

# CORPORATE AND BUSINESS PLAN 2009/10





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# FOREWORD



**Frances Done**  
Chair



**John Drew**  
Chief Executive

The document summarises the YJB's plans for 2009/10 to prevent offending by children and young people. It sets out our strategic objectives, describes how these align with the 2008–11 Public Service Agreements (PSAs), explains what we plan to achieve during 2009/10 and details our annual budget.

It details how we are dovetailing our objective of increasing victim and public confidence with national priorities through PSA 24 priorities in order to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public, building on local good practice and continuing to promote the involvement of volunteers in the youth justice system.

The signs are encouraging: fewer children and young people are entering the youth justice system; there is a downward trend in reoffending by children and young people; and the numbers in custody dropped slightly during the later part of 2008. However, the fact that children and young people from Black Minority Ethnic (BME) communities are disproportionately represented in custody and at other stages of the Criminal Justice System remains a concern, as does the rise in the number of young women entering the Criminal Justice System.

## The coming year

The next 12 months will be critical for the YJB, with implementation of the Scaled Approach and the new Youth Rehabilitation Order scheduled for the end of November. Many opportunities have been generated by our joint sponsorship arrangements with the Department for Children, Schools and Families (DCSF) and the Ministry of Justice (MoJ), and also from publication of the *Youth Crime Action Plan* in July 2008. For example, challenges to reducing youth offending are now being actively addressed by all relevant Government departments, seeking ways to improve access to essential mainstream and specialist services for young offenders.

At the local level, youth justice has been embedded within the new local performance arrangements. We are facilitating the development of resettlement consortia, where local authorities work with custodial providers in a given catchment area, through pilots in London, the North West of England and the South West of England. Progress is also being made to integrate youth justice performance arrangements with the devolved arrangements for children's policy in Wales.

The plan also sets out our work to address serious group offending, involvement in gangs and use of weapons, including our oversight of programmes funded by the Home Office to prevent children and young people being drawn into violent extremism.

As the Wiring Up Youth Justice programme continues to consolidate the use of new procedures and computer systems to provide secure communications across England and Wales, we will consult widely on the business case for a new organisation to take the lead in youth justice system ICT.

Throughout the year, we will continue to take the opportunity to listen to the views of children and young people, whether they are victims or offenders, and respond to their views by working to shape services around their needs.

#### **Youth justice beyond 2011**

The YJB has a unique contribution to make in developing the evidence base of what works to prevent youth offending. We are using our expertise and knowledge in this field to develop our thinking about the shape of the youth justice system beyond 2011.

We want to secure the future of targeted prevention work with continuing funding available to the YJB to allocate to youth offending teams (YOTs) and strengthen links between neighbourhood policing, children's services and YOTs, including access to parental support and programmes.

Our emphasis on encouraging volunteering and promoting the interests of victims will remain central to our approach to improving public confidence.

Where young people do offend, the challenge will be to continually develop professional practice to design personalised interventions using assessment, planning, considering intervention content, ensuring compliance and continuity of care. Where multiple and longstanding problems are concerned, we will seek to make intensive fostering more widely available and develop solutions based on access to cross-discipline interventions such as multi-systemic therapy and family intervention support.

Underpinning this will be the need for local and central investment to create a skilled workforce capable of working with children, young people and their families or carers.

Custody will remain the appropriate response to ensure that the public is protected from the minority of children and young people who commit serious and violent offences, or who persistently reoffend despite receiving a number of community sentences. Our aim is to provide a secure, healthy, safe and supportive place in custody, facilitate appropriate support to ensure successful resettlement back into the community; and maximise their potential for achieving satisfying and constructive lives that reduce their offending behaviour. We are working to ensure that the custodial estate and its workforce are capable of constructively engaging with young people and responding positively to challenging behaviours. Also, we want to incentivise local authorities to invest in alternatives to custody. To this end, we are undertaking informal consultation with local authorities and others about both the principles behind such an approach and the practical details of how such a potential approach could be implemented.



**Frances Done**  
Chair



**John Drew**  
Chief Executive

# WHO WE ARE AND WHAT WE DO

The YJB is a non-departmental public body created by the Crime and Disorder Act 1998 that oversees the youth justice system for England and Wales. We are jointly sponsored by the DCSF and the MoJ, and our Board members are appointed by the two secretaries of state. We also receive funding from the Home Office. The joint sponsorship arrangements, established in 2007, provide a major opportunity to align criminal justice objectives with *Every Child Matters* outcomes in England and the Seven Core Aims for Children in Wales, and we play a significant role in implementing the *Youth Crime Action Plan*.

The YJB influences, shapes and advises across the youth justice system for the benefit of children and young people, and their communities. Our vision is of a youth justice system that is trusted by the public, that holds children and young people who offend to account and helps them to live successful, crime-free lives.

The youth justice system in England and Wales is made up of a network of organisations that work together to administer justice and help children and young people live free from crime and anti-social behaviour. This network consists of:

- the YJB
- 157 YOTs; these are local statutory partnerships made up of partners from the police, probation, children's services and health
- police and the Crown Prosecution Service
- courts and the judiciary
- secure accommodation providers – young offender institutions (YOIs), secure training centres (STCs) and secure children's homes.

## Key objectives and alignment with Public Service Agreements (PSAs)

The YJB's strategic objectives are to:

- prevent offending
- reduce reoffending
- increase victim and public confidence
- ensure safe and effective use of custody.

In addition, we have a key organisational objective to build YJB capacity.

The YJB's objectives align closely with Government PSAs:

- We lead cross-Government delivery for the strand within PSA 23 (Make communities safer) to reduce the frequency of youth reoffending by 10% between 2005 and 2011, and to reduce levels of the most serious reoffending.
- We contribute directly to PSA 14 (Increase the number of children on the path to success).
- We also contribute to PSA 24 (Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public).

The national-level PSA indicators are underpinned by the national indicator set, along with the Local Performance Framework's National Indicator Set for England. This set of 198 indicators for local authorities and their service delivery partners includes six youth justice indicators. Some of the same indicators are included in the statutory performance indicators for policing. Where there are concerns about local performance, YJB English regional teams have worked with Government office partners to include youth justice indicators in local area agreements (LAAs). They are included in 90% of LAAs and 65% have the reducing youth reoffending indicator.

Through our work with the Welsh Assembly Government over the past 18 months, we have achieved greater alignment in the community youth justice system with the delivery of the *All Wales Youth Offending Strategy*. A refreshed set of six performance indicators for YOTs in Wales, aligned with the local government performance framework, will allow us to monitor the delivery of positive outcomes for children and young people in the youth justice system in Wales.

In addition, we contribute to the departmental strategic objectives of our sponsor departments, and our work on victim and public confidence aligns with the plans of the Office for Criminal Justice Reform.

<b>YJB strategic objective</b>	<b>Government PSA</b>	<b>Indicators<sup>1</sup></b>
Prevent offending	PSA 14 Increase the number of children and young people on the path to success	First-time entrants to the Criminal Justice System aged 10–17 (PSA 14 Indicator 5/Local Authority National Indicator 111/Police and Community Safety Statutory Performance Indicator 11.3)
Reduce reoffending	PSA 23 Make communities safer  Target 10% reduction in frequency rate of youth reoffending between 2005 and 2011	Rate of proven reoffending by young offenders (PSA 23/National Indicator 19/Statutory Performance Indicator 11.2)  Rate of serious reoffending (PSA 23/National Indicator 6)  Access to suitable accommodation (National Indicator 46)  Engagement in education, training and employment (National Indicator 45)  Children and young people within the youth justice system receiving a conviction in court who are sentenced to custody (National Indicator 43)
Increase victim and public confidence	PSA 24 Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public	The YJB's impact on measured PSA 24 indicators is unlikely to be significant but ethnic composition of offenders on youth justice system disposals (National Indicator 44) is significant to our strategic objective  Ethnic composition of offenders on youth justice system disposals (National Indicator 44)
Ensure safe and effective use of custody	PSA 23 Make communities safer	See page 20 for further details.
Building capacity	Strengthening capability and increasing efficiency to work more effectively and with partners throughout the youth justice system and beyond	See page 22 for further details.

<sup>1</sup>This column shows PSA indicators, national indicators in the Performance Framework for Local Authorities and Local Authority Partnerships in England, and the Police and Community Safety Statutory Performance Indicators. Alignment with Welsh Assembly Government Indicator sets is shown in page 8.

### Diversity

The YJB is committed to promoting equality and embracing diversity. Our *Equality and Diversity Strategy* reflects this commitment by articulating our duties, our objectives and detailing how we intend to integrate equality and diversity into our core business. Our *Equality and Diversity Action Plan* details how the strategy will be implemented. It also outlines the measures we will use to monitor and assess our performance. Highlights from the action plan for 2009/10 include:

- ensuring implementation of commitments given in phase 3 of the *Workforce Development Strategy 2008–11* in relation to issues of equality in a youth justice context
- ensuring that learning difficulties are considered as part of the scoping work being undertaken in relation to our assessment strategy, and that future design of assessment tools adequately reflects these issues in a youth justice context
- increasing the use of Equality Impact Assessments for major strategies and plans
- collecting data on the ethnicity of children and young people subject to restraint and behaviour management, and using the data and information we obtain from local services to inform future development
- using data and information on BME disproportionality at each stage of the youth justice system to identify and share emerging good practice, and develop, where needed, national, regional and local improvement initiatives
- following up issues identified by the Home Affairs Select Committee on interventions for young Black people in the Criminal Justice System
- following up our research entitled *Girls and Offending: Patterns, Perceptions and Interventions* and working with the Social Exclusion Unit Task Force to develop a more gender-specific approach to youth justice
- monitoring and supporting YOTs to achieve a representative workforce, strong engagement with community and faith groups, and programmes and interventions that are accessible to all and that fit all needs.



# WHERE WE ARE NOW

In the decade since the youth justice reforms which set up the YJB, we have invested in research, innovation and evaluation to support local youth justice services reform of the youth justice system. This work has included:

- introducing evidence-based prevention programmes
- establishing programmes for YOTs to work with persistent young offenders
- supporting work with victims and promoting the benefits of restorative justice
- supporting and encouraging the involvement of 8,000 volunteers in the youth justice system
- helping YOTs play a prominent role in local parenting services
- creating a discrete secure estate for children and young people sentenced or remanded to custody with separate provision from adults, and improved physical facilities and regimes to better safeguard children and young people while in custody and reduce reoffending on release
- developing schemes to resettle children and young people released from custody
- establishing a performance framework for YOTs and intervening with underperforming YOTs
- developing a new qualifications framework for practitioners and publishing a range of evidence-based guidance and research
- setting up the Wiring Up Youth Justice programme to transform sentence management and information sharing across the youth justice system.

There are encouraging signs of progress in the youth justice system. Ten thousand fewer children and young people entered the system in the two years to March 2008, and there is a downward trend in the frequency of youth reoffending. Also, the number of children and young people in custody began to drop during the second part of 2008.

During 2008, arrangements were put in place through cross-Government PSAs and local area agreements for national and local partners across mainstream and specialist services to work to common objectives within a streamlined performance framework.

These arrangements encourage a greater focus on making communities safer and reducing reoffending.

Having piloted the new performance framework during 2008/09, the YJB and YOTs are now ready to align with the roll-out of the new Local Performance Framework and Comprehensive Area Assessments in England – with a focus on area and partnerships rather than a single YOT or a single local authority.

A new strategy for the secure estate for children and young people is being developed. We have taken action in response to the findings of the 2008 reviews of restraint and safeguarding practice by working with secure estate providers to improve practice in managing the behaviour of children and young people in custody. Our renewed focus on reducing the demand for custody is also set out within this corporate plan.

# THE YJB IN WALES

The devolution of children’s policy to the Welsh Assembly Government means that a significant part of YOT activity is subject to Welsh Assembly Government oversight, and UK Government policies do not apply in their entirety. Over the past 18 months, the YJB and Welsh Assembly Government have collaborated to better align the community youth justice system with the delivery of the *All Wales Youth Offending Strategy*. We have put in place:

- six performance indicators for YOTs in Wales that are aligned with other performance frameworks to allow us to monitor delivery of positive outcomes for children and young people in the youth justice system
- a revised *Youth Justice Plan Cymru* that will enable us to ensure that the national strategic intent for youth justice in Wales is supported by good practice and excellent service delivery
- a new mechanism for evaluating YOT practice and performance that will enable us to identify service delivery trends and offer support where delivery is poor, disseminate the lessons we learn from excellence, and contribute to evidence-based policy development
- a robust line of governance and accountability for delivery of the *All Wales Youth Offending Strategy*; this flows from the Youth Justice Committee for Wales through six sub-committees, which will oversee progress against an annual delivery plan and the Wales YOT indicator set.

Wales YOT indicator set	UK Government indicator sets (where applicable)	Welsh Assembly Government indicator sets
Reduce the number of first-time entrants to the youth justice system in Wales	Assessment of Police and Community Safety	<i>All Wales Youth Offending Strategy</i> Children and Young People’s Plans
Reduce the rate of proven reoffending for young people	PSA 23 Assessment of Police and Community Safety	<i>All Wales Youth Offending Strategy</i> Children and Young People’s Plans
Reduce the proportion of young people receiving a conviction in court who are sentenced to custody		<i>All Wales Youth Offending Strategy</i>
Increase engagement in education, training and employment for young people in the youth justice system in Wales		<i>All Wales Youth Offending Strategy</i> Children and Young People’s Plans Local Government Performance Framework
Increase access to suitable accommodation for children and young people in the youth justice system in Wales		<i>All Wales Youth Offending Strategy</i> Local Government Performance Framework
Ensure that children and young people in the youth justice system in Wales with identified substance misuse needs gain timely access to appropriate specialist assessment and treatment services		<i>All Wales Youth Offending Strategy</i> Local Government Performance Framework Substance Misuse Action Plan

### Key YJB deliverables in Wales for 2009/10

In Wales, we will pursue our key objectives to prevent offending, reduce reoffending, increase victim and public confidence and ensure safe and effective use of custody by:

- overseeing delivery of the *All Wales Youth Offending Strategy* objectives through the joint chairing of the Youth Justice Committee for Wales and its sub-committees
- preparing joint guidance for substance misuse work in YOTs in conjunction with the Welsh Assembly Government and its Department for Social Justice and Local Government
- monitoring national, regional and local performance against the six performance measures in the Wales YOT indicator set
- assisting the Department for Health and Social Services to develop integrated family support services
- offering advice and knowledge to inform the new inspection arrangements for Children and Young People's Plans by the Care and Social Services Inspectorate for Wales
- working with the Children's Commissioner for Wales to embed consultation with, and the participation of, children and young people in the youth justice system
- implementing the *Youth Crime Action Plan* in Wales in partnership with the Welsh Assembly Government
- consolidating and broadening locally-based resettlement and aftercare provision for children and young people leaving the youth justice system, in particular those leaving custody
- implementing a Welsh language action plan to provide Welsh learning options for children and young people from Wales housed in secure establishments.

# THE YOUTH CRIME ACTION PLAN

Published in July 2008, the *Youth Crime Action Plan* represents the most significant cross-Government focus on youth crime prevention and reduction since the Crime and Disorder Act 1998. The *Youth Crime Action Plan* is a comprehensive analysis of how the Government is planning to tackle youth crime. It sets out a triple track approach:

- enforcement and punishment where behaviour is unacceptable
- non-negotiable support and challenge where it is most needed
- better and earlier prevention.

We worked closely with Government to inform the development of the plan and are playing a pivotal role in its implementation.

## Facilitating regional resettlement consortia

Children and young people leaving custody are particularly vulnerable and, upon release from custody, it is essential that they engage quickly with education, accommodation and a range of other local authority children's services to minimise their risk of reoffending and enable them to prosper.

The consortia concept is based on the idea that local authorities within a given custodial catchment area are more likely to meet the challenges posed by resettlement if they are working together with custodial providers.

We are initially focusing on three areas: the North West, where the consortium brings together 10 local authorities around the YOI at Hindley; the South West, where five local authorities are working with the YOI at Ashfield; a London-based consortium, led by the London Criminal Justice Board, which covers five London boroughs and works with the YOIs at Cookham Wood and Feltham.

## Developing the proposals to devolve secure accommodation budgets

We are bringing forward proposals on making the cost of custody more visible and incentivising local authorities to invest in alternatives to custody by devolving budgets for custodial placements. We will undertake an informal consultation with local authorities and others about both the principles behind such a potential approach and the practical details of how it could be implemented.

## Further contributions to the Youth Crime Action Plan

We are also making a significant contribution to a wide range of other aspects of the *Youth Crime Action Plan*. They include:

- expanding Safer School Partnerships
- supporting programmes, such as Challenge and Support and Intensive Intervention
- promoting the role of YOTs in 69 *Youth Crime Action Plan* intensive area schemes, such as YOT workers in custody suites
- improving education and training in custody
- developing comprehensive packages of care for children and young people leaving custody.

# WORKING IN PARTNERSHIP

Every aspect of our work involves partnering; with Government, criminal justice agencies, and with providers of mainstream and specialist services for children, young people and their families. These partnerships operate locally, regionally and nationally in England and in Wales. We also work closely with the voluntary and community sector, private sector service providers, and with academic research partners.

## Local partnerships – key to the delivery of youth justice services

The YJB works across the range of local partnerships that deliver youth justice services.

- We establish the effective practice standards and guidance used by YOTs, secure estate providers and mainstream and specialist services to realise community and criminal justice outcomes and improve outcomes for children and young people. We are lead players in the partnerships to improve workforce development and information sharing through the use of ICT.
- Governance and management partnerships beyond YOT management boards are critical. In England these include children's trusts, local criminal justice boards, crime and disorder reduction partnerships (which feed into local strategic partnerships), and in Wales, children and young people's partnerships and community safety partnerships. We work with Government to set guidance for these partnerships and support YOTs to deliver within them.

## National partnerships – leading and supporting local delivery

The YJB works with a wide range of national partners to influence and shape youth justice.

- Government – Westminster and the Welsh Assembly, especially through PSA arrangements and the Youth Justice Committee for Wales.
- Judiciary – magistrates and youth court judges, to explore how to increase confidence in community alternatives to custodial sentences and provide information about the changes associated with the YRO and Scaled Approach.
- National Offender Management Service (NOMS) – prison and probation services, to reduce reoffending, provide secure accommodation and ensure appropriate arrangements for transition to the adult system where this is necessary
- National bodies representing local service providers – Local Government Association, the Association of Directors of Children's Services, the Association of YOT Managers, YOT Managers Cymru and the Secure Accommodation Network.
- Private contractors – to provide more effective custodial services.
- Research partners – to establish an evidence base of what works.
- Voluntary and community sector – Action for Children, Barnardo's, the Children's Society, the Howard League for Penal Reform, The Prince's Trust and the Prison Reform Trust, to provide services and share thinking about youth justice.

## Devolved and regional partnerships – harnessing stronger alliances

More recently, we have been strengthening our ability to work with devolved arrangements and groups of local authorities to align priorities and harness the efforts of all relevant partners to reduce youth offending:

- the YJB's work in Wales is described on page 8
- we have begun work in the North West, South West and London to develop resettlement consortia
- we are strengthening engagement with partners to address strategic and operational issues across London in a more concerted way; partners include the Metropolitan Police, the Metropolitan Police Authority, the Mayor of London and London Assembly, the London Criminal Justice Board, Government Office London, London councils, the Association of London Directors of Children's Services, as well as a range of voluntary and community groups.

### Partnership working with NOMS

Our work to prevent offending and reduce reoffending makes a critical contribution to reducing the level of adult offending and reoffending. For those young people whose sentences extend beyond the age of 18, the YJB plays an important role in ensuring the transition is as seamless as possible and happens in a way that reduces the likelihood of reoffending. We have agreed with NOMS to focus on the following areas during 2009/10:

- review transitional supervision arrangements to ensure that risk and needs profiles are aligned on the implementation of the Scaled Approach and the YRO from November 2009; this will include revising the national case transfer protocol for young people who transfer from YOT to probation, with the expectation that the protocol will be used as high-level guidance by local service providers
- reduce the frequency of reoffending by children and young people under 18; we have set out how we will achieve this in the reducing reoffending section of this document and in the PSA 23 cross-Government *Reducing Reoffending Delivery Plan*
- work with NOMS to improve our understanding of the interventions needed to reduce the risk of a serious reoffence, and improve Multi-Agency Public Protection Arrangements (MAPPA)<sup>2</sup> for young offenders.

### YJB research programme

Our research programme reflects both community and custodial policy and practice. Future studies will continue to ensure that the views of BME young people, young women and victims, are significantly represented. As well as our links across government, we have strong relationships with research bodies, such as the Joseph Rowntree Foundation, the Economic and Social Research Council, the Nuffield Foundation and the Dartington Trust, to ensure that we are fully aware of research being undertaken by the wider research community, and to explore possible areas of sole or joint funding for future research.

In 2009/10, we plan to spend £1 million on:

- an ongoing prevention cohort study
- a juvenile cohort study with the MoJ
- a self-report survey of anti-social and offending behaviour
- an evaluation of the YJB's preventing violent extremism programme
- an outcome study on the effectiveness of the secure estate.

### Partnering to improve YOT performance

During 2007/08, the YJB/YOT performance framework was redesigned to align with the local performance frameworks for England and Wales, including the Comprehensive Area Assessment in England.<sup>3</sup> It was agreed with Communities and Local Government to introduce six youth justice indicators into the English National Indicator Set, which forms the basis of the Local Performance Framework in England. Data collected from the Police National Computer and YOTs, together with our understanding of the youth justice system, informed the Local Area Agreement process.

The framework consolidates all previous YJB strategic plan and improvement plan requests into a single annual plan. It is based on YOT self-assessment and improvement plans to overcome risks to future delivery. This work is mapped against seven youth justice outcomes:

- first-time entrants
- reoffending
- youth custody
- risk of serious harm
- safeguarding
- public confidence
- victim satisfaction.

Additionally, YOTs are required to comment on the local youth justice context, local performance priorities, YOT governance and partnership arrangements, resource sufficiency (financial, staff, programme and ICT) and business change plans such as those for introducing the YRO.

<sup>2</sup> MAPPA supports assessment and management of the most serious sexual and violent offenders.

<sup>3</sup> Details of how we are developing a performance, planning and reporting framework with the Welsh Assembly Government and Welsh YOTs are provided on page 8.

Our role in improving YOT performance involves:

- Meeting with YOTs and their management boards during 2008 to validate their self-assessment and plans. This validation process gave each YOT a judgement on prospects, ranging from 'poor' to 'excellent'
- Sharing YJB's assessment with the relevant YOT management board in England and with Government offices to inform local area agreement negotiations. It is also shared with HM Inspectorate of Probation to inform its new inspection regime
- Working with the Home Office and other Government departments to co-ordinate support provided to local areas on community safety (PSA 23) and issues related to alcohol and drugs (PSA 25)
- Providing updates on national indicator performance to inform the DCSF and other partners involved in increasing the number of children and young people on the path to success (PSA 14)
- Providing direct support and interventions to improve YOT performance. These are primarily delivered by staff in the regional and Wales teams, who have considerable youth justice knowledge and experience. More intensive support is provided by the YJB's performance improvement team
- Collaborating with HM Inspectorate of Probation on leadership of their two-tier inspection programme, which covers YOTs' work on public protection and safeguarding, and thematic inspections on wider aspects of YOTs' work with children and young people.

During 2008/09 we developed the YJB/YOT performance framework to ensure its fitness for purpose by the time that the local government performance frameworks in England and Wales were launched. Following the Audit Commission's publication of the new Comprehensive Area Assessment for England framework, we will work with partners to align with these new arrangements, including HM Inspectorate of Probation, with whom we will work to develop a joint assessment of each area.

The YJB shares the data and information it collects with partners to improve performance, for example, through Regional Improvement and Efficiency Partnerships. A new, national, web-based management information system, Youth Justice Management Information System, will improve the quality and timeliness of data by supporting managers in planning their services, both locally and nationally.

We also use learning from local performance frameworks to influence, shape and advise our work with national partners about future issues for the youth justice system.

### The Deter Young Offender Scheme

As part of work that saw the successful delivery and conclusion of the Persistent Young Offender (PYO) Pledge in December 2008, we have been working with the Home Office and the Office for Criminal Justice Reform (OCJR) on the development of a single priority group within the youth justice system, with the alignment this year of the Prolific Priority Offender (PPO) Deter Group and the Scaled Approach Intensive Group. The Deter Young Offender Scheme – Management Framework Guidance, published by OCJR, is the first step in formally working towards the full alignment of these strategies when the Scaled Approach goes live with the Youth Rehabilitation Order on 30 November. The guidance establishes a single priority group of high risk young offenders in each YOT area.

Deter cohort demographic and reoffending data are collected as part of the YOT counting rules and reported to Home Office PPO Team who report to the combined PPO Drug Intervention Programme (DIP) Board.

# KEY PRIORITIES FOR 2009/10

**The YJB priorities and deliverables for 2009/10 include actions to meet the reducing reoffending target and to reduce the most serious reoffending by children and young people. Deliverables for 2010/11 will be communicated in next year's annual rolling plan. Across all these priorities, we will be working with the Home Office and other stakeholders to prioritise a reduction in serious youth violence.**

## Strategic objective 1 Preventing offending

The most effective way of reducing youth crime is to prevent children and young people from getting into trouble in the first place. This is done by addressing the problems that make it more likely they will commit crime or anti-social behaviour. A multi-agency, tiered approach to tackling anti-social behaviour and the onset of offending is essential in order to provide the balance between enforcement and support that can bring about long-term solutions for communities.

The YJB has blazed the trail in targeted youth crime prevention, by working with partners to introduce programmes such as the youth inclusion programme (YIP) and Safer School Partnerships. All YOTs now receive funding to deliver programmes that support their prevention strategies. We expect that the proportion of children and young people who have participated in a YJB-funded prevention programme who go on to become first-time entrants to the Criminal Justice System should decrease by 1.5% per annum, in line with the national goal to reduce first-time entrants by 20% by 2020.

Changes in the machinery of government have led to a wider ownership of youth crime prevention, which is now led by the DCSF. As a partner in the delivery of PSA 14 (Increase the number of children and young people on the path to success), the YJB is committed to reducing the number of first-time entrants to the youth justice system and realising the range of benefits that targeted youth crime prevention can deliver.

- In England, programmes led by the Youth Taskforce such as Intensive Family Interventions and Challenge and Support offer a welcome new capability to reach more of those young people who are most likely to offend, and who often live in the most vulnerable families.
- Prevention of first-time offending is one of the six priority areas of the *All Wales Youth Offending Strategy* delivery plan. With the Welsh Assembly Government, we will continue to support both targeted and diversionary prevention programmes, such as youth inclusion and support panels and SPLASH Cymru. While PSA 14 does not apply to Wales, the Welsh Assembly Government has mirrored the *Youth Crime Action Plan* first-time entrant reduction goal as part of the *All Wales Youth Offending Strategy* delivery plan.
- Our continuing work with the Association of Chief Police Officers (ACPO) (described on page 15) and other partners on innovative prevention initiatives and pre-court disposals, such as the Youth Restorative Disposal (YRD), offers the potential to improve victim satisfaction while achieving better outcomes for children and young people who offend.



- Changes in children’s services mean that the roles of the Common Assessment Framework, the lead professional and targeted youth support are becoming pivotal to youth crime prevention. We will work to ensure strong alignment between these services and YOT prevention programmes so that children and young people have better access to the services they need to stay out of trouble.
- We will continue to work with MoJ and DCSF to strengthen children’s trusts’ discharge of their responsibilities for preventing youth crime. We also have a role to play in ensuring that YOTs and others are aware of revised statutory guidance which includes responsibilities of directors of children services and lead members on the prevention of offending and reoffending, which has been issued to directors of children’s services and lead members.

**Key YJB deliverables 1–6**

- 1** Maintain a focus on prevention within the Youth Justice Planning Framework and support YOTs to strengthen and adapt prevention strategies in the context of the wider service changes.
- 2** Monitor YJB-funded targeted prevention programmes to check performance against the expectation that the proportion of young people who have participated in a YJB funded prevention programme who then go on to become first-time entrants to the criminal justice system has decreased by 1.5% per annum.

**3** Work with the Youth Task Force and other *Youth Crime Action Plan* partners to support the effective implementation of new and expanded youth crime prevention programmes, and systemic reforms to help ensure they reach the young people who come in to contact with the youth justice system.

**4** Work with the Welsh Assembly Government to support the *All Wales Youth Offending Strategy* aim of preventing first-time offending including: funding, monitoring and supporting targeted prevention programmes in Wales; identifying the reasons why certain areas of Wales are continuing to see a rise in first-time entrants; widening the coverage of SPLASH Cymru; and, working with police services to pilot and roll out the YRD.

**5** Work within ACPO’s Children and Young People’s business area to continue to develop and introduce innovative pre-court disposals and other programmes, such as the YRD, Youth Conditional Caution, triage services, the Youth Toolkit and Safer School Partnerships.

**6** Produce updated joint guidance on the role of Individual Support Orders and support local areas to achieve improved processes based on a tiered approach to tackling anti-social behaviour.

**Partnership working with the Association of Chief Police Officers**

The YJB and ACPO have worked effectively together since the YJB was set up in 1998. Together we shape views on policy and practice, assist with future strategic issues and consider how the YJB and ACPO can provide mutual support on policy and practice to benefit young people and communities.

The overarching ACPO strategy for children and young people reflects the YJB’s goals to set out policing response in all areas of police engagement with young people, whether as victims or offenders. The ACPO strategy is key to influencing policing policy and practice to deliver effective and sustainable programmes to prevent offending and reoffending, such as Safer School Partnerships and restorative approaches to minor crime.

Through joint working with ACPO, we help ensure that the police service is responsive to this complex area of work and consistent with existing business approaches and YJB policies. Our work is structured around themes, from prevention to enforcement, with flexibility to embrace new elements of legislation or practice.

## Strategic objective 2 Reducing reoffending

When a young person offends, all appropriate agencies, specialist and mainstream, must work together to tackle the assessed risks and needs that increase the likelihood of reoffending.

The YJB has helped to build a youth justice system based on robust community interventions and rigorous enforcement. We have led work to establish performance management arrangements for youth justice services, and to bring a more strategic focus to reducing reoffending. While we are encouraged by the significant reduction in the frequency of youth reoffending since 2000, there remain major challenges to overcome, especially with regard to ensuring children and young people at risk of reoffending access the mainstream and specialist services they need.

Under PSA 23 (Make communities safer), we lead work at a national level to reduce youth reoffending and this PSA has set a target to reduce the frequency of youth reoffending by 10% between 2005 and 2011.

In 2006, just over 400 offences classified as the most serious were committed by young people who had a previous conviction – a small but highly significant proportion of overall offending. PSA 23 includes a commitment to reduce the most serious reoffending, which the YJB will work with partners to achieve. There are considerable difficulties in accurately predicting a specific reduction, due to the relatively small number of offences and challenge of assessing the risk of a young person committing a serious reoffence. Therefore, we will work closely with our PSA partners, including NOMS, to improve our understanding of the intervention needed to reduce the risk of a serious reoffence occurring.

The *Reducing Reoffending Delivery Plan* has been refreshed during 2008/09 so that it is now more comprehensive, and initiatives to improve access to mainstream and specialist services have received strong backing from the cross-government PSA 14 Strategic Board led by the DCSF. The introduction of the Scaled Approach and the YRO during 2009 will be pivotal to improving assessment, planning, intervention and supervision practice. Bedding in these approaches will present delivery challenges, particularly in relation to front-line resources and workforce skills. The commitment of all partners to systemic reforms and local programmes will be critical to success. The following deliverables summarise the main aspects of YJB's contribution to the delivery plan.

### Key YJB deliverables 7-12

#### 7

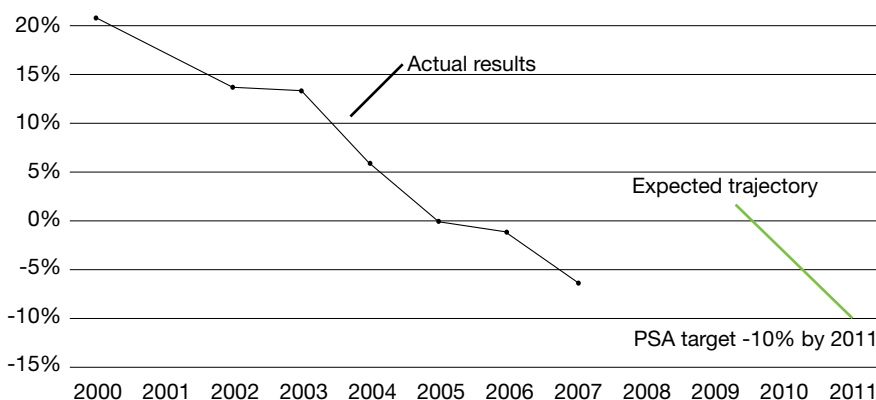
Through PSA 23 governance arrangements, lead delivery of the cross-Government plan to reduce youth reoffending, including the most serious reoffending.

#### 8

Improve YOT partnership performance by:

- supporting poorly-performing areas through the YJB's Wales and England regional teams, and the performance improvement teams
- providing improved infrastructure to enable areas to undertake better analysis of their performance and target resources more effectively
- contributing to the new local government performance arrangements in England and Wales.

### Youth frequency trajectory



There was a 17.4% fall in the frequency rate of juvenile reoffending between 2000 and 2005. The current PSA target is for a further 10% reduction on the 2005 rate. The 2007 data (latest available) show a 7.5% reduction against 2005 levels.

## 9

Improve effective practice, assessment and workforce development by:

- supporting YOTs to implement the Scaled Approach and YRO, and launching the *National Standards for Youth Justice and Case Management Guidance*
- helping YOTs identify and share promising and emerging practice through research and use of our Directory of Emerging Practice
- implementing year two of the *Workforce Development Strategy 2008-11*
- laying the foundations for a new assessment, planning, intervention and supervision strategy for youth justice
- aligning young people who require intensive interventions under the Scaled Approach with the Prolific and Priority Offender Deter group.

## 10

Improve compliance and enforcement by:

- supporting local areas to deliver the programmes and systemic reforms announced through the *Youth Crime Action Plan*
- working on a range of measures to improve the effectiveness of sentences and judicial confidence in all sentences, including following through Criminal Justice: Simple, Speedy and Summary reforms and the *Referral Order Action Plan*
- working with the Youth Task Force to increase the number of parenting interventions, including contracts and orders where engagement is not achieved voluntarily

- working with ACPO to develop its new strategy for children and young people, and improve alignment between police services and wider children's services
- continuing work to improve courts' confidence in YOT work through updated guidance and improved feedback to sentencers.

## 11

Improve access to mainstream and specialist services by:

- piloting new resettlement consortia to improve services for children and young people leaving custody, and introducing more comprehensive packages of care
- reviewing the deployment of Resettlement and Aftercare Provision (RAP) schemes by learning the lessons from the first three years of operation
- working with the Youth Task Force to support the alignment of youth justice services with targeted youth support to ensure improved continuity of care for young people before, during, and after justice interventions
- working with the Department of Health on the Children and Young People's Offender Health Strategy to meet PSA 23 objectives
- developing triage services for those with mental health, substance misuse and learning difficulties
- working with the DCSF to ensure that the aspirations set out in *Raising Expectations* and *Back on Track* deliver real benefits to young people who offend and those at risk of offending

- collaborating with the DCSF and local authorities to ensure that the new requirements to secure education in custody and improve post-custodial outcomes are developed and implemented effectively
- working with Communities and Local Government, the new Homes and Communities Agency and local authorities to promote joint working between housing and children's services, including the involvement of housing departments on YOT management boards
- continuing to work in partnership with the National Treatment Agency to support the ambition set out in PSA 14 (Increasing the numbers of young people on the path to success) to reduce the prevalence of young people misusing drugs, alcohol and volatile substances (glue, gas and solvents), and to ensure that children and young people get appropriate support and access to treatment services where necessary.

## 12

Reduce the most serious reoffending by:

- implementing the Scaled Approach, which will require YOTs to deliver more intensive interventions to those children and young people assessed as having a high or very high risk of committing serious harm against others
- working with partners to ensure that the Prolific and Priority Offender Deter group includes serious reoffenders

- guiding and supporting YOTs in risk assessment, including Multi-Agency Public Protection Arrangements
- working to reduce group and weapons offences.

### Serious violence, group offending, gangs and weapons

Increasing concern over recent years about group-related serious violence has generated a range of initiatives to address the issue. To lower the risk of a serious offence being committed by a child or young person carrying a weapon, possibly accentuated by group/gang membership, there is much work under way.

- As part of the Government's Tackling Knives Action Programme (TKAP), 12 pilot areas are providing young people who receive a non-custodial sentence for knife possession offences with a weapons awareness programme to address their potential for reoffending. These Knife Possession Prevention Programme sites are delivering interventions to a specific eight-module framework, and the scheme is now due to be rolled out to around 85 YOTs within the 15 TKAP areas.
- Improving information-sharing among YOTs and wider partnerships to ensure that information systems accurately and consistently record gang, group and weapon-related information, which will enable local profiling and potentially the collection of national, regional and local gang, group and weapon-related information. This includes working with police partners to see how local YOT information, identification and assessment can feed into the Violent and Sex Offenders Register process.
- Working with secure estate providers on information flow between community and custody, and identifying how this information can inform placement decisions and admission practice. This is to enable better behaviour and risk management, and more effective safeguarding and sentence planning.
- Regional multi-agency serious youth violence forums in London, the North West, Yorkshire and the Humber and the West Midlands will be rolled out to remaining regions, enabling good practice to be shared and stronger relationships to develop between YOTs, police, the secure estate and voluntary sector practitioners.
- Working with YOTs and local partners to increase the protection of young people at risk of gangs and serious youth violence through existing processes such as Multi-Agency Risk Assessment Conferences, MAPPA and Local Criminal Justice Boards
- Considering emerging findings from our research into young women who offend, and exploring effective interventions to help young women who have been exposed to gangs and serious youth violence to find new pathways.

### The PREVENT programme

The young people with whom youth justice programmes engage are among the most socially excluded and are potentially vulnerable to influence from those promoting violent extremism, either in the community or in custodial establishments. There is evidence to suggest that young people from 16-24 are at particular risk of being exploited.

The Home Office's Office for Security and Counter Terrorism have agreed to fund the YJB approximately £8 million to deliver programmes focusing on objective 3 of the Prevent strategy: 'supporting vulnerable individuals who are being targeted and recruited to violent extremism'. After the first year, 40 projects were operational: 36 YOTs, three STCs and one YOI. A further four YOIs are partnering YOTs, and there is a consortium project that operates across the East Midlands. A further eight projects will be coming on board during 2009/10.

Projects are delivering a wide variety of activities including:

- peer mentoring programmes
- developing positive role models
- sports and arts-based activities that draw young people together to share experiences and embrace diversity
- creating safe arenas for open dialogue
- challenging the many misconceptions young people have about each other and the society they live in
- programmes attached to existing core programmes (Intensive Supervision and Surveillance Programme (ISSP), Resettlement and Aftercare Provision (RAP), YIP, etc.).

All projects are required to supply data on a quarterly basis. We also have a research team in place to monitor and evaluate the projects over the period - the research team will analyse the data provided by the projects and work closely with a further 12 groups to identify key themes.

### Facilitating the implementation of the Scaled Approach

The Scaled Approach implementation plan establishes a national project using regionally-focused delivery mechanisms to provide information and support to YOTs. The project includes a range of training courses developed with the Open University, YJB-led workshops and a Scaled Approach/Youth Communications Toolkit for staff and stakeholder briefings. New *National Standards for Youth Justice and Case Management Guidance* will be introduced for use alongside the revised *Key Elements of Effective Practice* published during 2008.

### Strategic objective 3 Increasing victim and public confidence

Alongside our work to reduce youth offending, it is important that victim and public confidence in the youth justice system is restored. In pursuit of this objective we work at disseminating best practice on how to promote the interests of victims and encourage the involvement of local volunteers in the youth justice system.

During the latter part of 2008 we carried out a review of activity aimed at increasing victim and public confidence to better align our work with PSA 24 (Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public).

Over the next two years we will:

- revise the *National Standards for Youth Justice Services*, which will require YOTs to commit to improving outcomes for victims and maximising victim involvement in a range of restorative processes
- use the information provided by YOTs as part of the Youth Justice Planning Framework to deliver targeted improvement initiatives aimed at increasing victim satisfaction
- use national indicator set data in England and qualitative information from the Youth Justice Planning Framework submissions to ensure that interventions designed to improve the situation are targeted effectively, and that young people from BME communities are not unfairly dealt with at each stage of the youth justice system
- continue to align strategies and practices with the *Youth Crime Action Plan* and the Neighbourhood Policing agenda, both of which promote effective practice with young people who offend and aim to increase victim satisfaction
- promote confidence in the youth justice system within local communities by continuing to improve public access to information about the youth justice system through the YJB website
- encourage recruitment and retention of volunteers to the youth justice system.

### Key YJB deliverables 13-16

#### 13

Use data from validated youth justice planning framework submissions to identify and share emerging practice and develop initiatives, where necessary, to ensure that young people from BME communities are not unfairly dealt with at every stage of the youth justice system. We will aim to:

- share best practice for work that recognises the victim/offender overlap
- encourage and share best efforts in giving a voice to children and young people in the criminal justice system
- share best practice in YOT consultation with local communities on reparation activities and their visibility to the public.

#### 14

The YJB will continue to support YOTs to help police services to achieve public confidence targets, and work with YOTs, ACPO, the OCJR, the Joint Youth Justice Unit (JYJU), and NOMS on wider government initiatives to improve the youth justice system and increase victim and public confidence. These initiatives include:

- supporting the YRD pilot
- supporting the Youth Conditional Caution pilot by working with ACPO and the National Policing Improvement Agency to agree the model, finalise the evaluation and provide recommendations for rolling out the youth toolkit of effective practice

- involvement in Restorative Action in Neighbourhoods (led by the National Policing Improvement Agency); developing triage processes and guidance; strengthening YOT involvement with MAPPA and developing a young people's annex to NOMS' MAPPA guidance; introducing standard notification and referral procedures for young people to MAPPA
- improving outcomes for victims by promoting restorative justice and implementing the *Youth Crime Action Plan* initiative Young Victim Pilot Projects.

**15**  
Rebalance debate by supporting positive communications about young people.

**16**  
Publish reparation guidance for YOTs.

## Strategic objective 4 Ensuring safe and effective use of custody

The YJB's aim is to ensure a secure, healthy, safe and supportive place for children and young people, however short or long their period in custody, ensure their effective resettlement back in to the community, and maximise their potential to reduce their offending behaviour.

We are working to ensure that the custodial estate and its workforce are capable of constructively engaging with young people and responding positively to challenging behaviours. Effective workforce development has become an increasingly important aspect of developing the secure estate, and publication of the DCSF's *Children and Young People's Workforce Strategy 2020* provides a framework to develop this work. Achieving our aims will require time and resources. We are pragmatic about the funding environment, and must focus our efforts on maintaining and extending the improvements already made, and seek out innovative approaches to tackling areas of concern.

These aims have been incorporated into our updated secure estate strategy, which we are developing during 2009.

Our regime development programme will prioritise implementing the findings of the independent *Review of Safeguarding in the Secure Estate* and the Government's independent *Review of Restraint*, both published in December 2008.

Our capital development programme aims to reconfigure the estate so that the geographical spread of places better matches demand, improves education and vocational facilities and provides more flexible living units. The current phase focuses on the Midlands and the East of England, so the YJB is working with NOMS to develop a new YOI at Glen Parva in Leicester and developing the site at Werrington YOI in Stoke. We will also improve the quality of facilities at Warren Hill YOI in Suffolk. Put together, these developments will enable us to decommission unsatisfactory YOI accommodation.

Our commissioning strategy is reviewed annually, with the number and location of places commissioned reflecting projected demand for custody, availability of capacity and funding levels. Our plan for 2009/10 compared to 2008/09 is:

Type of secure accommodation	Places commissioned for	
	2008/09	2009/10
YOIs*	2,999	3,007
STCs	307	301
Secure children's homes**	219	191
<b>Total number of places</b>	<b>3,525</b>	<b>3,499</b>

\* Includes 74 girls' units, 48 places in Keppel's enhanced support unit from 2008/09 and includes 72 beds temporarily out of commission due to refurbishment at Stoke Heath in 2009/10.

\*\* Following the retender exercise during 2008/09, new tenders will be let and phased in from July 2009.

## Key YJB deliverables 17–23

17

Develop our new strategy for the secure estate for children and young people.

18

Take forward the action plan developed following the independent review of safeguarding in the secure estate.

19

Contribute to delivery of the changes proposed following the Government's independent review of restraint (areas of focus, deliverables and timescales will be agreed with the MoJ/DCSF and the JYJU).

20

Work with suppliers and stakeholders to map out how to improve management capacity and capability in the sector, along with proposals for introducing and continuing the professional development of staff working with children and young people in custody.

21

Develop a new 360-place YOI at Glen Parva in Leicester, enabling the discontinuation of less satisfactory YOI accommodation. Subject to business case and planning approval for the scheme, we will appoint a construction contractor and begin work on site in time for it to be operational in late 2011/12.

22

Implement the new contracts arising from the secure children's homes retendering exercise.

23

Centralise improved YOI provision in the North West at Hindley.

### Reducing demand for custody

Alongside work to continue improving the secure estate's infrastructure and regimes, the YJB is committed to the principle that custodial remands and custodial sentences should only be used when a community sentence is not appropriate.

### YOT and sentencer confidence

- support YOTs in discussions with magistrates about custody rates
- work with HM Courts Service to publish a revised version of *Making it Count in Court* to provide a good practice framework for the work of YOTs and other court-based professionals.

### Compliance and enforcement

- set out good practice in revised standards and guidance to support the Scaled Approach and YRO, and emphasise in briefings on YRO.

### Devolve the cost of custody

- investigate the possibility of transferring the costs of custody to local authorities.

### Alternatives to custody

- support Intensive Fostering and the ISSP during the critical period when they become statutory alternatives to custody with the advent of the YRO
- take all available opportunities to actively demonstrate our support for Intensive Fostering
- continue to publish and disseminate custody rates.

## Strategic objective 5 Building capacity

In order to maximise the resources available, we need to effectively and efficiently meet our objectives. Below are our priorities to develop the YJB to ensure that we continue to improve the way we operate and deliver to influence, shape and advise across the youth justice system.

### Key deliverables 24–35

#### Governance

24

Introduce a portfolio management framework to ensure that decisions on resource investment in programmes and projects align with YJB strategic priorities and aims.

25

Embed the newly refreshed YJB Board governance arrangements.

26

Consult widely on the business case for a new organisation to take the lead in youth justice system ICT.

#### People

27

Introduce a new leadership and management development programme to ensure YJB managers have the appropriate skills and capabilities to lead the organisation.

28

Review our HR policies to ensure they are fit for purpose.

29

Deliver on the objectives outlined in our *Equality and Diversity Action Plan*.

#### Ways of working

30

Use the relocation of the YJB's headquarters to provide an improved working environment and introduce new ways of flexible working that support the Government's Working Beyond Walls agenda.

31

Introduce the new internal ICT system to enable more flexible working and improve support and access for staff.

32

Complete the set up of our new Corporate Services Directorate to provide effective and efficient support to YJB directorates.

33

Review the Wales and regional delivery model to ensure it is fit for purpose.

#### Efficiency

34

Deliver a programme of efficiency savings to reduce YJB overheads by 10%.

#### Stakeholders

35

Implement our new communications strategy to strengthen relationships with stakeholders and increase confidence in the YJB and the youth justice system.

#### Wiring Up Youth Justice – realising the benefits and sustaining success

Wiring Up Youth Justice has been a success. Beginning as a partnership between managers and practitioners in the youth justice system, it is now on track, over a 10-year cycle, to deliver benefits valued at just under £100m from the planned investment of under £70m. With the programme now drawing towards its conclusion, youth justice service providers have indicated a demand for longer term investment in practice improvement that can be supported by ICT. The YJB agrees with this assessment. We are supporting the development of a business case for a new organisation to take the lead in youth justice system ICT to support the Wiring Up Youth Justice vision that:

*By 2015, people who work with children and young people in the youth justice sector will have a set of up-to-date and user-friendly information systems and processes that enable them to collect, manage and share accurate and relevant case-level information securely and efficiently. This is in support of their key priorities of reducing offending, keeping young people safe and improving the effectiveness of the criminal justice system.*

With funding from OCJR, NOMS and the DCSF, our national programme of ICT-enabled improvement, developed and delivered in partnership with YOTs and the secure estate, has delivered a range of tools for youth justice practitioners and managers, including:



- new, more secure electronic processes to ensure that risk information about young people going into secure accommodation is passed without delay from the YOT to our Placement and Casework Service, then onto the relevant establishment
- access to YOT case management systems and Secure eMail for all YOT workers when they are working at youth courts
- a new, electronic sentence management system for the secure estate, enabling practitioners to develop and implement sentence plans based on the needs and risks that were assessed by the YOT (via eAsset)
- a new, national, web-based management information system (Youth Justice Management Information System), which supports managers in planning their services, both locally and nationally
- improvements in the quality and timeliness of information about young people who offend and their victims, which is passed from police forces to YOTs using Secure eMail instead of fax.

### Key deliverables from Wiring Up Youth Justice Programme

- Consolidate the use of new procedures and new computer systems that have been put in place to ensure they deliver lasting benefit to the youth justice system.
- Support the Association of YOT Managers and YOT Managers Cymru in their plans to develop a new, national case management system as a shared service for YOTs.
- Support the DCSF in the implementation of ContactPoint, the children's information sharing index for England.

Subject to the success of pilots, the programme will also:

- improve the exchange of information between YOTs and probation, and between YOTs and attendance centres
- work with HM Courts Service so that their new national system for magistrates' courts, Libra, can be made available to YOTs.



# FUNDING AND BUDGET ALLOCATION

	2009/10 £m	Funding source	What the budget buys and achieves
<b>Community youth justice services</b>			
Prevention	33	Home Office £15m MoJ £12m DCSF £6m	Contribution to reducing the number of first-time entrants to the youth justice system through locally delivered youth inclusion and support panels (YISPs), YIPs and parenting programmes. Estimated that in excess of 20,000 young people engaged each year.
Preventing Violent Extremism	4	Home Office £4m	Office for Security and Counter Terrorism fund to prevent violent extremism. Estimated to engage 2,000 young people each year through over 40 programmes.
Effective practice grants	54	MoJ £46m Home Office (YOT drug workers) £8m	Statutory partners within local YOTs are responsible for ensuring YOTs are resourced to deliver youth justice services. These grants are targeted at effective practice and specific innovations.
ISSP	35	MoJ £35m	ISSPs engage 5,000 each year across all YOTs. In addition, 2,000 young people are engaged in resettlement and aftercare programmes run by YOTs.
Intensive Fostering	3	DCSF £3m	
Community substance misuse (RAP)	12	MoJ £12m	
Community education engagement	9	DCSF £9m	
Change programmes	2	MoJ £2m	Scaled Approach implementation.
Workforce development and research	2	MoJ £2m	£1m research programme and £1m YJB contribution to youth justice system workforce development strategy.
<b>Total</b>	<b>154</b>		

	2009/10 £m	Funding source	What the budget buys and achieves
<b>Custodial services</b>			
Prisons – HM Prison Service	154	MoJ £140m DCSF £14m	Secure accommodation in Prison Service YOIs.
Prisons (private)	32	MoJ £32m	Secure accommodation in private YOIs.
Escort contracts	21	MoJ £21m	Transport for young people to and within the secure estate, e.g. from court to custody.
Other contracts	4	MoJ £2m DCSF £2m	Includes advocacy contracts and restraint review.
Secure training centres	56	MoJ £56m	Secure accommodation in STCs.
Secure children's homes	42	MoJ £30m DCSF £12m	Secure accommodation in secure children's homes.
Substance misuse	7	MoJ £7m	54,000 targeted substance misuse interventions.
<b>Total secure accommodation</b>	<b>316</b>		
Running costs	16	MoJ £16m	Staff and administrative costs, including premises and communications.
Wiring Up Youth Justice	8	MoJ £8m	Improved information sharing to reduce reoffending; finish first phase and begin second.
YJB ICT programme	1	MoJ £1m	Running of internal ICT systems.
YJB HQ relocation	2	MoJ £2m	Relocation when lease expires.
Non-cash costs	4	MoJ £4m	
<b>Total resource budget</b>	<b>501</b>		
Secure estate capital development	20	MoJ £20m	Projects to improve or reconfigure the built environment through redevelopment or development of new establishments in the Midlands, East of England and North West.
Wiring Up Youth Justice	6	MoJ £6m	Improved information sharing to reducing reoffending.
<b>Total capital budget</b>	<b>26</b>		
<b>Budget grand total</b>	<b>527</b>		

# PLANNING ASSUMPTIONS AND MANAGING RISK

Our Annual Workload Data outlines trends in the youth justice system and is based on information from YOTs and secure estate providers. We use a planning assumptions model to predict the number of offences and disposals, as well as the number of secure accommodation beds. The model uses the following data and assumptions:

- Government actuary department's statistics for the number of children and young people aged 10 to 17
- trends in the number of offences and the detection completion rate
- trends in the use of custody and remand as a proportion of court disposals
- average sentence length for each custodial disposal and remand.

The YJB has a pivotal role in the network of partnership arrangements that constitute the youth justice system. Risk management is critical in ensuring these relationships are productive and achieve the required outcomes.

As a non-departmental public body, the YJB is informed by the policies of our sponsor departments. Liaison with our sponsorship team in JYJU is the main vehicle for sharing understanding of risks and agreeing appropriate risk management arrangements. In addition, as senior responsible officer for delivering the Government target to reduce youth reoffending by 10% between 2005 and 2011, our chief executive identifies and assesses risks in relation to the cross-Government reducing reoffending delivery plan and shares these through the PSA 23 governance arrangements.

We work closely with YOTs, which were established as local statutory partnerships by the Crime and Disorder Act 1998, to ensure the youth justice system achieves the statutory aim to prevent offending, and to deliver youth justice services. Our relationship with YOTs is regulated by conditions associated with our grants for effective practice and other programmes, together with other elements of the YOT performance management framework. Arrangements for managing risk of harm to children and young people who offend, or are at risk of offending, are set out in the national standards and practice guidance that all YOTs are expected to comply with. We also promote good practice by disseminating information and sponsoring training for youth justice practitioners. Our regional and Wales teams monitor information about YOTs on a quarterly basis to identify underperformance and take a risk-based view of the need to intervene.

Under the new local performance management arrangements in England, YJB regional teams work closely with government office colleagues and inspectorates to identify underperformance and consider cross-Government responses. In Wales, we work closely with the Welsh Assembly Government and through the Youth Justice Committee for Wales.

The YJB contracts with third parties for custodial services, including commissioning and contracting secure accommodation for children and young people and escort services from courts to custodial establishments. Contract management and monitoring for the secure estate provide a means to assess whether providers have adequate risk management arrangements in place.

# GOVERNMENT STRATEGIES AND PLANS RELATING TO REDUCING OFFENDING BY CHILDREN AND YOUNG PEOPLE

As shown on page 4, our strategic objectives align closely with PSAs 14, 23 and 24. In addition, the following PSAs relate to reducing offending by children and young people.

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## **Fairness and opportunity for all**

PSA 8	Maximise employment opportunity for all.
PSA 10	Raise the educational achievement of all children and young people.
PSA 11	Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers.
PSA 12	Improve the health and well-being of children and young people.
PSA 13	Improve children and young people's safety.
PSA 14	Increase the number of children and young people on the path to success.
PSA 16	Increase the proportion of socially excluded adults in settled accommodation and education, training or employment.

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## **Stronger communities and a better quality of life**

PSA 18	Promote better health and well-being for all.
PSA 21	Build more cohesive, empowered and active communities.
PSA 23	Make communities safer.
PSA 24	Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.
PSA 25	Reduce the harm caused by alcohol and drugs.
PSA 26	Reduce the risk to the UK and its interests overseas from international terrorism.

**Other Government plans that relate to reducing offending by children and young people**

<b>Title</b>	<b>Lead department</b>	<b>When published</b>
<i>All Wales Youth Offending Strategy (Wales only)</i>	Welsh Assembly Government	2004
<i>Children and Young People: Rights to Action (Wales only)</i>	Welsh Assembly Government	2004
<i>Aiming High for Young People: A Ten Year Strategy for Positive Activities (England only)</i>	HM Treasury and DCSF	2007
<i>Working Together to Cut Crime and Deliver Justice: A Strategic Plan for Criminal Justice 2008–2011</i>	Criminal Justice System departments and OCJR	2007
<i>National Community Safety Plan 2008–11</i>	Home Office	2007
<i>The Children’s Plan: Building Brighter Futures (England only)</i>	DCSF	2007
<i>Saving Lives. Reducing Harm. Protecting the Public: An Action Plan for Tackling Violence 2008–11</i>	Home Office	2008
<i>Drugs: Protecting Families and Communities. Action Plan 2008–2011</i>	Home Office	2008
<i>Staying Safe: Action Plan (England only)</i>	DCSF	2008
<i>Youth Taskforce Action Plan: Give Respect, Get Respect – Youth Matters (England only)</i>	DCSF	2008
<i>Raising Expectations: Enabling the System to Deliver</i>	DCSF and DIUS	2008
<i>Back on Track: A Strategy for Modernising Alternative Provision for Young People</i>	DCSF	2008
<i>Youth Crime Action Plan</i>	DCSF, Home Office and MoJ	2008
<i>From the Neighbourhood to the National: Policing our Communities Together</i>	Home Office	2008
<i>Time for Action: Equipping Young People for the Future and Preventing Violence – the Mayor’s Proposals and Call to Partners</i>	Mayor of London	2008
<i>Punishment and Reform: Our Approach to Managing Offenders</i>	MoJ	2008
<i>Volunteering Across the Criminal Justice System</i>	Cabinet Office	2009
<i>Cutting Crime Two Years On – An Update</i>	Home Office	2009
<i>Consultation: Engaging Communities in Criminal Justice: Green Paper</i>	Attorney General’s Office, Home Office and MoJ	2009
<i>Engaging Communities in Fighting Crime</i>	Cabinet Office	2009



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