enforcement, innovation, and community partnership.

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 i.e. 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.

Progress

- **Multi-Agency Water Safety Group:** Kirklees works with West Yorkshire Fire and Rescue Service, Yorkshire Water, and other partners to assess risks, deliver education, and respond to incidents around open water.
- **Education & Prevention:** Campaigns such as Drowning Prevention Week, school visits, and community events raise awareness of water risks. Site-specific interventions (e.g., throw line installations, signage, and environmental audits) target high-risk locations.
- **Incident Response:** The partnership monitors and responds to water-related incidents, with a focus on prevention, rescue, and supporting those affected. There has been a reduction in youth ASB around water and improved community awareness.

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.

Progress

- **Integrated Partnership Response:** Kirklees has a multi-agency approach to tackling substance misuse, involving police, health, social care, and community partners. The Combatting Drugs Partnership focuses on prevention, early intervention, and increasing access to structured treatment.
- **Targeted Interventions:** There has been a 22% increase in the number of incidents involving drug possession, reflecting both active policing and improved community intelligence. The partnership addresses emerging threats such as synthetic opioids and ketamine and delivers targeted education in schools and communities.
- **Support & Recovery:** Services are in place to support individuals and families affected by substance misuse, with a focus on reducing harm, supporting recovery, and addressing links to crime, mental health, and deprivation.

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 policymakers / commissioners and embed Integrated Offender Management to reduce neighbourhood crime.

Progress

- **New strategy development:** Is being progressed and has included the Community Safety Partnership at a range of levels from the Board to theme group and frontline worker input. The strategy will be signed off in spring 2026 and is a key aspect of the Community Safety Partnership.
- **Holistic Support:** The Kirklees Reducing Reoffending Delivery Plan brings together probation, police, housing, health, and employment services to address the root causes of reoffending. There is a focus on stable accommodation, education, training, and employment (ETE), and access to health and substance misuse support.
- **Improved Outcomes:** There has been an increase in the proportion of adult offenders in settled accommodation and in employment post-release, reflecting the impact of coordinated support and multi-agency case management.

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

Progress

- **Early Intervention:** The Youth Justice Service and partners focus on early intervention, trauma-informed practice, and diversion from custody. There is a strong emphasis on supporting vulnerable groups, including care-experienced children and those at risk of exploitation.
- **Integrated Support:** Multi-agency panels, mentoring, and education support help address the complex needs of young people at risk of reoffending. There is ongoing work to expand community-based alternatives and ensure smooth transitions to adult services.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2025/26

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

SUPPORT: Sheila Dykes, Principal Governance Officer

FULL PANEL DISCUSSION		
THEME / ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
1. Leader's Priorities 2025/26	The Leader will attend to set out her portfolio priorities for 2025/26.	<p><u>11 July 2025</u> The Leader set out her priorities for 2025/26 and gave an update in respect of recent outcomes. She responded to questions and comments from Committee Members.</p> <p>It was agreed that:</p> <ul style="list-style-type: none"> - a report on the work being done in respect of 'getting the basics right' be added to the work programme and it be recommended that this work should include a strong focus on effective and timely communication. - the Committee receive an update in respect of cyber security. <p>Informal meetings with the Chair and the Leader take place throughout the year.</p>
2. Finance Portfolio Holder's Priorities 2025/26	The Portfolio Holder will attend to set out his priorities for 2025/26.	<p><u>11 July 2025</u> The Portfolio Holder set out his priorities for 2025/26 and gave an update in respect of recent outcomes. He responded to questions and comments from Committee Members.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place throughout the year.</p>

<p>3. Corporate Portfolio Holder's Priorities 2025/26</p>	<p>The Portfolio Holder will attend to set out her priorities for 2025/26.</p>	<p><u>25 July 2025</u> The Portfolio Holder set out her priorities for 2025/26. She responded to questions and comments from Committee Members.</p> <p>The Committee requested that;</p> <ul style="list-style-type: none"> - An item in respect of the replacement of the Household Support Fund be placed on the Committee's Work Programme. - A visit be organised to see the work being undertaken by Project Search. <i>(This took place on 7th November)</i> <p>Informal meetings with the Chair and the Portfolio Holder take place throughout the year.</p>
<p>4. Corporate Financial Management</p>	<p>To provide oversight of:</p> <ul style="list-style-type: none"> • Quarterly Corporate Financial Monitoring Reports • Medium Term Financial Strategy • Budget 2026/27 - Pre-Decision Scrutiny 	<p><u>11 July 2025</u> The Committee was provided with a comprehensive update on the outturn for 2024/25. This facilitated Members to be aware of the current position and challenges and gave them the opportunity to put questions and offer challenge to the relevant Cabinet Member and Section 151 Officer. It also provided Lead Members with important background information to be taken into account, as appropriate, when considering issues within the remit of their Panel or to also them to pick up on any items within the remit of their Panel that may require further scrutiny</p> <p><u>12 September 2025</u> (i) Update report on Quarter 1 2025/26: The Committee was taken through the detail of the current position and the revenue variances and pressures affecting each directorate; the Housing revenue Account (HRA); the Capital Plan and the Dedicated Schools Grant (DSG) and the 'Safety Valve Agreement'</p>

(ii) Medium-Term Financial Strategy:

A presentation was given on the MTFS further to its consideration at Cabinet on 9th September and prior to its submission to Council on 17th September.

The MTFS set out the financial framework for the Council's budget planning for 2026/27 to 2030/31.

It was noted that the Government response to the Fair Funding Review was awaited and may impact on the figures.

Members discussed the position in relation to the Council's contributions to the West Yorkshire Pension Fund and the ongoing consultation.

It was noted that there would be a dedicated meeting of the Committee in January 2026 to facilitate engagement on the budget proposals for 2026/27.

5 December 2025

Update report on Quarter 2 2025/26:

The Committee was taken through the detail of the current position and the revenue variances and pressures affecting each directorate; the Housing revenue Account (HRA); the Capital Plan and the Dedicated Schools Grant (DSG) and the 'Safety Valve Agreement'

Questions were put in respect of the work being undertaken to address numbers of external placement for looked after children; addressing the budget pressures of rising demand in adult health and children's services; and the level of reserves.

16 January 2026 –

The Committee gave consideration to the budget proposals for 2026/27 in advance of consideration by Cabinet and Council.

All Members of Council were invited to attend and contribute.

The meeting included:

- Introduction to the Budget by the Leader and the Chief Executive

		<ul style="list-style-type: none"> • Presentation from the Finance Portfolio Holder and the Service Director - Finance • Each Cabinet Member then provided an overview of the key pressures and savings for their directorate, including capital expenditure, supported by the relevant Executive Director, followed in each case by the opportunity for the Committee to ask questions/comment: <ul style="list-style-type: none"> - Adults & Health Directorate - Children & Families Directorate - Place Directorate, including the Housing Revenue Account - Corporate Directorate <p>The Committee:</p> <ul style="list-style-type: none"> - welcomed the opportunity for pre-decision scrutiny of the budget. - Thanked the other Members of Council for attending the meeting and for their contributions to the debate - Recommended that the feedback provided be considered in taking the budget forward and be reported to Cabinet and Council at the meetings where the final decisions are taken. <p><u>27 March 2026</u></p> <p>The Chair is briefed by the Service Director, Finance on a regular basis throughout the year.</p>
<p>5. Corporate Performance</p>	<p>To provide oversight of the Quarterly Performance Management Reports</p>	<p><u>11 July 2025</u></p> <p>The Committee was provided with an update on the Quarter 4 Council Plan and Performance Report 2024/25 as part of the ongoing engagement on this issue. It provided the Committee with an overview of performance and outcomes and gave Members the opportunity to question and offer challenge to the relevant Cabinet Member and lead officers. Lead Members</p>

		<p>were also able to use this knowledge to identify any issues within the remit of their Panel that may require further scrutiny.</p> <p><u>12 September 2025</u> Update report on Quarter 1 2025/26. The Committee discussed; Education Health and Care Plans, fly tipping, early intervention and prevention in relation to adult social care, accessibility for customers and the use of temporary accommodation for the homeless. Further information was requested in relation to the Customer and Access Programme and this will be addressed as part of the item in respect of Transformation Priorities.</p> <p><u>5 December 2025</u> Update report on Quarter 2 2025/26 and report in respect of the transformation priorities. The Committee discussed levels of sickness absence, monitoring and measures to address this issue; welcomed the improvement in terms of EHCPs and stressed that it was important that this continued; and whether the performance indicators were able to demonstrate impact on resident's quality of life.</p> <p><u>27 March 2026</u></p>
<p>6. Corporate Risk</p>	<p>To provide oversight of the Quarterly Corporate Risk Reports</p>	<p><u>11 July 2025</u> The Committee was provided with an update on the Quarter 4 Corporate Risk Report 2024/25 as part of its ongoing oversight of this issue. This gave the Committee an overview of this important area and the actions and mitigations being taken in each case. Members were able to question and offer challenge to the relevant Cabinet Member and lead officers. Lead Members were able to use this knowledge to take forward any</p>

		<p>issues within the remit of their Panel that may require further scrutiny.</p> <p><u>12 September 2025</u> Update report on Quarter 1 2025/26. The Committee was advised: There had been minimal change since the last quarterly report. Of the amendments to the risks on the register including those added and removed. The Lead Member for Environment and Climate Change undertook to look at the issue of local area energy plans.</p> <p><u>5 December 2025</u> Update report on Quarter 2 2025/26. It was explained that the position was stable.</p> <p><u>27 March 2026</u></p>
7. Council Plan	Pre-decision scrutiny in respect of the latest version of the Council Plan	<p><u>5 December 2025</u> The Committee received a presentation in respect of the key components of the next Council Plan for discussion and feedback. It was requested that the comments/feedback made by the Committee be considered in the further development of the Council Plan 2026-29; and the production of a Council Plan covering a 3- year period, as previously discussed with scrutiny, was welcomed.</p>
8. Transformation Priorities	<ul style="list-style-type: none"> • Bi-annual progress reports in respect of delivery of transformation projects and activities. 	<p><u>5 December 2025</u> An update was provided, as part of Quarter 2 Performance Report, in relation to the range of programmes and initiatives designed to deliver the ambitions set out in the Council Plan.</p>

	<ul style="list-style-type: none"> Lead Members will be invited to request briefings on the detail of those within their Panel’s remit where they consider this will assist their work. 	<p>The governance arrangements included a dashboard with a RAG rating for each programme and Lead Members were invited to pick up on any areas of interest with their Panel.</p>
<p>9. Corporate Peer Challenge Action Plan</p>	<ul style="list-style-type: none"> Oversight of Action Plan Implementation. 	<p><u>11 July 2025</u> A progress report was given in relation to the Council’s Action Plan to respond to the recommendations made by the LGA Peer Challenge in November 2024. The Committee had previously considered the Action Plan in advance of its approval by Cabinet. The Committee had welcomed the early engagement with Scrutiny on this issue and the progress made in implementation to date. It requested the submission of a further report following the LGA Progress Review in September 2025.</p> <p><u>5 December 2025</u> The Committee received a report to update on progress in responding to the recommendations contained in the Local Government Association’s (LGA) Corporate Peer Challenge Report 2024, with reference to the progress review report produced by the LGA further in September 2025. The progress made against the actions was welcomed and it was requested that a final update be provided to Scrutiny in 2026/27.</p>
<p>10. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</p>	<ul style="list-style-type: none"> 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. 	<p><u>27 February 2026</u></p>

11. Government Policy / Legislation	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.	Briefing notes provided to Committee members in advance of the meetings in June, September, December 2025 and March 2026.
12. Customer Service	<ul style="list-style-type: none"> • Early learning from the ten integrated library hubs on how citizens can be supported and enabled to access the support and information they need, using a place-based approach, and how this will be used to plan for the future. • Raising awareness of, and the role of wider services and partners in promoting, the integrated hubs • How the service works with volunteers and how they are supported to build on their particular areas of interest. <p>(Including a visit to the Huddersfield Centre)</p>	<u>13 February 2026</u>
13. Corporate Safeguarding Plan	<ul style="list-style-type: none"> • Update report on progress further to the Organisational Safeguarding Assessment in 2025 	<u>14 November 2025</u> A report was provided which provided an overview of the 2025 Statutory Organisational Safeguarding Assessment (OSA). The Committee agreed that: <ul style="list-style-type: none"> • The OSA 2025 and the Corporate Safeguarding Action Plan be endorsed. • The work being undertaken to strengthen safeguarding across all services be welcomed. • It be noted that the OSA 2025 would be submitted for consideration by the Kirklees Safeguarding Children’s Partnership. • It be noted that the Corporate Safeguarding Action Plan would be reviewed by the Corporate Safeguarding Oversight Group, with the aim of continuously improving safeguarding practice across the Council.
14. Social Connectivity in Kirklees	Progress update in respect of Action Plan	<u>TBC</u>

15. Digital Strategy	Pre-decision scrutiny	<u>TBC</u>
16. Tourism Strategy	Pre-Decision Scrutiny of New Strategy (3 Year strategy)	<p><u>14 November 2025</u></p> <p>The Committee was updated in respect of the development of the Council's Tourism Strategy.</p> <p>The Committee:</p> <p>Welcomed the consideration given to the input of scrutiny in the development of the latest version of the strategy.</p> <p>Supported the principles and objectives of the Tourism Strategy and</p> <p>Noted that the final strategy would be submitted to Cabinet for approval within the next few months.</p> <p>The Strategy was adopted by Cabinet on 13 January 2026. The feedback provided by Scrutiny was set out in the report.</p>
17. Procurement Strategy	Update and Introduction of Ethical Procurement Policy and Ethical Code of Conduct for Suppliers	<p><u>14 November 2025</u></p> <p>The Committee considered a report which provided an overview of proposed updates to the Procurement Strategy and outlined the proposal to introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers.</p> <p>The Committee noted:</p> <ul style="list-style-type: none"> • That the updates to the Procurement Strategy and the proposals for the implementation of an Ethical Procurement Policy and Code of Conduct for Suppliers would be submitted to Cabinet for approval on 2nd December 2025. • That the Council's current procurement approach was in line with that of other local authorities and would

		continue to be regularly reviewed and as and when further government guidance was received. It also welcomed the work being undertaken to increase the amount of Kirklees spend going to local businesses.
18. Culture Strategy	Pre-decision scrutiny of Culture Strategy (10 year)	TBC
19. Communications Strategy and Business Plan	Update on activity	<p><u>11 July 2025 – Informal</u></p> <p>Members received an update in relation to the Comms Strategy and Business Plan which included information in respect of:</p> <ul style="list-style-type: none"> • The development of the mission, to focus on helping Kirklees residents understand, access and have confidence in council services. • The priority ongoing campaigns and alignment with the Council’s priorities and outcomes. • Performance data evaluation and insights. • The ongoing objectives in respect of day-to-day proactive communications. <p>Members made comments and suggestions to be taken on board for future practice.</p>
20. Devolution	Update in respect of devolution and the impact on Kirklees and engagement at regional level.	<p><u>12 September 2025</u></p> <p>The Committee received a report which set out the contents of the English Devolution and Community Empowerment Bill. Discussion took place in relation to: the impact on Kirklees, the further detail awaited with particular reference to the arrangements for neighbourhood governance; and the need for funding to effectively implement neighbourhood governance. It was requested that further updates be provided in December 2025 and February 2026 .</p>

21. External Funding Opportunities	Update in respect of activities associated with identifying and pursuing partnership and funding opportunities that support the Council priorities.	<u>TBC</u>
22. Household Support Fund - Replacement	Maintain an overview of the changes from the replacement of the Household Support Fund with the Crisis Resilience Fund in April 2026 and the potential impact on Kirklees residents.	TBC
23. Physical Activity in Kirklees – Next Steps	Recommendation from Cabinet (21/10/25) for Scrutiny to be engaged ahead of, and throughout, the next steps of the process.	<p><u>14 November 2025</u></p> <p>A report was presented in respect of proposals to develop a new sport and leisure facility in Dewsbury and to support wider improvement of physical activity levels in North Kirklees.</p> <p>The Committee resolved:</p> <ul style="list-style-type: none"> • That the engagement with scrutiny and ward councillors at an early stage of the process be welcomed. • That it be noted that an independent options appraisal and feasibility study for the provision of a new sport and leisure facility for Dewsbury are to be progressed and it be requested that regular updates be brought to the Committee, to include the work being proposed, alongside partners, to supplement existing provision to support people across North Kirklees to be more active. • That it be recommended that a clear timeline be established, as a priority, to ensure that all interested parties are kept informed. • That it be recommended that the Committee’s feedback be considered in the commissioning process for the options appraisal.

		<ul style="list-style-type: none"> That the Committee’s comments in relation to the potential outreach work be considered in the further development of these proposals.
24. Member Development Framework	Pre-decision scrutiny prior to submission to Council	<u>13 February 2025</u>
25. Scrutiny Work Programmes	Maintain an overview of the Work Programmes of the four Panels: <ul style="list-style-type: none"> Children’s Environment and Climate Growth and Regeneration Health and Adult Social Care 	The Chair of Scrutiny introduced the Committee’s Work Programme for 2025/26 at the meeting in July 2025 and each Lead Member gave an overview of their Panel’s Work Programme. The Work Programmes for 2025/26 were approved. Updates are provided by the Lead Members at each meeting of the Committee.

LEAD MEMBER BRIEFING ISSUES

THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
Inclusion and Diversity	Inclusion and Diversity Strategy 2024-27 Progress Update	
People Strategy	<ul style="list-style-type: none"> Progress Update Phase 3/4 Pre-decision of revised strategy 2025 onwards 	Briefing 28/11/25 covering the following: <ul style="list-style-type: none"> Broad update including detail on Phase 4 projects. Focus on recruitment and retention and workforce planning including: <ul style="list-style-type: none"> Hard to fill roles and the approach to address this challenge; early career initiatives, apprenticeships; career engagement. Questions answered in respect of roles in planning, audit and information governance. The recruitment approach including participation in two LGA initiatives and testing alternative models to target potential candidates.

		Outcome: People Strategy update to be added to the OSMC Work Programme for Autumn 2026.
Armed Forces Covenant	Progress Update	Update provided to Committee on 25/7/25

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