

Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Annual report and accounts

2022/23

The Youth Justice Board
for England and Wales

HC 1786



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Bwrdd Cyfiawnder Ieuencid

The Youth Justice Board for England and Wales

Annual report and accounts

For the period 1 April 2022 to 31 March 2023

Report presented to Parliament pursuant to Schedule 2, paragraph 8 (2) of the
Crime and Disorder Act 1998

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Crime and Disorder Act 1998

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Foreword

Welcome to the 2022/23 Annual Report and Accounts for the Youth Justice Board for England and Wales (YJB). This represents our yearly opportunity to look back at what has been achieved and the value we have offered for the public money received.

As I consider the past year, I feel proud of many improvements and achievements in the youth justice system we oversee, and of the YJB's contribution to these. There is no room for complacency: post-pandemic we have reason to believe the challenges faced by vulnerable children will be ever more acute. But I am pleased to say that advances in policy, practice and culture – backed by significant additional investment – are bearing fruit so that fewer children are being caught up in the justice system and criminalised.

In a powerful continuation of the positive trend, we saw significantly fewer children entering the youth justice system and at the time of writing an all-time low in the number of children in custody. Encouragingly, there were also declines in the number of children receiving cautions or sentences for knife or offensive weapon offences and there was some evidence that racial disparity, whilst still unacceptably present, has reduced in many areas. Reoffending also decreased to the lowest rate on record, and while we know pandemic restrictions will have played a part in this, it is welcome, nonetheless.

On the other hand, the use of remand remains unacceptably high and average sentence lengths have increased by 6 months - so that the average custodial sentence now lasts for almost the same period as an A-level syllabus. Most troubling of all, the average time between offence and court outcomes for children nearly doubled in 2022/23 to 217 days. The old adage that 'justice delayed is justice denied' was never truer than for a 16 or 17-year-old who commits an offence, finds their adolescence and education blighted by legal limbo and their eventual prosecution and punishment pitched at the adult they have become rather than the child they were at the time of their offence. We also recognise the devastating impact that crime can have on victims, their families and on wider communities and addressing this is an important part of our vision. As you would expect, these delays are incredibly traumatic and disruptive for children, their families, and victims, however I am hopeful that the work outlined below should have an impact on this.

Although there is much we can learn from the data, there is a lot we don't yet know. As an organisation, we are strengthening how we bring together data and insights to discover more about 'why' or 'how' things have changed so we can better monitor and improve outcomes for children who receive support from youth justice services (YJS). During the past year we started to bring together our intelligence and insight functions to strengthen our oversight of the system and its performance. This move was part of our new sense of purpose (NSOP) programme which set the backdrop for much of our activity over the past year.

Set by our Board, the NSOP programme is the most effective route to boost our impact by rebalancing how we deliver our statutory functions to get the best outcomes for children. In December 2022 we completed the first stage, redesigning our structures to support the Board's strategic choices. This involved some internal reorganisation and new ways of working which we covered in more detail in our business plan 2022 to 2023¹. We go into the new business year with staff in their new roles to reflect these changing priorities; in particular moving significant numbers into frontline-facing roles so that local and regional relationships can flourish, and we can provide the very best support, advice and challenge to our partners throughout the youth justice sector.

Last summer, we shared an update with the sector on a promising new alternative to custody. The London Accommodation Pathfinder (LAP) aims to accommodate 16 and 17-year-old boys as an alternative to a custodial sentence, remand in custody and enhanced resettlement. This has the potential for a significant impact as almost half (45%) of children in custody are on remand and nearly three quarters (73%) of these do not subsequently receive a custodial sentence. Shockingly, almost one third (31%) of children held on custodial remand are Black, and Black children in custody attached to a London youth justice service account for 16% of the overall under 18 custody population (year ending March 2022). And so we believe that the LAP approach will help to tackle the overrepresentation of these children while providing them with better outcomes and also better protection for the public in the long term. Two sites are in the final stages of refurbishment and expect to open in Autumn 2023. I hope and believe that the success of the Accommodation Pathfinder will demonstrate the benefits of finding safe and appropriate accommodation for children awaiting trial so that they are not caught unnecessarily in the custodial net.

In October 2022, we reached an important landmark in our pursuit of a Child First youth justice system - the publication of revised case management guidance. This allowed us to reflect the evidence base alongside the experience and insights from the full spectrum of frontline professionals in local youth justice delivery. To do this we convened a user group of 28 members from across England and Wales, including frontline YJS practitioners, health, court and police representatives, and colleagues from the secure estate. We also involved our Youth Advisory Network (YAN), a group of children and young adults with direct experience of the justice system. We developed specific sections of our guidance in collaboration with them and ensured that their voices helped to shape it. The user group's expertise was invaluable and helped us to show what Child First looks like in practice.

In the same month we published "Brighter Futures" – a report from our influential systems mapping project. This brought together the thoughts and ideas of more than 200 youth justice experts, including children with experience of the system, and helped us to identify ways we could work together to make lasting improvements to the youth justice system. Among the questions, we asked: "what could we do to achieve a "Child First" system?" It was clear from the breadth of answers and action that followed that there is real momentum behind embedding the evidence of what works for children in youth justice. This information was used to inform commitments in our 2023/24 business plan and our upcoming strategic plan for 2024–27.

1 <https://www.gov.uk/government/publications/yjb-business-plan-2022-to-2023/yjb-business-plan-2022-to-2023-accessible-version>

Throughout the year, my colleagues and I have travelled around England and Wales to hear directly from those working in youth justice so that we may share their insights and benefit from their expertise. In doing so, we were pleased to see further evidence that Child First practice is more than compatible with HMI Probation's inspection framework, and that it is a means for services to excel. This was marked by several 'outstanding' inspections being awarded to services utilising the evidence base around what works for children to ultimately reduce reoffending and keep communities safe. Our Child First principles are also closely aligned with the child centred policing (CCP) approach. We continue to work closely with the National Police Chiefs' Council Children and the Young People Portfolio lead who is responsible for embedding the CCP framework across forces in England and Wales.

In collaboration with our YAN, we have supported development of the Crown Prosecution Service's, first ever Defendants' Strategy in which age-related needs and vulnerabilities are addressed for the first time and terminology adapted to emphasise the special status of the child within a court. Children who are victims or witnesses to crimes are at heightened risk of committing offences themselves, so we were delighted to work with the Victims' Commissioner to explore how child victims and witnesses can be better supported to reduce this vulnerability.

As we are all too aware, the cost of living has been rising in recent months. This has exerted extreme pressure on households as well as public finances. To prevent children being further disadvantaged, it was crucial that there continue to be investment. And so, I was pleased to see some funding announcements in the year. Among these was the Ministry of Justice announcing in July 2022 a significant funding increase for YJSs. This included an uplift to the youth justice core grant of 9.8%. A requirement of this grant is for YJSs to produce a plan adhering to the mandated guidance which we introduced in the previous financial year. In future, we will be able to build a much clearer picture of the performance of each of the 154 YJSs as part of our increased oversight approach, moving us in the strategic direction set out in February 2023 by our Minister, Rt Hon Damian Hinds MP, in his annual **Strategic Steer**². Indeed, whilst we have welcomed positive engagement from all the youth justice ministers in post through the past year, I have particularly appreciated the interest he has shown in supporting community YJSs, and his understanding of education as a critical protective factor in preventing childhood offending. In March 2023, we wrote to all YJSs to inform them of the **new terms and conditions of grant**³ and also alerted them that we would share our new **youth justice oversight framework**⁴. This framework sets out our approach to performance oversight, assurance and compliance with the terms of the core grant, as well as changes to the management of our regions across England and Wales. The Terms and Conditions of Grant review formed part of a wider programme of change activity underway at the YJB, which will ensure we are maximising our contribution to exceptional youth justice performance.

2 <https://www.gov.uk/government/publications/annual-strategic-steer-for-the-youth-justice-board-2023-to-2024>

3 <https://www.gov.uk/government/publications/conditions-of-youth-justice-grant-2023-24>

4 <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

In a further boost to the evidence base, we worked with the Probation Service and the Association of Youth Justice Managers, to publish the final report of our prevention and diversion project. This project was to increase our understanding and oversight of how this work is delivered by YJSs across England and Wales. The report found that on average more than half of a YJS caseload was children receiving preventative or diversionary support. Accordingly, we will introduce new diversion data collection from 2023/24 and update guidance on how to work with children who don't need to go to court for an offence, and we will work with partners to address other issues the project identified. We are working on a mandatory prevention and diversion assessment tool which will be ready by summer 2024.

At the end of February 2023, we announced that the second cohort of the Elevate programme was open for applications. The Elevate programme is a 6-month mentoring programme to support the progression of middle managers from ethnic minority backgrounds into strategic management – where they are currently under-represented. We developed it with the Youth Justice Sector Improvement Partnership following recommendations from the Youth Justice Workforce Development Council. This programme is already bearing fruit, with a number of talented participants achieving promotion, and forms an important part of our work to support anti-racist and anti-discriminatory practice across the system.

Finally, this will mark my last Annual Report and Accounts as the Chief Executive Officer of the YJB. With that in mind, I would like to take this opportunity to place on record my admiration for those who work so hard to support and bring about positive change in the lives of the most vulnerable children in our society. YJSs offer a recipe for building the safe, healthy and fulfilling lives that we would wish for our own children. An approach that extended the same support and opportunity to young adults past their 18th birthday when appropriately resourced could represent our best chance of stemming the slide of young adult men and women into entrenched offending so that the gains achieved by YJSs are not squandered in early adulthood.

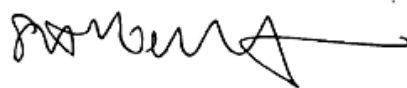
As I will have left the YJB ahead of publication, the rest of this report will be signed off by Stephanie Roberts-Bibby, who was in place as the interim Accounting Officer from the 10 April 2023 and interim Chief Executive from the 01 July 2023. I wish her all the best for her new role; with her appointment the YJB gains over two decades of experience working in the criminal justice system.

13 September 2023



Claudia Sturt
Chief Executive and Accounting Officer

(Until 09 April 2023)



Stephanie Roberts-Bibby
Interim Chief Executive and interim
Accounting Officer

(From 10 April 2023)

1

Performance report 2022/23

- **Overview**
- **Performance analysis**
- **Our work – activity delivered**
- **Sustainability report**

Overview

This section of the report provides an overview of the Youth Justice Board for England and Wales (YJB) including:

- who we are and what we stand for
- our Chief Executive's review of the year and our financial performance
- our principal plans and risks for the future
- how the youth justice system performed and what we did within the year.

Who we are and what we stand for

The YJB is an independent non-departmental public body established by the Crime and Disorder Act 1998⁵. We are appointed by the Secretary of State and are responsible for overseeing the operation of the youth justice system and the provision of youth justice services (YJSs).

The statutory definition of a local youth justice service (YJS) is contained in the Crime and Disorder Act 1998. In statute these are known as youth offending teams. However, as services have evolved, they have become known by different names. We use the term YJSs to acknowledge the evolution of services in all their guises and to move away from the stigmatising language of 'offending'.

We are the only statutory body to have oversight of the whole system. We need to use what we know to provide advice to ministers, policy makers and youth justice partners to influence in a way that brings real change for children who need it the most. We work with partners with the aim of preventing offending and reoffending by children.

Summary of our functions

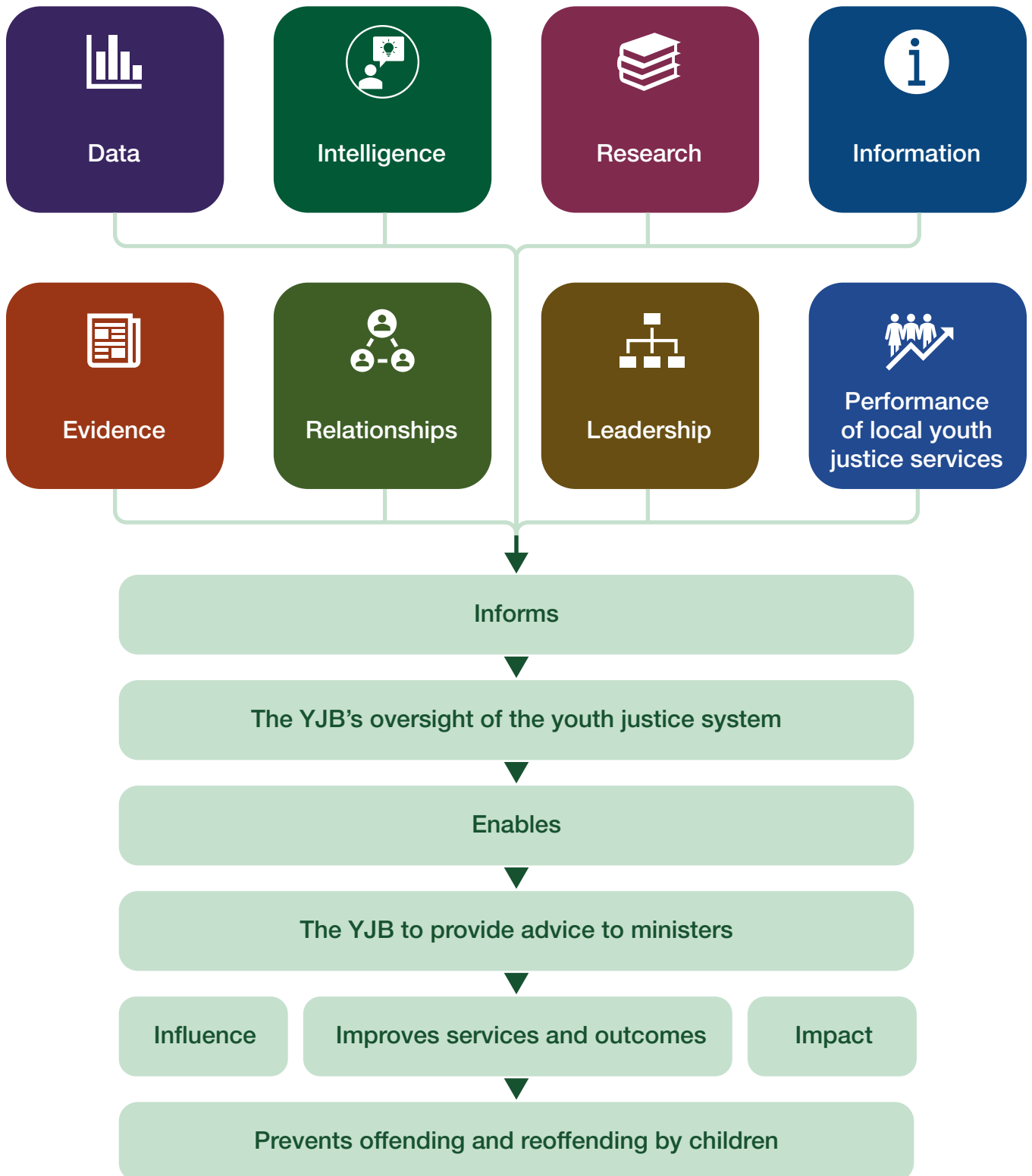
As an independent public body appointed by the Secretary of State for Justice, we have a statutory responsibility to oversee the whole of the youth justice system. We have a unique role providing evidence-based advice and guidance on the provision of YJSs. The effectiveness of our advice is driven by our statutory functions to:

- monitor the youth justice system to understand how it is operating
- distribute grants to local services
- support the provision of IT services for YJSs
- collate and publish information
- commission research to support practice development
- identify and share evidence-informed practice across the sector.

5 <https://www.legislation.gov.uk/ukpga/1998/37/section/41>

As well as how we:

- promote the voice of the child, including taking advice from our youth advisory panel of children and young adults who have current or previous experience of the youth justice system
- use information and evidence to form an expert view of how to get the best outcomes for children.



Our vision

Our vision is for a Child First youth justice system: A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.

At the YJB, we are committed to our over-arching guiding evidence-based principle of Child First⁶ outlined below.

1. Prioritise the best interests of children and recognise their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
2. Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
3. Encourage children's active participation, engagement and wide social inclusion. All work is a meaningful collaboration with children and their carers.
4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

In line with our Child First vision, we want to make sure that children are not unnecessarily criminalised because of their vulnerabilities and the challenges they face. This is important because evidence tells us that contact with the criminal justice system is linked to a greater likelihood of further offending. Our vision is for an evidence-based youth justice system that treats children as children and is effective in addressing the issues underpinning offending behaviour, resulting in long term change.

As adults, we have a responsibility and legal duty to protect children in our society from all harms that might hinder their growth and their ability to realise their potential. If we fail in this responsibility, children will almost inevitably fail to thrive, and communities will be less safe.

⁶ Case S. and Browning A. (2021) Child First Justice: the research evidence-base [Full report]. Loughborough University. Available online at <https://hdl.handle.net/2134/14152040.v1>

Our work

This year we focused on our NSOP programme based on three strategic design principles:

1. Achieving through influencing the delivery of others.
2. Focusing our energy and attention further upstream.
3. Taking a benefits-driven approach and moving away from being risk-driven.

We have started to rebalance how we deliver our statutory functions. We are clear on what good looks like and focused on using all available levers to be more assertive in setting standards and driving improvement in outcomes. We are beginning to raise our profile and amplify our voice where it can add most value. We are an evidence-based organisation and use research and performance data, intelligence and insights to inform our positions. We seek to engage with the widest range of partners, putting our evidence and expertise at their disposal to inform policy and practice and make a reality of our vision.

Where children's needs are met and vulnerabilities addressed, they are much less likely to come into conflict with the justice system. We have therefore built new, and strengthened existing, partnerships across the system to focus greater attention and resource upstream, to have the biggest impact in preventing offending.

We have a track record of caution despite being a fundamentally low-risk organisation. We have revised our risk appetite and looked for opportunities to create benefits even where these take us outside our comfort zone, seeking to manage rather than eliminate risk.

We influence by having robust evidence, clear positions on policy and good relationships. We inform through collating information, applying our insight and having a function at the centre of what we do that holds as much information as possible to inform policy makers, practitioners and youth justice partners. We improve through activity with the youth justice system and in the community and use our authority, expertise and funding to drive up standards and hold the system to account.

We completed the first stage of implementing NSOP this year, which involved getting our structure into the right shape through internal reorganisation and new ways of working, and we will need to spend time in 2023/24 embedding our redesign, ensuring our people have the skills and confidence they need to deliver, that our new systems give us the outcomes we intend. This work has allowed us to redirect resource into our operations function, which supports performance improvement in YJSs and wider partnerships.

Some of the key aspects of this change include:

Embedding strengthened oversight and feeding this into national policy

We have rebalanced our resource to have a greater emphasis on strengthening our monitoring of the performance of YJSs and the youth justice system. This includes a new oversight framework which outlines how we monitor and provide targeted support.

The framework will provide greater clarity on how we undertake our oversight of local YJS performance, understand performance across the wider system and enable the YJB to take a more assertive position with youth justice delivery partners and better account for the use of public money.

We have worked hard to develop the framework, which was shared with the sector in late April 2023 to take effect within the 2023/24 business year. The framework reinforces putting children at the heart of what we do within the system and achieving better outcomes for them. Evidence tells us that taking a Child First approach is the most effective way of preventing offending by children and in turn best reduces the harm caused to victims and communities.

The framework outlines the approach to overseeing performance of YJSs and brings together, in an overarching performance framework, an outline of:

- the mechanisms used for oversight of and assurance against performance outcomes
- how compliance against the terms and conditions of the youth justice core grant (provided to local YJSs on an annual basis) is confirmed
- how effective practice across the system is identified
- when and how support is provided to drive up standards in delivery
- the responses to persistent poor performance and/or noncompliance against the terms and conditions of the youth justice core grant.

Operationalising case management guidance

In 2022/23 we published revised case management guidance, with final sections on custody and resettlement and out-of-court disposals due to be published in the autumn of 2023. This was rewritten to reflect the Child First evidence base. Our focus for 2023/24 is fully disseminating our revised guidance and supporting the sector to put this into practice and improve outcomes for children.

Terms and conditions of grant

We have revised the terms and conditions for the core grant allocated to YJSs. The revised terms and conditions allows us to make clear our expectations for standards and performance and will ensure we have the right levers in place to deliver improved performance oversight and ensure value for money. The new version came into effect on 1 April 2023 for the new 2023/24 business year.

Review of the grant funding formula project

Following the Ministry of Justice (MOJ) securing additional funding for YJSs across England and Wales for 2023–25 and their subsequent uplift in funding, the MOJ commissioned us to take a fundamental look at the entire funding formula. This was to ensure that the investment of tax-payers' money is used effectively, that the grant formula is robust and reflects the needs of the system at present as well as being proportionate and targeting the areas that need it most.

We commissioned the economics consultancy company Economics by Design (EbD) to undertake the required research to gather the evidence base for the most effective new formula proposals, and to recommend funding models for us to consider and to assist in our proposal to the MOJ and the Lord Chancellor.

We worked in collaboration with colleagues in the MOJ's Youth Justice Policy Unit towards a final, joint ministerial proposal which included a revised funding formula and pace of change transition strategy which was presented to ministers in December 2022. After some consideration, the decision was taken that the formula should remain unchanged for the time being. This was communicated to the sector in February 2023.

The proposed new funding formula and its business case remains valid, and the analysis and assessment of options will continue to be credible for some time should the government wish to revisit the project objectives.

Launching our Business Intelligence and Insights function

This brings together our research, statistics and stakeholder engagement functions, and will also introduce a new business intelligence system. We will use these functions to make better use of data and evidence drawn from a wide range of sources to inform our work.

The insights project ensures the YJB will have the infrastructure, tools, applications, and expertise to allow us to centralise evidence, knowledge, and information, enabling effective analysis and insight. We are removing silos, collaborating across the YJB, and connecting our information and intelligence to produce informed, evidence-based products.

We have been working on the development of an intelligence framework and operating model which will help to deliver our vision for intelligence and insights, make clear where governance sits within the organisational hierarchy, including lines of accountability and will determine processes for collaboration. The framework will integrate and bring together information from all the different areas of our organisation. This will help us to effectively communicate what is happening in the youth justice space. By doing this, we are better able to develop a systems-thinking approach to our use of evidence, intelligence, and knowledge.

People, Engagement and Accountability Project (PEAP) - Workforce development

As part of our redesign, we have invested in our Operations Directorate, with increased staffing across key operational areas. We have invested in developing Business Intelligence and Insights Directorate and transitioned our Programme Directorate into a Portfolio Directorate.

We have conducted a review of our current state and future operating model which includes our governance and meetings' structures, decision making, workforce structure, roles and responsibilities, line managers' toolkit, allocation of resources, performance management, induction, learning and development and culture.

The PEAP ensured that we have the right people in the right place and are maximising our resources.

Our areas of concern

In our business plan 2022/23 we identified 4 areas of concern within the system.

Early intervention and prevention

We made a strategic choice to focus more of our resources and attention on early intervention and prevention and ways in which the whole system can help to prevent children from ever reaching the youth justice system. A significant amount of activity has taken place to work towards addressing this area of concern.

The aim, wherever possible, is to divert children from contact with the youth justice system as evidence shows that this ultimately creates safer communities and gives children the chance to grow and develop safely. This is achieved by placing children first, focusing on a holistic approach, responding to their specific needs, and working with them to fulfil their potential to contribute to society in a constructive way. We have developed our position on prevention and diversion, based on evidence, and have completed the [prevention and diversion project](#)⁷ which was jointly commissioned by the Probation Service, the YJB and the Association for Youth Justice Service Managers to undertake a 2-year review of YJSs prevention and diversion work.

Over-representation

We know that from an early age and within the youth justice system there are systemic and institutional prejudices that result in some children not receiving equal treatment. The cumulative effect of several factors contributes to ethnic disparity within the youth justice system, such as poverty, mental health, exclusion from school, care experience and being victims of crime. Tackling over-representation is intrinsic to all we do. We have continued to work with partners to identify and address disparities and we have completed research on 'ethnic disproportionality in reoffending rates'. Internally, all staff and Board members have undertaken anti-racism training so that we can be effective in addressing racism and discrimination across the sector and empower others to do the same. We are committed to becoming an anti-racist organisation by internally challenging our systems, policies and processes and working alongside stakeholders externally. Of course, we won't lose sight of other forms of inequality and the impact of intersectionality and will continue to work hard to address all aspects of discrimination or inequality.

Exploitation

Our conversations with stakeholders tell us that exploitation and how it plays into child vulnerability is the biggest risk to the safety and wellbeing of children, which, of course, also has an impact on public safety.

We have continued to develop our position on victims, working alongside victims' groups. It is important we acknowledge children who are drawn into the criminal justice system because of exploitation. Often children do not immediately recognise that they are being exploited and they are under the coercion or control of someone who has power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Many children are exploited as a result of escaping from situations of neglect or difficult family circumstances. We have continued to work with partners on what works to support children who are exploited and how the system best safeguards these children and keeps our communities safe.

7 https://yjresourcehub.uk/images/YJB/Prevention_and_Diversion_Project_Final_Report_YJB_Feb_2023.pdf

Custody, resettlement and transitions

Our strategic choice to focus more of our resource in early help and prevention meant that we have needed to change our approach. We continue to be acutely aware that children in custody are some of the most vulnerable children in the system, often with complex needs. We recognise that public protection is also of great importance so whilst the aim is that the minimal number of children enter custody, we recognise that there will be cases in which custody is appropriate.

It is vital that we continue to work to ensure that wherever possible children do not reach custody. In the most serious circumstances when they do, it is of the utmost importance that their safety and wellbeing is cared for whilst in a custodial setting. They should be supported to return to the community and go on to make positive contributions to society. Ultimately, we believe a redesign of the secure estate is needed, which is based on smaller, more geographically dispersed units, which are care-focused, enable pro-social identity, uses trauma informed practice and are needs-led.

We have completed pathfinder projects in Southwark and Medway, as well as continued to work with the sector to deliver the existing pathfinder projects focused on resettlement and accommodation in London.

Our statutory functions

We published our annual statistics⁸, enhancing and developing the way in which these were presented, to support the understanding of the youth justice system across the sector and seeking out and considering users' feedback. These statistics provided patterns and trends across a wide range of measures and helped to inform our areas of focus.

We have continued to commission and publish research to support our strategic objectives. In 2022/23, we commissioned research to better understand 'ethnic disproportionality in reoffending rates' and 'the production and utilisation of bail package reports and pre-sentence reports in making remand and sentencing decisions in the youth justice system'.

Proactive and transparent engagement has been key to understanding and advising on the challenges across the system that impact upon children, and our partners. This has included continued strategic influence in responding to consultations and inquiries relevant to children in and around the youth justice system and supporting this with evidence. This year we have taken the decision to publish our consultation responses, for example, our response to the Special Educational Needs and Disabilities review⁹, to increase transparency and take a more authoritative approach to using our voice to have influence for children and communities. We have also continued to use our convening power to bring together strategic partners for the Youth Justice System Oversight Group and Welsh Youth Justice Advisory Panel. For example, working with the Children's Commissioner for England and her office to discuss her findings on strip searching of children.

In 2022, we published the outcome of our system mapping workshops across England and Wales, with over 230 partner organisations attending. The publication of Brighter Futures¹⁰ outlined key suggestions for improvements across the system and is a helpful tool to inform planning, both internally and for partner organisations.

8 Youth justice statistics: 2021 to 2022 - GOV.UK (www.gov.uk)

9 SEND Review consultation: YJB response - GOV.UK (www.gov.uk)

10 PowerPoint Presentation (yjresourcehub.uk)

We have continued to provide IT support and solutions to the youth justice sector through our Youth Justice Application Framework. We have administered the youth justice core grant to all YJSs in England and Wales ([this information is published separately on GOV.UK¹¹](#)) and continued to administer targeted funding in the form of existing pathfinder projects. All of which were aligned to our areas of concern, having a positive impact on outcomes for children, and communities, and benefiting the sector through shared learning and practice.

For more information on all of these areas, see the Our Work section.

Our statutory functions are the framework we build our activity on and enable us to provide oversight, advice to ministers, and support policy. As we move into 2023/24, we will continue to meet all our statutory functions and reprioritise our finite resource to focus on the areas we believe will make the biggest difference to children, including taking a stronger role in driving performance across YJSs and wider partnerships. We will continue to focus earlier upstream and recognise the importance of early intervention and prevention, and addressing disparity will be an intrinsic part of all we do internally and externally. We will work hard to ensure this remains visible, and that inclusivity remains at the heart of our values as we strive for equity for all.

We will also deliver targeted pieces of work on the following areas that the Board believes can support constructive change:

- courts – driving children’s active participation in the court process
- policing – embedding the use of child-centred policing
- partnerships to reduce serious violence and exploitation – to better equip the sector to deal with and prevent serious violence
- education – maximising access to education, training, and employment as a contributor to preventing offending.

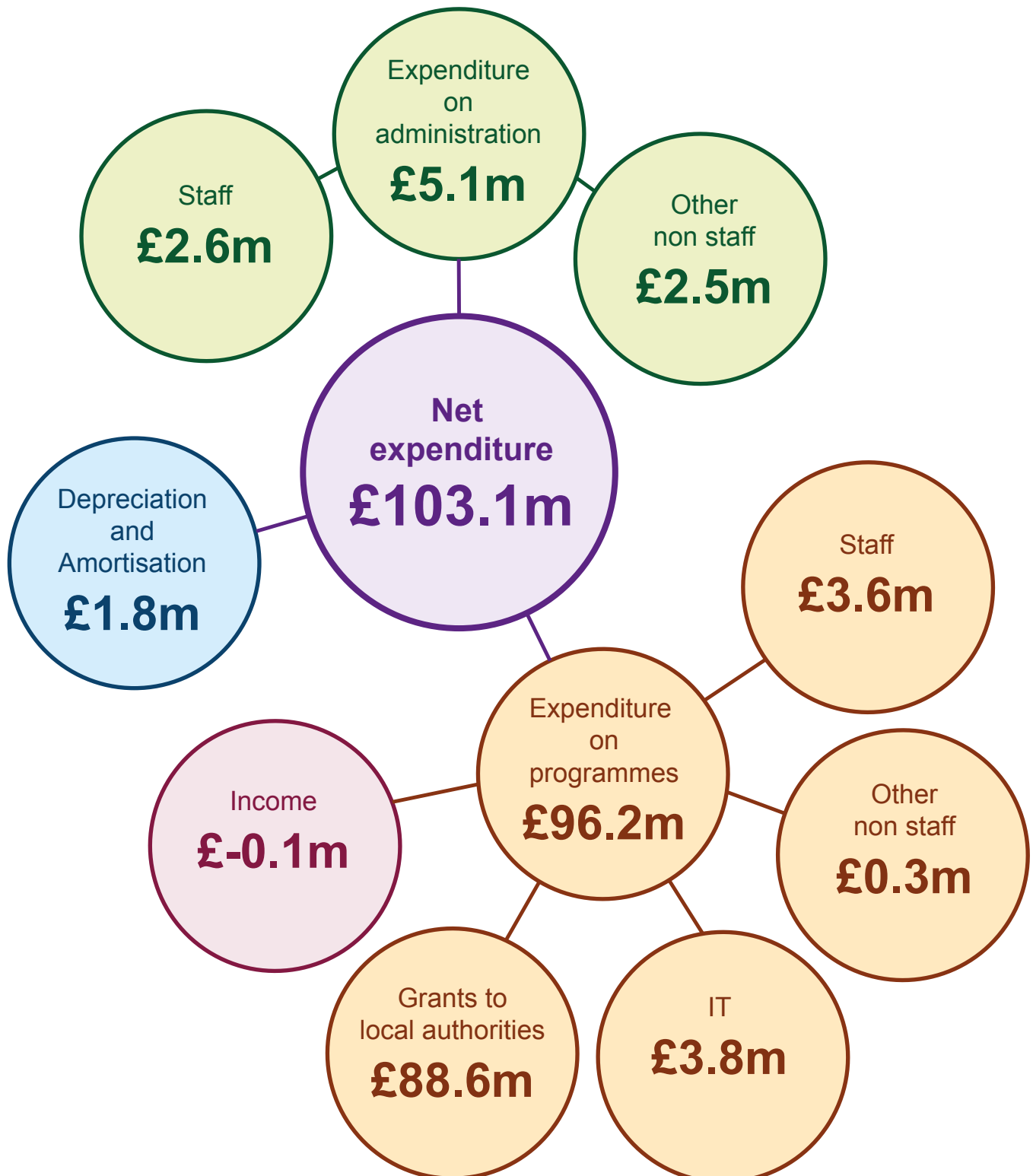
Financial review

Our 2022/23 net operating expenditure of £103.2m represented an increase of £8.9m (9.4%) compared to 2021/22. This was mainly due to an increase of £6.7m (8.1% increase compared to 2021/22) in grant funding to YJSs. Total grant expenditure of £88.6m accounts for 85.7% of total expenditure due to the YJB receiving additional grant funding, which was secured through the spending review for the next 3 years and intended to take account of the downstream impact of the police uplift within the criminal justice system.

11 <https://www.gov.uk/government/publications/youth-justice-board-funding-to-yjss-year-ending-march-2023>

How we spent our money

The YJB's net expenditure of £103.1m comprised expenditure on administration (£5.1m) which was the sum of staff (£2.6m) and other non-staff (£2.5m). It also contained depreciation and amortisation (£1.8m). In addition, the net figure was made up of expenditure on programmes (£96.2m) which was the sum of staff (£3.6m), other non-staff (£0.3m), IT (£3.8m), grants to local authorities (£88.6m) and less income at £-0.1m.



More detailed information about expenditure during the year can be found in the financial statements section of the report.

Risk management is embedded in the way we plan and operate. More detailed information about the framework, and the principal risks managed during 2022/23, can be found in the governance statement.

The key risks and issues to the delivery of our vision and mission have been managed through our strategic risk register. Further detail on our strategic risks can be found in our 'Governance statement' in this report.

Other obligations

We are now required to produce a sustainability report under the [Greening Government Commitment](https://www.gov.uk/government/collections/greening-government-commitments)¹².

¹² <https://www.gov.uk/government/collections/greening-government-commitments>

Performance analysis

We collect and analyse a range of data with a particular focus on reducing:

- first time entrants (FTEs) to the youth justice system
- the use of custody
- reoffending.¹³

The youth justice statistics for 2022/23 are yet to be published and therefore the graphics used in this section summarise the performance of the youth justice system as reported in the 2021/22 Youth Justice Statistics.¹⁴

All the figures below show changes in rates and numbers across several key areas, and these should all be considered in the context of the COVID-19 pandemic. The latest figures are likely to have been impacted by court closures and pauses to jury trials during the periods of restrictions in the first year of the COVID-19 pandemic.

Summary

Overall, the number of children cautioned or sentenced, as FTEs or for a reoffence, has continued to reduce. In part this reflects efforts across a range of agencies to divert and prevent children from entering or staying in the criminal justice system.

The number of proven knife and offensive weapon offences committed by children decreased by 2% in 2021/22. Whilst this was a smaller decrease than previous years, it is still the fourth successive year-on-year fall, and the challenge remains to continue to reduce the number of children carrying and using knives.

In the year ending March 2022, proven serious violent offences accounted for 9% of total proven offences. A serious violent offence is defined as drug, robbery or violence against the person offences with a gravity score¹⁵ of 5 or above.

As the number of children entering the youth justice system has reduced, those that the system work with are likely to be children with more persistent and troubled behaviours. This increased complexity demands enhanced and integrated services to meet the needs of the children and help them to successfully develop their skills and talents. We have focused on building multi-agency collaboration at a local, regional and national level, including with health and education services as well as the voluntary and community sectors. By working together, agencies can more effectively support children with complex needs.

13 In Wales the YJB also monitors and works to improve performance for outcomes in four areas of service devolved to the Welsh Government. These relate to education, mental health, accommodation and substance misuse

14 The graphics used in this section summarise the performance of the youth justice system as reported in the [Youth Justice Statistics: 2021 to 2022](#).

15 A 'gravity' score is allocated to each offence and ranges from 1 (least serious) to 8 (most serious).

Despite reductions in the number of children in the youth justice system across all ethnic groups, some ethnicities are still over-represented. In 2021/22, Black children were over 4 times more likely to be subject to stop and search, over 3 times more likely to be arrested, and nearly 5 times more likely to receive a caution or sentence than White children. Black children in England and Wales were up to 6 times more likely to be strip searched when compared to national population figures, while White children were around half as likely to be searched (between 2018 and mid 2022¹⁶).

London had a far higher rate of stop and search than any other region with over a third of all incidents (37%), while accounting for just 14% of the total population. At almost 50 per 1,000 children aged between 10 and 17-year-old, this was two and a half times the national rate and over 7 times the lowest regional rate, which was in the East Midlands.

The figures below are only available for England¹⁷ and apply to all children, not just those involved in the youth justice system. However, it cannot be ruled out that the over-representation of some ethnic groups in children looked after is related to the over-representation of the same ethnic groups in the youth justice system. Hence, these figures are presented to provide useful context.

From the latest available figures, 10% of children looked-after are from a Mixed / Multiple background; this is twice the proportion of all children who are from a Mixed / Multiple background, at only 5%¹⁸. Similarly, 7% of care experienced children are from a Black / Black British background but only 5% of all children. For White children and children from an Asian / Asian British background however, the proportion of children who have experienced care is lower than the proportion of all children: 73% against 79% for White children and 5% against 10% for children from an Asian / Asian British background.

16 Strip search of children in England and Wales – analysis by the Children's Commissioner for England

17 Children looked after in England including adoptions:2021 to 2022

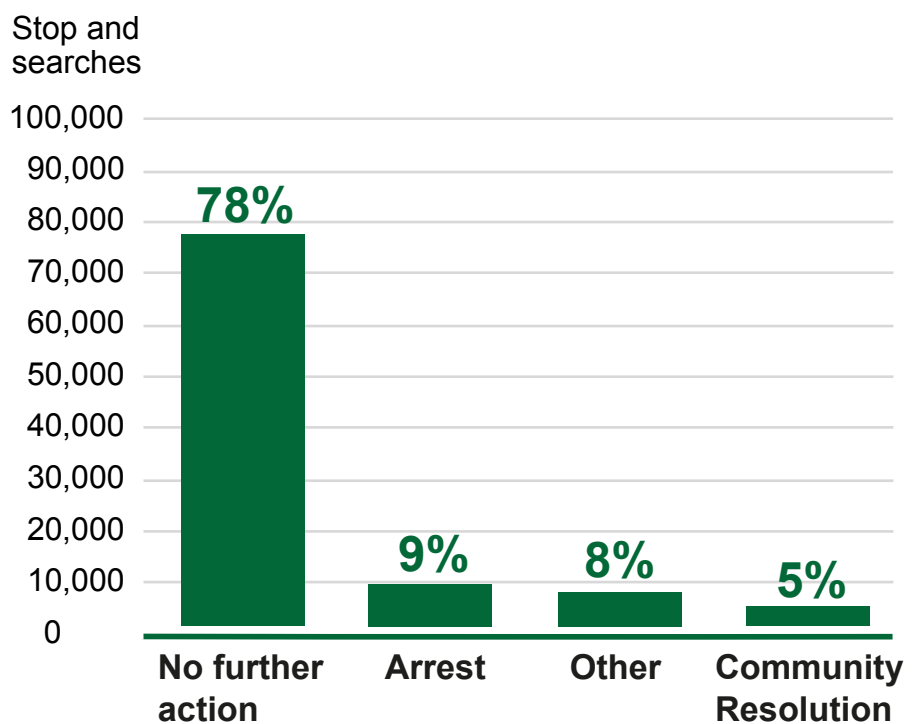
18 <https://www.ons.gov.uk/census/2011census>

Demographics of children in the youth justice system



Stop and Search

For the year ending March 2022, there were around 94,900 stop and searches of children aged 10-17 years old¹⁹. Black children were involved in 16% of stop and searches (where ethnicity was known). This was 12 percentage points higher than the proportion of Black 10 to 17-year-olds in the 2011 population.



19 Police powers and procedures: Stop and search and arrests, England and Wales, year ending 31 March 2022

First time entrants (FTEs)

The long-term fall in the number of FTEs to the youth justice system continued in 2021/22; there were around 8,000 FTEs, a fall of 10% when compared to the previous year.

This reduction could be attributed to the work of the police, YJSs and other partners which included targeted youth crime prevention schemes and the diversion of children away from the youth justice system through measures such as restorative justice and community resolution.

While all ethnicities saw a decrease in the number of child FTEs compared with the previous year, those from a Black background saw the biggest fall (24%), whilst child FTEs from a White background saw the smallest year on year decrease (10%).

The proportion of child FTEs from a Black background has decreased from 18% to 16% in the most recent year but remains higher than the 10% seen 10 years ago. The proportion of child FTEs from an ethnically diverse background has decreased by the same percentage to 25% in the year ending March 2022, compared to 27% last year.

First time entrants



Use of custody

A custodial sentence is sometimes the most appropriate response to a proven offence, but it should always be a last resort for children. Early intervention can reduce offending with less cost than custody and better outcomes for the children concerned.

In 2021/22, there was an average of 450 children in custody at any one time.²⁰ This was a decrease of 19% in the child custody population when compared with the previous year (2020/21) and the lowest number on record.

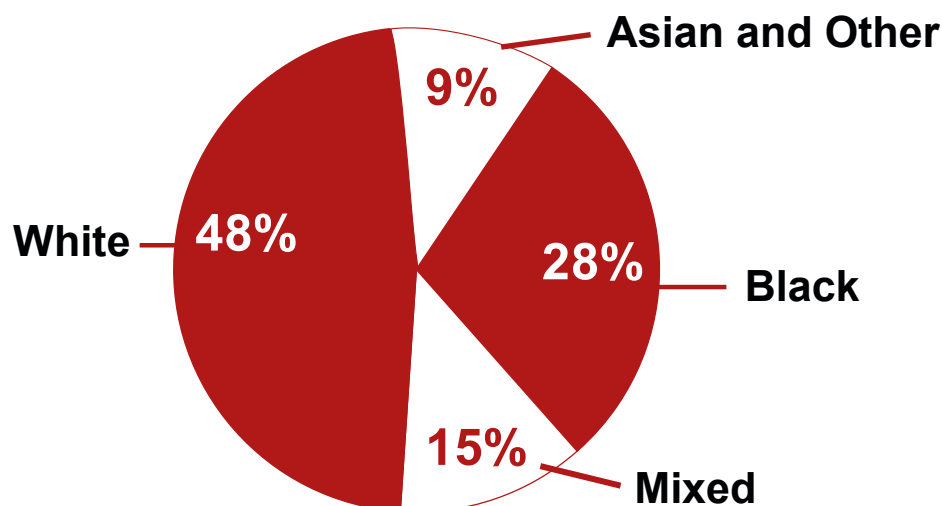
The proportion of White children in youth custody has been falling over recent years and saw an increase of 1% in the latest year, at 48% (2021/22) compared with 68% 10 years ago. Over the same 10-year period, the

Children in custody



²⁰ See Youth Justice Statistics for 2021/22, available online at: [Youth justice statistics: 2021 to 2022](#)

proportion of children from a Black ethnic background has increased the most across all ethnic groups, and now accounts for 28% (a 1% decrease from the previous year) of the youth custody population, compared with 17% 10 years ago. The proportion of children from a Mixed ethnic background has more than doubled at 15% compared with 7% 10 years ago.



The average number of children held on remand fell by 8% but, owing to the much larger fall in the overall custodial population, the proportion on remand increased to 45% of all children in custody. This is the fifth consecutive rise and more than twice the proportion of 5 years ago. In addition, almost three quarters (73%) of children remanded to custody did not subsequently receive an immediate custodial sentence. This is a slight fall from the previous year but is still the second highest level seen on record.

Reoffending

The long-term decreases in the number of children in the reoffending cohort²¹ have continued. While the reoffending rate has continued to fall, the amount it has decreased by in the latest year may be due to the impacts of limits on court activity in the periods of restrictions during the COVID-19 pandemic.

The children who did reoffend committed around 17,600 reoffences giving an average frequency rate of 3.54 reoffences per child. While this is a 3% decrease compared with the previous year (2020/21), it is still 11% higher than 10 years ago.

²¹ A child enters the reoffending cohort if they receive a caution, a non-custodial conviction at court or were released from custody during the cohort period. The cohort period referenced here is the annual aggregate of the four quarterly cohorts for the year ending March 2021.

Our work – activity delivered

Our business plan for 2022/23 outlined activity that we would deliver during the year. Throughout the business year there has been progress against the commitments we set out at the start. A summary of the activity delivered is highlighted in the table below:

Our business plan 2022/23 commitments	Activity delivered
<p>Continue to provide advice to ministers about the system to support decision making</p>	<p>We have worked with the MOJ in the context of our Memorandum of Understanding (MoU), to better define our independent advice-giving function. In practice this is aligned with the advice function of the MOJ to ensure the ministers receive the best quality advice possible.</p> <p>We have agreement that the MOJ will include our views where appropriate and will share our position statements to inform their thinking on policy, but we will continue to provide independent advice when relevant. As a result of changes at Secretary of State and minister level during this business year we have needed to introduce new ministers to our role and the youth justice system on several occasions.</p> <p>We are developing processes to ensure that ministers are sighted on issues, risks and opportunities identified through the implementation of our oversight framework, analysis of serious incidents and youth justice plans.</p> <p>We are working with MOJ colleagues to ensure that the youth justice quarterly performance board offers ministers the greatest insight to the operation of the youth justice system in order to take appropriate action and ensure we maximise opportunities to inform and influence government policy in an evidence driven manner.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>Continue to work with the MOJ to clarify our distinct roles and how we most effectively work together to achieve the best for children</p>	<p>Work continues to finalise an agreed MoU between us, the MOJ - specifically its Youth Justice Policy Unit (YJPU) and the Youth Custody Service (YCS). The MoU sets out the key roles and responsibilities of these three bodies and how they work together in relation to each other and the wider youth justice system.</p> <p>The MoU covers the principles of responsibility between the YJB, the YCS and the MOJ to ensure there is one clear document setting out the relationship between us, the MOJ and the YCS.</p> <p>The MoU recognises the distinct delivery landscape in Wales. The Welsh Government has responsibilities in relation to health, social services, education, housing, local government, language and culture and public services. Where there are areas of common interest, and to achieve key aspirations for the oversight of YJSs, it is essential for all parties to engage with the Welsh Government at the earliest opportunity and coordinate accordingly to ensure the best outcomes for children.</p> <p>To accompany the MoU, the MOJ and YJB will jointly agree and monitor activity to improve understanding and collaboration across the relevant teams.</p>
<p>Support the MOJ to deliver the Turnaround programme that provides support and diversion to children at risk of becoming involved in the criminal justice system, an additional investment for services targeted at early intervention</p>	<p>The MOJ Turnaround programme was launched in January 2023 and 153 YJSs have received multiyear grant funding to deliver the programme. We continue to support the delivery of the Turnaround programme to provide targeted early intervention for children.</p>
<p>Design and deliver an increased focus on the oversight of local YJSs delivered by statutory partners</p>	<p>We have redesigned our organisational structure through our NSOP programme to enable an increased focus on front line delivery of youth justice services by the statutory partnership. The new design was implemented from 1 April 2023.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>Work with services on improvement activity, working with the sector to drive standards and performance</p>	<p>We have continued to provide support to YJSs to drive improvement.</p> <p>A number of services have received specific support across West Yorkshire to help them address their high numbers of first time entrants. This has included reviewing that prevention and diversion offer and sharing identified good practice from other services.</p> <p>This has led to a review of the information sharing with police and their offer of support to children who have received community resolution. This work also links up to the outputs from the Bradford pathfinder project.</p> <p>Neath Port Talbot YJS was a pathfinder site for governance and board performance. The good practice that was developed as part of this work was shared across a number of other Welsh YJSs to improve board performance.</p> <p>All 154 YJSs produced a youth justice plan for 2022/23. We have reviewed and analysed these plans.</p> <p>The quality of the plan is only one indicator of how well the service is being delivered and therefore is triangulated with other intelligence such as performance information and HMI Probation findings.</p> <p>A template and guidance document were published by the YJB to support the development of the youth justice plans and specifically requested information about the strategy and processes in place for prevention and diversion across the partnership. This includes how children are identified for prevention and diversion, how these services are delivered, by whom, how success is evaluated and any data on numbers of children who receive a prevention or diversion service, along with a description of how this data is recorded and used.</p>

Our business plan 2022/23 commitments	Activity delivered
	<p>YJSs were also asked to provide information on their delivery of services in a number of additional areas including</p> <ul style="list-style-type: none"> • governance, leadership and partnerships • resources and services • key performance indicators • over-representation • education • restorative approaches • serious violence • custody and remand • workforce development. <p>Our approach to youth justice plans strengthens oversight capability. It enables appropriate support and guidance to be targeted to assist areas that require improvement. This approach increases opportunities to share effective practice.</p>
<p>Complete and publish all sections of the revised case management guidance</p>	<p>Case management guidance for post court work has been completed and published on GOV.UK²²</p> <p>All remaining sections of the revised guidance will be completed ready for final publication in autumn 2023.</p> <p>Extensive engagement with National Police Chiefs Council has enabled agreement to the development of a distinct Gravity Matrix for children (separating it from adults) and shaped the development of outcome 22 and community resolution guidance. Outcome 22 is used by the police where it is decided that No Further Action is taken once diversionary action has been undertaken to address offending behaviour to prevent further offending. This outcome can be used without an admission of guilt. This will provide greater clarity for the sector on how these informal out-of-court disposals can be used to avoid the unnecessary criminalisation of children.</p>

22 <https://www.gov.uk/guidance/case-management-guidance>

Our business plan 2022/23 commitments	Activity delivered
<p>Complete the analysis of standards for children in the youth justice system self-assessments and agree our future programme of work</p>	<p>Work in this area will continue into 2023/24. A 'deep dive' exercise is scheduled to take place against the court standards in quarter three. This will align with our area of focus in the business plan for 2023/24. This will then inform the approach to complete an analysis against other standards for children in the youth justice system.</p>
<p>Continue engagement and relationships with partners across the system to support oversight and improvement</p>	<p>We continue to deliver developing practice fora to key sector stakeholders and have now aligned them to our areas of concern and areas of focus for 2023/24.</p> <p>We routinely meet with senior strategic leaders from across the sector to better understand the landscape and to influence appropriately drawing upon our understanding of the operation of the youth justice system and opportunities for improved performance.</p> <p>We have developed a system mapping document, 'Brighter Futures,' as an influencing piece. This has informed our business plan for 2023/24 and will feed into development of the strategic plan for coming years.</p> <p>We recognise that we are unable to achieve our vision alone and therefore partnerships are the bedrock of everything we do both at a local and national level.</p> <p>We are developing a parliamentary engagement strategy with the aim of ensuring that Parliament is adequately sighted on the evidence base and insights from practice.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>At the direction of ministers, review the local authority youth justice grant formula and provide advice on a revised fairer funding formula</p>	<p>A thorough review took place of the current local authority youth justice grant formula to provide a more equitable distribution of the core grant based on a clearly defined central rationale, that is grounded in factors which impact on children and their offending behaviour. Ministerial advice was submitted regarding the proposed new grant funding formula. Although approval to progress was not received during 2022/23, the work that has taken place can be reinstated in a timely manner if, and when requested.</p>
<p>Review the terms and conditions of grant for the local authority youth justice grant, to take effect in October 2022, which incorporate new key performance indicators (KPIs) and consider their role in improving outcomes and driving standards</p>	<p>The terms and conditions of grant have been reviewed and the revised terms and conditions come into effect April 2023.</p> <p>These will strengthen our position to clearly state our expectations for standards and performance to ensure we have the right levers in place to take a more assertive position in monitoring performance and increase our engagement and improvement support.</p> <p>This will lead to raised standards and improved performance (specifically for YJSs to progress upwards from their current status). There should be fewer services with poor performance, and therefore this should lead to improved outcomes for children.</p> <p>A new suite of KPIs implemented in April 2023 will provide data to support the YJB's oversight function.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>Continue to work alongside our Board to identify clear positions on a range of key youth justice matters, drawing upon all available evidence. These will be used to provide clear leadership and to influence partners in evidence-driven ways</p>	<p>During 2022/23 there have been 6 YJB position statements internally published for the following areas:</p> <ul style="list-style-type: none"> • constructive resettlement • prevention and diversion • girls • gangs • children who have experienced care • youth courts. <p>These position statements provide clear evidence-based information that can support our influencing role with partners.</p>
<p>Continue to develop and deliver our people strategy to ensure our members of staff are supported to develop and motivated to ensure we continue to be an exemplary public sector organisation and meet the demands of our NSOP. This includes the recruitment and induction of new Board Members</p>	<p>Through our NSOP programme, the People, Engagement and Accountability Project has identified key products that have been developed to support our people to deliver our NSOP workstreams and our overall strategy.</p> <p>As part of our commitment to Equity, Diversity and Inclusion all members of the YJB, including the Board, completed anti-racism awareness sessions. Our commitment to being an anti-racist organisation will continue through 2023/24.</p> <p>In March 2023 two new Board Members received their induction to the YJB.</p>
<p>Contribute as required to the COVID-19 inquiry</p>	<p>We continue to be committed to contributing to the COVID-19 inquiry where required and have a working group in place to respond to requests for information where necessary.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>Complete commissioned research on pre-sentence reports and bail package reports aiming to better understand how written documents and information supplied to judicial decision makers influences their decisions</p>	<p>In 2021, the YJB commissioned Ipsos Mori and Manchester Metropolitan University to conduct research on the production and utilisation of pre-sentence reports (PSRs) and bail-package reports. Due to staff changes in YJB the research has been on hold since mid-2022.</p> <p>The research has now been re-scoped in light of feedback from YJB colleagues and the project advisory group. The research will now run from March to December 2023. Recruitment and fieldwork are due to take place from March to September 2023.</p> <p>The revised research aims will focus primarily on PSRs in the analysis, due to the largely verbal nature of bail package reports meaning analysis of these documents would not be possible.</p> <p>The aims of the research are to:</p> <ul style="list-style-type: none"> • understand commonalities and differences in PSR reports for Black children compared with White children • understand the processes and decision-making involved in producing and utilising PSRs in these cases, including the perceived purpose of PSRs • inform the YJB's guidance and discussions within the sector around what makes a good quality PSR, to help ensure a high standard of service is provided by YJSs at court and reduce variation in quality.

Our business plan 2022/23 commitments	Activity delivered
<p>Complete commissioned research on ethnic disproportionality and reoffending. We expect interim findings in 2022, with a full report by Autumn 2023</p>	<p>There was an independent piece of research commissioned by the YJB in early 2022 and conducted by Traverse.</p> <p>This research aimed to understand more about ethnic disparity in reoffending rates and how these can be addressed. The project involved statistical analysis of reoffending data and focus groups and interviews with practitioners and children.</p> <p>Findings were published in 2 reports, which were published in April 2023 on GOV.UK.²³</p>
<p>Analyse the outcome evaluation of AssetPlus, develop an understanding of where we can make improvements to AssetPlus for assessment, and deliver improvements within the financial parameters in which we are working</p>	<p>In response to the evaluation findings, we set out to agree a standardised assessment tool for targeted prevention and pre-court diversion. This involved harvesting the myriad of assessment tools being used by services and cross-referencing with Child First principles, trauma informed practice, inspection findings, and standards, and Turnaround requirements for early-help assessment. We also undertook direct engagement with the sector and the Youth Advisory Network and received comments from the children who the MOJ had consulted as part of the Care Review.</p> <p>The draft Prevention and Diversion tool is currently being piloted in 3 YJSs.</p> <p>The expectation that once finalised and implemented, the use of the tool by YJSs will be mandated.</p> <p>A training plan will be developed to roll out the new tool across the sector in readiness for its mandatory implementation.</p>

23 <https://www.gov.uk/government/publications/understanding-ethnic-disparity-in-reoffending-rates-in-the-youth-justice-system>

Our business plan 2022/23 commitments	Activity delivered
Continue to deliver our statutory requirement for the supply of IT to YJSs through the retender of the Youth Justice Application Framework (YJAF) contract and a programme of YJAF enhancements and explore opportunities for developing Commercial revenue from YJAF Intellectual Property	We continue to deliver our statutory requirement. Further activity will be progressed in 2023/24 to ensure YJAF continues to support YJSs.
Continue to use data and evidence to inform where change needs to be driven	<p>We ensure that decisions made regarding the direction of travel are a result of an evidence-base.</p> <p>Our Business Intelligence and Insights Directorate has delivered a number of evidence-based presentations to the Board and ministers to inform future priorities and areas of focus for 2023/24.</p>
Deliver the project which brings together all of our information and intelligence and use this to help shape this system and drive outcomes	Considerable progress has been made with the development of the Business Intelligence and Insights Directorate. The development of an intelligence framework is at the design stage. This project will progress further in the next business year. The ongoing development of the Business Intelligence and Insights Directorate supports our aims to ensure that activity is driven by a strong evidence-base.
Develop and deliver a new internal accountability framework which will enhance our ways of working and help us to form a strong basis to move towards delivering our NSOP programme.	Progress has been made in developing our internal accountability framework which will be implemented in 2023/24 and its effectiveness will be monitored through the Portfolio Directorate.

Our business plan 2022/23 commitments	Activity delivered
<p>Continue to understand and work with partners on the issues around the National Referral Mechanism (NRM) and release under investigation (RUI) for children and understand the impact of the Police, Crime, Sentencing and Courts (PCSC) Act on these areas</p>	<p>We have liaised with the Home Office regarding pilots for localised NRM decision making - these have successfully reduced the time taken to make decisions. The number of pilots has increased from 10 to 20 during this reporting year.</p> <p>Our guidance for the completion of youth justice plans requires services to provide a local picture on serious violence and exploitation according to the Home Office Serious Violence Duty (December 2022). This should include any strategic links to wider partnership arrangements and learning from past serious incidents.</p> <p>Plans should highlight partnership work to address child criminal exploitation, including the service's interaction with the NRM or equivalent local arrangements. Any work being completed as a result of, or to prevent, radicalisation or extremist activity should be included in this section.</p> <p>Whilst not applicable to all children who are subject to RUI arrangements, a number of these investigations will relate to serious violence. The plans should address what work is being completed across the partnership in relation to children subject to RUI.</p> <p>We have supported the implementation of the Home Office Serious Violence Duty - encouraging a distinct needs assessment for children. This should include attention to issues around vulnerability and exploitation.</p> <p>Throughout 2022/23 we have developed partnerships with other organisations including Victim Support and Youth Endowment Fund to better understand victimisation, vulnerability, and exploitation.</p> <p>We will continue to focus on these issues in 2023/24 as part of our area of focus to reduce serious violence and exploitation.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>Understand more about the issues around counter terrorism and lend our influence across government departments and partners to advocate for the needs of children</p>	<p>The YJB reviewed the Counter Terrorism Guidance which was published to YJSs in July 2022. A point of accuracy was identified which had been in the original guidance and therefore further work has taken place in conjunction with the Crown Prosecution Service to ensure that there were no further points for challenge in the guidance. In the interim, while the issue was resolved, the YJB ensured that the YJSs were aware of it and that the revised guidance was amended and reissued in April 2023.</p>
<p>Deliver our practice strategy</p>	<p>The practice strategy has been refreshed in line with the NSOP programme. The strategy will be implemented in 2023/24. We will identify and share practice across the sector. Working closely with the Business Intelligence and Insights Directorate, the Youth Endowment Fund, and other key stakeholders we will evaluate and appraise the level or practice identified and establish what level of effectiveness it has.</p>
<p>Develop our relationship and collaborate with the 6 what works centres for children</p>	<p>During 2022/23 we have been building relationships with what works centres and other research and evaluation centres, including Youth Endowment Fund, the Evaluation Task Force, the Ending Youth Violence Lab, Nuffield, Centre for Justice Innovation, Howard League, and cross-government youth justice social researchers.</p> <p>Key activities have been:</p> <ul style="list-style-type: none"> • internal briefing note outlining features and requirements of What Works Network membership • survey of stakeholders and directorate workshop to inform the new Business Intelligence and Insights external facing online platform • ongoing synthesis of potential features / requirements for the Business Intelligence and Insights external facing online platform.

Our business plan 2022/23 commitments	Activity delivered
<p>Deliver our stakeholder engagement in the best possible way to deliver our business and delivery plans, and to respond to the needs of the sector as they arise and take forward the next steps of our systems mapping activity</p>	<p>During this business year we produced a comprehensive stakeholder systems map – ‘Brighter Futures.’</p> <p>The YJB’s Brighter Futures publication was the culmination of a large-scale stakeholder engagement event. The origins of this lay in our desire to better understand what a Child First youth justice system might look like.</p> <p>The exercise offered a range of solutions across policy and practice, both long and short term for improving work with children in contact with the justice system.</p> <p>This work was shared widely with stakeholders to support their own development work and used to influence the MOJ thinking around policy development and reform.</p> <p>The work also has informed the development of the YJB’s business plan for 2023/24.</p>
<p>Develop and deliver our internal and external communications strategy to support the delivery of our business plan</p>	<p>Our communications activity supported the business plan through activity including building updated case management guidance in an improved format, promoting publications like annual statistics and the prevention and diversion report, and communicating the evidence and position of the Board on topics pertinent to youth justice.</p> <p>We also utilised our own communications channels including our fortnightly youth justice bulletin and social media channels to share updates on the sector and our work.</p>
<p>Design and deliver a youth justice sector event</p>	<p>The Youth Justice Leaders’ Summit was delivered in March 2023 and 170 delegates attended from across the youth justice sector. The theme of the event was prevention and diversion.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>Work together with Other Government Departments (OGD), including the MOJ, to collaborate, influence and strengthen our relationships with them and Welsh Government. One way we will do this is to continue to enhance and develop the Youth Justice System Oversight Group (YJSOG) and the Wales Youth Justice Advisory Panel (WYJAP)</p>	<p>We have undertaken a review of YJSOG and have launched revised terms of reference and extended membership. The review revealed that stakeholders found the meetings to be useful and informative.</p> <p>The theme of one meeting was dedicated to giving consideration to the findings of the Children’s Commissioner for England review in and around police activity and had excellent attendance and genuine partnership approach. A summary of discussions and actions has been circulated to members. Members really welcomed hearing directly from Children’s Commissioner for England, Dame Rachel de Souza.</p> <p>The plan moving forward is to broadly theme the meetings around the areas of focus for the coming year.</p> <p>As part of the MoU the lead for engagement with OGD sits with MOJ. We will engage in conjunction with them to feed in our intelligence and understanding of the system. Examples include supporting the implementation of the serious violence duty.</p> <p>We have maintained our collaboration with Welsh Government through the focus on the Youth Justice Blueprint in Wales, but also in engaging with other policy areas e.g. through the substance misuse programme board.</p> <p>Relationships with wider criminal justice partners in Wales are maintained through our membership of the Criminal Justice Board for Wales and active participation and influencing of its change programmes; namely the Blueprint and Criminal Justice Board for Wales Anti-Racist Action Plan. We have carried out an effectiveness review of WYJAP and will continue to work to maximise its impact.</p>

Our business plan 2022/23 commitments	Activity delivered
<p>In Wales, we will continue to support the Welsh Government's focus on prevention, pre-court diversion and understanding the issues on poverty</p>	<p>We have engaged with and advised a series of seminars led by Welsh Government ministers on the cost of living and poverty in Wales.</p> <p>The support on prevention and pre-court diversion is linked with our business as usual monitoring and work to influence those workstreams of the blueprint:</p> <ul style="list-style-type: none"> • We fed into the work that Mary, Sue and Gerwyn (MSG) consultants were doing on a specification to develop principles and guidelines relating to out-of-court disposals. The YJB prevention and diversion data task and finish group report has been published which will be considered as part of this workstream. • MSG Consultancy have delivered phase 1 and 2 of the 3-stage plans for developing the pre-court principles and guidelines and providing a set of recommendations for future development. We contributed to this by carrying out a survey of all YJSs in Wales. We are also working to ensure the guidelines sit alongside the work already done by the updated case management guidance, the development of new indicators and assessment tool for out-of-court disposals
<p>Continue to lead on the workstreams allocated to us in the Welsh Blueprint, these are 'community' and 'resettlement and transitions' and support the delivery of the other workstreams primarily led by Welsh Government 'prevention', 'pre-court diversion,' 'custody' and 'system oversight.'</p>	<p>The blueprint comes to the end of this cycle of work. The community arm of this work has been completed. The blueprint has helped develop trauma informed practice in Wales including resettlement and transitions. A significant achievement has been turning the Enhanced Case Management (ECM) proof of concept into a national delivery model with all YJS in Wales having access ECM. This will be monitored through our oversight function.</p> <p>A Hwb Doeth event was held for all YJSs in Wales where information about the blueprint was co-delivered by YJB and Welsh Government.</p> <p>Hwb Doeth is a forum to encourage, support and disseminate knowledge, information and evidence to and from YJSs and partners.</p>

Our Work - pathfinders

Child First

Throughout 2022/23 we continued to champion the evidence-informed Child First approach. Our strategic plan for 2021–24 sets out the tenets of a Child First approach and our role in promoting this across the youth justice sector. Child First is at the heart of all we do. The YJB has continued to support the implementation of the Youth Justice Blueprint for Wales. We provide strategic leadership and project management for the Blueprint and lead on the community, resettlement, and transitions workstreams. We have undertaken significant activity to develop trauma informed approaches and services across Wales and to provide training and understanding of constructive resettlement.

Pathfinders

During 2022/23 we have reviewed our approach to pathfinders. Existing project delivery has continued but as planned, we have not initiated any new pathfinders this year. This has enabled us to revise and develop how we deliver targeted funding for the 2023/24 financial year and beyond.

This is an opportunity for us to make pathfinders more strategically focused. We will have fewer pathfinders, but those we have will be larger scale, forward looking and evaluated going forward. We believe the pathfinder programme should measurably contribute to system change. Pathfinder investments should be evidence and intelligence driven, as well as drawing on sector knowledge and expertise. Targeted investment through pathfinders is an opportunity to develop practice which has a positive impact and can be expanded across the system to improve outcomes for children.

The following pathfinders were previously commissioned and have continued throughout 2022/23:

- Southwark Child First Pathfinder*
- Medway Child First, and Custody and Resettlement Pathfinder*
- Bradford Child First Pathfinder*
- Cheshire Child First Pathfinder
- Lancashire Child First Pathfinder
- Enhanced Case Management South-West Trauma Informed Pathfinder
- Youth Justice Service Targeted prevention (Wales)
- Brent Pathfinder and Newham Pathfinder - COVID-19 Response to Over- Represented Children Pathfinders
- London Accommodation Pathfinder*
- London Resettlement Pathfinder*
- Prevention and Diversion Project.

(* Impact of the pathfinder will be realised in 2023/24)

The pathfinders reflect the Child First approach and respond to the four areas of concern identified in the 2022/23 Business Plan:

- early intervention and prevention in the system
- custody, resettlement, and transitions
- over-representation
- exploitation.

A summary of pathfinder delivery is highlighted below.

Southwark Child First Pathfinder

This pathfinder was delivered in collaboration with the charity Youth Ink, whose overarching vision is to enable children to use their lived experience to support others. The YJB Pathfinder Project involved three specific strands of work; Peer Support Navigator Network, the Peer-Led Conversation Hub and 'Just Hear Us' which involves children in the creation of specific co-production platforms in which they share their lived experiences and views with service providers.

The aim of this pathfinder project was to deliver the engagement and participation programme, developing children's personal, social and health education (PSHE). The Peer Support Navigator Network Scheme created opportunities for work experience, volunteering and employment for children.

This project will evaluate the use of lived experience as a tool to help prevent reoffending. The learning will be independently evaluated and shared across the sector to promote good practice. The first phase of the evaluation has been completed, and an interim report has been produced, which is available through the Youth Justice Resource Hub.²⁴

Deliverables

- Children in Southwark contributed to a separate YJB project, in conjunction with YAN to develop a training film, to be used as part of a mandatory training package for the Crown Prosecution Service (CPS) and Judiciary. This film shows the experiences of courts from a child's viewpoint.
- Training resources on county lines and disproportionality have been developed and have been published on the Youth Justice Resource Hub.
- An interim evaluation report published by Middlesex University identified the benefits experienced by children and service providers.
- The Peer Navigator Network received the 'Children and Young People Now' Youth Justice award in November 2022.

Impact

The children involved in the process have had a positive experience. Products generated through this pathfinder were a direct result of children's active participation and have been used to develop practice locally, in YJSs and across the wider youth justice system, notably CPS and courts.

²⁴ <https://yjresourcehub.uk/practice-based-evaluations/item/1057-interim-evaluation-report-of-youth-ink-child-first-pathfinder-middlesex-university-november-2022.html>

This pathfinder has delivered work which aims to influence system change. There is a legacy of products that can be used by youth justice practitioners. The final evaluation report will be published on the Youth Justice Resource Hub.

Medway Child First, and Custody and Resettlement Pathfinder

Medway Youth Justice Service developed digital Child First tools and resources. A significant element of this work was the development of an app designed to support constructive resettlement in both the community and in custody. The YJB have facilitated an academic partnership between Medway and Loughborough University. Children have been involved in the design of the app, and they proposed that it be called 'Connect'.

There has been continued development of the app. The Medway project team is funding research and evaluation which will be shared with others in the sector.

Deliverables

- An app has been developed and is being trialled in the community.
- Loughborough University is supporting the pathfinder and has developed and tested an evaluation methodology.
- A video has been created documenting the development of the app. This will support future dissemination and communication.
- Discussions have commenced to scope opportunities for the roll out of the app in the secure setting.

Impact

The full impact of this work will not be known until the evaluation is completed during the 2023/24 business year.

Bradford Child First Pathfinder

The objectives of this 2 year funded pathfinder were to co-ordinate the existing 'Chance to Change' pilot across West Yorkshire and develop a consistent diversion model for West Yorkshire's YJSs and, to develop a dissemination strategy to share learning across the sector.

This pathfinder concluded in June 2023.

Deliverables

- A Webinar was produced to share learning from the pathfinder.
- Training materials and resources have been produced to share learning across the youth justice sector about developing a Child First diversion model. This will show how other areas can approach an improvement journey, drawing upon the Bradford pathfinder.

Impact

The work of this pathfinder has led to an increase in diversion activity in West Yorkshire, with more children being diverted from the system.

Cheshire Child First Pathfinder

Cheshire Youth Justice Service have embedded an independently-evaluated diversion scheme, called 'Divert'. The evaluation was conducted by Edge Hill University, and the findings demonstrated the success of the programme. This pathfinder included seminars that promoted good practice including operating a successful point of arrest diversion scheme, working with the child and family to meet their overall needs such as educational, health, social care, and diverting children from the criminal justice system.

Deliverables

- Locally there is sustainable improvement, including peer-to-peer support.
- The project has shared Cheshire's practices with other services via two webinars. The recordings are available on the Youth Justice Resource Hub²⁵.
- The project team worked with other YJSs to offer bespoke support, this has included meetings with police and the Police and Crime Commissioner.
- The pathfinder project fed into the Unitas Child First Module. The first cohort of training went live in May 2023.

Impact

Improving diversion has reduced the number of children entering the youth justice system for the first time.

Lancashire Child First Pathfinder

The aim of the Lancashire pathfinder was to evaluate a Child First diversion model, develop a consistent diversion 'offer' across the region and share lessons learned and good practice across the youth justice sector.

Deliverables

- The evaluation, conducted with University of Central Lancashire, showed positive feedback from professionals, children, and their family members.
- The evaluation found that approximately 80% of children who have accessed the Lancashire Child and Youth Justice Service (LCYJS) Diversion Service have not reoffended.
- This pathfinder developed sustainable local improvement in diversionary practices.
- Children and families were involved in the local governance arrangements and in the development of the local youth participation strategy, building in the voice of the child.
- The Lancashire Pathfinder has produced an extensive range of resources including webinars, presentations, pathways, videos, checklists, tracking spreadsheets, flowcharts, and academic evaluations. All resources have been quality assured and located on to the Youth Justice Resource Hub.

25 <https://yjresourcehub.uk/working-with-children/item/862-diversion-strategy-assessment-tool-and-pathway-flowchart-cheshire-diversion-pathfinder-february-2021.html?highlight=WyJjaGVzaGlyZSIsImNoZXNoaXJJ3MiLCJwYXRoZmluZGVyIiwiaWJ3BhdGhmaW5kZXInIi0=>

Impact

The Child First diversion model delivered by LCYJS is a positive example of operationalising a Child First approach. There is evidence that this diversion model has resulted in positive outcomes for children and reduced reoffending.

Enhanced Case Management South-West Trauma Informed Pathfinder

Enhanced Case Management (ECM) is a psychology-led trauma informed approach, which includes multi-agency case formulation and intervention planning. This enables youth justice practitioners to tailor and sequence interventions more effectively according to the developmental and mental health needs of individual children. ECM activity was focused on children who have complex needs who repeatedly offend.

Deliverables

The pathfinder:

- Supported YJS practitioners with a psychology-led service to help them to understand how past history has impacted on current offending behaviour.
- Improved the knowledge and skills of YJS practitioners in delivering trauma informed practice within a criminal justice setting.
- Contributed to the **evidence base**²⁶ relating to trauma informed practice and its application in a criminal justice setting.
- Embedded ECM in mainstream practice in the four participating YJSs, as a way of working with children who have significant vulnerabilities, complex needs and who repeatedly offend.
- Improved social outcomes for children, including improved relationships, and access to education.
- Created effective signposting of children to specialist services.

Impact

The pathfinder has increased the evidence base relating to trauma informed practice as an effective response to supporting children to move away from offending. The programme operationalises a Child First approach with increased children's engagement and participation in their work with professionals. There has been a reduction in the seriousness and persistence of offending by children.

26 <https://www.gov.uk/government/publications/enhanced-case-management-evaluation-phase-one-report>

Youth Justice Service Targeted Prevention (Wales) Pathfinder

This project was aligned to the Youth Justice Blueprint's prevention workstream.

Ceredigion Youth Justice Service and Aberystwyth University were commissioned to develop, research and evaluate prevention approaches in Wales. Ceredigion Youth Justice Service used this to inform how activity could be monitored to demonstrate the impact of prevention activity for children and improve the evidence base for Wales and to inform the development of a national prevention strategy/framework for Wales.

From February 2022, dissemination of key reports has taken place via the Youth Justice Resource Hub, the YJBulletin, Welsh Government's Youth Justice Blueprint Prevention work stream, Hwb Doeth and to YJS Managers Cymru.

Deliverables

- Established a baseline of current prevention activity across Wales.
- **The report**²⁷ makes recommendations for improvement including the introduction of a common means of data collection on prevention referrals, progress of cases and outcomes. The survey also recommends the development of a national strategy/framework for prevention activity in Wales, aligned to one of the Blueprint's objectives. Further, the report recommended the development of a methodology to gather the child's views on prevention services.

Impact

The programme has provided a comprehensive overview of YJS prevention activity across Wales (all 17 YJSs took part in the survey) and provided recommendations for future activity.

Brent Pathfinder and Newham Pathfinder – COVID-19 Response to Over-represented Children Pathfinders

The purpose of the Brent and Newham pathfinders was to work in partnership with the local authorities to offer targeted support to ethnically diverse children, who have become 'at risk'. This is due to the impact of COVID-19 and subsequent national lockdowns, resulting in them experiencing an increased level of adverse childhood experiences and trauma.

Brent and Newham local authorities offered a multi-agency partnership approach, which includes a holistic support package tailored to meet an individual family and child's needs. It was intended that these pathfinder projects would minimise the number of ethnically diverse children from Brent and Newham who enter the youth justice system.

Deliverables

- Research was undertaken to understand how COVID-19 has negatively affected the physical and emotional wellbeing of Black, Asian, and other ethnically diverse children.
- A panel has been established where Black, Asian, and other ethnically diverse children are being supported to become active participants in reviewing the effectiveness of early help interventions. An outreach project was set up and led by voluntary sector agencies seeking

27 https://yjresourcehub.uk/images/Wales/Child_First_Prevention_Pathfinder_Evaluation_Ceredigion_YJS_2022.pdf

to engage children at risk of not returning full-time to school or who may have fallen behind in their learning. The target number of referrals for this project was achieved.

- The pathfinder has delivered all planned activity identified at the start of the project including mental health and emotional wellbeing referrals, developing mentoring connections, adopting a whole family approach, working with 300 children post-16 and worked with 1500 children in school year 5-9.

Impact

These pathfinder projects have delivered activity to engage children from minority groups. The evaluation of the pathfinder will take place in 2023/24.

London Accommodation Pathfinder

The London Accommodation Pathfinder (LAP) will provide appropriate accommodation and interventions as an alternative to custodial remand or a custodial sentence. LAP also commits to reducing racial disproportionality amongst children from the London area that are sentenced to custody or held in secure remand.

There has also been an increase in the use of secure remand and this pathfinder will assist diverting children to bail supervision through increased availability of accommodation as an alternative.

Deliverables

- Two houses have been purchased and refurbished to be homes for boys who would have otherwise been remanded into custody. Each house will provide a home environment for 5 children at any one time. LAP has officially launched the first supported accommodation for the 6 local authorities in North Central London (NCL). The property in Barnet was opened on 22 May 2023. The supported accommodation in Newham opened on 26 June 2023.
- 6 local authorities (Barnet, Haringey, Enfield, Islington, Camden, Hackney) who form part of the NCL sub region will be able to refer their children into the LAP through the following alternative to custody pathways:
 - remand in local authority accommodation
 - pre-sentence report sentencing stage
 - resettlement from Youth Detention Accommodation.
- Children will have the opportunity to work with services under the LAP model with self-development, identity, education, and relationships being at the heart of the project. The following services have been commissioned to work with the children in the LAP - St Christophers Fellowship, Wipers Youth C.I.C, No1 Fitness Academy, Street Doctors.
- The pathfinder will be subject to ongoing evaluation to identify effective practice, driving the development of the market for future provision of this nature.
- The LAP commissioned Middlesex University – Centre for Abuse and Trauma Studies – to undertake a two-year evaluation of the LAP. The overall evaluation focuses on two phases. Phase 1, the interim report which focuses on the set up and governance arrangements and phase 2, the full report which will be focus on children’s experiences and outcomes. The interim report has now been published on the Youth Justice Resource Hub.

Impact

The full evaluation of the pathfinder is yet to be completed however the LAP remains a significant step towards supporting and diverting children away from custody in the London region. The programme has delivered the infrastructure and commenced delivery.

The YJB Board has supported the extension of this work for 2023/24.

London Resettlement Pathfinder

The London Resettlement Partnership was launched in 2020 with partners including all 32 London boroughs, Association of London Directors of Children's Services, MOJ, YJB, YCS, Mayor's Office for Policing and Crime (MOPAC) and NHS England. The London Resettlement Partnership aims to improve outcomes for children by working in partnership to present opportunities that support their return to the community with the aim of reducing reoffending.

The London Resettlement Partnership aims to achieve significant improvement in resettlement outcomes based on constructive resettlement principles. Its enhanced offer covers health, education, training and employment, accommodation, release on temporary licence, ethnic disparity, and constructive resettlement.

Deliverables

- The pathfinder works across all 32 London boroughs and YJSs are working together on both data sharing agreements and funding formulae for continued growth.
- A Constructive Resettlement website has been launched. The website has been created by, and for, people working with children across the youth justice system. It outlines the theory of constructive resettlement and provides some practical resources with real stories about how positive change can be made in children's lives. Although focused on London, the principles of constructive resettlement apply across England and Wales.
- The pathfinder has a clear plan for future steps to continue this work around support and training for practitioners, the development and implementation of release on temporary licence community hubs and a pan-London accommodation protocol. The pathfinder is working to incorporate the voice of the child, calling on our Youth Ambassador Network amongst others.

Impact

This pathfinder is having a London-wide impact. It is improving partnership working across London. This has resulted in agreements on information sharing and shared investments.

YJB has supported the extension of this work for 2023/24.

Prevention and Diversion Project

In 2020 the Prevention and Diversion Project was jointly commissioned by the Probation Service, the YJB and The Association of Youth Justice Service Managers to undertake a two-year review of YJSs prevention and diversion work.

The report found that on average more than half of YJSs caseloads are children receiving preventative or diversionary support. There was widespread confusion over definitions of early intervention practices resulting in inconsistent practice and significant gaps in data.

Deliverables

- Definitions for prevention and diversion were agreed and published on the Youth Justice Resource Hub.
- New diversion data was defined and will be collected from 2023/24.
- Practice resources have been published on the Youth Justice Resource Hub.
- The Youth Ambassadors Network created a resource to support practitioners engaging children in voluntary early support and are available on the Youth Justice Resource Hub.
- The project's survey findings were used to support MOJ bids for funding. They were also used to support Youth Endowment Fund work to develop knowledge and understanding of prevention and diversion work during the development of a pre-court diversion toolkit.

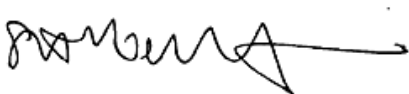
Impact

Increased oversight of YJS prevention and diversion work, addressing an identified gap that existed in the evidence base surrounding current practice.

The project's findings have been shared with partners to further develop knowledge and understanding of YJSs prevention and diversion work.

This project has helped to influence system policy direction in relation to ministerial focus and investment on prevention and diversion activity.

Signed by



Stephanie Roberts-Bibby
Interim Chief Executive and Accounting Officer

13 September 2023

Sustainability report

We are committed to operating sustainably, effectively and efficiently providing value for money for the taxpayer, reducing our environmental impact and enabling transformation of the way we work as one of the MOJ's Arm's Length Bodies. Sustainability is a key enabler for the MOJ to contribute to the Greening Government Commitments.

Environmental awareness

Waste minimisation and recycling are well-practised within our day-to-day operations. We also promote responsible procurement and waste management practices as part of working within the MOJ Procurement framework. The Department for Environment, Food and Rural Affairs provides details of Government Buying Standards for a range of products. As part of all tendering activity where they apply, the requirements of the Government Buying Standards are mandated by us.

Climate change awareness

The MOJ's Climate Change and Sustainability Unit manages and reviews buildings and sites including the buildings that we occupy. This highlights premises susceptible to the effects of climate change, such as temperature, flooding, and other adverse climatic conditions.

Digitisation

We rely heavily on digital ways of working across our organisation. We also continue to offer improved collaboration tools for staff to allow more efficient and flexible working demonstrating the continued benefits of an approach that embraces digital ways of working.

In addition, efficiency has been sought through the use of shared functions, including Shared Services Connected Limited, the Central Legal Team, and the Finance Business Partners and Human Resource Business Partners where needed, which provide support to us and Other Government Departments. This reduces our requirement in terms of staff, resources, office spaces, and emissions.

Environmental sustainability measure reporting

Our progress against the 2020 Greening Government Commitments is outlined below. Complete financial data has not been provided due to challenges and dependencies on external teams to obtain this. However, processes will be improved over 2023/24 to build relationships and processes to ensure future reporting of financial data.

Greenhouse gas emissions from buildings

Energy		2022/23	2021/22
Non-financial indicators (tonnes CO₂e)	Total gross scope 1 (direct) greenhouse gas emissions	5.72	8.72
	Total gross scope 2 (energy indirect) emissions	18.95	36.54
	Total gross scope 3 (official business travel) emissions	-	-
	Total emissions	24.67	45.26
Non-financial indicators (kWh)	Electricity	51,411.82	172,130.78
	Electricity: renewable	-	-
	Gas	19,545.24	47,625.75
	Other energy sources	-	-
	Total energy consumption	70,957.06	219,756.53

Electricity and gas usage decreased compared with last year, with a commensurate increase in emissions and cost.

Water consumption

Water		2022/23	2021/22
Non-financial indicators information (cubic metres)	Total water consumption	275.69	441.78

Our water usage during 2022/23 was lower than 2021/22.

Waste minimisation and management

Waste production

Waste		2022/23	2021/22
Non-financial indicators (tonnes)	Landfill	-	-
	Recycled/reused	0.91	0.93
	Composted/food waste from 2022	0.21	0.81
	Incinerated with energy recovery	0.16	0.29
	Incinerated without energy recovery	0.11	0
	Total waste	1.39	2.03

The amount of waste production that the YJB has disposed of during 2022/23 has decreased by 32% from 2021/22 as it continues to divert its waste from landfill. The COVID-19 pandemic has affected the waste industry in terms of what could be recycled, and this is reflected in the lower recycling figures and increased incineration without energy recovery.

Further progress in digital working and paper reduction should also reduce waste in the future.

Going forward

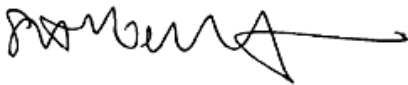
Our sustainability plan is to operate closely with the MOJ's Climate Change and Sustainability Unit towards the Greening Government Commitments. Together, we will continue to:

- reduce greenhouse gas emissions
- improve our waste management
- further reduce water consumption
- buy more sustainable and efficient products and services.

The aim is to achieve the best long term minimum environmental impact. We will continue to explore opportunities offered by improved ways of working - through digital working, and the better use of technology.

We are committed to creating a sustainable, effective and efficient estate which provides value for money for the taxpayer, reduces our environmental impact and enables transformation.

Signed by



Stephanie Roberts-Bibby
Interim Chief Executive and Accounting Officer

13 September 2023

2

Accountability report 2022/23

- **Remuneration and staff report**
- **Parliamentary accountability and audit report**
- **The certificate and report of the Comptroller and Auditor General to the Houses of Parliament**






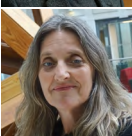

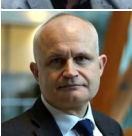
Accountability report

Corporate governance report

This section of the report outlines our governance over 2022/23.

Board members and senior management

The Crime and Disorder Act 1998 provides that the Youth Justice Board (YJB) shall be formed of between 10 and 12 members appointed by the Secretary of State. The Board members who served during the year were:

Name	Position	Start date	End date
 Keith Fraser	Chair	01/01/2018	N/A
 Brian Tytherleigh	Chair of the Finance, Audit and Risk Assurance Committee	01/09/2017	N/A
 Duwayne Brooks	Board Member	01/03/2023	N/A
 Jacob Sakil	Board Member	01/12/2020	N/A
 Keith Towler	Co-Chair of the Wales Youth Justice Advisory Panel	01/01/2018	N/A
 Louise Shorter	Board Member	01/12/2020	N/A
 Phillip Bowen	Board Member	01/03/2023	N/A
 Professor Neal Hazel	Board Member	01/01/2018	N/A

Name	Position	Start date	End date
 Sharon Gray	Board Member	01/01/2018	N/A
 Susannah Hancock	Chair of the Performance Committee	01/12/2020	N/A

Biographies of our Board members are available online.²⁸

We have adopted a code of practice for our Board members. The code, along with a register of members' interests²⁹, can be found on the biography page referenced above.

This year our Senior Leadership Group (SLG) consisted of the following people:

Name	Position	Start date	End date
 Claudia Sturt	Chief Executive	19/05/2021	09/04/2023
 Stephanie Roberts-Bibby	Chief Operating Officer	05/09/2018	N/A
 Jamie Bennett	Chief Strategy Officer	30/05/2022	N/A
 Dominic Daley	Maternity Cover Director of Operations Cymru (Wales)	07/02/2022	N/A
 Laura Day	Director of Portfolio	04/08/2022	N/A
 Cheryl de Freitas	Director of Operations South	01/05/2019	N/A
 Lynzi Jarman	Director of Operations Cymru (Wales)	05/09/2018	N/A

28 www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership#board-members

29 <https://www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership>

Name	Position	Start date	End date
 Rachel Oakes	Interim Director of Programme Delivery	20/01/2022	22/04/2022
 Karis Oram	Director of Business Intelligence and Insights	14/02/2022	N/A
 Jonathan Pickles	Senior Police Adviser	01/10/2018	30/09/2022
 Ann Skamarauskas	Director of Organisational Development and Change	01/12/2016	N/A
 Paula Williams	Director of Strategy and Planning	07/01/2020	N/A
 Louise Wood	Director of Operations North	03/10/2022	N/A

A list of all Board and SLG members who were in post during the year is shown within the remuneration report.

The Chief Executive, as Accounting Officer, ensures that all public funds made available to us are used for the purposes intended by Parliament, that adequate internal controls are maintained, and that accounts are prepared in line with the Secretary of State's requirements. Further details of the responsibilities of the Accounting Officer are given in the statement below.

Company directorships and other significant interests

All interests have been declared and are managed accordingly to ensure there is no impact on their responsibilities³⁰.

Personal data incidents

No data breaches were reported to the Information Commissioner's Office (ICO) in the year.

Basis of accounts

The statement of accounts has been prepared in a form directed by the Secretary of State and is issued in accordance with the Crime and Disorder Act 1998.

³⁰ <https://www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership>

Auditors

The financial statements are audited by the Comptroller and Auditor General, who is appointed by statute. The audit fee is disclosed in Note 2.1. This does not include any fees for non-audit work as no such work was undertaken.

Our Welsh Language Scheme

We are committed to the principle of treating the English and Welsh languages on a basis of equality when conducting public business in Wales. We have updated our Welsh Language scheme to reflect our current operating model. We are working with the Office of the Welsh Language Commissioner to finalise the scheme and publish it before the end of 2023.

Statement of Accounting Officer's responsibilities

The Principal Accounting Officer of the MOJ has designated the Chief Executive of the YJB as the Accounting Officer for the YJB.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the YJB's assets, are set out in 'Managing Public Money'³¹ published by HM Treasury.

Under the Crime and Disorder Act 1998, the Secretary of State, with the approval of HM Treasury, has directed us to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of our state of affairs, our net expenditure and changes in taxpayers' equity and cash flows for the financial year.

Under the Act, the Accounting Officer discharges their responsibilities on behalf of the Board who are required by legislation to keep proper accounts and records and prepare a statement of accounts.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and to:

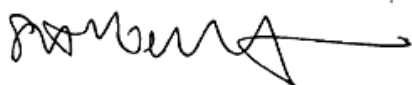
- observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards, as set out in the Government Financial Reporting Manual, have been followed and disclose and explain any material departures in the financial statements
- prepare the financial statements on a going concern basis.

31 www.gov.uk/government/publications/managing-public-money

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the YJB's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

I confirm that the Annual Report and Accounts as a whole is fair, balanced, understandable and I take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

Signed by

A handwritten signature in black ink, appearing to read 'Stephanie Roberts-Bibby', with a long horizontal stroke extending to the right.

Stephanie Roberts-Bibby
Interim Chief Executive and Accounting Officer

13 September 2023

Governance statement

Introduction by Stephanie Roberts-Bibby, interim Accounting Officer (from 10 April) and interim Chief Executive (from 1 July 2023) of the YJB

As interim Chief Executive and YJB interim Accounting Officer, I am responsible for managing a budget delegated directly to me by the Ministry of Justice (MOJ) and for managing a budget allocated to the YJB retained in the MOJ in accordance with the conditions set out in my letter of delegation from the MOJ. Claudia Sturt was the Chief Executive of the YJB until 9 April 2023, and I took over as the interim Accounting Officer from 10 April 2023 and subsequently interim Chief Executive from 1 July 2023 and am therefore responsible for the publication of this Annual Report and Accounts. Before her departure, Claudia Sturt provided a comprehensive handover to me.

This governance statement sets out details of our corporate governance, assurance, risk management and other internal processes designed to manage and control the resources we use in accordance with responsibilities outlined in *Managing Public Money*³². This statement also describes how those duties have been carried out through the year and includes accounts of both our corporate governance and risk management.

In signing this statement, I confirm that there is nothing within my area of delegated responsibility, or that of my predecessor, that has a material impact on regularity or propriety.

Governance framework

We are a non-departmental public body created by the Crime and Disorder Act 1998. Our functions are summarised in the 'who we are and what we stand for' section.

Framework document

The overarching framework within which we operate is set out in a framework document agreed between us and the MOJ which sets out the following:

- our core responsibilities including the personal responsibilities of our Chair, Board members and Chief Executive
- the MOJ's governance responsibilities for us as its departmental sponsor including those of ministers and the Principal Accounting Officer
- our governance and accountability framework that applies between the roles of the MOJ and the YJB

32 *Managing public money* - GOV.UK (www.gov.uk)

- how the day-to-day relationship works in practice, including in relation to governance and financial matters; this includes our financial management and reporting responsibilities and the conditions under which any public funds are paid to us.

The Framework Document was last approved in June 2019. The document was reviewed in 2022/23 by the MOJ, the YJB has fed in comments and publication is expected in September 2023.

Strategic and business planning

Our Strategic Plan for 2021-24 sets out our vision and mission statement for the period that this report is looking at.

Our Chair, Board and committees

Chair and Board

Our Chair and Board members set our overall strategic direction. They ensure that we operate within the limits of our statutory authority and set our strategic choices.

Our Board members are appointed by the Secretary of State for Justice in line with the Governance Code for Public Appointments compiled and issued by the Office of the Commissioner for Public Appointments. We can have 10–12 Board members. At 31 March 2023 there were 10 members including the Chair with a recruitment campaign underway to recruit up to 4 new members due to some tenures set to end in December 2023.

Among our Board members there is specific representation for Wales. A list of all our Board members and a brief biography can be found on GOV.UK ³³ as can their register of interests.

Our Chief Executive, Chief Operating Officer, Chief Strategy Officer and relevant directors also attend Board meetings.

The Board formally met 4 times during 2022/23. A schedule of attendance is shown in the following table.

YJB Board meeting attendance for 2022/23:

Member	29/06/2022	28/09/2022	14/12/2022	29/03/2023
Youth Justice Board members (✓ attended, X not attended)				
Keith Fraser	✓	✓	✓	✓
Brian Tytherleigh	✓	✓	✓	✓
Duwayne Brooks	N/A	N/A	N/A	✓
Jacob Sakil	X	✓	X	✓
Keith Towler	✓	✓	✓	X

33 <https://www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership>

Member	29/06/2022	28/09/2022	14/12/2022	29/03/2023
Youth Justice Board members (✓ attended, X not attended)				
Louise Shorter	X	✓	✓	✓
Neal Hazel	✓	✓	✓	X
Phillip Bowen	N/A	N/A	N/A	✓
Sharon Gray	X	✓	✓	✓
Susannah Hancock	✓	✓	✓	✓
Claudia Sturt (Chief Executive)	✓	✓	✓	X
Stephanie Roberts-Bibby (Chief Operating Officer)	✓	✓	✓	X
Jamie Bennett (Chief Strategy Officer)	✓	✓	✓	✓

Committees

The Board is supported by these committees:

- the Finance, Audit and Risk Assurance Committee (FARAC)
- the Performance Committee
- the Remuneration and Personnel Committee
- the Wales Youth Justice Advisory Panel (which is jointly operated with the Welsh Government).

The Board meetings and committees are attended by our Board members, relevant members of the Senior Leadership Group (SLG) and other YJB staff as required. The FARAC is also attended by colleagues from the Government Internal Audit Agency, the National Audit Office and MOJ officials. MOJ and Youth Custody Service (YCS) officials also attend the Performance Committee.

The Board and its committee membership are contained in the accountability report.

The committees all met quarterly in 2022/23 except for the Remuneration and Personnel Committee which met 3 times. The work of the Board and its committees is formally prescribed in our corporate governance document set which includes the committee's terms of reference, YJB standing orders, the code of conduct for our Board members and our scheme of delegation.

The FARAC provides specific scrutiny of our corporate governance and risks and advises our Board on the strategic processes for managing risks, control and governance as well as the planned activity and results of both internal and external audit.

The Performance Committee oversees and scrutinises delivery of our strategic plan and business plan and provides assurance to that end to the Board. This is largely achieved through updates on key issues/themes, updates from MOJ Policy and YCS colleagues, as well as information compiled as part of our Corporate Performance Report.

The Wales Youth Justice Advisory Panel oversees our work to achieve strategic objectives in relation to Wales and acts as a strategic stakeholder reference group for our and Welsh Government's change initiatives in Wales. It also provides independent advice to the Youth Justice Blueprint implementation programme. The panel is jointly chaired by Keith Towler, Board member for Wales, and the Welsh Government Director for Local Government and Public Service Department. It is attended by representatives from strategic youth justice partners in Wales.

The Remuneration and Personnel Committee maintains oversight of the remuneration of our staff. This includes consideration of the Chief Executive's and any senior civil servant equivalent's annual appraisal and the appointment of staff reporting directly to the Chief Executive.

The Senior Leadership Group (SLG)

The SLG ensures delivery of our strategic and business plans. It comprises of the Chief Executive, Chief Operating Officer, Chief Strategy Officer and directors of each directorate. In addition, an Assurance and Exceptions Delivery Board, that has oversight of operational delivery, is chaired by the Director of Portfolio. A register of interests for all SLG members is on GOV.UK.³⁴

Our directorates are as follows:

Portfolio

- co-ordinate and monitor progress of activities that deliver our business plan
- provide planning, co-ordination, direction and flexible resource deployment of projects of work to support the Board's priorities
- manage our risk and benefits management processes, providing financial and risk assurance to the Board, SLG and Auditors
- administration of the Youth Justice Grant
- manage our finance, audit and assurance process
- deliver activity in line with the portfolio management framework to define the minimum requirements for project governance to help promote a consistent approach in continually improving and raising standards. The framework is used in conjunction with our benefits management framework
- apply a benefits-led approach to our core work
- provide support to the Chief Executive, Chief Operating Officer, Chief Strategy Officer and Board.

Strategy

- set clear strategic direction across the organisation and maintain strategic relationships to support the Board's aims
- develop high quality advice and briefing to the Board, ministers and Other Government Departments (OGD)
- carry out policy and parliamentary horizon scanning with a view to sharing the evidence base to influence policy and decision makers

34 <https://www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership>

- respond to consultations and recommendations
- provide advice and evidence contributions to Parliamentary Questions.

People and Organisational Development

- develop a clear people strategy for resourcing, reward, retention and skills development
- provide advice and expertise to the Chief Executive and Board on all people matters
- provide oversight of our organisational development plan
- provide management information to enable the organisation and relevant departments to make resourcing and organisational decisions
- ensure internal and external communications are appropriate and meet the needs of the organisation, our staff and stakeholders.

Operations – North, South and Cymru

- direct engagement and intelligence gathering with stakeholders across youth justice partnerships and inspectorates to aid achievements of the Board's aims, identifying risks and opportunities
- lead relationships with the Welsh Government ministers and policy officials and other national stakeholders including (but not restricted to) Children's Commissioner for Wales, Welsh inspectorates (Estyn, Care Inspectorate Wales, Healthcare Inspectorate Wales), Police Chiefs and Police and Crime Commissioners, Probation Service in Wales, His Majesty's Courts and Tribunal Service Wales, Crown Prosecution Service in Wales, the Judiciary in Wales, All Wales Heads of Children's Services, Directors of Education Wales and the Wales Anti-Racist Taskforce
- enable delivery of our statutory duties in regular whole system monitoring, the identification and promotion of effective practice and supporting improvement
- oversight of performance across the youth justice system and the delivery of standards for children in the youth justice system across England and Wales.

Business Intelligence and Insights

- provide expert support and advice for all YJB functions on information communication technology (ICT), information assurance, research, data and analysis
- enable and improve access to data, such as developing reporting tools for youth justice services (YJSs) and accessing released under investigation data from the Home Office
- help strengthen and enhance our oversight of the youth justice system by: publishing data, such as the Annual Youth Justice Statistics; managing YJS data returns ensuing successful submission of data on a quarterly basis; and continue to publish and add new analysis to the Youth Data Summary
- provide a case management system (Youth Justice Application Framework) to safeguard children and improve their outcomes through the transfer of information across YJSs to ensure we have an effective, safe and Child First flow of information across the YJS, including partners
- develop the research evidence base and understand the youth justice landscape - commissioning and publishing high priority, high quality, robust and relevant research to fill

research gaps and disseminating and communicating research and evidence to the YJB and our key stakeholders

- engaging with and utilising our external networks, including our Academic Liaison Network and OGD networks, for research purposes, such as sitting on advisory and steering groups.

Account of corporate governance

Parliamentary accountability

The Secretary of State for Justice is accountable to Parliament for our activities and performance.

The Secretary of State's responsibilities include:

- approving our strategic objectives and the policy and resources framework within which we operate
- keeping Parliament informed about our performance
- securing the Grant-in-Aid to the YJB and parliamentary approval for these funds
- appointing our Chair and Board members
- laying our annual report and accounts before Parliament.

Our Chair is responsible to the Secretary of State for Justice. Our Chair is also responsible for ensuring that activities support the Minister for Youth Justice and that our affairs are conducted with probity.

Our Chair, Chief Executive and other senior officials can appear before Parliamentary committees, commissions and inquiries to give evidence about our work, the youth justice system more generally and the use and stewardship of the public funds entrusted to us.

We provide information to the MOJ and OGD as requested to assist them in answering Parliamentary Questions. During the year, we did not contribute to any Parliamentary Questions.

The role of the Board

Our Board has corporate responsibility for ensuring that we fulfil the strategic objectives agreed with the Secretary of State and for ensuring the efficient and effective use of staff and other resources. The full duties of the Board can be found in the MOJ/YJB Framework Document.

Board effectiveness

Our Chair completed end-of-year reviews for each of the Board members for their performance in 2022/23. The annual performance assessment of the Chair is the responsibility of the Director General Policy (Prisons, Offenders and International Justice) on behalf of the Secretary of State, to whom the assessment is reported.

The Board started its review of effectiveness in May 2022 with the completion of a survey addressing the different aspects of its role. The findings were discussed at the June 2022 Board meeting along with a review of the Board's scheme of delegation, standing orders and its terms of reference.

The next Board Effectiveness Review will be completed in September 2023.

The provision of information and data to the Board

The Performance Committee scrutinises delivery of our strategic plan and business plan on behalf of the Board. The committee provides a written report to the Board after each meeting outlining the key areas of note.

The Corporate Performance Report provides the Board with the following information:

- data and analysis on the performance of the youth justice system including data on:
 - first time entrants
 - custody types and length of sentences
 - remand
 - reoffending rates
 - knife/offensive weapon offences
 - behaviour management
 - the secure estate.
- a performance and risk assessment of YJSs
- a summary of progress against the business plan and statutory functions through the delivery plan.

The information provided is drawn from the Police National Computer (PNC), case management data submitted by YJSs through the Youth Justice Application Framework (YJAF) and data supplied from secure establishments. YJAF data is subject to regular quality assurance checks by our Information and Analysis Team. This is part of business-as-usual activity, through which they ensure errors or queries around data are discussed with YJSs so that they can either be resolved or understood. However, PNC and secure estate data sources are not managed by the YJB and will have their own quality assurance processes in place. Our corporate data is drawn from systems provided to us by the MOJ.

Ministerial Directions

There were no Ministerial Directions sought or issued.

Payment of grants to youth justice services and performance oversight

Section 41(5) of the Crime and Disorder Act 1998 gives us authority to make grants, with the approval of the Secretary of State, to local authorities or other bodies for the purposes of the operation of the youth justice system and the provision of YJSs.

In 2022/23, we allocated £87m for youth justice grants to local authorities to YJSs based on a historical assessment of need and the requirements of the grant's terms and conditions. The terms and conditions of the grant allow local flexibility for YJSs to direct financial resources to specific areas of youth justice activities in alignment with their youth justice strategic plans. The terms and conditions of grants were signed by the Chair of each YJS management board, the Local Authority Chief Financial Officer and the YJS Manager as proof of acceptance prior to funding being released by us. Costed Youth Justice Plans were also received in advance. Audit certificates signed by the Local Authority Chief Financial Officer and the YJS Manager were received at the end of the financial year to evidence regularity of expenditure.

The approach to overseeing the overall effectiveness of YJS was based on risk-led monitoring and oversight. This focused on driving improved outcomes in YJS and identifying areas of effective practice across the youth justice sector and its partnerships.

Our quarterly Performance Oversight Board considers data against various justice indicators (including, but not limited to, first time entrants, proven reoffending and use of custody). This oversight is also supported by more qualitative considerations of how partnerships operate against the standards for children in the youth justice system, annual Youth Justice Plans and intelligence from other sources including direct contact with services, inspection outcomes and progress against post-inspection improvement plans.

Where we consider performance indicates the need to improve, we will facilitate direct oversight and improvement support and, importantly, also promote sector-led improvement activity. Where progress proves difficult to sustain, a process is in place which includes escalation to both Chief Executive and ministerial levels.

The Government Internal Audit Agency conducts an annual audit of the governance of grants. This is to provide an opinion on the adequacy, effectiveness and reliability of the controls operating over the use of grant monies.

Internal audit

We commission the Government Internal Audit Agency (GIAA) to provide an independent and objective audit service, operating to the standards and methodology documented in the guidance *Public Sector Internal Audit Standards*.³⁵ The GIAA draws up its annual audit plans based on an analysis of the risk to which we are exposed and discussions with members of the SLG. The plans are endorsed by the Finance, Audit and Risk Assurance Committee and approved by the Chief Executive. The implementation of accepted recommendations, resulting from internal audits, is monitored by the Finance, Audit and Risk Assurance Committee.

The GIAA issues assurance ratings for completed audits. The assurance rating definitions are detailed below.

Assurance rating	Definition
Substantial	The framework of governance, risk management and control is adequate and effective.
Moderate	Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.
Limited	There are significant weaknesses in the framework of governance, risk management and control such that it could be or could become inadequate and ineffective.
Unsatisfactory	There are fundamental weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.

35 <https://www.gov.uk/government/publications/public-sector-internal-audit-standards>

The commissioned and completed audits for 2022/23 are tabled below, alongside the GIAA's assurance rating:

Audit undertaken	Assurance rating
Conflicts of Interest	Moderate
Workforce Experience; Diversity, Wellbeing and Retention	Substantial
New Sense of Purpose Programme – Project Governance	Moderate
Budget and Planning	Substantial

Overall view of internal audit

GIAA provides an annual report to the Accounting Officer which gives the overall opinion for the year on our frameworks for risk management, control and governance. A copy of the annual report is also submitted to the first Finance, Audit and Risk Assurance Committee meeting of the financial year.

The report for 2022/23 indicated an “annual opinion of ‘Moderate’ on the adequacy and effectiveness of the framework of governance, risk management and control”.

Risk management

Risk management processes are co-ordinated at a corporate level through the Risk Team who provide regular and effective reporting to the SLG.

The SLG, Finance, Audit and Risk Assurance Committee and the Board have continued to review and challenge the progress made to manage and mitigate the risks and issues documented in our Strategic Risk Register.

The risk management framework



Our risk management framework is aligned with HM Treasury: The Orange Book, Management of Risk – Principles and Concepts (2020 version) and sets out the entire risk management system within the organisation. It is currently under revision and an amended version was presented to the Finance, Audit and Risk Assurance Committee in May 2023.




Risk profile

During the 2022/23 business year, the Board has reviewed its risk appetite on a bi-annual basis. We continue to scan the horizon for emerging risks as we continue to move through the recovery stages of the pandemic.

Throughout the business year, we review strategic risks on a quarterly basis with individual risk owners and with the Senior Leadership Group collectively. Strategic risks are also discussed at the quarterly Finance, Audit and Risk Assurance Committee meetings. YJB risk management is compliant with the FReM Guidance, Government Functional Standards and in line with the HM Treasury's Orange Book - Management of Risk: Principles and Concepts..



Our principal risks and mitigating actions identified during 2022/23 are set out below with the corresponding Blue-Red-Amber-Green rating.

Principal risks	Key mitigating actions and controls	
Insufficient evidence base to provide sound advice and have effective oversight of the youth justice system		 High
The YJB requires a sufficient evidence base to support the advice provided to ministers and its statutory monitoring function	<ul style="list-style-type: none"> • We have developed an oversight framework to support our statutory monitoring function, identify effective practice and identify where individual YJSs may benefit from or require support and how we will provide this. • We revised the YJB Terms and Conditions of Grant to support us in taking a stronger position in standard setting and performance improvement. • We transformed our Evidence and Technology Directorate into a Business Intelligence and Insights Directorate. • We have undertaken a project to develop our requirements for building an insights framework to integrate and analyse data from across the youth justice system. • We increased our operational resource by bolstering staff in our Operations Directorates. 	
YJB technology systems do not deliver stakeholder requirements or mitigate Cyber risk to YJB online services		 Medium
Failure of, or weakness in, YJB information technology (IT) systems impact on the YJB's ability to deliver its statutory function to support the IT provision for YJSs, negatively impacting services, children and the wider sector	<ul style="list-style-type: none"> • We have focused our efforts on further strengthening our relationship with MOJ Commercial & Contract Management Directorate (procurement) and Justice Digital (IT) to enable us to effectively manage our ICT contracts and ensure continuity of IT provision to YJSs. These contracts are closely managed through our internal ICT Governance framework ultimately reporting to the Finance, Audit and Risk Assurance Committee. 	

Principal risks	Key mitigating actions and controls	
Benefits may not be realised		 Medium
<p>The YJB's benefits management and project delivery functions are maturing and, if undeveloped, may result in fruitless investments and failure to deliver strategic objectives</p>	<ul style="list-style-type: none"> • We have applied a benefits-led approach to our new sense of purpose (NSOP) change programme. • We have established a Portfolio Directorate as part of our internal redesign. This includes the development of a project management framework to define the minimum requirements for project governance to promote a consistent approach to continually improve and raise standards. The portfolio management framework will be used in conjunction with our benefits management framework. • We have developed materials to apply a benefits-led approach to our core work. 	
The YJB commits to too much change activity		 Medium
<p>The YJB's NSOP change programme risks putting business as usual work under pressure, including delivery of our statutory functions and puts a strain on resource capacity and staff wellbeing</p>	<ul style="list-style-type: none"> • All projects within the change programme have either been delivered or are on track to deliver within tolerance levels. • Resource capacity both within the change programme and across the wider organisation has been closely monitored so that all work is accounted for, and staff are not overburdened. • Our agreed work for 2022/23 was set out in our delivery plan and tracked through the Portfolio Directorates. 	
Failure to have continuity of appropriately skilled staff		 Medium
<p>The YJB does not have enough staff and sufficiently skilled/knowledgeable staff to deliver its NSOP programme and deliver its statutory functions</p>	<ul style="list-style-type: none"> • We have redesigned our internal structure to bolster staff in our Business Intelligence and Insights Directorate and Operations Directorate which are key to the successful delivery of our NSOP programme. • We have designed materials to support the transition of staff into new roles including a transition plan, handover template and checklist along with a support package for staff moving into operational roles. • We have designed and developed a range of internal products to support staff induction, performance management, learning and development and decision making. 	

Principal risks

Key mitigating actions and controls

<p>Lack of clarity on roles and responsibilities across the YJB and the MOJ’s Youth Justice Policy Unit resulting in ineffectiveness</p>		 High
<p>A lack of shared understanding of roles, responsibilities and priorities between the YJB, its sponsor department and the YCS could compromise working relationships and an ability to influence and deliver ministerial or YJB Board priorities effectively</p>	<ul style="list-style-type: none"> • We have been working with the YCS and the MOJ’s Youth Justice Policy Unit to develop a memorandum of understanding to clearly outline our individual roles and responsibilities. • Our senior leaders and staff across the wider business have held regular meetings with their respective counterparts in the MOJ with the intent of supporting respective workstreams and relationships. • We have attended quarterly business assurance meetings with the MOJ Arms’ Length Body (ALB) Centre of Excellence. 	
<p>The YJB fails to maximise the investment in youth justice from the last Spending Review</p>		 Medium
<p>The pandemic and its associated harm have created pressure on the sector with increased childhood vulnerability and exploitation making offending more likely. It is essential that we ensure the investment in youth justice from the last Spending Review is maximised</p>	<ul style="list-style-type: none"> • We have worked closely with the MOJ to ensure we are making the best use of government’s investment in youth justice across a range of channels and programmes. • We have delivered our budget for 2022/23 within tolerance levels. • We received a substantial rating following a Government Internal Audit Agency audit on budget and planning in December 2022. • We have put mechanisms in place to ensure we actively review our strategic plan, business plan and annual report and accounts to ensure they are aligned. 	

RAG Score	RESPONSE
<div data-bbox="140 309 316 479" style="background-color: #005596; color: white; padding: 10px; text-align: center; font-weight: bold;">Very High</div>	<p>Risk exceeds acceptable level. Immediately determine a lower target score, devise additional controls to reduce risk to this level and ensure contingency plans in place.</p> <p>Immediately report to next management level, which will decide a response (e.g., actions / for information) and inform the reporting management level.</p>
<div data-bbox="140 542 316 712" style="background-color: #c00000; color: white; padding: 10px; text-align: center; font-weight: bold;">High</div>	<p>Risk exceeds desirable level. Determine lower target score and additional controls unless this will not prove cost effective. In this case monitor closely and ensure contingency plans in place.</p> <p>Report to the next management level which will decide a response (e.g., actions / for information) and inform the reporting management level.</p>
<div data-bbox="140 775 316 945" style="background-color: #ffc000; padding: 10px; text-align: center; font-weight: bold;">Medium</div>	<p>Risk acceptable but may require monitoring. Consider if risk can be removed from register. Devise additional controls to reduce risk only where cost effective and proportionate.</p> <p>Manage risk within the local business.</p>
<div data-bbox="140 1008 316 1178" style="background-color: #70ad47; padding: 10px; text-align: center; font-weight: bold;">Low</div>	<p>Acceptable level of risk. Is there a reason retain on register? If yes, limit management to monitoring in case risk increases. Review current controls: can any be dropped?</p> <p>Manage risk within local business.</p>

YJB assurance map

We measure the effectiveness of our mitigations for risks via an ‘assurance map’ based on HM Treasury guidance. This map sets out the assessment of key risks to the systems and processes that we must be assured are sufficiently managed. The control measures that are in place to mitigate our process and system-based risks are evaluated within the assurance map.

The evidence presented in the assurance map is reviewed and updated quarterly.

Summary of assurance map

Controls	First line of defence	Second line of defence
<ul style="list-style-type: none"> • financial policies including the segregation of duties and internal delegation • strategic and business plan • YJS grant conditions • fraud policies, training and escalation routes • staff policies and training • business continuity plan • risk management framework • communications strategy. 	<p>Business management assurance</p> <p>We have established assurance arrangements to document and monitor how well delivery objectives are being met and risks managed.</p> <p>These include:</p> <ul style="list-style-type: none"> • monthly reporting • risk and asset registers • financial reconciliation processes • clear governance structures • line management checks. 	<p>Corporate oversight assurance</p> <p>This is separate from the work of those responsible for delivery, it includes:</p> <ul style="list-style-type: none"> • scrutiny by the SLG • monitoring by our Health and Safety Committee • annual Governance Statement reporting • our Performance Oversight Board.
	<p>Third line of defence</p>	<p>Independent</p>
	<p>Independent assurance</p> <p>This includes:</p> <ul style="list-style-type: none"> • grant challenge panel • oversight by the Finance, Audit, Risk and Assurance Committee • Board oversight • MOJ Business Partnering oversight • Government Internal Audit Agency audits. 	<p>External and independent assurance commissioned by bodies outside the organisation</p> <p>This includes:</p> <ul style="list-style-type: none"> • reviews by the National Audit Office • oversight by the MOJ ALB Centre of Excellence • HMI Probation/Ofsted joint inspection framework • review of our Annual Report and Accounts by ministers.

Information assurance, lapses of data security and freedom of information

Our Information Assurance policy ensures that the information we hold is:

- handled securely
- appropriately protected
- as accurate as possible
- made available to the right people at the right time and for the correct reasons.

The policy complies with the Cabinet Office HMG Security Policy Framework.

The ICT systems we operate on behalf of the youth justice system are appropriately managed for security and information assurance in line with Government Data Services and National Cyber Security Centre guidance (NCSC is the UK government's national technical authority for cyber and information assurance).

No data breaches were reported to the Information Commissioner's Office during the year. A number of low-risk security incidents were identified over this period; none of these identified incidents presented a material risk of harm to the data subject(s) involved.

Our whistleblowing and raising a concern policy set out for staff (including service providers such as contractors) what to do if they are concerned about wrongdoing. No whistleblowing cases were submitted during the year.

There has been significant focus on improving the resilience and build of our ICT systems. This reduces the risk of outages due to errors or external threats such as ransomware.

We answered 30 Freedom of Information requests in the year, of which 29 were within the 20 working days statutory timescales.

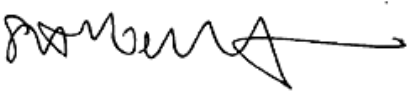
Health and safety

The health and safety of our staff and visitors is important to us. The Director of People and Organisational Development is the lead for the areas of work falling under the Health and Safety remit. The Business Support Manager/competent person maintains oversight of our Corporate Health and Safety Policy which enables us to comply with our legal duties and responsibilities under the Health and Safety at Work Act 1974. A YJB Corporate Health and Safety Committee meets bi-annually and is chaired by the Director of People and Organisational Development. This Committee reports to the Senior Leadership Group and an annual report is submitted to the Finance, Audit and Risk Assurance Committee.

In addition to the existing YJB and MOJ support for mental and physical wellbeing in place we have:

- encouraged staff to take more screen and work breaks
- encouraged staff to take their full annual leave
- promoted flexibility of working hours
- maintained a hybrid working model which enables staff to work flexibly, at home, in local hubs/offices, travelling to stakeholder offices, or in our London or Wales offices
- delivered workshops on workplace stress and burnout
- mandated the continued reporting of accidents, incidents and near misses
- promoted the guidance and use of occupational health referrals
- promoted the availability of free and confidential health and wellbeing support
- provided access to trained mental health allies
- recruited and maintained a team of fire wardens and first aid trained staff.

Signed by



Stephanie Roberts-Bibby
Interim Chief Executive and Accounting Officer

13 September 2023

Remuneration and staff report

Remuneration policy

Our staff, whether on permanent or temporary contracts, are subject to levels of remuneration and terms and conditions of service (including superannuation) which are a combination of the new Civil Service employment offer and/or individually held legacy terms. Staff are classed as public servants and not civil servants, although the contracts are similar.

Until 2018 we operated a performance-related pay scheme. For staff graded as equivalent to the Senior Civil Service, the performance framework set by the Cabinet Office for the Senior Civil Service is applied. We operate the Civil Service Compensation Scheme.³⁶

This report discloses the remuneration of those serving on our Board comprising the Chair, Board members and Executive Directors, including the Chief Executive and Chief Operating Officer and Chief Strategy Officer.

This disclosure is made to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

Board members' terms of appointment

Appointment of our Board members, including the Chair, is for a period of up to 4 years. The appointment of all Board members, and extension of their appointments, is made by the Secretary of State for Justice. Reappointments are subject to a satisfactory appraisal process. Keith Fraser was appointed as Chair on 14 April 2020 and permission was sought and received from the Commissioner of Public Appointments and a full competition was run resulting in his appointment.

Early termination of a Board member's appointment is at the discretion of the Secretary of State for Justice. The notice period for Board members is 3 months.

36 <https://www.civilservicepensionscheme.org.uk/members/civil-service-compensation-scheme-for-members/>

Executive directors' terms of appointment

Executive directors are either permanent employees of the YJB, loans from Civil Service or secondees from non-Civil Service organisations.

When conducting recruitment campaigns, we follow the Civil Service Commissioner's recruitment principles³⁷ to ensure open and fair recruitment with appointments based on merit. We offer a guaranteed interview scheme for people with disabilities who meet the role criteria.

Remuneration and Personnel Committee

Our Remuneration and Personnel Committee met three times during 2022/23. It had delegated authority to consider the annual appraisal of the Chief Executive and Chief Operating Officer, and to approve any changes to the remuneration of the Chief Executive and those members of the Senior Leadership Group (SLG) who report directly to the Chief Executive. This included the arrangements for and conditions of any remuneration or benefits in kind over and above their basic salary.

The Remuneration and Personnel Committee comprised 8 members: our Chair, the Chair of our Finance, Audit and Risk Assurance Committee, 3 other Board members, our Chief Executive, our Chief Operating Officer and our Director of People and Organisational Development.

³⁷ <http://civilservicecommission.independent.gov.uk>

Remuneration (audited information)

Board and Senior Leadership Group (SLG)

The remuneration of our Chair and Board members is determined by the Secretary of State for Justice. Board members' fees are £250 per day. The Chair (Keith Fraser) is paid a salary. No pension benefits are paid to Board members.

For the year ended 31 March 2023, our Board members and SLG members received remuneration as follows. Where an individual was not in post for the full year or on extended leave, a full year effect (FYE) figure is shown for comparative purposes.

Name and Title	2022/23					2021/22				
	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000) ³⁸	Total	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Ann Skamarauskas Director of People and Organisational Development	70-75	-	-	28	100-105	70-75	-	-	28	95-100
Brian Tytherleigh Board member	10-15	-	0.4	0	10-15	10-15	-	-	-	10-15
Cheryl de Freitas ³⁹ Director of Operations South	65-70	-	-	10	75-80	60-65	-	-	20	80-85

38 The value of pension benefits accrued during the year is calculated as the real increase in pension multiplied by 20 less the contributions made by the individual. The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

39 Taking account of inflation, the CETV funded by the employer has decreased in real terms.

Name and Title	2022/23					2021/22				
	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000) ³⁸	Total	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Claudia Sturt ⁴⁰ Chief Executive (to 09 April 2023)	115-120	10-15	-	-10	115-120	95-100 (FYE 110-115)	-	-	19	115-120
Dominic Daley Maternity Cover Director of Operations Wales	60-65	-	-	25	85-90	0-5 (FYE 50-55)	-	-	2	5-10
Duwayne Brooks Board member (from 5 March 2023)	0-5 (FYE 5-10)	-	-	-	0-5	-	-	-	-	-
Jacob Sakil Board member	5-10	-	0.2	-	5-10	5-10	-	-	-	5-10
Jamie Bennett ⁴¹ Chief Strategy Officer (from 30 May 2022)	85-90 (FYE 105-110)	-	-	2	90-95	-	-	-	-	-
Jonathan Pickles Senior Police Adviser (to 30 September 2022)	40-45 (FYE 85-90)	-	-	-	40-45	80-85	-	-	-	80-85

40 Taking account of inflation, the CETV funded by the employer has decreased in real terms.

41 Taking account of inflation, the CETV funded by the employer has decreased in real terms.

Name and Title	2022/23					2021/22				
	Salary £'000s	Bonuses £'000	Benefits in kind (to nearest £100) £'000	Pension benefits (to nearest £1,000) ³⁸ £'000s	Total £'000s	Salary £'000s	Bonuses £'000s	Benefits in kind (to nearest £100) £'000s	Pension benefits (to nearest £1,000) £'000s	Total £'000s
Karis Oram Director of Business Intelligence and Insights	60-65	-	-	27	85-90	5-10 (FYE 60- 65)	-	-	5	10-15
Keith Fraser YJB Chair	40-45	-	5.2	-	45-50	40-45	-	-	-	40-45
Keith Towler Board member	5-10	-	-	-	5-10	5-10	-	-	-	5-10
Laura Day Director of Portfolio (from 2 August 2022)	55-60 (FYE 85- 90)	-	-	16	70-75	-	-	-	-	-
Louise Shorter Board member	5-10	-	0.4	-	5-10	5-10	-	-	-	5-10
Louise Wood Director of Operations North (from 4 October 2022)	30-35 (FYE 65- 70)	-	-	69	100-105	-	-	-	-	-
Lynzi Jarman ⁴² Director of Operations Wales	35-40	-	-	14	50-55	50-55 (FYE 60- 65)	-	-	24	75-80

42 Lynzi Jarman was on maternity leave from February 2022 to April 2023.

Name and Title	2022/23					2021/22				
	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000) ³⁸	Total	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Neal Hazel ⁴³ Board member	5-10	-	-	-	5-10	5-10	-	-	-	5-10
Paula Williams Director of Strategy and Planning	65-70	-	-	25	90-95	60-65	-	-	25	85-90
Phil Bowen Board member (from 5 March 2023)	0-5 (FYE 5-10)	-	-	-	0-5	-	-	-	-	-
Rachel Oakes Acting Director of Programme Delivery (to 22 April 2022)	15-20 (FYE 40-45)	-	-	-	15-20	10-15 (FYE 60-65)	-	-	15	25-30
Sharon Gray Board member	5-10	-	1.2	-	10-15	5-10	-	-	-	5-10
Sophie Riley Director of Evidence and Technology (to 10 January 2022)	-	-	-	-	-	50-55 (FYE 65-70)	-	-	23	65-70

43 Neal Hazel does not receive Board member fees, these are paid directly to Salford University.

	2022/23					2021/22				
Name and Title	Salary £'000s	Bonuses £'000	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000) ³⁸	Total £'000s	Salary £'000s	Bonuses £'000s	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total £'000s
			£'000	£'000s				£'000s	£'000s	
Stephanie Roberts-Bibby Chief Operating Officer	105-110	5-10	1.9	-1	115-120	100-105	5-10	-	24	135-140
Susannah Hancock Board member	5-10	-	0.4	-	5-10	5-10	-	-	-	5-10

Benefits in kind – Board members

The monetary value of benefits in kind covers any benefits we provided, and reimbursements of costs treated by HM Revenue and Customs (HMRC) as a taxable emolument.

Board members are reimbursed for their travel and subsistence costs incurred in attending Board at our central London headquarters and elsewhere.

Since Board members are deemed by HMRC to be our employees, the amounts of these reimbursements are treated as benefits in kind and are disclosed in the table above. The taxation arising on such expenses is borne by us.

Salary

Salary covers both pensionable and non-pensionable amounts and includes, but may not necessarily be confined to:

- gross salaries
- overtime
- reserved rights to London weighting or London allowances
- recruitment and retention allowances
- private office allowances and any other allowance to the extent that it is subject to UK taxation.

Bonuses

Bonuses are based on performance levels and are awarded following the formal review process. The performance framework set by the Cabinet Office for the Senior Civil Service (SCS) is used as a guide for our executive managers graded as equivalent to the SCS. Our Remuneration and Personnel Committee gives final approval of these bonuses.

Executive managers who are not graded as equivalent to the SCS can receive a bonus depending on their rating in the formal review process. This process follows our performance management guidance, with objectives set at the beginning of the performance year, progress reviewed at mid-year and a formal rating given at year end.

Bonuses are included in the table above on a cash basis, so that bonuses disclosed for each year represent those paid to staff in that year but relate to performance in the previous year.

Benefits in kind – executive management

The monetary value of benefits in kind covers any benefits provided by us and is treated by HMRC as a taxable emolument.

Pension benefits

Pension benefits are calculated as the real increase in pension multiplied by 20, plus the real increase in any lump sum, less contributions made by the employee. The real increases exclude increases due to inflation or any increase or decrease due to a transfer of pension rights.

Total remuneration for this calculation includes salary, non-consolidated performance-related pay, and benefits in kind. It does not include pension benefits, employer pension contributions and the cash equivalent transfer value of pensions.

Pension entitlements (audited information)

Name and Title	Accrued pension at age as at 31/03/2023 £'000s	Real increase in pension at pension age £'000s	CETV at 31/03/2023 £'000s	CETV at 31/03/2022 £'000s	Real increase in CETV £'000s
Ann Skamarauskas Director of People and Organisational Development	20-25	0-2.5	355	312	20
Cheryl de Freitas ⁴⁴ Director of Operations South	20 - 25 plus a lump sum of 25 - 30	0 - 2.5 plus a lump sum of 0	259	232	-1
Claudia Sturt ⁴⁵ Chief Executive	50 - 55 plus a lump sum of 95 - 100	0 - 2.5 plus a lump sum of 0	1,003	920	-25
Dominic Daley Maternity Cover Director of Operations Wales	5-10	0-2.5	75	55	12
Jamie Bennett ⁴⁶ Chief Strategy Officer	40 - 45 plus a lump sum of 70 - 75	0 - 2.5 plus a lump sum of 0	647	592	-15
Karis Oram Director of Business Intelligence and Insights	20-25	0-2.5	263	225	11
Laura Day Director of Portfolio (from August 2022)	25 - 30 plus a lump sum of 45 - 50	0 - 2.5 plus a lump sum of 0	427	381	2
Louise Wood Director of Operations North (from 15 October 2022)	0-5	2.5-5	44	0	40

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46 Taking account of inflation, the CETV funded by the employer has decreased in real terms.

Name and Title	Accrued pension at pension age as at 31/03/2023 £'000s	Real increase in pension at pension age £'000s	CETV at 31/03/2023 £'000s	CETV at 31/03/2022 £'000s	Real increase in CETV £'000s
Lynzi Jarman Director of Operations Wales	10-15	0-2.5	110	97	5
Paula Williams Director of Strategy and Planning	15-20	0-2.5	205	177	13
Rachel Oakes ⁴⁷ Acting Director of Programme Delivery	15 - 20 plus a lump sum of 0 - 5	0 - 2.5 plus a lump sum of 0	215	211	-2
Stephanie Roberts-Bibby ⁴⁸ Chief Operating Officer	40 - 45 plus a lump sum of 65 - 70	0 - 2.5 plus a lump sum of 0	622	578	-10

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date, all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS).

The PCSPS has 4 schemes: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and 1 providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 switched into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the 2 schemes.) Members joining from October 2002 may opt for either the appropriate

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defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement). In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service.

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the 2 schemes, but note that part of that pension may be payable from different ages.)

In 2018, the Court of Appeal found that the rules put in place in 2015 to protect older workers by allowing them to remain in their original scheme were discriminatory on the basis of age. As a result, steps are being taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The 2015 remedy (McCloud) aims to rectify the discrimination that has happened between 2015 and 2022. The PCSPS are currently working on new scheme regulations and processes in readiness for this.

Further details about the Civil Service pension arrangements can be found at the website: www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued because of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member because of their buying additional pension benefits at their own cost.

CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023/24 CETV figures.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Fair pay disclosure (audited information)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

Percentage change from previous year in total salary and bonuses for the highest paid director and the staff average (audited information)

	2022/23		2021/22	
	Total salary	Bonus payments	Total salary	Bonus payments
Staff average	-2%	-1%	-1%	-35%
Highest paid director	3%	100%	-10%	-10%

Ratio between the highest paid directors' total remuneration and the pay and benefits of employees in the lower quartile, median and upper quartile (audited information)

	Lower quartile	Median	Upper quartile
2022/23	3.63:1	3.08:1	2.46:1
2021/22	3.78:1	2.80:1	2.25:1

Lower quartile, median and upper quartile for staff pay for salaries and total pay and benefits (audited information)

	Lower quartile		Median		Upper quartile	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
Salary component of total pay and benefits	34,370	29,794	41,305	40,228	51,767	47,831
Total Pay and Benefits	35,164	29,795	41,405	40,228	51,767	50,021

Pay multiples (audited information)

The median pay ratio has increased slightly due to the highest paid employee receiving a bonus this year, whereas last year a bonus was not paid. In addition, the lower paid employees' salary was slightly higher than last year which has offset any further increase to the ratio.

The banded remuneration of our highest-paid director in 2022/23 was £125-£130k (2021/22, £110-£115k). This was 3.08 times (2021/22 2.80) the median remuneration of the workforce, which was £41,405 (2021/22, £40,228).

In 2022/23, nil (2021/22, nil) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £20,000-£25,000 to £125,000-£130,000 (2021/22, £10,000-£15,000 to £110,000-£115,000).

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Compensation for loss of office (audited information)

No compensation payments for loss of office were made during the year (2021/22: nil).

Reporting of Civil Service and other compensation schemes – exit packages are subject to audit

We had no early departure costs in 2022/23 (2021/22: nil).

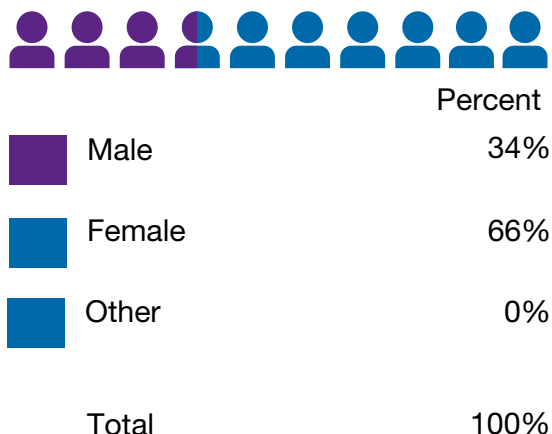
Staff statistics

Our staff composition as at 31 March 2023.

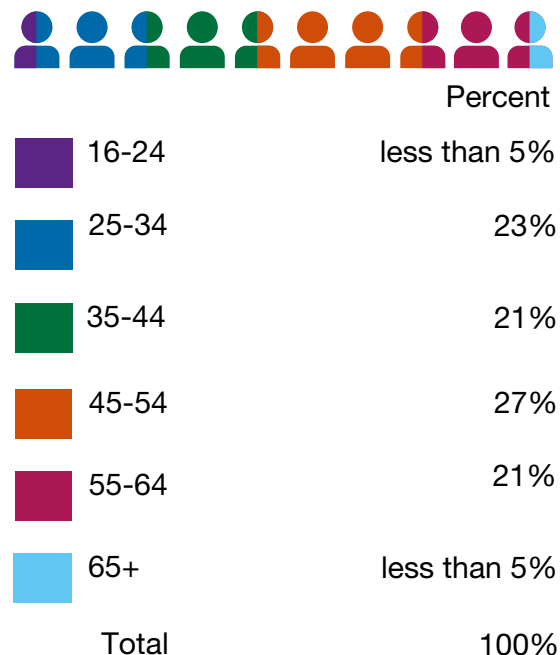
Ethnicity by grade

	Administrative Officers and Executive Officers	Higher Executive Officers and Senior Executive Officers	Grades 7-5 and Senior Civil Service
Ethnic minorities (excluding white minorities)	27%	21%	13%
White	37%	68%	87%
Not specified	36%	11%	0%

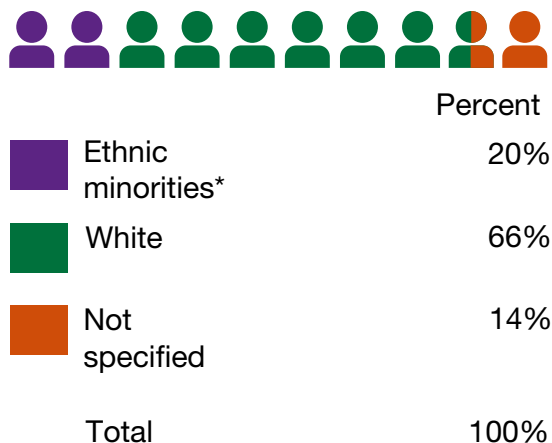
All staff by gender



All staff by age



All staff by ethnicity



*Excluding White minorities

Due to the geographical spread of YJB staff, YJB records only allow a geographical split by 'London' and 'National'. In this context 'National' represents YJB staff who are based outside of London. We have adapted our approach to recruitment to national by default.

Staff numbers and staff composition

Staff numbers (audited information)

The table below shows the average number of full-time equivalent staff employed by YJB during 1 April 2022 to 31 March 2023 was as follows.

	2022/23	2021/22
Permanent staff	93.52	89.18
Temporary and seconded staff	5.00	8.5
Average full-time equivalent staff	98.52	97.68

At the start of the financial year (1 April 2022) the total number of staff was 102 with a full-time equivalent of 100.12 This decreased slightly to 101 staff, full-time equivalent 98.52, at 31 March 2023. At 31 March 2023, we had no agency staff

Trade Union Facility Time Publication Requirements

Provision for trade union facility time is agreed at 12 days for the year. We had 2 trade union representatives up until September 2022 when 1 representative went on maternity leave. The remaining representative has continued in the role alone up to 31 March 2023. The 2 representatives utilised 12 days which equates to 86.4 hours with an estimated cost of £5,236.11.

Number of employees who were relevant union officials during 2022/23: 2

Full-time equivalent employee number:2

Percentage of time spent on facility time

Percentage of time: 4.7%

Number of employees: 2

Percentage of pay bill spent on facility time

Total cost of facility time: £5,236.11

Total pay bill: £111,406.12

Percentage of the total pay bill spent on facility time: 4.7%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:100%

Staff costs (audited information)

For the year ended 31 March 2023:

	Board members	Employed staff	Other (incl. seconded and agency staff costs)	2022/23	2021/22
	£'000s	£'000s	£'000s	£'000s	£'000s
Wages and salaries	96	4,118	371	4,585	4,407
Social security costs	5	500	-	505	471
Other pension costs	-	1,140	-	1,140	1,110
Total gross cost	101	5,758	371	6,230	5,988
Less recoveries in respect of outward secondments	-	(43)	-	(43)	(63)
Total net cost	101	5,715	371	6,187	5,925

Note that for the purposes of this table, executive directors are included as employed staff – they are shown alongside non-executive board members in the remuneration report.

No staff costs were capitalised during 2022/23 (2021/22: nil).

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme, known as alpha, are unfunded multi-employer defined benefit schemes in which we are unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2016.

For 2022/23, employer's contributions of £1,132,000 were payable to the PCSPS (2021/22 £1,099,000) at 1 of 4 rates in the range of 26.6% to 30.3% (2021/22: 26.6% to 30.3%) of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions approximately 4 years following a full scheme valuation.

Employees can opt to open a partnership pension account (a stakeholder pension with an employer contribution). In 2022/23 employer contributions of £8,000 were paid to an appointed stakeholder pension provider Legal and General (2021/22: £10,000). Employer contributions are age-related and range from 8% to 14.75% of pensionable pay. The employee does not have to contribute but where they do make contributions, the employer also matches employee contributions up to 3% of pensionable pay (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

No employees (2022/23: nil) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to nil (2021/22: nil).

Expenditure on consultancy

We incurred nil expenditure on consultancy in 2022/23 (2021/22: nil).

Off-payroll engagements

We had no off-payroll engagements in 2022/23 (2021/22: nil).

Staff and Board composition

Table 1 below shows staff and Board member composition between male and female at 31 March 2023.

	Male	Female	Transgender and other ⁴⁹
Board members	7	3	N/A
Senior Leadership Group ⁵⁰	2	9	N/A
Employees ⁵¹	34	67	N/A

Table 2 below shows the composition of staff at SCS bands at 31 March 2023 by gender.

	Male	Female	Transgender and other
SCS Pay Band 1	1	1	N/A
SCS Pay Band 2	N/A	1	N/A

Average sickness/absence

The average number of working days lost due to sickness was 7.4 days per person in the period from 1 April 2022 to 31 March 2023. This is an increase of 61% compared with 4.5 days per staff member during 2021/22. The increase is as a result of an increase in long term sick absences with 8 staff members accounting for 82% of sickness days. Sickness data due to COVID-19 stopped being recorded separately in May 2022.

In comparison Civil Service average working days lost in year ending 31 March 2022 was 7.9 days per person. This is the most up to date comparison Civil Service data currently available. Similarly in comparison, MOJ, our sponsor department, had an average working days lost of 12.1 days per person up to 31 March 2022.

Comparison figures obtained from 'Civil Service Sickness absence, 2022 report' .Gov.UK

49 'Transgender and other' includes staff who identify as transgender or who preferred not to identify their gender as either male or female.

50 Senior Leadership Group (SLG) includes the staff at Senior Civil Service (SCS) level shown in table 2.

51 Please note this data includes YJB employees, staff on loan to YJB and secondees. Agency staff are not included in this data.

Staff turnover

In 2022/23, staff turnover was 19.8 % (compared with 16.18% in 2021/22), which includes transfers of staff within the Civil Service and staff leaving YJB on promotion.

Equity, Diversity and Inclusion Working Group

A change of membership for the Equity, Diversity and Inclusion (EDI) Working Group has brought an infusion of new ideas and perspectives. Membership is still drawn from staff across the organisation and across grades.

We are committed to putting equity, diversity and inclusion at the heart of everything we do, which includes recognising and celebrating difference, by embedding this into our core values and organisational culture. This is more than just compliance with the Equality Act 2010 legislation and is broader than the 9 protected characteristics; we do all we can to challenge prejudice and promote equity.

We follow the codes of practice issued by the Equality and Human Rights Commission on employment, services and equal pay. We are committed to promoting equity and diversity in all our policies and practices.

The group:

- provides assurance to the Chief Executive and Board that we are delivering against the EDI action plan
- raises awareness to staff of their responsibilities under equity, diversity and inclusion, including advice, resources available, training and development opportunities
- provides advice to the Chief Executive and SLG on improving equity in the organisation
- keeps staff informed of diversity-related communications and upcoming events via the dedicated intranet page.

During 2022/23, the group:

- obtained Disability Confident Committed level 1 accreditation for the YJB. We are in the process of gathering evidence to make an application for Disability Confident Committed Level 2 accreditation
- started the process for YJB to obtain the Cultural Cohesion Quality Mark (CCQM). The CCQM recognises individual and organisational commitment for building harmonious relationships by ensuring that what is delivered, who delivers and how they deliver, is responsive to the culture and context of the recipient. It demands both individual and organisational commitment to cultural cohesion by encouraging and supporting individuals within organisations to:
 - examine their Practices, Attitudes, Behaviours and Structures (PABS)
 - recognise, confront and alter any PABS that show or lead to cultural bias, prejudice, marginalisation or lack of opportunity
 - improve their cultural competence and responsiveness in all interactions, decision-making and practice
- arranged anti-racism training for all our staff, SLG and Board members. Feedback from the discussions has resulted in a commitment for YJB to become an anti-racist organisation

- trained EDI Working Group members in how to conduct Equality Impact Assessments (EIA). They have since applied their knowledge by conducting EIA on the YJB's new sense of purpose and People, Engagement and Accountability Project products
- invited the MOJ and HM Prison and Probation Service transgender champion to speak at an all-staff event and so raise awareness of issues that affect transgender people/colleagues
- updated the Exchange (intranet) page to promote up to date and relevant material on EDI
- conducted an Equal Pay audit to obtain the pay gap for YJB staff based on protected characteristics
- arranged mentoring training to equip mentors help staff plan their career progression
- arranged listening spaces for those with protected characteristics to air their concerns and share experiences.

Employment of people with disabilities

We encourage all staff to record their diversity data, including any disability they may have, on our shared services HR system (SOP). We do, however, appreciate that not all staff wish to do so. As at 31 March 2023, 17% of YJB employees had declared a disability. The latest information from the Civil Service Diversity and Inclusion Dashboard states 13.6% of Civil Servants have a disability, compared with 14.7% of the UK's working population as at March 2021 (GOV.UK, 2022).

We are an accredited Disability Confident Committed employer. When recruiting, we encourage applications from people with disabilities. We automatically offer an interview to applicants who declare a disability and have met the essential criteria for a post.

In accordance with the principles set out in our recruitment, selection and induction policies and procedures, we acknowledge our duty under the Equality Act 2010 to make reasonable adjustments to the working environment or conditions of appointment that would enable a person with disabilities to compete for, and carry out, a job on an equal basis. This includes making adjustments for candidates during recruitment campaigns.

E-Learning is available through Civil Service Learning. Topics include 'becoming disability confident' and 'mental health at work'. We have a nominated Disability Champion in our Equity, Diversity and Inclusion Working Group and on our Senior Leadership Group. We have held workshops to upskill our managers and staff on 'working with staff with disabilities'. We also held a workshop for staff on 'Disability in the workplace,' which included how to support staff with disabilities and having important discussions around disability.

We continue to support employees in their current working environment through providing any necessary equipment required following completion of the Display Screen Equipment (DSE) Assessment.

If, during their employment, a member of staff highlights they now have a disability, the support given is determined on a case-by-case basis following consultation with HR Casework Service and Occupational Health.

Our mental health allies continue to support and advise staff who may suffer from mental health conditions. The group ran virtual drop-in sessions for staff and assisted managers with help and guidance.

Additionally, we continued to raise awareness of the benefits and support services available to all staff as a part of their induction, at all-staff events and through our intranet. Staff were reminded of our employee assistance programme (PAM Assist), anti-bullying and harassment advisers and Occupational Health Services through our regular communication channels.

Employee relations

As set out in our business plan, we intend to be the most effective organisation and employer we can be. We will achieve this by creating an environment in which all employees are able to reach their potential and contribute to their own and the organisation's success. We measure staff engagement annually through the Civil Service People Survey. 2022/23 results were encouraging, with 86% response rate and 63% staff engagement rating.

Our Staff Engagement Group comprises of staff from all grades across the organisation and supports the improvement of employee relations. We consult with staff to better understand how to plan and deliver our hybrid working model and how we might support staff wellbeing, engagement and mental health.

Some of the activities arranged throughout the year included:

- an in person all-staff event (the first in person event since 2020)
- virtual all staff meetings combining work and informal, engagement activities
- support webinars delivered by external facilitators from Employee Assistance
- increased offer of learning and development tailored to individual and team learning plans
- support from mental health allies including safe space drop-in sessions
- a month-long 'Walk, wheel, run' challenge via Microsoft Teams where 30 staff collectively clocked up 1,700 miles
- a 'Food Spot' group on Microsoft Teams
- reintroduced 'coffee roulette', informal catch ups via Microsoft Teams

This has helped maintain social interaction and allowed staff to keep in touch and feel engaged and connected with their colleagues whilst being away from a physical group workplace. It also helped those who were new to the organisation to meet and interact with other colleagues.

We listen to our staff and act on their concerns, continuing to offer a flexible approach to work, empowering staff to work flexibly, in a way which best suits their circumstances. We have also encouraged staff back into offices and to meet up in person where possible throughout the year for face-to-face wellbeing, performance and development conversations and in person team meetings.

We maintained regular communication with all staff through a variety of channels including a weekly executive message, the Exchange (our intranet) and Microsoft Teams, which also provided the Board opportunities to communicate directly with staff. Our Chair and SCS team have continued to communicate personally with all employees via a fortnightly virtual meeting, which staff are asked to prioritise attending. We have extended the duration of these meetings to provide more detailed communication and to keep staff informed whilst the YJB has been planning and transitioning into an organisation re-design.

We seek to address any pay disparities through our annual pay awards. In 2022/23 we were able to offer and implement a pay award to match our sponsor department, MOJ, pay. Whilst remaining within the boundaries set by treasury, all YJB pay bands (except EO, which is a spot rate) are now equivalent to MOJ. We continued to offer a special recognition scheme to reward employees for outstanding achievement or modelling exemplary behaviours, staff rewarded have the choice of receiving a voucher, a small gift or a payroll payment.

In response to staff feedback, the staff engagement group continue to focus on the promotion of benefits and money saving opportunities such as employee discount schemes, reduced gym memberships, cycle to work schemes, the opportunity to claim a free gift and services available from the Charity for Civil Servants, Employee Assistance Programme and Trade Unions.

Parliamentary accountability and audit report

In addition to the primary financial statements prepared under International Financial Reporting Standards (IFRS), the Government Financial Reporting Manual (FRoM) requires the YJB to report on losses, special payments and remote contingent liabilities. These notes and disclosures are subject to audit.

Regularity of expenditure

The YJB's expenditure was applied for the purposes intended by Parliament.

Losses and special payments

Losses statement

The total value of losses incurred in the year and in the previous year was less than £300,000.

Special payments

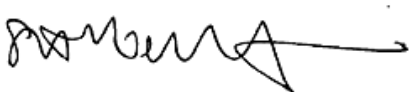
There were no special payments made in the 12 months to 31 March 2023 (2021/22: £nil).

Remote contingent liabilities

In addition to contingent liabilities reported within the meaning of IAS 37, the YJB is also required to disclose details of any liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of contingent liability.

As at 31 March 2023, the YJB has no remote contingent liabilities.

Signed by



Stephanie Roberts-Bibby
Interim Chief Executive and Accounting Officer

13 September 2023

The certificate and report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Youth Justice Board for the year ended 31 March 2023 under the Crime and Disorder Act 1998. The financial statements comprise the Youth Justice Board's:

- Statement of Financial Position as at 31 March 2023;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and the UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Youth Justice Board affairs as at 31 March 2023 and its net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Crime and Disorder Act 1998 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I am independent of the Youth Justice Board in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Youth Justice Board use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Youth Justice Board's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Youth Justice Board is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises the information included in the Annual Report but does not include the financial statements nor my auditor's certificate. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Crime and Disorder Act 1998.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions made under the Crime and Disorder Act 1998; and
- the information given in the Performance and Accountability reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Youth Justice Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Youth Justice Board or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and accounts as a whole are fair, balanced and understandable;
- internal controls as the Chief Executive as Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error;
- ensuring that the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with HM Treasury directions made under the Crime and Disorder Act 1998; and
- assessing the Youth Justice Board ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Chief Executive as Accounting Officer anticipates that the services provided by the Youth Justice Board will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Crime and Disorder Act 1998.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Youth Justice Board accounting policies, key performance indicators and performance incentives.
- inquired of management, the Youth Justice Board's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Youth Justice Board policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Youth Justice Board controls relating to the Youth Justice Board's compliance with the Crime and Disorder Act 1998, Managing Public Money; and
- inquired of management, the Youth Justice Board's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Youth Justice Board for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I obtained an understanding of the Youth Justice Board's framework of authority and other legal and regulatory frameworks in which the Youth Justice Board operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Youth Justice Board. The key laws and regulations I considered in this context included the Crime and Disorder Act 1998, Managing Public Money and Employment and Tax laws.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- I tested the regularity of grant expenditure paid to youth justice services in accordance with the Crime and Disorder Act 1998.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road Victoria
London SW1W 9SP

14 September 2023

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Financial
statements
2022/23

Financial statements 2022/23

Statement of Comprehensive Net Expenditure

for the year to 31 March 2023

		2022/23	2021/22
	Notes	£'000	£'000
Expenditure			
Staff costs	3	6,229	5,925
Amortisation	5	1,816	1,653
Other expenditure	2	95,231	86,772
Income from activities*	4	(148)	(83)
Net operating expenditure		103,128	94,267
Total operating expenditure		103,128	94,267
Other comprehensive net expenditure			
Net loss/(gain) on revaluation of intangible assets	5	(112)	56
Total comprehensive expenditure for the year		103,016	94,323

* Income and receipts are reported in brackets within SoCNE above.

The notes on pages 112 to 124 form part of these accounts.

Statement of Financial Position

as at 31 March 2023

		2022/23	2021/22
	Notes	£'000	£'000
Non-current assets			
Intangible assets	5	4,366	6,112
Total non-current assets		4,366	6,112
Current assets			
Trade and other receivables	6	284	549
Cash and cash equivalents	7	1,427	236
Total current assets		1,711	785
Total assets		6,077	6,897
Current liabilities			
Trade and other payables	8	(888)	(1,061)
Provisions – short term	9	(63)	(108)
Total current liabilities		(951)	(1,169)
Total assets less current liabilities		5,126	5,728
Taxpayers' equity and other reserves			
Revaluation reserve	SoCTE	201	166
General reserve	SoCTE	4,925	5,562
Total taxpayer's equity		5,126	5,728

The notes on pages 112 to 124 form part of these accounts.

Signed by



Stephanie Roberts-Bibby
Interim Chief Executive and Accounting Officer

13 September 2023

Statement of Cash Flows

for the year ended 31 March 2023

		2022/23	2021/22
	Notes	£'000	£'000
Cash flows from operating activities			
Net expenditure for the year	SoCNE	(103,128)	(94,267)
(Increase)/decrease in trade and other receivables	6	265	(267)
Increase/(decrease) in trade and other payables	8	(173)	60
Utilisation of provisions	9	(5)	(54)
Adjustments for non-cash transactions			
Adjustment for disposal of intangible assets		1	-
Amortisation	5	1,816	1,653
Provisions not required written back	9	(40)	-
Services and facilities provided by sponsoring department	2	1,590	1,247
Net cash outflow from operating activities		(99,674)	(91,628)
Cash flows from investing activities			
Purchase of intangible assets	5	41	(1,308)
Net cash flow used in investing activities		41	(1,308)
Cash flows from financing activities			
Grants from sponsoring departments	11	100,824	91,730
Net cash inflow from financing activities		100,824	91,730
Net (decrease)/increase in cash and cash equivalents in the period		1,191	(1,206)
Cash and cash equivalents at the beginning of the period		236	1,442
Cash and cash equivalents at the end of the period	7	1,427	236

The notes on pages 112 to 124 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2023

		Revaluation reserve	General reserve	Taxpayers' equity
	Notes	£'000	£'000	£'000
Balance at 1 April 2021		319	6,755	7,074
Grants from sponsoring department	11	-	91,730	91,730
Net operating expenditure for the year	SoCNE	-	(94,267)	(94,267)
Non-cash charges				
Services and facilities provided by sponsoring department	2	-	1,247	1,247
Transfers between reserves				
Release of reserves to the general reserve		(97)	97	-
Net gain/(loss) on revaluation of intangible assets	5	(56)	-	(56)
Balance at 31 March 2022		166	5,562	5,728
Changes in taxpayers' equity for 2022/23				
Grants from sponsoring departments	11	-	100,824	100,824
Net operating expenditure for the year	SoCNE	-	(103,128)	(103,128)
Non-cash charges				
Services and facilities provided by sponsoring department	2	-	1,590	1,590
Transfers between reserves				
Release of reserves to the general reserve		(77)	77	-
Net gain/(loss) on revaluation of intangible assets	5	112	-	112
Balance at 31 March 2023		201	4,925	5,126

The notes on pages 112 to 124 form part of these accounts.

Supporting notes to the Financial Statements

1. Statement of accounting policies

1.1 Basis of preparation

These accounts have been prepared in accordance with the Government Financial Reporting Manual 2022/23 (FReM) issued by His Majesty's (HM) Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public-sector context. They are in a form as directed by the Secretary of State with the approval of HM Treasury and in accordance with section 41 of, and Schedule 2 to, the Crime and Disorder Act 1998.

Where the FReM permits a choice of accounting policy, the policy which is judged to be the most appropriate to the particular circumstances of the YJB for the purpose of giving a true and fair view has been selected. The particular accounting policies adopted by the YJB are described below. They have been applied consistently in dealing with items considered material to the accounts.

The functional and presentation currency of the YJB is the British pound sterling (£).

1.2 Going concern

The YJB is an executive non-departmental public body (NDPB) whose activities are principally financed by the Ministry of Justice (MOJ). The YJB is created by statute and there is no proposition before Parliament that would suggest the YJB should not be considered a going concern.

Having considered the circumstances described above and from discussions with the MOJ, the YJB considers it appropriate to adopt a going concern basis for the preparation of these accounts.

1.3 Accounting convention

These accounts have been prepared on an accruals basis under the historical cost convention modified to account for the revaluation of non-current assets.

1.4 Changes in accounting policy and disclosures

New standards, amendments and interpretations issued but not effective for the financial year beginning 1 April 2022 and not early adopted.

IFRS 17 Insurance Contracts requires a discounted cash flow approach to accounting for insurance contracts. Subject to UK adoption, it may come into effect for accounting periods commencing on, or after, 1 January 2023 and should be included in the 2023/24 FReM at the earliest. To assess the impact of the standard, we are reviewing contracts which meet the definition of insurance contracts.

We do not consider that any other new, or revised standard, or interpretation will have a material impact.

1.5 Intangible non-current assets

Intangible assets comprise internally developed software for internal use (including such assets under construction), software developed by third parties, and purchased software licences.

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the YJB are capitalised when they meet the criteria specified in the FRoM, which has been adapted from IAS 38 Intangible Assets.

Other development expenditure that does not meet these criteria is recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Purchased software licences are recognised when it is probable that future service potential will flow to the YJB and the cost of the licence can be measured reliably. Such licences are initially measured at cost.

Subsequent to initial recognition, intangible assets are measured at fair value. As no active market exists for the intangible assets of YJB, fair value is assessed as replacement cost less any accumulated amortisation and impairment losses (i.e. depreciated replacement cost).

Intangible assets in service are re-measured at the end of each reporting period using the Producer Price Index issued by the Office for National Statistics (ONS).

Intangible assets under construction are not amortised until the assets are ready for use. At this point they are amortised using the straight-line method over their expected useful lives. The useful life of internally developed software ranges from 3 to 7 years. Purchased software licences are amortised over the licence period.

Capitalisation threshold

The threshold for capitalising intangible assets is £10,000 (including irrecoverable VAT).

Grouping of assets

The YJB operates a grouping policy on the purchase of intangible assets. When several items of a capital nature are purchased together and the combined cost is greater than £10,000, they are capitalised even if the individual items have a cost of less than £1,000.

Assets under construction

Assets under construction are valued at historical cost within intangible assets and are amortised when the asset is ready for use. At this point the asset's carrying value is transferred to the appropriate intangible asset category.

1.6 Impairment

An impairment reflects a diminution in value of an asset as a result of a clear consumption of economic benefits or service potential. At 31 March each year, the YJB assesses all assets for indications of impairment. If any such indication exists, the assets in question are tested for impairment by comparing the carrying value of those assets with their recoverable amounts.

Where the recoverable amount of an asset is less than its carrying value, the carrying value of the asset is reduced to its recoverable amount. The recoverable amount of an asset is the higher of its 'fair value less costs to sell' and 'value in use'. All impairment loss is charged directly to the Statement of Comprehensive Net Expenditure (SoCNE) unless the asset was previously revalued. Impairment loss on a revalued item will reduce the amount in the revaluation surplus. When an asset's carrying amount decreases (other than as a result of a permanent diminution), the decrease is recognised in the revaluation reserve to the extent that a balance exists in respect of the asset. Decreases in excess of the revaluation surplus are charged to the SoCNE.

1.7 Leases

Accounting standard IFRS 16 prescribes the accounting policies for leases, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset is of low value.

YJB occupies office space at Clive House, under agreement with the MOJ, which is recognised in the annual charges for accommodation costs. The MOJ may amend accommodation arrangements at relatively short notice as part of its wider management of the estate, and the YJB cannot exclusively control the right to use the space. It has therefore been determined that these arrangements do not meet the threshold to be recognised as a lease under IFRS 16.

Lease assets and liabilities relating to Clive House have been recognised in the MOJ Annual Report and Accounts, with the relating accommodation charges continuing to be recognised in these accounts under accommodation costs.

There are no other material arrangements that meet the definition of a lease under IFRS 16 and therefore the application of IFRS 16 does not have an impact on the YJB accounts leasing arrangements.

1.8 Cash and cash equivalents

Cash and cash equivalents recorded in the Statement of Financial Position (SoFP) and Statement of Cash Flows (SoCF) includes cash in hand and deposits held on call with banks. The YJB does not currently hold any items that meet the definition of cash equivalents such as short term highly liquid investments.

1.9 Employee benefits

Employee accruals

Accruals are made for untaken employee annual leave and bonuses relating to individual performance during the year.

Defined benefit pension schemes

The provisions of the Principal Civil Service Pension Scheme (PCSPS) cover most past and present employees. The PCSPS is an unfunded defined benefit scheme although, in accordance with section 9 of the FReM, the YJB accounts for this as a defined contribution scheme. The expected cost of the future pension liabilities is expensed on a systematic and rational basis over the period during which it benefits from employees' services by payment of charges calculated on an accruing basis. Liability for payment of future benefits is a charge on the scheme.

Defined contribution pension schemes

Under defined contribution schemes, the YJB's legal or constructive obligation is limited to the amount that it agrees to contribute to the fund. The YJB recognises contributions payable as an expense in the year in which it is incurred.

Early departure costs

The YJB is required to pay the additional cost of benefits beyond the normal PCSPS benefits in respect of employees who retire early, unless the retirement is on approved medical grounds. The total cost is provided in full when the early departure programme has been announced and is binding on the YJB.

Redundancy and other departure costs, where applicable, are paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year the exit package is confirmed. Ill health retirement costs are met by the pension scheme and are not included in YJB's accounts.

1.10 Income

Income is accounted for on an accruals basis.

1.11 Expenditure

Net expenditure is wholly attributable to the YJB's goal of providing leadership in the youth justice system. For this reason, it is not deemed necessary to disclose results by segment. There is no income or expenditure relating to geographical areas outside the United Kingdom.

Grant expenditure

Grants payable in respect of YJB expenditure are accounted for on an accruals basis. A liability is deemed to arise when the grant recipient carries out the specific activity which forms the basis for entitlement. Funds provided, which have not been fully utilised by the grantee, are disclosed as a receivable in the SoFP.

Administration and programme expenditure

Other Expenditure within the SoCNE is analysed between administration, programme and notional expenditure in Note 2. The classification of expenditure as administration or programme follows the definition set out in HM Treasury's Consolidated Budgeting Guidance.

Administration expenditure reflects the cost of support activities such as business and corporate support services, back-office administration and administration of grants. Programme expenditure reflects costs directly related to frontline service delivery.

1.12 Notional costs

Other Expenditure within the SoCNE includes accommodation, facilities management and corporate services costs incurred by the MOJ on the YJB's behalf. These services are recorded as a notional charge in the SoCNE to report the full cost of the YJB's operations and the funding for these costs is included in grant-in-aid (GIA) credited to reserves.

1.13 Provisions

In line with the accounting standard IAS 37 Provisions, Contingent Liabilities and Contingent Assets, provisions are recognised when the YJB has a present legal or constructive obligation as a result of past events for which it is probable that an outflow of economic benefits will be required to settle the obligation, and for which a reliable estimate can be made for the amount of the obligation. The measurement of the provision is based upon the best estimate of the expenditure required to settle the obligation. Creation of provisions are charged to the SoCNE. The YJB has no provisions which require discounting.

1.14 Grants from sponsoring departments

The YJB is principally funded by GIA received from the MOJ, which is accounted for when received. GIA is treated as financing. GIA is credited to the general reserve because it is regarded as contributions from a controlling party. Other grants received to support the statutory purposes of the YJB or specific initiatives are recognised as income and credited to the SoCNE.

1.15 Contingent liabilities

A contingent liability is disclosed when the likelihood of a payment is less than probable, but more than remote. Where the time value of money is material, contingent liabilities required to be disclosed under IAS 37 Provisions, Contingent Liabilities and Contingent Assets are stated as discounted amounts.

1.16 Value added tax

As most of the activities of the YJB are outside the scope of VAT, output tax does not apply and input tax on purchases is not recoverable. The secondment of staff to local authorities and other bodies is within the scope of VAT and output tax is charged and paid to HMRC. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase costs of non-current assets.

1.17 Financial instruments

As the cash requirements of the YJB are met through the estimate process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The financial instruments the YJB does hold relate largely either to contracts to buy non-financial items (in line with the YJB's expected purchase and usage requirements) or to amounts owed to the YJB by other areas of the public sector (local government or Other Government Departments) and the YJB is therefore exposed to little credit, liquidity or market risk.

1.18 Critical accounting estimates and judgements

In preparation of the financial statements, the YJB used judgements, estimates and assumptions that affect the reported financial position presented at the date of the financial statements and the reported amounts of income and expenditure during the period.

The estimates and associated assumptions included within the financial statements are based on data held by the YJB, historical experience and various other factors, including expectations of future events that are believed to be reasonable under the circumstances. These are believed to provide a reasonable basis on which the carrying values of assets and liabilities that are not readily apparent from other sources can be estimated. Items in the accounts with risk of material adjustment in the forthcoming financial year are:

- Intangible assets – due to possible changes in assumptions about useful economic lives. A reduction in useful economic lives would reduce the assets and increase expenditure.
- Provisions for liabilities and charges – the measurement of provisions in the accounts relies on professional judgement, based on historic trends and other factors. The provision is calculated by assessing the possible outcome of individual cases.

2. Other expenditure

2.1 Administration and programme expenditure

	2022/23	2021/22
	£'000	£'000
Administration expenditure		
Audit fee – external ⁵²	74	74
Audit fee – internal	33	33
Communications	19	10
IT costs	527	363
Legal costs	61	16
Other administration	228	208
Personnel costs	2	9
Travel and subsistence	45	2
Total administration expenditure	989	715
Programme expenditure		
Grants to youth justice services	88,558	81,926
Other programme expenditure	166	67
Research	171	12
Travel and subsistence	41	1
Legal costs	-	2
Youth justice information and communications technology (ICT) programmes	3,755	2,802
Provision expense	(40)	-
Total programme expenditure	92,651	84,810
Other cost		
Net gain(loss) on disposal of asset	1	-
Corporate services provided by the department on a non-cash basis	1,590	1,247
Total other expenditure	95,231	86,772

52 External audit fees do not include any non-audit work undertaken by the NAO. There were no fees paid to NAO for non-audit work in 2022/23 or 2021/22.

2.2 Services and facilities provided by sponsoring department

	2022/23	2021/22
	£'000	£'000
Communications	44	37
Estates	305	220
HR	16	15
ICT	843	563
Commercial and Contract Management (CCM)	234	248
Finance	148	164
Total corporate overhead charge	1,590	1,247

3. Staff costs

	Board members	Employed staff	Other (incl. seconded and agency staff costs)	2022/23	2021/22
	£'000	£'000	£'000	£'000	£'000
Wages and salaries	96	4,142	386	4,624	4,407
Social security costs	5	503	-	508	471
Other pension costs	-	1,140	-	1,140	1,110
Total gross cost	101	5,785	386	6,272	5,988
Less recoveries in respect of outward secondments	-	(43)	-	(43)	(63)
Total net cost	101	5,742	386	6,229	5,925

4. Income from activities

	2022/23	2021/22
	£'000	£'000
Other income*	148	83
Total income from activities	148	83

*YJB income from the Welsh government.

5. Intangible assets 2022/23

	Assets under construction	Internally generated software	Total
	£'000	£'000	£'000
Cost/valuation at 1 April 2022	1,386	12,113	13,499
Additions	(354)	313	(41)
Disposals	(6)	5	(1)
Reclassifications	(870)	870	-
Revaluations	-	371	371
Cost/valuation at 31 March 2023	156	13,672	13,828
Amortisation at 1 April 2022	-	(7,387)	(7,387)
Charge for the year	-	(1,816)	(1,816)
Disposals	-	-	-
Revaluations	-	(259)	(259)
Amortisation at 31 March 2023	-	(9,462)	(9,462)
Net book value at 31 March 2023	156	4,210	4,366
Asset financing:			
Owned	156	4,210	4,366
Net book value at 31 March 2023	156	4,210	4,366

Prior year capitalised expenditure has been reviewed and we have reassessed £354k of this as resource expenditure.

5. Intangible assets 2021/22 (continued)

	Assets under construction	Internally generated software	Total
	£'000	£'000	£'000
Cost/valuation at 1 April 2021	676	11,671	12,347
Additions	710	598	1,308
Disposals	-	-	-
Impairments	-	-	-
Reclassifications	-	-	-
Revaluations	-	(156)	(156)
Cost/valuation at 31 March 2022	1,386	12,113	13,499
Amortisation at 1 April 2021	-	(5,834)	(5,834)
Charge for the year	-	(1,653)	(1,653)
Disposals	-	-	-
Revaluations	-	100	100
Amortisation at 31 March 2022	-	(7,387)	(7,387)
Net book value at 31 March 2022	1,386	4,726	6,112
Asset financing:			
Owned	1,386	4,726	6,112
Net book value at 31 March 2022	1,386	4,726	6,112

6. Trade and other receivables

Amounts falling due within one year:	2022/23	2021/22
	£'000	£'000
Other receivables and accrued income	277	538
Prepayments	7	11
Balance at 31 March 2023	284	549

7. Cash and cash equivalents

	2022/23	2021/22
	£'000	£'000
Balance at 1 April 2022	236	1,442
Net change in cash and cash equivalent balances	1,191	(1,206)
Balance at 31 March 2023	1,427	236
The following balances at 31 March 2023 were held at:		
Government banking service and cash-in-hand	1,427	236
Balance at 31 March 2023	1,427	236

8. Trade and other payables

Amounts falling due within one year:	2022/23	2021/22
	£'000	£'000
Accruals and deferred income	541	807
Payable to HM Prison and Probation Service	56	-
Trade payables	291	254
Balance at 31 March 2023	888	1,061

9. Provisions

	2022/23	2021/22
	£'000	£'000
Balance at 1 April 2022	108	162
Provisions utilised in year	(5)	(54)
Provisions written back in year	(40)	-
Balance at 31 March 2023	63	108
Of which:		
Amounts to be settled within one year	63	108
Amounts to be settled within one to five years	-	-
Balance at 31 March 2023	63	108

Provisions relate to legal actions in which the YJB is a defendant and also claims made where recoverability is unclear.

The £63k provided in the accounts represents the best estimate of the amount payable based on recent trends of success rates, the type of claim and the assessment of the Government Legal Department (GLD). The provision is calculated by assessing the likely outcome of a case and providing a best case and worst case estimate of possible outcomes.

The amount of provision utilised reflects the outcome against the amount provided for at 31 March 2022. The amount of write-back is the difference between what was provided for and that utilised. YJB reviewed all outstanding and likely legal cases and created a provision as required. As legal cases do not have time limits, provisions are not short term.

In accordance with IAS 37 the following areas of uncertainty are noted in relation to the legal provision. The following are key assumptions that affect the valuation of the legal provision:

- a. The proportion of eligible claims included in the provisions is determined by the Government Legal Department (GLD).
- b. The estimate of legal claim outturn is determined by GLD, based on historic experience.
- c. Legal claim outturn is shared between YJB and its providers per agreed percentages based on a case by case basis.

10. Contingent liabilities disclosed under IAS 37

The YJB deemed that legal claims that could succeed with the worst possible outcome cannot be estimated reliably and therefore should be disclosed as contingent liabilities. In 2022/23 there are no legal claims against the YJB that require disclosure as contingent liability (2021/22: 229k).

11. Grants from sponsoring departments

	2022/23	2021/22
	£'000	£'000
Grant-in-aid from the MOJ	100,824	91,730
Total	100,824	91,730

12. Commitments

At 31 March 2023, the YJB had no operating lease, capital or other financial commitments (2021/22: nil).

13. Related party transactions

The YJB is an executive non-departmental public body that, during the 2022/23 financial year, was principally sponsored by the MOJ. The MOJ provides services and facilities to the YJB. These are recharged notionally by the MOJ.

In addition, the YJB has a number of transactions with His Majesty's Prison and Probation Service (HMPPS, an executive agency of the MOJ), as well as with local authorities, whose combined balances are material.

During 2022/23, the YJB undertook material transactions of the following values with related parties:

	2022/23	2021/22
	£'000	£'000
Ministry of Justice		
Expenditure with the MOJ	86	84
Balance owed to the MOJ at 31 March	-	-
His Majesty's Prison and Probation Service		
Expenditure with HMPPS	50	-
Balance owed to HMPPS at 31 March	-	-

Claudia Sturt served as a director of the YJB on loan from HMPPS and acted as the Accounting Officer.

Board members are required under the Code of Conduct for YJB Board members to declare any personal, financial and business interests which may conflict with their duties on the Board. Members may not participate in Board discussions or decisions on financial matters where a conflict of interest arises.⁵³

A register of Board members' interests is maintained and is available online at:

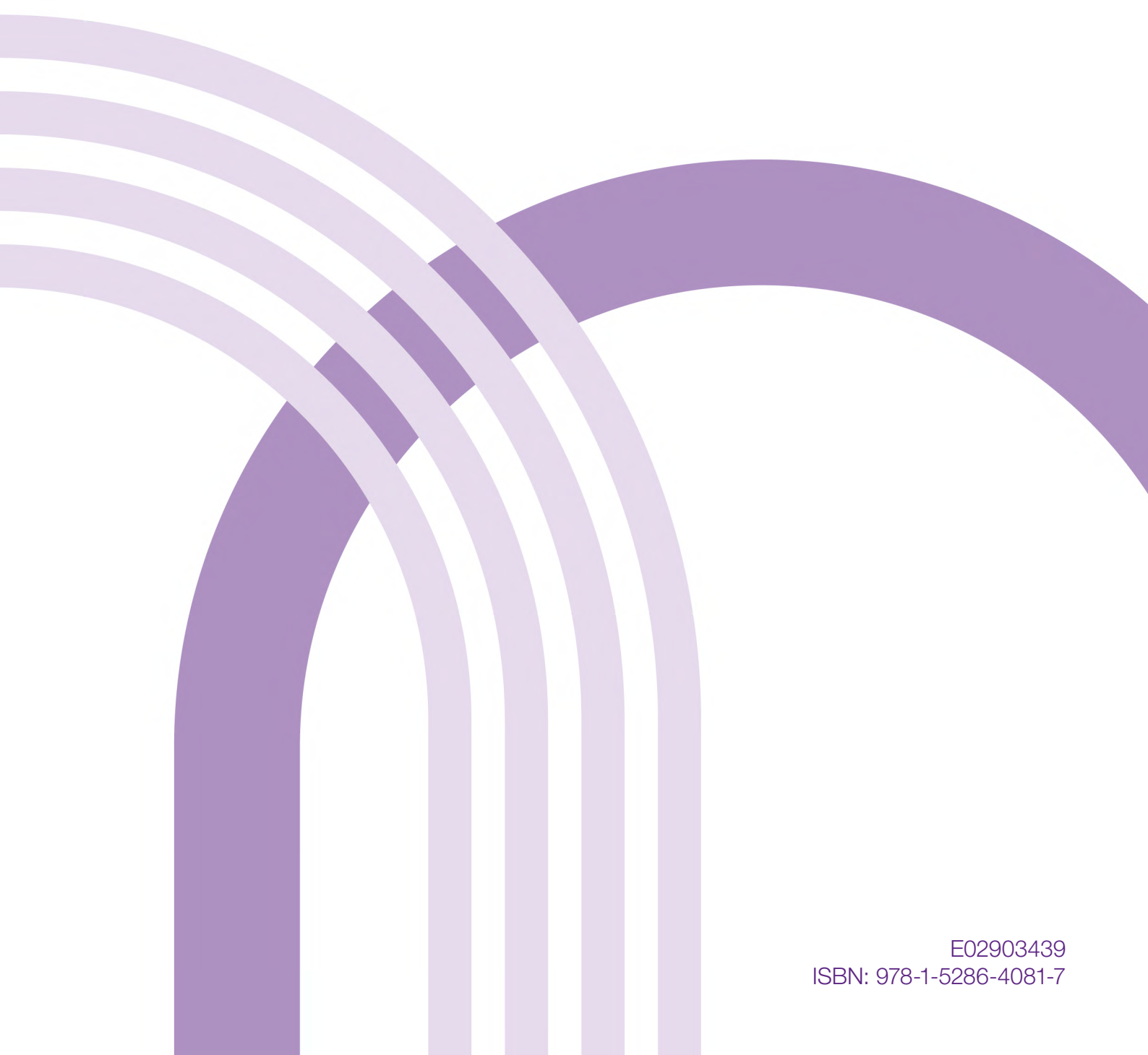
<https://www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership>

14. Events after the reporting period

In accordance with the requirements of IAS 10 Events After The Reporting Period, events are considered up to the date on which the financial statements are authorised for issue, which is interpreted as the date of the certificate and report of the Comptroller and Auditor General.

There are no disclosable events after the reporting period.

⁵³ Senior management remuneration is detailed in the remuneration report on page 79.



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