

REPORT TITLE: Risk Assurance on selected services

Meeting:	Corporate Governance & Audit Committee
Date:	28th November 2025
Cabinet Member (if applicable)	Cllr Turner
Key Decision Eligible for Call In	No No
Purpose of Report To demonstrate how the risk management framework operates in two different service areas, providing assurance that the risk management approaches are embedded within the council. The one-off report was requested by the chair of the Corporate Governance & Audit Committee and is for noting.	
Recommendations <ul style="list-style-type: none"> It is recommended that the Corporate Governance and Audit Committee receive, note and discuss any areas of interest or concern. Reasons for Recommendations <ul style="list-style-type: none"> To ensure that the Corporate Governance and Audit Committee are appropriately assured of the internal processes and governance that supports ongoing identification, assessment and management of risk across the council, at both Service and Corporate level. 	
Resource Implications: <ul style="list-style-type: none"> None 	
Date signed off by <u>Executive Director</u> & name	Give name and date for Cabinet / Scrutiny reports Rachel Spencer-Henshall
Is it also signed off by the Service Director for Finance?	Give name and date for Cabinet reports n/a
Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?	Give name and date for Cabinet reports n/a

Electoral wards affected: All, none directly

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes, no personal data is contained within the report

1. Executive Summary

This report provides assurance on the effective operationalisation of risk management processes throughout the organisation. This is demonstrated through explanation of the requirements of the Risk Management Framework at both Service and Corporate level, and by completing a detailed review of risk management processes in one Service area and one risk that is escalated to the Corporate Risk Register.

Case study 1: Highways Service Risk Management

This case study provides a review of the risk management process that is in place within the Highways Service, it covers the governance structure, review cycle and identifies key outputs and inputs. Metrics covering the 2024-25 reporting period provide supporting evidence.

Case study 2: Corporate Risk CAS01 Community tension, resilience and wellbeing

The second case study examines one of the risks that is included within the Corporate Risk Register, with a focus on the effectiveness of the mitigating controls and further actions identified.

2. Information required to take a decision

- 2.1 The Terms of Reference for the Committee include the requirement “to review the adequacy of the Council’s Corporate Governance arrangements”, including risk management. The Committee receives an annual report on Risk Management arrangements, however an additional paper has been requested as a deep dive to understand how the risk management policy is operationalised, at both service and corporate level, to provide additional assurance.

The Risk Management Framework is designed to ensure that risks are identified, monitored and managed at service level and, where required, there are clear escalation routes through the Directorate and Council governance, culminating in inclusion within the Corporate Risk Register.

The Risk Management Policy and Risk Management Strategy & Guidance document detail the Kirklees Council risk management approach, specifying roles & responsibilities and providing additional explanation for those involved with operationalising the Policy.

To demonstrate how the Risk Management Framework is applied, and the activities undertaken to ensure robustness of approach we have selected two areas to provide worked examples. We have selected one operational service (Highways) to examine the approach at service level, and one risk currently recorded on the Corporate Risk Register (CAS01: Community cohesion, wellbeing & resilience) to appraise the corporate level approach.

It is important to note that the two areas chosen to focus on were selected randomly, they do not necessarily represent best practice and equally do not present cause for concern requiring additional scrutiny.

2.2 Service / Directorate risk management

The Risk Management Framework does not seek to be overly prescriptive in Directorate level governance arrangements but sets out clearly minimum requirements that must be met. As an example, the Risk Management Policy states that 'Service Directors must maintain a risk register that is reviewed and approved by the Directorate SLT on a quarterly basis'. Some Services may choose to review their highest rated risks on a more frequent basis than quarterly or employ a rolling review cycle where, say, a third of risks are reviewed each month.

There is a standard Service Risk Register template that is being rolled out across the council. This ensures that all required fields are completed and the consistency allows direct comparison between risks on different risk registers. All risks are scored using the Risk Assessment Matrix (5x5 grid) with guidance on selecting the appropriate score for both 'impact' and 'likelihood'.

The quarterly review of risk registers requires the following to be considered:

- Scoring of Risks, reflecting any change in 'Impact' and / or 'Likelihood'
- Assessment of outlook – anticipating upcoming changes
- Recording of new Risks
- Effectiveness and performance of the Controls that are in place to monitor and / or mitigate the risk
- Progress of Actions, and recoding of new Actions where appropriate

When reviewing Service Risk Registers consideration is given to internal and external factors including trends in escalated complaints, claims performance, Ombudsman decisions, internal audit findings and recommendations, external audit / inspections, new regulatory or legislative requirements and potential issues raised through monthly business resilience reporting.

It is important to note that there may be other risk registers managed below Service level. For example, specific projects will have their own risk registers focussing on risks to delivery, scope and budget of the specific activity. A joint risk register may be created for situations where we are working closely in partnership with a third party or contractor which enables ownership of risks to be agreed up front (and before they may become an issue). The Service Risk Register should include all risks identified as requiring to be monitored at Service level, noting that some Controls and / or Actions may operate at a different level (eg. Directorate or Team)

Following sign off by Service Directors, Service Risk Registers are submitted centrally for review and consideration, in advance of broader discussion at the quarterly Risk Management Group (RMG). All Services are represented at RMG, with some attendees covering multiple Services. Specific areas of focus are:

- Risks where the risk score is increasing, and the contributing factors
- Risks that do not have adequate controls in place
- New risks

The content of Service Risk Registers informs the update of risks that are documented within the Corporate Risk Register, either directly or when assessed holistically across the organisation.

Inclusion of selected Service level risks within the Quarterly Check & Challenge process provides visibility at a senior leadership level of risks that might not warrant inclusion within the Corporate Risk Register. Service Directors and Heads of Service agree which risks to include within the Check & Challenge process, these may not be the highest scoring risks but may be new or deteriorating risks, or risks where strategic direction is requested, or where the support of another Service / Directorate is required to manage the risk effectively.

2.3 Corporate Risk Register

The Corporate Risk Register contains risks that were they to crystallise would present a material risk to the delivery of the council's strategic and operational priorities. These may be included for a variety of reasons:

- Core risks where ongoing assurance is required
 - Financial sustainability
 - Safeguarding
 - Cyber security
- Risks that appear on multiple Service Risk Registers and cumulatively present a material risk:
 - Contract management
 - Data integrity
- Specific service risks that are significant enough to warrant inclusion
 - Sufficiency of SEND provision
 - Housing Safety & Quality
 - Temporary Accommodation

All inputs to the Corporate Risk Register, either updates to existing risks or new risks that require visibility and awareness at a senior level, begin with approval by the relevant Service Director before progressing as follows:



The review and update of the Corporate Risk Register follows the same quarterly process as Service Risk Registers and takes Service Risk Registers as key inputs to the process. It is therefore important to note that the accuracy and completeness of the Corporate Risk Register relies on effective identification of risks and implementation of risk management processes at a Service level.

Whilst corporate risks are presented as a single slide, this represents significant consolidation and synthesis of numerous controls and actions that may be owned in areas other than by the stated Risk Owner (who has overall corporate responsibility)

Periodically, benchmarking activity is undertaken against other similar local authorities. Whilst accepting that the responsibilities for each local authority will differ slightly (e.g. ownership of housing stock, academisation progress) and risk appetite and approach is determined locally, it is insightful to note the volume and type of risks recorded.

The two appendices that follow provide worked examples demonstrating risk management approaches at Service level (Highways) and a singular entry on the Corporate Risk Register (CAS01).

3. Implications for the Council

3.1 Council Plan

3.2 Financial Implications

Robust risk management contributes to the successful achievement of budget delivery and the medium-term financial plan. Additionally, effective risk management can support resource allocation to prioritise areas of highest risk, so preventing negative financial consequences such as enforcement fines or contract overspends

3.3 Legal Implications

No direct implications. Legal, Regulatory & Compliance risk is identified as a risk category

3.4 Climate Change and Air Quality

No direct implications. Environmental risk is identified as a risk category

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

IIA is not required. People & Culture is identified as a risk category

4. Consultation

NA

5. Engagement

NA

6. Options

6.1 Options considered

6.2 Reasons for recommended option

7. Next steps and timelines

8. Contact officer

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9. Background Papers and History of Decisions

10. Appendices

Appendix 1

Appendix 2

11. Service Director responsible

Samantha Lawton, Service Director - Legal, Governance & Commissioning

Appendix 1

Highways Service Risk Register

Risk Review Cycle

The process operates on a cyclical basis, with regular monthly team meeting reviews informing quarterly Highway Service reviews to ensure risks are current and appropriately managed. Progress against identified mitigations is tracked at review stages and risk ratings (likelihood, impact) updated. It is important to note that there is an implicit level of risk management throughout the organisation with appropriate operational and professional practice in place to achieve as a minimum statutory compliance. Review cycles therefore focus on high level rated risks, new and deteriorating risks.

Governance Structure

Risk is reviewed at multiple organisational levels. Where risks cannot be further mitigated within an organisational level, they are escalated to the next level for awareness and guidance so additional mitigations can be applied and tracked:

- Team Level Risk Review
 - Frontline identification and discussion of risks.
 - Operational Managers determine which risks can be managed at this level and which to be escalated to Service Risk Register
- Service Level Risk Review
 - Escalation and aggregation of risks from teams, broader operational oversight in play
 - Integration of key risks from relevant associated boards (Eg OSAMS Project Board)
 - Head of Service and Operational Managers
- Directorate review of Risk Register
 - Strategic oversight and alignment
 - Service Director review and feedback
- Corporate Risk Review
 - Integration into the wider corporate risk framework.

Highway Service Level Risk Register is a central tool for capturing, tracking, and managing risks. Includes:

- Risk descriptions
- Likelihood and impact ratings
- Mitigation actions
- Responsible owners
- Review dates and status updates
- Promotes transparency and accountability.

Categorisation and Performance

Within the Highway Service Risk Register, risks are identified, and programmes of mitigation are applied. Some mitigations may be short in duration (months), others may have multiple parts and dependencies and can take years to mitigate (for example, a risk around fragmented data pictures, customer request management processes and outdated asset management systems resulted in capital allocation and a multi-year replacement Programme - OSAMS).

In addition to risk management, the service also has an issue management processes (risks which have been realised and require immediate intervention – managed via the same risk

governance processes outlined earlier) and business continuity reporting processes (supported by business continuity plans to manage key statutory activities in the event of a continuity issue). Business continuity is reported monthly through the Business Resilience Reporting process.

The current number of risks managed by the service as of Q1 2025 is shown in table 1 and expanded in Table 2:

Table 1.0 – Q1 2025 Summary Table of Risks	
Metric	Q1 2025
Total number of risks	25
New risks identified	0
Red risks (High severity)	13
Amber risks (Medium severity)	11
Green risks (Low severity)	1
Risks escalated to DLT via Exception Reporting	0

Within the last year April 2024 – April 2025:

1. Overall Trend: Total risks increased from Q1 (23) to Q4 (25), with some fluctuation in between.
2. New Risks: A total of 8 new risks were identified across the year.
3. Managed Risks: 6 risks were assessed as at or below target risk score as a result of all reasonably practicable mitigations applied. In this case all mitigations continue to be monitored to ensure this risk does not subsequently increase to above target level

Table 2 – High Level Summary of Highway Service Risks at April 2025		
Short risk name	Risk score	Principal risk category
Budget management	12	Finance
Capital Delivery programme management	8	Finance
Financial governance	12	Finance
Income targets & budget savings	15	Finance
Delivery of reduction in operating costs	16	Finance
A gap in transition from the WYCA CRSTS1 funding arrangement to CRSTS2	15	Finance
Adopted infrastructure	15	Operational / Service Delivery
Asset data condition	12	Operational / Service Delivery
Section 58 (Highways Act 1980) statutory defence against claims	10	Operational / Service Delivery

Telematics	15	Operational / Service Delivery
Highways trees, verges & flailing	15	Operational / Service Delivery
Sudden asset failure	20	Operational / Service Delivery
SAG Activities	8	Operational / Service Delivery
Policy & Strategy documentation	8	Operational / Service Delivery
Recovery of Third Party asset damage costs	9	Operational / Service Delivery
Statutory failings: Highways Authority	15	Legal, Regulatory & Compliance
Statutory failings: PROW	15	Legal, Regulatory & Compliance
Levels of delegated authority	5	Legal, Regulatory & Compliance
IT & Support systems	16	Information & Data
Data retention and governance	12	Information & Data
Climate emergency – asset impacts	20	Environmental Sustainability
Contract VfM and Quality	15	Third Party
Demand from change programmes (external and internal)	16	Innovation & Change
Resource gaps	8	People
Failure to meet H&S statutory requirements	10	Safety & Security

This report does not address in detail all of the risks managed in the Highways Risk Register, however a summary of risk R02 (Capital Delivery Programme Management) is set out below to show the level of risk managed within the service register, the mitigations applied and those in the process of being delivered:

Risk short name: Capital Delivery Programme Management
Date added: 23.09.21
Risk Status: Active
Risk Score: Probability 2, Impact 4 | Current Score: 8 Amber
Risk Description: Risk of non-delivery of capital programmes and / or internal works programmes due to ineffective planning and prioritisation leading to deferred delivery or a reliance on external contractors / resource with increased costs (plus delayed benefit realisation to our communities and possible reputational damage) and potential future funding losses from WYCA.

Table 3 identifies the actions/mitigations which have been applied to the risk to reduce the risk likelihood and impact. Table 4 shows the outstanding mitigations/actions which still need to be applied to reduce the risk likelihood and impact further so it falls within risk tolerance levels.

Table 3 – Agreed actions / mitigations to address Risk R02 Capital Delivery Programme Management: Completed

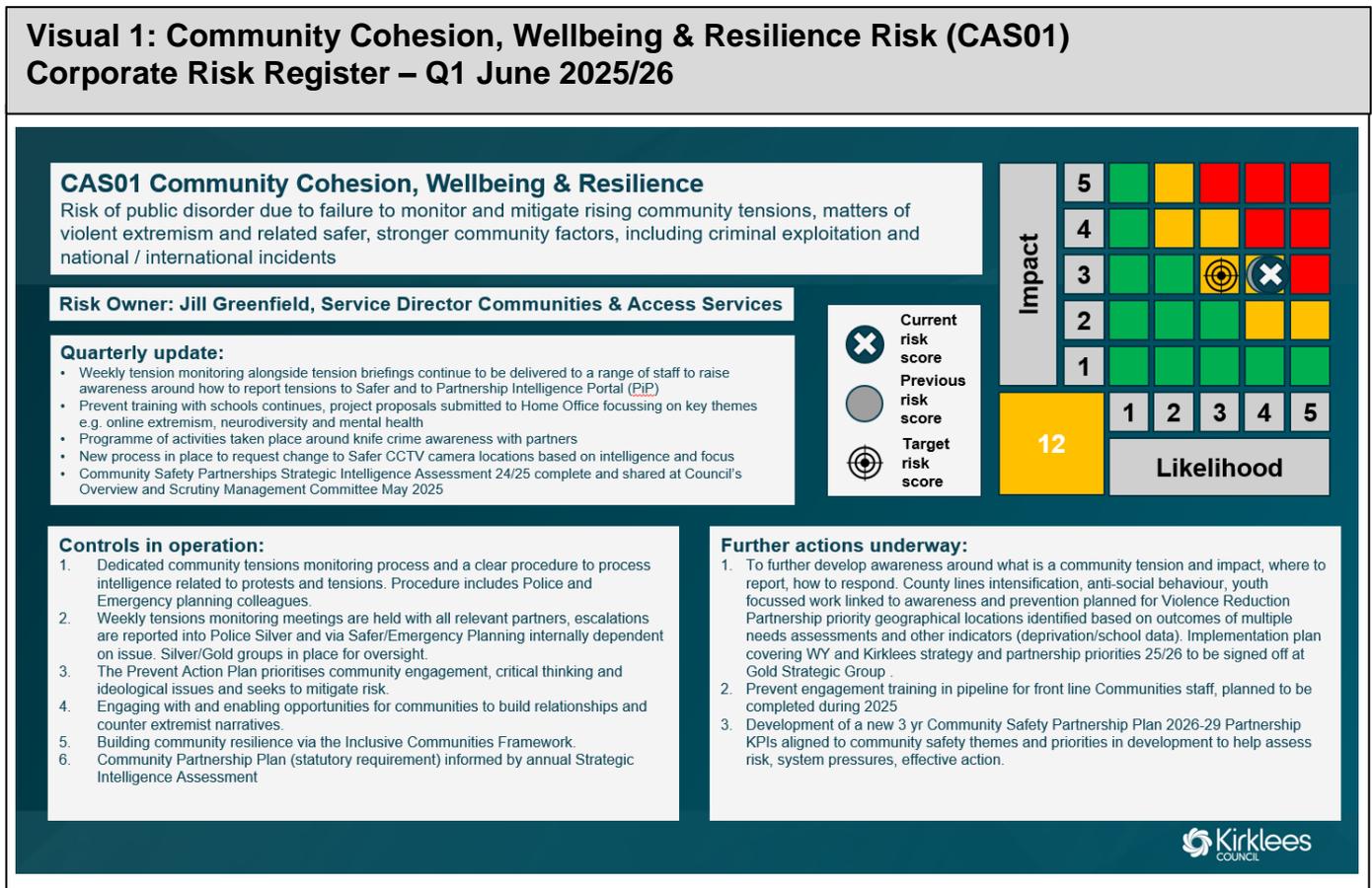
ID	Action Description	Target Date	Progress Summary
1	Use of agency staff to support technical roles the service cannot recruit	Mar 2023	Managed – 70/30 staff split in place and stabilised, despite budget pressures.
2	Develop a forward 2 year capital programme	Mar 2024	2-year plans in place and approved by Cabinet; CRSTS settlement supports 5-year forward planning.
4	Outsourcing of works – Minor works frameworks	Mar 2024	Preventative works outsourced; ops prioritised for small schemes.
5	Appointment of Capital Programme Manager	Mar 2023	Post recruited. Post oversees governance, reporting, monitoring, auditing. KC approach championed as best practice by WYCA.
6	Capital Works Management Process Checklist Introduction	Apr 2023	Robust “cradle to grave” process embedded with teams delivering CRSTS capital works; workshops held.
8	Forward commissioning arrangements	Oct 2023	Advanced planning processes with highway operations delivery teams in place with budget holders to support forward planning.
9	Capital process documentation and governance	Apr 2024	Comprehensive governance documentation developed and in use (process documents, guides, board meetings, finance tracking, etc).
10	Project briefs for short-notice capital	Ongoing	Briefs developed to support reactive capital applications.
12	Capital governance audits	Apr 2024	Audits cycle in place to review selection of schemes annually to support further improvements.
14	Recover governance/admin costs	Oct 2024	CRSTS ADV code developed to recharge additional administration – supporting improved capital delivery.
15	Manage local vs regional priority conflicts	Apr 2023	Director level oversight in place to ensure representation at Chief Highway Officer meetings – to promote KC local priorities

Table 4 – Agreed actions / mitigations to address Risk R02 Capital Delivery Programme Management: In progress

ID	Action Description	Target Date	Progress Summary
3	Further streamline standardise processes and systems to improve coordination with the Capital Works Commissioners	Mar 2026	Workshops and documentation management improvement plans in place.
11	Reflect KC/WYCA budget impacts in strategic outcomes	Mar 2024*	*Delivery of the target has been delayed due to the late development of the regional Asset Management Strategy and Policy by 3 rd party consultants, commissioned through the regional partnership. This policy is a critical dependency for shaping and validating the local asset management approach.
13	Review of contract formats and delivery models to ensure best VfM	Mar 2027	Use of inhouse and external resource under review. Some 3 rd party suppliers engaged. Wider Future Operating Model under review.
16	Develop 5-year Capital Programme	Oct 2026	Various capital asset development programmes in place (carriageway, street lighting, etc), ranging from 3-5-year forward programmes. 2-year budget programmes approved annually at Cabinet. Some teams working towards 2yr plus programmes. Efforts continue to support teams to provide longer-term “shelf ready” plans

Appendix 2 Community Cohesion, Wellbeing & Resilience risk (CAS01)

The following deep dive examines the risk ‘Community Cohesion, Wellbeing & Resilience Risk (CAS01)’ that is included within the Corporate Risk Register (see Visual 1 below), with a focus on the effectiveness of the mitigating controls and further actions identified.



2. Governance and Risk Reporting Framework

The Community Cohesion, Wellbeing & Resilience risk is governed at various level of the organisation where risk is identified, assessed, managed and escalated.

a. Partnership Operational Risk Escalation (Council & Statutory Partners) – Tension Monitoring

- The tension monitoring process includes regular coordination meetings as part of 'business as usual' with council services and the Police on a weekly basis
- Following an increase in a community tension or incident there is an assessment of risk - this is dependent on the type of concern and takes place as soon as required
- The response to the concern is dependent on the likely impact this could or is having on a location, community and information available at the time.
- The response to a significant community tension or incident is always agreed with the Police and Police or Emergency Planning will lead responses and Communities Service support coordination and response and wider Partners support.

b. Community Safety Partnership Strategic Risk Escalation (Council/Statutory Partners) – Partnership Thematic Risks

- There is a statutory duty for key authorities to collaborate in reducing crime and disorder. In Kirklees, this is led by the Communities Board (Community Safety Partnership), which brings together partners including Kirklees Council, West Yorkshire Police, Fire and Rescue, Probation, and the Integrated Care Board to address local community safety issues
- There is a process in place for all theme groups under the Community Safety Partnership to escalate partnership delivery and impact risks every quarter.
- These risks are then escalated up to the Communities Board Strategic Delivery Group (SDG) and as needed on to the Communities Board – both of these escalation routes are quarterly.
- As needed a significant risk identified would not wait for the process of SDG this would be raised to the Head of Communities Service and Service Director and an appropriate response would be actioned.

c. Strategic Risk Management (Internal Governance)

- Risks are reviewed across all levels of the organisation and escalated to the Service Risk Register quarterly, ensuring conditions remain stable, controls are effective, and new risks are identified.
- Monthly reviews at both Service and Directorate levels provide oversight, feedback, and signoff, with a focus on significant changes such as emerging or deteriorating risks
- As required weekly or daily risks are escalated that require an immediate response.

Strategic Risk Escalation (Internal Governance - Team to Corporate Level)
Frequency: Monthly & Quarterly Review Cycle

		Service Risk Register	Corporate Risk Register
Monthly process	Team level risk review <ul style="list-style-type: none"> Operational front-line practitioners identify, raise and discuss risks Service Managers assess and manage risk and determine escalation to Service Risk Register 	✓	
	Service level risk review and sign off <ul style="list-style-type: none"> All risks collated and reviewed on the Service Risk Register Existing risks: review of controls, actions and risk score Emerging risks and escalation to corporate risk register considered 	✓	
	Service Director level risk review and sign off <ul style="list-style-type: none"> All risks reviewed on the Service Risk Register, control performance, action progress and changes in risk score Consideration of impacts on Corporate Risk Register entries 	✓	✓
	Adults & Health Executive Director review <ul style="list-style-type: none"> Service Risk Register review, escalations by exception Review of Corporate Risk Register controls & actions 	✓	✓
Quarterly process	Risk Management Group <ul style="list-style-type: none"> Representation by Service risk management lead Discussion on Service level and council wide risks 	✓	✓
	Adults & Health Executive Director sign off <ul style="list-style-type: none"> Strategic oversight and monitoring of Corporate Risk Register entries Consideration of dependencies / impacts from other areas 		✓
	Corporate Governance <ul style="list-style-type: none"> Executive Leadership Team, Executive Board, Cabinet, Scrutiny 		✓

3. Current Risk Score Rationale: Risk Score, Likelihood and Impact Measure

The Community Cohesion, Wellbeing & Resilience risk is evaluated using the Council’s 5x5 Corporate Risk Assessment Matrix. As of Q1 (June 2025), the risk remains amber with a score of 12 unchanged since 2023. The likelihood is rated 4 (probable, ~60% chance), and the impact is rated 3 (moderate).

The level of risk has remained static during this period due to the likelihood score continuing to be being impacted by both national and international events beyond our control. The overall impact score has also remained static as it is interrelated to the partnership assessment of those national and international events and impacts resulting if an incident were to occur. While the risk is externally influenced, its potential impact is actively managed through strong partnership coordination and internal governance. Reputational consequences are currently assessed as moderate due to proactive engagement and contingency planning.

This quarterly assessment reflects a snapshot in time and may fluctuate throughout the quarter. The score is informed by:

- Partnership Operational risk escalation - Local intelligence shared at the Weekly Tactical Co-ordination/Tension Monitoring meetings, considering wider geopolitical factors
- Community Safety Partnership Strategic Risk Escalation – any partnership thematic risks or policy changes that could impact on the district
- The national terrorism threat level (currently substantial) and multi-agency input via the Prevent Strategic GOLD Group.
- Significant incidents that impact on the District that fall outside of the above process and where an immediate response is required

4. Controls in Operation

A robust set of controls are in place to monitor and mitigate the Community Cohesion, Wellbeing & Resilience risk where possible. These are outlined below, along with a detailed assessment of their effectiveness.

Control 1: Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues.

Control Performance Assessment: Embedded

Effectiveness of Control 1:

In Kirklees process embedded within our governance framework to monitor, manage, and respond to emerging risks.

Step 1 - Tensions Officer Oversight – Continuous

- Tensions Officer collects intelligence from:
 - Safer Communities impact mailbox which includes Councillors information
 - Tensions monitoring web form
 - Frontline officer insight
 - Social media
 - Press coverage
 - Escalations as needed based on the above to Service Manager and Head of Service

Step 2 - Collaboration & Intelligence Gathering with Police - Continuous

- Communities Service works with Police on information insights submitted to the Partnership Intelligence Portal that relate to community tensions on a regular basis These are discussed as part of Step 4.

Step 3 - Logging & Categorization – Continuous

- All tensions logged with evidence
- Categorized by risk level
- Discussed in Partnership Operational Risk forums

Step 4 - Operational Risk Forums – Weekly

- Council-led Weekly Tactical/Tension Meeting (includes Police, Emergency Planning, Social Care Early Support, Youth Justice Service, Emergency Planning)
- Police-led Threats weekly Meeting
- If there is an enhanced risk, more frequent (and at times daily) meetings may take place as instructed by Police or Head of Communities, Service Director Communities and Access Services or Executive Leadership Team

Step 5 – Reporting - Weekly

- Regular high-level Community Tensions report is shared with internal/external stakeholders (including Councillors).
- More detailed reports are discussed at senior partnership risk meetings as needed
- If enhanced risk more frequent senior partnership reporting takes place

Step 6 - Continuous Monitoring

- By repeating the above steps weekly
- Or if there is a significant incident or tension daily tensions monitoring starts

By Exception - Out-of-Hours Incident Response

- If an incident occurs outside working hours that could impact on local community tensions significantly:
 - Emergency Planning activates communication structure
 - Strategic On-Call Officer is briefed
 - Agreed response put in place, planned involving Service Director for Communities and Access Services

Control 2: Weekly tensions monitoring meetings are held with all relevant partners, escalations are reported into Police via Safer/Emergency Planning internally dependent on issue.

Control Performance Assessment: Embedded

Effectiveness of Control 2:

- Kirklees Council and the Police lead weekly Tactical Coordination and Tension Monitoring Meetings every Monday, chaired by the Safer Communities Service Manager and or Police Inspector.
- These meetings bring together leads from Safer Kirklees Team, Migration Team, Learning Service, Environmental Services, Emergency Planning, and Police partners to horizon scan upcoming events, assess intelligence gathered by the Community Tensions Officer, Partnership Intelligence Portal and review incidents of note including updates from Police Risk Assessment Meetings, partner intelligence, and councillor engagement and insight.
- The agenda also includes operational issues that may impact community tensions, such as disused buildings that could cause a community impact or tension by being used.
- Where risk escalates, the Police and the Head of Service for Communities or Service Director for Communities and Access Services may initiate more frequent meetings, including daily coordination, particularly during serious incidents (Police led) or sensitive periods such as elections.
- These escalated meetings are chaired by the Police, Emergency Planning, Head of Service, Service Director for Communities and Access Services or members of Executive Leadership Team and focus on assessing public safety risks and coordinating timely responses.
- Each impact, tension and incident has an assessment and agreed appropriate response and lead.

Control 3: The Prevent Action Plan prioritises community engagement, critical thinking and ideological issues and seeks to mitigate risk

Control Performance Assessment: Embedded

Effectiveness of Control 3:

- Kirklees is designated as a Prevent Priority Local Authority and holds a statutory duty under the Counter Terrorism and Security Act 2015 to prevent individuals from being drawn into terrorism.
- The Prevent programme in Kirklees is increasingly framed not just as a counter-terrorism initiative, but as a community resilience and inclusion approach. The emphasis is on building trusted relationships, inclusive spaces, and shared identity to reduce vulnerability to radicalisation and extremism
- The revised Prevent Duty Toolkit (2023) requires all partnership boards to develop a delivery plan based on local risk assessments, guiding targeted activity and shaping the Prevent partnership's work.

- The Kirklees Prevent Action Plan 2024–26 is owned by the Kirklees Partnership Prevent Silver Board, chaired by the Service Director for Communities and Access and co-chaired by the Superintendent of Operations and Partnerships for Kirklees District, West Yorkshire Police where it is regular reviewed, with progress and actions monitored. Updated counter-terrorism local profiles for the Kirklees district help shape key priorities, informing both project proposals and the development of the action plan.
- The Prevent Action Plan focuses on mitigating risk through community engagement, critical thinking, and addressing ideological challenges.

The plan's key themes include:

1. Managing threat, risk & vulnerability
2. Tackle the causes of radicalisation and respond to the ideological challenge of terrorism
3. Safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support.
4. To ensure effective partnerships and governance structures are in place to support and evaluate the delivery of the Prevent across Kirklees.

This Board plays a central role in shaping strategic priorities, coordinating responses to threats, and providing scrutiny of the Prevent Strategy and Action Plan

The Prevent function undergoes external scrutiny, including an Annual Benchmarking Assurance audit by the Home Office - a structured process for assessing and improving compliance with the Prevent Duty under the Counterterrorism and Security Act 2015. The January 2025 audit rated Kirklees Council as exceeding the duty, with the final report and recommendations received by the Chief Executive in May 2025.

Additionally, the council conducted an internal audit in 2024, which returned a positive outcome of adequate assurance. Outstanding recommendations from this review are actively being implemented and tracked.

Control 4: Engaging with and enabling opportunities for communities to build relationships and counter extremist narratives

Control Performance Assessment: Taking Effect (to be embedded by Q1 26/27)

Effectiveness of Control 4:

There is a well-established commitment to strengthening community engagement and communication within the Prevent Action Plan. The effectiveness of this control is evidenced through a range of targeted activities that aim to prevent radicalisation, safeguard vulnerable individuals, and reduce the risk of terrorism.

Commissioned Projects The Home Office has funded specialist sessions addressing online extremism, neurodiversity, and mental health. These were delivered to professionals, carers, and young people, enhancing awareness and safeguarding capacity.

Sector Engagement and Prevent Awareness

- **Public Sector:** The Prevent Team continues to deliver training across council services, equipping frontline staff with the skills to identify and respond to risks.
- **Education:** A tiered training offer is being rolled out across schools. Free online learning events support professionals working with children, adults, and vulnerable groups. Prevent Awareness Week activities help embed Prevent principles into school curricula.

- **Health:** In collaboration with the Integrated Care Board (ICB), training was delivered to non-clinical staff across nine Primary Care Networks during their annual safeguarding day. This led to the creation of Prevent Champions—a peer network supporting ongoing communication, training, and resource sharing across PCNs.

Community Plus Integration the new Community Plus Service launched in July 2024, this merges some of the community cohesion and Prevent engagement functions. Community Connectors—frontline practitioners—build trusted relationships with communities, voluntary and faith organisations, councillors, and partners. Their role is central to promoting resilience and inclusion by acting as conduits between communities and services.

Community, Faith and Belief Engagement Through place-based teams working alongside Safer Kirklees and the Prevent Team, Community Plus actively counters extremist narratives. Engagement with community, faith and belief organisations across Kirklees wards prioritises visibility, listening, and long-term trust-building. This work is developing and ensures communities feel heard, supported, and empowered to challenge divisive narratives. The emphasis is on building trusted relationships, inclusive spaces, and shared identity to reduce vulnerability to radicalisation and extremism

Control 5: Building community resilience via the Inclusive Communities Framework

Control Performance Assessment: Embedded

Effectiveness of Control 5:

The Inclusive Communities Framework (ICF) is a Top Tier Strategy for Kirklees Council and a proven mechanism that strengthens inclusion, cohesion, wellbeing, and resilience by equipping services and communities with practical tools- three guiding principles, five inclusive approaches, and a self-evaluation model- to foster trust, belonging, and shared problem-solving. By recognising the unique strengths of local communities, it promotes equal partnership between residents, Council services and statutory organisations, ensuring all voices are heard, especially those who feel excluded. This commitment is reflected in the following outcomes:

- **Strategic Collaboration:** Launched in 2022 across Council and statutory services, the Inclusive Communities Framework is now being reviewed, with updated toolkit materials and 2025–2026 priorities shaped in collaboration with the Council Executive Leadership Team, informed by learning to date. The ICF aligns with wider strategies and national best practice, enabling services to work alongside communities to co-create solutions and strengthen trust.
- **Community Empowerment:** The Community Safety Partnership (Domestic Abuse Board) working alongside Third Sector Leaders (TSL) Community Champions, has raised awareness of Domestic Abuse, heard the voices of those we otherwise may not have connected to about access to Domestic Abuse services and any barriers and is working to improve access to support, helping individuals and communities respond to risk and build resilience.
- **Inclusive Service Design:** The Community Safety Partnership (Domestic Abuse Board) has applied ICF principles to improve Domestic Abuse support for LGBTQ+ communities, working with a local charity in Huddersfield providing support and advocacy services to enable people to make informed choices, build healthier relationships, and live positive lives free from stigma.

Control 6: Community Partnership Plan (statutory requirement) informed by annual Strategic Intelligence Assessment

Control Performance Assessment: Embedded

Effectiveness of Control 6:

Community Safety Partnerships (CSPs) have a statutory duty to develop strategic plans that address multi-agency community safety issues impacting residents' quality of life. The [Communities Partnership Plan](#) strategic themes are shaped by an annual Strategic Intelligence Assessment (SIA), which analyses intelligence from across community safety partners and Council services. The SIA has a refresh annually and was at OSMC in May 2025 [CPP SIA cover report and app 1.pdf](#). The SIA will undergo a full review this year in 2025 and work is underway to update strategic priorities, assess risk across theme areas including identifying emerging priorities and geographical areas of interest. Plans for its approval will be sought from Scrutiny in February 2026. This will support the full review and refresh of the Communities Partnership Plan for 2026-29, which is due a refresh in 2025 based on a three-year cycle. Approval for the updated plan will be sought from Scrutiny in July/August 2026.

5. Target Risk Score Linked to Delivery of Actions

The following actions have been identified which upon completion have the potential to reduce the likelihood score from 4 (probable) to 3 (possible), reducing the overall risk score from 12 to 9, however this is also dependent on external factors and national and international events beyond our control.

Table 1: The Community Cohesion, Wellbeing & Resilience Risk – Actions & Progress			
Action	Completion Date	Governance & Responsible / Deliverable Owner(s)	Progress Summary
1. To further develop awareness around what is a community tension and impact, where to report, how to respond	Q4 2025/26 On track	Tactical/Tension Monitoring ↓ Communities Board RO: Head of Service - Communities DO: Service Managers – Safer & Community Plus	Weekly tension monitoring alongside tension briefings delivered to staff such as community connectors, library officers to raise awareness around how to report tensions to Safer and to Partnership Intelligence Portal (PiP). Kirklees is one of the highest contributors to the PIP in West Yorkshire. Expanding awareness and reporting across council services is continuous reminder as staff move on from roles etc
2. Awareness and focus weeks planned and delivered in partnership across the district	Q4 2025/26 On track	Strategic Priority Theme Groups ↓ Communities Board RO: Head of Service - Communities DO: Service Managers - Communities	Partnership calendar agreed at Communities Board and in place for 2025/26. Awareness campaigns have taken place during this quarter which includes for example ASB week
3. Violence Reduction Partnership priority implementation plan actions	Q4 2025/26 On track	Violence Reduction Partnership Gold ↓ Communities Board RO: Head Service Director - Communities	The Serious Violence implementation plan has been developed by Serious Violence (SV) duty holder partners and approved at the Silver/ Gold

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completed to reduce risk		DO: Duty Holders	Violence Reduction meeting in September 2025.
4. Prevent engagement and training delivered in line with action plan and focussed training for frontline Communities staff.	Q3 2025/26 On track	Prevent Silver Contest Board ↓ Communities Board RO: Head of Service - Communities DO: Prevent Coordinator	Prevent training with schools and Designated Safeguarding Leads (DSL's) continues, as part of tiered training offer. Project proposals submitted to Home Office focussing on key themes e.g. online extremism, neurodiversity and mental health. Prevent engagement training refresh for Communities staff is complete.
5. A new 3 yr Community Safety Partnership Plan 2026-29 highlighting community safety strategic priorities and aligned action plans sat within theme groups.	Q2 2026/27 On track	Communities Board RO: Head of Service – Communities DO: Service Managers – Communities / Project Manager	High level project plan developed, phased approach to Overview and Scrutiny Management Committee in Summer 2026 Strategic Intelligence Assessment (SIA) in progress to inform the Strategic Priorities for the plan that will be worked through with OSMC in early 2026 ahead of developing the full plan
6. Partnership KPIs aligned to community safety themes and priorities in development to help assess risk, system pressures, effective action	Q2 2025/26 Complete	Strategic Priority Theme Groups ↓ Communities Board RO: Head of Service – Communities DO: Service Managers – Communities / Project Manager	Key Performance Indicators developed by priority theme groups, for ownership, discussion and action. Implemented and embedded. Continuous improvement to KPI's to integrate performance and operational scoring and narrative.