

# 2008-2009 Annual Report and Accounts



Youth Justice  
Agency



# **Annual Report and Accounts 2008-2009**

## **Report on the work of the Youth Justice Agency of Northern Ireland 2008-2009**

Presented to Parliament in accordance with Section 7 (2) of the Government Resources and Accounts Act 2000.

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## By the Chief Executive

Do you ever wonder is it worthwhile getting up in the morning? Or when you come home in the evening can you look yourself in the mirror and say "I achieved something today"?

Staff in the Youth Justice Agency have a very challenging but satisfying job. It is not without its stresses and disappointments but it does bring its rewards. One of the best is to hear from parents comments like "Thank you for getting us back our son – we thought we had lost him".

As I visit the various services provided by the Agency I never fail but to be impressed by the professionalism and commitment of our staff. This applies not only to staff who are in direct contact with victims, young people and families but also to the staff in finance, HR and other areas of administration. All take great pride in their work and in the satisfaction of a job well done.

In the past year we took a long hard look at ourselves. We also consulted with people who use our services, politicians, staff from partner agencies and so on and asked them for feedback on how they see our services and where they thought we could improve. This resulted in a new Corporate Plan for 2009 – 2011. It sets us new challenges and goals.

As we look back on our performance for 2008-2009 I am pleased to report that we met 10 of our 14 targets, partially met a further one, just fell short of meeting another two and were well on our way to meeting the remaining target. Whilst it would be nice to report achieving all our targets I think that we can truthfully say that they were challenging and required us to really stretch ourselves. Progress was good in meeting our reducing offending, developing restorative justice, ensuring safe and appropriate use of custody and managing resources key targets. Where we came up short was in building confidence in the Youth Justice Agency,



although we only missed our main target by one percentage point, as measured by the NI Omnibus Survey. It was particularly pleasing to see a big reduction in restraints of young people in the Juvenile Justice Centre and a similar reduction in the level of assaults by young people on staff. There was also a substantial fall in the number of young people admitted to the Centre from the care system. This is an area we will continue to focus on.

We spent a lot of time preparing for the introduction of the Criminal Justice (Northern Ireland) Order 2008. This included the planning for the new Priority Youth Offender Project which we are running piloting with Probation, the introduction of new Agency-wide assessment tools and the strategic development of information communication technology. All of the above will make us more fit for purpose and greatly enhance our ability to reduce offending by young people.

I would like to thank staff and partner agencies for making 2008-2009 such a productive year.

**Bill Lockhart**  
Chief Executive

**PART 1:**  
**ANNUAL REPORT 2008-2009**  
**INCLUDING**  
**OPERATING AND FINANCIAL REVIEW**

# Management Commentary

## History and Statutory Background

The Youth Justice Agency was established as an Executive Agency, as recommended in the Criminal Justice Review, on 1 April 2003. It was established to take on the range of responsibilities which, up to that date, had fallen to the Juvenile Justice Board (a Non-Departmental Public Body), and to introduce a Youth Conferencing Service. It is one of four Executive Agencies within the Northern Ireland Office.

The Agency's policy framework is set by Ministers and the Agency is directly accountable to Ministers, through its Chief Executive, for the delivery of services and the management of resources in accordance with this policy.

## Aims and Objectives

The overall aim of the Agency is to reduce youth crime and to build confidence in the youth justice system. The Agency is part of the wider criminal justice system and contributes alongside other partners, to achieving the system's overall aims and objectives. Indicators have been set to measure the success of the Agency within a framework of efficiency and economy, consistent with the NIO Public Service Agreement target relating to the criminal justice system. The Agency will contribute to this target by providing a range of services aimed at crime avoidance by children. Further details can be found in the Operating & Financial Reviews.

## Board Members

The Youth Justice Agency is headed by a Chief Executive who is supported by a Management Board. The Chief Executive for the year ending 31 March 2009 was Bill Lockhart.

The structure and members of the Management Board for the year ended 31 March 2009 was as follows:

Chief Executive	Dr Bill Lockhart
Director Community Services	Mr David Weir
Director Youth Conference Service	Mrs Alice Chapman
Director Custodial Services	Mr Philip Tooze
Director Corporate Services	Mr Martin Gunning
Non Executive Director	Mr Shane Logan
Non Executive Director	Mrs Linda Kerr

David Weir resigned from the post of Director of Community Services with effect from 1 April 2009.

The Management Board of the Agency is responsible for the strategic and business management of the Agency's operations. Appointments to the Management Board since the creation of the Agency are made in accordance with the Framework Document. Details of the salary and benefits of the Management Board members are disclosed in the Remuneration Report on pages 50 to 53.

## Board Members' Interest

A Register of Interests is maintained by the Agency in keeping with best practice, to record declarations of personal or business interests which may conflict with responsibility as a member of the Agency's Management Board.

Details of transactions of the Agency with organisations in which Board Members hold an interest and which could potentially conflict with their management responsibilities are disclosed in the Related Party Transactions note in the financial statements on pages 93 to 94.

## Business Review & Future Developments

A full review of the Agency's business for the year and its future development, including any research & development activities, and the exposure of the Agency to risk is set out in the Operating & Financial Review, and in the Agency's Corporate Plan 2008-2011 and Business Plan 2008-2009.

The net cost of operations for the year ended 31 March 2009 was £21,621k (2007-2008, £21,981k). Further detail is provided in the Financial Review on pages 47 to 49.

### *International Financial Reporting Standards*

The 2008 Budget announced that the annual financial statements of government departments and other entities in the public sector will be prepared using International Financial Reporting Standards (IFRS). Following a revision to the implementation timetable, these standards have been adapted as necessary for the public sector and will be used from 2009-2010 in the preparation of the Agency's



# Management Commentary

financial statements. In addition, comparative financial information for 2008-2009 will be restated along with opening balances at 1 April 2008.

In practice, there will be minimal impact on the 1 April 2008 (and subsequently the 1 April 2009) opening balances, or on the Agency's financial statements. The main impact of the adoption of IFRS will be to the presentation of the main statements; the disclosure of accounting policies; and to the liabilities of the Agency which for the first time will include an accrual for employee benefits (untaken holiday leave).

## Post Balance Sheet Events

There have been no significant events which have occurred since the year end.

## Pension Liabilities

The Youth Justice Agency makes employer contributions to four pension providers:

- Principal Civil Service Pension Scheme GB (PCSPS GB)
- Principal Civil Service Pension Scheme NI (PCSPS NI)
- Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC)
- Teachers' Superannuation Scheme (TSS)

Details of the above schemes are disclosed in the Remuneration Report on pages 50 to 53. The treatment of pension liabilities in the financial statements is disclosed in the accounting policies note (Note 1) on pages 76 to 77.

## Health & Safety

The Youth Justice Agency is committed to providing for staff, young people and visitors, an environment that is as far as possible safe and free from risk to health. The Agency will comply with all relevant Health and Safety Regulations.

## Equal Opportunities

Section 75 of the Northern Ireland Act 1998 requires public authorities to promote equality of opportunity and good relations, to ensure that equality issues are integral to the whole range of public policy decision making. The NIO,

which includes the Youth Justice Agency, has submitted its Equality Scheme to the Equality Commission for Northern Ireland. The Youth Justice Agency is fully committed to the Equality Scheme and ensures that appropriate training is delivered to staff.

## Employees with Disabilities

The Agency is committed, where reasonably practicable, to the retention of individuals who become disabled whilst in its employment and, in addition, positively welcome applications by disabled people for employment or promotion. The average number of disabled people employed in the year was 12 (2007-2008, average 8).

## Employee Consultation

The Youth Justice Agency recognises the importance of good industrial relations and is committed to effective employee communications. Regular meetings are held with representatives of the trade unions in line with the Agency's industrial relations policy and arrangements.

## Charitable Donations

The Agency did not make any charitable donations during the year.

## Payment of Suppliers

### *Payment within 30 working days*

In line with the Better Payment Practice Code, the Agency's policy is to pay all invoices not in dispute within 30 days, or within agreed contractual terms if otherwise specified (may be over 30 days). The Agency has been set a target to pay 100% of invoices, including disputed invoices once the dispute has been settled, within these terms. During the year ended 31 March 2009 the Agency paid 96.2% (2007-2008, 95.0%) of all invoices received within the terms of its payment policy.

### *Payment within 10 working days*

The Prime Minister's statement of 8 October 2008 set a challenge to Government Departments to pay suppliers as soon as possible, with the aim of bringing forward all

# Management Commentary

payments to within 10 days. Following the guidance issued by Sir Gus O'Donnell on 17 November 2008, the Department and Agencies revised internal timescales for the processing and payment of invoices with effect from 1 December 2008. The performance for the 4 months to 31 March 2009 showed that 81.6% (2007-2008, n/a) of invoices were paid within 10 working days following receipt of a properly rendered invoice.

In addition, the Department for Business Enterprise and Regulatory Reform launched a new code of practice in December 2008 to help increase the speed of payments between customers and their suppliers. The prompt payment code was developed in partnership with the Institute of Credit Management and aims to establish a clear and consistent policy in the payment of business bills. The Agency has shown its support and commitment to the principles of the code by becoming a signatory. Further details regarding this are available at [www.promptpaymentcode.org.uk](http://www.promptpaymentcode.org.uk).

## Personal Data Related Incidents

There were no incidents relating to personal data held by the Agency that occurred during the year.

## Sick Absence

The average number of days per employee lost through sickness absence during 2008-2009 was as follows;

Location	2008-2009 2007-2008	
	No. of Days	No. of Days
Juvenile Justice Centre, Woodlands <sup>1</sup>	28.2	27.1
Other Service Directorates	12.7	13.0
NICS Staff	8.1 <sup>2</sup>	6.1

<sup>1</sup> includes days lost as a result of industrial injuries and assaults.

<sup>2</sup> Data currently only available for the period April 08 to October 08. Average no of days lost for this period (4.7) has been uplifted to provide a full-year equivalent for 2008-2009.

In December 2008, the Agency launched an initiative, "Working for Staff Health". Its purpose is to improve the level of support and information provided to both staff and management to secure a healthier workplace. The initiative not only strengthens our Occupational Health provision, but promotes a proactive approach to staff health and well-being. This initiative will be piloted for one year and evaluated to ascertain the impact on sick absence across the Agency.

## Accounting Responsibilities

The financial statements of the Agency have been prepared in accordance with a direction issued by Treasury in pursuance of Section 7(2) of the Government Resources and Accounts Act 2000.

## Audit

The financial statements of the Agency are audited by the Comptroller and Auditor General (C&AG) who is appointed by statute and reports to Parliament on the audit examination. His certificate is set out in pages 70 to 71. The notional audit fee of these financial statements was £18k (2007-2008, £15k).

The Chief Executive has taken appropriate steps to make himself aware of relevant audit information and to establish that the C&AG is aware of that information. To his knowledge, there is no relevant audit information of which the C&AG is unaware.

The C&AG may also undertake other statutory activities that are not related to the audit of the Agency's financial statements.

**Bill Lockhart**  
Chief Executive

15 June 2009

# Operating Review

## Role and Task



*Fig 1: Youth Justice Agency Management Board during 2008-2009: Back Row L-R: Shane Logan (Non-Executive Director); Phil Tooze (Director of Custodial Services); Martin Gunning (Director of Corporate Services); and David Weir (Director of Community Services). Front Row L-R: Linda Kerr (Non-Executive Director); Bill Lockhart (Chief Executive) and Alice Chapman (Director of Youth Conference Service)*

The Agency operates under the terms of a Framework Document which defines the responsibilities of, and the relationship between, the Agency, the NIO, Ministers and Parliament. The Chief Executive is responsible for the efficient and effective operation of the Agency in accordance with the Framework Document. Youth justice policy is separate from the functions of the Agency and is one of the responsibilities of the Criminal Justice Directorate of the NIO.

The Agency's Management Board [Fig 1] is its top management group and focuses primarily on operational policy, planning and priority setting and monitoring of business performance. The Agency has an Audit Committee, chaired by a Non-Executive Director, which supports the Chief Executive in discharging his Accounting Officer responsibilities in relation to risk, control and governance and associated assurances.

The Chief Executive of the Agency is a member of the NIO Criminal Justice Board, which aims to secure an improved service to the public through better cooperation, coordination and accountability in the administration of the Northern Ireland criminal justice system.

The Agency delivers a range of services, often in partnership with others. The emphasis is on helping children to address their offending behaviour, diverting them from crime, assisting their integration into the community and also meeting the needs of the victims of crime. This is achieved through shared standards, protocols and service level agreements.

All the services delivered by the Agency are subject to inspection and review by the Chief Inspector of Criminal Justice. These services may also be subject to review by the Northern Ireland Commissioner for Children and Young People, the Northern Ireland Human Rights Commission and the Department of Education.

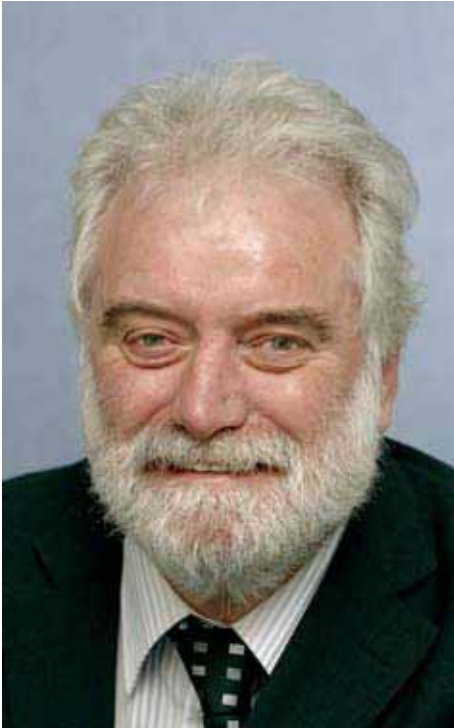
There are three operational strands to the service provided by the Agency:

- Community Services
- Youth Conference Service
- Custodial Services.

A Corporate Services Directorate provides for the management and delivery of personnel, finance, business planning, information technology, statistics and research, estate management and other support functions on behalf of the Chief Executive.

# Operating Review

## Role and Task



*David Weir,  
Director of Community Services*

### Community Services

The Agency's Community Services are delivered through locally based and accessible facilities across Northern Ireland.

Community Services are tasked with supervision of youth conference orders and plans, community responsibility orders, attendance centre orders and reparation orders. Community Services delivers interventions designed to challenge and support young people, empower families to support their children, integrate young people into their communities and promote reparation in order to prevent re-offending.

Community Services contribute to work with young people in custody with the objective of achieving a safe return to the community. They deliver the Agency bail strategy through the Bail Supervision and Support Scheme and by providing access, in partnership with others, to intensive bail support.

Through involvement in Area Children and Young People's Committees and in co-operation with a range of statutory and voluntary sector bodies, Community Services contributes to prevention services for children and young people vulnerable to offending.

All community based services seek to build links with their local communities to encourage appropriate diversionary activity, to respond to anti-social behaviour and to provide opportunities for integration and reparation.

Independent evaluations of the Community Services model of partnership, the Bail Support Scheme, and the community responsibility order have all concluded that community based interventions are effective in changing attitudes and behaviour of young people.

# Operating Review

## Role and Task



*Alice Chapman,  
Director of Youth Conference Service*

### Youth Conference Service

Youth conferencing is a restorative approach which brings together the young person, family and victim to discuss the impact of the crime. It offers the young person the opportunity to make amends to the victim and together they can agree a plan of action which repairs the harm and contributes to the prevention of re-offending. A conference is facilitated by a trained youth conference coordinator.

Referral to a youth conference can be either directed by the Public Prosecution Service on a diversionary basis or as a court-ordered disposal.

Youth conferencing focuses on:

- reparative justice and meeting the needs of victims
- rehabilitative justice where prevention of re-offending by the young person is of utmost importance;
- making amends for the harm done;
- reintegrating the young person into the community;
- repairing relationships;
- participation of all people affected by the crime.

Youth conferencing has now been refined and developed to the point where independent evaluation and international experts now regard it as a world leader in addressing, in a balanced way, youth crime, the concerns of victims and the safety of communities.



# Operating Review

## Role and Task



*Phil Tooze,  
Director of Custodial Services*

### Custodial Services

Woodlands Juvenile Justice Centre has been designed as a centre of national and international excellence in secure care, offering a wide range of services and support to help prevent young people from re-offending. It provides a safe, secure and stimulating environment for up to 48 boys and girls between the ages of 10 and 17 placed in custody.

Woodlands uses a child centred approach to challenge offending behaviour and address lifestyle choices. Young people attend school within the Centre and complete work in line with the Northern Ireland curriculum. All programmes of study are individualised and include a range of vocational, occupational and essential skills courses. Parallel to the education programmes are intervention programmes aimed at addressing personal development, offending behaviour, health, and recreational needs. This helps to prepare young people for return to their families and communities with a reduced risk of re-offending.

Woodlands aims to deliver best value in custodial services for young people by:

- Providing a safe, secure and caring environment;
- Tackling offending by delivering programmes on victim awareness;
- Addressing development, health, educational and recreational needs;
- Reducing risk to self and others;
- Preparing young people for their return to families and communities with a reduced risk of offending; and
- Having staff who are enthusiastic and committed in their belief that they can help young people make life-changing choices.

Woodlands currently provides:

- 6 residential units
- An education and vocational learning centre
- Sports and leisure centre with swimming pool, fitness suite, health and fitness programmes
- Programmes intervention

A full inspection of the Centre was carried out by the Criminal Justice Inspectorate NI in late 2007 and their report, published in May 2008, was very positive and confirmed that Woodlands was a well managed facility that provided many examples of good practice.

# Operating Review

## Role and Task



*Martin Gunning,  
Director of Corporate Services*

### Corporate Services

Corporate Services provide support and advice to the three service delivery directorates of the Agency. It consists of 5 Branches:

- **Human Resources** functions include recruitment and selection, staff performance management, learning and development, employee relations, health and safety, staff welfare, managing attendance and equal opportunities.
- **Planning and Communications Branch** is responsible for the co-ordination of the Agency's strategic planning process and reporting of performance against business plan targets and objectives, internal and external communication, co-ordination of public relations events, information technology policy and support and a centralised records management facility.
- **Financial Management Services** is responsible for all the Agency's financial policies and procedures, pay policy and payroll function for over 300 staff, invoice and supplier payments, procurement and supplier control, processing travel and subsistence claims, petty cash control, fraud policy and procedures.
- **Resource Accounts** allocates and monitors annual budgets across the Agency and provides monthly finance reports to the management board. It also prepares the annual accounts, which are audited by the Northern Ireland Audit Office and are subsequently laid before Parliament and published along with the Agency's annual report. A business modelling system is currently being developed by the Branch.
- **Statistics and Research** collate and analyse statistics in connection with the three service delivery Directorates, which inform business performance and development and identify emerging trends. It also carries out research and publishes youth re-offending statistics on an annual basis.

Corporate Services has a responsibility for management of the Agency's estate. It also provides a central point of reference for those requiring information about the Agency.

# Operating Review

## Mission Statement and Values

The Youth Justice Agency has a mission statement and a set of values.

### Mission Statement

"Our aim is to reduce youth crime and to build confidence in the youth justice system"

### Values

In seeking to achieve our mission statement we will adhere to the following values in all that we do:

#### Care for Children

- Children's rights will be protected and they will be treated with fairness, justice and respect.

#### Respect for Victims

- The needs of victims of youth crime will be respected.

#### Integrity

- Honesty and openness will govern our thinking and actions.

#### Our Staff

- Staff are our most important asset and we are fully committed to supporting them in all aspects of their work.

#### Continuous Improvement

- We will embrace change and strive to deliver continuous improvement and maximise value for money.

#### Equality and Diversity

- We will embrace diversity and are committed to equality for all.

#### Inclusion

- We will encourage the active participation of children, families, victims and communities.



# Operating Review

## Review of Performance 2008-2009

### Looking back over 2008-2009

The operation of the Youth Justice Agency and its ability to carry out its programmes of work are directly influenced by the sentencing practice of the courts, the resources available to the Agency and by legislative and policy initiatives, particularly from other parts of the criminal justice system. The Agency operates in a very demanding environment with a growing volume and complexity of work undertaken and against a background of major changes and developments occurring within the youth justice system and the central feature of efficiency within the Comprehensive Spending Review 2007.

Significant developments which took place during the year and which had the potential to impact upon the Agency to varying degrees included: -

- Implementation of the Criminal Justice (NI) Order 2008 which seeks to build better public protection structures through better management of offending
- Implementation of the Charter for Youth Justice within Northern Ireland
- Creation of a Ministerial Group on Reducing Offending to provide strategic oversight and direction and increase cross-departmental collaboration within Northern Ireland
- Re-establishment of the Ministerial Sub-Committee on Children and Young People
- Establishment of the Education and Skills Authority
- Establishment of a Learning and Skills Forum to support cross-government work on education / learning and skills agenda for young offenders in Northern Ireland
- Action plan arising from the OFMDFM Ten Year Strategy for Children and Young People
- Implementation of Criminal Justice Inspectorate for Northern Ireland report on Unavoidable Delay in the Processing of Criminal Cases in Northern Ireland
- Publication of an NIO consultation paper on Alternatives to Custody
- Review of Public Administration
- The Government's efficiency programme including the drive towards shared services
- 2007 Comprehensive Spending review (CSR 2007) budget allocations
- NI Departments Children's Funding package
- Publication of the new NIO / Youth Justice Agency Framework Document
- Major investment in prevention and early intervention services.

During 2008-09 a number of strategic reviews and initiatives were undertaken and/or implemented across the Agency with a view to improving future operational effectiveness, corporate governance arrangements and ensuring compliance with statutory responsibilities. These included:

- Fundamental review of the Corporate Plan for 2009-2011 including consultation with staff and stakeholders
- Discontinuation of the provision of education services within Community Services and the consequent suppression of 15 teaching posts
- Publication of the new Juvenile Justice Centre Rules (NI) 2008
- Establishment of an Agency External Funding Panel to manage and control funding allocations to external providers
- Establishment of an Agency IT Committee to provide a strategic overview of the delivery of IT services across the Agency
- Introduction of the Working for Staff Health initiative pilot, the aim of which is to strengthen Agency occupational health provision and promote a proactive approach to staff health and well being
- Undertaking of staff survey to identify/determine Agency strengths, areas for potential improvement and to provide a comparison with previous staff survey results in 2005

# Operating Review

## Review of Performance 2008-2009

- Establishment of an Agency "Valuing People Group" comprising representatives from all directorates and at various grades to devise corporate strategies to address areas for improvement
- Opening of new premises in Ballymena and Dungannon
- Re-tendering of an Independent Representation Scheme provided at Woodlands Juvenile Justice Centre and an enhanced/improved service established
- Introduction of a common assessment process for young people across the Agency (Youth Justice Agency Assessment) which includes ROSH (Risk of Serious Harm), and AIM2 (sexually harmful behaviour) elements
- Implementation of the Agency's Reducing Re-Offending - Framework for Practice. This framework has been based upon restorative principles and aims to balance the needs of the young person, the victim and the community through a range of interventions delivered at an intensity proportionate to the level of risk of re-offending
- Preparations for the piloting of a joint Agency / Probation Board priority youth offender project for the greater Belfast area
- Piloting of a Regional Initial Assessment Tool (RIAT) designed to accurately assess drug and alcohol misuse amongst young people
- Introduction of Agency policy and guidance on the reporting of serious incidents to underpin an established and clear system for recording, reporting and learning from any serious incidents
- Implementation of the recommendations contained in the CJINI report on corporate governance in the Agency.

Other significant developments during 2008-2009 included:

- Implementation of the new Public Protection Arrangements NI (PPANI)
  - YJA Criminal Justice Order 2008 Implementation Project
  - Continuing work in relation to the devolution of policing and justice.
- Initiatives and events undertaken in 2008-2009 aimed at improving stakeholder and public awareness of the Agency included:
- Launch of a fully refreshed Agency website
  - Staging of an Agency photographic competition open to all schools and youth clubs throughout Northern Ireland designed to give young people the opportunity to express their ideas about how to reduce youth crime with entrants asked to focus on the themes of how to avoid getting into trouble; staying safe and making their community a better place [Fig 2 & 3]
  - The production of a three part series on the Youth Justice Agency for BBC Newsline which was broadcast on consecutive evenings in October
  - A series of briefings to, and visits to Agency premises by, MP's, local political representatives and influential journalists [Fig 4]
  - The hosting of fact-finding visits to the Agency from influential groups such as the Irish Commission for Restorative Justice, a Norwegian Justice delegation, and the Chair of the Youth Justice Board for England & Wales [Fig 5]
  - Sponsorship of and participation in a North Down Drugs and Alcohol Conference attended by over 120 schoolchildren in the Bangor area [Fig 6 & 7]
  - Participation in a multi-agency programme to deliver a knife crime awareness campaign to year 8 school children across Northern Ireland [Fig 8]
  - Delivery of presentations to various conferences and public events such as local District Policing Partnership meetings, Community Safety Partnership meetings, and local councils
  - The hosting of a series of local community awareness raising events and open days at venues including Portadown, Lisburn, Bangor, Omagh, and Newry
  - Participation in a number of community engagement events organised by the NI Policing Board.
  - Consultation with stakeholders in connection with a corporate plan for 2009-2011.

# Operating Review

## Review of Performance 2008-2009



Fig 2: Overall photographic competition winner Karolina Urbanska receives her prize from John Harrison, from sponsor Harrison Photography; Bill Lockhart, Chief Executive, and local television personality Dan Gordon



Fig 3: The winning entry in the photographic competition



Fig 4: Agency Chief Executive, Bill Lockhart is interviewed for Dutch TV



Fig 5: Frances Done and Graham Robb from the Youth Justice Board were presented with shamrock during their visit to Community Services West Belfast. Looking on is local manager Tony O'Neill and a parent of one of the young people whom they met



Fig 6: Speakers at the North Down Drugs and Alcohol conference included Gene Fitzpatrick, local comedian and event compere; Kirsty McMurray, DJ with Cool FM; Jim Weir, FASA, and Stephen Farry, Alliance MLA



Fig 7: Over 120 school-children from 5 local schools attended the North Down Drugs and Alcohol conference

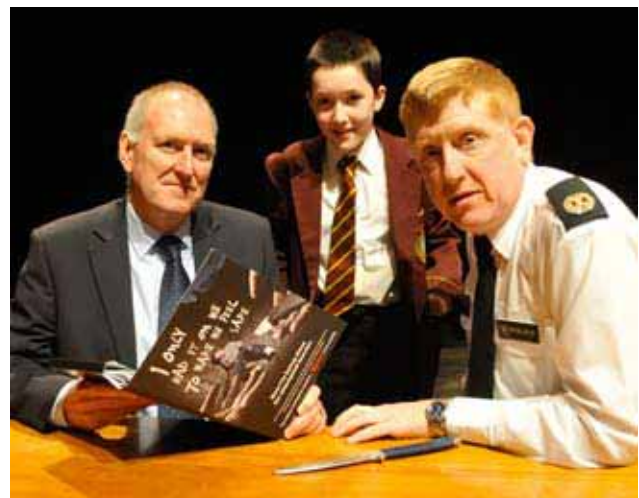


Fig 8: Paul Goggins, NI Criminal Justice Minister and Duncan McCausland, PSNI Assistant Chief Constable with a young member of the audience at the launch of the knife crime awareness campaign

# Operating Review

## Review of Performance 2008-2009

### Inspections by the Criminal Justice Inspectorate NI

The inspection report on the Youth Conference Service was published in February 2008. The report concluded that the Youth Conference Service was delivering "an effective and useful service for victims of crime and young offenders". The report highlighted that staff and management were totally committed to providing a restorative conferencing system which worked equally well for both victims and young offenders and reached the conclusion that the "Inspectorate remained convinced in principle of the value of this restorative approach to criminal justice". Of the 11 recommendations, 7 have been implemented in full, two have been partially implemented (ongoing), while the remaining two are incomplete. Of the two incomplete recommendations, one will be implemented during the 2009-2010 year and a decision has yet to be taken on our ability to deliver the other in full.

The inspection report on Woodlands Juvenile Justice Centre was published in May 2008. The report found that the strong focus on the individual needs and problems of young people provides the right environment for staff to use their skills in order to bring about positive and lasting changes. The report also noted that the centre has a "strong child care ethos" but with "high levels of security and safety designed into the Centre." Of the 38 recommendations, 26 have been completed and work is ongoing in relation to the remaining 12.

The inspection report on corporate governance was published in June 2008. In publishing the report Kit Chivers, the then Chief Inspector, said "Since its launch in 2003, the YJA has matured significantly in a very short period of time. Inspectors found there is a sound organisational structure in place to ensure the YJA's operations are effectively managed and the YJA Management Board provides a good corporate foundation on which further organisational growth can be developed". Of the 11 recommendations, 7 have been implemented in full and 4 partially implemented as at the 31st March 2009. Work is continuing on addressing these 4 recommendations.

### Delivery Against NIO PSA Targets

The Agency contributes towards the NIO PSA targets which are centred on two broad themes:-

- **Make Communities Safer** – tackling crime, reducing reoffending and increasing public confidence in policing to increase public perception of safety
- **Justice for All** – reducing time to trial in dealing with offenders, increasing public confidence and improving victim and witness satisfaction in the criminal justice system.

These PSAs underpin five Departmental Strategic Objectives (DSO's) set by the NIO for the 2008 – 2011 period. These DSOs are cross cutting but one in particular falls to the NIO's Criminal Justice Directorate to take lead responsibility – DSO3: to deliver an independent fair and effective criminal justice system which supports and protects the community.

The PSAs are supplemented by Key Performance Indicators and targets for achievement by March 2011 which include: -

- Reducing more serious violence, including tackling serious sexual offences
- Enabling people to feel safe in their communities
- Reducing re-offending
- Increasing public confidence in the fairness and effectiveness of the criminal justice system
- Improving victim and witness satisfaction with the criminal justice system
- Shortening the time taken to progress criminal cases in the Crown Court, Magistrates' Courts and Youth Courts.

During 2008-2009 the Agency's contribution towards the delivery of these PSAs, DSOs and Key Performance Indicators and targets included: -

- Commencement of a joint Agency / Probation Board NI priority youth offender project in the greater Belfast area
- Continuation of outreach programme with MLAs, party spokespersons, key Assembly Committees and local councils

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- Media briefings held with a number of local newspapers
- Launch of fully refreshed Agency website to coincide with the Agency's 5th anniversary.

As part of its communications strategy, the Agency has undertaken a wide range of events and activities aimed at increasing awareness of and confidence in the Agency and wider criminal justice system. This has proved successful in that overall awareness levels of the Agency, as measured by the independent NISRA Omnibus Survey, have increased from 11% in January 2005 to 22% in January 2009. Using the same survey, confidence levels in relation to the effectiveness of the Agency in dealing with young people accused of crime, have risen from 41% in January 2008 (the first time confidence has been measured) to 44% in January 2009.

### Highlights of the Year

During 2008-09 highlights included:

- Creation of a Priority Youth Offender Project
- Implementation of a common Youth Justice Agency Assessment (YJAA) process for young people.
- Agency participation in a BBC Newline feature on youth crime which included interviews with the Chief Executive, a local Community Services manager, Education and Programmes staff within Woodlands JJC, a young offender (provided by Include Youth), a victim of youth crime and a parents support group facilitated by the Agency [Fig 9]
- Hosting of a study visit by Norwegian Justice delegation. This committee had been appointed by the Norwegian Parliament to examine ways of reducing the use of prison for children aged 15-18 who have committed crime. Their remit also included examining scope for developing legislation to encompass restorative justice practices into their criminal justice system [Fig 10]
- Visit by Irish restorative justice representatives which included the involvement of local magistrates and judges
- Participation by young people from Woodlands Juvenile Justice Centre in an OFMDFM sponsored youth debate at Stormont [Fig 11]
- Contribution from young people at Woodlands Juvenile Justice Centre to an NIO sponsored schools awareness campaign highlighting the dangers of carrying a knife [Fig 12]
- Piloting of a Regional Initial Assessment Tool designed to accurately assess young people's drug and alcohol misuse
- Publication of the CJINI report on corporate governance
- Publication of the CJINI report on Woodlands Juvenile Justice Centre

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- Publication in June 2008 of an evaluation of the Attendance Centre Order commissioned by the NIO and Youth Justice Agency. The findings of the study were extremely positive showing very high completion rates
- Receipt by a member of staff at Woodlands Juvenile Justice Centre of a Criminal Justice long service award for commitment and dedication
- Assistance provided to Belfast Metropolitan College in the development and delivery of a course on Community Safety.



*Fig 9: A young victim of youth crime is interviewed by the BBC Newsline crew*



*Fig 10: Alice Chapman, Director of the Youth Conference Service with two representatives of the Norwegian Justice delegation*



*Fig 11: OFMDFM Junior Ministers Jeffrey Donaldson and Gerry Kelly, along with NI Assembly Speaker William Hay (centre), who presided over the youth debate proceedings*



*Fig 12: a scene from the NIO knife crime drama production which was presented to an audience of young people at Woodlands*

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### Performance against Key Targets

The Minister set fourteen key targets and these were contained in the Youth Justice Agency Business Plan for 2008-2009. The Agency met ten of its key targets, one target was partially met and the remaining three were not met. Further details are provided below.

KEY BUSINESS AREA	KEY PERFORMANCE TARGET	PERFORMANCE REPORT 2007-2008	PERFORMANCE REPORT 2006-2007
REDUCING OFFENDING	1. 95% of all children subject to a Juvenile Justice Centre Order will have a re-integration plan.	<b>Target met</b> All children subject to a JJCO have had a pre-discharge meeting and a discharge plan devised.	No comparable target
	2. Achieve an 85% compliance rate within the statutory timeframe for all children who are subject to a community disposal supervised by the Agency.	<b>Target met</b> 96% compliance rate achieved.	No comparable target
INCREASING CONFIDENCE IN THE YOUTH JUSTICE AGENCY	3. Achieve an increase in public confidence in how the Agency deals with young people accused of crime from 41% to at least 45%, as measured by the Northern Ireland Omnibus Survey.	<b>Target not met</b> 44% confidence rate achieved - as measured by Omnibus Survey.	No comparable target
	4. 85% of youth conference reports to be returned to court within statutory timescales.	<b>Target not met</b> 79% of reports were returned to court within the statutory timescales.	No comparable target
DEVELOPING RESTORATIVE JUSTICE	5. At least 80% of referrals to result in a youth conference and of those, at least 70% of young offenders to be satisfied with the outcome.  6. Maintain a victim attendance rate of at least 60% for youth conferences and of those, at least 75% of victims to be satisfied with the outcome.	<b>Target met</b> 90% of referrals have resulted in a conference. Offender satisfaction rate of 94%.  <b>Target met</b> Victim attendance rate of 66%. Victim satisfaction rate of 86%.	<b>Target met</b> Offender participation rate of 88%. Offender satisfaction rate of 94%.  <b>Target partially met</b> Victim participation rate of 57%. Victim satisfaction rate of 93%.

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KEY BUSINESS AREA	KEY PERFORMANCE TARGET	PERFORMANCE REPORT 2007-2008	PERFORMANCE REPORT 2006-2007
DELIVERING POSITIVE OUTCOMES FOR YOUNG PEOPLE	7. Following the introduction of a common risk assessment system, all young people referred to the Agency under a court order to have an assessment of risk and strengths completed within 4 weeks of the commencement of the order.	<b>Target partially met</b> Common risk assessment is in place. Target met within Woodlands JJC. Not yet evidenced in other Directorates due to insufficient IT capacity.	No comparable target
ENSURING SAFE AND APPROPRIATE USE OF CUSTODY	8. All new admissions have a risk assessment conducted within 24 hours. 9. No escapes from the Juvenile Justice Centre. 10. At least 90% of young people remanded by the Courts to have a bail assessment completed within 5 working days. 11. Reduce the levels of physical restraint by 5% compared with 2007.	<b>Target met</b>  <b>Target met</b>  <b>Target met</b> 195% commenced within target period.  <b>Target met</b> Reduction of 69% achieved.	<b>Target met</b>  <b>Target not met</b>  <b>No comparable target</b>  <b>No comparable target</b>
MANAGING RESOURCES	12. Maintain expenditure within approved budgetary limits. 13. Publish and lay the Agency's audited 2007-2008 Annual Report and Accounts before Parliament prior to its summer recess. 14. At least 75% of staff to confirm that their learning and development needs are being met.	<b>Target met</b>  <b>Target met</b>  <b>Target not met</b> 72% confirmation rate.	<b>Target met</b>  <b>No comparable target</b>  <b>No comparable target</b>



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### Performance against Development Objectives

The Business Plan for 2008-2009 also set out a comprehensive and challenging programme of 22 development objectives for the Agency, 18 of which were met in full, 3 were partially met and the remaining one was not met. The following chart provides a brief performance report against each objective.

KEY BUSINESS AREA	DEVELOPMENT OBJECTIVE	PERFORMANCE REPORT
REDUCING OFFENDING	1. Compile 2006 youth offending rates for court orders supervised by the Agency and produce a comparative analysis against 2005 baseline figures.	<b>Objective met</b> Data collated and comparative analysis commenced for publication in May 2009.
	2. Implement the new Public Protection Arrangements Northern Ireland (PPANI) legislative requirements in relation to young people.	<b>Objective met</b> Implementation overseen by cross-Directorate Steering Group. Work stream delivery completed on time.
	3. Contribute to the implementation of the Northern Ireland regional strategy for the prevention of offending by children and young people through strategic influence and technical support.	<b>Objective met</b> Agency played a lead role in developing a regional "Strategy for the Prevention of Offending by Children and Young People in Northern Ireland". Health and Social Services Boards also accepted proposal for the setting up of an Agency-led regional group to drive this strategy.
	4. Establish an Agency wide strategy for addressing priority youth offenders on Juvenile Justice Centre Orders.	<b>Objective met</b> Pilot joint Agency / PBNI Priority Youth Offender Project commenced. Team became fully operational on 6th April 2009.

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KEY BUSINESS AREA	DEVELOPMENT OBJECTIVE	PERFORMANCE REPORT
INCREASING CONFIDENCE IN THE YOUTH JUSTICE AGENCY	5. Deliver a Communications and Public Relations strategy which raises awareness of and confidence in the work of the Agency among stakeholders.	<b>Objective met</b> A series of PR activities and events were held throughout the year to raise awareness of and confidence in the Agency. Awareness levels increased to 22% and confidence levels to 44%.
	6. Educate young people referred to the Agency about the harm of drug and alcohol abuse (in response to the findings of the January 2008 Omnibus Survey).	<b>Objective met</b> All young people with an identified need have been provided with an appropriate intervention. RIAT (Regional Initial Assessment Tool) pilot operating in Community Services.
DEVELOPING RESTORATIVE JUSTICE	7. Implement the reducing re-offending strategy through a restorative justice framework across the Agency.	<b>Objective met</b> Framework agreed and action plans prepared by work streams.
	8. Review the relationship between the Agency and others engaged in restorative practices.	<b>Objective met</b> Protocols are currently under discussion with Community Restorative Justice Schemes and Hydebank Young Offenders Centre. Relationship with the Priority Youth Offender Project will be explored.
	9. Implement the agreed recommendations of the CJINI (Criminal Justice Inspection Northern Ireland) inspection of the Youth Conference Service.	<b>Objective met</b> Completed.

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KEY BUSINESS AREA	DEVELOPMENT OBJECTIVE	PERFORMANCE REPORT
<p><b>DELIVERING POSITIVE OUTCOMES FOR YOUNG PEOPLE</b></p>	<p>10. Implement the strategy for mental health in relation to young people.</p> <p>11. Implement a system to measure satisfaction levels of young people and families with the services they received from the Agency.</p> <p>12. Develop a social inclusion pathways model for all young people and families referred to the Agency.</p> <p>13. Pilot a drugs and alcohol screening and assessment tool for use within the Agency to identify young people's needs and inform appropriate interventions.</p>	<p><b>Objective met</b> Key elements of implementation now in place.</p> <p><b>Objective not met</b> Carried over to 2009-2010.</p> <p><b>Objective met</b> Duke of Edinburgh Award Scheme used as an Agency-wide approach for delivering the Pathways model - model will be developed in stages. Exploratory work has taken place on suitable social inclusion models and methods of measuring targets.</p> <p><b>Objective met</b> Pilot of the Regional Initial Assessment Tool (RIAT) for alcohol and drugs initiated and 297 young people assessed between February 2008 and March 2009.</p>
<p><b>ENSURING SAFE AND APPROPRIATE USE OF CUSTODY</b></p>	<p>14. Implement the new Juvenile Justice Centre Rules and devise Agency standards and associated policies as appropriate.</p> <p>15. Implement the agreed recommendations of the CJINI Inspection of the Juvenile Justice Centre.</p> <p>16. Develop closer working links with Hydebank Wood Young Offenders' Centre.</p>	<p><b>Objective met</b> New Juvenile Justice Centre Rules commenced in November 2008. Associated policies and procedures devised.</p> <p><b>Objective partially met</b> A Management Information System has been developed for the collation of key datasets including restraints, single separation and self-harm, and is now operational. Other databases being developed to capture educational attainment and programme completion. Action on other recommendations is ongoing. This work is not due to be completed until June 2009.</p> <p><b>Objective met</b> Regular contact now exists at senior management level and a number of staff exchange visits have been undertaken.</p>

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KEY BUSINESS AREA	DEVELOPMENT OBJECTIVE	PERFORMANCE REPORT
MANAGING RESOURCES	17. Commence the roll out of a mental health first aid training programme to all staff within the Agency.	<b>Objective met</b> Working for staff health initiative launched December 2008. Mental health first-aid training commenced in March 2009.
	18. Implement the agreed recommendations of the CJINI Inspection of Corporate Governance within the Agency.	<b>Objective met</b> Of the 11 recommendations, 7 have been implemented and 4 partially implemented to date. Progress is monitored by Audit Committee.
	19. Develop a comprehensive case management system which will enable the Agency to provide a more efficient and effective service to meet the individual needs of young people who offend.	<b>Objective partially met</b> An interim management information system has been developed and is being refined for implementation in June 2009.
	20. Review and produce integrated performance standards across the Agency.	<b>Objective partially met</b> Performance standards have been produced for some but not all areas. Work is continuing towards completion.
	21. Complete a scoping study to enable the Agency to meet its responsibilities under Section 75 of the Northern Ireland Act 1998.	<b>Objective met</b> Interim database operational in Juvenile Justice Centre and will be rolled out across the Agency as the Case Management System becomes operational.
	22. Prepare for the introduction of Account NI (effective from April 2009) through participation in the NIO's shared services programme.	<b>Objective met</b> Resource Accounts staff involved with NIO Financial Services Division to prepare for implementation.

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### Community Services Review

The past 12 months have provided an opportunity for the Community Services directorate to consolidate the work in relation to the supervision of young people who are subject to statutory supervision, primarily those who are on Youth Conference Orders and Plans. During the year staff worked with 784 young people, who were subject to Youth Conference Orders and 77 young people who were subject to Attendance Centre orders, Community Responsibility and Reparation Orders. Of those who were subject to Youth Conference Orders and plans a number would have been subject to multiple Orders (1,234 Orders / Plans made during the year). Underpinning all of the work of the Directorate is the ethos of restorative practice, engaging with the young person to assist them to take responsibility for the harm caused, supporting them to make amends for their behaviour and enabling them to make reparation to the victim.

In addition to those Orders directly supervised by the Youth Justice Agency, the directorate has supported the delivery of other statutory Orders such as Juvenile Justice Centre Orders and Probation Orders, contributing to the workplans and providing interventions to challenge offending behaviour. Additional pieces of work have also been undertaken with children and families following referrals from other sources such as social Services and Youth Diversion forums, to engage on a voluntary basis. In these instances the focus of work has been to intervene and divert the young person from the Criminal Justice System. Increasingly this year has seen a reduction in the numbers of voluntary referrals and increasing focus on the delivery of statutory Orders and plans.

A consistent theme throughout the work of the Directorate has been and will continue to be the importance of family members in supporting young people to address their offending behaviour. Twelve staff from within the Agency and an additional six staff from voluntary organisations, Action for Children, Extern and NIACRO staff have received training in Systemic Family therapy to enable them to support families in making positive changes. These staff are currently working towards achieving the Foundation award

in Systemic Family Therapy. In addition eighteen staff have begun their studies with the University of Ulster and are working towards achieving the Post-graduate Certificate in Restorative Practices [Fig 13].



*Fig 13: YJA Community Services staff receive their Post Qualifying Social Work Awards certificates*

Community Services staff remain closely involved with young people who are remanded or receive a custodial sentence and are placed in either Woodlands or Hydebank wood. Their role is to continue interventions with these young people and contribute to the planning process for release whilst supporting families to continue playing an active role in the child's life. The role of the Family Support Worker within the Juvenile Justice Centre has been key to maintaining relationships between the young person and their family and over the 12 month period 25 young people and their families have been worked with and 83 sessions have been held with them. Central to this is the role of the Bail Support team who this year have continued to offer a service to young people remanded in custody through the Courts. Over the past year, staff in the team undertook 142 assessments resulting in 51 bail support packages being offered to the Court. Unfortunately the bail fostering team no longer offers placements to young people but the tailor-made response to individual young people via the Extern Inside Out Project have provided up to 10 hours contact with young people per week.

The Adventure Learning Project has been subject to a review within the last 12 months and as a result a new policy and procedure has been implemented. This will be further reviewed in the coming year.

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Fig 14: Michael Burns, YJA Community Services with Kelly Gilliland and Owen O'Neill from the Eastern Drug and Alcohol Co-ordination team with the RIAT assessment tool



Fig 17: John McCallister, Ulster Unionist MLA for South Down paid a visit to the Community Services offices in Downpatrick



Fig 15: The Community Services team from East Belfast give Sir Reg Empey MLA, leader of the Ulster Unionist Party and Anne Beattie, Mayor of Castlereagh an overview of the work of the Agency during the Tullycarnet jobs fair



Fig 18: Mitchel McLaughlin, Sinn Fein MLA for South Antrim learns about the Agency during a recent visit to the Newtownabbey and Larne offices. (L) to (R) Denise O'Neill, Bill Lockhart, Chief Executive, Mitchel McLaughlin MLA, Harry Bradley, and Mary Brannigan



Fig 16: Mark Durkan, SDLP MP/MLA met staff and parents during a visit to the Youth Justice Agency offices in Foyle



Fig 19: Naomi Long, Alliance MLA was accompanied by party colleague Cllr Maire Hendron during a visit to Community Services East Belfast

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One of the key areas of intervention for staff from the directorate has been their contribution to delivering a pilot Regional Initial Assessment tool for drugs and alcohol with young people (RIAT) and making the links with specialist providers for scaled interventions. The results from this pilot are very encouraging and the feedback from the Agency is such that this tool may now be rolled-out to a wide range of organisations working with young people [Fig 14].

The Directorate has continued to support the work of Impact in West Belfast to address car-related offending and has been working hard within local communities to identify opportunities for young people who have offended to make reparation in their local communities and make a positive contribution to society. Examples of such activities have included young people being involved in delivering leaflets in east Belfast to publicise an employment fair and links being established with Colin Glen in west Belfast, where young people have undertaken conservation work [Fig 15].

The key to making a positive impact on children and young people at risk of offending is early intervention. Thus whilst the Agency clearly has a remit to work with those young people who are referred via the Public Prosecution Service and Courts, Community Services staff in the local areas have been involved in supporting both local and regional initiatives designed to divert young people away from the Criminal Justice System and link them with appropriate preventative services. In order to support this, an early intervention co-ordination has been appointed.

Challenging offending behaviour effectively, improving employability for young people, providing opportunities for them to take responsibility, yet managing any risk posed to the community as a result of their behaviours are the key areas of intervention addressed by the directorate. Therefore, as part of the Agency strategy to increase awareness of this work and promote public confidence in what we do, various opportunities have been taken to have MLA's and community groups visit our offices and meet young people and their families to hear about the work first hand [Fig 16 - 19].

Increasingly we are staking opportunities to meet the public and share information about the Agency, having a day in the Buttercrane Shopping Centre in Newry for example, making presentations to the District Policing partnership in Armagh and attending cross-border awareness-raising event in Castleblaney.

Overall the Directorate is seeking to hold young people to account, to supervise and manage Youth Justice Agency Orders robustly yet provide opportunities for young people and their families to address those issues that have led to offending and assist with reintegration back into local communities.

At the end of March 2009, Dave Weir the Director of Community Services left the Agency to take up a new post. He had been with Whitefield and the Youth Justice Agency for over 24 years and during that time he had witnessed huge changes in the Criminal Justice System and had been at the core of developing services to intervene with children and families who were either at risk of becoming involved in offending or being placed in care. Dave enjoyed close working relationships with a range of statutory and voluntary organisations and was a champion for early years intervention as a means to divert young people. He will be sadly missed by the Agency but we wish him well in his new role [Fig 20].



*Fig 20: Dave Weir (3rd from left) pictured with Community Services Assistant Directors Thompson Best, Mary Brannigan and Michael Heaney at his farewell reception*

A breakdown of Community Services caseload for 2008-2009 can be found at Appendix 1.

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### Youth Conference Service Review

The last twelve months saw delivery of the youth conference across all court districts and Public Prosecution Service regions.

Throughout the year the Youth Conference Service received over 1,600 new referrals from courts and the Public Prosecution Service (PPS). This represented a reduction of 16% compared to the previous year, although the youth conference remained the predominant disposal of the youth court with around 50% of all court disposals being a referral for a youth conference.

The high quality standard of the youth conference was maintained and this was recognized by the continuing victim satisfaction rate. Victim satisfaction surveys recorded 89% satisfaction with the youth conference and nine out of ten would recommend attending a youth conference to other victims.

The year saw several inward study visits to observe and learn about the delivery and effectiveness of the youth conference within Northern Ireland. Delegations included visitors from the Republic of Ireland, England, and Italy all of whom observed a live youth conference with the opportunity to meet victims and young offenders [Fig 21].



*Fig 21: Visitors from an Irish restorative justice delegation and members of the Agency's senior management team meet in Waring Street HQ*

Quality of performance has been maintained during the year. Victim participation during 2008-2009 increased from the previous year by 9% to 66% and the youth conference continued to compare favorably internationally. Likewise, participation by young people remained very high at 90%, with satisfaction with the outcome of the conference at 93% and the level of young people who would recommend the conference to another young person at 90%.

The Youth Justice Agency and the Probation Board for NI (PBNI) commenced a new joint initiative for priority young offenders. A joint Youth Conference Service and Community Services team within the Agency joined with PBNI staff to pilot for 2 years the delivery of enhanced accountability and intervention for high risk young offenders in the Greater Belfast region. An interim project effectiveness report will be published in March 2010 [Fig 22].



*Fig 22: A briefing session to raise awareness of the work of the new Priority Youth Offender Project*

The Youth Conference Service participated in a number of awareness raising events throughout the year with local communities, with high profile events in Portadown, Newry and Bangor [Fig 23 - 26].

Youth Conference Service staff are committed to continuous improvement and learning. This was ably demonstrated when a number of new Youth Conference Coordinators received a Certificate in Restorative practices from the University of Ulster in recognition of the high quality service in preparing and facilitating youth conferences for young offenders and their victims.

A breakdown of the Youth Conference Service caseload for 2008-2009 can be found at Appendix 2.



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Fig 23: Roger Davison, Regional Director with the Public Prosecution Service and Bill Lockhart, Agency Chief Executive, launch the new Youth Conference: Your Decision leaflet in Omagh



Fig 26: Alice Chapman, Director of the Youth Conference Service persuades audience members to act out a scene at the local awareness raising event in Newry



Fig 24: Speakers at an awareness raising event in Bangor included Stephen Donaldson, Public Prosecution Service; District Judge Bates; and Karen Booth, FASA. Also pictured are Alice Chapman, Director and Kelvin Doherty, Assistant Director, Youth Conference Service



Fig 27: OFMDFM Junior Minister Gerry Kelly makes time for a game of chess with two of the young people during a visit to Woodlands Juvenile Justice Centre. Looking on is Kevin Vernon, Unit Manager



Fig 25: Youth Conference Co-ordinator Paula McCune networks with representatives of local community groups during an awareness raising event in Portadown



Fig 28: Owen Paterson, shadow Secretary of State for NI (centre) with Brian Grzymek, NIO and Agency Chief Executive Bill Lockhart, during a visit to Woodlands Juvenile Justice Centre

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### Custodial Services Review

The past 12 months has been an extremely busy but successful time for Woodlands Juvenile Justice Centre with over 350 admissions to custody during that period. The average number of young people in custody at any one time was 27 and reached a peak of 35 during April 2008.

Staff and young people alike are well settled into the new surroundings (which became operational in January 2007) and over the course of the year have adapted well to the publication of the new Juvenile Justice Centre Rules (NI) 2008 and the introduction of a revised Independent Representation Scheme which is providing an enhanced service for young people in custody.

The CJINI Inspection report published in May 2008 stated that Woodlands was a well managed facility that provided many examples of good practice. To date work has been completed against 26 of the 38 recommendations and is ongoing in the other 12 areas.

2008 also saw the publication of a national report on the use of physical restraint in secure establishments. Woodlands was praised in the report for being an establishment which is successfully reducing its use of physical restraints and has now one of the lowest rates of physical restraint in the UK. This year's figure of 74 represents a significant reduction on the previous year's figure of 172, and can be broken down as follows:-

Month	No of instances of Physical Restraint
April	4
May	5
June	10
July	1
Aug	14
Sept	7
Oct	7
Nov	7
Dec	2
Jan	5
Feb	4
March	8
<b>Total</b>	<b>74</b>

The authors of the report, who had visited many secure establishments in England and Wales, Scotland and Northern Ireland, also commented that the design of the building was one of the best they had seen.

The Centre has been involved in, and consulted on, a number of policy developments including the NIO strategy for the management of women offenders. Woodlands and Hydebank Wood Young Offenders Centre have worked more closely to exchange ideas about good practice and to ensure a smooth transition of young people between both facilities.

Woodlands has hosted a number of visitors throughout the year including OFMDFM Junior Minister Gerry Kelly, DFP Finance Minister Nigel Dodds, Conservative Shadow spokesperson for Northern Ireland Owen Paterson, Chair of the Youth Justice Board for England and Wales Francis Done, and an All Party Assembly Group on Children and Young People. Staff have also worked closely with Belfast Metropolitan College in the development of a citizenship course for mature students and this has resulted in two separate groups visiting the Centre. Woodlands also allowed a television crew into the Centre for the first time to carry out some background filming and to interview staff as part of a broader three-part series for BBC Newsline [Fig 27 - 30].



Fig 29: Jim Begley, Deputy Director, Woodlands Juvenile Justice Centre (left) and Dave Weir, Director of Community Services, welcome members of the All Party Assembly Group on Children & Young People to Woodlands

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Fig 30: Students from Belfast Metropolitan College are pictured with Jim Begley, Deputy Director, Woodlands (4th from right) and Kevin McKeaveney, Course lecturer (3rd from right) during their visit to Woodlands

Staff at Woodlands are always keen to explore opportunities for young people to become involved in policy development and thus have their voices heard. Two young people from Woodlands attended and participated in a Northern Ireland Youth debate in the Assembly Chamber at Stormont, hosted by OFMDFM Junior Ministers Jeffrey Donaldson and Gerry Kelly. A further two young people undertook a guided tour of Parliament Buildings at the personal invitation of NI Education Minister Caitriona Ruane [Fig 31].



Fig 31: Admiring the view from the steps of Parliament Buildings - two young people from Woodlands who took part in the NI Youth Debate in the Assembly Chamber

Earlier this year a number of young people from the Include Youth Young Voices group at Woodlands contributed to background research being carried out by the Agency on youth alcohol / underage drinking and on the prevalence and dangers of carrying knives. Feedback on the latter was subsequently fed into a working group which NIO had

established to oversee the production of an educational drama on knife crime. In return for their efforts, the production team then staged the first viewing of the play to a group of young people at Woodlands who, as well as performing the role of critics, were able to see how their initial views and ideas had positively influenced the development of a knife-crime awareness campaign ultimately delivered to schools throughout Northern Ireland.

The Education and Learning Centre remains at the heart of Woodlands and provides a range of vocational, occupational and essential skills courses. These are complimented by a range of intervention programmes to tackle the causes of offending.

Woodlands continues to use AQA (Assessment and Qualifications Alliance) Units which are short, modular areas of study that give young people focus to their learning. These are stand-alone accreditation units which are a means of rewarding achievement in the build up to completing a national qualification. A total of 191 young people achieved 673 individual certificates as follows:-

CURRICULAR AREA	NUMBER OF CERTIFICATES
CITIZENSHIP	30
PE	165
BUSINESS STUDIES	34
GEOGRAPHY	4
HOME ECONOMICS	100
MUSIC	11
PSHE	11
HORTICULTURE/SCIENCE	16
ICT	146
ART/POTTERY	146
ENGLISH	3
CAR MECHANICS	7

Occupational Studies are part of CEA's range of ACETs. The focus is on practical skills – work is undertaken and outcomes are photographed. An accompanying portfolio containing a log, the photographs and related literacy / numeracy work (that shows underpinning knowledge) is produced. Young

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people are awarded a Basic Skills Certificate, a Level 1 Certificate or a Level 2 Certificate depending on their results. Moderation is on-going and at the most recent moderation visit the Visiting Moderators were again extremely pleased with the teaching and learning that has taken place. 22 students gained Single Award Qualifications at Level 1/ Level 2 [equivalent to A\*- C (at GCSE Level) on the National Qualification Framework] in the following areas:-

AREA OF STUDY	SINGLE AWARD (2 UNITS)
MOTOR VEHICLE	14
HOSPITALITY & CATERING	6
CARE	1
MOTOR VEHICLE / CONSTRUCTION (JOINERY) - 1 UNIT IN EACH	1

We hope to extend the areas in which young people can achieve an Occupational Studies qualification in the next academic year; units are currently being written for Construction: Bricklaying, Digital Technology and Sport and Leisure.

Woodlands continues to use Essential Skills: Literacy / Communication and Essential Skills: Numeracy / Application of Number as a means of mapping the progress of and certifying young people in English and Mathematics. Young people progress from Entry Level to Level 1 (equivalent to GCSE Level Grades D - G on the National Qualifications Framework) and Level 2 (equivalent to GCSE Level Grades A\* - C) during the academic year.

For Essential Skills: Literacy / Communication, a total of 58 certificates were achieved by 55 students as follows:-

ENTRY 1	5
ENTRY 2	4
ENTRY 3	24
LEVEL 1 (GCSE equiv grade G-D)	22
LEVEL 2 (GCSE equiv grade C-A*)	3

For Essential Skills: Numeracy / Application of Number, a total of 80 certificates were achieved by 69 students as follows:-

ENTRY 1	4
ENTRY 2	9
ENTRY 3	36
LEVEL 1 (GCSE equiv grade G-D)	25
LEVEL 2 (GCSE equiv grade C-A*)	6

Woodlands took part in the CEA Pilot Scheme for the third Essential Skill, ICT, this year and twelve young people will have their Level 1 portfolios moderated in June 2009. As part of the scheme Woodlands was inspected by ETI / DEL and received a glowing report, highly commending the facilities, the young people and the teaching staff. This third Essential Skill will be 'rolled out' during the next academic year, 2009-2010.

In addition, 23 young people achieved Level 1 certificates and a further 8 achieved Level 2 Food Safety Certificates. These are industry standard qualifications.

In relation to family services, the focus of work over the past year remains - direct work with families; consultation for staff - case discussion and advice on interventions; links to other supports for families; support for the Youth Justice Agency's Parents Group; supporting staff to develop knowledge and skills through training and consultation; encouraging communication and co-working between staff in the custody and community directorates. During 2008-2009 families have been keen to stress the importance of initial engagement and feeling supported and involved. Comments on family work include - "It got my son and me talking again.", "Good to be listened to.", "Felt supported.", "Chance to talk.", "Cleared up some things."

The Parents Group is a joint project between Woodlands and Community Services (East Belfast) servicing families and carers from the greater Belfast area and has continued to be very successful. Referrals for the group come from both custodial and community services and, from April 2009, from the Priority Youth Offender Project. The members of the group have regularly expressed the positive experience they have and the benefits that attendance and support has brought them [Fig 32].

# Operating Review

## Review of Performance 2008-2009



*Fig 32: Family worker Jacqui Downey facilitates a meeting of the parents group*

In terms of programme work, one of the most significant developments during 2008-2009 was registration with the Open College Network (OCN). This enabled young people's work within Programmes to be accredited. 4 courses are now registered with OCN - focusing learning on drugs and alcohol, stress management and personal development. Woodlands are currently registering a further course in 'DJ'ing skills. This complements the work of the educator and reinforces to our young people that they have the ability to achieve and succeed in a way that is meaningful to them. The concept of 'Learning for Life and for Work' is high on our agenda. Enhancing thinking skills and personal capability building continues to underpin many of the programmes delivered.

Advancing staff skills has been another focus of development and recently 19 staff enjoyed quality training in group-work skills provided by ASCERT. These skills are being transferred to practice and feedback is that staff are feeling more committed, confident and enthusiastic about this method of intervention, which can only but benefit young people. Women's Aid (NI) have also provided training for 20 Woodlands staff on their "Protective Behaviours Programme" and this was successfully piloted by Woodlands' psychologist, co-working with social care staff. Woodlands nursing staff have co-facilitated programmes with the social care staff in sexual health and a relationship programme for adolescents which have fully engaged young people to think consequentially.

During 2008-2009 the Programmes Department developed an innovative, individual programme based on concepts of the "Good Lives Model" which focuses on motivation and the strengths based approach. More time is required to assess the impact of this initiative, but it is hoped that it will prove to have value in terms of raising a young person's self efficacy and goal setting abilities.

Partnership working with other agencies including the NI Fire and Rescue Service, the Police Service of Northern Ireland, IMPACT, ASCERT and Opportunity Youth has continued. Presentations have been given to our young people by the Princes Trust, Action Cancer, Samaritans, Alcohol Anonymous and Simon Community. Their perspectives have given us all food for thought and we look forward to consolidating those partnerships in the forthcoming year.

Staff development and training needs continue to progress positively in Woodlands with 75% of eligible staff achieving NVQ Level 3 in Youth Justice, this is the basic qualification requirement for social care workers within the Centre. A number of these staff (four) have progressed to complete, or are in the process of completing Level 4 (eight). The Centre's staff development strategy has enabled 2 staff, who have already achieved NVQ Level 4, to secure places on the 'Open University' social work course. Four other social care staff have entered their last year and will hope to achieve their social work degree in June 2009 via the challenging 'Social Work by Distance Learning' option at Robert Gordon University, Aberdeen. Two other staff have just commenced the same course.

Three staff members achieved diplomas in Cognitive Behaviour Therapy and 'Train the Trainer', OCN, Level 3 Drugs and Alcohol Practitioner Award via ASCERT while nine staff are currently undertaking the Residential Manager's award in "Leadership and Management in Care Services"

As part of an initiative to prevent teenage suicide, a partnership has been developed with South Eastern Trust to deliver ASIST training events (Applied Suicide intervention training) in Woodlands. We have trained 75 staff from Woodlands and over a hundred other people from various

# Operating Review

## Review of Performance 2008-2009

agencies and community groups including East Belfast mission, Bangor Grammar School, the Coastguard, Women's Aid and Homestart at ten separate training events.

Other training during 2008-2009 included First Aid training; De-Fibrillation training; training in Motivational Interviewing and 'Protective Behaviours and Domestic Violence Awareness'. With the exception of the De-fib training, all events further developed staff skills and knowledge to deliver intervention programmes thus ultimately improving service provision.

It is always pleasing when staff receive external recognition for their achievements and this year is no exception, with Louise Ormsby, Programmes Co-ordinator at Woodlands, receiving a "Long Service Award for commitment and dedication" at the 2008 Criminal Justice Awards. She was presented with her award by NIO Criminal Justice Minister, Paul Goggins [Fig 33].



Fig 33: Louise Ormsby receives her "Long Service Award for commitment and dedication" from Paul Goggins, NIO Criminal Justice Minister

An analysis of the admissions to custody during 2008-2009 can be found at Appendix 3.

### Corporate Services Review

The Agency launched an initiative "Working for Staff Health" with effect from December 2008. The overarching objective is to improve the level of support and information provided to staff and management to secure a healthier workplace, facilitate staff rehabilitation and improve management of sick absence. While it is early days the initiative is already showing positive results. There are a number of elements within the "Working for Staff Health" project.



Fig 34: New Independent Occupational Health consultant

#### Occupational Health Consultants

The Agency engaged the services of Occupational Health Consultants from the private sector to strengthen management and control of sick absence and provide medical advice to staff. For the 4-month period December 2008 to March 2009, 43 staff members were referred to our Occupational Health Consultants [Fig 34].

#### Health Promotion

A number of organisations have been engaged to provide advice and support to staff on physical and mental health issues. In May 2009, leaflets promoting the various aspects of healthy living will be issued to all staff along with a comprehensive manual on managing attendance.

# Operating Review

## Review of Performance 2008-2009

### Voluntary Health Screening

As part of its preventative approach to managing staff absence, the Agency has contracted the Occupational Health Consultants to arrange for screening in the following areas:

- Blood pressure
- Height / Weight / Body Mass Index
- Cholesterol levels
- Glucose levels

### Health Surveillance

The Agency has a number of operational posts within Woodlands Juvenile Justice Centre which require staff to work shifts and/or during the night. Health surveillance assessments will be carried out to ensure that these staff members receive the best medical advice.

### Rehabilitation and Retraining

A rehabilitation and retraining provider has been engaged to undertake physiotherapy and psychological therapies for staff and which will underpin management of attendance.

The number of invoices processed for payment by the Agency during 2008-2009 was 9,322 and, of these, 96.2% were paid within 30 days. A 10-day target was introduced in December 2008 and 81.6% of invoices were paid within the timeframe.

The Annual Report and Accounts for 2007-2008 were laid before Parliament and published in July 2008.

Over 60 public relations events were facilitated throughout the year including the production of a three-part series broadcast by BBC Newsline [Fig 35].



*Fig 35: Local Community Services North Belfast manager Paul Ryan is interviewed by BBC Newsline*

A summary of the Corporate Services recruitment statistics for 2008-2009 can be found at Appendix 4.

# Operating Review

## Review of Performance 2008-2009

### Case Study 1: A Young Person's Experience

Adrian (not his real name) had been living in a children's unit for two years as a result of a care order. At the time he was referred to the Youth Conference Service he had little contact with his parents who were separated, although he would occasionally see his three other siblings who were all in foster care.

Adrian was involved in an incident in Newcastle in autumn 2007 and was later charged with allowing himself to be carried in a stolen vehicle. Due to the nature of Adrian's charges a member of staff from IMPACT was invited to the conference to outline the danger Adrian had put himself and other road users in and the potential consequences of his actions. In the conference Adrian expressed genuine remorse for his actions and the following plan was passed at Court.

Adrian agreed to:

- Write a letter to the staff in the children's unit apologising for his behaviour.
- Complete a minimum of 6 sessions on IMPACT's car crime programme.
- Complete a minimum of 6 sessions on peer influences, decision making and the risk of offending behaviour supported by Youth Justice Agency Community Services

Due to the Christmas holidays there was a delay in some of the programmes starting so a number of weeks had passed before his plan began in earnest. By this stage

Adrian had also moved out of the unit to supported living accommodation in another area allowing him to be closer to his family. It became evident that Adrian was struggling to keep to his agreement.

His attendance at sessions became sporadic but the Youth Justice Agency Community Service staff persevered in trying to re-engage Adrian and to remind him of his commitment to his plan and of the consequences should he fail to comply. Following further missed appointments it was agreed that a non-compliance meeting would be held and return to court papers were drawn up for Adrian to sign. This, coupled with Community Services repeated efforts to re-engage with Adrian, had the desired effect and he finished his agreed plan to a satisfactory standard within the allocated timescale.

Once Adrian re-engaged with his plan he engaged well with the staff delivering the programme and states that he has learnt from this experience. He is still residing in supported accommodation and is in part-time employment. He also hopes to take his driving test in the near future and has more regular contact with his parents and siblings.

The success of this particular plan would not have been possible without the determined efforts of a range of staff within the Youth Justice Agency. The support of social services, who acted as the appropriate adult due to Adrian's limited family support and the time invested by IMPACT in making their programme available to Adrian, also proved crucial.



# Operating Review

## Review of Performance 2008-2009

### Case Study 2: A Victim's Experience

Over 90% of victims who attend youth conferences are satisfied with the processes and outcomes involved.

Here one victim, Gwen Gibson, relates her experience of a youth conference as told to BBC Radio Ulster's "Days Like This" programme.

My daughter runs a business and one day all the fees were just in and they were in a large box and this young boy came in and he stole it, a very sizeable sum of money. The whole family were very annoyed and angry; my daughter herself was traumatised by the whole thing. We didn't know it at the time but apparently the boy was 15 years old and if you are under 18 the case is taken over by the Youth Justice Agency and it is part of their role, if a young person offends, that you meet up with them. They asked if we could attend a conference to meet up with this boy. The young boy was brought in and we also had representatives from the police, his Probation Officer, his care manager and the Youth Justice Agency lady and myself.

This boy was well dressed, clean and tidy and not what I expected. He was asked to explain to me about the crime and he told me exactly how he did it and why he did it. I was still quite angry with him at that stage because he had put my child through such an awful thing, but I was then given the opportunity to explain to him my side of the story and I told him how that meant that my daughter had no income and she couldn't pay her bills. I said you have a choice, you can go one way, which is continuing the way you are going or you can change your lifestyle. I said you can try to work with others and improve yourself and have a good life and a good family life and I'd like to see you doing that. And when I said that his eyes lit up a bit and I could see this boy has never been encouraged, he's never been brought on to do something like this. I just felt for him then.

He did promise to pay back all the money. He could earn extra pocket money every week by cleaning windows and that he would try and make the money up that way and that he would also make something for the hall that he had stolen from, such as a table or a stool. When I looked at this young boy, when he was trying to explain to me how he would make this extra money, I just suddenly felt a compassion for him that I couldn't believe. The anger went out of me and I thought, this young boy, is he going to go to jail? I was very sad that such a young boy could end up like this, I thought his background is terrible, he hasn't had any support from home, he hasn't had any family. In the course of an hour or so I went down from being very angry with somebody who had victimised my daughter to wanting to mother him, to take him home and encourage him to have a better life. When I look back on that day it taught me a lesson. You know you really can't be judgmental about anyone.

*Gwen subsequently received an award for "Outstanding Contribution from within the Community" at the 2008 Criminal Justice Awards [Fig 36].*



*Fig 36: Gwen Gibson receives her "Outstanding Contribution from within the Community" award from Paul Goggins, NIO Criminal Justice Minister*

# Operating Review

## Review of Performance 2008-2009

### Case Study 3: A Priority Youth Offender Project Example

C, a 16 year old female, was referred for a youth conference in April 2009, for offences of disorderly behaviour and resisting arrest in August 2008. As C had six previous youth conference referrals (first three being diversionary) and persisted in her re-offending, she was immediately placed within the Priority Youth Offender Project (PYOP) for allocation.

C had also been referred for a Pre Sentence Report and as a consequence, was subject to an Attendance Centre Order.

C's first referral for youth conferencing came in March 2006. Although her offending behaviour had been of the more petty nature and did not particularly pose a risk to the public, its persistence, and her low levels of desistance, was concerning and likely to escalate her commission to custody.

C had special educational needs and was of limited intellectual ability. Her relationship with her Mother, who had mental health difficulties, was extremely volatile and had resulted in C being voluntarily admitted to residential care in the past.

As well as the four mandatory participants (with her mother as appropriate adult), C's most recent youth conference was attended by her legal representative, her Youth Justice Community Services workers (both mainstream and PYOP) and the PSNI ASBO Officer.

From this, an agreed plan was proposed, and accepted by the Court, which is now being supported and monitored by PYOP. The three specific requirements of the plan were:-

- a letter of apology to the arresting police officer;
- an educational awareness session with the police; and
- at least weekly contact with the Priority Youth Offender Project.

Additional to this, C will be subject to a circle of support which will include those significant others in her life, who will meet regularly with her key-worker, to ensure cohesion and accountability. Furthermore, C's mother, who has proved extremely difficult to effectively engage, will be offered continued and intensive support and guidance.

# Operating Review

## Review of Performance 2008-2009

### Child Protection Policy and Procedures

The Agency is committed to the protection of children and young people from abuse and seeks to achieve this by operating safe, secure and caring environments that address the needs of the child whilst reducing risk to and from others. All children, staff, parents and representatives of other organisations who use or have contact with Agency services are encouraged to be alert to and report any concerns about abuse. All concerns, whether past or present, will be responded to in keeping with these principles and procedures.

The Agency has a published Child Protection Policy document which is compatible with the DHSS&PS guidance "Co-operating to Safeguard Children".

During 2008-2009 a total of 51 child protection allegations were received by the Agency. Five related directly to incidents which occurred within Woodlands Juvenile Justice Centre. The remainder related to occurrences outside the jurisdiction of the Agency (eg; incident occurred before young person came into contact with the Agency) and were as a result of disclosure by children to members of staff, disclosure by family or other representatives of the child, and arising through assessment processes. The child protection policy was followed in each case and referrals made to the appropriate authorities. No amendments were required to existing Agency policy and procedures. Further details are contained at Appendix 5.

### Complaints Charter

The Agency has an easy to understand and responsive complaints procedure which encourages anyone who feels they have been treated unfairly or inappropriately by the Agency to speak out so that concerns can be addressed. Lessons learned from complaints will be used to improve and influence the development of Agency services.

An independent aspect to the Agency's complaints process is delivered through an Independent Complaints Reviewer (ICR).

During 2008-2009 a total of 24 complaints were received by the Agency, a reduction of almost 50% on the previous year's figure of 46. All but one were resolved at a local

management level (steps 1 and 2) and two complaints were ongoing at year-end. One complaint was referred to the ICR for investigation and was subsequently resolved to the complainant's satisfaction.

The report of the Independent Complaints Reviewer for 2008-2009 is reproduced below:-

#### **Youth Justice Agency Complaints 2008-2009 - Report by Jodi Berg, Independent Complaints Reviewer**

*"When things go wrong, or when people think they have, they need to be able to rely on public bodies to treat their complaints seriously, own up to mistakes and to try to resolve matters in a helpful way. The Independent Complaint Review service provided by my colleague Elizabeth Derrington and myself provides a free and effective complaints review and resolution service for people whose complaints the Youth Justice Agency has been unable to settle. Our review considers what service people can reasonably expect from the Agency and whether required standards were met in their case.*

*We settle complaints:*

- *through advice and assistance, which helps people take matters forward;*
- *through resolution, by agreeing steps to be taken by the Agency that will settle matters to the satisfaction of both parties;*
- *through adjudication, following investigation and full consideration of the issues.*

*Following adjudication, if we find that things have gone wrong, we can recommend redress for the complainant, or improvements to the Agency's service. The Agency has agreed to act on ICR recommendations. If there are any special reasons why this is not possible, the Agency will offer a written explanation to the ICR and complainant.*

*ICR team members are skilled complaint handlers and the office has a reputation for fairness and impartiality. We welcome independent scrutiny of our quality of service and are recipients of the BSI complaints management standard. We publish clear information about our service and communicate with people in a manner that meets their preferences. We have video links with the Agency so that young people or their representatives can speak with us face to face quickly.*

# Operating Review

## Review of Performance 2008-2009

*We respect the privacy of complainants and do not publish information about them or their case or discuss individual cases with the media or any other third party, although we may refer to the kind of issues raised to explain the causes of complaints and how they can be avoided. As far as possible, we respect a complainant's wishes and protect sensitive personal information, however, we do need to exchange information about the complaint with the Agency to find out important facts about it. We are able to see all of the relevant files and information for the purpose of investigation, but have no authority to release it to a complainant or any other third party. Requests for data or information must be made direct to the Agency.*

*During the year, the Agency recorded 21 internal complaints. 12 of these were resolved at step 1 ("talk to a member of staff"), 8 at step 2 ("complain to a senior manager") and only one at step 4 (referral to the ICR). 18 of these complaints were made about Custodial Services, which is perhaps not surprising in light of the potential for contentious engagement with clients. In any event, this is a very low number, considering the extent and type of contact Agency staff have with clients and their families. It demonstrates that people are generally satisfied with quality of service and this reflects what we find during Agency visits.*

*We are pleased to report that in 2008-09, few people have needed to contact the ICR Office for help. I have only carried out one full complaint investigation, which did not arise from a referral from a service user but from a professional social worker, who had contact with the Agency on behalf of a client. I was able to settle the complaint by agreement, however it did identify ways in which the Agency could improve its complaints process and these learning points were accepted and taken forward.*

### **Case Study**

*Mr A complained to the ICR about the 'abusive' content of conversations that had taken place between him, acting in his professional capacity as a social worker, and a representative of the Youth Justice Agency's Conference Service. Mr A had previously raised his complaint with the*

*Agency and was dissatisfied with the response he received.*

*In line with our normal procedure we examined Mr A's complaint in order to establish whether it might be possible to resolve his concerns by agreement. Mr A conceded that this might be possible if the Agency recognised the inappropriate nature of communication with him, and that in dealing with his complaint about this, it had not followed its own procedure. He wanted that Agency to apologise to him for these shortcomings. Following my representations to the Agency, it accepted that the conversations that took place with Mr A were inappropriate and agreed that a senior manager would write to him to apologise. Mr A was satisfied with this outcome to his referral and this brought our consideration of the matter to a close.*

**Learning points:** *Following resolution, the Agency agreed that complaint guidance should be amended to ensure that it encompassed all potential complainants and explained clearly how they could take matters forward within the Agency. I also suggested consideration of a 'fast track' approach to the ICR.*

*During the reporting year I was pleased to visit regional offices and to attend the Youth Conference Service Away Day, when I had a chance to talk to Agency staff about my role and the value of complaints. These visits help us to learn about the Agency's work directly from its clients, staff and stakeholders and we hope that they give young people more confidence to take any concerns forward. Our planned visits this year include the Woodlands Juvenile Justice Centre.*

*Finally, we acknowledge the co-operative way in which the Agency works with the ICR office; the commitment to good complaints handling demonstrated by the Chief Executive and his senior team; and the interest taken in these matters by the Agency Board, which receives quarterly reports on complaints. I look forward to continuing to work with the Agency to ensure that customer service remains at the forefront of its strategic and operational decision-making."*

Further detailed statistics are contained at Appendix 6.

# Operating Review

## Review of Performance 2008-2009

### Victims Charter

The Agency is committed to fairness and inclusivity with victims for whom it provides a service. It recognises the best interests of the child with whom it works are of importance whilst aiming to simultaneously balance the needs of victims. The Agency has published a Victims Charter which provides guidance on treating victims according to their particular needs, both as victims and as an individual. It takes account of vulnerable victims and the need to consider cultural, racial, religious and sexual identities of victims.

### Health and Safety

The Agency accepts the responsibilities as outlined within the scope of the Health and Safety at Work (NI) Order 1978. The Agency will, therefore, do all it can to ensure the full commitment at all levels of management and the cooperation of all members of staff in order to meet its obligations under this legislation.

The Agency also accepts its responsibility to safeguard the health and safety of all young persons placed into custody and other persons who are not its employees who may be visiting, or working at any of the premises occupied by the Agency.

The Agency has reviewed and implemented a revised Health and Safety strategy which meets the diverse needs of the overall organisation. In particular, each Directorate has identified the Health and Safety risks which apply to the services they provide. A robust reporting mechanism has been put in place to provide the Management Board with the essential data required to manage health and safety risks across the Agency.

During 2008-2009 there were a total of 9 recorded assaults on Agency staff by young people, all of which occurred within the custodial environment of Woodlands Juvenile Justice Centre. This represents a considerable reduction on the previous year's figure of 26. Further details are contained at Appendix 7.

### Freedom of Information

The Freedom of Information Act 2000 provides a general right of access to information held by public authorities in the UK subject to certain exemptions. It is intended to promote a culture of openness and accountability amongst public sector bodies, and therefore facilitate better public understanding as to how public authorities carry out their duties, why they make the decisions they do, and how they spend public money.

The Agency displays on its website the processes by which information requests can be made.

During 2008-2009 the Agency received 6 requests for information under the Freedom of Information Act and 3 requests for personal information under the Data Protection Act.

### Data Handling

The Agency has a responsibility to safeguard the information it holds, both in electronic and hard copy format, and has in place data security procedures which mirror those of NIO to minimize the risk of compromise of that information. It has complied fully with the NIO data security reviews and has undertaken an extensive programme to provide encryption on all Agency laptops and stand-alone PCs. All staff received awareness training on data security issues.

There have been no recorded breaches of data security within the Agency during 2008-2009.

### Sustainable Development

The Agency is committed to the Government's policy on sustainable development as set out in the Northern Ireland Sustainable Development Strategy and in its day to day activities it strives towards maintaining the best possible environmental performance.

The Agency has in place a policy on sustainable development to be applied across the organisation and all staff have been tasked to comply with the procedures.

# Operating Review

## Looking forward to 2009-2010

### Looking Forward to 2009-2010

The Agency will continue to build upon its achievements and focus on organisation development, evaluation of services provided and enhancing public awareness of the services it provides. A fundamental review of the Corporate Plan for 2009-2011, in line with the Comprehensive Spending Review 2007, has been carried out and included consultation with staff and stakeholders. As a result of this review the Agency will have 4 key business areas:

- Supporting the delivery of justice
- Reducing offending
- Safety
- Managing resources

The main developments planned for 2009-10 include:

- Pilot a joint PBNI/YJA priority youth offending project for the Greater Belfast area
- Review the operation and organisational structures of Community Services and Youth Conference Service
- Develop a human resource strategy to compliment the Corporate Plan 2009-2012
- Implement the Youth Justice Agency early intervention strategy
- Evaluate the "Working for Staff Health" pilot scheme
- Implement an action plan to address areas for improvement identified in the 2008-2009 staff survey
- Implement the agreed recommendations contained in the Review Report on the Use of Physical Restraint in Secure Settings in England and Wales
- Introduce an enhanced suite of information assurance policies and procedures in line with NIO guidelines.

# Operating Review

## Looking forward to 2009-2010

The key performance targets set by the Minister for 2009-2010 are given below:

KEY BUSINESS AREA	KEY PERFORMANCE TARGET FOR 2008-2009
SUPPORTING THE DELIVERY OF JUSTICE	<p>KPT 1: 85% of youth conference reports completed within statutory requirements</p> <p>KPT 2: At least 85% of referrals to result in a youth conference and of those, at least 80% of young offenders to be satisfied with the process</p> <p>KPT 3: Achieve a victim attendance rate of at least 60% for youth conferences and of those, at least 80% of victims to be satisfied with the process</p> <p>KPT 4: 90% of young people remanded to the Juvenile Justice Centre for one week or more to have a bail assessment commenced within 5 working days</p>
REDUCING OFFENDING	<p>KPT 5: 90% of young people under community supervision complete their orders</p> <p>KPT 6: All young people referred to the Agency under statutory orders to have their risk of offending and other needs assessed and appropriate plans developed</p> <p>KPT 7: All young people under a Juvenile Justice Centre Order (JJCO) leaving custody will have a reintegration plan in place for the statutory supervision period within the community</p>
SAFETY	<p>KPT 8: No escapes from within the Juvenile Justice Centre</p> <p>KPT 9: Maintain a rate of restraints lower on average than similar sized secure centres in England &amp; Wales</p> <p>KPT 10: All children in custody for 7 days or more to be screened for mental health needs and, where necessary, referred on to appropriate services</p>
MANAGING RESOURCES	<p>KPT 11: Maintain level of expenditure within approved budgetary limits</p> <p>KPT 12: Publish and lay audited and unqualified 2008-2009 annual report and accounts before Parliament prior to its summer recess</p> <p>KPT 13: Achieve Investors in People re-accreditation</p> <p>KPT 14: At least 80% of staff to confirm that their essential learning and development needs are being met to a satisfactory level</p>

A further 20 development objectives have also been set for 2009-2010. Details of these can be found in the Agency's Corporate Plan 2009-2011 and Business Plan 2009-2010 which was published in June 2009. Copies may be obtained via the Agency website: [www.youthjusticeagency.ni.gov.uk](http://www.youthjusticeagency.ni.gov.uk)

# Financial Review

## Financial Provision & Cash Flow

The Youth Justice Agency is financed as part of the overall Northern Ireland Office (NIO) Departmental Expenditure Limit voted by Parliament. The total cash requirement for the year from NIO was £21,342k (2007-2008, £20,012k).

## Resource Costs

The total net expenditure of the Agency for 2008-2009 was £21,621k and is compared to the previous four financial years in the table below.

## Income

During 2008-2009, income of the Agency fell to almost half its 2007-2008 level due to a reduction in funding received from other public sector organisations which is then distributed to voluntary and community organisations engaged on programmes co-ordinated by the Agency.

## Five Year Review

### Summary of Income & Expenditure 2004-2005 to 2008-2009

	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005 <sup>1</sup>
	£'000	£'000	£'000	£'000	£'000
Income	(74)	(143)	(64)	(106)	(283)
Staff Costs	14,012	15,519	14,323	12,351	10,185
Administration Expenditure	4,461	4,105	4,916	3,850	2,352
Programme Expenditure	1,361	2,106	2,093	1,389	585
Depreciation	726	714	3,032	1,532	1,386
Cost of Capital	451	475	469	497	356
Impairment of Buildings	684	(795)	1,318	-	-
<b>Net Operating Costs</b>	<b>21,621</b>	<b>21,981</b>	<b>26,087</b>	<b>19,513</b>	<b>14,581</b>

<sup>1</sup> Amounts stated exclude the impact of a change in accounting for NILGOSC Pension Liabilities under FRS17



# Financial Review

## Programme Expenditure

Programme expenditure in 2008-2009 fell considerably by £745k from its 2007-2008 level and is a result of a review by the Agency of its external funding priorities which led to the cessation of a number of Community Services programme initiatives; and the reduction in receipts from other public sector organisations which are subsequently distributed by the Agency to the voluntary and community sectors.

## Capital Expenditure

Details of the movement of fixed assets which include expenditure on IT and other replacement fixtures & fittings and plant & equipment to support the Agency's activities are set out in Notes 7 & 8 to the financial statements.

Capital expenditure incurred by the Agency in 2008-2009 totalled £254k. This level of spend is broadly consistent with the level of capital expenditure by the Agency in 2007-2008.

Plans to procure and implement a cross-directorate case management system and roll-out the NIO OASIS network to facilitate this have been delayed and this is now likely to happen towards the end of the 2009-2010 financial year.

During 2008-2009, the Agency incurred capital expenditure of £87k on plant & equipment, £83k on IT equipment, £62k on furniture and fittings and £22k on the construction of a sports pitch at Woodlands JJC.

The significantly higher expenditure funded by the Agency's parent department in earlier years reflects the capital spend on the construction of the new Juvenile Justice Centre at Woodlands and prior to that, on initial capital spend on IT, and on furniture, fixtures and fittings required to get the new Agency operational.

## Five Year Review

### Capital Expenditure 2004-2005 to 2008-2009

	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005
	£'000	£'000	£'000	£'000	£'000
Capital Expenditure incurred by Agency	254	260	334	189	165
Capital Expenditure funded by Parent Department	-	75	11,738	6,782	457
<b>Total</b>	<b>254</b>	<b>335</b>	<b>12,072</b>	<b>6,971</b>	<b>622</b>

# Financial Review

## Financial Position

The total net assets of the Agency at 31 March 2009 were £11,977k, a fall of £1.85m over the year. Of this, £2.43m is due to the increase in the deficit on the NILGOSC pension scheme. The remainder due to the impairment of the JJC building offset by additional capital expenditure and a reduction in year-end accruals.

A five-year comparison of the financial position for each year is shown in the following table.

## Five Year Review

### Summary of Assets & Liabilities 2004-2005 to 2008-2009

	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005
	£'000	£'000	£'000	£'000	£'000
Fixed Assets	19,188	20,543	20,147	19,214	12,796
Other Assets	257	246	309	403	498
Provisions	(6,218)	(4,803)	(4,581)	(4,719)	(5,607)
Other Liabilities	(1,250)	(2,167)	(2,574)	(1,474)	(945)
<b>Net Assets</b>	<b>11,977</b>	<b>13,819</b>	<b>13,301</b>	<b>13,424</b>	<b>6,742</b>

# Management Board Remuneration Report

## Remuneration Policy

The Agency does not have a remuneration committee. Appointments to the Management Board since the creation of the Agency are made in accordance with the Civil Service Commission's general regulations.

The remuneration of the Non-Executive Directors is determined by the Chief Executive in consultation with the Director of Corporate Services.

## Service Contracts

Civil Service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless stated below, the Directors of the Youth Justice Agency hold appointments, which are open-ended until they reach the normal retiring age. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

The Non-Executive Directors are appointed for a term of 3 years, renewable by agreement.

Further information about the work of the Civil Service Commissioners can be found at [www.civilservicecommissioners.gov.uk](http://www.civilservicecommissioners.gov.uk).

## Bonuses

The Chief Executive is eligible to receive a bonus as a member of the Senior Civil Service. The Directors of Corporate Services and the Youth Conference Service are eligible to receive a non-consolidated performance payment under the terms of the NIO scheme for general service grade staff.

## Salary & Benefits [audited information]

In their roles as Non-Executive Directors, Shane Logan received total remuneration of £7,610 (2007-2008, £7,341) and Linda Kerr received total remuneration of £7,610 (2007-2008, £7,341).

The salary and pension details of the remainder of the Management Board for 2008-2009 are disclosed in the Table overleaf. Salaries include gross salaries and any allowance or performance bonuses payable. The salary range reflects remuneration for the months in office. The Agency did not make any contributions to a Board Member's partnership pension account nor did it pay any compensation or make any award to former members of the Management Board.

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument.

# Annual Report and Accounts 2008-2009

## Management Board Remuneration Report

### The salary, pension entitlements and taxable benefits of the Youth Justice Agency Management Board for 2008-2009 Financial Year [audited information]

Board Member	Salary (as defined) £'000	Benefit in kind £'00	Real increase in pension at age 60 £'000	Real increase in related lump sum at age 60 £'000	Total accrued pension at age 60 at 31/3/09 £'000	Related lump sum at age 60 at 31/3/09 £'000	*CETV at 31/3/08 £'000	CETV at 31/3/09 £'000	Real increase in CETV after adjustment for inflation and changes in market investment factors £'000	Employer contribution to partnership pension account including risk benefit cover £'000
<b>Dr Bill Lockhart</b> Chief Executive	70.75 (65-70)	- (-)	0.2.5 (0.2.5)	- (-)	25.30 (25.30)	- (-)	535	559	6	-
<b>Mr Martin Gunning</b> Director Corporate Services	45.50 (45-50)	- (-)	0.2.5 (0.2.5)	0.2.5 (0.2.5)	20.25 (15.20)	60.65 (55-60)	432	468	3	-
<b>Mr Philip Tooze</b> Director Custodial Services	65.70 (65-70)	- (-)	0.2.5 (0.2.5)	0.2.5 (2.5-5.0)	20.25 (15.20)	60.65 (55-60)	356	396	22	-
<b>Mrs Alice Chapman</b> Director Youth Conference Service	45.50 (45-50)	- (-)	0.2.5 (2.5-5.0)	0.2.5 (0.2.5)	15.20 (15.20)	55.60 (50-55)	380	416	5	-
<b>Mr David Weir</b> Director of Community Services	45.50 (45-50)	- (-)	0.2.5 (0.2.5)	0.2.5 (0.2.5)	20.25 (20.25)	65.70 (60-65)	450	493	23	-

(2007-2008 amounts are disclosed in brackets)

\* The factors used in calculating CETVs have been updated by the Government Actuary from 1 October 2008. The CETV amounts at 31 March 2008 have therefore been recalculated to give more meaningful comparisons with this year's figures.

# Management Board Remuneration Report

## Chief Executive [audited information]

The Chief Executive, Bill Lockhart received total remuneration excluding pension contributions of £70,350 (2007-2008, £68,903). The Chief Executive is an ordinary member of the Principal Civil Service Pension Scheme (GB).

## Pensions

Pension benefits are provided through the Principal Civil Service (PCS) pension arrangements, the Northern Ireland Local Government Officers' Superannuation Scheme (NILGOSC) and the Teachers' Superannuation Scheme (TSS).

### Principal Civil Service Pension Arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year.

Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the **nuvos** arrangement or they can opt for a partnership pension account. **Nuvos** is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. Earned pension benefits are increased annually in line with increases in the RPI and attract annual pension increase.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and **nuvos**. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service.

In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. 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 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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 at or over pension age. Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service Pension arrangements can be found at the website [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)

### The Northern Ireland Local Government Officers' Superannuation Committee Scheme (NILGOSC)

This scheme is a defined benefits type, and the fund is invested in suitable investments, managed by the Committee.

For 2008-2009 the contribution rates were 15% employer's, and 6% employee's (2007-2008, 13% employer's and 6% employee's).

The pension costs are assessed in accordance with the advice of independent qualified actuaries using the market led approach. The latest actuarial valuations of the scheme were at 31 March 2007.

### **Teachers' Superannuation Scheme (TSS)**

The Teachers' Superannuation Scheme is a contributory scheme administered by the Department of Education. The conditions of the Superannuation (NI) Order 1972, the Teachers' Superannuation Regulations (NI) 1998, and subsequent amendments apply to the scheme. The scheme is presently notionally funded. The rate of the employer's contribution is determined from time to time by the Government actuary and advised by the Department of Finance and Personnel. For 2008-2009 the contribution rates were 13.6% employer's and 6.4% employee's. (2007-2008, 13.6% employer's and 6.4% employee's)

### **Cash Equivalent Transfer Value (CETV)**

A 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 a 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 as a consequence 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 individual has transferred to the CSP arrangements and for which the CS Vote has received a transfer of payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime

Assurance Tax which may be due when pension benefits are drawn.

### **The Real Increase in the Value of the CETV**

This reflects the increase in CETV effectively funded by the employer. It takes account of 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 period.

**Bill Lockhart**  
Chief Executive

15 June 2009

# Appendices

## Appendix 1 - Community Services Caseload

Caseload - by Community Services Centre – April 2008 to March 2009

Centre	New Referrals 2008-2009	Cases Discharged 2008-2009	Monthly average active Caseload 2008-2009	Number of active cases at 31 March 2009
Ballymena & Antrim	69	58	43	57
Bangor	62	49	46	48
Coleraine	71	49	34	52
Craigavon & Banbridge	88	97	69	87
Downpatrick	46	41	33	39
East Belfast	37	37	38	36
Enniskillen	42	34	26	27
Falls	54	45	52	55
Foyle	65	77	48	54
Lisburn	64	63	45	43
Magherafelt	51	70	37	29
Newry & Armagh	63	54	45	54
Newtownabbey & Larne	65	68	44	47
Newtownards	54	46	39	43
Belfast & Shankill	86	76	64	65
Omagh & Strabane	57	70	35	28
South Belfast	32	32	32	27
<b>Total for Year</b>	<b>1,006</b>	<b>966</b>	<b>730</b>	<b>791</b>

## Appendices

## Source of Community Services Referrals - April 2008 to March 2009

Source	Number of Referrals	Percentage of Referrals
Court	77	8%
Youth conference orders and plans	784	78%
Other Criminal Justice source	73	7%
Health and Social Services	17	2%
Education Services	2	<1%
Other	53	5%
<b>Total</b>	<b>1,006</b>	<b>100%</b>

## Bail Supervision and Support Referrals - April 2008 to March 2009

	Number
<b>Bail assessments completed:</b>	<b>142</b>
<i>Of which:</i>	
<i>Formal proposals presented to Court</i>	51
Proposals accepted by Court	46
<b>Outcomes of accepted proposals:</b>	
<i>Successful completion of bail</i>	12
<i>Currently on bail</i>	6
<i>Bail revoked</i>	28
<b>TOTAL</b>	<b>46</b>
<b>Court outcomes for those successfully completing bail:</b>	
<i>Community disposal</i>	10
<i>Charges Withdrawn</i>	2
<b>TOTAL</b>	<b>12</b>



# Appendices

## Appendix 2 - Youth Conference Service Caseload

Referrals – by Region and Source - April 2008 to March 2009

YCS Region	Diversiory	Court	Total
Belfast	360	389	749
North East	58	54	112
North West	147	132	279
South East	143	161	304
South West	106	70	176
<b>Total</b>	<b>814</b>	<b>806</b>	<b>1,620</b>

Plans approved – by Region and Source - April 2008 to March 2009

YCS Region	Diversiory	Court	Total
Belfast	300	289	589
North East	51	32	83
North West	115	71	186
South East	116	130	246
South West	62	68	130
<b>Total</b>	<b>644</b>	<b>590</b>	<b>1,234</b>

# Appendices

## Appendix 3 - Analysis of Admissions to Custody

### Custody Population - by Status - April 2008 to March 2009

Status	Initial Admissions (1)	Total Admissions (2)	Average Population
P.A.C.E.	119	119	0
Remand	131	195	17
Committal	20	40	10
<b>Total</b>	<b>270</b>	<b>354</b>	<b>27</b>

<sup>(1)</sup> Includes only new admissions into the Juvenile Justice Centre

<sup>(2)</sup> Includes new admissions to the Centre plus changes of status within the Centre, for example, from P.A.C.E to remand.

### Total Admissions to Custody - by Status and Month of Admission - April 2008 to March 2009

Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
P.A.C.E.	9	6	8	9	5	8	12	15	12	15	11	9	119
Remand	18	10	11	19	10	17	22	12	16	21	16	23	195
Committal	4	2	4	1	5	4	2	4	4	2	3	5	40
<b>Total</b>	<b>31</b>	<b>18</b>	<b>23</b>	<b>29</b>	<b>20</b>	<b>29</b>	<b>36</b>	<b>31</b>	<b>32</b>	<b>38</b>	<b>30</b>	<b>37</b>	<b>354</b>

### Total Admissions to Custody - by Status and Gender - April 2008 to March 2009

Status	Male	Female	Total
P.A.C.E.	100	19	119
Remand	165	30	195
Committal	36	4	40
<b>Total</b>	<b>301</b>	<b>53</b>	<b>354</b>

# Appendices

## Appendix 4 - Recruitment and Selection Code of Practice

The Youth Justice Agency has systems in place to ensure that selection for appointment is made in accordance with the Civil Service Commissioners for Northern Ireland recruitment code.

All applicants are considered systematically against the Agency's recruitment practices and in line with published suitability criteria. The recruitment systems are evaluated on a regular basis to ensure they meet with the Commissioner's guidelines and are in line with best practice as recommended by the Chartered Institute of Personnel & Development and the Equality Commission.

No Appointments were made under regulation 3 of the Commissioner's general regulations. A statistical summary follows of the applicants' and appointees' religious affiliation and gender for the following recruitment campaigns:

- Qualified / Unqualified Careworker
- Team Member, Support Services

APPLICANTS		APPOINTEES	
Religious Affiliation		Religious Affiliation	
Protestant	85	Protestant	5
Roman Catholic	37	Roman Catholic	1
Non-determined	12	Non-determined	1
<b>Total</b>	<b>134</b>	<b>Total</b>	<b>7</b>

Gender		Gender	
Male	74	Male	2
Female	60	Female	5
<b>Total</b>	<b>134</b>	<b>Total</b>	<b>7</b>

The Religious affiliation and gender breakdown of the workforce within the Youth Justice Agency is provided to Department of Finance and Personnel.

## Appendices

## Appendix 5 - Child Protection - Statistics

Youth Justice Agency - Summary of Child Protection Allegations Received - April 2008 - March 2009

Period	Directorate	No. of Allegations Received	Submitted by				Outcome		
			"C"	"R"	"S"	Total	No Action Required	Referred to H&ST	TOTAL
Apr 2008 -	* Community Services	20	2	4	14	20	0	20	20
Mar 2009	Corporate Services	0	0	0	0	0	0	0	0
	Custodial Services	23*	15	1	7	23	3**	20	23
	Youth Conference Service	8	0	0	8	8	0	8	8
	<b>TOTALS</b>	<b>51</b>	<b>17</b>	<b>5</b>	<b>29</b>	<b>51</b>	<b>3</b>	<b>48</b>	<b>51</b>

\*Five of the above referrals relate directly to incidents which occurred within Woodlands Juvenile Justice Centre. All other referrals relate to incidents occurring outside the jurisdiction of the Agency but which were identified and reported via the Agency's Child Protection procedures

\*\*Health & Social Services already aware of all three cases when contacted – formal referral not required

**Abbreviations:**

Allegation submitted by:-

"C" - Child

"R" - Representative

"S" - Member of YJA Staff

# Appendices

## Appendix 6 - Complaints - Statistics

Youth Justice Agency - Summary of Complaints Received - April 2008 - March 2009

Directorate against which complaint made / received by	Submitted by					No of Complaints Submitted By		Status of Complaint	Step of Investigation / Resolved at					Sub-Totals
	Q1	Q2	Q3	Q4	Total YTD	"C"	"R"		Step 1	Step 2	Step 3	Step 4		
	Community Services	0	0	0	0	0	0		0	Ongoing	0	0	0	
Corporate Services (including Chief Executives office)	1	0	0	1	1	1	0	Ongoing	1	0	0	0	1	0
Custodial Services	6	6	6	1	45	19	2	Ongoing	0	0	0	0	0	0
Youth Conference Service	1	1	1	1	0	4	0	Resolved	11	8	0	0	19	0
	7	7	7	3	24	24	2	Ongoing	0	1	0	0	1	0
								Resolved	0	2	0	1	3	0
<b>TOTALS</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>24</b>	<b>24</b>	<b>2</b>	<b>-</b>	<b>12</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>24</b>	<b>0</b>

### Abbreviations:

#### 1. Complaints Submitted by:-

- "C" - Complainant
- "R" - Representative

#### 2. Step of Investigation / Investigation resolved at:-

Complaint is currently being dealt with or was resolved by -

- "1" - Member of staff that received the complaint
- "2" - Senior Manager
- "3" - Chief Executive
- "4" - Independent Complaints Reviewer

# Appendices

## Appendix 7 - Assaults by Young People on Agency Staff

Assaults by Young People on Agency Staff: April 2008 - March 2009

Month	Number of assaults
April	1
May	1
June	0
July	0
August	0
September	1
October	4
November	1
December	0
January	0
February	1
March	0
<b>Total</b>	<b>9</b>

All assaults took place within the Juvenile Justice Centre. There were no assaults on staff working in Community Services or the Youth Conference Service

# Appendices

## Appendix 8 - Addresses and Contact Details

### Youth Justice Agency

41-43 Waring Street

Belfast BT1 2DY

Tel: (028) 9031 6400

E-mail: [info@yjani.gov.uk](mailto:info@yjani.gov.uk)

[www.youthjusticeagency.gov.uk](http://www.youthjusticeagency.gov.uk)

### Corporate Services & Chief

#### Executive

41-43 Waring Street

Belfast BT1 2DY

Tel: (028) 9031 6452

E-mail: [info@yjani.gov.uk](mailto:info@yjani.gov.uk)

### Community Services Headquarters

41-43 Waring Street

Belfast BT1 2DY

Tel: (028) 9031 6477

E-mail: [info@yjani.gov.uk](mailto:info@yjani.gov.uk)

### Youth Conference Service

#### Headquarters

41-43 Waring Street

Belfast BT1 2DY

Tel: (028) 9031 6418

E-mail: [info@yicsni.gov.uk](mailto:info@yicsni.gov.uk)

### Priority Youth Offender Project

41-43 Waring Street

Belfast

BT1 2DY

Tel: (028) 9082 0800

E-mail: [info@yjani.gov.uk](mailto:info@yjani.gov.uk)

### Bail Supervision & Support Scheme

41-43 Waring Street

Belfast

BT1 2DY

Tel: (028) 9031 6446

E-mail: [bail.support@yjani.gov.uk](mailto:bail.support@yjani.gov.uk)

## Woodlands Juvenile Justice Centre

1 Mosswood Close

Mosswood Avenue

Rathgael Road

Bangor BT19 1TA

Tel: (028) 9185 4600

E-mail: [jjc@yjani.gov.uk](mailto:jjc@yjani.gov.uk)

## Community Services Offices

### Youth Justice Community Services

#### Ballymena & Antrim

7 Springwell Street

Ballymena BT43 6AT

Tel: (028) 2563 9900

### Youth Justice Community Services

#### Bangor

54 Abbey Street

Bangor BT20 4JB

Tel: (028) 9146 4577

### Youth Justice Community Services

#### Coleraine & Limavady

Suite 5 River House

4 Castle Lane

Coleraine BT51 3DR

Tel: (028) 7032 9346

### Youth Justice Community Services

#### Craigavon & Banbridge

Unit 7 Legahory Centre

Brownlow

Craigavon BT65 5BE

Tel: (028) 3834 4257

### Youth Justice Community Services

#### Downpatrick

13A English Street

Downpatrick BT30 6AB

Tel: (028) 4461 2817

### Youth Justice Community Services

#### East Belfast

8 Library Court

Upper Newtownards Road

Belfast BT4 3EY

Tel: (028) 9065 2440

### Youth Justice Community Services

#### Enniskillen

18A Shore Road

Enniskillen BT74 7EF

Tel: (028) 6632 0560

### Youth Justice Community Services

#### Foyle & Strabane

4th Floor Embassy Building

3 Strand Road

Londonderry BT48 7BH

Tel: (028) 7136 5593

# Appendices

## **Youth Justice Community Services Lisburn**

Office Suite 4  
2nd Floor, Lisburn Square House  
Haslems Lane  
Lisburn BT28 1TS  
Tel: (028) 9260 6828

## **Youth Justice Community Services Mid-Ulster**

42-48 Scotch Street  
Dungannon  
BT70 1BD  
Tel: (028) 8772 5042

## **Youth Justice Community Services Newry & Armagh**

14A The Mall  
Newry BT34 1BX  
Tel: (028) 3025 1115

## **Youth Justice Community Services Newtownabbey & Larne**

The Norah Bain 'A' House  
Whiteabbey Hospital  
Doagh Road  
Newtownabbey BT37 9RH  
Tel: (028) 9086 2990

## **Youth Justice Community Services Newtownards**

19 Mill Street  
Newtownards BT23 4LU  
Tel: (028) 9182 0611

## **Youth Justice Community Services North Belfast & Shankill**

171-179 Duncairn Gardens  
Belfast BT15 2GE  
Tel: (028) 9035 1982

## **Youth Justice Community Services Omagh**

1st Floor Anderson House  
Market Street  
Omagh BT78 1EE  
Tel: (028) 8225 2398

## **Youth Justice Community Services South Belfast**

2 Hawthorns  
Belfast BT10 ONR  
Tel: (028) 9030 1611

## **Youth Justice Community Services West Belfast**

471 Falls Road  
Belfast  
BT12 6DD  
Tel: (028) 9024 5858

## **Youth Conference Service Centres**

### **Youth Conference Service - Belfast Area**

41-43 Waring Street  
Belfast BT1 2DY  
Tel: (028) 9031 6418

### **Youth Conference Service - North East**

7 Springwell Street  
Ballymena  
BT43 6AT  
Tel: (028) 2563 9900

### **Youth Conference Service - North West**

2nd Floor Embassy Building  
Strand Road  
Londonderry BT48 7BA  
Tel: (028) 7127 8070

### **Youth Conference Service - South East**

15 Castlewellan Road  
Banbridge BT32 4AX  
Tel: (028) 4062 9158

### **Youth Conference Service - South West**

1st Floor Anderson House  
Market Street  
Omagh BT78 1EE  
Tel: (028) 8225 2398



# Accounts

2008-2009



Accounts  
2008-2009

**PART 2:**  
**ANNUAL ACCOUNTS 2008-2009**

### Statement of Agency's and Chief Executive's Responsibilities

- (i) Under Section 7 of the Government Resources and Accounts Act 2000, Treasury has directed the Youth Justice Agency of Northern Ireland to prepare a statement of account for the financial year ended 31 March 2009 in the form and on the basis set out in its accounts direction. The accounts are prepared on an accruals basis and must give a true and fair view of the Agency's state of affairs at the year-end, and of its income and expenditure, recognised gains and losses and cash flows for the financial year.
- (ii) In preparing the accounts the Agency is required to:
- Observe the accounts direction issued by Treasury, 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 have been followed and disclose and explain any material departures in the financial statements;
  - Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Agency will continue in operation.
- (iii) The Accounting Officer of the Northern Ireland Office has designated the Chief Executive of the Youth Justice Agency of Northern Ireland as the Accounting Officer for the Agency. The relevant responsibilities as Agency Accounting Officer, including responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Accounting Officer's Memorandum, issued by Treasury.

## Statement on Internal Control

### 1. Scope of Responsibilities

As Accounting Officer, I have responsibility for maintaining a sound system of Internal Control that supports the achievement of the Youth Justice Agency's policies, aims and objectives, whilst safeguarding the public funds and Agency assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

The Youth Justice Agency was launched as an Executive Agency, as recommended in the Criminal Justice Review on 1 April 2003. It replaced the former Juvenile Justice Board, a Non-Departmental Public Body, and is one of four agencies established within the Northern Ireland Office.

I am supported by the Management Board of the Agency which consists of the Director of each of the four directorates of the Agency – Youth Conference Service, Community Services, Custodial Services and Corporate Services and two Non-Executive Directors.

The Agency's Audit Committee is chaired by a Non-Executive Director and the other members are :

- The Chief Executive
- The Director of Corporate Services
- The Director of Custodial Services
- The Director of the Youth Conference Service
- The Director of Community Services
- Head of Financial Management Services for the Agency

The NIO Internal Audit and the external auditor are also represented. The Audit Committee operates under the agreed Terms of Reference below which are reviewed as and when required.

### Role of Audit Committee

To support the Accounting Officer with his responsibilities for issues of risk, control, governance and associated assurances.

### Objectives of the Audit Committee

To advise the Accounting Officer on:

- The Agency's risk management process and preparation and updating of the Risk Management Registers.
- The adequacy of arrangements for internal control and risk management including the preparation of the Statement on Internal Control.
- The accounting policies, the accounts and the annual report of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors.
- Planned activity of internal audit and external audit.
- The results of internal and external audit activity including ensuring appropriate action has been taken through quarterly reviews of the relevant Action Plans.
- Assurances relating to the corporate governance requirements for the organisation.

A Risk Management Register detailing the top risks for the Agency is reviewed by the Audit Committee each quarter. Risk Registers for each of the four Directorates underpin the Agency Top Risk's Register and these are also reviewed by the Audit Committee on a quarterly basis.

## 2. Purpose of the System of Internal Control

The system of Internal Control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Agency's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Youth Justice Agency for the year ended 31 March 2009 and up to the date of approval of the Annual Report and Accounts, and accords with Treasury guidance.

## 3. Capacity to Handle Risk

The management of risk is driven by the Youth Justice Agency's Management Board and Audit Committee:

- The Chief Executive and Directors are responsible for risk management within their areas.
- Each quarter the Audit Committee review the high level risks currently facing the Agency together with the likelihood, impact, controls in place to mitigate the risks and further action required. It also identifies emerging risks and the impact they may have on the Agency.
- Directorate Risk Registers are also reviewed quarterly as these underpin the Corporate Risk Register.

It is the responsibility of the Agency's Management Board to identify and control the risks faced by the Agency in order to minimise any potential losses. The Management Board will set the tone and promote an anti-fraud culture, supported by Assistant Directors and their staff who are best placed to recognise the potential for fraud within the everyday operations of their teams.

The Fraud Policy for the Agency has been issued to all managers, and a summarised version has been issued to all staff.

## 4. The Risk and Control Framework

Each key performance target and development objective within the 2008-2009 Business Plan was risk assessed. Each quarter the Management Board reviews progress against each target and objective and reassesses the risk of non-achievement. The quarterly performance report subsequently issued to the Departmental Sponsor and Minister also contains the risk assessment against targets and objectives.

A Risk Management Policy for the Agency has been produced and ensures that the management of risk is embedded in policy making, planning and delivery of the Agency's aims and objectives. It includes a plan setting out the Agency's co-ordinated approach to risk management, what it involves and how it should be conducted. The 'NIO Risk Management – A Practical Guide' has been used to provide clear approaches to risk management in the Agency.

The Risk Management Policy of the Agency outlines the requirements the Agency needs to meet in terms of evidencing fully embedded risk management – particularly appropriate accountability, internal control and assurance mechanisms – which underpin the Agency's future Statements on Internal Control.

The Agency has fully embraced the NIO's Information Assurance policy and procedures and is represented, at Chief Executive level, on the recently formed Information Risk Owners Council (IROC) which comprises senior business owners across the NIO family and holds them to account for the ownership and management of information assurance risks within their respective business areas. In line with IROC requirements, the Agency has recently appointed a Security Manager to oversee delivery of the Information Assurance policy and procedures and to implement the new Security Policy Framework which has 70 mandatory requirements.

## 5. Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the reports produced by internal auditors and implementation of their recommendations together with executive managers within the Agency who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their Management Letter and other reports.

I have been advised throughout the year on the effectiveness of the system of internal control by the Board and Audit Committee.

Action plans are developed to address weaknesses and monitored to ensure improvement of the systems in place. Action plans as a result of internal control reports and external audit reports are reviewed and updated at each quarterly Audit Committee meeting.

Risk Registers at both Corporate and Directorate level are also reviewed and revised at each Audit Committee meeting.

Assurance Statements at Directorate level were introduced in the 2006-2007 financial year. The purpose of the Assurance Statements is to improve management and control by identifying managements' specific responsibilities and seeking written assurance that these have been exercised with due care and attention. These Assurance Statements which are completed at half-year and full-year intervals also inform the Annual Statement on Internal Control.

I have ensured effective management of financial and non-financial resources, by following good management practice as well as specific guidelines or instruction issued by Personnel Services Division, Financial Services Division and from elsewhere in the Northern Ireland Office.

The budgets which were delegated to me for the 2008-2009 financial year have not been exceeded.

A review of corporate governance was undertaken by Criminal Justice Inspectorate NI during 2007-2008 and their report was issued in June 2008. It reported that the

Agency has good standards of corporate governance and a sound organisational structure in place to ensure its services are managed effectively. At 31 March 2009, seven of the eleven recommendations have been fully implemented and the remaining four partially implemented but with work continuing.

No internal audits were undertaken during 2008-2009. Internal Audit have relied on past assurance carried forward including their own work and that of the Criminal Justice Inspectorate NI, and by monitoring the implementation of audit recommendations at Audit Committee meetings. Assurance relating to the 2008-2009 year has also been taken from the results of internal audit work undertaken in the first two months of the 2009-2010 year, which is almost complete. One of these audits which was commissioned by the Agency looked at the Agency's system and the controls it has in place, for funding voluntary and community bodies to provide specific services to the Agency. Although the final report has not yet been received, the Head of the Internal Audit has indicated that he can only take limited assurance in this area as a number of weaknesses have been identified. The Agency will work with Internal Audit during 2009-2010 to develop an action plan to address all issues raised by them in their final report. A normal programme of audits has been agreed for 2009-2010.

Four of the five recommendations in the external auditor's management letter pertaining to the 2007-2008 Accounts have been implemented and the remaining issue is in the process of being addressed.

## 6. Significant Internal Control Problems

There were no significant internal control problems in 2008-2009.

**Bill Lockhart**  
Chief Executive

15 June 2009

# Accounts 2008-2009

## The Certificate and Report of the Comptroller and Auditor General to the House of Commons

I certify that I have audited the financial statements of Youth Justice Agency for the year ended 31 March 2009 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement and Statement of Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

### Respective responsibilities of the Agency, the Chief Executive and Auditor

The Agency and Chief Executive, as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000. I report to you whether, in my opinion, the information, which comprises the Management Commentary and the Financial Review, included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied

to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Agency has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Agency's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or to form an opinion on the effectiveness of the Agency's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises the Foreword by the Chief Executive, Operating Review, Appendices and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

### Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgements made by the Agency and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

#### Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Government Resources and Accounts Act 2000 and directions made there under by HM Treasury, of the state of the Agency's affairs as at 31 March 2009, and of the net operating cost, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- information, which comprises the Management Commentary and the Financial Review, included in the Annual Report, is consistent with the financial statements.

#### Opinion on Regularity

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

#### Report

I have no observations to make on these financial statements.

#### Aymas C E Morse

Comptroller and Auditor General  
National Audit Office  
151 Buckingham Palace Road  
Victoria  
London  
SW1W 9SS

1 July 2009



### Financial Statements for the Year Ended 31 March 2009

#### OPERATING COST STATEMENT

For the Year Ended 31 March 2009

	Notes	2008-2009 £'000	2007-2008 £'000
<b>Income</b>	2	(74)	(143)
<b>Expenditure</b>			
Staff Costs	3	14,012	15,519
Depreciation	7&8	726	714
Other Current Expenditure	4	<u>5,611</u>	<u>6,170</u>
<b>Total Expenditure</b>		<u>20,349</u>	<u>22,403</u>
<b>Net Operating Costs Before Interest</b>		<b>20,275</b>	<b>22,260</b>
Cost of Capital Charges	5a	451	475
Finance Costs	5b	<u>211</u>	<u>41</u>
<b>Net Cost of Operations before Exceptional Costs</b>		<u><b>20,937</b></u>	<u><b>22,776</b></u>
<b>Exceptional Costs/(Income)</b>			
Impairment of Buildings	6	<u>684</u>	<u>(795)</u>
<b>Net Cost of Operations</b>		<u><u><b>21,621</b></u></u>	<u><u><b>21,981</b></u></u>

The results of the Agency's Operating Cost Statement derive from operating activities, all of which are continuing.

The notes on pages 76 to 94 form part of these financial statements.

**STATEMENT OF RECOGNISED GAINS & LOSSES**

For the Year Ended 31 March 2009

	Notes	2008-2009 £'000	2007-2008 £'000
Net (Loss)/Gain on Actuarial Valuation of NILGOSC Pension Deficit	14	(2,229)	1,548
Net (Loss)/Gain on Revaluation of Tangible Fixed Assets	15	<u>(178)</u>	<u>99</u>
<b>Recognised Gains and (Losses) Since Last Financial Statements</b>		<u><b>(2,407)</b></u>	<u><b>1,647</b></u>

The notes on pages 76 to 94 form part of these financial statements.

## BALANCE SHEET AT 31 MARCH 2009

	Notes	2008-2009 £'000	2007-2008 £'000
<b>Fixed Assets</b>			
Tangible fixed assets	7	19,169	20,501
Intangible fixed assets	8	19	42
		<u>19,188</u>	<u>20,543</u>
<b>Current Assets</b>			
Debtors due in less than one year	9	246	227
Cash at bank and in hand	10	11	19
		<u>257</u>	<u>246</u>
<b>Current Liabilities</b>			
Creditors due within one year	11	(1,250)	(2,167)
<b>Net Current Liabilities</b>		<u>(993)</u>	<u>(1,921)</u>
<b>Total Assets Less Current Liabilities</b>		<u>18,195</u>	<u>18,622</u>
Provisions for liabilities and charges	13	(648)	(1,664)
<b>Net Assets Excluding Pension Deficit</b>		<u>17,547</u>	<u>16,958</u>
Pension deficit	14	5,570	(3,139)
<b>Net Assets Including Pension Deficit</b>		<u>11,977</u>	<u>13,819</u>
<b>Taxpayers' Equity</b>			
General fund	15	11,759	13,403
Revaluation reserve	15	218	416
		<u>11,977</u>	<u>13,819</u>

**Bill Lockhart**

Chief Executive

15 June 2009

The notes on pages 76 to 94 form part of these financial statements.

**CASH FLOW STATEMENT**

For the Year Ended 31 March 2009	Notes	2008-2009 £'000	2007-2008 £'000
<b>Operating Activities</b>			
Net Cash Outflow from Operating Activities	16(i)	(21,209)	(19,537)
<b>Capital Expenditure and Financial Investment</b>			
Net Cash Outflow from Capital Expenditure	16(ii)	(417)	(137)
Proceeds of Disposals of Fixed Assets		-	5
<b>Net Cash Outflow before Financing</b>		<b>(21,626)</b>	<b>(19,669)</b>
Financing from the Consolidated Fund		21,342	20,012
<b>(Decrease)/Increase in Cash</b>	16(iii)	<b>(284)</b>	<b>343</b>

The notes on pages 76 to 94 form part of these financial statements.

# Accounts 2008-2009

## Notes to the Financial Statements

### 1. STATEMENT OF ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the requirements of the 2008-2009 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM follow UK generally accepted accounting practice for companies (UK GAAP) to the extent that it is meaningful and appropriate to the public sector.

Where FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Agency for the purpose of giving a true and fair view has been selected. The Agency's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

#### Accounting Convention

The financial statements have been prepared under the historical cost convention modified to account for the revaluation of fixed assets, at their value to the Agency by reference to their current costs.

#### Tangible Fixed Assets

Land & buildings are subject to professional valuation at least once every 5 years and revalued using Land & Property Services (formerly Valuation & Lands Agency) indices in intervening years. Other capital assets are carried at current cost using indices compiled by the Office for National Statistics. The standard threshold for capitalisation is £1,000, with the capitalisation threshold for computer processing units being £400. The Agency pools and capitalises printers and office furniture on an annual basis.

In line with Departmental policy, the Agency does not capitalise expenditure on improvements or enhancements to its leasehold properties.

Properties regarded by the Agency as operational are valued on the basis of existing use, or where this could not be assessed because there is no market value for the property,

its depreciated replacement cost. Properties regarded by the Agency as non-operational are valued on the basis of open market value.

Provision for depreciation is made to write-off the cost of fixed assets on a straight-line basis over the expected useful lives of the assets concerned. Land, assets under construction, or assets awaiting disposal are not depreciated. The expected useful lives of assets are as follows:

	Useful life
Land & Buildings (including temporary buildings)	Up to 50 years
Plant & Machinery	4 - 15 years
Computer Equipment	5 years
Intangibles	5 years

Plant & Machinery includes :

- Plant & machinery
- Motor vehicles
- Furniture & fittings
- Office equipment
- Telecommunications equipment
- Security equipment
- Medical equipment

#### Intangible Fixed Assets

Purchased computer software is capitalised as intangible fixed assets where expenditure of £400 or more is incurred. Intangible assets are stated at their current cost. Intangible fixed assets are amortised on a straight-line basis over the expected useful lives of the assets concerned. The expected useful life of purchased computer software is 5 years.

### Realised Element of Depreciation from Revaluation Reserve

Depreciation is charged to expenditure on the revalued amount of assets. An element of depreciation therefore arises due to the increase in valuation and is in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to this excess is a realised gain on revaluation and is transferred from the Revaluation Reserve to the General Fund.

### Provision for Liabilities & Charges

The Agency provides for legal and constructive obligations, which are of uncertain timing, or amount, at the balance sheet date, on the basis of the best estimate of the expenditure required to settle the obligation.

### Pension Costs

The Agency's staff belong to one of four principal pension schemes, the Principal Civil Service Pension Scheme (PCSPS – for Home Civil Service and Northern Ireland Civil Service staff), the Teachers' Superannuation Scheme (TSS – for all teaching staff), and the Northern Ireland Local Government Officers' Superannuation Committee Scheme (NILGOSC – for all other staff). Payment of future benefits is a charge to the PCSPS (GB), PCSPS(NI), TSS, and NILGOSC. Except for the NILGOSC scheme, the Agency meets the cost of pension cover through the payment of charges calculated on an accruing basis. Contributions are charged to the Operating Cost Statement as incurred.

The pension costs of the NILGOSC scheme are assessed in accordance with the advice of independent qualified actuaries using the market led approach. The latest actuarial valuations of the scheme were at 31 March 2007.

Pension scheme assets are measured using the market value. Pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term to the liability.

The increase in the present value of the liabilities of the Agency's defined benefit pension scheme arising from employee service in the period is charged to the Operating Cost Statement. The expected return on the scheme's assets

and the increase during the year in the present value of the scheme's liabilities arising from the passage of time are included in other finance costs. Actuarial gains and losses are recognised in the Statement of Recognised Gains and Losses.

### Operating Leases

Operating lease rentals are charged to the Operating Cost Statement over the lease term.

### Early Retirement Costs

The Agency is required to meet the cost of paying pensions of employees who have retired early, from the date of their retirement through the life time of the pensioner / widow(er). The Agency has provided in full for this cost.

### VAT

The majority of the activities of the Agency are outside the scope of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

### Notional Costs

In accordance with Treasury's Financial Reporting Manual (FRM), a notional cost reflecting the cost of capital employed in the year by the Agency is included in operating costs. The charge for the year is calculated using the Treasury's standard discount rate of 3.5% applied to the average capital employed, defined as total assets less total liabilities.

Notional amounts are also included as charges in respect of costs to the Agency borne by other Government Departments or organisations.

### Insurance

Except where there is a statutory requirement to do so, the Agency does not take out general insurance. Instead, expenditure in connection with uninsured risks is charged as incurred.

### Funding

The Youth Justice Agency is financed by supply estimates voted by Parliament. Its provision is currently set out in Request for Resources 1 of the Northern Ireland Office.

	2008-2009 £'000	2007-2008 £'000
<b>2 OPERATING INCOME</b>		
<b>Administration Income</b>		
Contribution to Running Costs	-	11
Tuckshop Profits	4	4
Sale of Equipment	-	3
	<u>4</u>	<u>18</u>
<b>Programme Income</b>		
Contribution to Running Costs	-	-
Contribution to Projects	48	111
Student Placement Income	21	13
Miscellaneous Income	1	1
	<u>70</u>	<u>125</u>
<b>Total Operating Income</b>	<u><u>74</u></u>	<u><u>143</u></u>

### 3 STAFF COSTS & NUMBERS

(i) Staff costs consist of:

	Permanent Staff £'000	Others £'000	Total 2008-2009 £'000	Total 2007-2008 £'000
Wages & salaries	11,621	251	11,872	11,492
Social security costs	983	-	983	1,023
Annual service cost (NILGOSC)	1,132	-	1,132	1,440
Other pension costs	25 <sup>1</sup>	-	25 <sup>1</sup>	1,564
<b>Total Employment Costs</b>	<u><u>13,761</u></u>	<u><u>251</u></u>	<u><u>14,012</u></u>	<u><u>15,519</u></u>

<sup>1</sup>This includes the release of the 'other' provision of £1m in respect of a pension liability owing to the NILGOSC pension scheme (see Note 13).

(ii) Employee Numbers

The average number of persons employed during the year is set out below.

	Permanent Staff Nos	Others Nos	Total 2008-2009 Nos	Total 2007-2008 Nos
Admin & support staff	28	-	28	27
Operational staff	340	28	368	368
<b>Total</b>	<u><u>368</u></u>	<u><u>28</u></u>	<u><u>396</u></u>	<u><u>395</u></u>

**(iii) Pensions**

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year.

Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the **nuvos** arrangement or they can opt for a partnership pension account. **Nuvos** is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. Earned pension benefits are increased annually in line with increases in the RPI and attract annual pension increase.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and **nuvos**. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee.

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 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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 at or over pension age. Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service Pension arrangements can be found at the website [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)

*The Principal Civil Service Pension Scheme (GB)*

The Principal Civil Service Pension Scheme - PCSPS (GB) is an unfunded multi-employer defined benefit scheme, but the Youth Justice Agency is unable to identify its share of underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2008-2009, employer's contributions detailed in the table below were payable at one of four rates in the range 17.1% to 26.5% per cent of pensionable pay, based on salary bands (2007-2008, 17.1% to 26.5%).

Pension Provider	Contribution 2008-2009 £'000	Contribution 2007-2008 £'000
PCSPS (GB)	17	18



# Accounts 2008-2009

The Scheme's Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. No Youth Justice Agency staff have taken up this option.

### *The Principal Civil Service Pension Scheme (NI)*

The Principal Civil Service Pension Scheme - PCSPS (NI) is an unfunded defined benefit scheme which produces its own resource accounts, but the Youth Justice Agency is unable to identify its share of underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2007 and details of this valuation are available in the Department of Finance and Personnel Superannuation and other Allowances Account ([www.civilservice-pensions.ni.gov.uk](http://www.civilservice-pensions.ni.gov.uk)).

For 2008-2009 employer's contributions detailed in the table below were payable to the PCSPS(NI) at one of four rates in the range 16.5% to 23.5% per cent of pensionable pay, based on salary bands (2007-2008, 17.1% to 26.5%).

Pension Provider	Contribution 2008-2009 £'000	Contribution 2007-2008 £'000
PCSPS (NI)	263	237

The contribution rates reflect benefits as they are accrued in a period, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. No Youth Justice Agency staff have taken up this option.

### *The Teachers' Superannuation Scheme (TSS)*

The Teachers' Superannuation Scheme is a contributory scheme administered by the Department of Education. The conditions of the Superannuation (NI) Order 1972, the Teachers' Superannuation Regulations (NI) 1998,

and subsequent amendments apply to the scheme. The scheme is presently notionally funded. The rate of the employer's contribution is determined from time to time by the Government actuary and advised by the Department of Finance and Personnel. For 2008-2009 the contribution rates were 13.6% employer's, and 6.4% employee's (2007-2008, 13.6% employer's and 6.4% employee's).

The total employer pension cost under the Scheme was £92k (2007-2008, £112k).

### *The Northern Ireland Local Government Officers' Superannuation Committee Scheme (NILGOSC)*

This Scheme is a defined benefits type, and the fund is invested in suitable investments, managed by the Committee. For 2008-2009 the contribution rates were 15% employer's, and 6% employee's (2007-2008, 13% employer's and 6% employee's).

The total cost charged to the operating cost statement in 2008-2009 was £1,132k (2007-2008, £1,440k). The total employer contributions paid under the Scheme was £1,141k (2007-2008, £917k).

The pension costs are assessed in accordance with the advice of independent qualified actuaries using the market led approach. The latest actuarial valuations of the Scheme were at 31 March 2007.

The Agency operates a defined benefit scheme for specific employees. The assets of the Scheme are held separately from the Agency. Pension scheme assets are measured using the market value. Pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term to the liability. The increase in the present value of the liabilities of the Agency's defined benefit pension scheme arising from employee service in the period is charged to the Operating Cost Statement. The expected return on the Scheme's assets and the increase during the year in the present value of the Scheme's liabilities arising from the passage of time are included in other finance costs. Actuarial gains and losses are recognised in the Statement of Recognised Gains and Losses.

# Accounts

## 2008-2009

	2008-2009	2007-2008
	£'000	£'000
<b>4 OTHER CURRENT EXPENDITURE</b>		
<b>Administration Costs</b>		
Staff Related Costs	430	608
Travel & Subsistence	269	244
Rentals Under Operating Leases – Non Land & Buildings	23	20
Rentals Under Operating Leases – Land & Buildings	630	578
Accommodation Costs	638	574
General Office Costs	458	529
Utilities	386	256
Maintenance & Repairs	492	324
Professional Services & Advisory Costs	459	458
Hospitality	8	6
Loss on Disposal of Fixed Assets	9	92
Permanent Diminution of Fixed Assets on Indexation	7	22
Write-off of Fixed Assets	5	-
Other Administration Costs	43	63
	<u>3,857</u>	<u>3,774</u>
<b>Programme Costs</b>		
External Funding	857	1,573
Supplies, Services & Stores	421	415
Other Programme Costs	83	118
	<u>1,361</u>	<u>2,106</u>
<b>Notional Costs</b>		
<b>Provided by Parent Department:</b>		
IT Support	248	143
Internal Audit	1	2
Personnel Support	21	17
Pay	36	44
Welfare	4	5
Training	37	40
	<u>347</u>	<u>251</u>
<b>Provided by Other Departments &amp; Agencies:</b>		
Audit Fee	21	15
Miscellaneous Costs	25	24
	<u>46</u>	<u>39</u>
<b>Total Other Current Expenditure</b>	<u><u>5,611</u></u>	<u><u>6,170</u></u>

## 5 COST OF CAPITAL &amp; INTEREST

(a) **Cost of Capital** – The Agency bears a notional charge calculated at the Government standard rate of 3.5% on the average capital employed defined as total assets less total liabilities. In 2008-2009 this amounted to £451k (2007-2008, £475k).

## (b) OTHER FINANCE COSTS

NILGOSC Pension Liability	2008-2009	2007-2008
	£'000	£'000
Expected return on pension scheme assets	1,033	1,031
Interest on pension scheme liabilities	(1,244)	(1,072)
<b>Net Return</b>	<b>(211)</b>	<b>(41)</b>

## 6 EXCEPTIONAL COST – IMPAIRMENT OF BUILDINGS

The Operating Cost Statement (OCS) contains an impairment charge of £684k (2007-2008, £795k credit) representing the decrease in the valuation by Land & Property Services of the Juvenile Justice Centre building at Woodlands, Bangor at 31 March 2009.

## Reconciliation of OCS Impairment Charge to Fixed Asset Note

	Cost	Deprec	Net
	£'000	£'000	£'000
JJC Woodlands, Bangor			
Charged to Operating Cost Statement	(1,045)	361	(684)
Whitefield, Belfast			
Charged to Revaluation Reserve	(200)	18	(182)
<b>Total per Fixed Asset Note</b>	<b>(1,245)</b>	<b>379</b>	<b>(866)</b>

## 7 TANGIBLE FIXED ASSETS

	Land & Buildings	Furniture & Fittings	Vehicles	Plant & Equipment	IT Equipment	Assets Under Construction	Total 2008-2009
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or Valuation</b>							
At 1 April 2008	19,295	668	215	547	660	-	21,385
Additions	-	62	-	87	83	22	254
Disposals	-	(23)	-	(4)	(1)	-	(28)
Impairments and Write - offs	(1,245)	-	-	(1)	(4)	-	(1,250)
Revaluation or Indexation	-	15	23	4	(18)	-	24
<b>At 31 March 2009</b>	<b>18,050</b>	<b>722</b>	<b>238</b>	<b>633</b>	<b>720</b>	<b>22</b>	<b>20,385</b>
<b>Depreciation</b>							
At 1 April 2008	-	214	150	217	303	-	884
Charge for Year	379	101	27	80	116	-	703
Disposals	-	(15)	-	(3)	(1)	-	(19)
Impairments and Write - offs	(379)	-	-	-	-	-	(379)
Revaluation or Indexation	-	6	19	13	(11)	-	27
<b>At 31 March 2009</b>	<b>-</b>	<b>306</b>	<b>196</b>	<b>307</b>	<b>407</b>	<b>-</b>	<b>1,216</b>
<b>Net Book Value</b>							
<b>At 31 March 2009</b>	<b>18,050</b>	<b>416</b>	<b>42</b>	<b>326</b>	<b>313</b>	<b>22</b>	<b>19,169</b>
At 31 March 2008	19,295	454	65	303	357	-	20,501

All land & buildings disclosed above are freehold. Land held by the Agency was valued at £695k at 31 March 2009 (£804k at 31 March 2008).

**Basis of Valuation**

The Land & Property Service carried out a full valuation of land and buildings at 31 March 2009, in accordance with the RICS Appraisal and Valuation Manual. The next full valuation will be carried out at 31 March 2014.

### 8 INTANGIBLE FIXED ASSETS

	2008-2009 £'000	2007-2008 £'000
<b>Cost or valuation</b>		
At 1 April	158	155
Additions	-	3
Disposals	-	-
Revaluation	-	-
<b>At 31 March</b>	<b>158</b>	<b>158</b>
<b>Depreciation</b>		
At 1 April	116	85
Charged in year	23	31
Disposals	-	-
Revaluation	-	-
<b>At 31 March</b>	<b>139</b>	<b>116</b>
<b>Net Book Value</b>		
At 31 March 2009	19	
At 31 March 2008	42	

### 9 DEBTORS

	2008-2009 £'000	2007-2008 £'000
<b>(i) Amounts due in less than 1 year</b>		
Recoverable VAT	82	61
Prepayments & Accrued Income	127	80
Other Debtors	37	86
	<b>246</b>	<b>227</b>

# Accounts

## 2008-2009

### 10 CASH AT BANK AND IN HAND

	2008-2009 £'000	2007-2008 £'000
Bank	4	12
Cash in Hand	7	7
	<u>11</u>	<u>19</u>
Bank Overdraft	(306)	(30)
	<u>(295)</u>	<u>(11)</u>
<b>Total Cash at Bank and in Hand</b>	<b><u>(295)</u></b>	<b><u>(11)</u></b>

The above figures do not include balances of non-public funds of £1k (2007-2008, £1k) held for the benefit of young people in custody, or £6k (2007-2008, £4k) of youth conference retribution monies payable to victims or their nominated beneficiaries.

### 11 CREDITORS

	2008-2009 £'000	2007-2008 £'000
<b>(ii) Due within one year</b>		
Trade Creditors	207	486
Accruals & Deferred Income	563	1,259
Taxation & Social Security	-	255
Other Creditors	174	137
	<u>944</u>	<u>2,137</u>
Bank Overdraft	306	30
	<u>1,250</u>	<u>2,167</u>

## 12 INTRA-GOVERNMENTAL BALANCES

	Debtors: Amounts Falling Due within one year £'000	Debtors: Amounts Falling Due after one year £'000	Creditors: Amounts Falling Due within one year £'000	Creditors: Amounts Falling Due after one year £'000
--	---	--	---	--

*Included in debtors and creditors are the following intra-governmental balances at 31 March 2009*

NIO Core, its Agencies & NDPBs	11	-	329	-
Other Central Government Bodies	82	-	24	-
Local Authorities	-	-	-	-
NHS Trusts	3	-	12	-
Public Corporations & Trading Funds	-	-	1	-
Bodies External to Government	150	-	884	-
	<b>246</b>	<b>-</b>	<b>1,250</b>	<b>-</b>

*Included in debtors and creditors are the following intra-governmental balances at 31 March 2008*

	£'000	£'000	£'000	£'000
NIO Core, its Agencies & NDPBs	18	-	379	-
Other Central Government Bodies	61	-	918	-
Local Authorities	-	-	1	-
NHS Trusts	66	-	-	-
Public Corporations & Trading Funds	-	-	-	-
Bodies External to Government	82	-	869	-
	<b>227</b>	<b>-</b>	<b>2,167</b>	<b>-</b>

## 13 PROVISIONS FOR LIABILITIES &amp; CHARGES

	Legal Cost Provision £'000	Early Retirement Provision £'000	Other £'000	Total 2008-2009 £'000
At 1 April 2008	283	381	1,000	1,664
Provided in the year	103	220	-	323
Provision Utilised in year	(70)	(91)	-	(161)
Amounts Released	(178)	-	(1,000)	(1,178)
<b>At 31 March 2009</b>	<b>138</b>	<b>510</b>	<b>-</b>	<b>648</b>

The provisions for liabilities and charges represent the best estimate of the amount payable at the balance sheet date.

The legal cost provision relates to potential compensation payments and associated legal costs of staff personal injury claims and industrial tribunal cases against the Agency, which are expected to be settled in the 2009-2010 financial year.

The early retirement provision relates to inherited pension costs associated with the early departure of staff in the years prior to creation of the Agency. The costs are payable to NILGOSC and are payable over the lifetime of the retired staff member and his/her spouse (where applicable).

The other provision represents a liability owing to the NILGOSC pension scheme at 31 March 2008 as a result of certain allowances payable to staff at Woodlands Juvenile Justice Centre being incorporated within their pensionable pay, and is due to the increase in pension liabilities arising from higher pensionable salaries. This liability has been released during the year as it is now included within the actuarial valuations of the NILGOSC pension liability at 31 March 2009 (see Note 14). A payment to NILGOSC of approximately £1m will be made in 2009-2010 to reduce the increase in Agency's liability caused by the increase in pensionable pay.

## 14 PENSION COMMITMENTS

- 14.1 The Youth Justice Agency makes employer contributions to the Northern Ireland Local Government Officers Superannuation Scheme (NILGOSC) which is a funded scheme of the defined benefit type.

Previously the Agency took advantage of the multi employer provisions within FRS 17 and accounted for pension costs in line with the employer contributions paid. However, from 2006-2007 it's been possible to define the Agency's share of the funds, assets/liabilities and as a result the following disclosures are provided inline with FRS17. The latest actuarial valuation of the scheme was carried out at 31 March 2007, the liability and cost calculations based on assumptions carried forward from the latest valuation are shown below.

The principal actuarial assumptions used for the calculations were:

	31/3/09	31/3/08	31/3/07
Rate of increase in salaries	4.30%	5.00%	4.70%
Rate of increase in pensions in payment	2.80%	3.50%	3.20%
Discount rate	6.70%	6.30%	5.30%
Inflation assumption	2.80%	3.50%	3.20%



## 14.1 (continued)

Average expected future life at age 65 for:

	31/3/09	31/3/08	31/3/07
Male officers currently aged 65	21.4	18.5	18.5
Female officers currently aged 65	24.4	21.4	21.4
Male manual staff currently aged 65	18.7	16.0	16.0
Female manual staff currently aged 65	22.5	19.7	19.7

## 14.2 Assets &amp; liabilities of the scheme

The market value of assets in the scheme and the expected rate of return were:

	Long term rate of return expected at 31/3/09 %	Value at 31/3/09 £'000	Long term rate of return expected at 31/3/08 %	Value at 31/3/08 £'000	Long term rate of return expected at 31/3/07 %	Value at 31/3/07 £'000
Equities	5.80%	10,937	6.50%	12,685	6.80%	12,135
Property	5.30%	1,157	6.00%	1,586	6.30%	1,517
Gilts	3.80%	1,100	4.50%	1,269	4.80%	1,213
Cash	0.50%	1,273	5.25%	317	5.25%	303
Total value of scheme assets		14,467		15,857		15,168
Present value of funded scheme liabilities		(20,037)		(18,996)		(19,291)
<b>Funded scheme deficit</b>		<b>(5,570)</b>		<b>(3,139)</b>		<b>(4,123)</b>
Irrecoverable surplus		-		-		-
Unfunded liabilities		-		-		-
<b>Total deficit</b>		<b>(5,570)</b>		<b>(3,139)</b>		<b>(4,123)</b>
Related deferred tax (liability)/asset		no allowance		no allowance		no allowance
<b>Net liability</b>		<b>(5,570)</b>		<b>(3,139)</b>		<b>(4,123)</b>

In line with the amended provisions of FRS17, quoted securities have been measured at their bid-values at 31 March 2009. Prior Year amounts at 31 March 2008 and 2007 have not been restated as the difference is not considered to be material.

**14.3 Return on scheme assets**

The overall expected return on scheme assets have been derived as the weighted average of the expected returns on the categories of assets held by the scheme at the balance sheet date. The asset allocation used has been based on the most recent information available and the notional assets at the balance sheet date.

	2008-2009	2007-2008
	£'000	£'000
The actual return on scheme assets was	(2,903)	652

**14.4 Analysis of amount charged to operating cost statement**

Current Service Cost	1,132	1,440
Past Service Cost	-	-
Losses/(gains) on settlements and curtailments	-	-
	<b>1,132</b>	<b>1,440</b>

**14.5 Analysis of amount charged to other finance costs**

Expected return on pension scheme assets	1,033	1,031
Interest on pension scheme liabilities	(1,244)	(1,072)
<b>Net Return</b>	<b>(211)</b>	<b>(41)</b>

**14.6 Amounts recognised in the SRGL**

Actuarial gain/(losses)	(2,229)	1,548
Decrease/(increase) in irrecoverable surplus	-	-
<b>Total</b>	<b>(2,229)</b>	<b>1,548</b>

**14.7 Cumulative gain recognised in the SRGL**

12	2,241
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**14.8 Reconciliation of the value of the scheme liabilities**

Opening value of scheme liabilities	18,996	19,291
Service cost	1,132	1,440
Past service cost	-	-
Member contributions	457	434
Interest on scheme liabilities	1,244	1,072
Actuarial losses / gains	(1,707)	(3,230)
Curtailment loss / gain	-	-
Settlements	-	-
Benefits paid	(85)	(11)
<b>Closing value of scheme liabilities</b>	<b>20,037</b>	<b>18,996</b>

	2008-2009 £'000	2007-2008 £'000
<b>14.9 Reconciliation of the value of the scheme assets</b>		
Opening value of scheme assets	15,857	15,168
Expected return	1,033	1,031
Actuarial losses	(3,936)	(1,682)
Employer contributions	1,141	917
Member contributions	457	434
Benefits paid	(85)	(11)
Assets distributed on settlements	-	-
<b>Closing value of scheme assets</b>	<b>14,467</b>	<b>15,857</b>

14.10 Amounts for the current and previous three periods	FY09 £'000	FY08 £'000	FY07 £'000	FY06 £'000
Scheme liabilities	(20,037)	(18,996)	(19,291)	(17,616)
Scheme Assets	14,467	15,857	15,168	13,251
<b>Deficit</b>	<b>(5,570)</b>	<b>(3,139)</b>	<b>(4,123)</b>	<b>(4,365)</b>
Experience adjustment on liabilities – gains / (losses)	(2,374)	12	8	46
Experience adjustment on assets – gains / (losses)	(3,936)	(1,682)	(29)	1,992

**14.11 Employer contribution**

Over the coming year, the Agency expects to contribute 16% of pensionable salaries from 1 April 2009.

**15 RECONCILIATION OF MOVEMENT IN RESERVES**

	General Fund £'000	Revaluation Reserve £'000	Total 2008-2009 £'000	Total 2007-2008 £'000
<b>At 1 April</b>	<b>13,403</b>	<b>416</b>	<b>13,819</b>	<b>13,301</b>
Net Vote Funding in Year	21,342	-	21,342	20,012
Net Cost of Operations	(21,621)	-	(21,621)	(21,981)
Agency Expenditure Funded by Parent Dept	-	-	-	75
Actuarial (Loss) / Gain on NILGOSC Pension Deficit	(2,229)	-	(2,229)	1,548
Transfer b/w R/R & G/F iro realised depreciation	20	(20)	-	-
Surplus on Revaluation	-	(178)	(178)	99
Notional Costs	393	-	393	290
Interest on Capital Employed	451	-	451	475
<b>At 31 March</b>	<b>11,759</b>	<b>218</b>	<b>11,977</b>	<b>13,819</b>

## 16 NOTES TO THE CASH FLOW STATEMENT

## (i) Reconciliation of net cost of operations to net cash flow from operating activities

	Notes	2008-2009 £'000	2007-2008 £'000
<b>Net Cost of Operations</b>		<b>(21,621)</b>	<b>(21,981)</b>
<b>Adjustment for Non-Cash Transactions</b>			
Depreciation	7&8	726	714
Diminution of Fixed Assets	4	7	22
Loss on Disposal of Fixed Assets	4	9	92
Impairment of Fixed Assets	6	684	(795)
Write-off of Fixed Assets	4	5	-
Notional Cost of Capital	5	451	475
Notional Costs	4	393	290
Finance Charge	14	211	41
Net Provision provided in Year	13 & 14	277	2,815
<b>Adjustments for Movements in Provisions &amp; Working Capital</b>			
(Increase) / Decrease in Debtors	9	(19)	64
(Decrease) in Creditors Less than 1 Year	11	(1,030)	(188)
Provision Utilised in Year	13 & 14	(1,302)	(1,086)
<b>Net Cash Outflow from Operating Activities</b>		<b>(21,209)</b>	<b>(19,537)</b>

## (ii) Reconciliation of Purchase of Fixed Assets

Total Capital Additions in Year		(417)	(212)
Less Non Cash Additions in Year Funded by Parent Department	15	-	75
<b>Total Cash Additions in Year</b>		<b>(417)</b>	<b>(137)</b>

## (iii) Reconciliation of Net Cash Flow to Movement in Net Funds

(Decrease) / Increase in Cash During the Year	10	(284)	343
Net Funds at Start of Year	10	(11)	(354)
<b>Net Funds at End of Year</b>		<b>(295)</b>	<b>(11)</b>
<b>Net Funds Comprise of:</b>			
Cash at Bank and in Hand	10	11	19
Bank Overdraft	10	(306)	(30)
		<b>(295)</b>	<b>(11)</b>

17 CAPITAL COMMITMENTS	2008-2009 £'000	2007-2008 £'000
Capital expenditure, which at year-end was contracted for but not provided in the accounts	6	-

18 LEASING COMMITMENTS	2008-2009 £'000	2007-2008 £'000
<b>Land &amp; Buildings</b>		
Expiry within 1 year	36	153
Expiry after 1 year but not more than 5 years	316	64
Expiry thereafter	307	417
	<u>659</u>	<u>634</u>
<b>Other</b>		
Expiry within 1 year	3	6
Expiry after 1 year but not more than 5 years	18	20
Expiry thereafter	-	-
	<u>21</u>	<u>26</u>

#### 19 OTHER FINANCIAL COMMITMENTS

The Agency has entered into non-cancellable contracts (which are not leases or PFI contracts) for security, court escorting, bail fostering and support services and a multi-agency youth crime prevention initiative. Payments to which the Agency is committed during 2009-2010, analysed by the period during which the commitment expires are as follows.

	2008-2009 £'000	2007-2008 £'000
Expiry within 1 Year	523	727
Expiry within 2-5 years	504	187
Expiry thereafter	-	-
	<u>1,027</u>	<u>914</u>

**20 CONTINGENT LIABILITIES**

The Agency is currently contesting a number of personal injury or industrial tribunal claims brought by staff or young people. Provision has been made in these financial statements for cases where it is considered probable that payment may be made in the future - see Note 13.

However, there are other cases which have not been provided for as the Agency does not consider it likely that payment will be made e.g. because it expects that the Agency should be able to successfully defend these cases. The estimated value of such cases at 31 March 2009 is £148k (2007-2008, £69k) and if payments materialise, they will do so during the 2009-2010 financial year.

**21 RELATED PARTY TRANSACTIONS**

The Youth Justice Agency is an Executive Agency of the Northern Ireland Office, which is regarded as a related party. The Agency also transacts with other entities for which the NIO is the parent Department, viz:

- The Northern Ireland Prison Service
- The Crown Solicitor's Office
- Forensic Science Northern Ireland
- The Compensation Agency
- Northern Ireland Policing Board
- Police Service of Northern Ireland
- The Probation Board for Northern Ireland

The Agency also has various transactions with other government departments and central government bodies. Most of these transactions have been with the Department of Health & Social Services, the Department of Finance & Personnel and related Agencies.

Whilst none of the members of the Management Board or key management of the Agency had any personal transactions with the Agency, the Agency had transactions with the following organisations connected to members of the Management Board and senior management. All the transactions were conducted at arms length.

Alice Chapman, Director of the Youth Conference Service, is married to Tim Chapman who was involved in the design of training courses delivered by the University of Ulster to Youth Justice Agency staff during the year for which the University was paid £26,985.

Mr David Weir, Director of Community Services, is a member of NIACRO and Include Youth. In addition, Mr Weir left the Youth Justice Agency on 31 March 2009 to take up the post of Director of Services at NIACRO. Those organisations received £224,842 and £6,110 respectively, for services provided to the Agency during the year. The Youth Justice Agency also received £25,337 from NIACRO for the re-imbursment of salary costs of Agency staff seconded to NIACRO.

Mena Wilson, the wife of Mr Thompson Best, Assistant Director of Community Services is the owner of Unicorn Consultancy, which received £3,804 for training services provided to the Agency during the year.

Mrs Grainne Keane, Assistant Director of Community Services is married to John Keane who is employed at Glenmona Resource Centre. During 2008-2009, the Agency paid £10,100 to the Centre for the rental of premises.



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Mrs Cathy Heaney, Head of Human Resources is a member of the fund raising committee of the charitable organisation, The Amy Biel Foundation, along with Mr Eric Jenkinson, who owns Jenkinson Consulting. During the year the Agency paid £37,618 to Jenkinson Consulting for training and consultancy services provided to the Agency.

### 22 FINANCIAL INSTRUMENTS

The cash requirements of the Agency are largely met by the Northern Ireland Office through the Estimates process. Therefore, financial instruments play a more limited role in creating risk than would apply to a non-public-sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the Agency's expected purchase and usage requirements and the Agency is therefore exposed to little credit, liquidity or market risk.

The Youth Justice Agency has not identified any financial instruments which are complex or play a significant medium to long-term role in its financial risk profile.

### 23 POST BALANCE SHEET EVENTS

There have been no Post Balance Sheet Events which impact on these financial statements.

### 24 THIRD PARTY ASSETS

The young people in custody have a private cash facility for the lodgement of their pocket money and funding of tuck-shop purchases. When the young people are discharged they are paid in full the balance on their account in cash. Where a youth conference plan requires a young person to compensate a victim, the money is collected by the Agency and held in a separate bank account until it is paid over to the victim.

	31 March 2008	Gross Inflows	Gross Outflows	31 March 2009
	£'000	£'000	£'000	£'000
Monetary assets such as bank balances	5	62	60	7

### 25 ACCOUNTABILITY

No exceptional kinds of expenditure such as losses and special payments that require separate disclosure because of their nature or amount were incurred.

### 26 DATE ON WHICH THE FINANCIAL STATEMENTS WERE AUTHORISED FOR ISSUE

These financial statements were authorised for issue (dispatched to the House of Commons) on 1 July 2009.

# Accounts

2008-2009



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