

Youth Justice Board  
Bwrdd Cyfiawnder Ieuencid

# Annual report and accounts

## 2020/21

The Youth Justice Board  
for England and Wales

HC 616







Youth Justice Board  
Bwrdd Cyfiawnder Ieuenctid

**The Youth Justice Board for England and Wales**  
Annual report and accounts  
2020/21

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

Accounts presented to Parliament pursuant to Schedule 2, paragraph 9 (4) of the Crime and Disorder Act 1998

Ordered by the House of Commons to be printed on 16 September 2021



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Youth Justice Board for England and Wales  
Clive House  
70 Petty France  
London  
SW1H 9EX

ISBN: 978-1-5286-2856-3

E02669455

Printed on paper containing 75% recycled fibre content minimum

Printed in the UK by HH Associates Ltd. on behalf of the Controller of Her Majesty's Stationery Office

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# Foreword

I must start by thanking YJB staff, our colleagues and partners across the system for all that they have achieved over the past year. Despite unprecedented circumstances, we continue to strive to improve outcomes for children and I hope that this report captures the progress we have made towards our vision of a Child First youth justice system.

I'm sure that no annual report this year will fail to mention the impact of the COVID-19 pandemic. We are no exception. The disruption to the lives of children has been significant. Their social interaction has been curtailed, some families have struggled financially or may have lost family members and we have yet to see the full impact this has had on their lives and futures. Over the year, we prioritised our activity to help meet some of these challenges and ensure that children continued to receive the best possible support. To achieve this, we remained flexible and responded to the needs of the sector as they emerged, providing additional support and leadership. We did all that we could to reduce to a minimum our requests of those delivering front-line services to children and sought to ensure that emergency arrangements reflected the needs of children and those working with them. This entailed carrying over some of our other work into the next financial year and more detail on this is in our business plan for 2021/22.<sup>1</sup> We have also continued to follow a remote operating model, with all staff working from home unless absolutely necessary.

In our strategic plan, we also set out our vision for a Child First youth justice system. The benefits of achieving this vision are immense, not just for children but for all of us. If children are enabled to reach their potential, the benefit for society is obvious. This is not only through reductions in offending but through positive gain for all children. We are clear that this change will not happen overnight and in the past year we began a programme of activity which we will build upon. This included lectures and developmental activities and we continued to seek, listen and capture the views and opinions of children with experience of the youth justice system, including those who support them. We also developed a programme of work with youth offending teams to deliver pathfinder projects related to diversion, a key part of the Child First principle, and to evaluate the value of lived experience in preventing reoffending.

I am pleased that yet again the number of arrests, first time entrants, cautions and sentences all continued to decline.<sup>2</sup> The numbers of children detained also continued to decrease, reaching a record low. However, I remain concerned that the number of Restrictive Physical Interventions and self-harm incidents in the secure estate have both risen in the last year. We have contributed to several reviews and policy developments in this area and I was also invited to chair The Independent Restraint and Behaviour Panel which was formed in response to Charlie Taylor's Independent Review of the use of pain-inducing techniques in the youth secure estate.<sup>3</sup>

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1 <https://www.gov.uk/government/publications/yjb-business-plan-2021-to-2022>

2 <https://www.gov.uk/government/statistics/youth-justice-statistics-2019-to-2020>

3 <https://www.gov.uk/government/publications/independent-review-of-the-use-of-pain-inducing-techniques-in-the-youth-secure-estate>



In the past year we have also taken advantage of new data to look more closely at marginalised groups, such as Gypsy, Roma and Traveller children and children looked-after, to help us identify areas for potential work in the future. Against the backdrop of our new data it's clear that the over-representation of children from specific groups remains a concerning issue. Black children are still more likely to be arrested, more likely to be held in custody on remand, receive generally harsher penalties and, shockingly, children from ethnic minorities now make up more than half of all children in custody.


As part of our programme of work to tackle this issue, we revised a number of tools to analyse ethnic disparity and used our influence to change how our partners approach this issue. We supported the Alliance of Sport to secure a record-breaking £1 million grant from the London Marathon Charitable Trust for 'Levelling the Playing Field' – a sports-based project to benefit children from ethnically diverse backgrounds. We brought together experts to improve employment opportunities for children disproportionately represented in the justice system and published research into ethnic disproportionality in sentencing and the use of remand.

Finally, this will mark my last Annual Report and Accounts as the Chief Executive Officer of the YJB. I will have retired at the end of April 2021 and would like to use this opportunity to recognise the exceptional work which all of those working with children in and at risk of coming into the criminal justice system are doing daily, especially over the last year when they have worked even harder to support children through the pandemic, despite their own personal challenges. Their activities safeguard and support some of the most vulnerable children in our society and it has been a pleasure to work with you. I am proud of what we have collectively achieved! Claudia Sturt started as the new Chief Executive Officer on 19 May 2021. With her appointment she brings over 28 years' experience of working in the criminal justice system and crucially a desire to listen to children and help positively influence their lives. As I will have retired ahead of publication, the rest of this report will be signed off by Claudia.

Date: 15 September 2021



**Colin Allars**  
**Chief Executive and Accounting Officer**  
(until May 2021)



**Claudia Sturt**  
**Chief Executive and Accounting Officer**  
(from May 2021)





# 1

# Performance report 2020/21

- **Overview**
- **Performance analysis**
- **Our work**
- **Work towards our strategic objectives**

# Overview

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

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

## Who we are and what we stand for

The YJB is an independent non-departmental public body established by the Crime and Disorder Act 1998. We are appointed by the Secretary of State and are responsible for overseeing the operation of the youth justice system and the provision of youth justice services. We are the only statutory body to have oversight of the whole system.

We work with partners with the aim of preventing offending and reoffending by children under 18 years old. Through our oversight of the system and the advice we provide to ministers and the sector, we aim to improve the safety of children within the youth justice system who find themselves in those circumstances, and help children achieve positive outcomes to lead them towards a successful and productive adulthood.

Our partners include, but are not limited to:

- local authorities and youth offending teams (YOTs)
- children
- police forces, Police and Crime Commissioners and mayoral offices
- children's services, and their partners i.e. health, education, police and the probation service
- the Youth Custody Service (YCS)
- The Welsh Government and government departments that are responsible for services and policy which impact on the youth justice system
- inspectorates and representative bodies
- academics
- voluntary and third sector partners
- membership bodies and charities.

## Summary of our functions

As a statutory body, we have a number of functions that relate to youth justice. These include:

- monitoring the youth justice system
- advising ministers
- commissioning research
- identifying and promoting good practice
- making grants
- publishing information
- providing IT-related support
- supporting system improvement.

## Our vision

Our statutory remit, whilst at the centre of all that we do, also fulfils a vital role in enhancing the way in which the YJB oversees the youth justice system in its entirety. Our work plan for last year was focused on how we could strengthen and enhance the delivery of those functions, whilst at the same time ensuring that we maintained our commitment to:

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

Our work is guided by the Child First for the youth justice system, which puts children at the forefront of all we do. We have considered the available evidence base which tells us this approach is effective in preventing offending and reoffending and leads to better outcomes for children.

Our vision is of a youth justice system, where all services:

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

We made some small but important amendments to this vision. These were to recognise explicitly the structural barriers that children face and the responsibility that we, as adults, have towards them. These changes were introduced in our Strategic Plan 2021-24.<sup>4</sup>

The evidence tells us that treating children as children is the best way to achieve sustained desistance. We are committed to looking beyond just the need to stop a child offending, to working constructively to help children make positive contributions to society. This approach is needed now more than ever.

## Our work

This year, we focussed our efforts on strengthening the way we delivered our statutory functions together with four other key areas.

We believe that the following four areas are important to the current system and will enable us to achieve progress and use our influence and convening powers. These are:

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

In order to support our work plan, we have continued to review our resources to enable us to maximise our capability to deliver our work and enhance how we fulfil our statutory obligations. We will continue to embed this approach as we move into 2021/22 and, alongside our new strategic and business plans, we will identify how we can better maximise the resource and support we provide to the frontline.

The COVID-19 pandemic has presented significant challenges for England and Wales, children, the youth justice sector and for how we work. It was important that we adjusted how we worked and supported the sector during this time. In doing so, we attempted to mitigate the worst impacts for children. Consequently, we had to carry over some of the planned work for 2020/21.

Many of the challenges the youth justice system faced in the last year are still with us and, as the recovery takes place, new challenges will emerge. Now, more than ever, we need to have a Child First approach to improve outcomes for all children and in this coming year we will continue to influence and provide evidence-based advice to achieve this. Children have faced significant disruption to their lives over the past year and we are yet to see some of the impacts of the pandemic on children. We must ensure the needs of children are prioritised and our work is child focussed. As we move into 2021/22, we will continue to work with our partners so that all children receive the best possible support and we reduce the risk of long-term harm.

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4 <https://www.gov.uk/government/publications/youth-justice-board-for-england-and-wales-strategic-plan-2021-24>

## Child First

During 2020/21 we continued to champion the evidence-informed Child First guiding principle which sees children as children first. This was a key priority for us in the past year and will be into 2021/22 and beyond. To make further long-term progress, system changes are needed to achieve a Child First system and help children to reach their potential. This not only benefits children, but all of society.

We recognise this will take time and in our new strategic plan for 2021-24 we have set out Child First as a guiding principle for us and the sector. It underpins our strategic pillars and is at the heart of all we do. It also informs our decision-making and engagement at all levels.

During 2020/21, we developed a programme of work to build our staff's capability and understanding of this guiding principle. This included a series of lectures and developmental activities. We also ran a successful Child First online session which was attended by many practitioners across the youth justice sector. We have also aligned the work of our various stakeholder fora to the aims of the Child First guiding principle. This will ensure that we continue to seek, listen to and capture the views and opinions of children who have experienced the youth justice system, and those who support them. We have ensured that our stakeholders are aware of and are able to contribute to this approach. This will help deliver a youth justice system that works for children and is informed by children. We have worked with the Workforce Development Council to consider the needs of the sector and helped them to incorporate Child First into their new strategy.

We also developed a programme of work with YOTs to deliver pathfinder projects that are related to diversion. This is a key part of the Child First principle and we will evaluate the value of lived experience towards preventing reoffending. The learning from these projects will be shared across the sector as it develops. We have begun to rewrite our case management guidance in line with the Child First guiding principle to inform its delivery in practice and this will be published in 2021/22. We have made significant progress in influencing our partners and the further development of an evidence-base around Child First. We continue to review and ensure that all our sector-facing documentation and guidance aligns with this principle.

In Wales, our Child First approach was central to our expert advice on the operation of youth justice in Wales. This resulted in the Welsh Government and the Ministry of Justice jointly publishing the Youth Justice Blueprint<sup>5</sup> in May 2019. The Blueprint aims to embed rights-based and trauma informed practice in Wales and the delivery of this key piece of work has continued in 2020/21. We have continued to deliver against the strands of the Blueprint which we lead on. Namely, the community and resettlement and transitions workstreams. We also provided the strategic lead and project management for the project overall and were involved in shaping activity across the breadth of the Blueprint. In 2021, we will develop this further to make sure that we are working towards a truly Child First system which prioritises children's best interests, as set out in our business plan for 2021/22.<sup>6</sup>

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5 <https://gov.wales/supporting-young-people-justice-system>

6 <https://www.gov.uk/government/publications/yjb-business-plan-2021-to-2022>



## Strengthening and enhancing the delivery of our statutory functions

### Monitor the youth justice system: enhance and refine the way we conduct our oversight of the system

We have continued to bring together partners from across UK and Welsh governments and representatives from key youth justice delivery services at our Youth Justice System Oversight Group.

We have continued to develop this group to achieve greater departmental alignment and collectively work across settings to deliver a cross government offer for children so they achieve the best outcomes. For example, one of the areas the group focussed on was early help and prevention and how we can take a cross-departmental approach to this important topic.

In Wales, we strengthened our whole system oversight of the youth justice system through the Wales Youth Justice Advisory Panel which, alongside having strategic oversight of the system, has an advisory and assurance role for the Welsh Youth Justice Blueprint.

We also continued to engage with YOTs and key partners, nationally, regionally and at a local level. Through this engagement, we gathered intelligence and expertise from across the system that supported our understanding. This included how it was operating and where there were challenges or examples of good practice that could inform our advice and be shared.

### Advise ministers: widen our influential reach by providing oversight, advice and information, and support our partners

We have provided advice to ministers, informed by intelligence and expertise from across the system to support understanding of the youth justice system and inform decision-making. This advice has covered:

- performance of the youth justice system as a whole and the individual components of the system
- funding for YOTs
- initiatives aimed at improving performance
- youth justice priorities
- responses to specific high-profile incidents
- the impact of COVID-19.

We also used our expertise to inform cross-government policy development. This included the areas of education, health, family and relationships.

We continued to work to ensure that our intelligence and information was best utilised and our advice function maximised.

We regularly responded to consultations and inquiries where there was an impact on the lives of children in, or at risk of, entering the youth justice system. In 2020/21, we responded to 28 consultations, using our expertise and evidence base. We did this to maintain our influence so that children's rights and needs were considered and taken into account by policy makers.

## **Promote effective practice: improve the way we promote good practice and identify better ways to utilise findings to assist our sector partners**

We have begun the development of an improved practice and innovation strategy, which will be finalised, implemented and embedded in the coming year. This has incorporated a model of dissemination for our pathfinder projects to support them to share their learning across the sector. In the absence of the Youth Justice Convention, due to COVID-19 measures, we organised and delivered a series of YJB Live online events covering a wide range of pertinent youth justice topics.

We also improved or developed the following ways to share practice:

- Quarterly Developing Practice Fora<sup>7</sup> were organised across England and Wales by the YJB to support local areas to share knowledge and information. Themes for the year were developed with the sector through a survey with attendees. Welsh colleagues could also access an established Hwb Doeth group, which includes researchers.
- As at the end of March 2021, we had over 5,000 users access the Youth Justice Resource Hub.<sup>8</sup> Over 15,000 pages were viewed, with an average of 5,000 to 6,000 users per month.
- The Practice Group Basecamp was developed to support communication and the sharing of knowledge and information across YOTs. There are over 200 YOT staff including some YJB staff that have signed up to it.

## **Support improvement: gather and analyse information to develop our understanding to better support our oversight function; disseminate appropriately**

We have improved our processes to better enable the collection of data from YOTs and sharing of data with our youth justice partners. Along with making data available to the youth justice sector, this has strengthened our evidence base and allowed our partners to make better strategic and operational decisions to improve outcomes for children.

We provided improvement support and leadership to the minority of YOTs whose performance indicated a need. This included facilitating and promoting sector-led improvement activity, providing tools and resources to support performance improvement and delivering central performance improvement support, alongside advice and guidance.

## **Publish information: provide intelligence and analysis of youth justice operations**

We published our annual statistics,<sup>9</sup> enhancing and developing the way in which these were presented to support the understanding of the youth justice system across the sector and seeking out and considering users' feedback. These statistics provided patterns and trends across a wide range of measures and helped to inform areas of focus.

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7 <https://yjresourcehub.uk/developing-practice-fora-and-hwb-doeth.html>

8 <https://yjresourcehub.uk/>

9 <https://www.gov.uk/government/statistics/youth-justice-statistics-2019-to-2020>

### **Make grants: influence and promote innovation through smarter, targeted funding distribution to achieve the greatest impact**

We have administered the YOT core grant and influenced an uplift in the grant for 2021/22 in recognition of the work YOTs do. We have administered targeted funding in the form of pathfinder projects, all of which were delivering against our strategic objectives, having a positive impact on outcomes for children and benefiting the sector through shared learning and practice.

### **Provide IT related support: maintain technical support solutions**

We have continued to provide IT support and solutions to the youth justice sector through our Youth Justice Application Framework (YJAF). We continued to take an agile approach to YJAF development and in 2020/21 completed a successful project to move it to a different server solution. This has provided a better service to users, future proofed it and will save approximately £5m over the next five years.

### **Commission research: strengthen and build an evidence base to effectively inform the way in which we improve our operations**

We have continued to commission research to support our strategic objectives. In 2020/21, we published research into 'ethnic disproportionality in remand and sentencing outcomes in the youth justice system'.<sup>10</sup> We have also continued to support evaluations of Enhanced Case Management and AssetPlus outcomes (completion and publication expected in 2023 and 2021 respectively).

### **Influencing and engaging with strategic stakeholders**

To effectively understand and advise upon the full impact of the COVID-19 pandemic upon children, it was critical that we undertook wider and more frequent consultation with our partners. Through expanding the use of our online tools and virtual networks, we have increased engagement across the sector including, imperatively, children and young adults.

Concurrently, since April 2020, we have further extended both the reach of our stakeholder network and the mechanisms by which we offer engagement, including:

- Increasing membership and delivery of our regular stakeholder fora across a range of key audiences, and the addition of a Youth Justice Data Analyst Network.
- Drafting a strategy to build upon our national network for children and young adults that will offer parity of engagement to children in the community and the secure estate across England and Wales.
- Improving and delivering a refreshed strategic forward look and briefing system.
- Further developing our virtual networks for external stakeholders to continue conversations outside of committee meetings.
- Improving our suite of tools to support and report upon our engagement, both internally and externally.

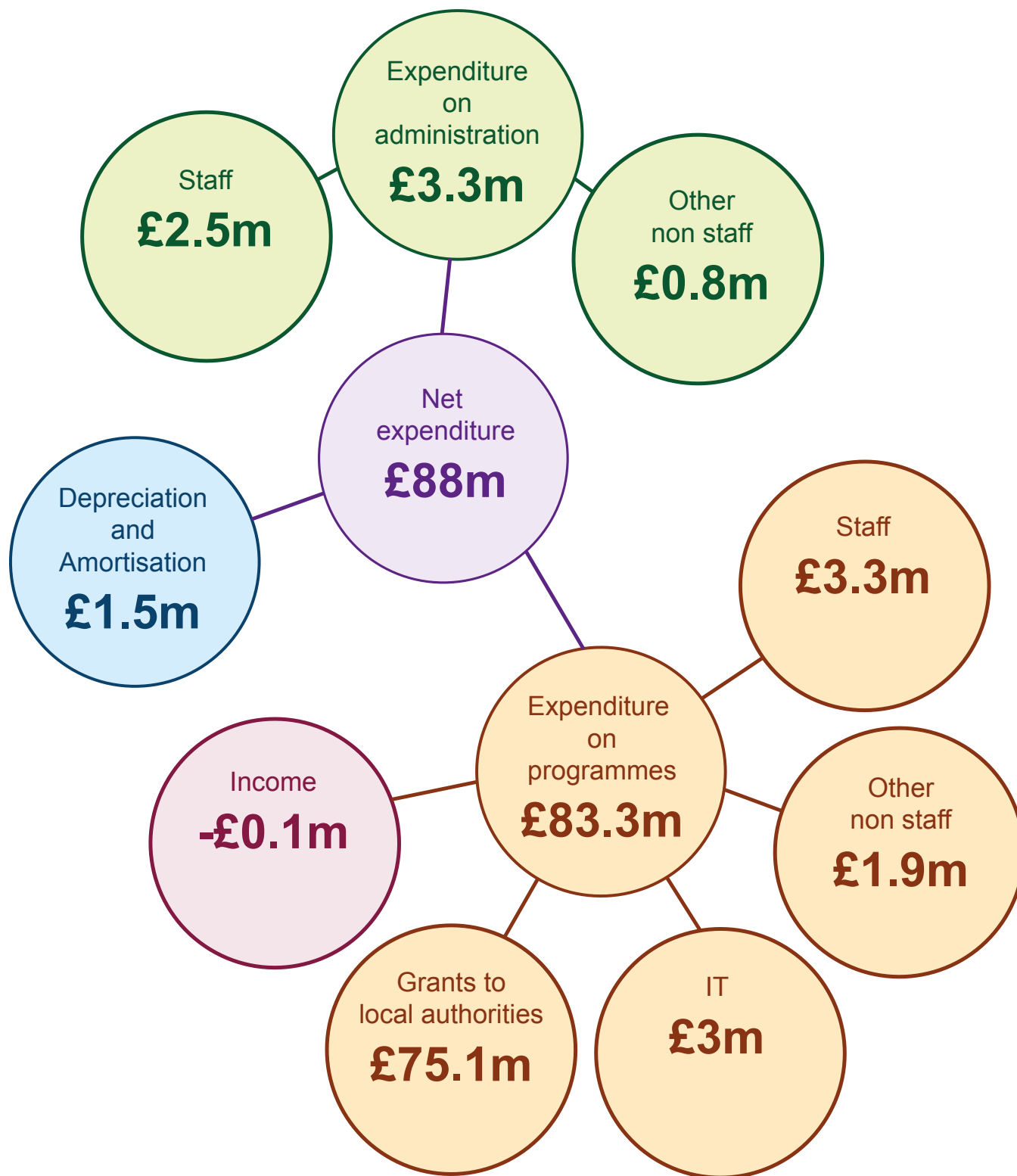
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<sup>10</sup> <https://www.gov.uk/government/publications/ethnic-disproportionality-in-remand-and-sentencing-in-the-youth-justice-system>

## Financial review

Our 2020/21 net operating expenditure of £88.0m represented an increase of £3.7m (4.4%) compared to 2019/20. This was mainly due to increase of £3.1m grant funding to YOTs. Our expenditure included grants of £75.1m (85.3% of total net expenditure) paid to YOTs across England and Wales, which represented a 4.2% increase compared to £72.1m paid in 2019/20. This was mainly due to the YJB receiving additional grant funding and savings identified across the organisation due to the impact of COVID-19 which delayed planned pathfinder activities. These were reprioritised to provide an additional top-up grant of £900k to local authorities through YOT grants to address significant challenges aligned to our priorities.

## How we spent our money



More detailed information about expenditure during the year can be found in the financial statements section of the report on pages 93-110.

Risk management is embedded in the way we plan and operate. More detailed information about the framework, and the principal risks managed during 2020/21, can be found in the governance statement starting on page 51.

The COVID-19 pandemic has introduced new risks which we will continue to monitor and report against as we move through the recovery stages.

The key risks to the delivery of our vision and mission have been managed through our strategic risk register. The highest scoring risks are summarised on pages 59-64 under 'risk profile' along with the current issues we managed at that time.

### **Other obligations**

The YJB is exempt from preparing a sustainability report under the Greening Government Commitment.

# Performance analysis

The YJB collects and analyses a range of data with a particular focus on:

- reducing first time entrants (FTEs) to the youth justice system
- reducing the use of custody
- reducing reoffending.<sup>11</sup>

The graphics used in this section summarise the performance of the youth justice system as reported in the 2019/20 Youth Justice Statistics, in some places comparing it with the previous year.

The YJB distributes the Youth Justice Grant to all youth offending teams (YOTs) in England and Wales and this information is published separately on GOV.UK.<sup>12</sup>

## Summary

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

The number of knife and offensive weapon offences committed by children decreased by 1% in 2019/20. Whilst this was the second successive decrease, the challenge remains to continue to reduce the number of children carrying and using knives.

Other challenges also remain. Of all children cautioned or sentenced, the proportion that were for violence against the person offences increased by 1.5 percentage points and for robbery by 0.6 percentage points compared with 2018/19.

Of all proven offences in 2019/20, 8% were for serious violence offences (which the YJB defines as drug, robbery or violence against the person offences with a 'seriousness' score<sup>13</sup> of 5-8).

Despite falls in the number of children in the youth justice system across all ethnicity groups, some ethnicities are still over-represented; in 2019/20, Black children were still over four times more likely to be arrested and over three times more likely to receive a caution or sentence than White children.

Around 19,000<sup>14</sup> children received a caution or sentence in 2019/20. This was a 12% decrease from the previous year. This highlights the continued reduction in children receiving these outcomes. The demographic make-up of these children is illustrated below.<sup>15</sup> It shows:

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

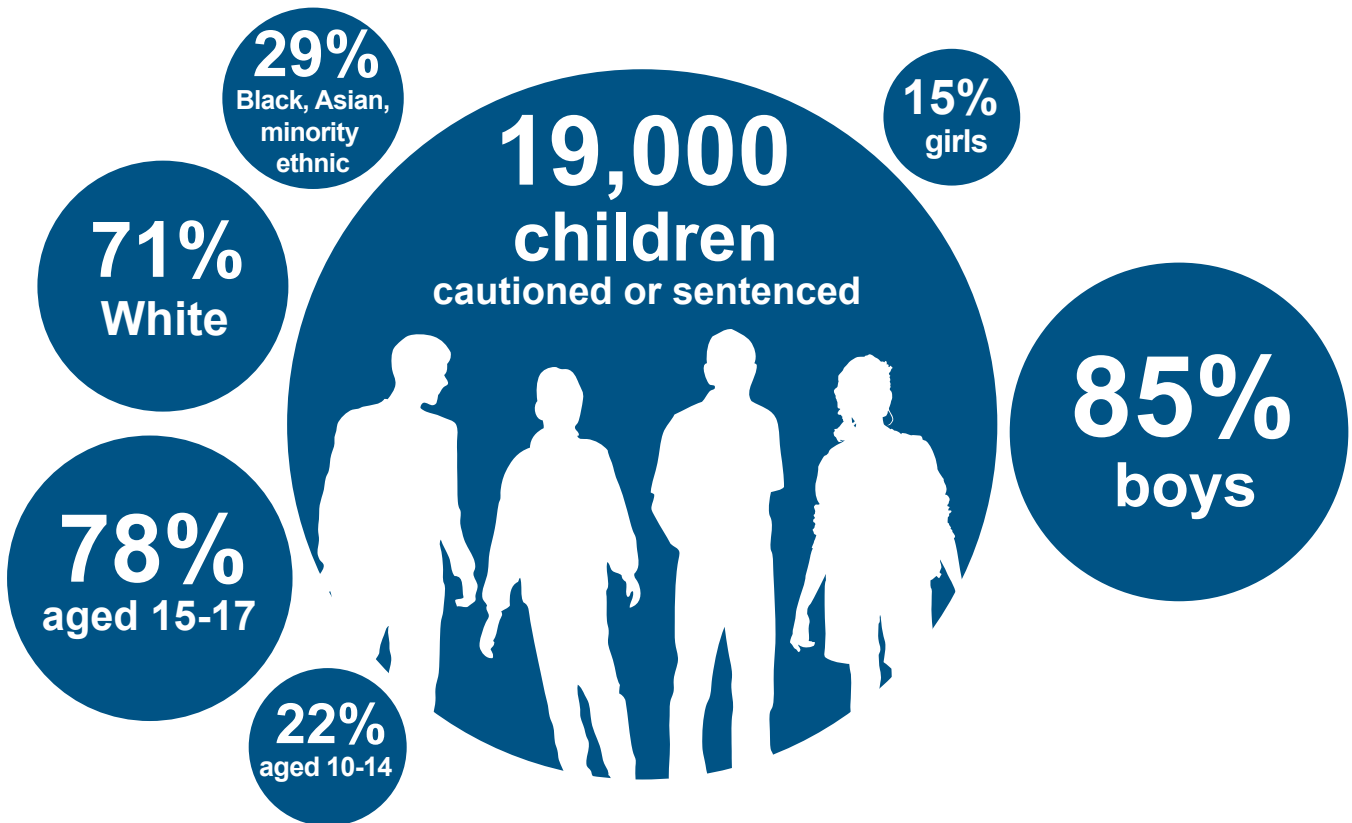
12 <https://www.gov.uk/government/publications/youth-justice-board-funding-to-yots-year-ending-march-2021>

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

14 Rounded to the nearest 100.

15 Proportions based on known gender and ethnicity.

- Over the past ten years the proportion of girls in the youth justice system has been decreasing. In 2019/20, this proportion was 15%, a decrease of 0.5 percentage points on the previous year.
- In 2019/20, 71% of children in the criminal justice system were from a White background. This proportion was a 1.8 percentage point decrease from 2018/19, continuing the downward trend seen in recent years.



### Knife and offensive weapon offences



### First time entrants





## First time entrants

There continued to be a long-term fall in the number of FTEs to the youth justice system.<sup>16,17</sup> In 2019,<sup>18</sup> there were around 11,100 FTEs; a fall of 12% when compared to the previous year (2018).

This reduction may be attributed to the work of the police, YOTs and other partners. This included targeted youth crime prevention schemes and the diversion of children away from the criminal justice system through measures such as restorative justice and triage.

While the number of FTEs to the youth justice system continued to fall for all ethnicity groups, the proportions varied by ethnicity. The proportion of FTEs from a White background continued to decrease, making up 75% of FTEs in 2019. In the latest year the proportion of FTEs from a Black background remained at 16%, in contrast to increases in previous years.

## Use of custody

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

In 2019/20, there was an average of just under 780 children in custody at any one time.<sup>19</sup> This was a decrease of 9% in the custody population when compared with the previous year (2018/19). The average number of children held on remand remained about the same but, owing to the fall in the overall custodial population, the proportion on remand increased to 31% of all children in custody. This highlighted that more needs to be done to find alternatives to custodial remand for children.

For the first time, children from a White background accounted for less than half (49% in 2019/20) of the custodial population. This was a decrease of 2.2 percentage points from the previous year and they continued to make up less than half (43%) of all children on custodial remand.

### Children in custody



16 A first-time entrant (FTE) is a child who has received their first caution or conviction for an offence processed by a police force in England or Wales, including the British Transport Police. Other sanctions given by the police are not counted.  
17 See Youth Justice Statistics for 2019/20, available online at: <https://www.gov.uk/government/statistics/youth-justice-statistics-2019-to-2020>  
18 The Criminal History figures for 2019/20 will be published by the Ministry of Justice in 2021. These statistics were delayed due to the late delivery of data and limited access to the Police National Computer, to minimise non-essential travel by Ministry of Justice analysts during the COVID-19 pandemic. Therefore, these statistics are based on the year ending December 2019.  
19 See Youth Justice Statistics for 2019/20, available online at: <https://www.gov.uk/government/statistics/youth-justice-statistics-2019-to-2020>.

In 2019/20, just over 1,100 immediate custodial sentences were given to children. This was a decrease of 11% from the previous year. These made up 7% of all sentences given to children, the same proportion as the previous year. This compares to about two thirds (68%) which were community sentences such as Referral Orders and Youth Rehabilitation Orders and about a quarter (26%) which were other non-custodial sentences such as discharges or fines.

## Reoffending

The long-term decreases in the number of children in the reoffending cohort<sup>20</sup> have continued. This reflected the shrinking number of children in the criminal justice system and the number of those that had reoffended and the reoffences they committed.

For the annual aggregated cohort from 2018,<sup>21</sup> the proportion of children who went on to reoffend within 12 months (binary rate) was 38.5%. This represented a small decrease of 0.2 percentage points when compared with 2017.

However, those children who did reoffend committed more reoffences on average, with an average of 3.95 reoffences each (frequency rate) from the 2018 cohort. This was a decrease of 2% compared with the previous year but is still the second highest it has been in the last ten years.

Despite falls in the proportion of children who reoffended, the levels are still relatively high. The evidence shows that despite more children being diverted from low-level crime, there were some that had more previous offences which correlates with a higher risk of reoffending. The average number of previous offences per child had risen to 4.13 for the 2018 cohort, an increase of 11% from the 2017 cohort, with year-on-year increases seen since 2015.

## Reoffending



<sup>20</sup> A child enters the reoffending cohort if they receive a caution, a non-custodial conviction at court or were released from custody during the cohort period. The cohort period referenced here is the annual aggregate of the four quarterly cohorts for the year ending December 2018.

<sup>21</sup> The reoffending figures for 2018/19 cohort will be published by the Ministry of Justice in 2021. These statistics were delayed due to the late delivery of data and limited access to the Police National Computer, to minimise non-essential travel by Ministry of Justice analysts during the COVID-19 pandemic.

# Our work in 2020/21

This year has been extraordinary due to the impact of the COVID-19 pandemic and the disruption it brought to services across the sector and beyond and to the lives of children and the communities we live in.

A planning working group was established to provide central co-ordination of the COVID-19 recovery activities and capture emerging risks across the youth justice system. In addressing the challenge, we remained flexible and provided a sounding board for the sector to understand the challenges they were experiencing and support a response to these as best we could as they emerged. We removed the need for youth offending teams (YOTs) to provide us with Youth Justice Plans in 2020/21 and instead received their business continuity and recovery plans. This helped us to identify where further support was needed and provide assurances that the needs of children were being met. We worked to ensure that YOTs and the children they work with were recognised, influencing government to ensure that YOT workers were considered key workers and ensuring, for example, that children were prioritised through the court system and that they continued to be visited safely at their homes. The core grant we gave to YOTs in 2020/21 allowed for use on capital expenditure. This gave YOTs the flexibility to use it to support digital contact with children under their supervision. We provided additional resource for them to spend on the most effective ways to meet children's needs during the pandemic.

Over the course of the 2020/21 business year, we overhauled our internal governance of projects into a centralised model led by our Chief Operating Officer, with oversight delivered by the Assurance and Exceptions Senior Leadership Group. This maintained a firm focus on making sure public money was well spent, whilst streamlining our processes. For example, this enabled the agile allocation of targeted grants whilst maintaining appropriate rigor. Alongside this, we implemented a new risk, issues and benefits framework so that these may be monitored and reported on.

In our 2020/21 business plan we set out our key priorities and information on how we will strengthen and enhance our core statutory functions whilst maintaining our commitment to our longer-term strategy. This programme of work is firmly established with a clear plan of projects and activities to address these priorities. Strong governance is in place covering the start-up, delivery and evaluation of all activities. Both our strategic plan and our business plan provided a clear focus on making meaningful, sustainable improvements for children, where we can have the most impact on improving outcomes for children under the Child First principle.

We take a holistic approach to delivering our objectives, ensuring we maximise our available resource to deliver the biggest impacts for children. We have delivered a wide range of activity and led the way in encouraging sector-led improvement and improving the practice of YOTs through promoting innovation and improving performance. Our work in 2020/21 addressed:

- the promotion of the Child First guiding principle
- the establishment of a range of pathfinders using targeted funding to promote innovation and the sharing of practice across the sector
- the enhancement of the delivery of all of our statutory functions

- our aim to see an improvement in the standards of custody for children, and promote further rollout of constructive resettlement
- our aim to influence the youth justice system to treat children fairly and reduce over-representation
- our aim to see a reduction in serious youth violence and child criminal exploitation
- our response to the COVID-19 pandemic and support for the sector.

## Pathfinders

We have continued to develop the pathfinder model that we established last year to deliver against several of our strategic objectives. We have also established a series of new pathfinders.

Pathfinders enable us to target additional funding to YOTs and their partners to directly benefit frontline services and make a positive difference in the lives of children. Through this funding we encourage sector-led development, the sharing of innovative practice and support system improvement. The impact of the COVID-19 pandemic on the delivery of youth justice services has meant we have needed to respond flexibly in our approach to the delivery of pathfinders. Enabling YOTs to sustain and develop their support for children throughout the pandemic was a key feature in the development of pathfinders.

Alongside our focus on pandemic response, we have also mobilised pathfinders to support system improvement in the following areas:

- diversionary practice
- serious violence and child criminal exploitation
- trauma-informed practice
- over-represented children
- custody and resettlement.

In Wales, we have also established four pathfinders to directly contribute to the implementation of the Youth Justice Blueprint, in the following areas:

- prevention
- research into the voice of the child in voluntary pre-court criminal proceedings
- trauma-informed practice
- effective YOT governance.

Over the course of the next year, we will review our pathfinder model as part of our practice and innovation strategy, alongside the continued support for multi-year funded pathfinder projects. This is to assess the impact they have had and to consider whether they are the best way we can use targeted funding to drive system improvements and outcomes for children.

An update on each of these pathfinder areas is as follows:

## Diversions Practice

### Child First diversion (Lancashire)

Lancashire Child and Youth Justice Service developed a diversion model within a Child First framework which looks at alternative services and support mechanisms in place for children. This is to ensure that children don't come into contact with the YOT unnecessarily, where other more appropriate services may offer more appropriate support. They were recently awarded the John Hawkins award from the Association of YOT Managers (AYM) (voted for by a panel of children) for their work on Child First diversion and prevention. The project will evaluate the existing model (in partnership with the University of Central Lancashire), develop a stronger participation strategy, share practice and develop a consortium of YOTs to look at diversion across the region and further.

### Child First diversion (Bradford and West Yorkshire)

Bradford and West Yorkshire have developed and embedded a diversion model which will be expanded across West Yorkshire to ensure a consistent diversion approach across the region. The project will drive local activity for the 'Chance to Change' programme (developed as a result of the Lammy review) and will link this with the national pilot. The learning from this will be shared across the sector to promote good practice in relation to diversionary activity, alongside the potential for bespoke consultation/advisory input to individual local authorities.

### Child First diversion (Southwark)

This project saw Southwark YOT partnered with Youth Ink to deliver an engagement participation programme developing children's personal social health education. This provides a peer support navigator network scheme which creates opportunities for work experience, volunteering and employment for children. This also provides forums and workshops and creating specific co-production platforms for the most excluded children. The project will evaluate the use of lived experience as a tool to help prevent reoffending. The learning from this will be independently evaluated and shared across the sector to promote good practice in relation to diversionary activity.

### Child First diversion (Cheshire)

This project had a series of national good practice sharing workshops delivered virtually, with a bespoke offer for Cheshire YOT to directly support three YOTs per year. This is a continuation of the work first scoped in our Child First roadshows in 2019/20. Cheshire will disseminate practice around its 'Divert' programme (cited by Edgehill University) and will also support other local authorities within the regional effective practice fora.

### The voice of the child in pre-court criminal proceedings

This Knowledge Exchange Skills Scholarship (KESS 2 project) is being taken forward by a PHD student under a partnership agreement between us and the University of South Wales. The project is currently in phase 3 (of seven phases) and is on track. Interviews were conducted with professionals from the police and YOTs and data analysis has begun. Information and findings

from the research will be used to inform the delivery of the pre-court diversion workstream of the Youth Justice Blueprint in Wales.

### YOT targeted prevention (Wales)

This pathfinder contributes to the delivery of the Youth Justice Blueprint for Wales' Prevention Workstream and aligns with our Child First strategic objective. The pathfinder will develop, research and evaluate prevention approaches to inform the production of an enhanced monitoring system that will demonstrate the impact of effective prevention activity for children and improve the evidence base for Wales. In addition, the pathfinder will develop recommendations for a national approach to prevention which can be taken forward in the development of a joint framework for Wales.

## Over-represented children

### COVID-19 pandemic response to support over-represented children (Newham and Brent)

This pathfinder works in partnership with Newham and Brent local authorities with the specific aim to support ethnic minority (including White minority) families and children who have an increased level of adverse childhood experiences (ACEs) due to the pandemic and lockdown. The project aims to prevent them from getting involved in the youth justice system in the future, either as victims or perpetrators.

### Police out-of-court disposals

We funded a short project working with the National Police Chiefs' Council (NPCC) across four police forces (London Metropolitan Police Service, Merseyside, Gwent and Sussex) with the aim to address any disproportionate use of out-of-court-disposals, particularly community resolutions.

The aims of this pathfinder were to:

- Complete a process to determine the current situation in terms of data and understand any evidence gaps.
- Create a process map for effective and consistent use of out-of-court disposals and community resolutions. This will include guidance on the membership of panels.
- Establish baselines to understand the impact of the pilot, and the impact of the processes put in place. These will include the effectiveness of out-of-court-disposals being used and understanding the impact of other agencies in the process beyond the police service, including YOTs and legal support.
- Work with the College of Policing and make recommendations to develop/amend an approved professional practice guide based on the findings of the above work which will be issued to all police forces nationally.

## Custody and Resettlement

### London Resettlement Partnership - custody and resettlement

The London Resettlement Partnership aims to achieve significant improvement in resettlement outcomes based on constructive resettlement principles. It takes a London-wide collaborative approach to improving resettlement policy and practice. The governance board sets the tone for the commitment across London. Since April 2020, it has helped establish the constructive resettlement steering group and the London resettlement practice forum which attracted over 60 professionals to a briefing in March 2021.

The pathfinder is currently working on several objectives to improve resettlement outcomes for London children. Its enhanced offer covers health, education, training and employment, accommodation, release on temporary licence, ethnic disparity and constructive resettlement. The Mayor's 'Action Plan on Disproportionality' includes key commitments from the London Resettlement Partnership, which commissioned work to examine the role faith leaders and faith organisations can play when supporting children throughout their resettlement journey from custody to community. Commissioned work for 2020/21, included a discovery piece around constructive resettlement, practitioners' understanding of this and examining the steps that are now needed to embed the principles of constructive resettlement into practice.

The pathfinder has begun the development of a constructive resettlement website that will educate, inform and call to action all those with an interest in constructive resettlement and improving the lives of children across the youth justice system. It also has a clear plan for future steps to take to continue this work, particularly around support and training for practitioners, the development and implementation of community release on temporary license hubs and a pan London accommodation protocol. We have listened to the children and will be incorporating their views for the pathfinder in the coming year.

### London Accommodation

This pathfinder is working with London local authorities to develop appropriate accommodation for 16 and 17-year-old boys, as a direct alternative to a custodial sentence or secure remand and for those resettling into the community. The focus is on reducing the proportion of London children from ethnic minorities in custody. We will be investing £1m between 2020 and 2023 to develop the new provision, one in each of the London quadrants that will accommodate up to five children. The intention is that they will become self-funded after 2023. The pathfinder will be subject to ongoing evaluation to identify effective practice, driving the development of the market for future provision of this nature.

### Child First and custody and resettlement (Medway)

Medway YOT aims to take a whole local authority approach to Child First. The benefit of this project will be the development of tools, templates and digital resources around Child First which can be used to support other YOTs in their own delivery. We have facilitated an academic partnership between Medway and Loughborough University. Part of the project is to develop a digital platform and an app in 2021/22 and to fund research and evaluation around this which will be shared with others. This has been combined with the constructive resettlement element which is contingent on the opening of the first Secure School and will commence in the new year.

Medway YOT is ideally located to work with Cookham Wood Young Offender Institution (YOI) and to develop that practice within the Secure School and share with other YOTs across the sector.

### Constructive resettlement pathfinder (South and West Yorkshire)

This pathfinder is implementing our framework document 'making resettlement constructive'<sup>22</sup> through the provision of constructive resettlement and identity shift training. The members of the existing South and West Yorkshire Resettlement Consortium are developing and delivering interventions to children which will help bring around positive changes in their thinking and self-image. We are working with the Consortium to help identify emerging and effective practice and make it available nationally. We will help the pathfinder to identify services who would benefit from the constructive resettlement pathfinder programme and work directly with them to offer advice.

The pathfinder is currently delivering training on how to apply constructive resettlement principals in practice to practitioners in England and Wales. Over 200 staff from community and secure settings attended the online training designed to support professionals to divert children from custody or to reduce reoffending with many more attending briefing and awareness raising sessions. Plans are underway to deliver phase 2 of the training, provide in-person training to Youth Custody Service (YCS) staff in Wetherby YOI and to support the resettlement work of Cardiff YOT. Work is underway to disseminate materials and learning, including 'train the trainer' events and the use of online resources. The pathfinder has made contact with several other YOTs across England and Wales and is offering bespoke advice around constructive resettlement and identity shift.

## Effective YOT Governance

### Effective YOT governance (Neath Port Talbot)

HMI Probation inspections have identified poor governance as being an issue for a number of YOT partnerships across Wales and England. Neath Port Talbot YOT is leading a pathway on good governance based on their own experience of improving practice in this area. The pathfinder is collating examples of the YOT's own arrangements including improved practices and documentation, examples of good practice from across Wales and information from us and HMI Probation. This will be shared via the Youth Justice Resource Hub.<sup>23</sup>

## Trauma-informed practice

### Enhanced Case Management (ECM) Child First (South West)

The ECM approach acknowledges the prevalence of trauma in the lives of children who have prolific offending histories and is grounded in a thorough understanding of child development. It has been developed as a psychology-led service, which includes multi-agency case formulation and intervention planning, which enables youth justice practitioners to tailor and sequence interventions more effectively, according to the developmental and mental health needs of individual children.

22 <https://yjresourcehub.uk/custody-and-resettlement/item/610-how-to-make-resettlement-constructive-yjb-document.html>

23 <https://yjresourcehub.uk/>



The benefits of this pathfinder, with support from Her Majesty's Prison and Probation Service (HMPPS), is to increase the evidence base relating to trauma-informed practice as a best practice model and increase children's engagement with professionals. This will create a more effective way to identify children to specialist services and improve social outcomes for children e.g. improved relationships, access to education, reduce seriousness and persistence of offending.

### Trauma-informed practice (Wales)

The focus of this work is to provide materials to assist YOT workers address the needs of children who have experienced trauma. Cwm Taf YOT is undertaking this work because it has a proven track record of working with us on the ECM project for the last three years and its staff have the specific expertise to develop a range of materials which will be shared with other YOTs.

## Serious violence and child criminal exploitation

### County lines

We are continuing to support Cambridgeshire, Essex, Norfolk and Suffolk YOTs who are working in partnership to develop effective practice to reduce the number of children involved or exploited by county lines activity. A well-established governance structure coordinates the pathfinder across the four counties and is underpinned by individual local delivery plans for each of the respective areas. An independent evaluator is supporting the evaluation of current practice, strategy and data. A range of themes or approaches are being 'tested' across the four local authorities and the impact of these approaches are being evaluated using both qualitative and quantitative measures. The findings from these themes will be shared widely as part of the dissemination strategy which has been developed to help inform the work of other local authorities in tackling county lines. Other dissemination work includes:

- 'Live events', including a national webinar that was held as part of 'YJB live' in November 2020. A further update event is planned for 2021 and a national conference on overall findings in early 2022.
- A presentation at our regional developing practice forums, which is planned for summer 2021.
- Development of a number of areas of effective practice which will be sited on the Youth Justice Resource Hub. This includes:
  - evaluation of Cambridgeshire's Safer Relationships for Exploited Children (SAFE) project
  - multi-agency approaches to exploitation
  - early intervention in police custody suites model
  - enforcement and disruption training model and a safety planning consultation tool.

### Child criminal exploitation (East Sussex)

This pathfinder aims to develop and share best practice to reduce the risk of exploitation and involvement in serious violence and county lines drug trafficking. This project focuses on a contextual safeguarding assessment and is working with an initial group of complex children to identify protective measures that can be employed to limit escalating risk. Subsequent to the assessment, interventions will be developed and provided to systematically address the findings.

### Reducing serious violence (Newcastle)

Working in partnership with Northumbria University, this research project is analysing why, despite a comparatively high rate of children entering the youth justice system for the first time, the number of children committing more serious crimes has remained resolutely low in Newcastle-upon-Tyne for a core city. The research will seek to understand the factors driving this and extract learning points for the wider youth justice system seeking to tackle serious violence. Newcastle will be presenting findings from their interim report and learning to date at the North West developing practice forum took place in April 2021. A further national dissemination event across the sector will be arranged once the final report is published in 2022.

### Reducing serious violence (Manchester)

Manchester City Council Youth Justice Service is running a participatory study into the experiences of children regarding serious violence. The study aims to:

- explore children's own articulations of the causes and drivers of serious violence
- explore children's experiences of current youth justice practice (including the use of trauma-informed models)
- develop an understanding of serious violence and its links with trauma (ACEs) and exploitation
- make recommendations on how current youth justice practice could be improved to better tackle serious violence.

This project will deliver an empirically-based, co-created and trauma-informed framework to enable more effective working with children at risk of, or involved with, serious violence. Manchester presented initial findings of their study at a 'YJB Live' event in November 2020 and also to our Serious Violence Network members in December 2020. ACE assessment tools have been developed and will be available via the Youth Justice Resource Hub. The final evaluation report is expected to be published in May 2021 and we will be holding a live webinar to share the findings from the evaluation report and introduce the trauma-informed framework to policy makers, practitioners and commissioners.

### Reducing serious violence (West Midlands)

Commencing in July 2020, this community-based project is designed to provide parental peer support networks across seven YOTs within the West Midlands Combined Authority area in conjunction with their local Violence Reduction Unit. The project can be accessed by parents with children known to or at risk of involvement with the youth justice system. It aims to provide improved life opportunities and outcomes for the children on the edge of involvement in serious violence and a reduction of harm caused to communities and victims because of serious violence. There will be an evaluation of the project which will contribute to regional and national learning.

### COVID-19 pandemic recovery (Sandwell)

Sandwell YOT developed a web-based platform so that children and their families could gain access to services. This project was driven by the need to find innovative ways to continue to engage children and deliver an effective service as a result of the unexpected impact of the COVID-19 pandemic. We will be holding a live webinar, where Sandwell will share their learnings about development of the platform alongside data analytics gathered from the first three months of the platform usage. This will provide support to other YOTs who may be looking to develop similar projects.

# Work towards our strategic objectives

## Child First

We continued to champion our Child First guiding principle which sees those in the system as children first. This is how we went about doing that:

### Participation and co-creation in practice

This project commenced in 2020/21 and was made up of three phases aimed at identifying good participatory practice in the sector and developing a resource to be shared across the sector. The final stage of the project will be completed shortly. This project aimed to gather and share examples of participatory practice and co-production with children who have lived experience. The project started with an audit of participatory practice within YOTs across England and Wales. Phase two took a closer look at involvement activities, such as assessment planning and influencing services. During phase three, a best practice resource pack is being produced and will be shared via the Youth Justice Resource Hub. Children have been involved throughout the project and each phase co-created with them.

### Trauma informed practice

Unitas have begun to develop a trauma-informed practice Effective Practice Award (EPA) to sit within the YJB's effective practice qualification framework. A draft version of the South Wales evaluation of Enhanced Case Management report has been sent to Unitas for consideration in the EPA. A number of fully sponsored places for youth justice practitioners in YOTs and the secure estate across England and Wales will be made available to undertake the Award, thereby creating a network of trauma-informed practice champions.

### Child First module

We have begun work with Unitas to develop training and support the learning development of staff in the sector. We are currently finalising how we will sponsor the qualification by partially paying for the award and having a 'Child First champion' in every YOT who has completed the accredited module. This scheme will also involve the secure estate.

### Enhanced case management

The ECM evaluation for South-Wales, undertaken by Bangor University, was published in March 2021. We continue to develop from the learning of the two ECM trials which took place over the last few years. We are also leading on these elements of the Blueprint in Wales and the ECM pilot in the South West of England.

## Prevention and diversion

This project is funded by the National Probation Service, and jointly commissioned by us, the National Probation Service and the Association of YOT Managers. This project will help enable us to develop increased understanding and oversight of the prevention and diversion work being delivered by YOTs. By increasing engagement with key stakeholders in the sector, this project will enable us to consider ways to define, identify, measure and report on the effectiveness of initiatives undertaken by YOTs across England and Wales. The project will run for two years between Oct 2020 and Oct 2022.

## Serious violence and child criminal exploitation

### Develop our understanding of the drivers of serious violence

Extensive work was undertaken with our serious violence network of 30 YOTs who are experiencing high levels of serious violence. Successful engagement continued virtually during 2020/21 with a number of positive and informative learning and dissemination events taking place throughout the year. These events were to share practice and discuss challenges with other professionals tackling similar issues. This included an additional meeting titled 'Over representation, Children and Criminal Justice' chaired by Keith Fraser.

### Enhance ways to assist YOTs in their response to serious violence

An offer for bespoke support by Youth Justice Sector Improvement Partnership (YJSIP) members was made to the serious violence network including mentoring, coaching, peer validation of the serious violence stocktake self-assessment toolkit, bespoke peer support and peer review. As a result, six YOTs have been matched through YJSIP for a peer validation of the stocktake. Mentoring support through YJSIP was also offered to two YOT Managers in the network. YJSIP training was made available to all serious violence network YOTs. Nine YOTs will be included in the peer review training which has been postponed until May 2021.

### Serious violence self-assessment stocktake and incorporated YJB data toolkit

The stocktake was designed with the support of the serious violence network to help YOTs identify gaps and strengths in their work to reduce serious violence. It was well received with over 800 downloads from the Youth Justice Resource Hub as at 31 March 2021. It was presented and promoted at numerous developing practice fora and YOT management boards. Guidance videos were produced and are available within the YJAF<sup>24</sup> document library explaining how to use the serious violence data toolkit. Feedback on current use was received from the serious violence network and has helped shape a refresh. The updated version was launched via the YJ Bulletin in January 2021.<sup>25</sup>

24 Youth Justice Application Framework: online platform created for YOTs, the secure estate, YCS and YJB to securely share information, including AssetPlus assessments.

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

## National Referral Mechanism (NRM)

We are supportive of the government's review of the NRM process. This includes exploring devolving decision making and developing a multi-agency approach in identifying child victims of modern slavery to align with existing local safeguarding structures. We have contributed views to the proposals through our stakeholder groups. We will continue to work with our government partners and policy makers to ensure children's best interests are served and we look forward to seeing how the NRM process will be improved so that children can be supported and safeguarded as needed.

## Released under investigation (RUI)

We are concerned about the extent that RUI is being used on children, especially given the absence of any centrally held data. We worked with the Home Office and the police to agree a mechanism by which the RUI data we need can be collected from 2021. This data will be vital alongside our stakeholder forums, including the Youth Advisory Network Ambassadors, to help inform policy in this area.

## Over-represented children

There are many groups of children who are over-represented in the youth justice system and this remains a key concern for us. We will continue our work with key partners, to ensure children have opportunities in activities that could help them to achieve positive outcomes and divert them away from crime.

## Association of Police and Crime Commissioners (APCC)

We have worked with the Association of Police and Crime Commissioners (APCC) to complete a Data Sharing Agreement (DSA) to allow Police and Crime Commissioners (PCCs) to utilise our summary ethnic disproportionality tool in order to analyse the ethnic over-representation within their regions. We also worked with the APCC to review the guidance issued to PCCs with regards to their Police and Crime Plans to ensure that any ethnic disparity is analysed and discussed and our summary tool will assist in this requirement.

## Cultural response to trauma and serious violence

We are working with Lewisham YOT, Power the Fight and the Ministry of Justice (MoJ) to provide a cultural response to children, families and teaching staff who have experienced trauma from serious violence. This project includes providing a school-based support system in order to assist an understanding of the resulting behaviours and minimise the opportunity for exclusions. This project will be provided in two schools in Lewisham, one school in Greenwich and two scoping exercises will take place across Haringey and Newham. This funding was part of the MoJ Stewardship funding based on the Lammy Review: recommendation 31 to support voluntary and community sector (VCS) organisations with a particular focus on issues affecting ethnic minorities.

## Exploring racial disparity

Formerly known as the 'Journey of the Child', the exploring racial disparity presentation materials were published in August 2020 and continue to be well received. This is an annual commitment and contributes to the direction of the strategic objective work and partnership discussions to improve outcomes for children from groups which are disproportionately represented in the youth justice system.

## Research publication of 'Ethnic Disproportionality in Remand and Sentencing in the Youth Justice System'

This ground-breaking research found that:

- Black children and children from ethnic minorities (excluding White minorities) tended to receive more restrictive remand options and harsher, longer sentences than White children. However, most differences were not statistically significant or could be explained by other demographic and case related factors.
- Three key areas of disparity, compared to White children, could not be wholly accounted for by demographic and case related factors: 1) Black and Mixed ethnicity children are more likely to receive more restrictive remand outcomes; 2) Black, Asian and Mixed ethnicity children are less likely to receive out-of-court disposals; 3) Black children are more likely to receive harsher court sentences.
- There was also evidence of the influence of remand outcomes on sentencing which can further drive disproportionality. Differences in practitioner-assessed factors, such as risk and wellbeing, further explain existing disproportionality.
- Finally, some disproportionality for Black children could not be fully explained by the combination of demographic and case factors, remand status, and practitioner assessed factors. For example, Black children remaining approximately five percentage points more likely than White children to receive a custodial sentence compared to a Youth Rehabilitation Order.

A second phase of this work is being developed to address some of the findings contained and we continue to work with relevant partners and stakeholders to address the findings.

## Employment

We aim to work across government to ensure that children from ethnic minorities in contact with the youth justice system have improved opportunities to gain employment, training and apprenticeships/traineeships as well as improved outcomes and life chances.

We held a roundtable to discuss gaps and consider alternative provision for our cohort of children. This is now being taken forward by the Home Office under their creating opportunities fora and pilots are being progressed. We are creating a Positive Action Apprenticeship scheme where children will be employed by a YOT, working 80% of their time in practice and 20% on learning. We are also creating an Elevate programme, to mentor staff from ethnic minorities to support transitions to strategic leadership. We are working with the Department for Work and Pensions (DWP) developing a pilot of mentoring circles to develop work opportunities and mentoring with businesses.

## Levelling the Playing Field

The Levelling the Playing Field project aims to ensure that children from ethnically and culturally diverse backgrounds are diverted and prevented from re-entering the youth justice system. It will do this through a trauma-informed health model approach, engaging through the power of sport. With funding of £1.7m from the London Marathon Charitable Trust, Levelling the Playing Field is working with a target of 11,000 children from ethnic minorities (including White minorities) across four areas. It will work with children from various YOTs and secure establishments across England and Wales.

## National Disproportionality Protocol

We held a joint roundtable with the Magistrates Association looking at over-representation and the development of a disproportionality protocol and checklist for magistrates. This is similar to the national protocol to reduce unnecessary criminalisation of children looked-after and care leavers developed by the Department for Education (DfE), Home Office and MoJ.

## Custody and resettlement

Reducing the numbers of children in custody and improving outcomes for children on resettlement is a key strategic objective for us. We work closely with the YCS to improve children's experience of custody, and with YOTs and other stakeholders both before and after custody to promote constructive resettlement. Consequently, we have a number of projects that address issues of custody at different stages within the youth justice system.

## Pre-sentence reports (PSRs)

We have completed an initial analysis of over 100 PSRs and have identified learning and actions to be taken forward. These actions include a review of the information that is required and the management oversight and quality control for when the data is submitted to us. These actions have been incorporated into our wider data quality improvement workstream and will lead to greater understanding of the role of PSRs in sentencing decisions and how they can be improved. We further intend to look specifically at PSRs that are written when a custodial sentence is the result and share this learning with YOTs to improve the quality and effectiveness.

## (PSR) Judiciary

We are working with magistrates and judges to find out what information they need from YOTs to enable them to make fair and appropriate sentencing decisions. Magistrates and judges use a lot of information, PSRs, other types of reports and details about what sentences are available. We are working to understand how they use this information and how we can improve these reports, so that children get the fairest and most appropriate sentence.

## Remand review

We have worked with the MoJ to inform and offer advice on their review of custodial remand.

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

We have continued to work closely with the YCS to support the following improvements in the secure estate.

### The COVID-19 pandemic

In the early part of 2020/21, we supported the YCS to draft a policy response to the COVID-19 pandemic. We worked with them to review all children on remand to ensure that the end of custody temporary release guidance for children represented the whole youth justice system and followed the principles of constructive resettlement.

### Secure Schools

We have continued to work towards the development of the first Secure School. We supported MoJ policy in the development of legislation to allow for the Secure School to run as a charity and developed the framework for the Secure School to align with our Child First principle whilst ensuring capacity is retained for the provider to innovate. We have also worked with Oasis, the agreed provider for the first Secure School in Medway, to develop their understanding of the youth justice system.

### Safety

We have contributed to several reviews and policy developments in this area including the HMPPS safety review, the implementation of the recommendations from Charlie Taylor's Independent Review of pain inducing techniques including the review of minimising and managing physical restraint, the security review and the revised separation policy. Our chief executive officer was invited to chair The Independent Restraint and Behaviour Panel and our Chief Operating Officer chaired a review of the Minimising and Managing Physical Restraint Syllabus.

### YCS commissioning

We have contributed to commissioning projects such as the potential re-tender of Parc YOI, Rainsbrook Secure Training Centre and the YOI Education Contract. We supported YCS to recognise the voice of the child and our shared goal of constructive resettlement.

### Oversight

We have continued to fulfil our role of oversight of the secure estate through our Performance Oversight Board and Performance Committee, project and programme boards and our wider relationships with YCS, MoJ and other stakeholders. Working to understand the response to the pandemic and the impact on children in the secure estate, particularly in relation to safeguarding, violence, self-harm and behaviour management as well as the impact on health, wellbeing, education, contact with families and friends and other activities, the time they spend out of their rooms and their resettlement.

Work has been ongoing to develop our current approach to oversight of the secure estate and fully identify where there are gaps. Our new framework is to be finalised and implemented in the coming year.



## Resettlement task and finish group

We have worked closely with the YCS to establish a co-chaired resettlement panel primarily to oversee the work in response to the YCS review of casework and HMI Prisons' recommendations from the thematic inspection on resettlement. We have been able to bring our contacts within the community, such as the resettlement pathfinder, to work with us on the casework review to ensure a fully joined up approach that considers the whole youth justice system. This has developed the YCS's resettlement framework in line with our framework document on how to make resettlement constructive.<sup>26</sup>

## Constructive resettlement

A working group was established and well represented by both custody and community and is developing a new resettlement framework underpinned by the principles of constructive resettlement. We have continued to work with MoJ policy colleagues to ensure that the principles of constructive resettlement underpin their work, and submissions for ministers have been specific in their acknowledgement of that being the driving principle of MoJ resettlement policy.

## Policy

We have worked with HMPPS to support the development of work on the transitions of children to adult establishments and the guidance on early/late release for Detention Training Orders.

## Step-down accommodation

We supported the development of proposals within the MoJ for step-down accommodation for children to help provide more certainty to children on where they will be living on release. We will continue to encourage the MoJ to implement this work.

# Oversight of the system and performance improvement

## Performance oversight

Our quarterly Performance Oversight Board (POB) considers a combination of our data analysis and soft intelligence regarding the operation of the system to assist in our oversight of performance across the whole youth justice sector.

The changes introduced to our oversight approach in 2018 were reviewed as planned, one year after the new system was embedded. This review was also informed by the lessons learnt from 'priority' areas where the performance of services had required our input and support. As an outcome of this review, our Board agreed to further develop our approach to oversight, broadening the range of data and intelligence used to inform our performance oversight of the whole sector. This is a long-term project and whilst it was intended that work on this would continue at the same pace in 2020/21 due to the COVID-19 pandemic work has slowed.

We have, however, initiated a wider piece of work to develop and formalise our approach to oversight of the secure estate. This seeks to widen our evidence base and understanding of the child's experience within the secure estate.

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<sup>26</sup> <https://yjresourcehub.uk/custody-and-resettlement/item/610-how-to-make-resettlement-constructive-yjb-document.html>

This allows us to advocate for children through strategic engagement with key partners within the sector. We continue to embed our new oversight processes into 2021/22. There are two sub-groups whose activity underpin the work we do on performance oversight, each having responsibility for monitoring:

- pre-POB performance data analysis
- performance improvement work, where we continue to support and monitor those services where outcomes for children have raised concerns and improvement work is being undertaken.

In addition to this, we are also in the process of creating a third sub-group which will focus on reviewing activity within the secure estate. These groups will support the POB.

This year, the POB developed further to include attendance by the YCS to support oversight of the secure estate; this has strengthened links between us and the YCS.

Alongside the work we have done to improve our oversight of the system, we continue to offer significant support and leadership to YOTs where we consider performance indicates a need. We facilitated oversight and improvement support and, importantly, promoted sector-led improvement activity. The support and challenge offered to our 'priority' services, has enabled them to improve outcomes for children.

There is an improved review of Youth Justice Plans and HMI Probation reports and common themes are gathered from the findings of the national developing practice fora. This enabled us to improve our oversight of performance issues, effective practice and emerging issues in the sector. In 2021/22, we will continue to analyse the new standards for children self-audits that we asked YOTs to undertake. This is a significant piece of work and was delayed due to the COVID-19 pandemic. In the coming year, we will consider the gaps and opportunities from the audit and are asking YOTs to do the same in their Youth Justice Plans. In 2021/22 we will focus on our identification and understanding of effective practice, and a piece of work is ongoing (via the effective practice sub-group) to develop a new practice and innovation strategy. We will continue to use the POB to agree the focus in each quarter, directed by a combination of our intelligence and wider sector knowledge.

### Strategic engagement with regional youth justice partners

During 2020/21, we committed to refresh the way we facilitated sector-led development and dissemination of practice and innovation and bring this together into a functional practice and innovation strategy. While the development of the strategy was slowed due to reprioritisation of activity in response to the COVID-19 pandemic, we continued to support the sector through our established arrangements such as through the Youth Justice Resource Hub, YJSIP, the Workforce Development Council, pathfinders, Hwb Doeth, YJB Live and Heads of Service meetings with YOTs. We have restarted activity to develop a practice and innovation strategy and aim to set out how we will work towards achieving the priorities in our strategic plan.

We play a national leadership role in support of YOT partnerships through influencing government departments and building and maintaining strong relationships with key stakeholders in local government, health services, policing, children's services, the judiciary and others to encourage and promote a strong (Child First) focus by those services on youth justice at a local level.

The youth justice landscape is constantly changing and we maintain a strong interest in understanding how effectively wider youth justice partners are working regionally and nationally and the impact they are having within youth justice. The impact of the COVID-19 pandemic has been to emphasise the importance of good strategic partnership working across the sector. Heads of Innovation and Engagement in each region will continue to maintain and expand, where possible, stakeholder relationships to ensure that we have local and national influence on the wider youth justice sector, where risks and challenges arise.

### Youth Justice Sector Improvement Partnership

The YJSIP continued to play a vital role across the sector improvement continuum in England and Wales. Building on the strong brand and proven track record, the sector-led improvement work continued to expand, supporting YJB priorities and sharing practice across the sector. YJSIP funding has now moved to a multi-year grant model with a total grant for 2020-23 of £189,290. The total funding for YJSIP in 2020/21 was £60,375.

Now in its ninth year, YJSIP includes peer review, coaching, mentoring, operational manager training, bespoke peer challenge, peer validation, sector self-improvement tools and ongoing advice. Recommendations from Dr Kerry Baker and Dr Chris Magill's independent evaluation of sector-led peer assessments in youth justice (published January 2019) were welcomed and have benefitted the YJSIP journey. Sector improvement initiatives through YJSIP have become a recognised and respected cornerstone of self-improvement activity in an increasingly mature youth justice sector. 2020/21 has seen sector improvement link across organisational workstreams, notably YJSIP support to the serious violence network in relation to checklist validation, mentoring, coaching, bespoke peer support and peer review. Achievements in 2020/21, alongside carrying out peer reviews, have included an increase in the number of trained peer reviewers, trained coaches and mentors and several courses completed for operational managers.

In addition, a team of YJSIP trained reviewers joined the internal national standards moderation group, offering additional support and expertise. Going forward in 2021/22 we look forward to further growth and development of the sector improvement model across all domains. Investing in sector leaders through peer reviewer, leadership and coaching training and a second cohort of 'train the trainer' operational manager training will increase resource and capacity within YJSIP. In addition, there is a proposal that YJSIP sector coaches support the Workforce Development Council 'Elevate' programme which is a positive action management development scheme for middle managers who are under-represented as strategic leaders.

### Youth justice workforce development strategy

Planning for the new 2021-2023 workforce development strategy began in the summer of 2020 and a vision statement was agreed by the chairs and members of the Workforce Development Council.

The strategy has three objectives:

- ensure that Child First principles are embedded in workforce development
- promote anti-discriminatory practice
- professionalising the youth justice workforce.

A guide to volunteering in the youth justice system has been revised and we commissioned three restorative justice practitioners to revise the outdated panel member training. They also delivered ten ‘train the trainer’ events for staff who are training new panel members. We, together with the Youth Justice Institute, developed a learning resource on trauma-informed practice.

Development work has continued throughout 2020/21 on the Youth Justice Apprenticeship. A steering group has met regularly to prepare resources for the promotion of the apprenticeship with answers to frequently asked questions and information briefings prepared. Once the apprenticeship is approved by the standards board, then plans for a supported youth justice apprenticeship for individuals with lived experience of the care/justice system and those from ethnic minority backgrounds can commence.

### Case management guidance

The case management guidance is the formal guidance we give to practitioners, managers, partners and leaders in the youth justice system on the details of their work.

It is the ‘how to’ part of our national standard’s work. The national standards set out the outcomes expected for children and the case management guidance sets out the best practice to achieve them. The current project to revise this guidance will bring it up to date and reframe it to enhance our Child First guiding principle. Each section of the guidance is being reviewed, re-written and tested on multiple occasions with user testing groups which include representatives from across the youth justice sector, including:

- YOT workers from various disciplines
- police
- children with experience of the justice system
- academics
- other stakeholders.

Feedback from the user testing group has led to a re-style of the guidance to make information easier to find. Currently, the timetable for this project is delayed as a result of the COVID-19 pandemic, and we aim to be ready for publication in Autumn 2021.

### Regional practice development fora

During 2020/21, the developing practice fora moved online following a survey of forum members. We have adopted a new approach which involves themed subject specific workshops. The themes for 2021 are diversion and prevention, preventing harm from exploitation and trauma-informed practice.

The objectives for the delivering practice fora are:

- organise and facilitate fora and workshops to support each region
- engage a diverse range of stakeholders to share and disseminate key innovation and information on national issues to the sector
- provide an opportunity for fora members to share practice and identify common challenges and solutions

The survey responses confirmed that forum members valued these opportunities and were keen for fora to continue and develop further.

### Standards for children in the youth justice system

The national standards self-assessment submission, moderation and validation processes have been affected by the COVID-19 pandemic. As a result, the sector was given additional time for submission and reworked the validation process to make it less burdensome.

The submission process closed at the end of September 2020 and was completed in March 2021. The moderation and validation exercises were carried out virtually and were very different from previous processes. However, with the co-operation and understanding of YOTs across England and Wales the process was successful. Once the validation process has been completed, a report will be drawn up outlining the findings and lessons learned for both us and the wider sector from the process. It will also offer a recommendation on how to take forward future national standards self-assessments. Areas that YOTs have identified as needing improvement from the assessment will be addressed on an individual basis in their Youth Justice Plans for the coming year. The outcomes from this process will inform advice given to ministers on the current operation of the youth justice system.

### Hwb Doeth

In Wales, we have continued to strengthen Hwb Doeth; our Welsh national collaboration with Welsh Government, the Welsh Centre for Crime and Social Justice (a consortium of Welsh Universities) and youth justice services. It promotes practice improvement, research and the dissemination of practice in areas of common interest including child exploitation, realising Child First in practice and improving education outcomes for children. A key achievement has been the delivery of the annual learning event which, due to the impacts of the COVID-19 pandemic, took place through a week-long series of digital workshops.

### Strategic engagement in Wales

We continued to work closely with Welsh Government and other strategic partners in Wales to maintain the strong partnership ethos that enables the successful delivery of justice in Wales. We are a standing member of Criminal Justice in Wales (CJiW), the re-branded All Wales Criminal Justice Board, bringing our influence to bear in the promotion of Child First and Trauma-Informed Practice.

We are members of the newly formed CJiW Race equality working group, which is a partnership of all justice delivery organisations, working together to deliver activity to address the over-representation of people from ethnic minorities in the criminal justice system, including children.

We are members of the Violence Prevention Board to influence the development of a public health approach to the prevention of violence, in all its forms, in Wales.

We worked with the Wales Health Specialist Commissioning Committee, Cwm Taf Health Board and Forensic Adolescent Consultation and Treatment Service to revise the service specification and improve the psychology input to youth justice in Wales.

We also provided expert advice at several Welsh Government (or ministerial) groups. We advocated for children in the justice system and raised awareness of the barriers they face to achieving their potential, including childhood adversity and trauma and disengagement from mainstream services.

The groups we advised are:

- The Welsh Government's Ministerial Advisory Group on care-experienced children, chaired by the Deputy Minister for Health and Social Services to improve outcomes for children looked-after or care leavers.
- Welsh Government's residential task and finish group including a sub-group looking at the provision of PACE beds in Wales.
- Welsh Government sponsored, NHS-led Together for Children and the Young People Programme with the aim of improving emotional wellbeing and mental health services and support for children in Wales.
- Welsh Government/HM Prison and Probation Service Framework to support positive change for those at risk of offending.

### Sharing effective practice

In 2020/21, we spent approximately £12,000 on making further improvements to the Youth Justice Resource Hub,<sup>27</sup> including adding new thematic areas and improvements to the mobile view for improved user experience.

The Youth Justice Resource Hub had 49,071 users access it (repeat users are counted), who viewed 188,775 pages (repeat pages are counted) between 1 April 2020 and 10 March 2021. In total, 109 new submissions were uploaded during this period, which were submitted from a variety of YOTs, partners and our staff. In December 2020, we provided an online platform for YOTs so they could share practice and seek help from each other. The group now has 189 members including staff from YOTs and the YJB. The traffic is positive, and questions are asked almost daily, which are answered by other YOTs with practice shared amongst the group.

### AssetPlus

AssetPlus remains our approved assessment tool for children involved in the youth justice system. It was developed by operational groups with representation from professionals relevant to the needs of children. We continued to develop and evolve AssetPlus with a current focus on the secure estate.

We are developing the ability for YOTs and the secure estate to move AssetPlus information between their case management systems in order to improve information transfer and reduce duplication of case management processes. We are working with the DfE Partners in Practice programme where three YOT pilot areas are exploring alternative assessment, screening and triage tools for children on out-of-court disposals. We will then use the learning from the evaluations of these pilots and our AssetPlus outcome evaluation.

We will combine all this learning (including our previous process evaluation) to improve and develop how AssetPlus is applied and used with children, particularly those who receive an out-of-court disposal. We have commissioned AssetPlus tools and training materials to improve practice quality and ensure management oversight; these will be available on the Youth Justice Resource Hub and on the HMPPS 'My Learning' platform for staff working in the secure estate.

<sup>27</sup> <https://yjresourcehub.uk/>

## Police work

Our police lead continues to work with the NPCC, APCC, Independent Office for Police Conduct (IOPC), Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), College of Policing and police forces across England and Wales. He acts as a conduit between key stakeholders and YOTs and works with partners to enhance the service offered to children within the youth justice system.

## Cross-government work

Reducing serious violence is also a priority for the government and we have put considerable effort into supporting government-wide planning and delivery. This includes contributing to three Prime Minister-led workshops and implementation of the cross-government action plan resulting from the April 2019 serious violence summit. We have continued to provide ongoing input into the development of this work, working with partners across government as needed.

Our expert advice to Welsh and UK governments on the operation of youth justice in Wales resulted in the Welsh Government publishing the Youth Justice Blueprint for Wales in 2019. The Blueprint seeks to establish trauma-informed and rights-based practice throughout the youth justice system in Wales. The Welsh Government re-affirmed their commitment to the Blueprint by publishing a refreshed delivery plan in March 2021 with funding commitments for implementation. We continue to lead the project board and have a key oversight role, in partnership with Welsh Government, HM Prisons and the probation service.

We have also worked with Welsh Government and other stakeholders in Wales to:

- advise and contribute to the Welsh Government's statutory guidance on safeguarding children from sexual exploitation, published in March 2021<sup>28</sup>
- advise and influence the work of the 'Missing the Point' national steering group which seeks to reduce the risk of harm and of criminal exploitation of children who go missing from care
- advise and contribute to the end youth homelessness Cymru roadmap, published in February 2021;<sup>29</sup> which seeks to address homelessness and the risks of criminal exploitation and harm
- support and advise Welsh Government's anti-racism work
- advise and influence the refreshed 'Youth to Adult Transitions Principles and Guidance' published by HMPPS in Wales in July 2020.<sup>30</sup>

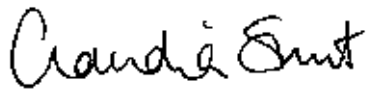
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28 <https://gov.wales/safeguarding-children-child-sexual-exploitation-0>

29 <https://www.endyouthhomelessness.cymru/roadmap>

30 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/937021/Y2A\\_Principles\\_and\\_Guidance\\_Wales.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/937021/Y2A_Principles_and_Guidance_Wales.pdf)

Signed by

A handwritten signature in black ink that reads "Claudia Sturt". The signature is written in a cursive style with a large initial 'C'.

**Claudia Sturt**

Chief Executive and Accounting Officer

Date: 15 September 2021





# 2

## Accountability report 2020/21

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

# Accountability report

## Corporate governance report





This section of the report outlines our governance over 2020/21.

## Board members and senior management

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

Name	Position	Start date	End date
 Keith Fraser <sup>31</sup>	Chair	01/01/2018	N/A
 Ben Byrne	Board Member	01/01/2018	31/01/2021
 Brian Tytherleigh	Chair of the Finance, Audit and Risk Assurance Committee	01/09/2017	N/A
 Gillian Fairfield	Chair of the Performance Committee	03/10/2012	N/A
 Jacob Sakil	Board Member	01/12/2020	N/A
 Keith Towler	Co-Chair of the Wales Youth Justice Advisory Panel	01/01/2018	N/A
 Louise Shorter	Board Member	01/12/2020	N/A

31 Keith Fraser was appointed Chair of the YJB in April 2020. Our Chair is responsible for appointing our Chief Executive, in consultation with the Ministry of Justice (MoJ).

Name	Position	Start date	End date
 Neil Rhodes	Board Member	01/07/2013	N/A
 Professor Neal Hazel	Board Member	01/01/2018	N/A
 Sharon Gray	Board Member	01/01/2018	N/A
 Susannah Hancock	Board Member	01/12/2020	N/A

Biographies of our Board members are available online.<sup>32</sup>

We have adopted a code of practice for our Board members. The code, along with a register of members' interests,<sup>33</sup> can be found on the biography page referenced above.

<sup>32</sup> [www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership#board-members](https://www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership#board-members)

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

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

Name	Position	Start date	End date
 Colin Allars	Chief Executive	13/07/2016	N/A
 Cheryl de Freitas	Director of Innovation and Engagement (England)	01/05/2019	N/A
 Lynzi Jarman	Director of Innovation and Engagement (Wales)	05/09/2018	N/A
 Jonathan Pickles	Senior Police Adviser	01/10/2018	N/A
 Sophie Riley	Director of Evidence and Technology	23/04/2019	N/A
 Stephanie Roberts-Bibby	Chief Operating Officer	05/09/2018	N/A
 Ann Skamarauskas	Director of Organisational Development and Change	01/12/2016	N/A
 Martin Skeats	Director of Programme Delivery	01/12/2009	31/07/2020
 Mairi Warrington	Director of Strategy and Planning (on maternity leave until March 2021)	01/09/2018	N/A
 Paula Williams	Director of Strategy and Planning (Maternity cover)	07/01/2020	N/A
 Catherine Worswick	Director of Strategy and Planning (on maternity leave until April 2020)	01/09/2018	01/01/2021

A list of all Board and SLG members who were in post during the year is shown within the remuneration report on pages 67-78.

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

### **Company directorships and other significant interests**

All interests have been declared and are managed accordingly to ensure there is no impact on their responsibilities.<sup>34</sup>

### **Personal data incidents**

There was one YJB security data incident reported to the Information Commissioner's Office (ICO) in the year.

### **Basis of accounts**

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

### **Auditors**

The financial statements are audited by the Comptroller and Auditor General, who is appointed by statute. The audit fee is disclosed in Note 1.19 (see page 104). This does not include any fees for non-audit work as no such work was undertaken.

### **Our Welsh Language Scheme**

We are committed to the principle of treating the English and Welsh languages on a basis of equality when conducting public business in Wales. We have a Welsh Language Scheme that is being updated to reflect our current operating model. We are working with the Office of the Welsh Language Commissioner to finalise the scheme and publish it in 2021.

## **Statement of Accounting Officer's responsibilities**

The Principal Accounting Officer of the Ministry of Justice (MoJ) has designated the Chief Executive of the YJB as the Accounting Officer for the YJB.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the YJB's assets, are set out in 'Managing Public Money'<sup>35</sup> published by HM Treasury.

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

35 [www.gov.uk/government/publications/managing-public-money](http://www.gov.uk/government/publications/managing-public-money)

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

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

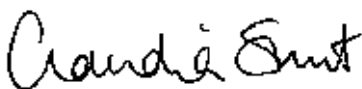
In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and to:

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

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

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

Signed by



**Claudia Sturt**

Chief Executive and Accounting Officer

Date: 15 September 2021

# Governance statement

## Introduction by Claudia Sturt, Chief Executive of the YJB

As Chief Executive and YJB Accounting Officer, I am responsible for managing a budget delegated directly to me by the Ministry of Justice (MoJ) and for managing a budget allocated to the YJB retained in the MoJ in accordance with the conditions set out in my letter of delegation from the MoJ.

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

In signing this statement, I confirm that there is nothing within my area of delegated responsibility that has a material impact on regularity or propriety. I am also in possession of letters of assurance from my team of directors in relation to their areas of delegated responsibility.

## Governance framework

We are a non-departmental public body created by the Crime and Disorder Act 1998. Our functions are summarised in the 'who we are and what we stand for' section on page 8.

## Framework document

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

- our governance responsibilities including the personal responsibilities of our Chair, Board members and Chief Executive
- the MoJ's governance responsibilities for us as its departmental sponsor including those of ministers and the Principal Accounting Officer
- our financial management and reporting responsibilities and the conditions under which any public funds are paid to us
- organisational management including:
  - Board responsibilities for our staff
  - pay and conditions of service
  - security and information assurance
  - freedom of information and data protection
  - parliamentary business including our contributions to Parliamentary Questions and ministerial correspondence and attendance at Select Committee hearings.

The Framework Document was last approved in June 2019.



## Strategic and business planning

Our Strategic Plan for 2019-22<sup>36</sup> sets out our vision and mission statement for the period that this report is looking at. The plan has been revised and was published in March 2021 which sets our vision and mission for 2021/22.

## Our Chair, Board and committees

### Chair and Board

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

Our Board members are appointed by the Secretary of State for Justice in line with the Governance Code for Public Appointments compiled and issued by the Office of the Commissioner for Public Appointments. We can have 10–12 Board members. At 31 March 2021 there were 10 members including the Chair.

Among our Board members there is specific representation for Wales. A list of all our Board members and a brief biography can be found on GOV.UK<sup>37</sup> as can their register of interests.

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

The Board formally met four times during 2020/21. A schedule of attendance is shown in the following table.

### YJB Board meeting attendance for 2020/21

Member	10/06/2020	09/09/2020	09/12/2020	24/03/2021
<b>Youth Justice Board members (✓ attended, X not attended)</b>				
Keith Fraser	✓	✓	✓	✓
Ben Byrne	X	✓	✓	NA
Brian Tytherleigh	✓	✓	✓	✓
Gillian Fairfield	✓	✓	X	X
Jacob Sakil	NA	NA	✓	✓
Keith Towler	✓	✓	✓	✓
Louise Shorter	NA	NA	✓	✓
Neal Hazel	✓	✓	✓	✓
Neil Rhodes	✓	✓	✓	✓
Sharon Gray	✓	X	X	✓

36 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/966200/YJB\\_Strategic\\_Plan\\_2021\\_-\\_2024.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB_Strategic_Plan_2021_-_2024.pdf)

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

<b>Member</b>	<b>10/06/2020</b>	<b>09/09/2020</b>	<b>09/12/2020</b>	<b>24/03/2021</b>
Susannah Hancock	NA	NA	✓	✓
<b>Chief Executive</b>				
Colin Allars (Chief Executive)	✓	✓	✓	✓
Stephanie Roberts-Bibby (Chief Operating Officer)	✓	✓	✓	✓

## Committees

The Board is supported by these committees:

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

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

The Board and its committee membership are contained in the accountability report on pages 45-86.

The committees all met quarterly in 2020/21 except for the Remuneration and Personnel Committee which met twice and has now reverted to a standalone committee outside of the FARAC. The work of the Board and its committees is formally prescribed in our corporate governance document set which includes the committee's terms of reference, YJB standing orders, the code of conduct for our Board members and our scheme of delegation.

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

The Performance Committee oversees and scrutinises delivery of our strategic plan and business plan and provides assurance to that end to the Board. This is largely achieved through its regular review of our quarterly Corporate Performance Report, which is the substantive item on the Committee's agenda.

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

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

## The Senior Leadership Group (SLG)

The SLG ensures delivery of our strategic and business plans. It comprises of the Chief Executive, Chief Operating Officer and directors of each directorate. In addition, an Assurance and Exceptions Delivery Board, that has oversight of operational delivery, is chaired by the Chief Operating Officer. A register of interests for all SLG members is on GOV.UK<sup>38</sup>

Our directorates are as follows:

### Programme Delivery

- co-ordinate and monitor progress of activities that deliver our business plan
- provide planning, co-ordination, direction and flexible resource deployment of projects of work to support the Board's priorities
- manage our risk and benefits management processes, providing financial and risk assurance to the Board, Executive and Auditors
- administration of the Youth Justice Grant
- manage our finance, audit and assurance process.

### Strategy and Planning

- set clear strategic direction across the organisation and maintain strategic relationships to support the Boards' aims
- provide support to the Chief Executive, Chief Operating Officer and Board
- develop high quality advice and briefing to the Board, ministers and other government departments
- carry out policy and parliamentary horizon scanning and develop policy
- respond to consultations and recommendations
- provide advice and evidence contributions to Parliamentary Questions.

### Organisational Development and Communications

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

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

## Innovation and Engagement (England and Wales)

- direct engagement and intelligence gathering with stakeholders across youth justice partnerships and inspectorates to aid achievements of the Board's aims, identifying risks and opportunities
- enable delivery of our statutory duties in regular whole system monitoring, the identification and promotion of effective practice and supporting improvement
- oversight of performance across the youth justice system and the delivery of standards for children in the youth justice system across England and Wales.

## Evidence and Technology

- provide expert support and advice for all YJB functions on ICT, research, data and analysis
- collate and make data and information accessible
- information security, data protection and information sharing advice.

## Senior Police Adviser

- provide advice and support across our organisation where objectives require police involvement.

## Account of corporate governance

### Parliamentary accountability

The Secretary of State for Justice is accountable to Parliament for our activities and performance. The Secretary of State's responsibilities include:

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

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

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

We provide information to the MoJ and other government departments as requested to assist them in answering Parliamentary Questions. During the year, we contributed information to 18 Parliamentary Questions.

## The role of the Board

Our Board has corporate responsibility for ensuring that we fulfil the aims and objectives agreed with the Secretary of State and for promoting the efficient and effective use of staff and other resources. In terms of governance oversight, the Board has a specific responsibility, outlined in the Framework Document, for:

... ensuring that any statutory or administrative requirements for the use of public funds are complied with; that the Board operates within its limits of its statutory authority and any delegated authority agreed with the MoJ and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account guidance issued by the MoJ.

## Board effectiveness

Our Chair completed end-of-year reviews for each of the Board members, except for the three new appointees, for their performance in 2020/21. The annual performance assessment of the Chair is the responsibility of the Director General for the Justice Policy, Strategy and Communications Group on behalf of the Secretary of State, to whom the assessment is reported.

The Board started its review of effectiveness in March 2020 with the completion of a survey addressing the different aspects of its role. The findings were discussed at the June 2020 Board meeting along with a review of the Board's scheme of delegation, standing orders and its sub-committee terms of reference.

The next Board Effectiveness Review will be completed in June 2021.

## The provision of information and data to the Board

As mentioned on page 53, the Performance Committee scrutinises delivery of our strategic plan and business plan on behalf of the Board. The committee provides a written report to the Board after each meeting outlining the key areas of note.

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

- data and analysis on the performance of the youth justice system including data on:
  - first time entrants
  - reoffending rates
  - reducing the use of custody and the custodial population
  - a performance and risk assessment of youth offending teams (YOTs)
  - the secure estate
- a summary of progress against strategic objectives, the business plan and statutory functions.

Information in the Corporate Performance Report is drawn from the Police National Computer, case management data submitted by YOTs through the Youth Justice Application Framework and data supplied from secure establishments. These are well-established datasets which are subject to regular quality assurance and which also contribute to National Statistics. Our corporate data is drawn from systems provided to us by the MoJ.

## Ministerial Directions

There were two Ministerial Directions sought or issued.

### Payment of grants to youth offending teams and performance oversight

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

In 2020/21, we allocated £75.2m for youth justice grants to local authorities to YOTs based on a historical assessment of need and the requirements of the grant's terms and conditions. The terms and conditions of the grant allow local flexibility for YOTs to direct financial resources to specific areas of youth justice activities in alignment with their youth justice strategic plans. The terms and conditions of grants were signed by the Chair of each YOT management board, the Local Authority Chief Financial Officer and the YOT Manager as proof of acceptance prior to funding being released by us. Costed Youth Justice Plans were also received in advance. Audit certificates signed by the Local Authority Chief Financial Officer and the YOT Manager were received at the end of the financial year to evidence regularity of expenditure.

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

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

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

The Government Internal Audit Agency conducts an annual audit of the governance of grants. This is to provide an opinion on the adequacy, effectiveness and reliability of the controls operating over the use of grant monies. In 2020/21, this involved the team sampling six YOTs to review their financial and governance arrangements. The final audit report returned a 'moderate' rating with no critical or significant areas of weakness identified. The moderate rating is due to the introduction on the 'deep dive' activity we introduced at the latter part of the financial year which will need to be reviewed and assessed in 2021/22 on its effectiveness.

## Internal audit

We commission the Government Internal Audit Agency (GIAA) to provide an independent and objective audit service, operating to the standards and methodology documented in the guidance *Public Sector Internal Audit Standards*.<sup>39</sup> The GIAA draws up its annual audit plans based on an analysis of the risk to which we are exposed and discussions with members of the SLG. The plans are endorsed by the Finance, Audit and Risk Assurance Committee and approved by the Chief Executive. The implementation of accepted recommendations, resulting from internal audits, is monitored by the Finance, Audit and Risk Assurance Committee.

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

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

The commissioned and completed audits for 2020/21 are tabled below, alongside the GIAA's assurance rating:

Audit undertaken	Assurance rating*
Governance framework	Substantial
COVID-19 pandemic response	Substantial
Governance of grants	Moderate
Conflict of Interest	Limited

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

## Overall view of internal audit

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

The report for 2020/21 indicated an “annual opinion of moderate on the adequacy and effectiveness of the framework of governance, risk management and control”.

## Risk management

Our system of risk management has been strengthened throughout 2020/21 with improved collaboration, reporting and scrutiny of risks and issues alongside a programme of activities to improve risk management capability.

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

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

### The risk management framework

Our risk management framework was reviewed and updated in 2020, to ensure alignment with the revised HM Treasury: *The Orange Book, Management of Risk – Principles and Concepts (2020 version)*. The framework sets out the entire risk management system within the organisation and is scheduled for next review in 2022.

### Risk profile

The COVID-19 pandemic has introduced a number of new risks and issues which we have captured and mitigated. We continue to scan the horizon for emerging risks as we move through the recovery stages of the pandemic.

However, as a result of the improved risk management processes implemented in 2020/21, our overall risk profile has reduced and several strategic risks have closed or have been de-escalated for monitoring on local risk registers.



Our principal risks and mitigating actions identified during 2020/21 were as follows:<sup>40</sup>

Principal risks	Key mitigating actions and controls
<p>The YJB's failure to engage its stakeholders effectively</p> <p>We must engage with our stakeholders to influence and advise political change. This is to impact areas where there has been limited progress against critical strategic issues, such as safety in custody and increase political focus on such issues.</p>	<ul style="list-style-type: none"> <li>• We regularly engaged with key stakeholders and partners through the stakeholder fora and Heads of Service meetings.</li> <li>• The Youth Justice Blueprint for Wales continues to develop and as a result, we were sighted on emerging pieces of work that would inform the evidence base.</li> <li>• A termly ministerial update was provided from the YJB Chair to the Deputy First Minister.</li> <li>• A letter is issued quarterly from the YJB Chair to the Secretary of State for Justice.</li> <li>• We have provided regular advice to ministers via written submissions and face to face meetings.</li> <li>• Implementation of a virtual networking platform enabled more 'real time' engagement with an increased number of stakeholders including a specific forum for YOTs.</li> <li>• Guidance was published to support the sector in producing COVID-19 pandemic recovery plans and returns were commissioned from YOTs, for further analysis.</li> <li>• This risk was de-escalated from the Strategic Risk Register in January 2021 and is now monitored within directorates.</li> </ul>
<p>The YJB's objectives are not met due to ineffective governance and leadership (both internally and across the wider system)</p> <p>The failure to apply good practice to deliver the objectives may result in the reduction of the YJB's political impact for the youth justice system.</p>	<ul style="list-style-type: none"> <li>• Revised governance structures were implemented, ensuring that resources align to these structures to maximise delivery.</li> <li>• A 'Breaking Barriers' project was completed, supporting the revised governance arrangements through engagement and empowerment of staff.</li> <li>• This risk was closed in July 2020.</li> </ul>

<sup>40</sup> During the previous year, 2019/20, we had an issue relating to a corporate inability to meet COBR/JExU expectations. Over the course of 2020/21 we have worked with partners to clarify expectations.

**Principal risks****Key mitigating actions and controls**

The YJB fails to have continuity of appropriately skilled senior leaders

The YJB's lack of succession planning and/or lack of leadership capability negatively impacts on the YJB's performance and retention of staff.

- All Board members and all SLG members are registered to Whitehall Industry Group.
- New resourcing process were implemented across the YJB.
- There was a redistribution of SLG line management responsibilities to add resilience and more effective spans and control.
- Development and rollout of critical thinking workshops for senior leaders.
- We hold regular resource planning with the SLG.
- Rollout of our management development programme is underway.
- We work with the MoJ to plan for senior leadership vacancies.

Insufficient evidence base to provide sound advice and have effective oversight of the youth justice system

The YJB requires a sufficient evidence base to support the advice provided to ministers.

- The Welsh Youth Justice Advisory Panel and the Youth Justice System Oversight Group continue to prove effective in engaging members in whole system monitoring.
- Virtual stakeholder meetings were established in response to the COVID-19 pandemic to ensure continued oversight and intelligence gathering to bolster delays and gaps in data.
- We increased the frequency of stakeholder fora and Heads of Region meetings during the COVID-19 pandemic to ensure timely sharing of information and gathering of local intelligence.
- The Youth Justice Data Analysis Network was established.
- We published guidance to support the sector in producing COVID-19 pandemic recovery plans published and returns commissioned from YOTs for further analysis.
- We established the Data Sharing Group to exploit data sharing opportunities and broaden our evidence base.
- Our pathfinder model allows targeted funding to explore and share innovative practice and increase our evidence base.

**Principal risks**

**Key mitigating actions and controls**

YJB technology systems not fit for purpose

Failure or weakness in YJB information technology (ICT) systems impact negatively on the youth justice system (including cyber risks to online services).

- All streams of ICT responsibility now have appropriate governance ensuring a Child First approach and delivering value for money.
- The Business Continuity Plan was successfully tested in a live scenario due to the requirement for the whole organisation to work remotely due to the COVID-19 pandemic.
- We published a remote working guide for staff and provided regular updates explaining IT support arrangements for continued remote working conditions.
- All new supplier contracts were negotiated with improved service level agreement oversight around security responses.
- We updated our cyber security incident response process.

Failure to invest targeted grant budget effectively

Immature systems to monitor targeted grants awarded for pathfinder project activity.

- Robust governance, processes and assurance around pathfinder spend were established.
- We obtained governance and advice through the MoJ Grants Challenge Panel.
- Expertise provided via Cabinet Office on grants issued during the COVID-19 pandemic.
- Oversight arrangements have been strengthened and evidence is used for informed financial decision making.
- This risk was closed in March 2021.

Decline in resource capacity, availability and wellbeing

The global COVID-19 pandemic, and associated social distancing measures, have impacted on the availability, capacity and wellbeing of our staff.

- All staff moved to a remote working model in March 2020.
- Our Business Continuity Plans were strengthened.
- We made a significant increase to the frequency and variety of staff engagement, wellbeing and support activities.
- We reviewed and prioritised our activity in the business plan for 2020/21 to take account of our current capacity.

**Principal risks****Key mitigating actions and controls**

## Slow progress in improving the children's secure estate

Substantial parts of the children's secure estate require improvement to safeguard children's physical and mental wellbeing.

- We collaborated regularly with the Youth Custody Service.
- We established a resettlement task and finish group.
- We made plans to develop the model of oversight of the secure estate.
- We ran an analysis of '*Standards for children in the youth justice system (2019)*' self-assessments from YOTs to provide insight into secure estate and transitions.

## Maintaining sector oversight during the COVID-19 pandemic

Oversight, planned events and training with the sector may be unable to take place due to the COVID-19 pandemic.

- All meetings and forums are now based online with new working practices adopted.
- Our YOT Recovery Guidance was developed and published. YOT Recovery Plans were submitted and analysed.
- Our planning working group was established to provide central co-ordination of COVID-19 pandemic recovery activities and capture emerging risks.
- This risk was closed in January 2021.

## Maintaining internal business continuity during the COVID-19 pandemic

Maintaining the YJB's internal business continuity during the COVID-19 pandemic.

- All staff have the equipment and software to work remotely.
- All meetings and forums are now based online with new working practices adopted.
- Our communication channels were strengthened to ensure regular updates and engagement with all staff.
- Our business continuity plan was mobilised and strengthened based on lessons learned.
- This risk was closed in August 2020.

**YJB assurance map**

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

The evidence presented in the assurance map was reviewed and updated in February 2021 and will be reviewed quarterly thereafter.

## Summary of our assurance map

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

## Information assurance, lapses of data security and freedom of information

Our information assurance policy ensures that the information we hold is:

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

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

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

One personal data breach was reported to the Information Commissioners Office during the year. A number of low risk security incidents were identified over this period with no identified incidents that presented a material risk of harm to the data subject(s) involved.

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

Specific guidance on home working and recording meetings conducted on collaboration platforms were made available to YJB staff.

We answered 31 Freedom of Information requests in the year, of which all were within the 20 working days statutory timescales.

## Health and safety

Our health and safety function is led by the Chief Operating Officer. The Organisational Development and Change Directorate maintains oversight of our Corporate Health and Safety Policy which enables us to comply with our legal duties and responsibilities under the Health and Safety at Work Act 1974. A YJB Corporate Health and Safety Committee meets bi-annually and is chaired by the Chief Operating Officer. This Committee reports to the SLG and an annual report is submitted to the Finance, Audit and Risk Assurance Committee.

We continue to follow the UK government strategy to contain, delay and mitigate the COVID-19 pandemic. We continue to facilitate remote working for all staff and support this via the implementation of online display screen equipment training and the procurement of equipment to mitigate any physical health and safety risks identified.

In addition to the existing YJB and MoJ support available to combat stress and support staff mental health, we have significantly increased initiatives to support mental and physical wellbeing including:

- encouraging staff to take more screen and work breaks
- increasing flexibility of working hours
- sharing guidance on reducing screen fatigue
- promoting mental health learning sessions
- providing mental health allies as well as offering non-work activities such as quizzes and book readings.

We continue to work with our stakeholders to understand the impact of the COVID-19 pandemic upon the operation of the youth justice system. Our COVID-19 Pandemic Working Group has transitioned into a COVID-19 Response Group to take into account other potential risks. This group continues to coordinate our response to the pandemic, including planning for recovery. The group has revised and promoted our business continuity plan to include critical role handover notes and continues to consult with trade unions and a variety of stakeholders as well as reviewing evidence of good practice and lessons learned about safety and responsible working during the COVID-19 pandemic to inform our current and future working practices.

Signed by



**Claudia Sturt**

Chief Executive and Accounting Officer  
Youth Justice Board for England and Wales

Date: 15 September 2021

# Remuneration and staff report

## Remuneration policy

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

Until 2018 we operated a performance-related pay scheme. For staff graded as equivalent to the Senior Civil Service, the performance framework set by the Cabinet Office for the Senior Civil Service is applied. We operate the Civil Service Compensation Scheme.<sup>41</sup>

This report discloses the remuneration of those serving on our Board comprising the Chair, YJB members and Executive Directors, including the Chief Executive and Chief Operating Officer. This disclosure is made to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

## YJB members' terms of appointment

Appointment of YJB members, including the Chair, is for a period of up to four years. The appointment of all YJB members, and extension of their appointments, is made by the Secretary of State for Justice. Reappointments are subject to a satisfactory appraisal process. Keith Fraser was appointed as Chair on 14 April 2020.

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

## Executive Directors' terms of appointment

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

When conducting recruitment campaigns, we follow the Civil Service Commissioner's recruitment principles<sup>42</sup> to ensure open and fair recruitment with appointments based on merit. We offer a guaranteed interview scheme for people with disabilities who meet the role criteria.

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

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



## Remuneration and Personnel Committee

Our Remuneration and Personnel Committee met twice during 2020/21. It had delegated authority to consider the annual appraisal of the Chief Executive and Chief Operating Officer, and to approve any changes to the remuneration of the Chief Executive and those members of the Senior Leadership Group (SLG) who report directly to the Chief Executive. This included the arrangements for and conditions of any remuneration or benefits in kind over and above their basic salary. The Remuneration and Personnel Committee comprised eight members: our Chair, the Chair of our Finance, Audit and Risk Assurance Committee, three other Board members, our Chief Executive, our Chief Operating Officer and our Director of Organisational Development and Communication.

## Remuneration (audited information)

### Board and Executive Management Group, now renamed Senior Leadership Group

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

For the year ended 31 March 2021, YJB members and Executive Directors received remuneration as follows. Where an individual was not in post for the full year or on extended leave, a full year effect (FYE) figure is shown for comparative purposes.

Name and Title	2020/21						2019/20			
	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000) <sup>43</sup>	Total	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Keith Fraser</b> YJB Member	40-45	-	-	-	40-45	5-10	-	8.8	-	15-20
<b>Charlie Taylor</b> Chair	-	-	-	-	-	75-80	-	0.2	-	75-80
<b>Colin Allars</b> Chief Executive	115-120	5-10	-	38	165-170	115-120	-	-	16	130-135
<b>Alan Wood</b> YJB Member (to 31 March 2020)	-	-	-	-	-	5-10	-	-	-	5-10

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

Name and Title	2020/21						2019/20			
	Salary £'000s	Bonuses £'000s	Benefits in kind £'000s	Pension benefits (to nearest £1,000) <sup>43</sup> £'000s	Total £'000s	Salary £'000s	Bonuses £'000s	Benefits in kind £'000s	Pension benefits (to nearest £1,000) £'000s	Total £'000s
<b>Ann Skamarauskas</b> Director of Organisational Development and Change	70-75	-	-	28	95-100	70-75	0-5	-	27	95-100
<b>Ben Byrne</b> YJB Member (to 31 January 2021)	5-10 (5-10 FYE)	-	-	-	5-10 (5-10 FYE)	5-10	-	-	-	5-10
<b>Brian Tytherleigh</b> YJB Member	10-15	-	-	-	10-15	10-15	-	2	-	10-15
<b>Catherine Worswick<sup>44</sup></b> Director of Strategy and Planning (to 01 January 2021)	45-50 (60-65 FYE)	-	-	18	65-70 (80-85 FYE)	10-15	-	-	5	15-20
<b>Cheryl de Freitas</b> Director of Innovation and Engagement England (since 01 May 2019)	60-65	-	-	31	90-95	60-65	-	-	26	85-90
<b>Gillian Fairfield</b> YJB Member	10-15	-	-	-	10-15	10-15	-	1.3	-	10-15

44 Catherine Worswick was on secondment to HMPPS when she returned from maternity leave April 2020 and left the YJB on 01 January 2021.

Name and Title	2020/21						2019/20							
	Salary		Bonuses		Benefits in kind		Pension benefits (to nearest £1,000) <sup>43</sup>		Total		Pension benefits (to nearest £1,000)		Total	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Jacob Sakil</b> YJB Member (from 1 December 2020)	0-5	-	-	-	-	0-5	-	-	-	-	-	-	-	-
<b>Jonathan Pickles</b> <sup>45</sup> (since 01 October 2018)	70-75	-	-	-	-	70-75	70-75	-	-	-	-	-	-	70-75
<b>Keith Towler</b> YJB Member	5-10	-	-	-	-	5-10	5-10	-	0.9	-	-	-	-	10-15
<b>Lisa Harvey-Messina</b> Director of Innovation and Engagement England (to 22 April 2019)	-	-	-	-	-	-	5-10 (65-70 FYE)	0-5	0.2	5	-	-	-	10-15 (70-75 FYE)
<b>Louise Shorter</b> YJB Member (from 01 December 2020)	0-5	-	-	-	-	0-5	-	-	-	-	-	-	-	-
<b>Lynzi Jarman</b> Director of Innovation and Engagement Wales (since 01 September 2018)	60-65	-	-	-	24	80-85	55-60	-	-	23	-	-	-	80-85

<sup>45</sup> Jonathan Pickles is on secondment to YJB from the West Yorkshire Police. His salary is invoiced to the YJB monthly.

Name and Title	2020/21						2019/20							
	Salary		Bonuses		Benefits in kind		Pension benefits (to nearest £1,000) <sup>43</sup>		Total		Pension benefits (to nearest £1,000)		Total	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Mairead Healy</b> YJB Member (to December 2019)	–	–	–	–	–	–	0-5	–	–	0.1	–	–	–	0-5
<b>Mairi Warrington</b> Director of Strategy and Planning (since 01 September 2018)	35-40	–	–	–	15	50-55	55-60	–	–	–	24	–	–	75-80
<b>Martin Skeats</b> <sup>46</sup> Director of Programme Delivery (to 31 July 2020)	25-30 (70-75 FYE)	–	–	–	21	45-50 (90-95 FYE)	75-80	–	–	–	34	–	–	110-115
<b>Paula Williams</b> Director of Strategy and Planning (since 08 January 2020)	60-65	–	–	–	24	85-90	50-55	–	–	0.3	5	–	–	55-60
<b>Neal Hazel</b> <sup>47</sup> YJB Member	5-10	–	–	–	–	5-10	5-10	–	–	0.7	–	–	–	5-10

<sup>46</sup> Martin Skeats was on secondment to the Disclosure and Baring Service since January 2020 and left the YJB on 31 July 2020.

<sup>47</sup> Neal Hazel does not receive Board member fees, these are paid directly to Salford University.

Name and Title	2020/21						2019/20									
	Salary		Bonuses		Benefits in kind		Pension benefits (to nearest £1,000) <sup>43</sup>		Total		Benefits in kind		Pension benefits (to nearest £1,000)		Total	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Neil Rhodes</b> YJB Member	5-10	-	-	-	-	-	5-10	5-10	5-10	5-10	-	1.9	-	-	10-15	10-15
<b>Paul Clarke</b> Director of Oversight and Intelligence (to 22 April 2019)	-	-	-	-	-	-	5-10 (75-80 FYE)	5-10 (75-80 FYE)	-	-	-	-	2	-	5-10 (75-80 FYE)	5-10 (75-80 FYE)
<b>Sharon Gray</b> YJB Member	5-10	-	-	-	-	-	5-10	5-10	5-10	0-5	-	-	-	-	5-10	5-10
<b>Sophie Riley</b> Director of Evidence and Technology (since 23 April 2019)	65-70	-	-	-	-	28	60-65	90-95	60-65	-	-	-	43	-	105-110	105-110
<b>Stephanie Roberts-Bibby</b> Chief Operating Officer	105-110	-	-	-	-	42	105-110	145-150	105-110	-	-	-	55	-	160-165	160-165
<b>Susannah Hancock</b> YJB Member (from 01 December 2020)	0-5	-	-	-	-	-	-	0-5	-	-	-	-	-	-	-	-

## Benefits in kind – Board members

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

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

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

## Salary

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

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

## Bonuses

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

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

We ceased paying bonuses to our staff at grades below SCS in 2018 with the implementation of a new performance management system introduced to Civil Service Departments and their Arms-Length Bodies. We now reward high performance and outstanding behaviours through an instant Special Recognition Scheme.

The scheme enables staff to be nominated by managers, colleagues, stakeholders and Board members for outstanding work and behaviours and is monitored by the SLG. Directors can approve awards of up to £250 or equivalent vouchers or gifts. The Chief Executive must grant approval for amounts above £250. Approval is required from the Remuneration and Personnel Committee for any awards to the Chief Executive, Chief Operating Officer or staff reporting directly to the Chief Executive.

## Benefits in kind – executive management

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

## Pension benefits

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

## Pay multiples (audited information)

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

The banded remuneration of the highest-paid director at the YJB in the financial year 2020/21, excluding pension benefits, was £125-130k (2019/20: £115-120k). This was 3.1 times (2019/20: 3.0 times) the median remuneration of the workforce, which was £40,593k (2019/20: £39,699k).

In 2020-21, no employees received remuneration in excess of the highest-paid director (2019-20: Nil). Remuneration ranged from £20-25k to £115-120k (2019-20: £15-20k to £110-115k).

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

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

## Pension entitlements (audited information)

Name and Title	Accrued pension at age as at 31/03/21	Real increase in pension at pension age	CETV at 31/03/21	CETV at 31/03/20	Real increase in CETV
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Colin Allars</b> Chief Executive	50-55 plus a lump sum of 160-165	0-2.5 plus a lump sum of 5-7.5	1291	1208	39
<b>Ann Skamarauskas</b> Director of Organisational Development and Change	15-20	0-2.5	280	246	19
<b>Catherine Worswick</b> Director of Strategy and Planning (since 01 September 2018)	10-15	0-2.5	143	128	7
<b>Cheryl de Freitas</b> Director of Innovation and Engagement England	15-20 plus a lump sum of 25-30	0-2.5 plus a lump sum of 0-2.5	212	189	13



<b>Name and Title</b>	<b>Accrued pension at pension age as at 31/03/21</b>	<b>Real increase in pension at pension age</b>	<b>CETV at 31/03/21</b>	<b>CETV at 31/03/20</b>	<b>Real increase in CETV</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
<b>Lisa Harvey-Messina</b> Director of Innovation and Engagement England (since 01 September 2018)	–	–	–	313	–
<b>Lynzi Jarman</b> Director of Innovation and Engagement Wales (since 01 September 2018)	5-10	0-2.5	82	67	8
<b>Mairi Warrington</b> Director of Strategy and Planning (since 01 September 2018)	5-10	0-2.5	50	42	4
<b>Paula Williams</b> Director of Strategy and Planning	10-15	0-2.5	156	134	12
<b>Martin Skeats</b> Director of Programme Delivery	40-45	0-2.5	722	704	16
<b>Paul Clarke</b> Director of Oversight and Intelligence (to 22 April 2019)	–	–	–	153	–
<b>Sophie Riley</b> Director of Evidence and Technology	15-20	0-2.5	174	154	10
<b>Stephanie Roberts-Bibby</b> Chief Operating officer (since 03 September 2018)	35-40 plus a lump sum of 65-70	0-2.5 plus a lump sum of 0-2.5	539	496	20

### Civil Service pensions

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

The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer’s basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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

Further details about the Civil Service pension arrangements can be found at the website: [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

## Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme.

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued because of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member because of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

### **Real increase in CETV**

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

### **Compensation for loss of office**

No compensation payments for loss of office were made during the year (2019/20: nil).

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

We had no early departure costs in 2020/21 (2019/20: nil).

## Staff statistics

The chart below summarises our staff composition as at 31 March 2021. Read pages 80-85 for further staffing analysis.

### All staff by gender



	Headcount	Percent
Male	38	39%
Female	60	61%
<b>Total</b>	<b>98</b>	<b>100%</b>

### All staff by age



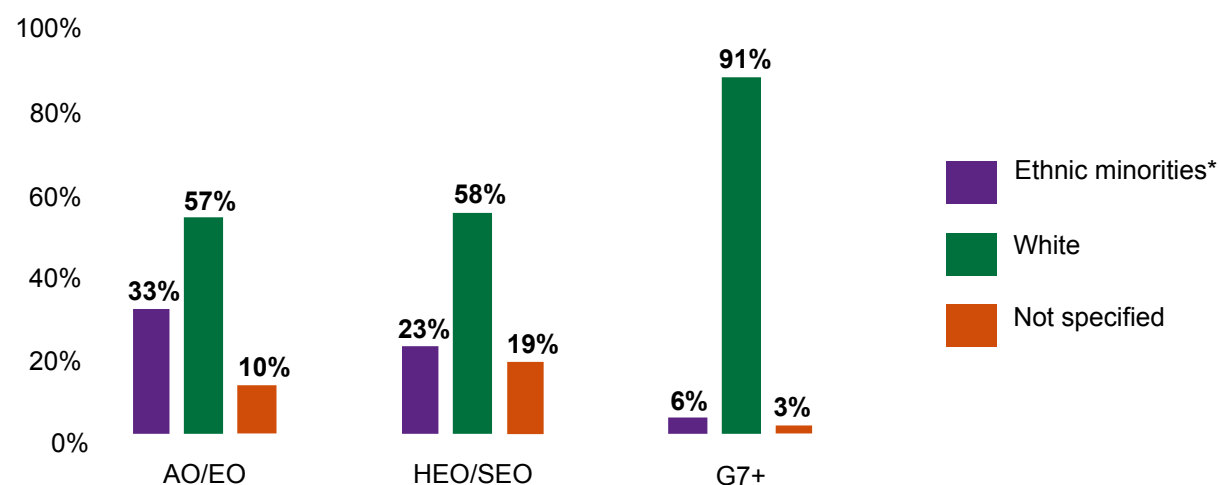
	Headcount	Percent
16-24	6	6%
25-34	13	13.5%
35-44	25	25.5%
45-54	27	27.5%
55-64	26	26.5%
65+	1	1%
<b>Total</b>	<b>98</b>	<b>100%</b>

### All staff by ethnicity



	Headcount	Percent
Ethnic minorities*	19	19.5%
White	68	69.5%
Not specified	11	11%
<b>Total</b>	<b>98</b>	<b>100%</b>

### Ethnicity by grade\*\*



Information on the YJB's work on equality and diversity is on page 83.

\* Excluding White minorities

\*\* Administrative Officers (AO), Executive Officers (EO), Higher Executive Officer (HEO), Senior Executive Officers (SEO), Grades 7-5 and Senior Civil Service (SCS)

## Staff numbers and staff composition (audited information)

### Staff numbers

The table below shows the average number of full-time equivalent staff employed by YJB during 1 April 2020 to 31 March 2021 was as follows.

	2020/21	2019/20
Permanent staff	86.34	87.8
Temporary and seconded staff	7.5	5.4
Average full-time equivalent staff	93.84	91.14

At the start of the financial year (1st April 2020) the total number of staff was 95 with a full-time equivalent of 92.45. This increased to 98 people, full-time equivalent 95.23, at 31 March 2021. At 31 March 2021, the YJB had no agency staff.

Provision for trade union facility time is agreed at 12 days for the year. We had one trade union representative as at 31 March 2021. They utilised the full 12 days which equates to 86.4 hours with an estimated cost of £1,923.

### Trade Union Facility Time Publication Requirements

Number of employees who were relevant union officials during 2020/21	Full-time equivalent employee number
1	1

### Percentage of time spent on facility time

Percentage of time	Number of employees
4.71%	1

### Percentage of pay bill spent on facility time

<b>Total cost of facility time</b>	<b>£1,923</b>
Total pay bill	£41,786
Percentage of the total pay bill spent on facility time	5%

### Paid trade union activities

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

For the year ended 31 March 2021

	<b>Board members</b>	<b>Employed staff</b>	<b>Other (incl. seconded and agency staff costs)</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Wages and salaries	101	4,106	181	4,388	4,227
Social security costs	5	465	–	470	435
Other pension costs	–	1,106	–	1,106	943
<b>Total gross cost</b>	<b>106</b>	<b>5,677</b>	<b>181</b>	<b>5,964</b>	<b>5,604</b>
Less recoveries in respect of outward secondments	–	(145)	–	(145)	(105)
<b>Total net cost</b>	<b>106</b>	<b>5,532</b>	<b>181</b>	<b>5,819</b>	<b>5,500</b>

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

No staff costs were capitalised during 2020/21 (2019/20: nil).

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha”, are an unfunded multi-employer defined benefit scheme, in which we are unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2017.

For 2020/21, employers’ contributions of £1,095,000 were payable to the PCSPS (2019/20: £943,000) at one of four rates in the range of 26.6% to 30.3% (2019/20: 26.6% to 30.3%) of pensionable pay, based on salary bands. The scheme’s actuary reviews employer contributions approximately four years following a full scheme valuation.

Employees can opt to open a partnership pension account (a stakeholder pension with an employer contribution). In 2020/21 employers’ contributions of £11,000 were paid to an appointed stakeholder pension provider Legal and General (2019/20: £10,000). Employer contributions are age-related and range from 8% to 14.75% of pensionable pay. The employee does not have to contribute but where they do make contributions, the employers also match employee contributions up to 3% of pensionable pay (in addition to the employer’s basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

No employees (2020/21: nil) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to nil (2019/20: nil).

## Expenditure on consultancy

We incurred nil expenditure on consultancy in 2020/21 (2019/20: nil).

## Off-payroll engagements

We had no off-payroll engagements in 2020/21 (2019/20: nil).

## Staff and Board composition

Table 1 below shows staff and Board member composition between male and female as at 31 March 2021.

	Male	Female	Transgender and other <sup>48</sup>
Board members	6	4	–
Senior Leadership Group <sup>49</sup>	2	7 <sup>50</sup>	–
Employees <sup>51</sup>	36	53	–

Table 2 below shows the composition of staff at SCS bands at 31 March 2021 by gender.

Senior Civil Service (SCS) equivalent staff by band	Male	Female	Transgender and other
SCS Pay Band 1	–	1	–
SCS Pay Band 2	1	–	–
SCS Pay Band 3	–	–	–
<b>Total</b>	<b>1</b>	<b>1</b>	<b>–</b>

## Average sickness/absence

The average number of working days lost by our staff due to sickness was 3.1 days per staff member during 2020/21. This is a significant decrease of 47% compared to 6.6 days in 2019/20.

## Staff turnover

In 2020/21, departmental staff turnover was 8% (compared with 13% in 2019/20) this includes transfers of staff within the civil service. We continue to monitor turnover rates and support initiatives to maintain a healthy level of turnover. The annual Civil Service People Survey, coupled with other research, helps us to understand our people's experience of working here and take appropriate action to improve effectiveness, including where turnover becomes problematic.

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

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

50 Includes 1 non active SLG member, currently awaiting confirmation of loan out to other government department

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

## Equal opportunities

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

## Equality and Diversity Data

At 31 March 2021, 11% of our employees had not recorded their diversity data on our shared services HR system (SOP). We are therefore unable to report on the diversity of all staff.

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

## Equality and diversity steering group

Our equality and diversity steering group supports the delivery of the organisation's 'Celebrating Diversity Strategy' and the annual 'Equality and Diversity Improvement Plan' by providing oversight, constructive challenge and making recommendations to the SLG.

The group:

- provides assurance to the Chief Executive and Board that we are delivering against this strategy and improvement plan
- raises awareness to staff of training/development opportunities around equality and diversity
- provides advice to the Chief Executive on improving equality and diversity, where necessary
- keeps staff informed of diversity-related communications and upcoming events via their web page on the internal internet.

During 2020/21, the group arranged training sessions on 'Race Awareness' delivered by an external training provider who specialise in engaging training, inspiring staff to treat others fairly, creating more inclusive workplaces. These sessions were offered to all staff and were well received.

To improve ethnic diversity at senior management levels within the YJB, we have:

- broadened our job advertising channels to include the MoJ's PROUD (People from Diverse Racial Origins Uniting the Department) network and the Cabinet Office's Minority Ethnic Talent Association as well as the Disability Empowers Leadership Talent scheme
- sought advice/suggestions from the MoJ's diversity champions on job descriptions to ensure that the language used does not deter ethnic minorities from applying for the role
- ensured that we have diverse recruitment panels for all our recruitment exercises to give applicants a true reflection of our diverse workforce.



## Employee relations

We aim to be an exemplary public sector organisation and employer in the management of staff; we give proper attention to communications, consultation, motivation and staff engagement. We seek to create an environment in which all employees are able to reach their potential and contribute to their own and our success. We measure staff engagement annually through the Civil Service People Survey.

We conduct interim pulse surveys to listen to the needs of our staff and to advise future planning. We completed two interim surveys in 2020/21; one in April 2020, focused on how staff were coping with the COVID-19 pandemic working arrangements and gathered feedback for potential future working arrangements. We used the results to begin planning our future working model.

We conducted a second interim pulse survey in September 2020. This survey focused on staff wellbeing and engagement, how employees' health, mental health and wellbeing had been affected by the COVID-19 pandemic and the changes to our working arrangements.

Our Staff Engagement Group analysed the results and focused activities and events on suggestions from the surveys, for example:

- time-out for non-work discussion
- support from mental health allies
- holding staff quizzes
- book reading sessions.

We believe that this helped maintain social interaction and allowed staff to keep in touch and feel engaged whilst being away from the physical workplace.

Following the survey results, we offered staff an even more flexible approach to work, empowering staff to work their hours flexibly, in a way which best suited their circumstance.

We maintained regular communication with all staff through a variety of channels including a weekly executive message, the Exchange (our intranet) and Microsoft Teams, which also provided the Board opportunities to communicate with staff. Our CEO has continued to communicate personally to all staff via a fortnightly meeting, now held via Microsoft Teams. This has been a successful and engaging communication channel for all staff, who have provided feedback to say they feel more included in meetings.

Our People Survey results showed staff engagement at 65% (up 4 percentage points from last year). This increase reflects the impact of a number of staff-focused initiatives undertaken during the year. Our survey response rate remained high at 84%.

Our pay remit was delivered within budget, Treasury guidance and Ministry of Justice (MoJ) approvals on pay. We continue to address pay disparities with our pay awards and offer a special recognition scheme to reward staff for outstanding achievement or modelling exemplary behaviours. The award process is monitored for consistency and fairness through a quarterly review by the SLG. The scheme allows staff to receive awards in the form of vouchers or 'payroll' payments. This has been well received, with a fair distribution of staff having benefitted from the scheme.

## Employment of people with disabilities

We encourage all staff to record their diversity data, including any disability they may have, on our shared services HR system (SOP). We do, however, appreciate that not all staff wish to do so. As at 31 March 2021, 12% of employees had declared a disability. At the same point last year, 13% of employees had declared a disability.

When recruiting, we encourage applications from disabled people. We automatically offer an interview to applicants with disabilities who have met the essential criteria for a post.

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

E-Learning is available through Civil Service Learning, topics include 'becoming disability confident' and 'mental health at work'. We offer internal and external coaching and mentoring opportunities. All employees are required to complete the mandatory Display Screen Equipment (DSE) Assessment. Following the change to home working, we ordered the equipment required by individuals following completion of the DSE Assessment to support their individual needs to work from home.

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

Our mental health allies continue to support and advise staff who may suffer from mental health conditions. The group ran virtual drop-in sessions for staff and assisted managers with help and guidance. We invited guest speakers from the MoJ's mental health allies scheme to further promote the support and help available.

We continued to run a series of support programmes for staff following a successful pilot in 2019. Our staff ran six one-hour sessions to help nurture team spirit and dynamism and to help individuals to be more reflective, self-aware and pro-active in self-development. These sessions were particularly valued during the COVID-19 pandemic.

Additionally, we continued to raise awareness of the benefits and support services available to all staff as a part of their induction, at all staff events and through our intranet. Staff were reminded of our employee assistance programme (PAM Assist), anti-bullying and harassment advisers and Occupational Health Services through our regular communication channels. We gave extra focus on these services during 2020/21, making sure that all employees knew the various resources available and how to access them.

# Parliamentary accountability and audit report

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

## Losses and special payments

### Regularity of expenditure

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

### Losses Statement

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

### Special payments

There were no special payments made in the 12 months to 31 March 2021 (2019/20: £nil).

## Remote contingent liabilities

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

As at 31 March 2021, we had no remote contingent liabilities.

Signed by



**Claudia Sturt**

Chief Executive and Accounting Officer

Date: 15 September 2021

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

## Opinion on financial statements

I certify that I have audited the financial statements of the Youth Justice Board (YJB), for the year ended 31 March 2021 under the Crime and Disorder Act 1998. The financial statements comprise: Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and international accounting standards as interpreted by HM Treasury's Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion, the financial statements:

- give a true and fair view of the state of the Youth Justice Board's affairs as at 31 March 2021 and of the Youth Justice Board's net expenditure for the year then ended;
- have been properly prepared in accordance with the Crime and Disorder Act 1998 and HM Treasury directions issued thereunder.

## Opinion on regularity

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

## Basis of opinions

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

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

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

### Conclusions relating to going concern

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

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

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

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

### Other Information

The other information comprises information included in the annual report but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

### Opinion on other matters

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

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

### Matters on which I report by exception

In the light of the knowledge and understanding of the Youth Justice Board and its environment obtained in the course of the audit, I have not identified material misstatements in the performance and Accountability report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

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

### Responsibilities of the Board and the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Board and the Accounting Officer is responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- internal controls as the Board and the Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error.
- assessing the Youth Justice Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board and the Accounting Officer anticipates that the services provided by the Youth Justice Board will not continue to be provided in the future.

### Auditor's responsibilities for the audit of the financial statements

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

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

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management, the Government Internal Audit Agency and those charged with governance, including obtaining and reviewing supporting documentation relating to the Youth Justice Board's policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Youth Justice Board's controls relating to the Crime and Disorder Act 1998 and Managing Public Money.
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: posting of unusual journals and potential bias in accounting estimates.
- obtaining an understanding of the Youth Justice Board's framework of authority as well as other legal and regulatory frameworks that the Youth Justice Board operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Youth Justice Board. The key laws and regulations I considered in this context included the Crime and Disorder Act 1998, Managing Public Money, General Data Protection Regulations, and Employment and Tax laws; and
- using analytical procedures to identify any unusual or unexpected relationships and transactions.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management and the Audit and Risk Committee concerning actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance and the Board;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business;
- testing the appropriateness of grant expenditure paid to Youth Offending Teams in accordance with the Crime and Disorder Act 1998.

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

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditors-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%e2%80%99s-responsibilities-for-www.frc.org.uk/auditorsresponsibilities>. This description forms part of my certificate.

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

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

## Report

I have no observations to make on these financial statements.

### **Gareth Davies**

Comptroller and Auditor General  
National Audit Office  
157-197 Buckingham Palace Road Victoria  
London SW1W 9SP

Date 15 September 2021





# 3

## Financial statements 2020/21

# Financial Statements

## Statement of comprehensive net expenditure

for the year to 31 March 2021

### Net operating expenditure

		2020/21	2019/20
	Notes	£'000	£'000
<b>Expenditure</b>			
Staff costs	3	5,819	5,500
Amortisation	5	1,509	1,438
Other expenditure	2	80,826	77,495
Income from activities*	4	(126)	(81)
<b>Net operating expenditure</b>		<b>88,028</b>	<b>84,352</b>
<b>Total operating expenditure</b>		<b>88,028</b>	<b>84,352</b>
<b>Other comprehensive net expenditure</b>			
Net loss/(gain) on revaluation of intangible assets	5	(176)	(38)
<b>Total comprehensive expenditure for the period</b>		<b>87,852</b>	<b>84,314</b>

\*Income and receipts are reported in brackets within SoNCE above.

**Statement of financial position**

as at 31 March 2021

		2020/21	2019/20
	Notes	£'000	£'000
<b>Non-current assets</b>			
Intangible assets	5	6,513	7,117
<b>Total non-current assets</b>		<b>6,513</b>	<b>7,117</b>
<b>Current assets</b>			
Trade and other receivables	6	282	493
Cash and cash equivalents	7	1,442	1,051
<b>Total current assets</b>		<b>1,724</b>	<b>1,544</b>
<b>Total assets</b>		<b>8,237</b>	<b>8,661</b>
<b>Current liabilities</b>			
Trade and other payables	8	(1001)	(1,172)
Provisions – short term	9	(162)	-
<b>Total current liabilities</b>		<b>(1,163)</b>	<b>(1,172)</b>
<b>Total assets less current liabilities</b>		<b>7,074</b>	<b>7,489</b>
<b>Non-current liabilities</b>			
Provisions	9	-	(80)
<b>Total non-current liabilities</b>		<b>-</b>	<b>(80)</b>
<b>Total assets less total liabilities</b>		<b>7,074</b>	<b>7,409</b>
<b>Taxpayers' equity and other reserves</b>			
Revaluation reserve	SoCTE	319	172
General reserve	SoCTE	6,755	7,237
<b>Total taxpayers' equity</b>		<b>7,074</b>	<b>7,409</b>


**Claudia Sturt**

Chief Executive and Accounting Officer

Date 15 September 2021

**Statement of cash flows for 12 months ended 31 March 2021**

		2019/20	2019/20
	Notes	£'000	£'000
<b>Cash flows from operating activities</b>			
<b>Net expenditure for the year</b>	SoCNE	(88,028)	(84,352)
(Increase)/decrease in trade and other receivables	6	211	1,755
Increase/(decrease) in trade and other payables	8	(171)	(3,262)
Costs incurred on behalf of HM Prison and Probation Service and the MoJ		–	325
<b>Adjustments for non-cash transactions</b>			
Depreciation and amortisation	5	1,509	1,438
Provisions provided in the year	9	115	–
Utilisation of provisions	9	(33)	–
Services and facilities provided by sponsoring department	2	1,617	984
<b>Net cash outflow from operating activities</b>		<b>(84,780)</b>	<b>(83,112)</b>
<b>Cash flows from investing activities</b>			
Purchase of intangible assets	5	(729)	(528)
<b>Net cash outflow from investing activities</b>		<b>(729)</b>	<b>(528)</b>
<b>Cash flows from financing activities</b>			
Grants from sponsoring departments	11	85,900	81,495
<b>Net cash inflow from financing activities</b>		<b>85,900</b>	<b>81,495</b>
<b>Net (decrease) in cash and cash equivalents in the period</b>		<b>391</b>	<b>(2,145)</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>1,051</b>	<b>3,196</b>
<b>Cash and cash equivalents at the end of the period</b>	7	<b>1,442</b>	<b>1,051</b>

**Statement of changes in taxpayers' equity**

for 12 months to 31 March 2021

	Notes	Revaluation reserve £'000	General Reserve £'000	Taxpayers' equity £'000
Balance at 1 April 2019		170	8,749	8,919
Grants from sponsoring departments	11	–	81,495	81,495
Net operating expenditure for the year	SoCNE	–	(84,352)	(84,352)
<b>Non-cash charges</b>				
Services and facilities provided by sponsoring department	2	–	984	984
Transfer of costs incurred on behalf of HMPPS and the MoJ			325	325
<b>Transfers between reserves</b>				
Release of reserves to the general reserve		(36)	36	–
Net gain on revaluation of intangible assets	5	38	–	38
<b>Balance at 31 March 2020</b>		<b>172</b>	<b>7,237</b>	<b>7,409</b>
<b>Changes in taxpayers' equity for 2020/21</b>				
Grants from sponsoring departments	11	–	85,900	85,900
Net operating expenditure for the year	SoCNE	–	(88,028)	(88,028)
Transfer of costs incurred on behalf of HMPPS and the MoJ				
<b>Non-cash charges</b>				
Services and facilities provided by sponsoring department	2	–	1,617	1,617
<b>Transfers between reserves</b>				
Release of reserves to the general reserve		(29)	29	–
Net gain on revaluation of intangible assets	5	176	–	176
<b>Balance at 31 March 2021</b>		<b>319</b>	<b>6,755</b>	<b>7,074</b>

# Supporting notes to the Financial Statements

## 1. Statement of accounting policies

### 1.1 Basis of preparation

These accounts have been prepared in accordance with the *Government Financial Reporting Manual 2020-21* (FReM) issued by Her Majesty's (HM) Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public-sector context. They are in a form as directed by the Secretary of State with the approval of Treasury and in accordance with section 41 of, and Schedule 2 to, the Crime and Disorder Act 1998.

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

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

### 1.2 Going concern

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

### Impact of COVID-19

The financial statements and analysis reflects the risks arising from the impact of the COVID-19 pandemic. The impact of the COVID-19 pandemic is evident in the financial statements as the YJB had to revert to remote working and modify some of its operation, there was therefore a marked decrease in expenditure in some areas and an increase in others.

Having considered the circumstances described above, acknowledging the impact of COVID-19, and from discussion with the MoJ, the YJB considers it appropriate to adopt a going concern basis for the preparation of these accounts.

### 1.3 Accounting convention

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

## 1.4 Changes in accounting policy and disclosures

### a. New and amended standards adopted

There have been no new or amended standards adopted in the financial year beginning 1 April 2020.

### b. New standards, amendments and interpretations issued but not effective for the financial year beginning 1 April 2020 and not adopted early.

## IFRS 16 leases

IFRS 16 provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset is of low value. The standard is effective in the public sector for accounting periods commencing on or after 1 January 2019. The MoJ Group will adopt IFRS 16 in the financial year commencing 1 April 2021, although most government bodies will adopt it during the following financial year.

The YJB occupies office space at 102PF/Clive House/etc., under agreement with the Core Department, which is recognised in the annual charges for Accommodation Costs. The Core Department may amend accommodation arrangements at relatively short notice as part of its wider management of the estate, and the YJB cannot exclusively control the right to use the space. It has therefore been determined that these arrangements do not meet the threshold to be recognised as a lease under IFRS 16.

Lease assets and liabilities relating to 102PF/Clive House/etc. will be recognised in the MoJ's Annual Report and Accounts, with the relating accommodation charges continuing to be recognised in these accounts under Accommodation Costs.

There are no other material leasing arrangements.

## 1.5 Intangible non-current assets

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

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

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

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

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

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



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

### Capitalisation threshold

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

### Grouping of assets

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

### Assets under construction

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

## 1.6 Impairment

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

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

## 1.7 Leases

The accounting standard IAS17 prescribes the accounting policies for leases and makes a distinction between finance leases and operating leases.

**Finance leases** – Leases of assets where the YJB retains substantially all the risks and rewards of ownership are classified as finance leases.

**Operating leases** – Leases other than finance leases are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the SoCNE on a straight-line basis over the period of the lease. Any upfront payments not yet released to the SoCNE are recognised as a lease prepayment in the Statement of Financial Position (SoFP).

## **1.8 Cash and cash equivalents**

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

## **1.9 Employee benefits**

### **Employee accruals**

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

### **Defined benefit pension schemes**

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

### **Defined contribution pension schemes**

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

### **Early departure costs**

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

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

## **1.10 Income**

Income is accounted for on an accruals basis.

## **1.11 Expenditure**

### **Net Expenditure**

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

## Grant expenditure

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

## Administration and programme expenditure

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

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

### 1.12 Notional costs

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

### 1.13 Provisions

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

### 1.14 Grants from sponsoring departments

The YJB is principally funded by grant-in-aid received from the MoJ, which is accounted for when received.

Grant-in-aid (GIA) is treated as financing. GIA is credited to the general reserve because it is regarded as contributions from a controlling party. Other grants received to support the statutory purposes of the YJB or specific initiatives are recognised as income and credited to the SOCNE.

### 1.15 Contingent liabilities

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

### **1.16 Value added tax**

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

### **1.17 Financial instruments**

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

### **1.18 Critical accounting estimates and judgements**

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

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

Items in the accounts with risk of material adjustment in the forthcoming financial year are:

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

## 2. Other Expenditure

### 2.1 Admin and programme expenditure

	2020/21	2019/20
	£'000	£'000
<b>Admin expenditure</b>		
Audit fee – external <sup>52</sup>	74	74
Audit fee – internal	32	32
Communications	8	7
IT costs	462	380
Legal costs	52	–
Other administration	174	207
Research	5	–
Personnel costs	(8)	15
Travel and subsistence	6	57
<b>Total admin expenditure</b>	<b>805</b>	<b>772</b>
<b>Programme expenditure</b>		
Grants to youth offending teams	75,138	72,088
Other programme expenditure	109	94
Research	89	95
Travel and subsistence	9	126
Legal costs	–	57
Youth justice information and communications technology (ICT) programmes	2,981	3,217
Provision expense	115	–
<b>Total programme expenditure</b>	<b>78,441</b>	<b>75,677</b>
<b>Other cost</b>		
Bad debt and other debtors <sup>53</sup>	(36)	62
Corporate services provided by the department on a non-cash basis	1,616	984
<b>Total other expenditure</b>	<b>80,826</b>	<b>77,495</b>

52 External audit fees do not include any non-audit work undertaken by the NAO. The total external audit fee was £73,500, rounded to £74k. There were no fees paid to NAO for non-audit work in 2020/21 or 2019/20.

53 Bad debt impairment reversal was recognised as YJB recovered income previously identified as unrecoverable.

## 2.2 Services and facilities provided by sponsoring department

	2020/21	2019/20
	£'000	£'000
Communications	2	2
Information Operations	–	13
Estates	516	531
HR	13	16
ICT	392	379
Commercial and Contract Management (CCM)	461	43
Finance	233	–
<b>Total corporate overhead charge</b>	<b>1,617</b>	<b>984</b>

In 2020/21 the MoJ changed the methodology used to calculate the MoJ Group recharges. Finance costs was previously not included in the yearly recharges to other entities in the MoJ Group. In 2020/21 the YJB was charged an additional £650k for the provision of finance and CCM services.

## 3. Staff Costs

	Board Members	Employed Staff	Other (incl. seconded and agency staff costs)	2020/21	2019/20
	£'000	£'000	£'000	£'000	£'000
Wages and salaries	101	4,106	181	4,388	4,227
Social security costs	5	465	–	470	435
Other pension costs	–	1,106	–	1,106	943
<b>Total gross cost</b>	<b>106</b>	<b>5,677</b>	<b>181</b>	<b>5,964</b>	<b>5,605</b>
Less recoveries in respect of outward secondments	–	(145)	–	(145)	(105)
<b>Total net cost</b>	<b>106</b>	<b>5,532</b>	<b>181</b>	<b>5,819</b>	<b>5,500</b>

## 4. Income from activities

	2020/21	2019/20
	£'000	£'000
Other income*	126	81
<b>Total income from activities</b>	<b>126</b>	<b>81</b>

\*YJB recovered cost from MOJ Group as well as income from Welsh Government.

## 5. Intangible assets 2020/21

	Assets under construction	Internally generated software	Total
	£'000	£'000	£'000
Cost/valuation at 1 April 2020	1134	10,131	11,265
Additions	729	–	729
Disposals	–	–	–
Impairments	–	–	–
Reclassifications	(1,187)	1,187	–
Revaluations	–	353	353
<b>Cost/valuation at 31 March 2021</b>	<b>676</b>	<b>11,671</b>	<b>12,347</b>
Amortisation at 1 April 2020	–	(4,148)	(4,148)
Charge for the year	–	(1,509)	(1,509)
Disposals	–	–	–
Revaluations	–	(177)	(177)
<b>Amortisation at 31 March 2021</b>	<b>–</b>	<b>(5,834)</b>	<b>(5,834)</b>
<b>Net book value at 31 March 2021</b>	<b>676</b>	<b>5,837</b>	<b>6,513</b>
<b>Asset financing:</b>			
Owned	676	5,837	6,513
<b>Net book value at 31 March 2021</b>	<b>676</b>	<b>5,837</b>	<b>6,513</b>

Intangible assets include the following materially significant items:

Asset	Net Book Value	Remaining Useful Economic Life
	£'000	Years
Youth Justice Application Framework	3,062	3
Business application strategy	1,046	3

## 5. Intangible assets 2019/20 (continued)

	Assets under construction	Internally generated software	Total
	£'000	£'000	£'000
Cost/valuation at 1 April 2019	–	10,672	10,672
Additions	528	–	528
Disposals	–	–	–
Impairments	–	–	–
Reclassifications	606	(606)	–
Revaluations	–	65	65
<b>Cost/valuation at 31 March 2020</b>	<b>1,134</b>	<b>10,131</b>	<b>11,265</b>
Amortisation at 1 April 2019	–	(2,683)	(2,683)
Charge for the year	–	(1,438)	(1,438)
Disposals	–	–	–
Revaluations	–	(27)	(27)
<b>Amortisation at 31 March 2020</b>	<b>–</b>	<b>(4,148)</b>	<b>(4,148)</b>
<b>Net book value at 31 March 2020</b>	<b>1,134</b>	<b>5,983</b>	<b>7,117</b>
<b>Asset financing:</b>			
Owned	1,134	5,983	7,117
<b>Net book value at 31 March 2020</b>	<b>1,134</b>	<b>5,983</b>	<b>7,117</b>

## 6. Trade and other receivables

Amounts falling due within one year:	2020/21	2019/20
	£'000	£'000
Other receivables and accrued income	276	487
Prepayments	6	6
<b>Total</b>	<b>283</b>	<b>493</b>



## 7. Cash and cash equivalents

	2020/21	2019/20
	£'000	£'000
Balance at 1 April 2020	1,051	3,196
Net change in cash and cash equivalent balances	391	(2,145)
<b>Balance at 31 March 2021</b>	<b>1,442</b>	<b>1,051</b>

The following balances at 31 March 2020 were held at:

Government banking service and cash-in-hand	1,442	1,051
<b>Balance at 31 March 2021</b>	<b>1,442</b>	<b>1,051</b>

## 8. Trade and other payables

Amounts falling due within one year:	2020/21	2019/20
	£'000	£'000
Accruals and deferred income	673	1,033
Payable to Her Majesty's Prison and Probation Service	–	–
Payable to the MoJ	83	
Trade payables	245	139
<b>Balance at 31 March 2021</b>	<b>1001</b>	<b>1,172</b>

## 9. Provisions

	2020/21	2019/20
	£'000	£'000
Balance at 1 April 2020	80	80
Provisions created in year	162	–
Provisions utilised in year	(33)	–
Provisions written back in year	(47)	–
<b>Balance at 31 March 2021</b>	<b>162</b>	<b>80</b>
<b>Of which:</b>		
Amounts to be settled within one year	162	–
Amounts to be settled within one to five years	–	80
<b>Balance at 31 March 2021</b>	<b>162</b>	<b>80</b>

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

The £162k provided in the accounts represents the best estimate of the amount payable based on recent trends of success rates, the type of claim and the assessment of the Government Legal Department (GLD). The provision is calculated by assessing the likely outcome of a case and providing a best case and worse case estimate of possible outcomes. Legal claims which may succeed with the worst possible outcome cannot be estimated reliably and are therefore disclosed as Contingent liabilities in Note 10.

The amount of provision utilised reflect the outcome against the amount provided for at 31 March 2020. The amount of write-back is the difference between what was provided for and that utilised. The YJB reviewed all outstanding and likely legal cases and created a provision as required. Legal cases do not have time limits therefore provisions are not short term.

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

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

## 10. Contingent liabilities disclosed under IAS 37

The YJB deemed that legal claims that could succeed with the worst possible outcome cannot be estimated reliably and are therefore disclosed as contingent liabilities. The amount estimated in 2020/21 was £283k (2019/20: Nil).

## 11. Grants from sponsoring departments

	2020/21	2019/20
	£'000	£'000
Grant-in-aid from the MoJ	85,900	81,495
<b>Total</b>	<b>85,900</b>	<b>81,495</b>

## 12. Commitments

At 31 March 2021, the YJB had no operating lease, capital or other financial commitments (2019/20: nil).

## 13. Commitments under PFI contracts

At 31 March 2021, the YJB had no off-balance sheet (SoFP) PFI or other service concession commitments (2019/20: nil).

## 14. Related party transactions

The YJB is an executive non-departmental public body that, during the 2020/21 financial year, was principally sponsored by the MoJ. The MoJ provides services and facilities to the YJB. These are recharged notionally by the MoJ.

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

During 2020/21, the YJB undertook material transactions of the following values with related parties:

	2020/21	2019/20
	£'000	£'000
<b>Ministry of Justice</b>		
Expenditure with the MoJ	243	238
Balance owed to the MoJ at 31 March	83	–
<b>Her Majesty's Prison and Probation Service</b>		
Expenditure with HMPPS	46	–
Balance owed to HMPPS at 31 March	–	–

Colin Allars served as a director of the YJB on loan from Her Majesty's Prison and Probation Service. Colin Allars retired on 18 May 2021 and Claudia Sturt is the new Accounting Officer for the YJB.

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

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

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

## 15. Events after the reporting period

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

There are no disclosable events after the reporting period.



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ISBN: 978-1-5286-2856-3

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