



Youth Justice Board
Bwrdd Cyfiawnder Ieuenctid

Business Plan

2020/21

The Youth Justice Board
for England and Wales



Chief Executive's foreword



Colin Allars

I am pleased to share with you the Youth Justice Board's (YJB) Business Plan for 2020-2021. The plan outlines the work we intend to deliver this year against our Strategic Plan 2019-2022¹. When preparing this plan, we could not have imagined the impact of COVID-19 on our work, or that of the many partners with whom we interface and rely upon. It is clear that the COVID-19 pandemic has, and will continue to, impact upon the delivery of this plan. Rather than holding back from publication we thought it better to publish a plan which sets a clear direction and to adjust with time.

We have made great strides with the delivery of our Strategic Plan as we approach the mid-point of its duration, and we remain committed to maintaining this momentum. The Business Plan 2020-21 is a bold and ambitious plan, and we remain inspired and motivated to deliver an aspirational plan that will respond to the needs of children in the youth justice system. With that said, I recognise that we, alongside our partners, will likely need to make adjustments to our plans as we dedicate resources to respond to pressures on the youth justice system created by the coronavirus.

Many children in the system experience extremely challenging issues and have complex needs. The number of children who offend for the first time continues to decrease, but this small cohort of children who reoffend find themselves repeatedly experiencing the same issues within the system. We want to continue our focus on both helping children keep out of the justice system, and helping those who get stuck within it. We have proposed a programme of work we want to deliver, focusing on how we can work more effectively with our partners to deliver change, and help children turn away from crime.

Alongside strengthening the focus on our statutory responsibilities of oversight and advice, our Board has identified other areas of focus. We will reach our goals by recognising that these areas do not stand alone – they are anchored through our statutory functions and interwoven by the requirement to address children's needs. We are focused on putting children and their needs at the heart of the system. We will ensure that everything we do, from advising Ministers, to working with our partners, to influencing policy makers, demonstrates this. By working in this way, and by streamlining our business processes, the YJB is better able to support children and deliver change.

I would like to thank everyone across the YJB for their hard work over the past year. The progress we have made has been achieved alongside our organisational maturation. As a result, we have seen an increased demand for our knowledge and expertise – and our staff have been committed, dedicated and steadfast in their ability to support improvements for children in the system. Their professionalism, skill and passion for helping children never fails to impress – every one of them has a vital part to play. I am filled with confidence that our staff will continue to demonstrate the commitment and ambition we need to make this year's plan a true success.



Colin Allars
Chief Executive Officer

¹Youth Justice Board for England and Wales – Strategic Plan 2019-2022:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/802702/YJB_Strategic_Plan_2019_to_2022.pdf

Our priorities for 2020-21

Over the next 12 months, the YJB intends to focus on five key areas of business. Our statutory remit, whilst at the centre of all that we do, also fulfils a vital role in enhancing the way in which the YJB oversees the youth justice system in its entirety. Our work plan for this year has therefore been focused on how we can strengthen and enhance the delivery of those functions whilst at the same time, ensuring that we maintain our commitment to our longer-term strategy².

The YJB's presence in Wales means that we operate within a complex interplay between non-devolved and devolved services working together. The Welsh Government Youth Justice Blueprint³ sets out a statement of cooperation between the Welsh Government and the Ministry of Justice (MoJ), providing the opportunity to transform the system and evolve practice to achieve better outcomes for children. The YJB's role in the implementation and delivery of the Blueprint have been aligned to the strategic objectives, set out below.

We have identified that our focus for this year will be strengthening the way we deliver our statutory functions along with four other key areas where we will prioritise our efforts. We will deliver these commitments to children in an attempt to fulfil our vision: **"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"**.

Our strategic objectives



Strengthen and enhance the delivery of our statutory functions



To see a youth justice system that sees children as children first, and offenders second



To see an improvement in the standards of custody for children and promote further rollout of constructive resettlement



To influence the youth justice system to treat children fairly and reduce over-representation



To see a reduction in serious youth violence and child criminal exploitation

²Strategic Plan 2019-2022: Youth Justice Board for England and Wales

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/802702/YJB_Strategic_Plan_2019_to_2022.pdf

³Youth Justice Blueprint for Wales 2019

https://gov.wales/sites/default/files/publications/2019-05/youth-justice-blueprint_0.pdf

2020/21 - Key outputs



Statutory
Functions

*Strengthen and
enhance the delivery
of our statutory
functions*

We WANT to:

Monitor the youth justice system	<i>Enhance and refine</i> the way we conduct our oversight of the Youth Justice System
Advise ministers	<i>Widen our influential reach</i> by providing oversight, advice and information, and support our partners
Promote effective practice	<i>Improve</i> the way we promote good practice and <i>identify better ways to utilise</i> findings to assist our sector partners
Support improvement	<i>Gather and analyse information to develop our understanding</i> to better support our oversight function; disseminate appropriately
Publish information	<i>Provide intelligence and analysis</i> of youth justice operations
Make grants	<i>Influence and promote innovation</i> through smarter, targeted funding distribution to achieve the greatest impact
Provide IT related support	<i>Maintain</i> technological support solutions
Commission research	<i>Strengthen and build</i> an evidence base to effectively inform the way in which we improve our operations

In 2020-21 we WILL:

- Review the focus of our oversight and the child's journey through the youth justice system (through work with key partners and through the Youth Justice System Oversight Group (YJSOG))
- Identify available data and establish indicators to inform our oversight of different parts of the system
- Provide quantitative and qualitative evidence-based advice
- Assessment of future demand for youth detention accommodation for sentenced and remanded children
- Develop and implement an improved effective practice strategy
- Design a pathfinder dissemination model to share information effectively (and is included in effective practice strategy)
- Enable sharing of effective practice
- Organise and host a Youth Justice Convention
- Review and strengthen our data analysis capability
- Continue to review effectiveness of information sharing
- Review and refine data and information published in Annual Youth Justice Statistics
- Consolidate sector practice outputs through publication of Annual Reports and Accounts
- Administer core youth justice grant to local authorities
- Identify how improvement in practice activity can be
- Embed enhanced technological solutions to support the youth justice system and its operations
- Develop and increase our understanding of key youth justice issues affecting children
- Ensure our partners are kept abreast of key updates on

2020/21 - Key outputs



Child First

To see a youth justice system that sees children as children first, and offenders second

We WANT to:

Promote the *implementation of the child first guiding principle*

Enhance the YJB's oversight role and increase support to youth justice sector partners

Work with wider partners to review and promote ways to *influence and improve* a holistic approach to children's needs in the youth justice system

In 2020-21 we WILL:

- Continue YJB's development of child first strategy, focusing on putting working practices in place to embed the child first guiding principle
 - Increase promotion of the child first guiding principle across the youth justice sector
 - Refresh the YJB youth participation strategy to develop the way the child's voice will inform our work
 - Define our position on the need for criminal records reform
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- Publish a revised case management guidance in line with our child first guiding principle
 - Analyse results of the national standards self-assessment audit
 - Develop and build child first practice through a pathfinder project (diversion of children committing certain types of offences; variation of interventions)
 - Support the partners in practice pilots of alternative approaches to assessment and planning in the youth justice system
 - Increase the provision of oversight advice and review the dissemination of effective practice
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- Support the development of trauma informed practice and the next steps the YJB can take to assist partners in delivery
 - Continue delivery of our enhanced case management pilots and their evaluation
 - Develop a youth justice qualification to further professionalise the sector
 - Continue work to implement the Wales Youth Justice Blueprint

2020/21 - Key outputs

Custody &
Resettlement



To see an improvement in the standards of custody for children and promote further rollout of constructive resettlement

We WANT to:

Analyse how community sentences for children can be better utilised for children and the impact on rates of custody

Work with partners to *influence and improve* support for children in custody

Enhance the YJB's oversight role through provision of advice and increasing dissemination of effective practice regarding challenges facing children in and leaving custody

Promote positive outcomes for children upon leaving custody

In 2020-21 we WILL:

- Commission research on pre-sentence reports and judicial discretion to develop understanding
- Conduct an analysis of offences of children in custody
- Work closely with the Youth Custody Service (YCS) to evaluate and support improvements in the youth secure estate and support what is working well
- Continue support of secure schools
- Continue constructive resettlement pathfinder
- Enhance our oversight role of children in the secure estate, working closely with the YCS and MoJ
- Continue to support the YCS on the rollout of constructive resettlement
- Identify how to work better with our partners in the community on the resettlement of children upon leaving the secure estate
- Define our position on the need for criminal records reform
- Work in partnership with the YCS to establish a resettlement task & finish group
- Work with YCS on the Casework Review to develop work around children's identity shift

2020/21 - Key outputs

Over-represented Children



To influence the youth justice system to treat children fairly and reduce over-representation

We WANT to:

Increase our understanding of why certain groups of children are more likely to be treated in a specific way

Collaborate with and support our partners in a holistic response to addressing issues affecting specific groups

Influence sector and wider partners to improve life chances for children in over-represented groups

In 2020-21 we WILL:

- Continue research project on sentencing and remand
- Develop and build child first practice through pathfinder concept (diversion of over-represented children)
- Continue to develop disproportionality toolkits for over-represented children
- Publish revised Journey of the child resource, providing relevant advice at each stage
- Work with and advise police partners on issues of over-representation for children
- Support the Alliance of Sport to effectively implement the Levelling the Playing Field project
- Deliver an employability roundtable, ensuring links to criminal records reform are made

Serious Youth Violence & Exploitation



To see a reduction in serious youth violence and child criminal exploitation

We WANT to:

Develop understanding of the drivers of serious youth violence

Enhance ways to assist Youth Offending Teams in their response to serious youth violence

Broaden our understanding of children exploited for criminal purposes and develop our approach on how best to support our partners

Influence wider partners and policy development with evidence-based advice

In 2020-21 we WILL:

- Continue and develop further serious youth violence pathfinders
- Continue working with Serious Youth Violence Network and sharing of good practice
- Serious youth violence – ‘What Works’ seminar
- Continue county lines pathfinder
- Review of ‘Managing Extremism’ guidance
- Develop our understanding of partners’ needs and consider how to assist them in the response to exploitation of children
- Review impacts of the National Referral Mechanism for children exploited through county lines
- Contribute to Government review of release under investigation
- Maintain representation for youth justice sector on Government’s serious violence agenda
- Continue work with wider partners to highlight issues affecting children in the youth justice system and the way in which improvements can be made

Statutory functions

We recognise that to conduct our business more effectively, we need to continue to reinvigorate the way we manage and run our operations.

The way in which the YJB **monitors the Youth Justice System** needs to be balanced with the way we conduct our oversight of the system, and the need to support and assist our youth justice partners. We will refine the way we conduct our oversight function, ensuring that a child's journey through the various parts of the system can be effectively monitored and managed. We will consider how we address systemic challenges, and the impact on children that has been caused as a result. We will review the way we analyse and utilise the data and intelligence we gather, redefining our approach by reviewing the information we capture, and analysing how we could do that better to effectively respond to the challenges being seen in the youth justice system. We will consolidate and enhance how we oversee the system and the support children receive through the system through this work.

The YJB **provides advice** on a regular basis to Justice Ministers; however, we are increasingly cognisant of issues across the system that other Government Ministers, and indeed other partners should be made aware of. We will broaden our provision of advice, in partnership with Justice Ministers, and ensure our wider partners can be better supported in their work,

by smarter utilisation and dissemination of our intelligence and oversight information to make real improvements for children.

Supporting our sector partners with the sharing and **promotion of effective practice** is an essential part of the YJB's remit. We will improve how we do this by identifying better ways to utilise our findings of good practice, ensuring we actively increase and broaden the way we share this through the creation of an Effective Practice strategy which will enable us to better disseminate learning.

The promotion of effective practice and **supporting improvement across youth justice delivery partners** within the sector, go hand in hand for the YJB. Improving our oversight function needs to be bolstered by the best ways we can support our partners. We will continuously develop our understanding of how to achieve this to deliver an effective, robust intelligence capability and keep ahead of how we can support the youth justice sector. This will include how we use our oversight to escalate key concerns to appropriate Ministers and other relevant partners.

We will continue **publishing information** that provides intelligence and analysis of the youth justice system. This will assist us to highlight key advice, and demonstrate our influence on policy development for youth justice system delivery.

We will influence and promote innovation in the youth justice sector through our **making grants** function. Alongside the administration of the core grant to youth offending teams, we will ensure funding is smarter, targeted and distributed to focus on achieving real practice improvement. We will also promote debate and innovation around effective and equitable distribution of the grant.

The YJB will continue **providing IT-related support** and technological solutions to support youth justice partners and the operations we collectively manage.

We will strengthen and build our evidence base of youth justice operations through our commitment to **commissioning research**; we will work to find effective information and how to use this to inform our operations.

Child first

We want to see a youth justice system that sees children as children first, and offenders second. We will continue to promote the child first guiding principle by strengthening our staff capability to deliver this approach and, in addition, enhance the way we work with our partners, by building the discipline, providing clarity, guidance and leadership, and evidence-based advice.

Our main focus remains to **promote and implement the child first guiding principle**. We will continue with our internal development and rollout of our child first strategy, focusing primarily on putting the right working practices in place to embed all elements of the guiding principle and looking towards how we can help promote this better with our sector partners.

The **experiences of children and the voice they bring is paramount** to all that we do, we want to make sure that over the next 12 months we enhance how this informs our work. We will review and publish a revised youth participation strategy in line with this, ensuring that children and young adults with lived experience of the justice system have an active role in informing our wider decision-making and in the development of our work. We will look towards improving life chances and positive outcomes for children by pushing for reform of the current criminal records regime.

Through our statutory functions, we want to **enhance the YJB's oversight function and increase the dissemination of effective practice** through the provision of advice on issues that prioritise children's needs. We will build upon our pathfinder concept to develop innovative projects and increase our evidence base; we will continue to support the Partners in Practice pilots of assessment and planning of the youth justice system.

We will draw out key findings from the National Standards self-assessment audit, to share key practice examples of the child first ethos. The findings from these activities will enable the YJB to consider how to enhance our oversight of the youth justice system, increase the support we provide to sector partners, and enable a holistic working approach with wider partners to improve experiences and outcomes for children.

We want to ensure children are recognised and treated according to their age, rather than in response to their offending behaviour. We want to establish a holistic assessment of how the system responds and supports the growth of a child into adulthood, and to look beyond the offending behaviour.

To achieve this, we will work with our partners to **influence and implement a holistic approach to children's needs** in the youth justice system. This will be delivered through our existing relationships and leadership role with wider partners and through implementation of key projects, such as developing and advancing trauma-informed practices. We want to ensure our wider partners are provided with clarity and confidence in assessing a child's needs. We remain committed to supporting partners to promote and champion the needs of children in a system designed to respond to offending behaviours.

Custody & resettlement

*The secure estate remains a high priority for the YJB. It continues to accommodate children with some of the most complex needs, and persistently high levels of violence and self-harm. The behaviour of these children can also hold the greatest impact for the communities in which they live after leaving the secure estate; children resettling into the community need to be given every chance of a positive future, and assistance and support to not reoffend and in turn safeguard communities. As a result, the YJB would like **to see an improvement in the standards of custody for children, and promote further rollout of constructive resettlement.***

We need to better understand the processes and influences that lead to children being placed in the secure estate, including children on remand. We recognise that there are some inconsistencies in approach, and between different groups of children. We will explore this further over the next twelve months.

We will **analyse community sentences, how they may be better utilised, and how this may impact on the rates of custody.** We acknowledge that some custodial placements may be appropriate for certain circumstances and so will embark on a specific piece of work looking at the analysis of offences committed by children in custody to better understand the decisions for why children in the secure estate are placed there. Alongside this, we will initiate research to focus on pre-sentence reports provided to courts and the judicial discretion deployed at court, to build upon our understanding.

The secure estate faces a multitude of issues, ranging from how to manage the behaviours and needs of the children it accommodates; levels of violence, and the impact on children's safety; and levels of self-harm. The YJB wants to work collaboratively with our partners to **influence and improve support for children in custody.** We will continue to build our relationship with the Youth Custody Service to support their programme of improvement work in the secure estate, focusing on how to bring about positive and effective standards for children, and ensuring key practice is shared effectively. We will maintain our support for Secure Schools and continue pressing for them.

Over the next twelve months we will **enhance our oversight role and develop appropriate accountability and governance structures** to fulfil our statutory duty to advise Ministers and improve the treatment and safeguarding of children. We will work collaboratively with our partners already working with children in the secure estate to help achieve this.

We will also look at how we can **increase the dissemination of effective practices**, in particular to address the challenges that face children upon leaving custody.

We will continue to promote the rollout of constructive resettlement, to ensure children have the best support available to meet their needs when leaving custody. Our partnerships with youth offending teams and other community partners will be a key focus. We will identify how to work better together to ensure effective resettlement practices for children leaving the secure estate can be increased and promoted. We will also work with the YCS to further develop how resettlement practices can be improved through a dedicated task and finish group.

An essential aim of our resettlement work will look at how we can **promote positive outcomes for children leaving custody.** Our work in pursuit of reform of the current criminal records regime is an essential part of this - children should have opportunities available to them after acquiring a criminal record, including those who have served a custodial sentence, where some opportunities may be even further limited.

Over-represented children

*There are many groups of children who are over-represented in the youth justice system and this remains a key concern for the YJB, which is why we want **to influence the youth justice system to treat children fairly and reduce over-representation**. Many over-represented children, such as those in certain ethnic communities, or those who have looked after status, face adverse experiences much earlier than their contact with the youth justice system. Our focus will therefore be on how we can work with our partners to identify the best ways to respond to the most challenging issues affecting over-represented children, and how we can support their needs being met.*

The YJB is very aware of the disadvantages, discrimination and bias certain groups of children are faced with. We want to embody the spirit of the Lammy Review⁴ to the principle in all of our work. As such, the YJB is keen to ensure that real change is achieved, and where we see reticence or lack of progress with our partners, we will offer constructive challenge.

Our work to respond to the issue of over-represented children will focus on **increasing our understanding** of why certain groups of children are more likely to be treated in a specific way. We will continue our research work on key issues affecting over-represented groups, such as sentencing and remand. We will also develop a pathfinder, through a child first lens to understand the issues affecting over-represented groups of children.

The issues facing some over-represented children begin far earlier than their contact with the criminal justice system. We will **collaborate with and support our partners in a holistic approach** to address these issues. We will continue to develop Disproportionality Toolkits for certain groups of children. Our Journey of the Child⁵ publication will be revised and refreshed, ahead of publication for wider dissemination, and will include advice for partners on the various stages of that journey. We will continue the work we have started with key partners such as the police, and begin work with other partners advising on how issues affecting certain groups could be responded to.

The YJB will continue to **influence the youth justice sector, and wider partners, to improve the life chances for children** in over-represented groups.

We will continue our work with key partners, to ensure children have opportunities in sporting activities that could help them to achieve positive outcomes and divert them away from crime.

Linked to our work on encouraging the reform of the current criminal records regime, we will arrange a forum to raise employer awareness of the positivity they can offer to some over-represented groups that have acquired a criminal record. We will work to demonstrate how these groups of children (those who are over-represented and have acquired a criminal record) can still strive for positive futures with the help of the employers and organisations who will attend our forum.

⁴The Lammy Review: An independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System' 2017 - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf

⁵Youth Justice Board – Journey of the Child: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/822188/JOTC_infographic_2019.pdf

Serious youth violence & exploitation

*Responding to serious youth violence remains a key priority area for the YJB; we want to develop our understanding of the drivers contributing to this behaviour and build a response which sees fewer children involved in such activity. The exploitation of children for criminal purposes is inextricably linked to serious youth violence; however, we know there is not always a causal link between the two. We want to better understand this picture and enhance the way we assist and work with our partners **to see a reduction in serious youth violence and child criminal exploitation.***

Serious youth violence continues to cause significant harm to communities and victims alike. Children continue to be killed, seriously injured, exploited and traumatised. The interlinkages with exploitation complicate the matter even further with children vulnerable to exploitation, manipulation and drawn into criminal activity. Our aim is to explore how we can better respond to the number of children involved in such activity and support our partners as they address children's needs.

We want to **develop our understanding of the drivers of serious violence** and will continue our pathfinder projects in this area.

In complement to our work on understanding the drivers of serious youth violence, is the way we work with our partners to support them in their response. We will **enhance the ways we support youth offending teams** by ensuring we further embed the good practice

identified through the serious youth violence youth offending network we established during the previous year. We will continue to share that good practice effectively so other youth offending teams can learn from this. With this in mind, we will arrange a seminar to consolidate key initiatives on what works for youth offending teams, facilitating a forum for disseminating good practice.

We recognise child criminal exploitation can take many forms, and whilst we know it is linked to serious youth violence, our knowledge can certainly be built upon. We will work to **broaden our understanding of the children exploited for criminal purposes** and develop our approach on how to support our partners. We established a pathfinder on county lines in the previous year, which we will continue to progress. We will assess our understanding of our partners' needs and consider how we can best support them in the response to assist children who have been exploited for criminal purposes.

We will review and refresh our guidance on 'Managing Extremism'⁶ to bring it up to date with policy and legislative changes.

We will continue to work with our partners, providing evidence-based advice to **influence partnership working and wider policy development**. We will identify and strengthen our collaboration with wider partners on key issues such as the national referral mechanism for children exploited through 'county lines'; and, contributing to the Government's review on 'release under investigation'. We will provide evidence-based advice on youth justice issues in response to Government policy development. We will continue our work to highlight issues affecting children in the youth justice system and identify where improvements may be made.

⁶Managing extremism for under-18s - community practice advice
https://yjresourcehub.uk/component/k2/item/download/715_ca5988804c642c57fba87376333f955c.html

Organisational effectiveness

Following a period of streamlining and restructuring within the YJB, we are now in the process of refining that further to ensure that we can be an effective corporate body, through the delivery of all our functions. We will continue to focus on supporting our people to deliver for the best interests of children in the youth justice system.

We embarked on a significant programme of work to develop and build our stakeholder base last year. We will **build on this and further embed our communications and engagement strategy**, through regularly held YJB stakeholder fora and by continuing to foster key relationships with our partners. Our work in this area has proven to be invaluable for our business and as a result we believe will continue to strengthen our links with stakeholders over the coming year.

The YJB is always keen to seek out better ways of working, to **streamline our business processes**, and ensure we are as effective and robust an organisation as we can be. We will continue to do this by strengthening the working practices of our staff group over the coming year, ensuring our processes are fit for purpose and support the delivery of our plan for the next 12 months.

Alongside this, we will be **embed our risk management and audit processes** that we reviewed last year, and we will **develop appropriate assurance of our business processes**.

We will continue to **demonstrate transparency of our financial spending and controls** maintaining our value for money approach. We will publish the details of this in our Annual Report and Accounts.

We want the YJB to be recognised as a great place to work. We want to be recognised as innovative, and as an organisation which supports an environment where staff reach their potential, as well as having a positive impact on the youth justice system.

Our people survey results last year showed a significant increase in staff engagement and high-performing leadership. We will work across the organisation to continue to improve the way in which we operate, working collaboratively to reduce bureaucracy and empower our staff to increase our organisational effectiveness.

We will strengthen our equality and diversity outcomes through staff workshops and a targeted action plan, ensuring that the YJB works within the Equalities Act 2010 and engenders staff confidence. We will ensure our staff are led by an organisational statement that supports this work and which celebrates the diversity within our workforce, as well as the way in which we work internally, and with all of our partners.

Resource

Our business activities will be delivered within our available finance and staffing resources.

Money

We receive our funding from the MoJ. The MoJ is responsible for setting our budget and formulating the overall justice policy framework within which we operate.

A significant majority of our spend is directed towards the delivery of frontline youth justice services through a good practice grant to local authorities. The remainder of our funding is used to deliver our internal functions and work to support the system to meet its aims.

YJB Anticipated expenditure for 2020/21

Anticipated expenditure	£ (millions)
YJB Grant to YOTs	72.2
Activities in Wales funded by the Welsh Government	0.1
Other programme expenditure	10.1
YJB administration	3.1
Total	85.5

People

Our Business Plan this year is supported by a workforce that is flexible, ready to adapt to change and to be agile where demand arises. Our resource profile therefore highlights the number of individuals we have at various grades across the organisation, to deliver the work we have proposed.

Our agile approach will provide us the flexibility needed to move resources to where they are required.



Grade	FTE
Senior Civil Service	2
Grade 6 (Directors)	7
Grade 7 (Senior Managers)	26.5
Senior Executive Officers	29.5
Higher Executive Officers	14
Executive Officers	13.6
Administrative Officers	5.4