

Kirklees Youth Justice Plan

2021-2025



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Foreword and Executive Summary

Welcome to the 2021-25 Kirklees Youth Justice Strategic Plan.

We are delighted to publish our first four-year Youth Justice Plan 2021-25 for Kirklees Youth Justice Service. The plan is aligned with the shared outcomes, values and core principles of the Council Plan, and the Kirklees budget planning process for a similar period.

Improving community safety and safeguarding and promoting the welfare of children, will support children to get the best start in life and help people in Kirklees live in cohesive communities where they feel safe, are safe, and are protected from harm.

The plan gives an overview of the work of the Youth Justice Service (YJS) in Kirklees and sets out details of performance over the past year and our priorities for the coming four years.

At Kirklees:

‘We support children to live safe, happy, healthy and successful lives’ and our Youth Justice Service vision is to ensure ‘we take a child first approach and always seek to work in partnership with children and families’.

The Youth Justice Service has a key role to play by:

- diverting children away from the youth justice system, where appropriate
- helping prevent offending and reoffending
- reducing the use of custody
- contributing to multi-agency public protection and safeguarding
- adopting a formulation model, trauma informed, identity development and whole family approach to youth justice

The Youth Justice Service does this by working together with its key partners – the police, children’s services, health services, probation, community safety and both voluntary and private sector providers – to deliver high quality and effective services to children, their families, and the victims of offending.

The overall effectiveness of the Youth Justice Service continues to be monitored by the Youth Justice Board and Ministry of Justice against three key national indicators which are linked directly to the service’s core aims, performance and outcomes for children, families, and communities.

In Jan to Dec 2019 (latest available full year) YJB data shows that 101 children became first time entrants. This was a small rise (2 children) on the previous year’s figures and continues to be a priority area for us to sustain at low levels.

The most recent PNC (Police National Computer) data for January 2018 to March 2018, published by the Ministry of Justice (MOJ), on our reoffending shows a rate of 36.8%, which is lower than the West Yorkshire, national and statistical neighbour rates.

There was also a decrease in the number of re-offences per re-offender to 4.39 in the year Jan to Dec 2018, compared to 5.01 for the previous year (aggregated

annual figures). The individual quarterly figures also show a decrease from 4.09 (Jan to March 2017) to 3.57 (Jan to March 2018).

Although these rates have decreased over time, and that they compare favourably to our West Yorkshire neighbours, they compare less favourably to national rates and this is therefore an area that we intend to proactively address during the duration of this plan.

Local YJS data shows an increase in the number of custodial sentences during 2019/20 when compared with 2018/19. In 2019/20 17 young people received custodial outcomes (from a total of 280 disposals) whereas in 2018/19, 15 custodial disposals were given (from a total of 251).

In 2019/20, eleven children were remanded to youth detention accommodation (YDA), compared to ten in the previous year. The number of nights spent on remand has almost doubled, with a total of 1590 nights in accommodation in 2019/20, compared to 855 in 2018/19. Therefore, reducing the use of custody, including remand, is another area of focus to be addressed over the duration of our plan.

In 2019/20, 52 substantive outcomes were received where a weapon was used involving 50 young people. We have made reducing serious youth violence and child criminal exploitation a strategic priority for the partnership across the duration of this plan.

Our local data shows that Black, and mixed ethnicity children are disproportionately overrepresented in Kirklees in pre- and post-court outcomes. More detailed analysis indicates that the most overrepresented group for the last year are children with mixed ethnicity, who represent 11% of all YJS outcomes in 2019/20 (27 of 229 children), compared to Kirklees populations of 5%. This group is noticeably overrepresented in custodial sentences in 2019/20, accounting for 25% (four of sixteen children sentenced to custody). As such, tackling disproportionality is a key strategic priority for us over the next four years.

Finally, we know that within our Youth Justice Service, we have a significant number of children with complex and multiple needs due to having experienced abuse, trauma, and neglect. Over the duration of this plan, we intend to focus our approach on proactively addressing trauma and supporting children with identity development. As a result, we have prioritised participation as a cross-cutting theme across all Youth Justice Service practice.

YJS Management Board Chair
Julie Sykes

2019-20 key achievements and 2021-25 Youth Justice Service priorities


- Continued low numbers of first-time entrants.
- Low further offending rates for children supported by the YJS and Youth Engagement Service (YES).
- Receipt of the RSQM (Restorative Services Quality Mark) to recognise our continued excellence in this area of practice.
- Continued strong partnership working with the police to manage risk of serious harm via the Deter Young Offender (DYO) Scheme.
- Development of contextual safeguarding approaches to proactively identify and support children at risk of criminal exploitation.
- Development of YES to provide early intervention to children at risk of child criminal exploitation and serious youth violence.

The 2019/20 performance data combined with local and national drivers for systems change in youth justice has informed the following service priorities until 2025.

- Sustaining the low numbers of first-time entrants (and maximising use of diversion and pre-court outcomes).
- Reducing offending and reoffending.
- Reducing the use of youth detention.
- Participation of children and families.
- Tackling disproportionality.
- Reducing serious youth violence and child criminal exploitation.

On behalf of the Management Board, we are pleased to present our first four-year Youth Justice Strategic Plan for 2021-25.

Signature



Chair of the Kirklees YJS Management Board

“Learnt my lesson, if I ever lose my temper not to bottle things but talk about it” (a child)

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Introduction

The principal aim of the youth justice system is to prevent offending by children (Crime and Disorder Act 1998). Kirklees Youth Engagement Service, of which the Youth Justice Service is a part, coordinates the provision of youth justice services.

The service works in partnership to achieve the national youth justice strategic objectives, which are to:

- reduce the number of children in the youth justice system
- reduce reoffending by children in the youth justice system
- improve the safety and wellbeing of children in the youth justice system
- improve outcomes for children in the youth justice system

The YJS plays a vital role in both improving community safety and safeguarding and promoting the welfare of children, protecting them from significant harm. Many of the children involved with the YJS are among the most vulnerable in society and are at greatest risk of social exclusion.

Our multi-agency approach ensures that we play a significant role in contributing to addressing the safeguarding needs of these children.

The Youth Justice Service is a multi-agency partnership, between the council, the police, probation, and health services, each of which holds a statutory responsibility for resourcing and supporting the partnership.

Success is measured through the key outcome targets of the number of children entering the youth justice system and the number of children reoffending.

The three impact indicators that the youth offending teams are measured against are:

- first time entrants (FTEs) to the youth justice system aged 10 to 17
- rate of proven reoffending by children in the youth justice system
- the use of custody

In addition to these key indicators, the YJS Management Board agreed the following strategic priorities following our end of year performance, data report and Partnership Board away day in December 2020:

- participation of children and families – focusing on identity development approaches to desistance
- tackling disproportionality
- reducing serious youth violence and child criminal exploitation

Over the duration of this plan, the YJS Management Board will develop a sharper focus on understanding and scrutinising local data to ensure that the partnership is appropriately challenged and supported to address the strategic priorities set out.

The Youth Offending Partnership has a statutory duty to submit an annual youth justice plan. Section 40 of the Crime and Disorder Act 1998 sets out the Youth Offending Partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area will be composed and funded, how it will operate and what functions it will carry out.

The youth justice plan must be submitted to the Youth Justice Board (YJB) for England and Wales and published in accordance with the direction of the Secretary of State.

Although statute requires the production of an annual plan, at Kirklees, we are ambitious about improving and sustaining outcomes for children at risk of offending. Therefore, we have set a longer-term vision for our Youth Justice Service in line with the Kirklees Financial Plan and strategic priorities for 2021-25. This plan covers the same period.

We will review this plan and our current strategic priorities on a quarterly basis at operational level and every six months at board level. It will be updated accordingly to reflect any changes to the national and local youth justice landscape that may impact on our priorities and ability to deliver a range of services designed to reduce youth offending within Kirklees. The plan will be fully reviewed annually.

This plan will be submitted to the YJS Management Board in February 2021 and following that the YJB by 30.6.21.

Our YJS vision

We take a child first approach and always seek to work in partnership with children and families to build resilience and sustain positive change.

Our YJS values

Trust:

We are reliable, others can count on us to undertake tasks and deliver on what was agreed – we will do what we said we would do. We will encourage open and honest communication, and model clear and fair professional boundaries.

Respect:

We will listen to and value other people's perspectives and differences. We will show empathy and humility in the way we communicate.

Empower:

We help others to realise their ability and potential and show emotional intelligence in our approach. We show appropriate and respectful use of the power given to us in our jobs or positions and we use this to encourage and enable others.

Repair:

We will continue to work restoratively, working with children, families, victims, and the wider community to help to repair harm caused and promote family and community cohesion.

How we work in Kirklees

The Youth Justice Service will deliver high quality youth justice services that align with the established ways of working within Kirklees.

We put children and young people first:

We are passionate about ensuring the best possible outcomes for children and young people and this drives everything that we do.

We embrace diversity and champion inclusion:

We are committed to valuing difference and diversity in our workforce and in the children and families we work with, so that their identities are promoted, and their individual needs are met.

We are resourceful, adaptable, and dependable:

We find and create solutions that work well for children and their families. We build our reputation based on our professionalism, our dedication, our flexibility, and by always delivering what we promise.

We nurture strong, responsive, and caring relationships:

We build strong and productive partnerships with children, young people, parents, carers, and communities so that we can listen and learn from one another.

We will work restoratively with children, families, victims, and the wider community:

We know that restorative practices can be the most effective way of resolving conflict and repairing harm, allowing us to hear, respect and act upon the views of victims.

We lead and support partnerships to meet the needs of children and families:

We build strong and effective partnerships with our council, other statutory services, schools, education providers, local businesses, as well as organisations in the voluntary and community sector.

We value and invest in our staff to deliver innovative and quality services:

We know that our employees are our most important asset – they make our ambitions a reality. We recruit and retain the best people, value their experience and expertise, and support their professional development and personal growth.

We will work with the council to deliver the most effective solutions:

We understand the requirements of Kirklees council, and work closely with elected members and corporate leaders to help deliver their plans and priorities.

Aims of the Youth Justice Service

We aim 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 Youth Justice Service's ambition is to holistically support all children that engage in offending behaviour by:

- 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

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Review of Youth Justice Service performance 2019/20

The Youth Justice Service has demonstrated good performance in its contribution to safeguarding and improving outcomes for children and young people. In 2019/20, we continued to build on effective practice and achieved positive progress against our youth justice plan. The Youth Justice Service has demonstrated continued good performance against two of the three key national performance indicators.

- Positive progress in sustaining a low number of first-time entrants, and consistently showing a lower rate than our West Yorkshire neighbours' performance.
- The rate of reoffending is reduced from the previous year, and data shows the rate consistently reducing with time and compares favourably with both regional and national reoffending rates.
- However, the rate of the use of custody has increased in 2019/20 compared to the previous comparable year. Although this increase is concerning the indications are that the rate of the use of custody is on a downward trend, and this will continue to be a priority focus going forward.

In terms of victim satisfaction with the service, performance data in 2019/20, highlighted the following key strengths:

- 71% of direct victims engaged in some form of restorative justice, be that one-to-one meetings, shuttle mediation, receiving a restorative letter, suggesting an appropriate reparation option, or being kept in touch with progress made.
- 11% of the above engaged in some form of direct restorative justice, which involved either meeting with the child concerned, shuttle mediation or receiving direct reparation.

Below are comments from children/parents and a placement on the service received:

"I did feel he considered my individual needs and concerns and the communications with me have always been very good" adding that "I had a say and if I didn't understand I could say so and we would look at it differently". Also "I felt at ease with the way tasks were undertaken with me" (a child)

"They have done all they can to make things as good as they can for my son and ourselves" (a parent)

"Only one incident and YJS undertaking work with him and keep trying to engage him. Regular contact with us; everybody is kept in the loop and appointment information is shared and meetings. Offering role modelling sessions through placement which has been well received by him and his keyworker" (placement)

She felt her son had been helped a lot to understand why what he had done was wrong and helped to gain a place at college (a parent)

"The worker engaged well with my son and he was always willing to speak with me and followed through on all the intervention work including the reparation". As a result, she did not feel that he would re-offend (a parent)

"I have learnt my lesson and if I ever lose my temper again – to talk about it and not to bottle it up" adding "thanks for being sound with me!" (a child)

"100% supportive to me. Been invited to help out with a recruitment of staff and they listen to what I think" (a child)

Characteristics of children referred to our Youth Justice Service

The data in the below provides an overview of the outcomes of children the Youth Justice Service worked with in 2019/20. Almost 43% of children received an out of court disposal (youth cautions and youth conditional cautions), indicating effective diversion from court where possible.

Breakdown of outcomes

Number of children receiving a substantive outcome, by main disposal type (some children received more than more substantive outcome in this period).

Table 1	
Total number of children receiving a substantive outcome	229
Youth caution	27
Youth conditional caution	69
Total children receiving an out of court disposal	96
Compensation order	0
Absolute Discharge	2
Conditional discharge	14
Detention and training order	10
Fine	9
Reparation Order	3
Referral order programme	69
Section 226/Section 226B (custody)	0
Section 90-92 programme (custody)	6
Youth rehabilitation order	12
Youth Rehabilitation with ISS	8
Total children receiving a court disposal	133

Characteristics of children subject to youth justice interventions in 2019/20

Table 2.1	
All young people worked with in 2019/20	256
Emotional wellbeing concerns	66
Substance misuse concerns	110
Education, health, and care plans	24
Children not in employment, education, or training (at the end of their intervention)	39
Children looked after	22
Child Protection plans (current or previous)	52

Characteristics of children subject to youth justice interventions in 2019/20 (cont.)

Ethnicity	Kirklees 10 to 17 population (2011 census)	Kirklees children with substantive outcomes 2019/20
White	69%	67.2%
Black/Black British	2%	6.11%
Asian	23%	14.8%
Mixed	5%	11.8%
Other	1%	

The diversity profile, illustrated above, of the children supported in 2019/20, indicates that Kirklees has a disproportionate number of Black, and mixed ethnic origin children within the youth justice system.

Table 2.3	
Ethnicity:	
White	154
Asian	34
Black	14
Mixed	27
Other	0

Table 2.4	
Age at time of sentence:	
11 years old	5
12 years old	9
13 years old	18
14 years old	31
15 years old	40
16 years old	56
17 years old	70

Table 2.5	
Gender:	
Male	210
Female	19

National key performance indicators

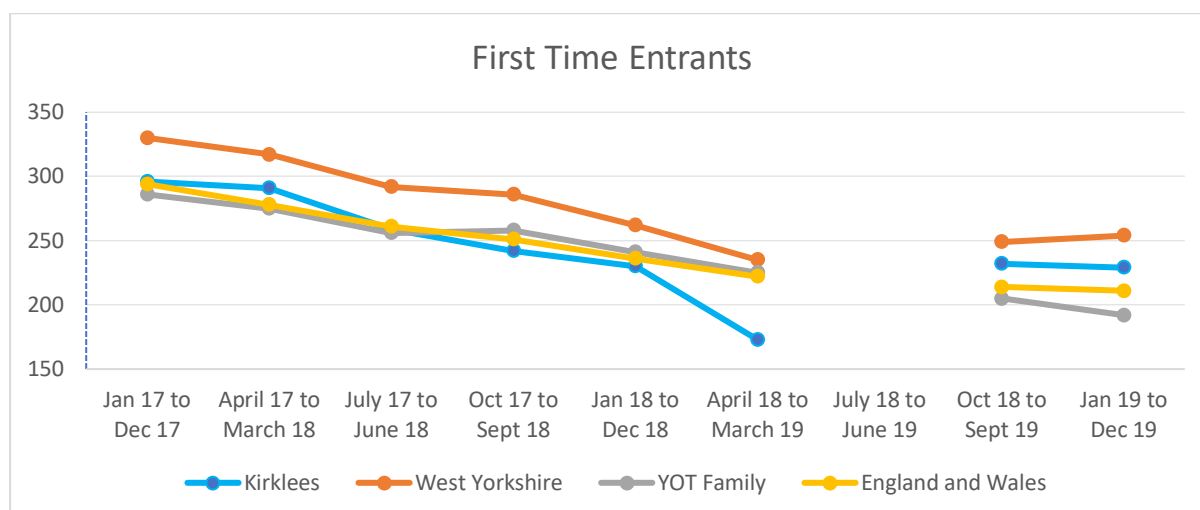
Our performance against the key indicators (see below), although with some caveats in terms of the use of custody, presents a positive outlook of the work being undertaken by Kirklees Youth Justice Service and its partner agencies.

First time entrants

First time entrants (FTEs): The number of children with a substantive youth justice outcome in the period who has not previously entered the youth justice system.

	Jan to Dec 2018	April 18 to March 19	July 18 to June 19	Oct 18 to Sept 19	Jan 19 to Dec 19
Kirklees	230	173	unavailable	232	229
YOT Family	241	225		205	192
West Yorkshire	262	235	unavailable	249	254
National (England and Wales)	236	222	unavailable	214	211

*unavailable from YJB due to PNC upgrade

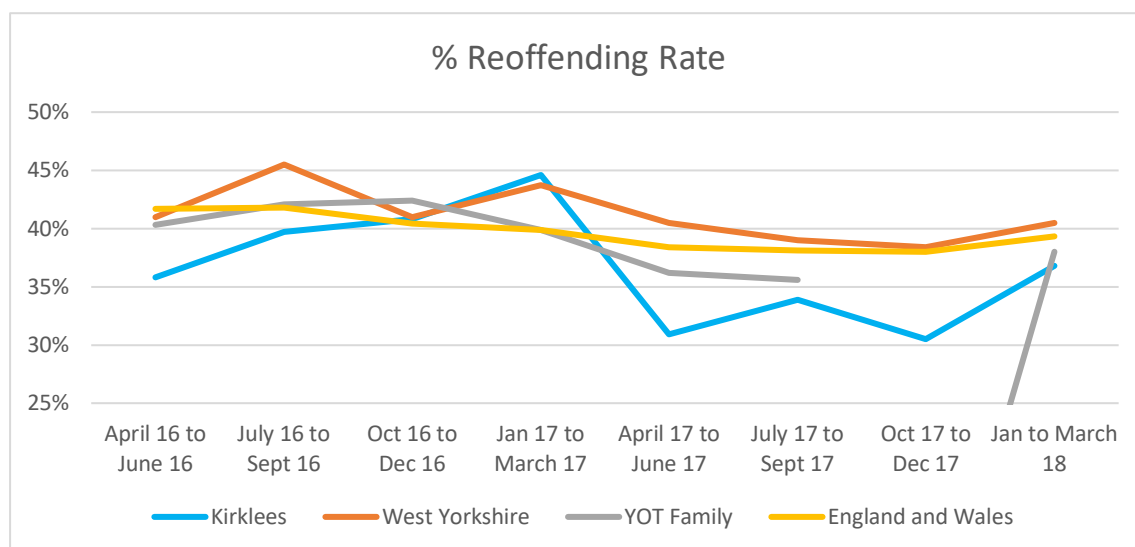


The data for this indicator comes from the Police National Computer and is published by the Minister of Justice (MOJ). The data is shown in rolling full years for the 12 months to March, July, September, and December of each year. The above shows that although Kirklees continues to perform more favourably than West Yorkshire as a whole, in terms of first-time entrants, we are less favourable than both nationally and in terms of our statistical neighbours. Therefore, it is right that we have this as one of our priority areas going forward. The continued focus on the number of FTEs is positive and points to the fact that early intervention and diversion is working to an extent. Also, however, what this does mean is that for the children who are not eligible for a community resolution or out of court disposal intervention means that the Youth Justice Service is continuing to work with an increasingly complex cohort of children. This requires a fundamental shift in how interventions are delivered, with a focus on trauma informed approaches and identity development to support desistance and resettlement.

Reducing reoffending

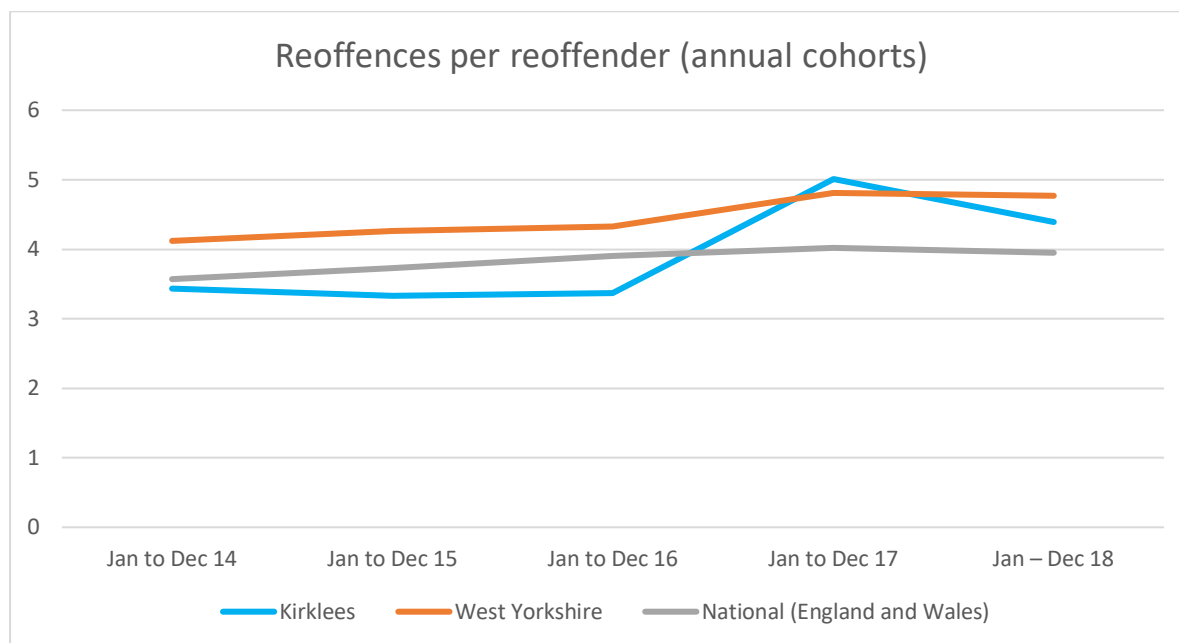
Reoffending binary rate: The quarterly group of children in the YJS who are proven to have reoffended.

Table 4	Jan 2017 - Mar 2017	Apr 2017 - Jun 2017	Jul 2017 - Sep 2017	Oct 2017 - Dec 2017	Jan 2018 - Mar 2018
Kirklees	44.6%	30.9%	33.9%	30.5%	36.8%
YOT Family	39%	36.2%	35.6%	36.3%	38%
West Yorkshire	43.7%	40.5%	39%	38.4%	40.5%
National (England & Wales)	39.9%	38.4%	38.1%	38.0%	39.3%



Re-offences per reoffender frequency rate: the average number of re-offences per reoffender, based on aggregated annual cohorts of children.

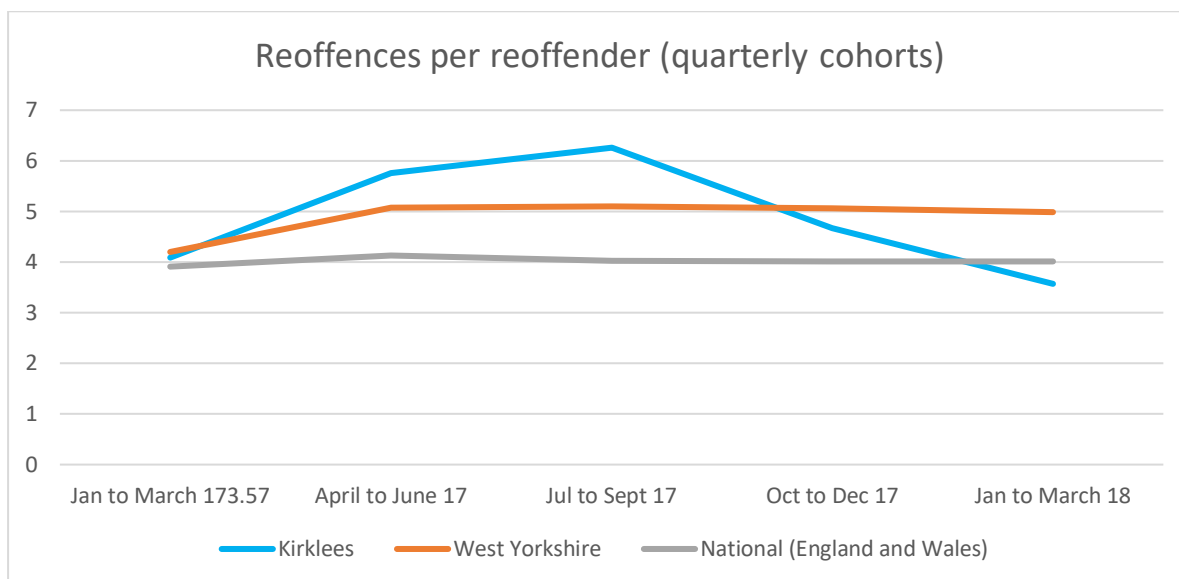
Table 5	Jan - Dec 14	Jan - Dec 15	Jan - Dec 16	Jan - Dec 17	Jan - Dec 18
Kirklees	3.43	3.33	3.37	5.01	4.39
West Yorkshire	4.12	4.26	4.33	4.81	4.77
National (England & Wales)	3.57	3.73	3.9	4.02	3.95



There was a decrease in the number of re-offences per reoffender to 4.39 in the year Jan 2018 to Dec 2018, compared to 5.01 for the previous year (aggregated annual figures). However, the data shows the trend does not compare favourably to the national rate. This is therefore a priority over the duration of the plan.

Re-offences per reoffender frequency rate: the average number of re-offences per reoffender, based on individual quarterly cohorts of children.

Table 6	Jan - March 17	April - June 17	Jul - Sept 17	Oct - Dec 17	Jan - March 18
Kirklees	4.09	5.76	6.26	4.67	3.57
West Yorkshire	4.2	5.07	5.10	5.06	4.99
National (England & Wales)	3.91	4.13	4.03	4.01	4.01

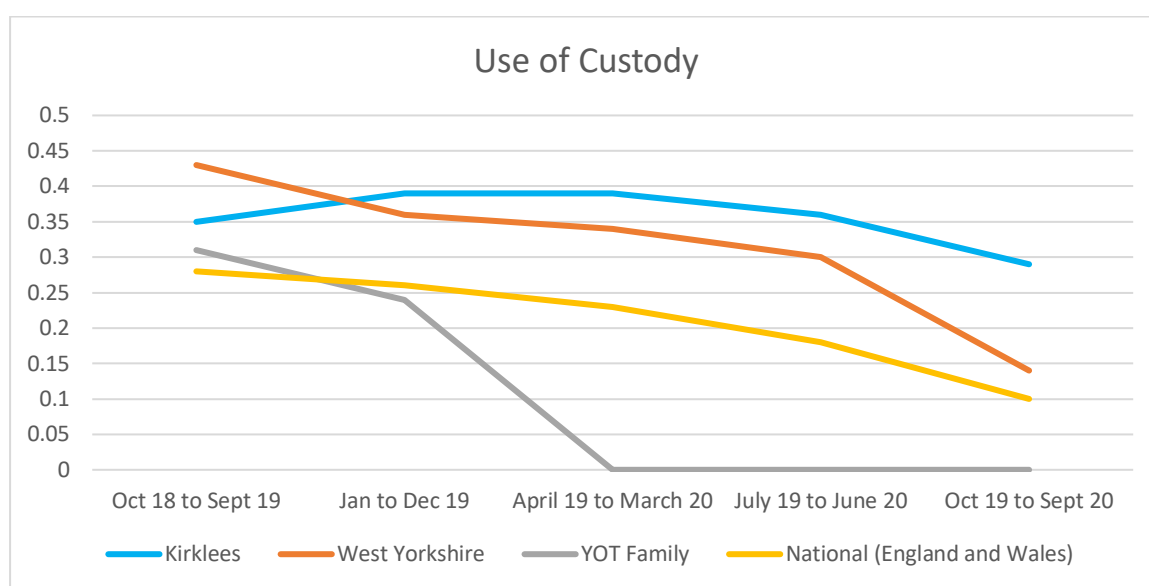


The number of re-offences committed per reoffender has steadily decreased over the last two quarters, with the figure for the Jan to March 18 period being 3.57, when compared to 4.09 for the same period the previous year. These rates, decreasing over time, compare favourably to the regional and national rates.

Reducing the use of custody

Rate of custodial sentences (per 1,000 of 10 to 17 population).

Table 7	Oct 18 to Sept 19	Jan to Dec 19	April 19 to March 20	July 19 to June 20	Oct 19 to Sept 20
Kirklees	0.35	0.39	0.39	0.36	0.29
West Yorkshire	0.43	0.36	0.34	0.30	0.14
YOT Family	0.31	0.24	n/a	n/a	n/a
National (England & Wales)	0.28	0.26	0.23	0.18	0.10



As can be seen above, despite that Kirklees use of custody rate in the most recent period has reduced, it still compares far less favourably to both West Yorkshire and is almost three times the national (average) rate.

Although the reduction mentioned is positive, the rate of use of custody remains high and again it is one of our six priorities going forward in terms of a partnership focus with an expectation to reduce this further.

This focus will include the work across the piece in tackling both serious youth violence and organised criminality, which has seen too many Kirklees children sentenced to custody for either very serious first-time offences or following a pattern of repeated serious matters.

Remands to youth detention accommodation

Number of children in placed in youth detention accommodation.

Table 8								
	2018/19	2018/19	2018/19	2018/19	2019/20	2019/20	2019/20	2019/20
	YOI	STC	SCH	All settings	YOI	STC	SCH	All settings
Kirklees	10	0	0	10	8	1	2	11

Number of nights in remand

Table 9						
	2018/19	2018/19	2018/19	2019/20	2019/20	2019/20
	YOI	STC	All settings	YOI	STC/SCH	All settings
Kirklees	855		855	1047	543	1590

The number of children who were remanded to youth detention accommodation in 2019/20 was higher than the previous year overall by one young person. Here again as mentioned above, the reduced use of youth detention accommodation will have a particular focus in terms of the reduction of use of custody going forward.

The high number of bed nights is symptomatic of the lengthy period of remands following a combination of serious offences committed and delays in trial dates following the COVID 19 pandemic.

Kirklees are also working in conjunction with the remaining four West Yorkshire YOTs to develop and recruit to remand foster carers and local non-secure PACE bed resources.

Serious Youth Violence

The Youth Justice Board defines 'Serious Youth Violence' (SYV) as any drug, robbery or violence against the person offence that has a gravity score of five or more.

Robbery offences all carry a gravity score of 6. (Gravity scores range from 1 (least serious) to 8 (most serious)).

Kirklees	Year ending June 2020	Year Ending June 2019	Change
Number of SYV offences	38	57	-19
Rate per 10,000 of the general 10-17 population	8.6	13.1	- 4.5
% SYV comprise of total offences	11%	12%	-1.1pp

Year ending June 2020: 38 serious youth violence offences committed. This is a decrease of 19 offences when compared with the previous year.

Year ending June 2020: the rate of serious youth violence per 10,000 of the general 10-17 population was 8.6. The rate decreased by 4.5 compared with the previous year.

Year ending June 2020: Serious Youth Violence offences comprised 11% of all offences committed by children from Kirklees YJS. This proportion has decreased by 1.1 percentage points compared with the previous year.

Although the above reductions are positive, the continued reduction in both serious youth violence and child criminal exploitation is our sixth priority area (shared priority with the Safeguarding Children Partnership).

In terms of CSPPI (Community Safeguarding and Public Protection Incidents), there were three notable incidents over the 2019/20 period, the first being in January, the second in March and the third in June 2020. In January, there was a particularly brutal murder of a security guard, followed by two gang-related instances, firstly attempt murder in March and then a murder/attempt murder in June.

A joint KSCP/Children's Social Care led Learning Event took place in August 2020, following which a *Local Learning and Scrutiny Report into Serious Youth Violence* was made available and which was shared at the YJS Management Board Meeting in December 2020.

National standards self-assessment

Our National Standards self-assessment of our practice between September 2019 and the end of February 2020 highlighted the following key practice themes for development in 2020/21:

NS1 Out of court disposals (O OCD)

- Further development of the Joint Decision-Making panel and programme of evidence-based interventions.
- Targeting disproportionality at the earliest stage in the youth justice system.

NS2 At court

- Building resilience across the service in court work in conjunction with wider WY colleagues.

NS3 In the community

- Improving evidence-based models to assessment, sentence planning and interventions, including improving sentence planning and risk management in partnership with children and families.

NS4 In secure settings

- Developing evidence-based models to supporting desistance and resettlement – constructive resettlement and identify development (staff being trained during 2020/21).

NS5 In transitions (resettlement)

- Enhancing multi-agency and evidence-based models to support transitions and resettlement – constructive resettlement and identify development.

These themes have informed the focus of our strategic priorities and service improvement work, reflected within our team operational improvement plan, training plan and Youth Justice strategic plan for 2021-5 and priority sub-groups.

The Youth Justice Service is structurally located within the Youth Engagement Service of Kirklees Children's Services.

We work closely within our local authority and local strategic partners, such as schools, the police, health services and voluntary sector organisations, to ensure that the services we provide are relevant and responsive to the differing needs of children and young people in Kirklees and support the delivery of the Council's local strategic priorities.

Youth Justice Service structure

The strategic leadership of the service is provided by the Head of Service supported by the Youth Justice Service Manager. At the time of writing this plan the Youth Justice Service has 12.5 full-time equivalent (FTE) posts plus 1.5 FTE police posts.

- 1 FTE Youth Justice Service Manager
- 5 FTE Team Managers
- 1.5 FTE Senior Practitioners
- 6.5 FTE Social Workers
- 7.5 FTE Youth Engagement Officers
- 1 FTE Probation Officer/PSO posts
- 0.8 FTE Restorative Justice (RJ) Lead
- 2 FTE RJ Workers
- Plus 16 volunteers and 6 sessional staff
- 1.5 FTE Police Officers
- 1 FTE Senior Mental Health Worker
- 2.5 FTE Nurses
- 1 FTE Early Support Consultant
- 1 FTE Substance Misuse Worker
- 1 FTE Careers Advisor
- 1 FTE Liaison and Diversion Worker
- 5.5 FTE Business/Support Workers
- 1 FTE Information Analyst

Transforming local youth justice services

The Youth Justice Service (formerly YOT) has undergone a transformation and restructure in 2019/20 to both achieve parity of pay across the wider Children's Services and in locating the service within the wider Youth Engagement Service (YES). Although this is to fully integrate approaches to adolescent safeguarding and contextual risk, the Youth Justice Service will still maintain its identity within the wider arrangements, so that the sharpness of the strategic partnership and operational interventions focused on desistance and public protection is not diluted. The Youth Justice Service has subsequently been realigned under a Head of Service to ensure a dedicated and focused partnership response for children at risk of offending.

As a result, youth justice workers will have a specialist and dedicated function within YES and will concentrate and focus upon work with children in the youth justice system. However, the Youth Justice Service will have access to the full range of services throughout Early Support and YES (see Appendix 1) including the detached youth work offer, youth intervention (former gang's workers) team, Adolescent Safeguarding Team and specialist social workers focused on contextual safeguarding, health and wellbeing, systemic practitioners (MST) and maintaining both its dedicated business support and performance analyst functions.

Governance

The YJS Management Board ensures that the service is provided with clear and coordinated strategic governance and support to continue delivering high quality youth justice services by:

- making sure that children are safe
- reducing the likelihood of reoffending
- minimising the risk of harm that children can cause to other people and themselves

The YJS Management Board is operating under revised Terms of Reference that have been developed in line with the YJB guidance on Modern Youth Offending Partnerships guidance by the YJB in 2013. The board meets four times a year and has a (District Police Commander) Chair who was appointed in November 2018. There is a high-level partnership representation on the board and there are good working relationships with all partners that ensures effective integrated strategic planning and delivery of good youth justice services.

The arrangement for chair and membership of the board ensures it is well placed to discharge its responsibilities, which include:

- setting the direction and strategy for local youth justice services, prioritising the quality of service and adherence to the evidence base
- understanding the risks to service and ensuring appropriate mitigations in place
- delivering the principal aim of reducing offending and reoffending
- ensuring that children involved in the youth justice system receive high quality, effective, personalised, and responsive services and have access to universal and specialist provision delivered by partners and other key agencies
- ensuring the skills of YJS staff, through workforce development, training, and supervision supports the delivery of high-quality practice

- ensuring services and practice prioritise the safety and wellbeing of children and our responsibility to victims of youth crime
- ensuring that policies and guidance are in place
- monitoring strategic performance oversight including analysis of diversity factors and patterns
- accountability and representation of youth justice issues within the local authority
- ensuring the local youth justice service environment to meet children's needs is appropriate and accessible
- ensuring the local authority discharge their duties under the Children Act 1989, particularly those in Schedule 2, paragraph 7, to:
 - discourage children within their area from committing offences
 - take reasonable steps designed to reduce the need to bring criminal proceedings against children
 - avoid the need for children to be placed in secure accommodation, monitoring the service's response to thematic inspections
- overseeing the service's management and response to our local Community Safeguarding Public Protection Incidents Policy
- providing financial governance for the partnership

Overall, the board is responsible for ensuring that there are effective multi-agency working arrangements, and sufficient and proportional resources deployed to deliver high quality youth justice services that meet local needs and statutory requirements. The board is well established, operating with a clear work plan and provides the service with 'critical friend', challenge and scrutiny. The board receives progress reports in relation to financial expenditure and performance at each meeting and is presented with reports on significant national and local youth justice developments likely to affect Youth Justice Service performance and service delivery. Additionally, reports on all other aspects of Youth Justice Service work are provided to the board under the structured cyclical arrangement to support oversight function.

The existing board membership includes all key statutory partners (see table 10). In 2020/21 we reviewed the current board governance arrangements and memberships given the changes within our partner organisations. The board recently undertook a self-assessment of its effectiveness and partnership working to help inform our forward plan and to strengthen its effectiveness. Current board members participated in governance and strategic priority discussions and challenge at our October 2020 YJS Management Board and away day workshop in December 2020 led by the Chair and Head of Service focussing on the following:

- developing understanding of board members responsibilities and board purpose
- improving understanding of key features of highly effective governance/board arrangements in line with the HMIP inspection criteria and the YJB Modern Youth Offending Partnership's guidance
- enhancing understanding of the YJS and the journey of the child through youth justice including the type of disposals and support on offer, including that for both substance misuse and speech, language, and communications, for example

Links with other strategic or stakeholder groups

The Youth Justice Service has the following strategic and operational links within Kirklees that enable us to deliver effective youth justice services which contribute to wider strategic priorities:

- Kirklees Safeguarding Children Partnership (KSCP)
- Corporate Parenting Panel
- Safer Kirklees Partnership (SKP)
- Violence Reduction Unit (VRU) Partnership Delivery group
- KSCP Exploitation Safeguarding Action group
- Kirklees Children's Services Assurance Meeting
- Multi-agency Public Protection Arrangements Strategic group (MAPPA) and Multi-agency Risk Assessment Conference group (MARAC)
- Clinical Commissioning Group (CCG)
- Kirklees Silver Serious Violence Reduction and Organised Crime Partnership group
- Kirklees Reducing Reoffending Steering group
- Health and Wellbeing Board
- Kirklees Youth Development Board

For an overview of the YJS Strategic Management Board governance interface with wider governance arrangements, please refer to Appendix 3. In this context the Youth Justice Service is strategically well placed to influence and deliver the local children's and crime reduction priorities and work effectively with partners to meet the needs and gaps in services for children at risk of offending.

Current Youth Justice Management Board membership

Table 10	
Stakeholder	Attendees
Police	Chief Superintendent (or delegated representative) and a Superintendent
Community Safety	Head of Communities
Her Majesty's Prison and Probation Service (HMPPS) (& Senior Manager from Kirklees CRC; to June '21)	Head of Kirklees Local Delivery Unit
Health (and Senior Managers from CGL, Locala & SWYT)	CCG Joint Children's Health Commissioner
Young Person	As part of Participation Strategic Priority 2021-2025
Housing	Service Managers for Housing Solutions and Homes and Neighbourhoods
Youth Justice Service	YJS Service Manager
Children Social Care/ Safeguarding	Head of Service – for Youth Justice and CSC
Education	Head of Service Education Safeguarding and Inclusion Learning & Skills; Children & Adults
YJB	Head of Innovation and Engagement – Yorkshire and Humberside
Prevention and Early Support	Head of Service – for Early Support
West Yorkshire Violence Reduction Unit	Programme Delivery Manager (Calderdale, Kirklees, and Wakefield)
Youth Justice Service team member	On occasion for Board insight of front-line delivery, issues, and practice

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Partnership arrangements

The Youth Justice Service and its strategic partnership board interfaces effectively with a diverse range of partners as illustrated in table 11. Partnership arrangements will be reviewed and monitored through service level agreements, where appropriate, to ensure an effective collaborative interface with the shared service.

Table 11
Kirklees Safeguarding Children Partnership Board
Safer Kirklees Partnership
Deter Young Offender (DYO) Meeting
Multi Agency Child Exploitation (MACE) Meeting
Exploitation Screening Panel (ESP)
DREAM (Daily Risk Exploitation and Missing Meeting)
The Multi-Agency Risk Assessment Conference (MARAC)
Multi-Agency Public Protection Arrangements (MAPPA)
Channel Panel (Prevent)
14-19 Partnership and ETE providers
BACS Meetings (Risk of Missing Education; for Kirklees North and South) and Single Point of Referral Meeting (considering alternative education placements)
Joint Substance Misuse Service Commissioning Group
Clinical Commissioning Group (CCG)
Fire Service
Police
Voluntary sector
Kirklees District departments including public health, adult services, housing etc

Prevent

Kirklees Council have the Prevent strategy in place and the Youth Justice Service Manager is a core member of the multi-agency Channel panel. The Channel meeting assists agencies working with vulnerable people meet their responsibilities under the Counterterrorism and Security Act 2015. Section 26 of this act places a duty on certain bodies ('specified authorities') in the exercise of their functions to have 'due regard to the need to prevent people from being drawn into terrorism'. Kirklees Council delivers children's services and as such is a 'specified authority'. Over the past 12-months, there have not been any children that have entered the youth justice system due to such activity in Kirklees.

Early Support (formerly Stronger Families)

There is an effective alignment between the Youth Justice Service and local Supporting Families programme, formerly known as Stronger Families, with a clear pathway for children at risk of offending and their families to access additional support that includes the following functions: family coaches, domestic violence practitioner, Family Group Conferencing workers and employment advisers.

**“He has stuck to everything and it has made him realise how serious it was. Thank you for all your help”
(a parent)**

The Youth Justice Service has a complex budget structure comprising of partner agency funding and in-kind contributions. The delivery of the youth justice work for Kirklees council is profiled within the Youth Justice Service cost centre. The Youth Justice Board grant and the councils' financial contributions are transferred to the designated Youth Justice Service cost centre for the delivery of the local youth justice services within Kirklees. Kirklees's finance management operates within the council's financial regulations and are subject to stringent control and accountability mechanisms. Alongside this, the Youth Justice Service budget and spend is also regularly reported to the YJS Management Board.

The overview of the Youth Justice budget for 2020/2021 is presented in table 12, with in-kind contributions profiled in table 12.

Table 12 - Budget 2020/2021	
Income	Kirklees
YJB core grant	£505,563
Local Authority	£1,011,314
Police (in kind)	£155,898
PCC	85,952
Probation (staff)	10,000
Probation (In kind)	58,724
Health (staff)	23,672
Health (in kind)	123,701
Total	£1,974,824

Remand position

Table 14 - Remand budget			
Financial year	Remand allocation	Remand outturn	Budget deficit year end
2014/15	£95866	£133526	£37660
2015/16	£134861	£133903	-£958
2016/17	£131306	£94228	-£37078
2017/18	£155069	£60509	-£94560
2018/19	£122801	£136873	£14072
2019/20	£140238	£507316	£367078

In 2019/20 the remand budget allocation was £140,238 and expenditure was £507,316. The Youth Justice Service work closely with partners to always present a robust credible community package to the court as an alternative to remand to youth detention where the risk to the public and the child can be managed.

All eight of the children remanded to the youth detention accommodation during 2019/20 were Kirklees children, accounting for 100% of the total remand costs. Out of the eight children:

- five were sentenced to custody
- two received community alternatives following a positive NRM (National Referral Mechanism) finding
- one was remanded on a different matter prior to a second custodial sentence
- One was transferred to probation due to turning 18
- 50% (four) of the children remanded were Black, or Asian ethnicity, which is disproportionate, when compared to local demographics

Since the introduction of the devolution of the remand budgets to local authorities (see table 14 above), allocations have been volatile with some years showing a deficit, and with 2019/20 being particularly poor.

Other pressures included the long duration time of the remand period and the above inflation increases in the remand provision nightly costs. This area of spend is monitored closely with robust operational management arrangements in place to mitigate unnecessary remands.

In 2020/21 we have received an uplift in the Youth Custody Service funding allocation for remands to £51,2057. At time of writing, 60% of this budget had been used, although some of this had been offset by Covid-19 funding to account for delays in trials during the pandemic.

The youth justice budget and resourcing will continue to be a high priority and monitored and scrutinised by the Youth Justice Service Management Board to ensure that we provide an effective and efficient service.

For the Youth Justice Service to drive improved outcomes for children at risk of offending in Kirklees, the YJS Management Board has set a range of strategic priorities that reflect national drivers and local need. The YJS Management Board set the following strategic priorities resulting from our end of year performance discussion at our October 2020 Board and away day in December 2020.

YJS priorities of focus in 2021/22 have been informed by:

- the YJS Management Board
- the Kirklees Safeguarding Children Partnership
- the Safer Kirklees Community Safety Partnership
- Kirklees Budget Planning 2020/24

Key challenges and opportunities within the landscape of youth justice services delivery for 2021/22

We will continue to shape delivery of the local Youth Justice Service and its underpinning local systems, to contribute to the YJB 2020/21 Business Plan and strategic objectives which cover:

- to strengthen and enhance the delivery of our statutory functions
- to see a youth justice system that sees children as children first
- to see an improvement in the standards of custody for children and promote further rollout of constructive resettlement
- to influence the youth justice system to treat children fairly and reduce over-representation
- to see a reduction in serious youth violence and child criminal exploitation

The key strategic priorities that we will focus on as a partnership:

- sustaining low level of first-time entrants (and maximising use of diversion and pre-court outcomes)
- reducing offending and reoffending
- reducing the use of youth detention
- participation of children and families, focusing on identity development approaches to desistance
- tackling disproportionality
- reducing serious youth violence and child criminal exploitation (shared priority with the Safeguarding Children Partnership)

To ensure grip and sustained pace against our strategic priorities, we have agreed that each priority will be driven by a dedicated sub-group of the board and sponsored by a board member. The work against these priorities is to be described in the sub-group action plans.

Year one outputs and outcomes:

Within the first year of our strategic plan and board sub-groups, we aim to achieve the following outputs and outcomes (all action plans are to have working documents, available on request).

Sustaining the low level of first-time entrants (and maximising diversion and pre-court outcomes)

Key outputs

In 2021/22, we will:

- establish strategic priority and sub-group action plans across the strategic partnership
- review the early help strategy and youth service prevention offer to ensure early help for adolescents is provided at all possible 'teachable, reachable-moments'
- work with the scrutiny panel for out of court disposals to challenge the partnership on decision making for Black, Asian or minority ethnic children and other vulnerable groups, including children looked after and care leavers
- establish 'Kirklees ENGAGE' in partnership with WY Detention to further target 'teachable, reachable moments in police custody'
- enhance the out of court disposal Intervention offer to ensure it is evidence based and focused on identity development

Key outcomes

In 2021/22, we want to see:

- FTE rates stabilised and sustained
- increased engagement with early support at 'teachable, reachable-moments'
- an increase in pre-Community Resolution diversionary outcomes
- reduction in exclusions and children and young people who are not in education, training, or employment

Reducing offending and reoffending

Key outputs

In 2021/22, we will:

- establish strategic priority and sub-group action plan across the strategic partnership
- challenge board members on the partnership contribution to addressing offending behaviour – proactively targeting education and the post-16 offer and health provision relating to tier three mental health and speech, language, and communication needs
- establish and embed the YJB Live reoffending tracker and proactively use this to challenge the board and partners

- establish evidence-based models of practice that build upon our formulation approach, including whole family approaches to desistance, trauma informed approaches to assessment, intervention and risk management and interventions focused on identity development

Key outcomes

In 2021/22, we want to see:

- sustained low binary reoffending rates
- reduction in re-offences per reoffender

Sustaining the low use of youth detention

Key outputs

In 2021/22, we will:

- establish strategic priority and sub-group action plan across the strategic partnership
- challenge board members on the partnership contribution to addressing risk of youth detention: proactively targeting children's social care and the youth engagement service, education, and the post 16 offer and health provision relating to tier three mental health and speech, language, and communication needs
- establish evidence-based models of practice that build upon our formulation approach, including constructive resettlement and identity development
- ensure disproportionality for children subject to youth detention is proactively monitored and challenged
- build on internal monitoring mechanisms for children kept overnight in Kirklees police custody cells

Key outcomes

In 2021/22, we want to see:

- sustained low rates of youth detention, both at remand and sentence
- reduction in disproportionality within this cohort
- improved outcomes relating to resettlement, transitions and children kept overnight in local police custody

Participation of children and families focusing on identity development approaches to desistance:

Key outputs

In 2021/22, we will:

- establish strategic priority and sub-group action plan across the strategic partnership
- challenge board members on ensuring that participation is a cross cutting theme for the partnership
- establish a deeper understanding of participation as an evidence-based intervention focused on identity development
- develop youth participation forums
- develop parent's participation forums
- learn from Inspections and national best practice

Key outcomes

In 2021/22, we want to see:

- an increased number of children and families actively participating in youth justice service design, scrutiny, and desistance focused interventions
- emerging signs of the positive impact of participation on reoffending, youth detention and disproportionality rates

Tackling disproportionality

Key outputs

In 2021/22, we will:

- establish strategic priority and sub-group action plan across the strategic partnership
- challenge board members on ensuring tackling disproportionality as a cross cutting theme for the strategic partnership
- establish and embed the Youth Justice Board disproportionality toolkit to proactively monitor and scrutinise the data and areas where partnership responses can have a positive impact on disproportionality
- develop a training and development plan focused on targeting disproportionality and issues such as unconscious bias with the Workforce Development Team
- influence the Inclusion Commission (including links to SEND; from June 2021) – pan Kirklees Children's Services

Key outcomes

In 2021/22, we want to see:

- disproportionality within the youth justice cohort to reduce and align with local demographic and population
- disproportionality as a shared priority across the partnership and wider council
- increased engagement and participation of Black, Asian or minority ethnic children and families
- increased engagement with voluntary and third sector organisations who specifically work with Black, Asian or minority ethnic communities

Reducing serious youth violence and child criminal exploitation (shared priority with the Safeguarding Children Partnership)

Key outputs

In 2021/22, we will:

- establish strategic priority and sub-group action plan jointly with KSCB and other Boards
- monitor the effectiveness of the Daily Risk Exploitation and Missing (DREAM) approach to risk management – ensuring daily multi-agency risk management
- review and align approaches to risk management for adolescents – including DREAM, DY0 and MACE
- conduct a multi-agency knife crime audit and challenge the strategic partnership with the findings
- develop a youth safety strategy – including the VRU violence reduction unit plans and other cross-cutting action plans
- enhance and develop contextual safeguarding responses in partnership with the Youth Engagement Service

Key outcomes

In 2021/22, we want to see:

- a reduction in serious youth violence and knife related offences
- a reduction in the numbers of substantive outcomes in youth justice relating to serious youth violence and knife crime
- an improved and coordinated approach to youth safety and violence reduction
- the development of an 18-25 offer to support transitions from youth justice services and sustained outcomes
- a greater emphasis on providing services at 'teachable, reachable moments' for adolescents at risk of serious youth violence and child criminal exploitation

Link to over-arching and shared strategic priorities

The Youth Justice Service will also continue to contribute towards local strategic priorities within Kirklees, reflected in the following:

- Kirklees Budget Planning 2020-24
- Safer Kirklees Partnership Plan and violence reduction plan
- Kirklees Youth Development plans
- Early Support Strategy
- Joint strategic needs assessments

Within the last 12 months, we have faced the challenges of an ongoing efficiency agenda at national and local levels, changes within the local partnership landscape (health, police, and probation), as well staffing challenges and organisational transformation in Kirklees. We have also faced business continuity challenges because of the COVID-19 pandemic. The partnership has identified the following risks to future delivery:

Risk 1 – see COVID-19 below:

Currently unknown future pressures or costs as a direct or indirect consequence of COVID-19 across the partnership, for example a potential increase in anxiety and emotional or mental health difficulties as a result. These unknown pressures may lead to a reduction across partnership funds and resources.

Risk 2

Due to the ongoing realignment/restructure of the Youth Justice Service within YES, we have continued to carry some key vacancies during 2020 which we have not been able to recruit to. However, we have now recruited to two Social Worker vacancies and a Restorative Justice Worker.

COVID-19 business continuity and recovery

Following the COVID-19 pandemic and lockdown, the Youth Justice Service business continuity plan RAG (red, amber, green) rated contacts with Youth Justice Service supervised children, with most of contacts becoming virtual. However, the Youth Justice Service maintained weekly court attendance in person and home (doorstep) visits for any high-risk children that were not responding to the attempted contacts. Since June 2020, the Youth Justice Service has been implementing business recovery plan arrangements which include a return to face-to-face meetings wherever possible (e.g., home visits, in parks, in open spaces) and preparing office space and facilities within Young Batley Centre (which opened in late August 2020) for the delivery of high quality Youth Justice Service interventions and resuming a return to national standards contacts from September 2020 (as outlined in the submission to the YJB). We also opened our second office in 12 New Street Huddersfield on 4th January 2021.

Overall, we have managed the associated risks effectively, remaining resilient, mitigating against any detrimental impact on the delivery and quality of the Youth Justice Service. This is testament to our continued robust strategic leadership and support from the YJS Management Board.

The table in appendix 4 identifies wider risks and measures across our operational sub-groups that will be implemented to remain resilient whilst ensuring business continuity and our COVID-19 recovery plan (Appendix 5).

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Summary

Our continued performance against the three national key performance indicators and many aspects of our service delivery, customer satisfaction surveys and our current improvement journey highlight effective practice and ongoing commitment to high quality standards within our work. The Youth Justice Service has continued to deliver a high-quality service to children and the wider public.

Our leadership and commitment to staff, service user engagement and a focus on innovation highlighted by our location within the wider youth engagement service has provided a strong platform and the capacity to continue ongoing service improvement to deliver an excellent Youth Justice Service.


However, we are aware of the need to improve certain elements of our practice to ensure we can meet the new national standards for youth justice in 2021/22 and intend to drive these areas of work forward through our established management board and strategic partnership.

Overall, the Youth Justice Service is well placed to continue maintaining high performance, preventing offending and reoffending, and contribute to key strategic priorities.

This annual Youth Justice Service Plan for 2021-25 is subject to the approval of Kirklees council in their capacity as the commissioners of services from the YJS Management Board.

This plan was approved by:

**YJS Management Board Chair
and Kirklees BCU Commander**

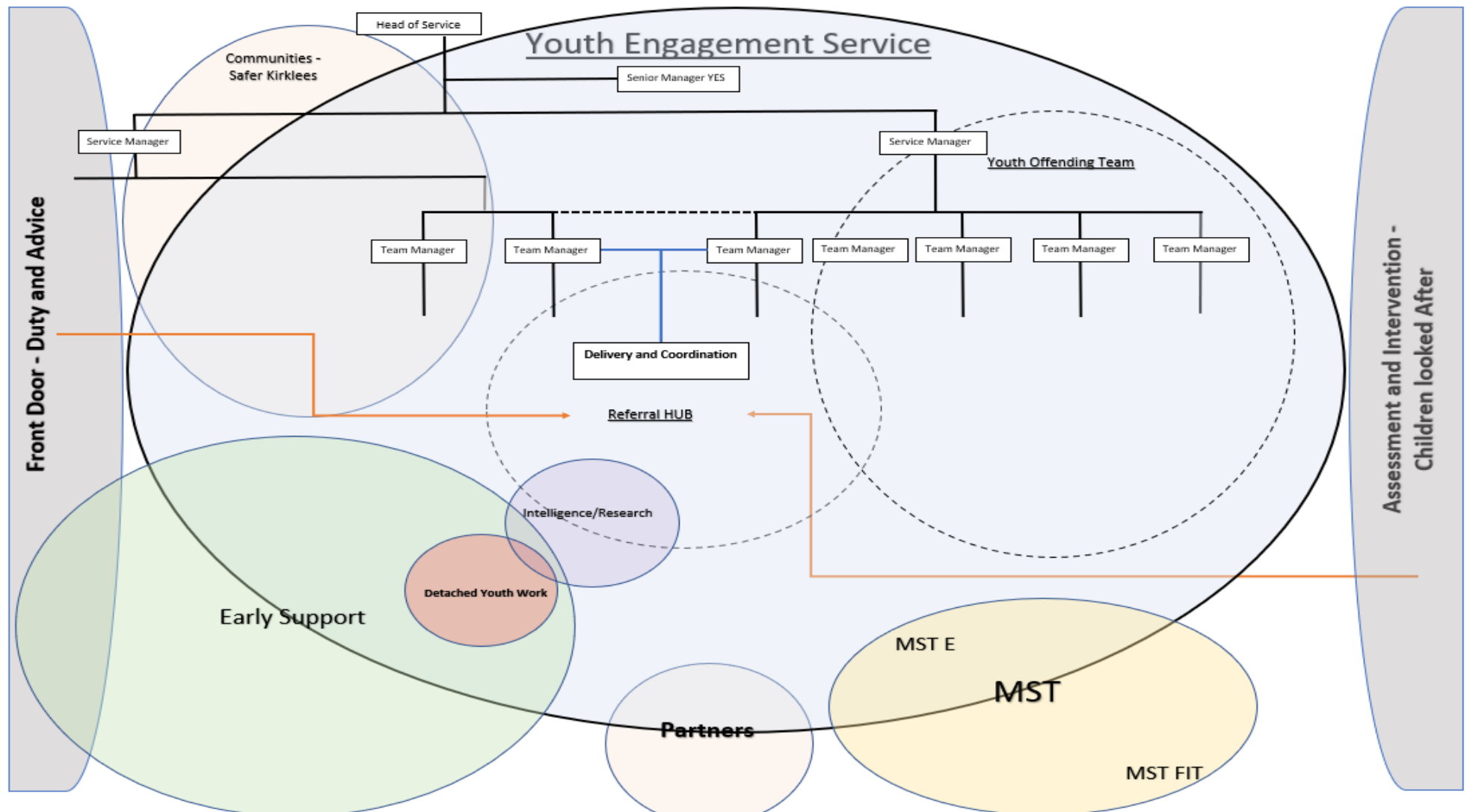


Julie Sykes

DCS for Kirklees Council

Mel Meggs

Appendix 1: Youth Engagement Service



Appendix 2: Youth Justice Service

YOUTH JUSTICE SERVICE

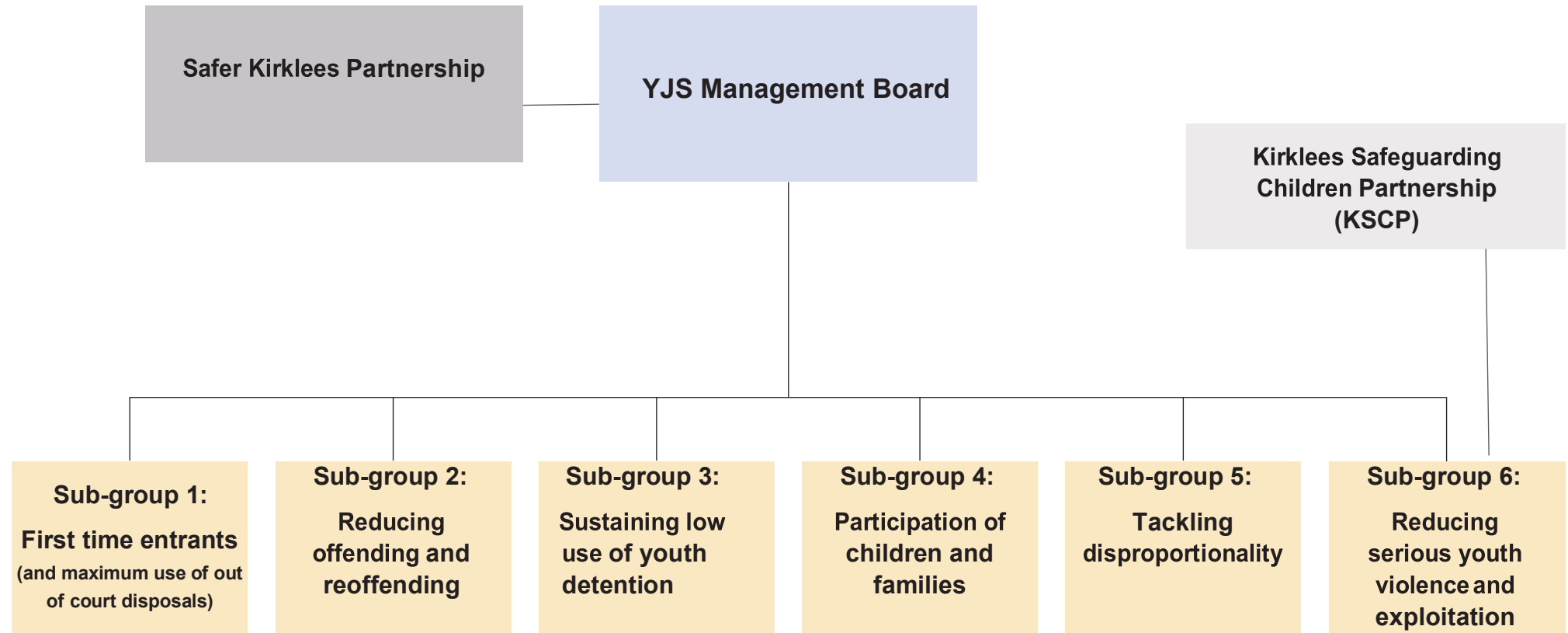
Head of Contextual Safeguarding and Youth Engagement Service

YOUTH JUSTICE SERVICE MANAGER

Team Manager (CR/YES) Re-Offending	Team Manager (OOC – YC/YCC) First-Time Entrants	Team Manager (HSB/EDUCATION) Disproportionality	Team Manager (COURT/RJ) Participation	Team Manager (ISS/CUSTODY) Use of Custody	BUSINESS SUPPORT & IT
Social Worker 2 x Youth Engagement Officer Police Officer Early Support Consultant Substance Misuse Worker YES YIT (Link)	Social Worker Youth Engagement Officer 2 x Police Officer 3 x Health Worker L and D Link Officer Police YIT (Link)	Senior Practitioner 4 x Social Worker Careers Officer	4 x Social Worker Youth Engagement Officer RJ RJ Lead 3 x Restorative Justice Worker	Senior Practitioner Probation Officer Probation Support Officer 4 x Youth Engagement Officer	Information Analyst Business Support Manager 4 x Business Support Officers 1 x Support Worker

Appendix 3: Governance Interface

Governance chart for YJS Management Board



Appendix 4: Risks and measures

	Level of risk	Mitigating action	Owner
Funding			
Local efficiency agenda	M	Review of the current resource and resilience of service delivery. YJS Management Board will monitor the level of resourcing to ensure the Youth Justice Service is appropriately resourced and configured to meet its statutory function	Head of Contextual Safeguarding and Youth Engagement Service Chair of the YJS Board
Reduction of in-kind partner contribution	M	YJS Management Board will ensure effective partnership arrangements and contributions are in place to maintain highly effective Youth Justice Service partnership Escalation process to the Community Safety Partnership, Safer Kirklees, where significant risks or detrimental impact are identified	Chair of the YJS Board
Assessment, intervention, and planning			
Recovery Planning and business continuity COVID-19	H	Youth Justice Service business continuity and recovery plan is in place and the service has begun to deliver services within the 'new normal'	Head of Contextual Safeguarding and Youth Engagement Service YJS Service Manager
Compliance with new YJB National Standards for Children in Youth Justice	M	Robust QA and management oversight Key performance indicators in place to drive compliance and improvement where appropriate. Internal audits (Practice Learning Days) to provide health check	Head of Contextual Safeguarding and Youth Engagement Service YJS Service Manager
Partnership interface to safeguard children			
New model for safeguarding adolescent and contextual safeguarding currently being implemented (YJS within YES)	M	Review of existing arrangements and joint working with the new Youth Engagement Service (Youth Practice Model)	Head of Contextual Safeguarding and Youth Engagement Service YJS Service Manager

	Level of risk	Mitigating action	Owner
Reoffending			
Increased reoffending and re-offences per reoffender due to an active cohort of prolific offenders	M	Robust analysis and scrutiny of reoffending via the reoffending sub-group Strengthening of the DYO with clear impact measure and effective model in place Implement strong and consistent interface with looked after children teams to ensure coordinated approach to assessment and care-planning Clear pathways out of reoffending in place	Head of Contextual Safeguarding and Youth Engagement Service YJS Service Manager
Offences of children looked after in care settings increasing reoffending rates	M	Continue restorative justice approach to prevent unnecessary criminalisation and reoffending of children looked after within care-settings Review of the reducing criminalisation of children in care guidance and local protocols	Head of Contextual Safeguarding and Youth Engagement Service YJS Service Manager
Custody			
Failure of the Partnership to work together to reduce both serious youth violence and organised crime within the district leading to further uptick in the use of custody. Relationship with Youth Court impacting on custody performance	H	Effective engagement and representation of the sentences within the YJS Management Board and Board working with other Partnership Plans to best effect to successfully coordinate partnership effort. Monitor PSR congruence. Effective joint protocol for Youth Court (Leeds/Kirklees/Wakefield)	Chair of YJS Board Head of Contextual Safeguarding and Youth Engagement Service YJS Service Manager

Victim and public confidence			
Ability to maintain high level of public and victim confidence in the youth justice system	L	<p>Review of the effectiveness of victim work by the YJS Strategic Management Board</p> <p>Clear mechanisms in place to ensure voice of victims are heard and continued investment within restorative justice.</p> <p>Promote positive work of the Youth Justice Service</p>	<p>Chair of YJS Board</p> <p>YJS Service Manager</p>

Appendix 5: Kirklees COVID-19 recovery plan

