



Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Annual report and accounts

2021/22

**The Youth Justice Board
for England and Wales**

HC 657

CORRECTION SLIP

Title: Youth Justice Board Annual Report and Accounts, 2021 to 2022

Session: 2022/2023

HC 657

ISBN: 978-1-5286-3573-8

E02767941

Ordered by the House of Commons to be published 13 October 2022

Correction:

Text currently reads:

“We have also continued to work with our partners, such as the Magistrates Association, to help tackle these disparities, including the development of a checklist for magistrates, to further guard against any potential bias in decision-making.”

(Foreword, page 3, paragraph 6)

Text should read:

We have also continued to work with our partners across the youth justice system to develop a practical tool to help reduce these disparities.

Date of correction: 20 October 2022



Youth Justice Board
Bwrdd Cyfiawnder Ieuenctid

The Youth Justice Board for England and Wales

Annual report and accounts

For the period 1 April 2021 to 31 March 2022

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 13 October 2022



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70 Petty France
London
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ISBN: 978-1-5286-3573-8

E02767941

Printed on paper containing 40% recycled fibre content minimum

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

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Foreword

This is my first Annual Report and Accounts as Chief Executive Officer of the Youth Justice Board (YJB), and I would like to place on record my thanks to all those who have helped produce this report and ensure its accuracy.

The opportunity to lead the Youth Justice Board as Chief Executive is enormously exciting, and there is nothing more important for me than to be able to influence for the better the life chances of children. When I was working in adult prisons, I saw first-hand the consequences of failure and I believe, as a result, you will not find anyone more determined to ensure we are effective in keeping children out of the system and supporting them to live happy, safe, crime-free lives.

Our activity over the past year was yet again set against the backdrop of the pandemic. At the YJB, we continued to follow a fully remote operating model from March 2020 up to January 2022, with all staff working from home unless absolutely necessary. Following consultation with our staff we subsequently developed a hybrid model, enabling our staff to return to face-to-face working, where appropriate, whilst allowing the organisation to attract and support diverse talent with an increase in national rather than London-based contracts.

Despite us seeing the easing of COVID-19 restrictions across England and Wales, the challenges for both children and the sector were still evident, and we have yet to see the full impact this has had on their lives and futures. Reduced access to education and other critical support services, increased trauma and mental illness, fewer opportunities for safeguarding and more opportunities for online exploitation all form a worrying reality for those across the sector.

Of course, we welcome the past year's continued falls in the number of children entering the justice system and those who received a caution or sentence. Reoffending rates decreased again, and the youth custody population stands at an all-time low. But there is no room for complacency: as highlighted recently in a review by the National Audit Office, we have serious grounds to expect a worsening of this picture in the immediate future, with a potential doubling of children in custody by 2024. Long term impacts of the pandemic, combined with the economic shocks that have followed it, seem likely to make far more children far more at risk of coming into the criminal justice system. The YJB will grasp with both hands the challenge of ensuring that the gains made in recent years are sustained.

But, while I welcome these reductions, overwhelmingly I was saddened by yet more evidence of the shocking disparity for children from ethnic minorities. In particular, children with Black and Mixed ethnicities are significantly overrepresented at every stage in the youth justice system. We have undertaken a wide range of activity over the past year to tackle this issue which includes commissioning two research projects with a focus on disproportionality, sharing area level detail on disparity with Police and Crime Commissioners and taking forward an initiative to get children from ethnic minorities into employment. We have also continued to work with our partners, such as the Magistrates Association, to help tackle these disparities, including the development of a checklist for magistrates, to further guard against any potential bias in decision-making.

I was pleased to see that strong progress was made towards our vision of a Child First youth justice system. In essence, we want a system which treats children as children and supports them to become the best version of themselves.

We've never been under any illusions about how ambitious this goal is and recognise that it will take a concerted effort from us and all our partners. Nevertheless, we are up for the challenge and the potential benefits to children and our communities alike far exceed any drawbacks. Significant activity over the past year includes work in Wales to develop trauma informed approaches and services in support of its Youth Justice Blueprint. Also, across both England and Wales we commissioned a joint prevention and diversion project to help us increase our understanding and oversight of how this work is delivered by youth justice services.

This year we also took the opportunity to review the pathfinder model that was introduced in 2018. The review found that the pathfinder model was a worthwhile element of sector improvement work. It was also clear that the underlying principles of pathfinders were sound. All current pathfinders will continue as planned and we are designing the selection process for the next pathfinders. We are working to have the new approach in place ready for the 2023/24 financial year.

In December 2021, we secured Board approval for an exciting new initiative to maximise our impact, rebalance how we deliver our statutory functions and change our focus from being driven by risk to being driven by benefits. Known as our 'new sense of purpose', this change programme will allow a significant review of our current position and consider how we deploy our people, manage processes, provide advice and invest tax-payers money, including the youth justice grant. Work will start in earnest in 2022/23, as we seek to ensure that the disparities we know exist may be addressed and ensure there is parity for children across the sector.

Finally, I would like to thank YJB staff and our colleagues and partners across the system for the welcome shown to me as I started my new role. I remain in awe of your relentless determination to improve the lives of children in the youth justice system and all that you have achieved over the past year.



Claudia Sturt
Chief Executive and Accounting Officer

10 October 2022

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Performance report 2021/22

- **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 principal plans and risks for the future
- how the youth justice system performed and what we did within the year.

Who we are and what we stand for

The YJB is an independent non-departmental public body established by the Crime and Disorder Act 1998¹. 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.

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

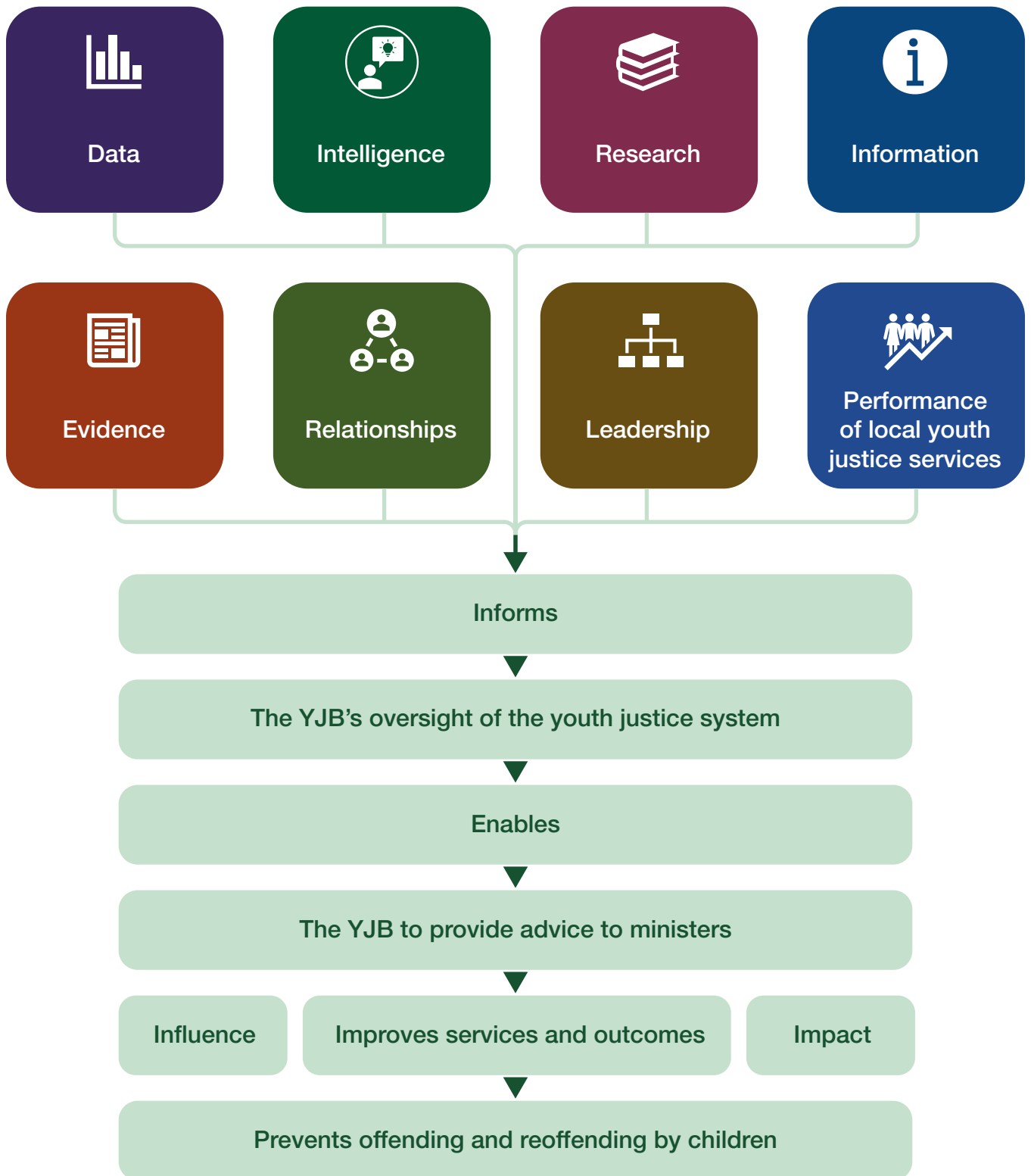
We are the only statutory body to have oversight of the whole system. We work with partners with the aim of preventing offending and reoffending by children. Through our oversight of the system and the advice we provide to ministers and the sector, we aim to improve the safety of children within the youth justice system who find themselves in those circumstances. We want to help these children achieve positive outcomes to lead them towards a successful and productive adulthood.

Summary of our functions

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

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

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



Our vision

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

As the only statutory body to have oversight of the entire youth justice system, we provide independent, evidence-based advice and leadership to drive improvements that increase children's positive outcomes and prevent offending.

Everything we do is focussed on better outcomes for children. Our work is guided by the Child First Principles for the youth justice system, which put 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:

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

In line with our vision, we want children to be as successful as they possibly can – this will benefit not only them, but the communities in which they live. We want them to have positive outcomes that include a stable home, that they are safe, loved, educated, trained, and their rights as outlined in the United Nation's Convention on the Rights of the Child (UNCRC)² are met. We want to make sure that children are not unnecessarily criminalised as a result of their vulnerabilities and the challenges they face.

We want 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.

2 [UNCRC_summary-1_1.pdf \(unicef.org.uk\)](https://www.unicef.org.uk/uncrc_summary-1_1.pdf)

Our work

We began the business year in extraordinary circumstances. As with all sectors, many of the challenges the youth justice system faced in the previous year were, and still are, with us and we recognised that 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. We continue to influence and provide evidence-based advice to achieve this.

Children faced significant disruption to their lives over the period of the pandemic, their social interaction was curtailed and some families have struggled financially or may have lost family members. We are yet to fully understand the impacts of the pandemic on children. We must continue to prioritise the needs of children and ensure that our work is child focused. 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.

This year we focussed our efforts on delivering our vision through the following statutory functions and strategic priorities:

- continue to take forward our over-arching guiding principle of Child First and our long-term aim of a Child First youth justice system
- invest in our staff to encourage excellent behaviours and outstanding leadership
- develop a resilient organisation
- use our resources effectively, minimise bureaucracy and enable innovation
- strengthen and enhance our oversight of the youth justice system
- effectively distribute grants to improve outcomes for children and their communities
- promote a holistic approach to address challenges facing children in contact with the youth justice system
- drive system improvements that see children as children
- maximise opportunities for improvements for children
- promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond
- prevent harm caused by exploitation
- guide the fair treatment of children and reduce over-representation
- work to influence reduced numbers of children in custody, improve the experience for children in custody and improve resettlement outcomes.

As we move into 2022/23, we will deliver a programme of change to take us towards our 'new sense of purpose'. We have developed our 'new sense of purpose' based on three strategic design principles:

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

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

To get the most out of our new sense of purpose, so that we can achieve the greatest impact for vulnerable children this year we will rebalance how we deliver our statutory functions. This may mean having greater or lesser emphasis on some areas of work than we currently have. We will work over the first quarter of the year to develop what that looks like. We will be clear on what good looks like and will use all available levers to be more assertive in setting standards and driving improvement in outcomes. We will raise our profile and amplify our voice where it can add most value. We will consider how we use insight to build our credibility to be recognised as experts and use our unique position of being the only organisation to have oversight of the whole youth justice system.

Further details on the **new sense of purpose** can be found in the 'our work' section starting on page 23.

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 England 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. 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 continued 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 YJSs 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 and based on evidence, 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 services
- the arrangements the YJB has in place for identifying and disseminating practice and evidence and supporting sector improvement
- initiatives aimed at improving performance
- responses to specific high-profile incidents.

We also used our expertise to inform cross-government policy development, including through our Youth Justice System Oversight Group (YJSOG) and Wales Youth Justice Advisory Panel (WYJAP). This has included the areas of education, health, over-representation and prevention and diversion.

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 2021/22, we responded to 20 consultations, using our expertise and evidence base. This included providing both written and verbal evidence to the 'Commission for Young Lives'. We continue to do this to maintain our influence so that children's rights and needs were considered by policy makers. We gave evidence to Parliament on the Police, Crime, Sentencing and Courts (PCSC) Bill and its potential impact on children. This included the Public Bill Committee and the Joint Committee on Human Rights.

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 Fora³ 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.
- The Practice Basecamp Group was developed to support communication and the sharing of knowledge and information across YJSs. There are over 300 YJS and YJB staff that are currently signed up to the group.

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 YJSs 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.

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

We provided improvement support and leadership to the minority of YJSs 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 statistics⁴, 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.

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

We have administered the YJS core grant and influenced an uplift in the grant for 2021/22 in recognition of the work YJSs do. We have administered targeted funding in the form of pathfinder projects, all of which were aligned to our strategic objectives⁵; 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 2021/22 successfully implemented a new server solution. This has provided a better service to users, allowed for future proofing and is expected to save approximately £5m over the next five years. We also commenced a programme of work to integrate YJAF with other IT platforms across the Justice system and external agencies, such as prison, probation, courts and NHS systems. These integrated links will improve the flow of information relating to children, improving outcomes and safeguarding arrangements. It is envisaged that these links will be in place by March 2023.

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

We have continued to commission and publish research to support our strategic objectives. In 2020/21, we commissioned research to understand 'ethnic disproportionality in remand and sentencing outcomes in the youth justice system'⁶ and this reported in 2021/22. We have also continued to support evaluations of Enhanced Case Management and AssetPlus outcomes (completion and publication expected in 2023 and 2022 respectively). More recently, we have commissioned two new research projects to better understand 'ethnic disproportionality in reoffending rates' and 'the production and utilisation of bail package reports (BPRs) and pre-sentence reports (PSRs) in making remand and sentencing decisions in the youth justice system' (completion and publication for both projects expected in 2023).

4 <https://www.gov.uk/government/statistics/youth-justice-statistics-2020-to-2021>

5 YJB business plan, 2021 to 2022 - GOV.UK (www.gov.uk)

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

Influencing and engaging with strategic stakeholders

More than ever, proactive and transparent engagement has been key to understanding and advising on the impact upon children, and our partners, of the system's response to the pandemic and its journey into recovery. We have continued to adapt and adjust our engagement activity, expanding the use of our online tools and virtual network and further increasing our reach across the sector.

Since April 2021, we have extended our engagement and the mechanisms by:

- increasing membership and delivery of our regular stakeholder fora across a range of key audiences, including Academic Advisory Panels and the Quality of Advocacy Working Group, co-chaired by the YJB
- delivery of our 2021 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
- developing a plan for strategic, thematic, roundtables; delivering our first event - the Senior Policing Roundtable in March 2021
- adopting a hybrid engagement model to ensure we met the preferences of all of our partners, including children and young adults
- alongside the Magistrates Association, we continue to lead a cross-sector project to publish a Disparity Protocol, to support frontline staff.

We have delivered five system mapping workshops across England and Wales, with over 230 partner organisations attending. Our aim was to map a baseline of the youth justice system from which we can take stock and measure future progress.

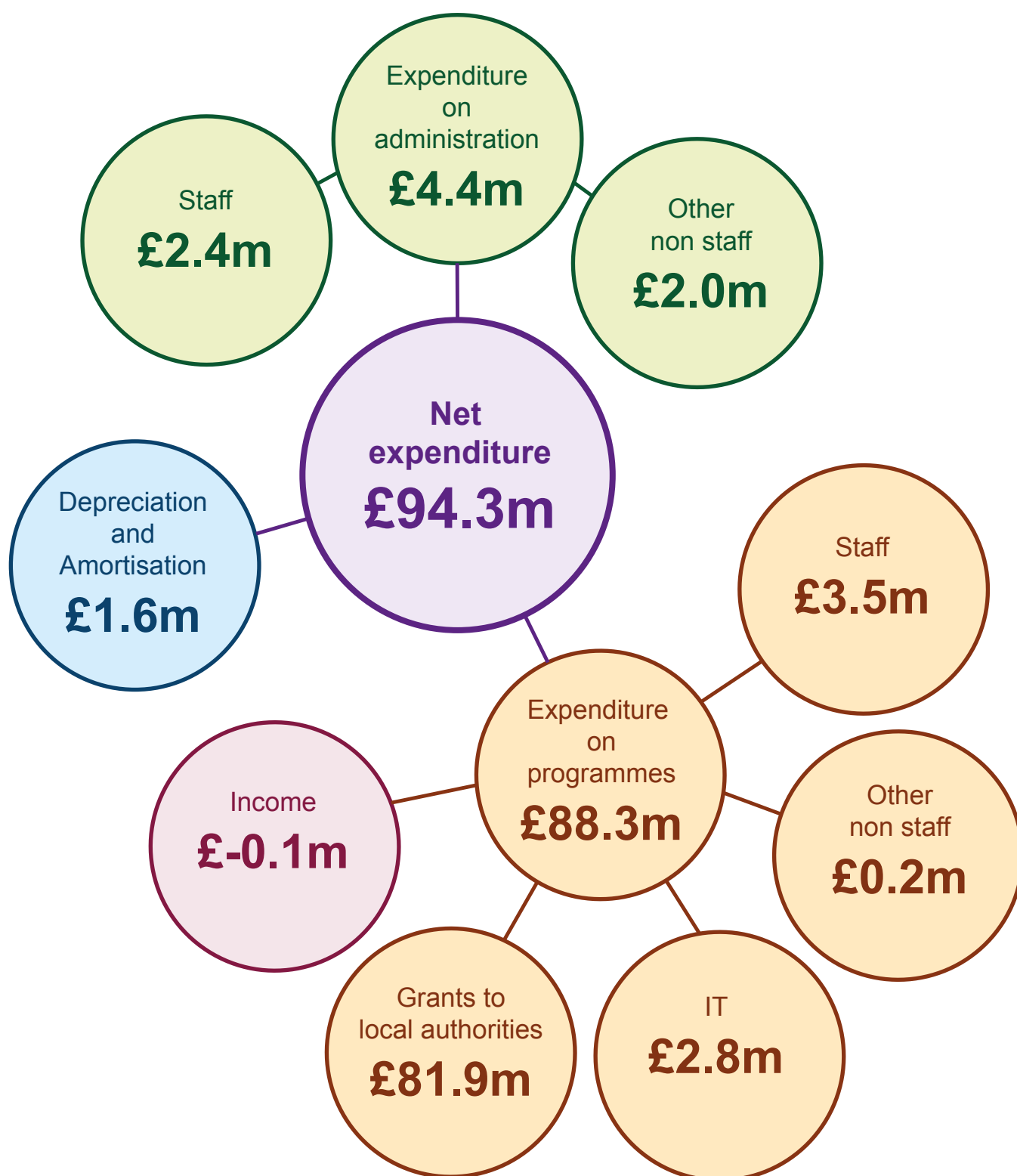
Over the next business year, we will engage our partners, using the data from our systems mapping exercise to influence future activity aimed at improving youth justice.

Financial review

Our 2021/22 net operating expenditure of £94.3m represented an increase of £6.2m (7.0%) compared to 2020/21. This was mainly due to an increase of £6.8m (9.0% increase compared to 2020/21) in grant funding to YJSs. Total grant expenditure of £81.9m accounts for 86.9% of total expenditure. This was mainly due to the YJB receiving additional grant funding and savings identified across the organisation due to the impact of COVID-19. These were reprioritised to provide an additional top-up grant of £700k to local authorities through YJS grants to address significant challenges aligned to our priorities.

How we spent our money

The YJB's net expenditure of £94.3m comprised expenditure on administration (£4.4m) which was the sum of staff (£2.4m) and other non-staff (£2.0m). It also contained depreciation and amortisation (£1.6m). In addition, the net figure was made up of expenditure on programmes (£88.3m) which was the sum of staff (£3.5m), other non-staff (£0.2m), IT (£2.8m), grants to local authorities (£81.9m) and less income at -£0.1m.



More detailed information about expenditure during the year can be found in the financial statements section of the report on pages 100-116.

Risk management is embedded in the way we plan and operate. More detailed information about the framework, and the principal risks managed during 2021/22, can be found in the governance statement on page 55.

The key risks and issues to the delivery of our vision and mission have been managed through our strategic risk register. The highest scoring risks are summarised on pages 63-68 under 'risk profile'.

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
- the use of custody
- reoffending⁷

The graphics used in this section summarise the performance of the youth justice system as reported in the 2020/21 Youth Justice Statistics⁸. The YJB distributes the Youth Justice Grant to all youth justice services (YJSs) in England and Wales and this information is published separately on GOV.UK⁹.

All the figures below show changes in rates and numbers across several key areas and these should all be considered in the context of the COVID-19 pandemic. The periods of restrictions, including court closures, pauses to jury trials, court backlogs, changes to people's behaviour, including reduced social contact and changes to custodial regimes arising from the COVID-19 pandemic, led to changes in opportunities for offending, to delays in completion of judicial processes, and to changes in behaviour. As these factors potentially delayed any offence being proven by completion of the judicial process and may have affected court decisions, the large reductions noted below in first time entrants (FTEs), custodial population and reoffending cannot be taken to be caused solely by changes in offending behaviour.

Summary

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

The number of knife and offensive weapon offences committed by children decreased by 21% in 2020/21. Whilst this was the third successive year-on-year decrease, the challenge remains to continue to reduce the number of children carrying and using knives.

In the year ending March 2021, proven serious violent offences accounted for 9% of total proven offences. A serious violent offence is defined as drug, robbery or violence against the person offences with a gravity score¹⁰ of 5 or above.

7 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.

8 The graphics used in this section summarise the performance of the youth justice system as reported in the 2020/21 Youth Justice Statistics.

9 <https://www.gov.uk/government/publications/youth-justice-board-funding-to-yjss-year-ending-march-2022>

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

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

In recognising the importance of the victim we have begun to establish closer relationships with the victim sector, through conversation with the Victim's Commissioner and Victim Support. These conversations will continue into the next business year to build greater alignment where possible and consistent messaging around the importance of preventing offending by children and in broader safeguarding of children to ensure they do not become victims of offending themselves.

We have worked with the Board to better develop our understanding and position on victims, recognising that in the case of every offence committed by children there will be a victim either direct or indirect who needs attention and consideration.

Similarly, the relationship between victim and perpetrator is not straight forward and many children who offend will also be victims. This creates a complexity in what 'justice' may look like to not only the public but individuals.

Despite reductions in the number of children in the youth justice system across all ethnicity groups, some ethnicities are still over-represented. In 2020/21, Black children were five times more likely to be subject to stop and search, over four times more likely to be arrested, and over three times more likely to receive a caution or sentence than White children. London had a far higher rate of stop and search than any other region accounting for just 15% of the total population. At almost 60 per 1,000 10 to 17 year olds this was three times the national rate and nearly ten times the lowest regional rate, in the East Midlands.

From the latest available figures for England only¹¹, children from some ethnic minority groups are more likely to have looked after status.

Specifically, children from a Mixed or Multiple background are twice as likely to be looked after, making up 10% of children looked-after but only 5% of the general under 18 year old population. Similarly, children from a Black or Black British background make up 7% of children looked after but only 5% of the general under 18 year old population¹². For White children and children from an Asian/Asian British background however, the proportion of children looked-after is lower than the proportion in the general under 18 year old population: 75% against 79% for White children and 4% against 10% for children from an Asian or Asian British background.

This shows that children who have been looked after disproportionately enter the criminal justice system. It also highlights the complexity of intersectionality and multiple disadvantage.

11 <https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2020-to-2021>

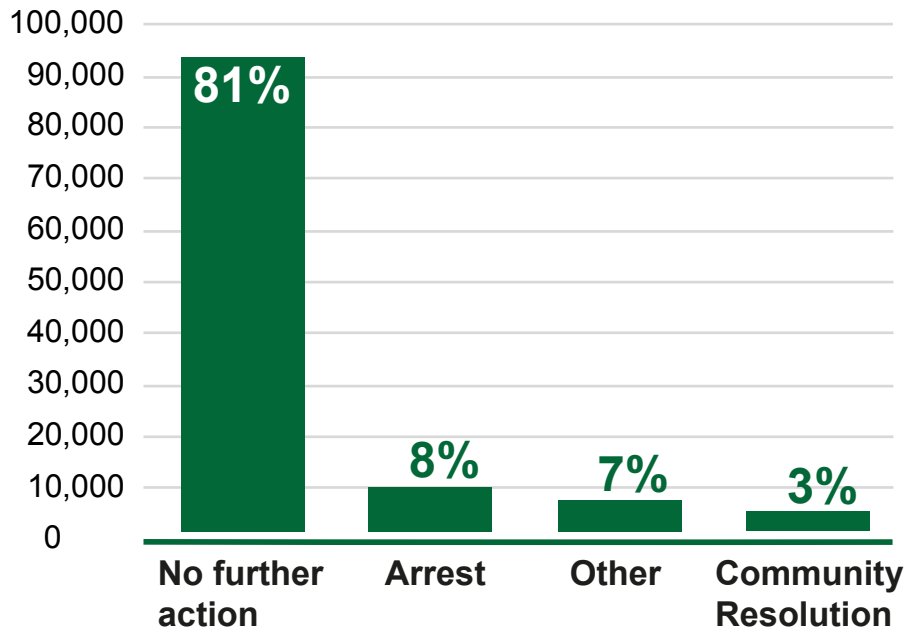
12 <https://www.ons.gov.uk/census/2011census>

Demographics of children in the youth justice system



Stop and Search

For the year ending March 2021, there were around 115,600 stop and searches of children¹³. Black children were involved in 18% of stop and searches (where ethnicity was known). This was 14 percentage points higher than the proportion of Black 10 to 17-year-olds in the 2011 population.



¹³ <https://www.gov.uk/government/statistics/police-powers-and-procedures-stop-and-search-and-arrests-england-and-wales-year-ending-31-march-2021>

First time entrants (FTEs)

The long-term fall in the number of FTEs to the youth justice system continued in 2020/21; there were around 8,800 FTEs, a fall of 20% when compared to the previous year.

This reduction could be attributed to the work of the police, YJSs and other partners, which included targeted youth crime prevention schemes and the diversion of children away from the criminal justice system, through measures such as restorative justice and triage, and in part due to the impacts of restrictions during the COVID-19 pandemic.

While the number of FTEs to the youth justice system continued to fall for all ethnicity groups, the proportions varied by ethnicity. In 2020/21 the proportion of FTEs from a White background continued to decrease, making just under three quarters (73%) of FTEs. In the same period the proportion of FTEs from a Black background was 18%, continuing the increases seen in most recent years.

First time entrants



Use of custody

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

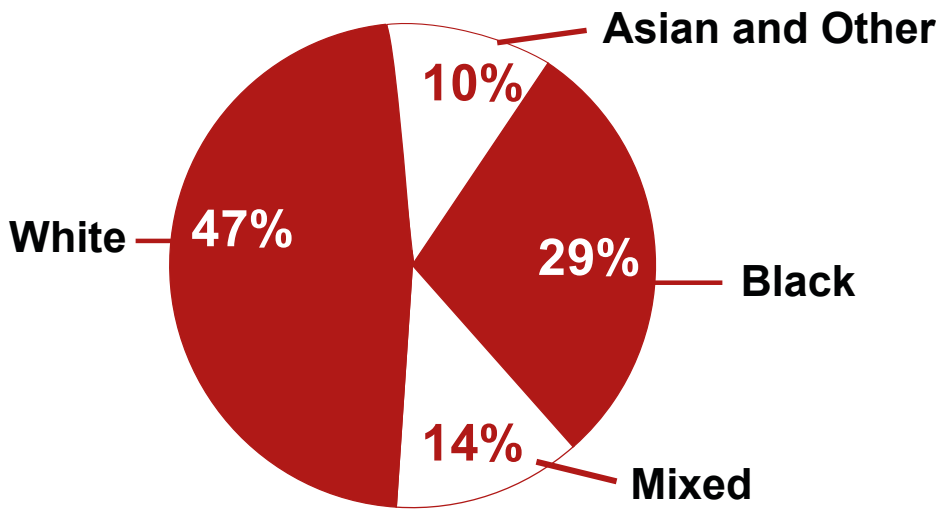
In 2020/21, there was an average of 560 children in custody at any one time¹⁴. This was a decrease of 28% in the child custody population when compared with the previous year (2019/20). It is important to remember that this fall will have been, at least in part, caused by restrictions related to the COVID-19 pandemic which affected both court cases in which custodial sentences could be imposed and the regime within the youth custodial estate.

Children in custody



¹⁴ See Youth Justice Statistics for 2020/21, available online at: [Youth justice statistics: 2020 to 2021](#)

For the second consecutive year, children from a White background accounted for just under half of the custodial population (47% in 2020/21). The proportion of children from a Black ethnic background has increased the most, and now accounts for 29% of the youth custody population, compared with 18% ten years ago.



The average number of children held on remand fell by 6% but, owing to the much larger fall in the overall custodial population, the proportion on remand increased to 40% of all children in custody. In addition, almost three quarters (74%) of children remanded to youth detention accommodation did not subsequently receive a custodial sentence. This is the highest level seen on record. It is likely that fewer cases for children overall have made progress through the courts due to the backlog in response to COVID-19 restrictions.

Reoffending

The long-term decreases in the number of children in the reoffending cohort¹⁵ have continued. While the reoffending rate has continued to fall, the amount it has decreased by in the latest year may be due to the impacts of limits on court activity in the periods of restrictions during the COVID-19 pandemic.

The children who did reoffend committed around 25,800 reoffences giving an average frequency rate of 3.65 reoffences per reoffender. While this is a 7% decrease compared with the previous year (2019/20), it is 18% higher than ten years ago.

¹⁵ A child enters the reoffending cohort if they receive a caution, a non-custodial conviction at court or were released from custody during the cohort period. The cohort period referenced here is the annual aggregate of the four quarterly cohorts for the year ending March 2020.

Our work in 2021/22

Pathfinders

We have continued to develop the pathfinder model that we established in 2018 to deliver against several of our strategic objectives. We have also established a series of new pathfinders. The evaluation of each pathfinder remains intrinsic to the model so that benefits are fully understood by the YJB and the sector.

Pathfinders enable us to target additional funding to youth justice services (YJSs) 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 YJSs 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
- custody and resettlement
- trauma-informed practice
- serious violence and child criminal exploitation.

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 YJS governance.

This year we conducted a review of 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:

Diversionsary practice

The voice of the child in pre-court 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, as part of the Youth Justice Blueprint for Wales. The project has undertaken interviews with professionals from the police and YJSs and is now planning to talk to children about their experiences.

The project is due to report in September 2023.

Child First

During 2021/22 we continued to champion the evidence-informed Child First guiding principle which sees children as children. We recognise this will take time and in our strategic plan for 2021-24 we 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.

Child First (Wales)

The YJB has continued to support the implementation of the Youth Justice Blueprint for Wales. We provide strategic leadership and project management for the Blueprint and lead on the community and resettlement and transitions workstreams. We have undertaken significant activity to develop trauma informed approaches and services across Wales and to provide training and understanding of constructive resettlement.

Southwark Child First Pathfinder

This pathfinder aims to provide a Peer Support Navigator Network Scheme which creates opportunities for work experience volunteering and employment opportunities for children. Through the delivery of the engagement participation programme, it aims to develop children's Personal Social Health Education (PSHE).

Objectives achieved

- partnering with Youth Ink to deliver an engagement participation programme developing children's personal social health education
- provided bespoke offers of assistance to other YJSs enabling them to develop peer support services
- providing forum and workshops and creating specific co-production platforms for the most excluded children.

Learning/dissemination

The pathfinder is being independently evaluated. The learning, and use of the lived experience, will be shared across the sector to promote good practice.

Bradford Pathfinder

Bradford will develop and embed a diversion model which will then be developed across West Yorkshire to ensure a consistent diversion offer across the region.

Objectives achieved

- Bradford Youth Justice Service have completed a restructure incorporating a dedicated diversion team manager
- monitoring out-of-court disposal data and performance
- review diversionary practice in West Yorkshire
- develop links with Lancashire (Child First evidence-based diversion model).
- establish 'Diversion Working Group' with key West Yorkshire YJS leads
- establish links with Justice Innovation to support the pathfinder
- research knife crime policy and out-of-court disposals.

Learning/dissemination

- the learning from this will be shared across the sector to promote good practice in diversionary activity.

Lancashire Pathfinder

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

The pathfinder evaluated the existing model, developed a stronger participation strategy, shared practice and developed a consortium of YJSs to look at diversion across pan-Lancashire and further.

Objectives achieved

- evaluation of the existing model
- developed a diversion model within a Child First framework which looks at alternative services and support mechanisms in place
- developed a stronger participation strategy and shared practice
- developed a consortium of YJSs to look at diversion across Lancashire.

Learning/dissemination

- produced an extensive range of resources which are available on the Youth Justice Resource Hub
- produced information and documentation to support other YJSs to consider the various elements and learning in creating a Child First based diversion offer for children
- delivered a webinar workshop
- the pathfinder evaluation report was published and is available on the Youth Justice Resource Hub.

Cheshire Child First Pathfinder

Cheshire YJS have an independently evaluated diversion scheme “Divert” already embedded in the service, the evaluation fully reflects the success of the programme. The pathfinder will disseminate this practice.

Objectives achieved

- delivered a series of national good practice sharing workshops delivered virtually
- provided bespoke offer of practice development to five YJSs
- assisted in the development of the Effective Practice Award in Child First practice

Learning/dissemination

- the pathfinder has shared their current practices with other YJSs via two live webinar events
- the resources and webinar are available via the Youth Justice Resource Hub.

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. Its enhanced offer covers health, education, training and employment, accommodation, release on temporary licence, ethnic disparity, and constructive resettlement.

The pathfinder is currently working on several objectives to improve resettlement outcomes for London children.

Objectives achieved

- a commitment to The Mayor’s ‘Action Plan on Disproportionality’ to examine the role faith leaders and faith organisations can play in the resettlement journey
- building of a web-based resource for practitioners across London
- completed 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.

Learning/dissemination

The pathfinder has a clear plan for future steps to continue this work around support and training for practitioners, the development and implementation of Release on Temporary License (RoTL) community hubs and a pan London accommodation protocol. The Pathfinder is working to incorporate the Voice of the Child, calling on the YJB’s Youth Ambassador Network amongst others.

London Accommodation Project (LAP)

The LAP is working with London local authorities to develop appropriate accommodation for 16 and 17-year-old boys, as a direct alternative to Remand to Youth Detention Accommodation or a custodial sentence. The focus is on reducing the proportion of London children from ethnic minorities in custody.

Objectives achieved

- developed a sub-regional collaboration model to provide the legal framework for areas such as referral routes, allocation of placement and data sharing
- developed an operation manual for the service, in partnership with YJSs, local authorities and children.

Learning/dissemination

We will continue to support the pathfinder and expect to open the first site to children this year.

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 YJS aims to take a whole local authority approach to Child First by developing Child First tools and resources within a digital platform and accompanying app, which can then be used to support other YJSs in their own delivery. The app is being designed to support both Child First and constructive resettlement strategic objectives with the app being used in both the community and custody environments to actively support pro-social identity shift.

Objectives achieved

- facilitated an academic partnership between Medway and Loughborough University
- commenced the building of the app, aiming to have an initial version for release by summer 2022.

Learning/dissemination

The Medway project team will fund research and evaluation around this which will be shared with others in the sector.

Constructive resettlement pathfinder (South and West Yorkshire)

This pathfinder aim was to implement our framework document 'How to make resettlement constructive'¹⁶. The Resettlement Consortia is developing and delivering interventions to children which will help bring around positive changes in their thinking and self-image.

Objectives achieved

- delivered training to over 750 staff working with children in both the community and secure settings, designed to support professionals to divert children from custody or to reduce reoffending with many more attending briefing and awareness raising sessions
- the pathfinder has supported YJSs and emerging resettlement partnerships across England and Wales offering bespoke advice and contributing to policy development
- submitted several submissions to the Youth Justice Resource Hub including a constructive resettlement guidance document for practitioners to support them working constructively with children.

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

Learning/dissemination

- this pathfinder has helped to further develop the model of constructive resettlement and contextualise it for practitioners
- informing wider practice and guidance throughout the youth justice system with training and learning materials available on the Youth Justice Resource Hub.

Trauma-informed practice

The YJB launched an Effective Practice Award in trauma informed practice in July 2020, which was developed by Unitas, a specialist provider of youth justice courses. The award sits in the YJB's effective practice qualification framework. It was launched with several fully sponsored places for the youth justice sector. There was considerable interest in the award and demand has been high. Unitas are continuing to work with the sector to accommodate all those who wish to undertake the award and improve their knowledge of trauma-informed practice.

Trauma-informed practice (Wales)

The focus on developing trauma informed work in Wales has continued. Cwm Taf Youth Justice Service has developed resources and training materials to help youth justice practitioners to develop assessment and intervention planning through a trauma informed lens. This material is available on the Youth Justice Resource Hub¹⁷.

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

Enhanced Case Management (ECM), a psychology-led service. It includes multi-agency case formulation and intervention planning, enabling youth justice practitioners to tailor and sequence interventions more effectively according to the developmental and mental health needs of individual children.

Objectives achieved

- enabled local partners to evidence the effectiveness of ECM
- secured a further two years funding locally, with a view to embedding it as business as usual
- disseminating learning from the previous phase in partnership with His Majesty's Prison and Probation Service (HMPPS), support has been handed over to be provided by Forensic Community Adolescent and Mental Health Services.

Learning/dissemination

- the next phase of the pathfinder will disseminate and embed the learning from the South West ECM more widely across the South West region, to ensure all youth justice services are working in a trauma informed way and improving outcomes for children
- the South West ECM is also subject to an external evaluation which is underway and due to report next year.

17 [Home - Youth Justice Resource Hub \(yjresourcehub.uk\)](https://www.yjresourcehub.uk)

Preventing harm caused by exploitation

We continue to try and broaden our understanding of the children exploited for criminal purposes and develop our approach on how we can support our partners to address children's needs. We are engaged with a number of stakeholders, including central government departments, to strengthen our collaborative approach within this space.

County lines

The aim of this pathfinder was to work in partnership between four youth justice services (Cambridgeshire, Essex, Norfolk and Suffolk). Since 2019 the county lines pathfinder aimed to support and reduce the number of children involved, or exploited by, county lines activity.

Objectives achieved

- developed and disseminated a wide range of emerging practice regarding the prevention, identification and disruption of county lines exploitation
- facilitated participating local authorities to reduce the number of children involved in County Lines
- disseminated practice to other local authorities to enable them to reduce children involved in County Lines
- learning shared from 20 workstreams within the pathfinder, via the Youth Justice Resource Hub and on-line events
- delivered a series of eight thematic workshops.

Learning/dissemination

- established indicative baseline data and are evaluating and disseminating promising emerging practice across the sector
- an evaluation report on the high-level successes and challenges has been published on the resource hub
- 25 workstreams were developed, the learning from which was widely shared via the Youth Justice Resource Hub and on-line events including a series of thematic workshops in February 2022
- a video of each of the workshops was made available via the Youth Justice Resource Hub in July 2022.

Youth Justice Service targeted prevention (Wales)

This pathfinder contributes to the delivery of the Youth Justice Blueprint for Wales Prevention Workstream. Aligning with our Child First strategic objective, the pathfinder aimed to develop recommendations for a national approach to prevention.

Objectives achieved

- commissioned Ceredigion YJS and Aberystwyth University to develop, research and evaluate prevention approaches
- surveyed 17 YJSs in Wales to inform current understanding of youth justice service activity
- supported the development of recommendations report
- published the survey report.

Learning/dissemination

- the survey has shown what a YJS prevention case and activity looks like currently in Wales (all 17 YJSs took part in the survey)
- the findings of the survey will be used to inform the recommendations used in the Youth Justice Blueprint
- the findings of the survey report have also been shared with our prevention pathfinder to help inform its activities (not part of the Blueprint).

Effective Youth Justice Service governance (Neath Port Talbot)

HMI Probation inspections identified poor governance as being an issue for a number of YJS partnerships across Wales and England.

Objectives achieved

- Neath Port Talbot YJS delivered a pathfinder on good governance based on their own experience of improving practice in this area.

Learning/dissemination

- the pathfinder collated and shared examples of its own improved practice and documentation and examples of good practice from across Wales and information from us and HMI Probation
- this was shared via the Youth Justice Resource Hub and was a key element of a practice learning event carried out in March 2022.¹⁸

Child criminal exploitation (East Sussex)

This pathfinder was established to work with the most complex children in East Sussex who are involved, or at risk of involvement, in county lines activity and serious violence. The initial focus of the pathfinder was the development of a peer contextual safeguarding assessment with a view to further developing the assessment in collaboration of children and parents.

Objectives achieved

- partnership framework for intelligence sharing policy
- parents groupwork sessions
- county lines communications developed by parents
- assessment developed by Sussex University
- summary/ account of peer groupwork sessions with case study outcomes.

Learning/dissemination

- contextual Safeguarding Assessment has been completed and shared with us
- a webinar was held with approximately 90 sector attendees
- the Webinar showcased the Sussex University evaluation work, the groupwork programme and the parents support group

18 <https://yjresourcehub.uk/>

- Sussex Violence Reduction Unit Conference - Parenting group showcased at this conference attended by a variety of partners from the three YJS partnerships in Sussex
- the Contextual Safeguarding Network held a practice 'spotlight' and podcast on the Groupwork programme.

Reducing serious violence (Newcastle)

Working in partnership with Northumbria University, this research project was funded to explore why despite 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.

Objectives achieved

- researchers from Northumbria University explored five key lines of enquiry
- Newcastle presented findings from their interim report and learning at a North-West Developing Practice forum in April 2021
- the final research report was presented via a national webinar May 2022.

Learning/dissemination

- the findings and learning from the pathfinder will be used to inform future service delivery and design in line with the report recommendations
- the final report and several supporting products are available via the Youth Justice Resource Hub.

Reducing serious violence (Manchester)

Working in partnership with Manchester YJS, commission of a research project from the Youth Studies Department in Manchester Metropolitan University into the nature and prevalence of Adverse Childhood Experiences (ACEs) within the youth justice cohort in Manchester.

Objectives achieved

- conducted research involving both youth justice practitioners and children in a participatory co-production approach to developing effective practice to address serious violence
- Manchester presented the findings via two national webinars.

Learning/dissemination

- whilst the creative approach to the research was focused on children from Manchester, the recommendations in the report are for the national audience and aimed at all professionals working with children who have experienced trauma
- the report¹⁹ calls for greater awareness of ACEs and recognition of trauma, as well as trauma-informed practice training and support for Youth Justice Officers
- this research has contributed to the evidence base in relation to the relationship between serious violence and ACEs, and the importance of trauma-informed practice with justice-involved children
- the final evaluation report is available via the Youth Justice Resource Hub.

Reducing serious violence (West Midlands)

This pathfinder aimed to create and facilitate community based, parental peer support networks across the West Midlands that could be accessed by parents with children known to or at risk of involvement with the youth justice system. The aim of the pathfinder was to contribute to the reduction of serious violence across the areas. This is related to a theory of change which aims to demonstrate that positive engagement of parents, through increasing their skills and resilience, will lead to better support for their child.

Objectives achieved

- to deliver the Kitchen Table Talks programme across the seven youth justice areas. (Kitchen Table Talks is a peer to peer outreach programme, supporting and working closely with the parents of children involved with the youth justice system, acting as a bridge between parents and YJSs).

Learning/dissemination

- the Kitchen Table Talks engaged with a diverse range of parents and it demonstrated the need to offer peer support for parents
- Kitchen Table Talks along with the final and interim evaluation reports are available via the Youth Justice Resource Hub.

COVID-19 pandemic recovery (Sandwell)

This pathfinder funded Sandwell YJS to have an online presence in the form of a website in order to increase engagement and virtual deliver of interventions with children and their families. This emerged as a result to find an innovative way to continue to engage children and deliver an effective service due to the unexpected impact of COVID-19.

Objectives achieved

- development of a website that is user friendly and reflects the languages spoken by the cohort in the local population
- to ensure the design will increase engagement and assist home working
- to develop the website to be both functional and practical, comprising of a front facing area accessible to everyone which includes information about the service, and an online gallery space for children to showcase their creative works including pod casts and arts awards.

Learning/dissemination

- Sandwell shared the learning via a webinar, November 2021, describing the process of creating and implementing the website. The presentation is available on the Youth Justice Resource Hub²⁰.

20 [Home - Youth Justice Resource Hub \(yjresourcehub.uk\)](#)

Over-represented children

COVID-19 response to over-represented children

Working in partnership with the London boroughs of Brent and Newham to support minority ethnic children and families who have experienced ACEs and trauma and been negatively impacted by COVID-19 pandemic.

The projects have supported over 550 children and 45 families and will continue to 2023. Children on the project stated that their biggest concerns during the height of the pandemic have been the impact on their mental health and well-being due to the lack of access to services, school closures, loss of coping mechanisms and isolation from support networks and routines, behaviour issues related to recent/historical trauma, significant loss or separation, and at risk of exploitation.

Both boroughs have been working closely with schools and ensuring that eligible children can be referred to the pathfinder and that they receive appropriate and culturally competent support to help to build resilience.

Youth panels were established which are helping children to speak more openly of their experiences of the pandemic via podcasts and help to shape delivery of engaging interventions. A joint evaluation is scheduled to take place, which will be shared more widely.

An inception and process report were uploaded to the Youth Justice Resource Hub, and a further evaluation report will be uploaded in autumn 2023.

Cultural response to trauma and serious violence

This pathfinder became live in January 2021 and was linked to additional funding of the Ministry of Justice (MoJ) Stewardship fund based on Lammy recommendation 31 – 'to support BAME VCS organisations'. The report is available on the Youth Justice Resource Hub²¹.

The pathfinder funding was to the London Borough of Lewisham YJS, working with 'Power The Fight' and provided support in two schools in Lewisham, one school in Greenwich and two scoping exercises across Haringey and Newham. This pathfinder aimed to build resilience, by delivering culturally sensitive interventions in groups and on a one-to-one basis to children, parents/carers and teaching staff, to support them to address the negative impact that SYV has had on the lives of children and their communities.

Objectives achieved

- delivered baseline assessments to children across three schools which were used to co-produce a series of six workshop sessions tailored to meet the needs of each group
- co-produced a short film to increase awareness of the pathfinder
- delivered diversity, inclusion and culturally sensitive training sessions to school staff, including reflective practice sessions to staff across two schools
- facilitated virtual workshops, delivered to parents and/or guardians across two schools
- a school-based support system in order to assist understanding of resulting behaviours and minimise the opportunity for exclusions.

21 Cultural Responses to Trauma and Serious Youth Violence Using the Therapeutic Intervention for Peace Approach – Power the Fight (July 2021)

Learning/dissemination

- assisting local authorities/YJSs in their response to address serious youth violence in their local areas
- by utilising the expertise of an ethnic minority voluntary and community sector (VCS) organisation, ethnic minority children and communities will have a greater level of trust within the project intervention, which will support to reduce over representation in the youth justice system
- by evaluating the pathfinder, we can look at the next steps we can take to assist stakeholders in their delivery to support children to address ACEs and trauma
- an Evaluation Report and short film have been produced summarising key finding from this pathfinder.

Police out-of-court disposals (community resolutions)

Working with the National Police Chief Counsel on this pathfinder aimed to address the disparity in out-of-court disposals, particularly community resolutions in England and Wales.

Objectives achieved

- completed a process to determine the actual current situation in terms of data and understand any gaps
- created a process map for effective and consistent use of out-of-court disposals and community resolution
- baselines established to understand the impact of the pilot, and the impact of the processes put in place - including the effectiveness of the out-of-court disposals being used and understanding the impact of other agencies in the process beyond the police service, including YJSs and legal support
- worked with the College for Policing and made 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.

Learning/dissemination

- recommendations were identified as there were gaps and issues with with police collecting out-of-court disposal data locally, regionally and centrally
- identification of effective practice and examples provided - a draft proposal identifying examples nationally that have been highlighted as potentially impactful - these have formed part of the proposals to the pilot sites to adapt and implement
- the police continue to work with the project team to achieve the objectives and seeing the efficacy and need of the work completed.

Work towards our strategic objectives

Prevention and diversion project

This project is funded by the Probation Service, and jointly commissioned by YJB, the Probation Service and the AYM²². The project began in October 2020 and will end in January 2023. This project is helping us to develop increased understanding and oversight of the prevention and diversion work being delivered by youth justice services (YJSs) across England and Wales. By increasing engagement with key stakeholders in the sector, we have developed and formalised definitions of prevention and diversion and supported the sharing of practice across the sector. The next stages of the project will explore the lived experience of children, support the review of the out-of-court disposal case management guidance, and consider ways to measure and report on initiatives undertaken by YJSs to support future evaluations and develop the evidence-base. The project will close in January 2023 and a final report will be published.

Preventing harm caused by exploitation

National Referral Mechanism (NRM)

From our engagement with the sector, we are aware of concerns regarding the impact that delays in decisions following NRM referrals are having on children. The Independent Review of Children's Social Care²³ frequently heard that the NRM process is not working and the Child Safeguarding Practice review panel have found that it is not well understood or used. The review recognised that the traditional approach to safeguarding and current child protection system is not currently able to effectively respond to the risks for children of child criminal exploitation. We are clear that where there are concerns that a child may be a victim of Child Criminal Exploitation, the child should immediately be referred through the normal safeguarding²⁴ route to the relevant local authority children's social care services. The safeguarding referral should not be delayed by the separate NRM referral.

We are continuing to engage with the Home Office regarding its NRM transformation programme and await the evaluation from the 10 NRM pilot areas looking at devolving decision making to existing local safeguarding partnerships, with the aim to help improve information flows between multi-agency partners.

Released under investigation (RUI)

We are continuing to engage with the Home Office, National Police Chiefs' Council and College of Policing regarding the extent to which RUI is being used on children. We were members of a Home Office task and finish group that was set up to look at what data could be extracted from police

22 <https://aym.org.uk/>

23 <https://childrensocialcare.independent-review.uk/>

24 Modern Slavery: Statutory Guidance for England and Wales (under s49 of the Modern Slavery Act 2015) and Non-Statutory Guidance for Scotland and Northern Ireland (publishing.service.gov.uk)

force IT systems. The Home Office have now published 'experimental' RUI data in their 2020/21 annual Police Powers and Procedures statistical bulletin. The data was submitted on a voluntary basis from 23 police forces in England and Wales. The data suggests that just over 20,000 children aged 10 to 17 received a RUI in the period April 2020 to March 2021. Despite accounting for 14% of all RUI, children accounted for 44% of robbery, 22% of criminal damage and arson, and 20% of possession of weapons offences. We anticipate that this data collection will be mandated during the next reporting period.

We have also raised concerns about children subject to RUI losing their college places with Department for Education and the Association of Colleges (AoC). RUI information should not be used to exclude students. There is a focus on strengthening messages so that police data is not used to exclude children from further education.

The College of Policing are revising Pre-Charge Bail (PCB) Statutory Guidance in line with the commitments made in the Police, Crime, Sentencing and Courts (PCSC) Act. The intention is to remove the presumption against pre-charge bail, which is expected to increase the number of those placed on bail and decrease the number of those subject to the RUI. Whilst this is a positive step to reduce the numbers of children subject to RUI, we are engaging with the National Police Chiefs' Council, College of Policing and Home Office to ensure those children already subject to RUI are being dealt with as swiftly as possible.

Extremism and radicalisation

We are updating our practice guidance for youth justice services, regarding the management of children at risk of terrorist related activity, in order to support the sector. This area of work, particularly when it involves children, is sensitive and complex. We engage strategically with key stakeholders including the Ministry of Justice (MoJ), Counter Terrorism Policing and the Home Office.

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 continued our focussed work with key partners in addressing the ethnic disparity, to ensure children have opportunities to achieve positive outcomes and divert them away from crime. We also continue to research reasons for over-representation and focus our attention on reducing disparity in the populations of children from ethnic minorities within the youth justice system.

Association of Police and Crime Commissioners (APCC)

We continue to work in partnership with the Association of Police and Crime Commissioners (APCC) and Police and Crime Commissioners (PCCs) across England and Wales. We provide area level detail on disparity to assist PCC's in identifying levels of disparity within youth justice cohorts.

Understanding racial disparity

The 'understanding racial disparity'²⁵ presentation materials were published in December 2021. This is an integral document and compendium of published and verified data, that follows a child's

25 [Understanding racial disparity](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/101444/Understanding_racial_disparity.pdf) - GOV.UK (www.gov.uk)

journey in early formative life and the youth justice system, identifying areas of disparity that impact outcomes for children from ethnic minority backgrounds. This is a significant document for our partnership and stakeholder discussions in collaboratively addressing known areas of disparity.

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

The YJB is committed to commissioning further research in deepening our understanding of the causes of disparity, and enhancing our abilities to respond to these findings in order to address the experiences of ethnic minority children in the youth justice system.

We have commissioned two research projects with a focus on disproportionality:

1. **Reoffending.** Our data indicates that the reoffending rate has consistently been highest for Black children over the last ten years. In the latest year, 42.4% of Black children reoffended, which is a fall of 2.5 percentage points against the previous year and a decrease of 1.3 percentage points compared with ten years ago. White children had the second lowest reoffending rate in the year ending March 2020, at 35.3% and saw a decrease of 3.8 percentage points in the last year. In the latest year, White children who went on to reoffend committed the highest number of reoffences on average (3.86) compared to children of all other ethnicities.
2. **Bail Support Packages and Pre-Sentence Reports.** Previous research on ethnic disproportionality in remand and sentencing in the youth justice system²⁶ indicated that assessments from YJS practitioners found a difference to risk, safety and wellbeing for children from ethnic minorities. We are therefore seeking to better understand how bail package reports (BPRs) and pre-sentence reports (PSRs) provide appropriate and high-quality assessments of children and are used effectively by the judiciary when making remand and sentencing decisions.

Employment

The Mentoring Circles pilot was operated in conjunction with the Department for Work and Pensions – this project was targeted at children from ethnic minorities aged 16-17 from two London boroughs. Mentoring Circles and was aimed at inspiring children, raising their aspirations, increasing their confidence and job search skills and help them move closer to employment. Mentees could share their experiences, barriers and challenges as well as interact with role models that reflected their communities.

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 YJSs and secure establishments across England and Wales.

26 Ethnic disproportionality in remand and sentencing in the youth justice system - GOV.UK (www.gov.uk)

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 Youth Custody Service (YCS) to improve children's experience of custody, and with YJSs 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.

To reduce the numbers of children in custody

Pre-sentence reports (PSRs) and judicial discretion

We established a research advisory group to support the development of research into pre-sentence reports (PSRs) and bail packages and their impact on judicial discretion. We have commissioned a provider to carry out this work.

Remand review

We have worked with the MoJ to inform and offer advice on their review of custodial remand, which was published in January this year.²⁷

To improve the experience for children in custody

Support the government to move away from young offender institutions (YOIs)

We have worked with our Academic Liaison Network to understand how the evidence base for Child First might be applied to considering a Child First model for youth custody. We have worked with the YCS on the future of Rainsbrook Secure Training Centre and the wider secure estate. We have provided advice on how any future provision could be Child First and adopt the principles of constructive resettlement.

Secure Schools

We have continued to support the MoJ, YCS and Oasis towards the opening of the secure school. We have contributed to the development of a number of policies and frameworks for the running of secure schools and how they can best meet Child First and constructive resettlement principles. We did this whilst continuing to support the opportunity for innovation from the provider to ensure the secure school develops as a genuine alternative to YOIs.

²⁷ [Review of Custodial Remand for Children January 2022 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Safety and well-being of children in secure establishments

We have contributed to a wide range of policy developments in this area, including behaviour management, separation, physical restraint and early and late release.

Our Chief Operating Officer chaired a review of the Minimising and Managing Physical Restraint Syllabus. The revised syllabus is now being piloted with a view to full roll out across the secure estate. This revised syllabus is more closely aligned with Child First, containing a renewed focus on de-escalation and further clarifying that the Use of Force and Pain Inducing Techniques are not appropriate for managing behaviour.

We have also provided support in the development of a girls' strategy and delivery plan for the YCS in line with Child First principles and their gender responsive needs.

Improve provision for children in secure establishments

We continue to support the YCS and the wider HMPPS and MoJ in understanding the evidence base for what works for children in the justice system, and how to incorporate the Child First approach within custody. We have contributed to a number of policies developed for adults in custody that also apply for children, and worked to support colleagues in these departments to understand the need for children to be recognised as children.

Oversight for the secure estate

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 the YCS, MoJ and other stakeholders. We continue to develop our understanding of the traumatic impact of custody for many children, particularly in relation to violence, self-harm, behaviour management and time out of room.

Vulnerabilities of children in the secure estate

We have worked with the YCS, YJSs in England and Wales and wider stakeholders to understand the vulnerabilities of children in the secure estate. We have shared resources developed specifically by our pathfinder programmes to support children during the COVID-19 pandemic.

To improve resettlement and transition outcomes for children

Casework Review

We have supported the YCS review of casework and the development of a new resettlement framework for custody resettlement practitioners. This new framework incorporates the principles of constructive resettlement and places them within the context of the youth custody reform programme, as it transitions to a business-as-usual model.

Resettlement Outcomes

We continue to work with MoJ and YCS policy colleagues to ensure that the principles of constructive resettlement underpin their work and have seen specific reference to meeting the principles of constructive resettlement throughout policies and submissions to ministers.

We have worked to bring together a wide range of stakeholders to share understanding and improve resettlement outcomes for children. This has included the Resettlement Steering Group, which is jointly chaired with the YCS and Resettlement Consortiums in Greater Manchester, South and West Yorkshire and London. We have supported the MoJ in their development of a pilot scheme for resettlement brokers. We continue to share best practice on constructive resettlement, particularly that produced by our pathfinder programmes, across the youth justice system.

Transitions

On transitions, we have contributed to the HMPPS Young Adults Board and provided advice on their transition from youth to adult custody policy.

A 'new sense of purpose'

A 'new sense of purpose' (NSOP) is a change programme which was initiated in December 2021 with full support of the Board. We are undertaking this programme because we firmly believe that, in the context of a world impacted by the pandemic, now is the time to adapt and to innovate – not just as a short term, acute response to the effect of the pandemic but to grasp the opportunity to be forward looking into the new world the pandemic has created. This programme of change will allow us to refocus how we deliver our statutory functions to achieve the greatest impact for children.

Phase one of the programme is about strengthening our current position, which we aim to achieve through the delivery of four key projects.

People, engagement and accountability project

Our people and processes are central to the implementation of our NSOP and our aim is to strengthen our current position and prepare the organisation for change. We are working hard to ensure that our processes support our ability to instil our values and culture across the organisation; develop and support the right attitudes and behaviours; motivate and support staff to adapt and contribute to change; and ensure that we are performing to the highest possible standards.

We are conducting a full review of our current state which will include our governance structure, assurance framework, decision making framework, allocation of resource, workforce structure, performance oversight and identification of learning and development needs. This will allow us to assess our current operating systems and processes, determine where our organisational strength lies and where we may need to develop and build on our capacity and resource in order to take the organisation forward.

Insights framework and operating model

Our understanding of the youth justice sector is fundamental to our effectiveness in fulfilling our statutory functions and informs how we advise ministers and influence the work of the sector. Underpinning our NSOP is the ability to move the organisation to a more efficient and effective operational space where our technology and people come together to enhance the organisation's analytics capabilities.

In order to harness the true value of our multiple data sources, we are investing in the development of an insights framework that will result in us having the right infrastructure to centralise our data, research, evidence and intelligence, combined with an operating model that clearly sets out how the framework will be used across the organisation.

Review of grant formula

MoJ has secured additional funding for YJSs across England and Wales for the years 2022/23 to 2024/25. This is a significant uplift in funding to YJSs, reflecting the importance the government places on tackling crime, reducing reoffending and addressing the needs of some of the most vulnerable children in society. Given the significant increase in funding going to YJSs, it is essential that we ensure this investment of tax-payers' money is used effectively.

With this in mind, we are undertaking a review of the distribution of YJB funding between YJSs in England and Wales to make sure funding is proportionate and targets the areas which need it most. We are using this opportunity to take a fundamental look at the entire formula, ensure that it is robust, reflects the needs of the system at present, allows us to level up and address the disparities we know exist and ensure there is parity for children across the sector.

Terms and conditions of grant

Following the separation of functions and the creation of the YCS, the YJB has taken a risk led approach to performance oversight. More recently there has been an increased appetite for performance oversight intelligence from ministers and the core department and we recognise there is more that we can be doing if we work more assertively in raising standards.

It is critical that now, given the significant uplift in funding to YJSs, that we have the levers in place to ensure that there is proper accountability and value for money. Therefore, we are undertaking a review of our terms and conditions of grant, ensuring that we make clear our expectations of standards. The revised terms and conditions will reflect any changes that we want to make and will align with the core grant and 'Turnaround', the new YJ Early Intervention Programme. This review, along with the review of the grant formula, will work alongside the KPI development work being undertaken by Youth Justice Policy Unit and will facilitate better oversight of the sector and support the YJB in taking a more assertive posture in driving improvements. We will invest in the operational element of our business, to allow us to engage and respond to performance on a more granular level to undertake improvement work across all youth justice services, rather than just those highlighted as risk.

Phase two: improvement

As we move into phase two of the programme, we will begin to realise the benefits from the above projects and will be entering an improvement phase with strengthened oversight and the ability to take a more assertive posture and turn our attention to investment in activity that is evidence informed and benefits led.

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.

In addition to our Performance Oversight Board there are two sub-groups whose activity underpins the work we do on performance oversight, each having responsibility for monitoring:

- 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 June 2021, we launched a notification system asking services to notify us, on a voluntary basis, when a serious incident had taken place in the community. There were five categories of incident we asked services to report to us. Following a review of the voluntary system, we have now introduced a mandatory notification requirement and included it as a condition of grant that services inform us when a notifiable serious incident has occurred in the community. This allows us to have a timelier understanding of serious incidents which occur in the community and to provide support to the services as necessary.

Additionally, it allows us to provide a fuller picture of serious incidents to stakeholders and other government departments, with the aim of using our leverage to broker meaningful strategic change. This could support a reduction in the number of children committing serious incidents, these types of incidents within the community and, ultimately, a reduction in the number of victims.

While in 2021 a piece of work was launched to develop and enhance our monitoring activity within the secure estate, the project was wound down reflecting our strategic choice to focus more of our resource in early help and prevention. As a result, the YJB will change our relationship with the YCS and focus on strategic engagement that influences direction and to a role which is supportive, constructive and acts as a critical friend, rather than a focus on operational monitoring within an already crowded space.

Alongside the work we have done to improve our oversight of the system, we continue to offer significant support and leadership to YJSs 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.

We have improved our review of youth justice plans and, in March 2022, we published revised guidance to YJSs to set expectations against plans being developed for the 2022/23 period. This includes an update of planned activity against the gaps and opportunities identified through their standards for children in the justice system self-audits.

Strategic engagement with regional youth justice partners

During 2021/22, 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 YJSs. We have completed our activity to develop a practice and innovation strategy and set out how we will work towards achieving the priorities in our strategic plan.

We play a national leadership role for the youth justice system and use our unique oversight function to support policy development and identify where change can support better outcomes for children. We build and maintain strong relationships with key stakeholders across government departments, in local government, health services, policing, children's services, the judiciary and others to encourage and promote a strong (Child First) focus on youth justice at both a national and 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 enduring 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 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 Youth Justice Sector Improvement Partnership (YJSIP) continued to play a vital role across the sector improvement offer in England and Wales, supporting YJB priorities and sharing practice across the sector.

Now in its tenth year, YJSIP includes peer review, coaching, mentoring, operational manager training, bespoke peer support, sector self-improvement tools and ongoing advice. An independent evaluation of the operational manager training element of YJSIP will be published in April 2022. Sector improvement initiatives through YJSIP have become a recognised and respected cornerstone of self-improvement activity in an increasingly mature youth justice sector. YJSIP funding moved to a multi-year grant model in 2020/21 with 2021/22 being year two of three. The total grant for 2020-23 of £199,290. The total funding for YJSIP in 2021/22 was £73,355.

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.

Development work has continued throughout 2021/22 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. Once the apprenticeship is approved by the standards board, further work will be done to give additional access to people with lived experience and those from ethnic minority background within the Youth Justice System.

Case management guidance

The case management guidance underpins the standards for children in the youth justice system²⁸ and offers practice guidance to all professionals working with children in the youth justice system on how to meet the requirements of their roles. We have been undertaking a programme of revision to the guidance to reflect both changes to legislation and the evidence base on approaches that are most effective in preventing offending by children.

These revisions have been undertaken with the support of a user testing group composed of youth justice practitioners, managers, health workers, psychologists, police, secure estate and court staff. Specific sections have also benefitted from the involvement of children with lived experience of the justice system and relevant subject experts, such as voluntary sector agencies or legal specialists. More complex areas of guidance were also discussed with the sub-committee of experts, including YJB Board members, academics and third sector specialists.

Phase one of the guidance will be published in early autumn 2022, with phase two, including sections on out of court disposals and custody and resettlement, following later in the year.

Regional practice development fora (England)

During 2021/22 the regional developing practice forums have remained online. The feedback from participants indicated this preference during the period; moving forward the approach will be reviewed to best meet participants' needs. Based on the previous year's model the forums have been supported by themed workshops decided in conjunction with sector representatives as over-representation and child to parent violence. Future workshops will include participation and the child's voice and the operationalisation of Child First. The forums present a combination of external experts and expertise from the sector, alongside information provided by the YJB.

The objectives of the forums remain to:

- facilitate fora for each region on a quarterly basis
- engage with stakeholders and share evidence-based practice, including presentations for relevant pathfinders
- provide a platform to share practice, emerging themes and challenges.

28 <https://www.gov.uk/government/publications/national-standards-for-youth-justice-services>

Regional practice development fora in Wales (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. We have maintained activity throughout the pandemic through digital engagement. In 2022 we delivered the second annual learning event in Wales. Due to the impacts of the COVID-19 pandemic, this took place through a week-long series of digital workshops.

Standards for children in the youth justice system

Following the base-line self-assessment against the standards for children in the youth justice system, carried out by YJSs in 2019, the moderation and validation process of the returns has been completed. Self-assessment against the standards has supported and enabled YJSs to scrutinise their strategic oversight and quality assure their operational practice. They have identified their strengths, as well as taken a view of their development needs at strategic and operational levels.

The outcomes from this process provide assurances that the standards are being used to deliver services to children across the youth justice system in a consistent manner, are relevant to the services using them and are helping YJSs deliver better outcomes for children.

Therefore, the advice we have given to ministers is that, going forward, we propose that all local services should complete self-assessment audits against the standards on a three-yearly cycle; making the next audits scheduled for 2023/24. In addition, between self-assessment audits, a condition of the youth justice grant will be to require an annual progress report of improvement activity against the standards. This will form part of the service's annual youth justice plan.

Hwb Doeth

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) and 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 CJiW Race equality working group, which is a partnership of all justice delivery organisations, working together to deliver activity to address the overrepresentation 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, helping establish a new psychology service offer to all youth justice teams 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

The Youth Justice Resource Hub is a popular platform used by youth justice services in England and Wales and stakeholders to access practice and evidenced based practice.

In 2021/2022, we spent approximately £14,000 on making further improvements to the Youth Justice Resource Hub, following stakeholder consultation with YJSs in England and Wales. We spent a further £12,766 on critical migration of data storage to comply with MoJ requirements.

Through 2021/2022 we have increased our analytical data knowledge, which supports YJB's ability to start understanding the impact of sharing practice and further work is planned for 2022/2023.

From 1 March 2021 to 31 March 2022, the Youth Justice Resource Hub was accessed by 56,456 who viewed over 215,00 pages, which gives an average of 5,000 users per month of 2022.

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 for use in the community and secure estate.

We continue to improve the ability for YJS and the secure estate to move AssetPlus information between their case management systems, improving information transfer, safeguarding children and reducing duplication. We are working with DfE colleagues and three YJS pilot areas, exploring alternative systemic assessment tools for children on out-of-court disposals, prevention and diversion.

We will use the learning and evaluations of these pilots and the findings of the AssetPlus outcome evaluation to improve and develop how AssetPlus is applied to and used with children. We have commissioned AssetPlus tools and training materials to improve practice quality and ensure management oversight; these are available on the Youth Justice Resource Hub and on the HMPPS 'My Learning' platform for staff working in the secure estate. We will continue to provide support and up-to-date guidance for using AssetPlus when working with children.

Police work

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

Cross-government work

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. Since then, the Welsh Government has published a refreshed implementation plan in May 2022 with funding commitments for implementation. funding commitments for implementation²⁹. 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 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 support the development of Welsh Government's protocol for the non-criminalisation of children in care, published in March 2022³⁰
- support and advise Welsh Government's anti-racism work.

Signed by



Claudia Sturt
Chief Executive and Accounting Officer

10 October 2022

29 <https://gov.wales/supporting-young-offenders>

30 [Reducing the criminalisation of children in care and care leavers: all Wales protocol | GOV.WALES](#)

2

Accountability report 2021/22

- **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 2021/22.

Board members and senior management

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

Name	Position	Start date	End date
 Keith Fraser	Chair	01/01/2018	N/A
 Brian Tytherleigh	Chair of the Finance, Audit and Risk Assurance Committee	01/09/2017	N/A
 Gillian Fairfield	Chair of the Performance Committee	03/10/2012	31/12/2021
 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
 Neil Rhodes	Board Member	01/07/2013	31/12/2021
 Professor Neal Hazel	Board Member	01/01/2018	N/A

Name	Position	Start date	End date
 Sharon Gray	Board Member	01/01/2018	N/A
 Susannah Hancock	Board Member	01/12/2020	N/A

Biographies of our Board members are available online.³¹

We have adopted a code of practice for our Board members. The code, along with a register of members' interests,³² can be found on the biography page referenced above.

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

Name	Position	Start date	End date
 Colin Allars	Chief Executive	13/07/2016	18/05/2021
 Claudia Sturt	Chief Executive	19/05/2021	N/A
 Dominic Daley	Maternity Cover Director of Innovation and Engagement (Wales)	07/02/2022	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
 Rachel Oakes	Interim Director of Programme Delivery	20/01/2022	22/04/2022
 Karis Oram	Director of Evidence and Technology	14/02/2022	N/A

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

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

Name	Position	Start date	End date
 Jonathan Pickles	Senior Police Adviser	01/10/2018	N/A
 Sophie Riley	Director of Evidence and Technology	23/04/2019	10/01/2022
 Stephanie Roberts-Bibby	Chief Operating Officer	05/09/2018	N/A
 Ann Skamarauskas	Director of Organisational Development and Change	01/12/2016	N/A
 Mairi Warrington	Director of Strategy and Planning (on maternity leave until March 2021)	01/09/2018	31/08/2021
 Paula Williams	Director of Strategy and Planning ³³	07/01/2020	N/A

A list of all Board and SLG members who were in post during the year is shown within the remuneration report on pages 71-91.

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 on page 53.

Company directorships and other significant interests

All interests have been declared and are managed accordingly to ensure there is no impact on their responsibilities³⁴.

Personal data incidents

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

³³ Paula Williams provided maternity cover as the Director of Strategy and Planning until 31/08/2021. She took on the role permanently after Mairi Warrington's departure.

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

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 2.1 (see page 110). 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 Autumn 2022.

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'³⁵ published by HM Treasury.

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

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

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

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

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

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

I confirm that the Annual Report and Accounts as a whole is fair, balanced 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

A handwritten signature in black ink that reads "Claudia Sturt". The signature is written in a cursive, flowing style.

Claudia Sturt
Chief Executive and Accounting Officer

10 October 2022

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*³⁶. 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 core responsibilities, including the personal responsibilities of our Chair, Board members and Chief Executive
- MoJ's governance responsibilities for us as its departmental sponsor, including those of ministers and the Principal Accounting Officer
- our governance and accountability framework that applies between the roles of the MoJ and the YJB
- how the day-to-day relationship works in practice, including in relation to governance and financial matters; this includes our financial management and reporting responsibilities and the conditions under which any public funds are paid to us.

The Framework Document was last approved in June 2019. It was reviewed in February 2022 and agreed by the Cabinet Office, MoJ and the YJB and has received ministerial sign off and is awaiting publication.

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

Strategic and business planning

Our Strategic Plan for 2021-2024 sets out our vision and mission statement for the period that this report is looking at.

Our Chair, Board and committees

Chair and Board

Our Chair and Board members set our overall strategic direction. They ensure that we operate within the limits of our statutory authority and set our strategic 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 2022 there were eight members, including the Chair, with a recruitment campaign underway to recruit up to four new members. This campaign was agreed by the Secretary of State for Justice in 2021.

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.UK³⁷ as can their register of interests.

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

The Board formally met five times during 2021/22. A schedule of attendance is shown in the following table.

YJB Board meeting attendance for 2021/22:

Member	24/04/2021	23/06/2021	22/09/2021	08/12/2021	30/03/2022
Youth Justice Board members (✓ attended, X not attended)					
Keith Fraser	✓	✓	✓	✓	✓
Brian Tytherleigh	✓	✓	✓	✓	✓
Gillian Fairfield	X	✓	✓	X	N/A
Jacob Sakil	✓	✓	✓	✓	✓
Keith Towler	✓	✓	✓	✓	✓
Louise Shorter	✓	✓	✓	✓	✓
Neal Hazel	✓	✓	✓	✓	✓
Neil Rhodes	✓	✓	✓	✓	N/A
Sharon Gray	✓	X	✓	✓	X
Susannah Hancock	✓	✓	✓	✓	✓

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

Member	24/04/2021	23/06/2021	22/09/2021	08/12/2021	30/03/2022
Youth Justice Board members (✓ attended, X not attended)					
Chief Executive	NA	NA	✓	✓	
Colin Allars (Chief Executive)	✓	N/A	N/A	N/A	N/A
Claudia Sturt (Chief Executive)	N/A	✓	✓	✓	✓
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 50-70.

The committees all met quarterly in 2021/22, except for the Remuneration and Personnel Committee which met twice. The work of the Board and its committees is formally prescribed in our corporate governance document set which includes the committee's terms of reference, YJB standing orders, the code of conduct for our Board members and our scheme of delegation.

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

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

The Wales Youth Justice Advisory Panel oversees our work to achieve strategic objectives in relation to Wales and acts as a strategic stakeholder reference group for our and Welsh Government's change initiatives in Wales. 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.UK³⁸.

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 Board's 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.

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

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 the organisation, our staff and stakeholders.

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, information assurance, research, data and analysis
- enable and improve access to data, such as developing reporting tools for YJSs and accessing Released Under Investigation data from the Home Office
- help strengthen and enhance our oversight of the youth justice system by: publishing data, such as the Annual Youth Justice Statistics; managing youth justice service (YJS) data returns ensuring successful submission of data on quarterly basis; and continuing to publish and added new analysis to Youth Data Summary
- provide a case management system (Youth Justice Application Framework) to safeguard children and improve their outcomes through the transfer of information across youth justice services to ensure we have an effective, safe and Child First flow of information across the YJS, including partners
- develop the research evidence base and understand the youth justice landscape - commissioning and publishing high priority, high quality, robust and relevant research to fill research gaps; and disseminating and communicating research and evidence to the YJB and our key stakeholders
- engaging with and utilising our external networks, including our Academic Liaison Network (ALN) and Other Government Department (OGD) networks, for research purposes, such as sitting on advisory and steering groups.

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 eight Parliamentary Questions that either related to YJB delivery or information and data that the YJB collects.

The role of the Board

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

Board effectiveness

Our Chair completed end-of-year reviews for each of the Board members for their performance in 2021/22. 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 May 2021 with the completion of a survey addressing the different aspects of its role. The findings were discussed at the June 2021 Board meeting along with a review of the Board's scheme of delegation, standing orders and its subcommittee terms of reference.

The last Board Effectiveness Review was completed in June 2022.

The provision of information and data to the Board

As mentioned on page 57, the Performance Committee scrutinises delivery of our strategic plan and business plan on behalf of the Board. The Committee provides a written report to the Board after each meeting outlining the key areas of note.

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

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

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

Ministerial Directions

There were no Ministerial Directions sought or issued.

Payment of grants to youth justice services and performance oversight

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

In 2021/22, we allocated £81.9m for youth justice grants to local authorities to YJSs based on a historical assessment of need and the requirements of the grant's terms and conditions. The terms and conditions of the grant allow local flexibility for YJSs to direct financial resources to specific areas of youth justice activities in alignment with their youth justice strategic plans. The terms and conditions of grants were signed by the Chair of each YJS management board, the Local Authority Chief Financial Officer and the YJS Manager as proof of acceptance prior to funding being released by us. Costed Youth Justice Plans were also received in advance. Audit certificates signed by the Local Authority Chief Financial Officer and the YJS Manager were received at the end of the financial year to evidence regularity of expenditure.

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

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

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

The Government Internal Audit Agency conducts an annual audit of the governance of grants. This is to provide an opinion on the adequacy, effectiveness and reliability of the controls operating over the use of grant monies. In 2020/21, this involved the team sampling six YJSs 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 of the 'deep dive' activity we introduced at the latter part of the financial year which will need to be reviewed and assessed in 2022/23 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*.³⁹ The GIAA draws up its annual audit plans based on an analysis of the risk to which we are exposed and discussions with members of the SLG. The plans are endorsed by the Finance, Audit and Risk Assurance Committee and approved by the Chief Executive. The implementation of accepted recommendations, resulting from internal audits, is monitored by the Finance, Audit and Risk Assurance Committee.

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

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

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

Assurance rating	Definition
Unsatisfactory	There are fundamental weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.

The commissioned and completed audits for 2021/22 are tabled below, alongside the GIAA's assurance rating:

Audit undertaken	Assurance rating
Risk Management	Moderate
Information Assurance	Moderate
Board Effectiveness	Moderate
Business Continuity & Covid-19 Response	Moderate

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 2021/22 indicated an “annual opinion of moderate on the adequacy and effectiveness of the framework of governance, risk management and control”.

Risk management

Risk management processes are co-ordinated at a corporate level through the 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 is aligned with 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 November 2022.

Risk profile

During the COVID-19 pandemic the Board has reviewed risk appetite on a quarterly basis, taking account of the dynamic landscape we are operating in. We continue to scan the horizon for emerging risks as we move through the recovery stages of the pandemic.

Our principal risks and mitigating actions identified during 2021/22 are set out below with the corresponding RAG rating.

Principal risks

Key mitigating actions and controls

The YJB fails to have continuity of appropriately skilled senior leaders		
<p>The YJB's lack of succession planning and/or lack of leadership capability negatively impacts on the YJB's performance and retention of staff.</p>	<ul style="list-style-type: none"> • We continued to rollout our management development programme. • We introduced a dedicated People SLG meeting to cover Director development, workforce planning issues, policies, engagement, recognition, Equality & diversity and learning culture. • We defined and published the key skills, knowledge and behaviours for our staff. • We held an All Staff Event to share our New Sense of Purpose. • We used robust handover plans to ensure the successful transfer of responsibilities between our outgoing and incoming Chief Executive Officer. 	
Insufficient evidence base to provide sound advice and have effective oversight of the youth justice system		
<p>The YJB requires a sufficient evidence base to support the advice provided to ministers.</p>	<ul style="list-style-type: none"> • We analysed National Standards audit returns and provided advice to ministers. • We developed a refreshed Practice & Innovation Strategy. • We have begun a project to develop a framework and operating model to integrate and analyse data from across the youth justice system. • We undertook a system mapping exercise to understand the challenges, opportunities and current state of the youth justice system. • Our pathfinder model allowed 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).

- We updated our remote working guide for staff to support continued remote working conditions.
- We carried out a desktop exercise to test our response to a ransomware attack.
- We carried out regular, independent penetration testing to assure YJB platforms.
- We formally agreed new ICT and Cyber risk appetites.

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.

- During periods of social distancing all staff have worked remotely. As restrictions have loosened, our staff have begun to return to offices on a phased basis.
- We consulted internal and external stakeholders on our future operating model.
- 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 2021/22 to take account of our current capacity.
- We have supported staff as they returned to offices, carefully assessing safety and business needs.

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 shared best practice across the children's secure estate through the Workforce Development Council Developing Practice Fora, The Hub and Hub Doeth.
- This risk has been closed and moved to the YCS as it no longer relates to the YJB.

Principal risks

Key mitigating actions and controls

Benefits may not be realised



The YJB's benefits management and project delivery functions are maturing and, if undeveloped, may result in fruitless investments and failure to deliver strategic objectives.

- YJB Benefits Management Framework is in place, including tools, templates, guidance and training.
- We adopted an 'opportunistic' approach to benefits management, selecting a group of priority projects to test benefits implementation.
- We strengthened our start-up and closure processes for projects, to ensure a focus on benefits realisation.

The YJB overcommits to change activity



The YJB is embarking on an ambitious and fast paced change programme, using a finite resource pool. This must be carefully planned and managed to ensure successful delivery of both change and business-as-usual activities.

- We used our flexible resourcing model to allocate staff to priority projects.
- We implemented clear governance structures to aid decision making and support project teams.
- We used regular and clear communications to ensure that staff understand the 'why?' for our change programme.

RAG Score	RESPONSE
<div style="background-color: #0056b3; color: white; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;">Very High</div>	<p>Risk exceeds acceptable level. Immediately determine a lower target score, devise additional controls to reduce risk to this level and ensure contingency plans in place.</p> <p>Immediately report to next management level, which will decide a response (e.g., actions / for information) and inform the reporting management level.</p>
<div style="background-color: #d62728; color: white; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;">High</div>	<p>Risk exceeds desirable level. Determine lower target score and additional controls unless this will not prove cost effective. In this case monitor closely and ensure contingency plans in place.</p> <p>Report to the next management level which will decide a response (e.g., actions / for information) and inform the reporting management level.</p>
<div style="background-color: #ffc107; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;">Medium</div>	<p>Risk acceptable but may require monitoring. Consider if risk can be removed from register. Devise additional controls to reduce risk only where cost effective and proportionate.</p> <p>Manage risk within the local business.</p>
<div style="background-color: #6c757d; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;">Low</div>	<p>Acceptable level of risk. Is there a reason retain on register? If yes, limit management to monitoring in case risk increases. Review current controls: can any be dropped?</p> <p>Manage risk within local business.</p>

YJB assurance map

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

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

Summary of assurance map

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

Information assurance, lapses of data security and freedom of information

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

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

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

The 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).

No data breaches were reported to the Information Commissioner's Office during the year. A number of low-risk security incidents were identified over this period with no identified incidents that presented a material risk of harm to the data subject(s) involved.

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

There has been significant focus on improving business continuity ensuring YJB staff can continue to work effectively during the transition from pandemic conditions to a more hybrid approach to maintaining operations. This included the provision of IT equipment and associated guidance, formulation of policies to support staff, and testing of contingency plans to ensure key IT platforms remain available to the sector under a wide range of scenarios (loss of power, Ransomware etc).

We answered 44 Freedom of Information requests in the year, of which 42 were within the 20 working days statutory timescales.

Health and safety

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

We have followed the UK government strategy to combat COVID-19 throughout the year as it has evolved into the Living with COVID-19 strategy of managing COVID-19 through advice and guidance; enabling staff to make choices and assess individual risk. We support our staff to work in the environments in which they can be most productive. In doing so we facilitate both remote and face-to-face or office-based working. We enable this through clear guidance, training, supplying necessary equipment and our supportive policies and procedures.

In addition to the existing YJB and MoJ support available to combat stress, we have significantly increased initiatives to support mental and physical wellbeing including, but not limited to:

- encouraging staff to take more screen and work breaks
- increasing flexibility of working hours
- developed a hybrid working model which enables staff to work flexibly, at home, in local hubs/offices, travelling to stakeholder offices, or in our London or Wales offices
- delivered workshops on risk assessment
- sharing guidance on reducing screen fatigue
- promoting mental health learning sessions
- providing access to trained mental health allies as well as 'life club' sessions, PAM Assist and Occupational Health referrals
- offering non-work activities such as quizzes and book readings.

The YJB's Business Continuity provision was audited by the Government Internal Audit Agency (GIAA) in the reporting year. The report concluded that the YJB's business resilience is considered to have been very well managed following the COVID-19 outbreak. A GIAA survey of YJB staff showed recognition of the good work undertaken by the YJB throughout the pandemic to support staff to adjust to new working arrangements stating "during this period, senior management demonstrated support through regular communication, guidance, and updates to the organisation. Thoughtful lessons have been learned and adopted in response to the COVID-19 pandemic."

Our COVID-19 Response Group continues to coordinate our response to the pandemic, including implementing our plans for living with COVID-19. The group continues to revise and promote our business continuity plan which includes critical role handover notes. These are reviewed and updated annually.

Signed by



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

10 October 2022

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.⁴⁰

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

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

Board members' terms of appointment

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

Early termination of a Board member's appointment is at the discretion of the Secretary of State for Justice. The notice period for Board members is 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 principles⁴¹ 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.

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

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

Remuneration and Personnel Committee

Our Remuneration and Personnel Committee met twice during 2021/22. 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 Board members is determined by the Secretary of State for Justice. Board members' fees are £250 per day. The Chair (Keith Fraser) is paid a salary. No pension benefits are paid to Board members.

For the year ended 31 March 2022, Board 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	2021/22					2020/21				
	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000) ⁴²	Total	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Ann Skamarauskas Director of Organisational Development and Communication	70-75	-	-	28	95-100	70-75	-	-	28	95-100
Ben Byrne YJB Member (to 31 January 2021)	-	-	-	-	-	5-10	-	-	-	5-10
Brian Tytherleigh YJB Member	10-15	-	-	-	10-15	10-15	-	-	-	10-15

42 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	2021/22					2020/21				
	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000) ⁴²	Total	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Catherine Worswick ⁴³ Director of Strategy & Planning (To 01 January 2021)	-	-	-	-	-	45-50 (60-65 FYE)	-	-	18	65-70
Cheryl de Freitas Director of Innovation and Engagement England	60-65	-	-	20	80-85	60-65	-	-	31	90-95
Claudia Sturt Chief Executive (from 17 May 2021)	95-100 (FYE 110-115)	-	-	19	115-120	-	-	-	-	-
Colin Allars Chief Executive (to 18 May 2021)	15-20 (FYE 115-120)	-	-	-2	10-15	115-120	5-10	-	38	165-170
Dominic Daley Maternity Cover Director Innovation and Engagement Wales (from 28 February 2022)	0-5 (FYE 50-55)	-	-	2	5-10	-	-	-	-	-

43 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	2021/22					2020/21				
	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000) ⁴²	Total	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Gillian Fairfield YJB Member (to 31 December 2021)	5-10	-	-	-	5-10	10-15	-	-	-	10-15
Jacob Sakil YJB Member	5-10	-	-	-	5-10	0-5	-	-	-	0-5
Jonathan Pickles Senior Police Adviser	80-85	-	-	-	80-85	70-75	-	-	-	70-75
Karis Oram Director of Evidence and Technology (from 14 February 2022)	5-10 (FYE 60-65)	-	-	5	10-15	-	-	-	-	-
Keith Fraser YJB Chair	40-45	-	-	-	40-45	40-45	-	-	-	40-45
Keith Towler YJB Member	5-10	-	-	-	5-10	5-10	-	-	-	5-10
Louise Shorter YJB member	5-10	-	-	-	5-10	0-5 (FYE 5-10)	-	-	-	0-5

Name and Title	2021/22					2020/21				
	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000) ⁴²	Total	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Lynzi Jarman Director of Innovation and Engagement Wales ⁴⁴	50-55 (FYE 60-65)	-	-	24	75-80	60-65	-	-	24	80-85
Mairi Warrington ⁴⁵ Director of Programme Delivery (to 06 September 2021)	15-20 (FYE 40-45)	-	-	7	25-30	35-40	-	-	15	50-55
Martin Skeats ⁴⁶ Director of Programme Delivery (to 31 July 2020)	-	-	-	-	-	25-30 (70-75 FYE)	-	-	21	45-50
Neal Hazel ⁴⁷ YJB Member	5-10	-	-	-	5-10	5-10	-	-	-	5-10
Neil Rhodes YJB Member (to 31 December 2021)	5-10	-	-	-	5-10	5-10	-	-	-	5-10

44 Lynzi Jarman was on maternity leave from February 2022.

45 Mairi Warrington works part time and her FTE salary is 60-65k.

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

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

Name and Title	2021/22					2020/21				
	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000) ⁴²	Total	Salary	Bonuses	Benefits in kind	Pension benefits (to nearest £1,000)	Total
	£'000s	£'000	£'000	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Paula Williams Director of Strategy and Planning	60-65	-	-	25	85-90	60-65	-	-	24	85-90
Rachel Oakes Acting Director of Programme Delivery (from 20 January 2022)	10-15 (FYE 60-65)	-	-	15	25-30	-	-	-	-	-
Sharon Gray YJB Member	5-10	-	-	-	5-10	5-10	-	-	-	5-10
Sophie Riley Director of Evidence and Technology (to 10 January 2022)	50-55 (FYE 65-70)	-	-	23	70-75	65-70	-	-	28	90-95
Stephanie Roberts-Bibby Chief Operating Officer ⁴⁸	100-105	5-10	-	24	135-140	105-110	-	-	42	145-150
Susannah Hancock YJB Member	5-10	-	-	-	5-10	0-5	-	-	-	0-5

48 The reduction in the salary of Stephanie Roberts-Bibby was due to a regrading following her permanent transfer from HMPPS.

Benefits in kind – Board members

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

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

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

Salary

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

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

This report is based on our accrued payments and thus recorded in these accounts.

Bonuses

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

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

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

Benefits in kind – executive management

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

Pension benefits

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

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

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

Pension entitlements (audited information)

Name and Title	Accrued pension at pension age as at 31/03/2022 £'000s	Real increase in pension at pension age £'000s	CETV at 31/03/2022 £'000s	CETV at 31/03/2021 £'000s	Real increase in CETV £'000s
Ann Skamarauskas Director of Organisational Development and Communication	15 - 20	0 - 2.5	312	280	20
Catherine Worswick Director of Strategy and Planning (to 1 January 2021)	-	-	-	143	-
Cheryl de Freitas Director of Innovation and Engagement England	15 - 20 plus a lump sum of 25 - 30	0 - 2.5	232	212	6
Claudia Sturt Chief Executive (from 9 May 2021)	50 - 55 plus a lump sum of 95 - 100	0 - 2.5	920	890	4
Colin Allars Chief Executive (to 18 May 2021)	50 - 55 plus a lump sum of 160 - 165	-	1,296	1,291	-2
Dominic Daley Maternity Cover Director of Innovation and Engagement Wales (from 07 February 2022)	0 - 5	0 - 2.5	55	54	1
Karis Oram Director of Evidence and Technology (from 14 February 2022)	15 - 20	0 - 2.5	226	222	2
Lynzi Jarman Director of Innovation and Engagement Wales	10 - 15	0 - 2.5	97	82	8
Mairi Warrington Director of Strategy and Planning (until 31 August 2021)	5 - 10	0 - 2.5	55	50	2

Name and Title	Accrued pension at pension age as at 31/03/2022 £'000s	Real increase in pension at pension age £'000s	CETV at 31/03/2022 £'000s	CETV at 31/03/2021 £'000s	Real increase in CETV £'000s
Martin Skeats Director of Finance and Business Assurance (to 31 July 2020)	-	-	-	722	-
Paula Williams Director of Strategy and Planning	10 - 15	0 - 2.5	177	156	13
Rachel Oakes Interim Director of Programme Delivery (from 20 January 2022)	15 - 20 plus a lump sum of 0 - 5	0 - 2.5 plus a lump sum of 0 - 2.5	211	195	9
Sophie Riley Director of Evidence and Technology (until 10 January 2022)	15 - 20	0 - 2.5	193	174	7
Stephanie Roberts-Bibby Chief Operating Officer	35 - 40 plus a lump sum of 65 - 70	0 - 2.5	578	539	6

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 switch into alpha sometime between 1 June 2015 and 1 February 2022. Because the government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below). 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

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.

Fair pay disclosure (audited information)

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

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

	2021/22		2020/21	
	Total salary	Bonus payments	Total salary	Bonus payments
Staff average	-1%	-35%	1%	-77%
Highest paid director	-10%	-10%	2%	-100%

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

	Lower quartile	Median	Upper quartile
2021/22	3.78:1	2.80:1	2.25:1
2020/21	4.17:1	3.10:1	2.52:1

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

	Lower quartile		Median		Upper quartile	
	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21
Salary component of total pay and benefits	29,794	30,582	40,228	40,297	47,831	50,573
Total Pay and Benefits	29,795	30,582	40,228	40,593	50,021	50,573

Pay multiples (audited information)

The banded remuneration of our highest-paid director in 2021/22 was £110-£115k (2020/21, £125-£130k). This was 2.80 times (2020/21, 3.1) the median remuneration of the workforce, which was £40,228 (2020/21, £40,593).

In 2021/22, nil (2020/21, nil) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £10,000-£15,000 to £110,000-£115,000 (2020/21, £15,000-£20,000 to £125,000 to £130,000).

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

Our previous highest paid director left during the reporting year and was paid more than the current highest paid director. This has resulted in the ratio for the lower quartile, upper quartile and median being lower this year than they were last year. In addition, the staff average pay has increased due to the implementation of the pay award in 2021/22 increased average staff remuneration helping to reduce the pay ratios.

Compensation for loss of office (audited information)

No compensation payments for loss of office were made during the year (2020/21: nil).

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

We had no early departure costs in 2021/22 (2020/21: nil).

Staff statistics (audited information)

The graphic below summarises our staff composition as at 31 March 2022. Read pages 85-91 for further staffing analysis.

All staff by gender



	Percent
Male	34.3%
Female	65.7%
Other	0%
Total	100%

All staff by ethnicity



	Percent
Ethnic minorities*	17.6%
White	73.6%
Not specified	8.8%
Total	100%

All staff by age



	Percent
16-24	5.9%
25-34	13.7%
35-44	25.5%
45-54	31.4%
55-64	19.6%
65+	less than 5%
Total	100%

	Administrative Officers and Executive Officers	Higher Executive Officers and Senior Executive Officers	Grades 7-5 and Senior Civil Service
Ethnic minorities*	6.9%	7.8%	less than 5%
White	13.7%	28.4%	31.4%
Not specified	less than 5%	less than 5%	less than 5%

*Excluding White minorities

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

Staff numbers and staff composition

Staff numbers (audited information)

The table below shows the average number of full-time equivalent staff employed by YJB during 1 April 2021 to 31 March 2022 was as follows.

	2021/22	2020/21
Permanent staff	89.18	86.34
Temporary and seconded staff	8.5	7.5
Average full-time equivalent staff	97.68	93.84

At the start of the financial year (1st April 2021) the total number of staff was 98, with a full-time equivalent of 95.23. This increased to 102 staff, full-time equivalent 100.12, at 31 March 2022. At 31 March 2022, we had no agency staff.

Trade Union Facility Time Publication Requirements

Provision for trade union facility time is agreed at 12 days for the year. We had three trade union representatives as at 31 March 2022. Previously, the facility was undertaken by one trade union representative until November 2021. The three representatives utilised 11 days, which equates to 79.2 hours with an estimated cost of £1,832.

Number of employees who were relevant union officials during 2021/22: 3

Full-time equivalent employee number: 3

Percentage of time spent on facility time

Percentage of time: 4.31%

Number of employees: 3

Percentage of pay bill spent on facility time

Total cost of facility time: £1,823

Total pay bill: £153,660

Percentage of the total pay bill spent on facility time: 1%

Paid trade union activities

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

Staff costs (audited information)

For the year ended 31 March 2022:

	Board members	Employed staff	Other (incl. seconded and agency staff costs)	2021/22	2020/21
	£'000s	£'000s	£'000s	£'000s	£'000s
Wages and salaries	102	4,138	167	4,407	4,388
Social security costs	5	466	-	471	470
Other pension costs	-	1,110	-	1,110	1,106
Total gross cost	107	5,714	167	5,988	5,964
Less recoveries in respect of outward secondments	-	(63)	-	(63)	(145)
Total net cost	107	5,651	167	5,925	5,819

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 2021/22 (2020/21: 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 2016.

For 2021/22, employers’ contributions of £1,099,000 were payable to the PCSPS (2020/21: £1,095,000) at one of four rates in the range of 26.6% to 30.3% (2020/21: 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 2021/22 employer contributions of £9,000 were paid to an appointed stakeholder pension provider Legal and General (2020/21: £11,000). Employer contributions are age-related and range from 8% to 14.75% of pensionable pay. The employee does not have to contribute but where they do make contributions, the employer also 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 (2021/22: nil) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to nil (2020/21: nil).

Expenditure on consultancy

We incurred nil expenditure on consultancy in 2021/22 (2020/21: nil).

Off-payroll engagements

We had no off-payroll engagements in 2021/22 (2020/21: nil).

Staff and Board composition

Table 1 below shows staff and Board member composition between male and female as at 31 March 2022.

	Male	Female	Transgender and other ⁴⁹
Board members	4	2	N/A
Senior Leadership Group ⁵⁰	1	5	N/A
Employees ⁵¹	34	59	N/A

Table 2 below shows the composition of staff at SCS bands at 31 March 2022 by gender.

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

Average sickness/absence

The average number of working days lost by our staff due to sickness was 4.5 days per staff member during 2021/22. The impacts of the pandemic are still being realised and relate to this increase of 45% compared to 3.1 days in 2020/21. This is still lower than the overall average working days lost (AWDL) per staff year in the Civil Service⁵² of 6.1 days in the year ending 31 March 2021.

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

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

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

52 [Civil Service sickness absence, 2021: report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/civil-service-sickness-absence-2021)

Staff turnover

In 2021/22, staff turnover was 16.18% (compared with 8% in 2020/21) this includes transfers of staff within the Civil Service.

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

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, Diversity and Inclusion Working Group

Our Equality, Diversity and Inclusion Working Group is drawn from staff across the organisation and supports the delivery of the organisation's Statement of Commitment to Equality, Diversity and Inclusion. It is responsible for the development and delivery of the Equality, Diversity and Inclusion Action Plan.

The group:

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

During 2021/22, the group:

- agreed the terms of reference and Equality, Diversity and Inclusion Action Plan
- held workshops open to all staff on disability in the workplace and domestic abuse
- arranged 'Safe Space' confidential discussion groups for staff who identify as LGBT+, disabled or from an ethnic minority
- commenced the process for YJB to be recognised as a Disability Confident Employer.

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

- broadened our job advertising channels to include MoJ's PROUD (People from Diverse Racial Origins Uniting the Department) network and the Cabinet Office's Minority Ethnic Talent Association (META) and their Disability Empowers Leadership Talent (DELTA) schemes
- revised our guidance on developing our job descriptions to ensure that the language is more inclusive and attractive to a wider range of applicants and ensured that we have diverse recruitment panels for all our recruitment exercises to give applicants a true reflection of our diverse workforce.

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 2022, 17.6% of employees had declared a disability. At the same point last year, 12% of employees had declared a disability. The latest information from the Civil Service Diversity and Inclusion Dashboard states 12.8% of Civil Servants are disabled, compared with 14.2% of the UK's working population were disabled as at July 2020 (GOV.UK, 2021).

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. We are in the process of signing up to the Disability Confident Scheme.

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 have a nominated Disability Champion in our Equality, Diversity & Inclusion Working Group. We also held a workshop for staff on 'Disability in the workplace,' which included how to support disabled staff and having important discussions around disability.

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

If 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.

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 2021/22, making sure that all employees know the various resources available and how to access them.

Employee relations

We aim to be an exemplary public sector organisation and employer. We have looked to achieve this by creating an environment in which all employees are able to reach their potential and contribute to their own and the organisation's success. We measure staff engagement annually through the Civil Service People Survey. 2021/22 results were encouraging, with 90% response rate and 65% staff engagement rating.

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

Some of the activities arranged throughout the year included:

- a virtual all-staff event
- support webinars facilitated by an external coach
- increased offer of learning and development
- guidance for managers on career conversations
- support from mental health allies including safe space drop-in sessions
- staff quizzes
- book reading sessions
- a month-long 'Walk, wheel, run' challenge via Microsoft Teams where 30 staff collectively clocked up 3,398 miles
- a 'Food Spot' group on Microsoft Teams.

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

We listened to staff and continued to offer a 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 directly with staff. Our CEO and Chief Operating Officer have continued to communicate personally with all employees via a fortnightly virtual meeting, which staff are encouraged to prioritise attending.

We have always sought to address any pay disparities through our annual pay awards and offer a special recognition scheme to reward employees for outstanding achievement or modelling exemplary behaviours. However, in adhering to Treasury guidance, we were not able to offer our staff a pay award in 2021/22. This has left the organisation significantly behind the Ministry of Justice in terms of pay and has impacted on staff turnover.

In response to staff feedback, the staff engagement group are now focussing on the promotion of benefits and money saving opportunities such as employee discount schemes, reduced gym memberships and services available from the Charity for Civil Servants, Employee Assist and Trade Unions.

Parliamentary accountability and audit report

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

Regularity of expenditure

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

Losses and special payments

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 2022 (2020/21: £nil).

Remote contingent liabilities

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

As at 31 March 2022, the YJB has no remote contingent liabilities.

Signed by



Claudia Sturt
Chief Executive and Accounting Officer

10 October 2022

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 2022 under the Crime and Disorder Act 1998. The financial statements comprise the Youth Justice Board's:

- Statement of Financial Position as at 31 March 2022;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

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

In my opinion, the financial statements:

- give a true and fair view of the state of the Youth Justice Board's affairs as at 31 March 2022 and of its net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Crime and Disorder Act 1998 and HM Treasury directions issued thereunder.

Opinion on regularity

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

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements 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 financial statements nor my auditor's certificate. The Accounting Officer is responsible for the other information.

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

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

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

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

Matters on which I report by exception

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

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

Responsibilities of the Accounting Officer for the financial statements

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

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and accounts as a whole is fair, balanced and understandable;
- internal controls as the Chief Executive as Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error; and
- 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 Chief Executive as Accounting Officer anticipates that the services provided by the Youth Justice Board will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

- The nature of the sector, control environment and operational performance including the design of the Youth Justice Board's accounting policies, key performance indicators and performance incentives.
- Inquiring of management, the Youth Justice Board's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Youth Justice Board'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 its compliance with the Crime and Disorder Act 1998, Managing Public Money, General Data Protection Regulations and Employment and Tax laws; and
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

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

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

Audit response to identified risk

As a result of performing the above, the procedures I implemented 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 described above as having direct effect on the financial statements;
- 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 and internal audit reports;
- 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 justice services 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 and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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

Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the 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

11 October 2022

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Financial statements 2021/22

Financial statements 2021/22

Statement of comprehensive net expenditure

for the year to 31 March 2022

		2021/22	2020/21
	Notes	£'000	£'000
Expenditure			
Staff costs	3	5,925	5,819
Amortisation	5	1,653	1,509
Other expenditure	2	86,772	80,826
Income from activities	4	(83)	(126)
Net operating expenditure		94,267	88,028
Total operating expenditure		94,267	88,028
Other comprehensive net expenditure			
Net loss/(gain) on revaluation of intangible assets	5	56	(176)
Total comprehensive expenditure for the period		94,323	87,852

The notes on pages 104 to 116 form part of these accounts.

Statement of financial position

as at 31 March 2022

		2021/22	2020/21
	Notes	£'000	£'000
Non-current assets			
Intangible assets	5	6,112	6,513
Total non-current assets		6,112	6,513
Current assets			
Trade and other receivables	6	549	282
Cash and cash equivalents	7	236	1,442
Total current assets		785	1,724
Total assets		6,897	8,237
Current liabilities			
Trade and other payables	8	(1,061)	(1001)
Provisions	9	(108)	(162)
Total current liabilities		(1,169)	(1,163)
Total assets less current liabilities		5,728	7,074
Taxpayers' equity and other reserves			
Revaluation reserve	SoCTE	166	319
General reserve	SoCTE	5,562	6,755
Total taxpayer's equity		5,728	7,074

The notes on pages 104 to 116 form part of these accounts.

Signed by



Claudia Sturt
Chief Executive and Accounting Officer

10 October 2022

Statement of cash flows

for the year ended 31 March 2022

		2021/22	2020/21
	Notes	£'000	£'000
Cash flows from operating activities			
Net expenditure for the year	SoCNE	(94,267)	(88,028)
(Increase)/decrease in trade and other receivables	6	(267)	211
Increase/(decrease) in trade and other payables	8	60	(171)
Costs incurred on behalf of HM Prison and Probation Service and the MoJ		-	-
Adjustments for non-cash transactions			
Depreciation and amortisation	5	1,653	1,509
Provisions provided in the year	9	-	115
Utilisation of provisions	9	(54)	(33)
Services and facilities provided by sponsoring department	2	1,247	1,617
Net cash outflow from operating activities		(91,628)	(84,780)
Cash flows from investing activities			
Purchase of intangible assets	5	(1,308)	(729)
Net cash flow used in investing activities		(1,308)	(729)
Cash flows from financing activities			
Grants from sponsoring departments	11	91,730	85,900
Net cash inflow from financing activities		91,730	85,900
Net (decrease)/increase in cash and cash equivalents in the period		(1,206)	391
Cash and cash equivalents at the beginning of the period		1,442	1,051
Cash and cash equivalents at the end of the period	7	236	1,442

The notes on pages 104 to 116 form part of these accounts.

Statement of changes in taxpayers' equity

for the year to 31 March 2022

	Notes	Revaluation reserve £'000	General reserve £'000	Taxpayers' equity £'000
Balance at 1 April 2020		172	7,237	7,409
Grants from sponsoring departments	11	-	85,900	85,900
Net operating expenditure for the year	SoCNE	-	(88,028)	(88,028)
Non-cash charges				
Services and facilities provided by sponsoring department	2	-	1,617	1,617
Transfers between reserves				
Release of reserves to the general reserve		(29)	29	-
Net gain on revaluation of intangible assets	5	176	-	176
Balance at 31 March 2021		319	6,755	7,074
Changes in taxpayers' equity for 2021/22				
Grants from sponsoring departments	11	-	91,730	91,730
Net operating expenditure for the year	SoCNE	-	(94,267)	(94,267)
Non-cash charges				
Services and facilities provided by sponsoring department	2	-	1,247	1,247
Transfers between reserves				
Release of reserves to the general reserve		(97)	97	-
Net loss on revaluation of intangible assets	5	(56)	-	(56)
Balance at 31 March 2022		166	5,562	5,728

The notes on pages 104 to 116 form part of these accounts.

Supporting notes to the Financial Statements

1. Statement of accounting policies

1.1 Basis of preparation

These accounts have been prepared in accordance with the Government Financial Reporting Manual 2021/22 (FReM) issued by His Majesty's (HM) Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public-sector context. They are in a form as directed by the Secretary of State with the approval of 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.

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.

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. Under the FReM, the standard is effective from 1 April 2022, with the option to early adopt. The MoJ departmental group has early adopted IFRS 16 in the financial year commencing 1 April 2021.

YJB occupies office space at Clive House, 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 Clive House have been recognised in the Ministry of Justice Annual Report and Accounts, with the relating accommodation charges continuing to be recognised in these accounts under accommodation costs.

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

1.5 Intangible non-current assets

Intangible assets comprise internally developed software for internal use (including 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 FReM, which has been adapted from IAS 38 'Intangible Assets'.

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

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

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

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

Intangible assets under construction are not amortised until the assets are ready for use. At this point they are amortised using the straight-line method over their expected useful lives. The useful life of internally developed software ranges from 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 are amortised when the asset is ready for use. At this point the asset's carrying value is transferred to the appropriate intangible asset category.

1.6 Impairment

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

Where the recoverable amount of an asset is less than its carrying value, the carrying value of the asset is reduced to its recoverable amount. The recoverable amount of an asset is the higher of its 'fair value less costs to sell' and 'value in use'. Impairment losses are charged directly to the Statement of Comprehensive Net Expenditure (SoCNE) unless the asset was previously revalued. An 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 Cash and cash equivalents

Cash and cash equivalents recorded in the Statement of Financial Position (SoFP) and Statement of Cash Flows (SoCF) include 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.

1.8 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 FRoM, 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 PCS/PS 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.

1.9 Income

Income is accounted for on an accruals basis.

1.10 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. This means that Grants are recognised when the expenditure is incurred rather than when the actual payments are disbursed. 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.

1.11 Notional costs

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

1.12 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.

1.13 Grants from sponsoring departments

The YJB is principally funded by GIA received from the MoJ, which is accounted for when received.

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

1.14 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.

1.15 Value added tax

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

1.16 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.

1.17 Critical accounting estimates and judgements

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

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

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

2. Other Expenditure

2.1 Administration and programme expenditure

	2021/22	2020/21
	£'000	£'000
Administration expenditure		
Audit fee – external	74	74
Audit fee – internal	33	32
Communications	10	8
IT costs	363	462
Legal costs	16	52
Other administration	208	174
Research	-	5
Personnel costs	9	(8)
Travel and subsistence	2	6
Total administration expenditure	715	805
Programme expenditure		
Grants to youth justice services	81,926	75,138
Other programme expenditure	67	109
Research	12	89
Travel and subsistence	1	9
Legal costs	2	-
Youth justice information and communications technology (ICT) programmes	2,802	2,981
Provision expense	-	115
Total programme expenditure	84,810	78,441
Other cost		
Bad debt and other debtors ⁵¹	-	(36)
Corporate services provided by the department on a non-cash basis	1,247	1,616
Total other expenditure	86,772	80,826

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

2.2 Services and facilities provided by sponsoring department

	2021/22	2020/21
	£'000	£'000
Communications	37	2
Information Operations	-	-
Estates	220	516
HR	15	13
ICT	563	392
Commercial and Contract Management (CCM)	248	461
Finance	164	233
Total corporate overhead charge	1,247	1,617

3. Staff Costs

	Board members	Employed staff	Other (incl. seconded and agency staff costs)	2021/22	2020/21
	£'000	£'000	£'000	£'000	£'000
Wages and salaries	102	4,138	167	4,407	4,388
Social security costs	5	466	-	471	470
Other pension costs	-	1,110	-	1,110	1,106
Total gross cost	107	5,714	167	5,988	5,964
Less recoveries in respect of outward secondments	-	(63)	-	(63)	(145)
Total net cost	107	5,651	167	5,925	5,819

4. Income from activities

	2021/22	2020/21
	£'000	£'000
Other income*	83	126
Total income from activities	83	126

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

5. Intangible assets 2021/22

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

5. Intangible assets 2020/21 (continued)

	Assets under construction	Internally generated software	Total
	£'000	£'000	£'000
Cost/valuation at 1 April 2020	1,134	10,131	11,265
Additions	729	-	729
Disposals	-	-	-
Impairments	-	-	-
Reclassifications	(1,187)	1,187	-
Revaluations	-	353	353
Cost/valuation at 31 March 2021	676	11,671	12,347
Amortisation at 1 April 2020	-	(4,148)	(4,148)
Charge for the year	-	(1,509)	(1,509)
Disposals	-	-	-
Revaluations	-	(177)	(177)
Amortisation at 31 March 2021	-	(5,834)	(5,834)
Net book value at 31 March 2021	676	5,837	6,513
Asset financing:			
Owned	676	5,837	6,513
Net book value at 31 March 2021	676	5,837	6,513

6. Trade and other receivables

Amounts falling due within one year:	2021/22	2020/21
	£'000	£'000
Other receivables and accrued income	538	276
Prepayments	11	6
Balance at 31 March 2022	549	282

7. Cash and cash equivalents

	2021/22	2020/21
	£'000	£'000
Balance at 1 April 2021	1,442	1,051
Net change in cash and cash equivalent balances	(1,206)	391
Balance at 31 March 2022	236	1,442
The following balances at 31 March 2022 were held at:		
Government banking service and cash-in-hand	236	1,442
Balance at 31 March 2022	236	1,442

8. Trade and other payables

Amounts falling due within one year:	2021/22	2020/21
	£'000	£'000
Accruals and deferred income	807	673
Payable to MoJ	-	83
Trade payables	254	245
Balance at 31 March 2022	1,061	1,001

9. Provisions

	2021/22	2020/21
	£'000	£'000
Balance at 1 April 2021	162	80
Provisions created in year	-	162
Provisions utilised in year	(54)	(33)
Provisions written back in year	-	(47)
Balance at 31 March 2022	108	162
Of which:		
Amounts to be settled within one year	108	162
Amounts to be settled within one to five years	-	-
Balance at 31 March 2022	108	162

Provisions relate to legal actions in which the YJB is a defendant.

The £108k 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 reflects the outcome against the amount provided for at 31 March 2021. The amount of write-back is the difference between what was provided for and that utilised. YJB reviewed all outstanding and likely legal cases and created a provision as required. As legal cases do not have time limits, provisions are not short term.

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

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

10. Contingent liabilities disclosed under IAS 37

The YJB deemed that legal claims that could succeed with the worst possible outcome cannot be estimated reliably and are therefore disclosed as Contingent Liabilities. The amount estimated in 2021/22 is £229k (2020/21: 283k).

11. Grants from sponsoring departments

	2021/22	2020/21
	£'000	£'000
Grant-in-aid from the MoJ	91,730	85,900
Total	91,730	85,900

12. Commitments

At 31 March 2022, the YJB had no operating lease, capital or other financial commitments (2020/21: nil).

13. Commitments under PFI contracts

At 31 March 2022, the YJB had no off-balance sheet (SoFP) PFI or other service concession commitments (2020/21: nil).

14. Related party transactions

The YJB is an executive non-departmental public body that, during the 2021/22 financial year, was principally sponsored by MoJ. MoJ provides services and facilities to the YJB. These are recharged notionally by MoJ.

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

During 2021/22, the YJB undertook material transactions of the following values with related parties:

	2021/22	2020/21
	£'000	£'000
Ministry of Justice		
Expenditure with the MoJ	84	83
Balance owed to the MoJ at 31 March	-	-
His Majesty's Prison and Probation Service		
Expenditure with HMPPS	-	46
Balance owed to HMPPS at 31 March	-	-

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

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.

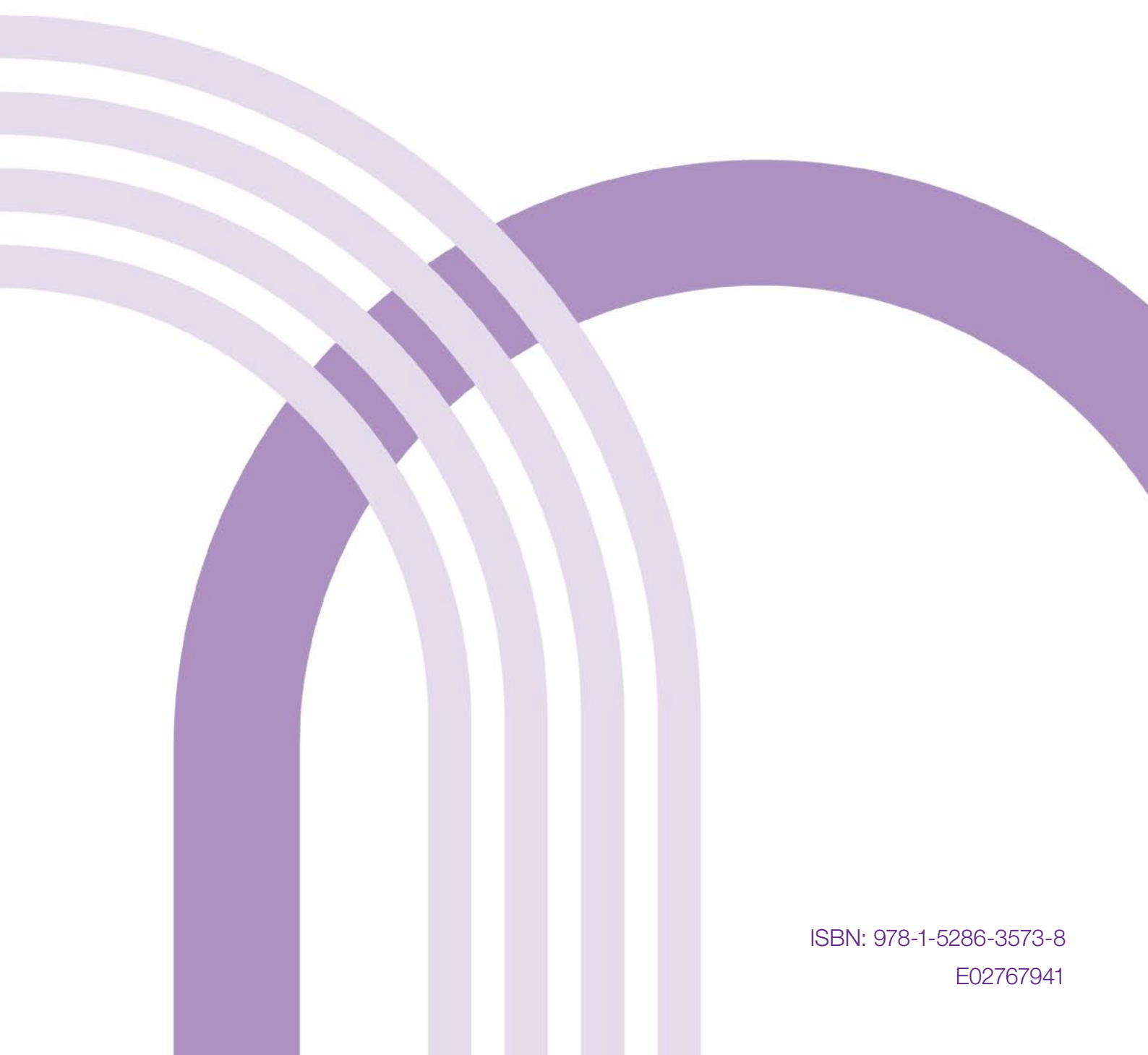
A register of Board members' interests is maintained and is available online at:

<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.



ISBN: 978-1-5286-3573-8

E02767941