

Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

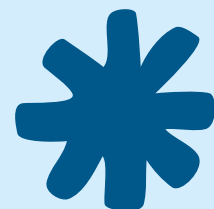
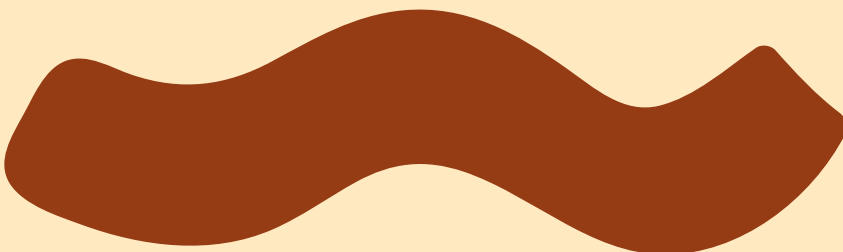
Annual Report and Accounts

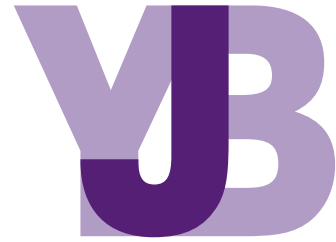
2023/24

The Youth Justice Board for England and Wales



HC 220





Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

The Youth Justice Board for England and Wales

**Annual Report and Accounts
For the period 1 April 2023 to 31 March 2024**

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 11 September 2024



© Crown copyright 2024

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.gov.uk/official-documents>

Any enquiries regarding this publication should be emailed to: YJB.Enquiries@yjb.gov.uk

or sent to us at:

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

ISBN: 978-1-5286-4880-6
E03112834

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

Contents

Foreword	3
Performance report 2023/24	7
Overview	8
YJ Performance	22
Our work – activity delivered	28
Sustainability report	49
Accountability report 2023/24	53
Accountability report	54
Governance statement	62
Remuneration and staff report	83
Parliamentary accountability and audit report	113
The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament	115
Financial Statements 2023/24	121



Foreword



Thank you for showing an interest in the work of the Youth Justice Board (YJB) and our critical role in overseeing the youth justice system. This is a substantial document, reflecting how we punch above our weight in terms of our ambition, delivery, and impact. I am grateful that you are taking the time to understand more about us, our work, and how we are governed and funded.

The Youth Justice Board is at the forefront of driving up standards across youth justice services, with a relentless focus on improving coordination across the system, focusing on what works and seeking to replicate good practice.

The needs of children entering the system are complex, with most having experienced significant adversity throughout their childhoods, including abuse, neglect, or exposure to violence and crime. The context in which children live their lives is so different from when I was growing up, with developments in social media, IT, artificial intelligence and sophisticated organised crime. These challenges have been exacerbated by the pandemic, war, and the associated economic challenges.

Our evidence-based approach summarised later in this report, and significant achievements over the past year underscore our commitment to improving outcomes for vulnerable children, their families, victims, and communities. This builds on the successes over the last 10 years where we have seen reductions in first-time entrants, significant reductions in children in custody, and reductions in reoffending rates. While the reduction in the number of children going to custody is very welcome, we remain concerned by the inability of the current secure estate to meet the very complex needs of vulnerable children. We are excited by the opening of the secure school in Medway and continuing our work with the Youth Custody Service to help bring the Child First evidence base to life in secure settings.

In a transformative year, the YJB has introduced a new Oversight Framework and key performance indicators, including for the first time, data collected on out-of-court cases. This is part of our broader strategy to move earlier up the system to address the complex needs of children and to prevent them from offending and entering the youth justice system.

Our Business Intelligence and Insights Team (BII) plays a crucial role in this effort, leveraging data and research to inform our work and advise ministers. Recent publications, including research on ethnic disparities in re-offending and the Enhanced Case Management Evaluation, highlight our commitment to developing the evidence base, reducing inequality, and applying trauma-informed approaches. As well as producing the go-to document for youth justice, the Youth Justice Statistics: 2022 to 2023.

Specific knife offences have reduced over the last five years. However, we share public concern about violent incidents and welcome the Government's commitment to a long-term mission to reduce knife crime. Children may carry knives for a variety of reasons, including feeling unsafe, victimisation, poverty, gang involvement, bullying, and adverse childhood experiences (ACEs). An individualised approach is needed and one that focusses on the wider factors that make communities less safe for everyone, including children.

The annual Youth Justice Leaders' Summit was a landmark event, celebrating 25 years of youth justice. It served as a vital forum for sharing best practices on key issues such as prevention and diversion, serious violence, disparity, and overnight detention in policing. Through a series of roundtables and seminars, we demonstrated our leadership in bringing together stakeholders to address pressing challenges, including victim support and trauma-informed practices.

Guidance revisions, including the Case Management Guidance and the role of the youth justice seconded police officer, along with collaborating with the National Police Chief's Council on the Child Gravity Matrix, reflect our commitment to improving the practice of professionals to ensure equitable treatment and prevent unnecessary criminalisation of children.

Looking ahead, the opening of the London Accommodation Pathfinder (LAP) marks a significant step towards providing alternatives to traditional custody, addressing overrepresentation of Black children in custody, and supporting children with complex needs. This is important because almost three-quarters (73%) of children on remand do not go on to get a custodial sentence. Shockingly, almost a third (31%) of children held on custodial remand are Black, and so we believe that the LAP approach will help to tackle the overrepresentation of Black children while providing them with better outcomes and offering better protection for the public in the long term. By steering children away from unnecessary exposure to custody, we can change the trajectory of these children to prevent offending, reduce reoffending, and reduce the number of victims. The current evidence base shows that early criminalisation of children, bringing them into the justice system prematurely, is a factor in prolonged offending.

Although there have been some small improvements, Black children continue to be over-represented in the youth justice system. Our Annual Statistics highlight that Black children remain overrepresented in custody, accounting for 26% of the youth custody population compared with 6% of the 10 to 17 population. Any disparity is unacceptable, and we will continue to collaborate with partners to bring about meaningful and lasting change.

Despite challenges, including a return to pre-pandemic levels of stop-and-search incidents, slight increases in first-time entrants and reoffending rates, our resolve to understand what is happening across England and Wales, to implement the evidence base, to support ministers, youth justice services, and the system to drive improvements is unwavering.

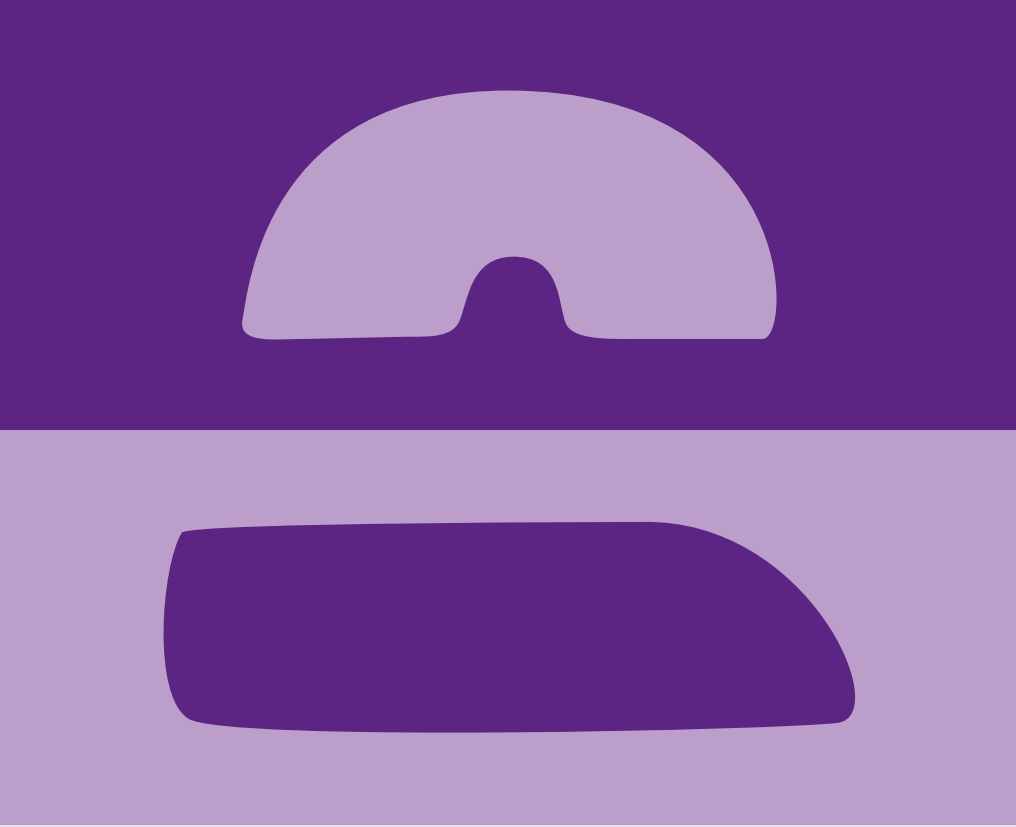
I offer my sincere thanks to all of you working in the youth justice system for your continued effort, in what I know are incredibly challenging times. While I make no apology for my continued drive to improve both how the YJB performs and the sector at large, I know the necessary improvements cannot be realised without the collaborative support and hard work of both YJB staff and the wider sector. I am truly excited by what we can achieve together and the positive change we can bring to the lives of some of the most vulnerable children in our society, making it a safer place for all.

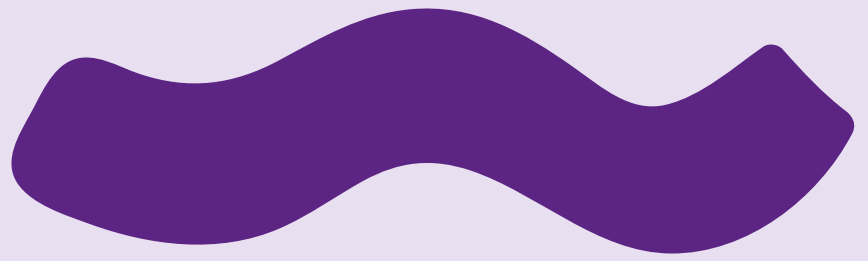


Stephanie Roberts-Bibby
Chief Executive and Accounting Officer
9 September 2024



Stock photograph, posed by models





Performance report 2023/24

- Overview
- YJ Performance
- Our work – activity delivered
- Sustainability report





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 do
- 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?

The YJB is an independent non-departmental public body established by the Crime and Disorder Act 1998.¹

Our non-Executive Board members are appointed and judged by the Secretary of State for Justice to have extensive recent experience of the youth justice system. The Board are then supported by a staff group of public servants. We are responsible for monitoring the operation of the youth justice system and the provision of youth justice services (YJSs).

The statutory definition of a local youth justice service (YJS) is contained in the Crime and Disorder Act 1998². We are the only statutory body to have oversight of the whole system³. We use what we know to provide advice to ministers, policy makers and youth justice partners to influence in a way that brings real change for children who need it the most. We work with partners with the aim of preventing offending and reoffending by children.

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

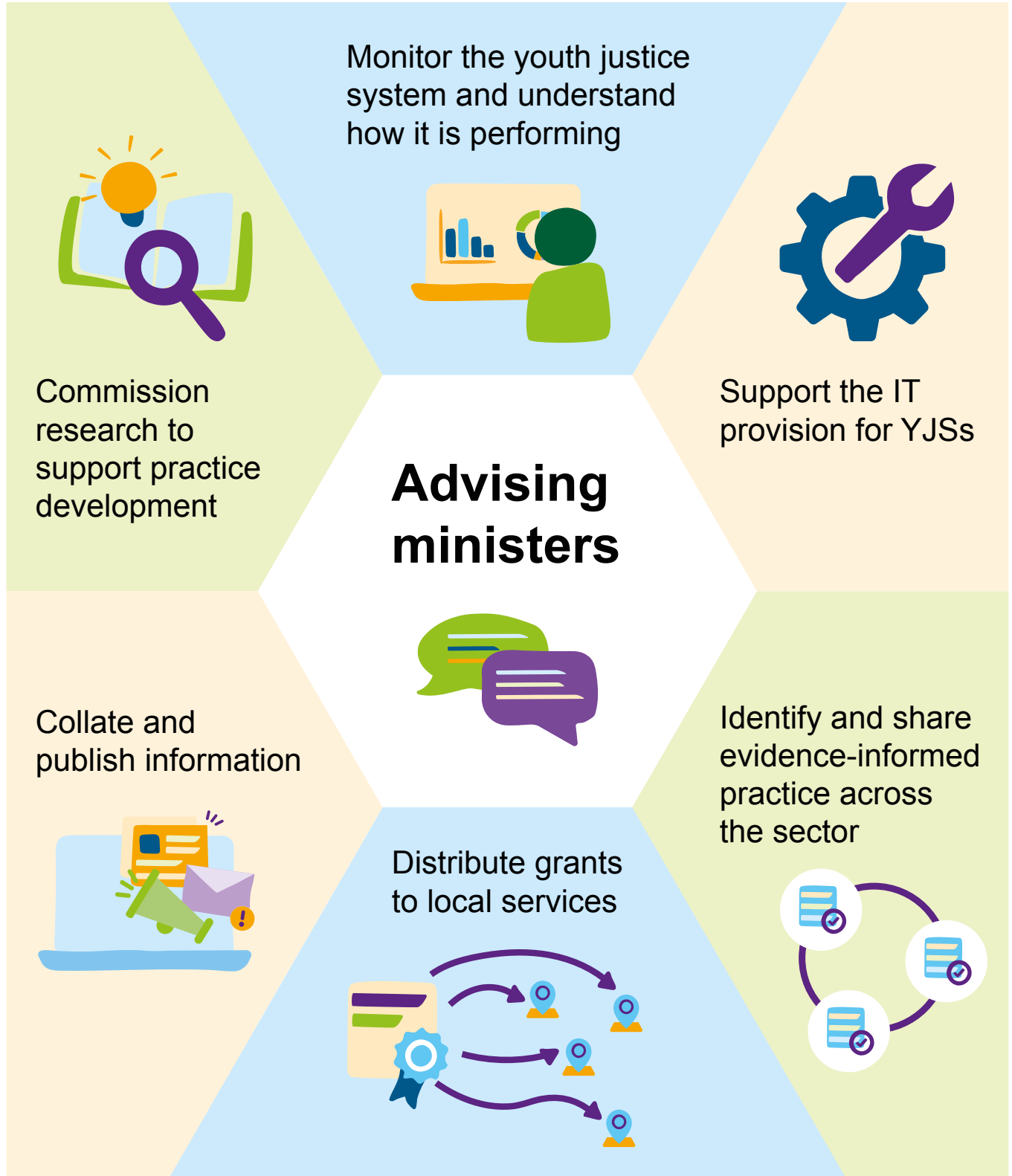
2 section 41 of the Crime and Disorder Act 1998

3 In statute, these are called youth offending teams, but as services evolved, they have been known by various names. We use Youth Justice Services (YJSs) to acknowledge this evolution and to avoid the stigmatising term 'offending'.



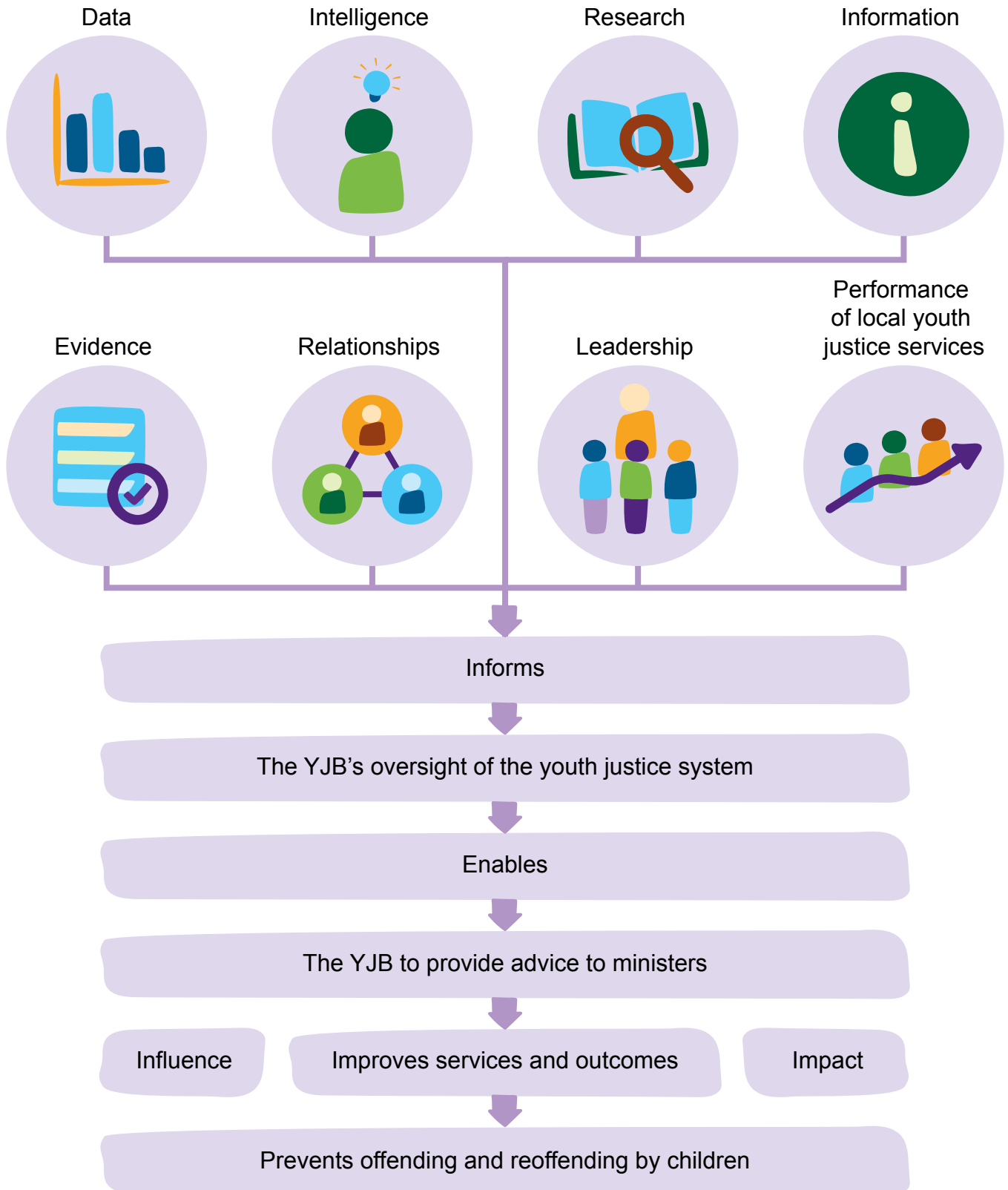
What do we do?

The YJB has 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:



As well as how we:

- promote the voice of the child, taking advice from our youth advisory panel of children and young adults with current or previous experience of the youth justice system, and
- use information and evidence to form an expert view of how to achieve the best outcomes.



Our vision

Our vision is for a Child First⁴ 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.

At the YJB, we are committed to our over-arching guiding evidence-based framework of Child First.

As children

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.



Building pro-social identity

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.

Collaborating with children

Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.

Diverting from stigma

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.

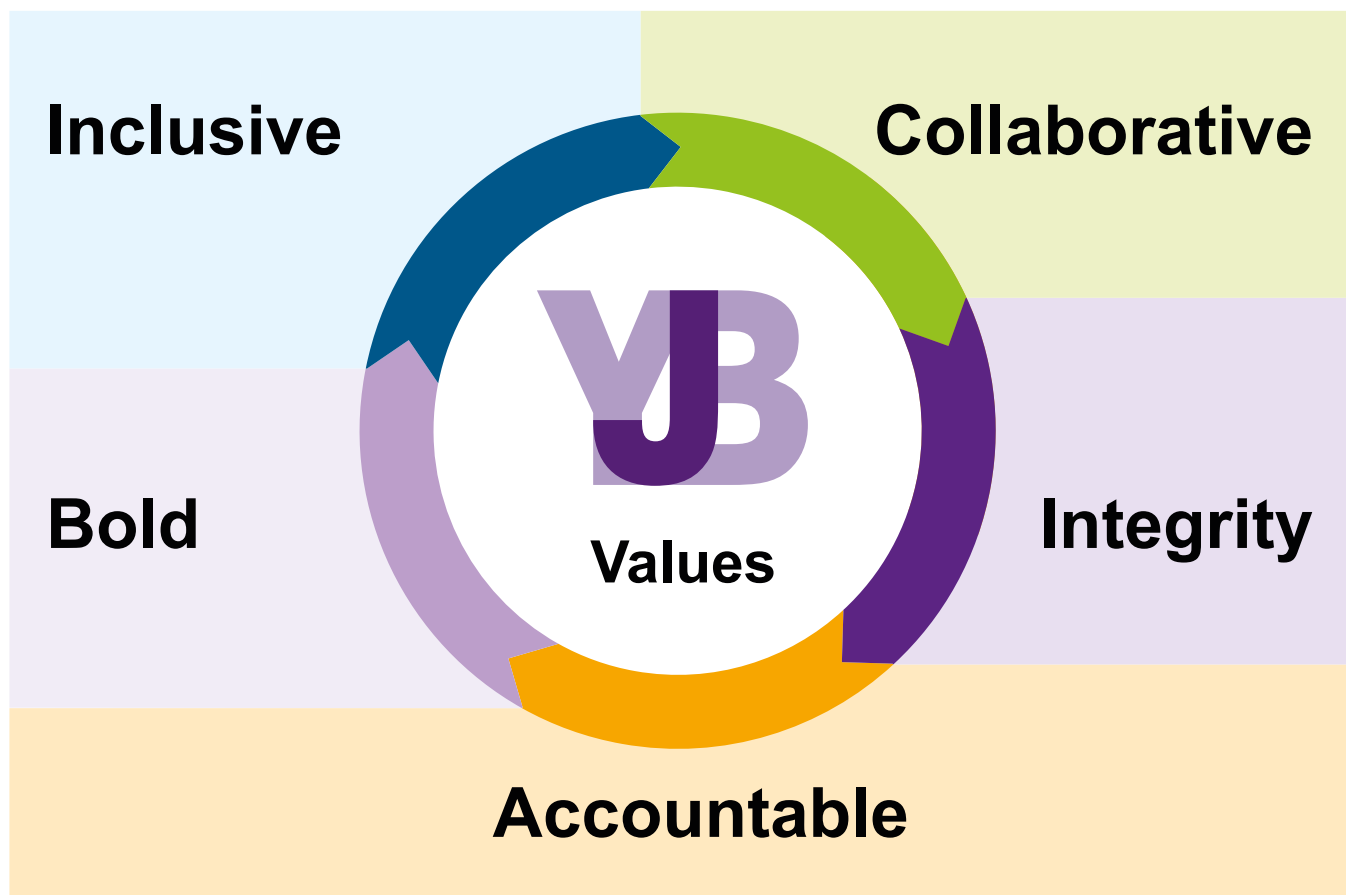
In line with our Child First vision, we want to make sure that children are not unnecessarily criminalised because of their vulnerabilities and the challenges they face. This is important because evidence tells us that contact with the criminal justice system is linked to a greater likelihood of further offending. Our vision is for an evidence-based youth justice system that treats children as children and is effective in addressing the issues underpinning offending behaviour, resulting in long term change.

As adults, we have a responsibility and legal duty to protect children in our society from all harms that might hinder their growth and their ability to realise their potential. If we fail in this responsibility, children will almost inevitably fail to thrive, and communities will be less safe.

4 https://yjresourcehub.uk/wp-content/uploads/media/Child_First_Overview_and_Guide_April_2022_YJB.pdf

Our Values

In June 2023, our Senior Leadership Group (SLG) initiated a review of our organisation's values. After consulting with our staff and considering their feedback, five new core values were approved in December 2023. These values embody what it means to work for the Youth Justice Board and define our organisational culture. They are:



Inclusive – challenging discrimination and promoting inclusivity and equity in all that we do, as well as eliminating bias within the YJB and the youth justice system

Collaborative – collaborating with our youth justice partners and encouraging partnership working to meet the needs of the children, victims and their communities

Integrity – showing integrity by fulfilling our duties responsibly and always behaving in a professional manner

Accountable – being accountable in our actions and our performance in supporting the sector to improve

Bold – ensuring we remain evidence-based and boldly championing the voice of the child

We are embedding our core values into every aspect of our organisation. They have been communicated in our fortnightly all staff meetings and weekly executive newsletters. We have encouraged staff to suggest ways to on how to breathe life into these values in our daily work. These value-based discussions are now part of directorate meetings and individual staff work



objectives. Our collective commitment to these values is driving us towards our ambition of becoming an exemplary public sector employer.

Our work

This year, our focus was on the YJB's statutory role of monitoring the youth justice sector, a complex network of services, organisations and agencies. Our collective goal is to prevent offending, reduce reoffending, and ensure the best outcomes for children, families, communities, and victims. We published the YJB's [Oversight, Assurance and Compliance Framework](#) at the start of the financial year. This framework clarifies how we monitor local youth justice services (YJSs) and understand delivery across the system. It aligns with the strategic steer from the then Minister of State for Justice, received in early 2023, which aims to:

- reduce crime committed by children;
- ensure that those children who enter the justice system are kept safe, and treated fairly and with care, always remembering that they are still children; and
- prevent child offenders becoming adult offenders.

Our monitoring function allows us to support and escalate issues, develop solutions at regional/national levels, and build a national performance picture. We monitor individual YJSs' performance in four areas:

1. delivery
2. leadership
3. strategic priorities, and
4. improvement.

Some of the key aspects of this change include:

Strengthened oversight:

As part of our broader change programme, we developed and implemented a new Oversight, Assurance and Compliance Framework. This has been driven by an increased demand for performance oversight intelligence from ministers and the MoJ. The framework has enhanced our understanding of local YJS performance and the wider system, enabling us to work more effectively with youth justice delivery partners and ensure better use of public funds. This has fostered stronger relationships and improved support services. The sector has welcomed the new model, appreciating the increased contact and support from the YJB.

Operationalising case management guidance

We published the final sections of the revised case management guidance⁵ (Out of Court Disposals and Custody and Resettlement). The revisions have included the Child Gravity Matrix, Community Resolution, Outcome 22⁶ guidance and helpful distinctions between the different regimes and establishments in relation to custody and resettlement. The guidance

5 [Case management guidance – Guidance – GOV.UK \(www.gov.uk\)](#)

6 [Deferred prosecution – Outcome 22 \(yjlc.uk\)](#)

recognises that there is no one-size fits all approach for children in the youth justice system and so the guidance provides a framework within which practitioners can exercise their professional judgement to inform decision making.

Our areas of concern

In our business plan 2023/24 we identified four areas of concern within the system. Although the YJB does not have direct control over these areas, in our role of providing system leadership we have sought to work with partners to influence and encourage evidence-based improvement:

Area of Concern

1. **Courts:** drive children's active participation in the court process to support more effective justice

We consider that there is scope for improvements in how the youth court system meet the needs of children, victims and communities and realise the principal aim of the youth justice system: to prevent re-offending. We are committed to empowering children to comprehend the court proceedings more effectively and fostering their active involvement in the process.

To be effective in preventing re-offending the youth court system must be designed to meet the specific needs of childhood and adolescence rather than being an adapted version of the adult system. We have continued to support practitioners across the sector, including colleagues involved in youth court and court services, to develop a shared understanding of the evidence base in what works in preventing offending and re-offending and what this means in practice through the activity aimed to embed the revised Case Management Guidance (CMG), including the identification and sharing of best practice.

What we did

Facilitated **Quality of Advocacy Working Group (QAWG)** to improve child advocacy. Published good practice guidance⁷ to ensure children are represented in the youth court by both an advocate (a barrister or other suitably qualified advocate) and a litigator (solicitor). This enabled more experienced barristers to represent children charged with serious offences in the youth court.

Commissioned research on **Pre-Sentence Reports (PSRs)** to understand their role in sentencing decisions.

Maintained **relationships** across the court setting to influence policy and practice.

Undertook a **Standards for Justice Self-Assessment** on Court Standards.

Established relationships with key stakeholders including the **Lady Chief Justice and HMCTS**.

Provided **themed advice** to MoJ officials on needed court reform.

Published remaining sections of **Case Management Guidance**.

⁷ good practice guidance on Certificates for Assigned Advocates in the youth court



Developed **training materials for court staff** focusing on the child's voice in collaboration with the Young Ambassadors Network (YAN) and Crown Prosecution Service (CPS).

Area of Concern

2. Policing: embed the use of child-centred policing

We have continued to work closely with senior colleagues across the policing landscape and convened a series of roundtable meetings designed to support an increased focus on a preventative approach regarding the policing of children.

What we did

Engaged routinely with police colleagues at both local and central levels to influence policy and practice.

Convened roundtables to promote best practice, focusing on:

- inconsistent use and scrutiny of **out of court disposals (OoCDs)**.
- opportunities to professionalise and standardise the role of the Police Officer in schools.
- understanding factors influencing decisions on **overnight detention of children in police custody**.

The aim of each roundtable was to explore areas of good practice, identify systemic barriers and how we can best collectively bring about improvements. Key messages and good practice resources have been shared in order to try and bring a wider and more consistent approach to each area, and across England and Wales.

Contributed to the **All-Party Parliamentary Group (APPG) on Children in Police Custody and Strip Search**.

Coordinated a policing themed **Youth Justice System Oversight Group (YJSOG)** to build consensus and generate action with senior leaders.

Influenced the content of the revised **Child Gravity Matrix**.

Published joint guidance with National Police Chiefs' Council (NPCC) on the role of **YJS/YOT Police Officer**.

Participated in a **Welsh Government roundtable** on overnight detention and collaborated on the next steps.

Area of Concern

3. Education: maximise access to education, training, and employment (ETE) as a contributor to preventing offending.

Evidence repeatedly tells us that ETE contributes to the prevention of offending and re-offending. There are, however, insufficient opportunities for children to engage in meaningful activity and where opportunities exist services must understand and respond to children's needs.

What we did

Utilised the **Oversight framework** to drive improvement across local services, recognising the critical role of children's inclusion in education.

Established **clearer connections with Department for Education (DfE) and Welsh Government** on education matters.

Supported the DfE in delivering the Support, Attend, Fulfil, Exceed (**SAFE**) **taskforce and Alternative Provision Specialist Taskforce (APST)**, promoting inclusion in education and aiming to reduce violence. Since the start of the SAFE programme, **2,128 students have received interventions**.

Coordinated a **Youth Justice System Oversight Group (YJSOG)** themed around education to build consensus and inspire action.

Hosted an online seminar in **conjunction with the Oxford Brain Story** to support sector understanding of brain development and resource awareness.



Stock photograph, posed by models



Area of Concern

4. Partnerships to reduce serious violence and exploitation: to better equip the sector to deal with and prevent serious violence

Preventing offending by children, reducing numbers of victims, and contributing to safer communities is at heart of all of the YJB's work. However, we understand that there are a small number of children who do offend and cause significant harm to others, as well as themselves. As such, the activity undertaken by us was aimed at reducing this likelihood of harm. We have continued to work with partners to identify and disseminate learning on how to prevent serious violence by and towards children and exploitation of children and the consequences of this. This has included working with the Home Office and other senior stakeholders to reduce the time taken to make National Referral Mechanism (NRM) decisions.

What we did

Utilised the **Oversight framework** to understand issues related to serious violence and exploitation, driving improved policy and practice at both local and central levels.

Supported the development and implementation of the **Serious Violence Duty (SVD)**, introduced as part of the Police, Crime, Sentencing and Courts Act 2022 in April 2023. An interim evaluation published in early 2024 showed positive support for the Duty.

Provided **evidence-based advice** to all Police and Crime Commissioners (PCCs) on the development of the serious violence duty in respect of children.

Worked in partnership with the **Youth Endowment Fund (YEF)** on research and briefings to support the sector and demonstrate a joined-up approach across government bodies.

Provided an **evidence-based briefing** to ministers on reducing serious violence.

Produced the **first annual statistics on Serious Incidents**, sharing them with key stakeholders including the Minister, MoJ, and His Majesty's Inspectorate of Probation, and disseminating high-level findings across the sector.

Coordinated a **Youth Justice System Oversight Group (YJSOG)** themed on exploitation and serious violence.

Facilitated an online seminar **focusing on victims** and the provision of services to victims.

Began to collect data to ensure **YJS compliance with the Victims' Code**.

Our statutory functions

Our statutory functions are the framework on which we build our activity and enable us to effectively monitor the system, support policy and provide advice to ministers. As we move into 2024/25, we will continue to meet all our statutory functions and reprioritise our finite resource to focus on the areas we believe will make the biggest difference to children, victims and communities, including taking a stronger role in driving performance across YJSs and wider partnerships. We will continue to focus earlier upstream and recognise the importance of early intervention and prevention, addressing disparity will be an intrinsic part of all we do internally and externally. We will work hard to ensure this remains visible, and that inclusivity remains at the heart of our values as we strive for equity for all.

Monitor the youth justice system to understand how it is operating:

As per the previous ministerial strategic steer published on 23 February 2023⁸, we have focussed our efforts on community youth justice services to drive performance improvement. In addition, as youth justice is a partnership, the YJB retains a strong interest in and maintains a monitoring role across the broader partnerships in the sense of other partners being enablers or barriers to success.

Advice to ministers:

We use our understanding of evidence and insight gathered from our oversight of local youth justice services to provide quarterly written and verbal advice to MoJ ministers and to the Welsh Government Minister for Culture and Social Justice and partners across government and advise, influence and engage organisations which work with children. This has been both directly at a non-Executive Board level and through engagement by the Executive with both ministers and officials.

Administering and distributing grants to local services:

The grant is provided by the YJB under its power in section 41 of the Crime and Disorder Act 1998. We administer the youth justice core grant to all YJSs in England and Wales to support the front-line delivery of essential youth justice services for children. Our aim is to prevent children offending and re-offending (this information is published separately on GOV.UK) and to continue to administer targeted funding in the form of existing pathfinder projects. All of these initiatives were aligned with our areas of concern, positively impacting outcomes for children and communities, and benefiting the sector through shared learning and practice.

Collate and publish information:

We published our annual statistics. The Youth Justice Annual Statistics are the go-to document for the Youth Justice system and is used throughout the year. It is a National Statistic, a trusted source and assessed for its quality and rigor. It provides an up-to-date annual and long-term data on the youth justice system. We have continued to enhance and develop 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 our areas of focus.

8 Ministry of Justice letterhead (publishing.service.gov.uk)



Commission research to support practice development:

We have continued to commission and publish research to support our strategic objectives. In 2023/24, we commissioned research to better understand youth justice structures; youth justice workforce; good practice in reducing racial disparity; themes in serious violent incidents; and the development of a Child First toolkit.

We have also continued to use our convening power to bring together strategic partners for the Youth Justice System Oversight Group (YJSOG) and Welsh Youth Justice Advisory Panel (WYJAP). The YJSOG meetings have focussed on our four areas of focus youth courts, child-centred policing, reducing serious violence and collaboration with education. These meetings have drawn together stakeholders working in these areas, shared effective practice, promoted collaboration and identified areas for improvement.

During the year WYJAP has continued to focus on performance of the system in Wales and the development of the YJ Blueprint. In addition, several thematic discussions were held including:

- Welsh Government Education policy-led discussion on attainment and safeguarding, including a focus on school exclusions
- Welsh Government Social Services policy presentation on wide-ranging social care reform in Wales and work to improve outcomes for children looked after, including those who are at risk of or are already in the youth justice system
- The Chair of the Interim Youth Work Board presentation on planned activity to improve youth work in Wales
- There was a discussion around a Hwb Doeth review of workforce challenges in the sector in Wales

Support the provision of IT services for YJSs

We have continued to provide IT support and solutions to the youth justice sector through our Youth Justice Application Framework (YJAF). During this period, we have procured a new supplier contract for YJAF which provides an improved application support model, increased budgetary transparency and greater alignment to the civil service digital standards framework.

The Government Internal Audit Agency (GIAA) successfully completed a Cyber Security audit review, resulting in a substantial evaluation being awarded. Six risks had been reviewed that identified the YJB's framework of governance, risk management and controls to be adequate and effective.

We commenced the development and implementation of the Insights project. The project will ensure the YJB has the infrastructure, tools, applications, and expertise to allow us to centralise evidence, knowledge and information, enabling effective triangulation for analysis and insight.

Identify and share evidence-informed practice across the sector:

Effective performance or evidence-based practice have been identified through regular meetings between the YJB's oversight teams and YJSs. These have been shared in several ways including the YJB's quarterly Performance Oversight Board and Developing Practice Forums.

Youth Justice Resource Hub

Our Youth Justice Resource Hub⁹ serves as a platform to share evidence-based practice and enables access to evidence, knowledge and information and research for youth justice professionals, academics, researchers, students and volunteers. As part of our Insights project we have been rebuilding this to improve user experience, enhance its look and feel and include new features – this was launched at the start of the 2024/25 financial year.

For more information on these areas, see the Our Work section:

Financial review

In 2023/24, our net operating expenditure was £106.8m, reflecting a 3.5% increase compared to the previous year (2022/23). This growth primarily resulted from a £3.5m (1.2%) boost in grant funding allocated to Youth Justice Services (YJSs). Total grant expenditure was £92.4m, which was 86% of net operating expenditure, and grant expenditure has increased 4% year on year.

The YJB secured this grant funding through the comprehensive spending review. It was strategically designed to account for the downstream impact of the police uplift within the criminal justice system and recovery from the pandemic.



Stock photograph, posed by models

9 Youth Justice Resource Hub (yjresourcehub.uk)



How we spent our money in 2023/24 (£m)



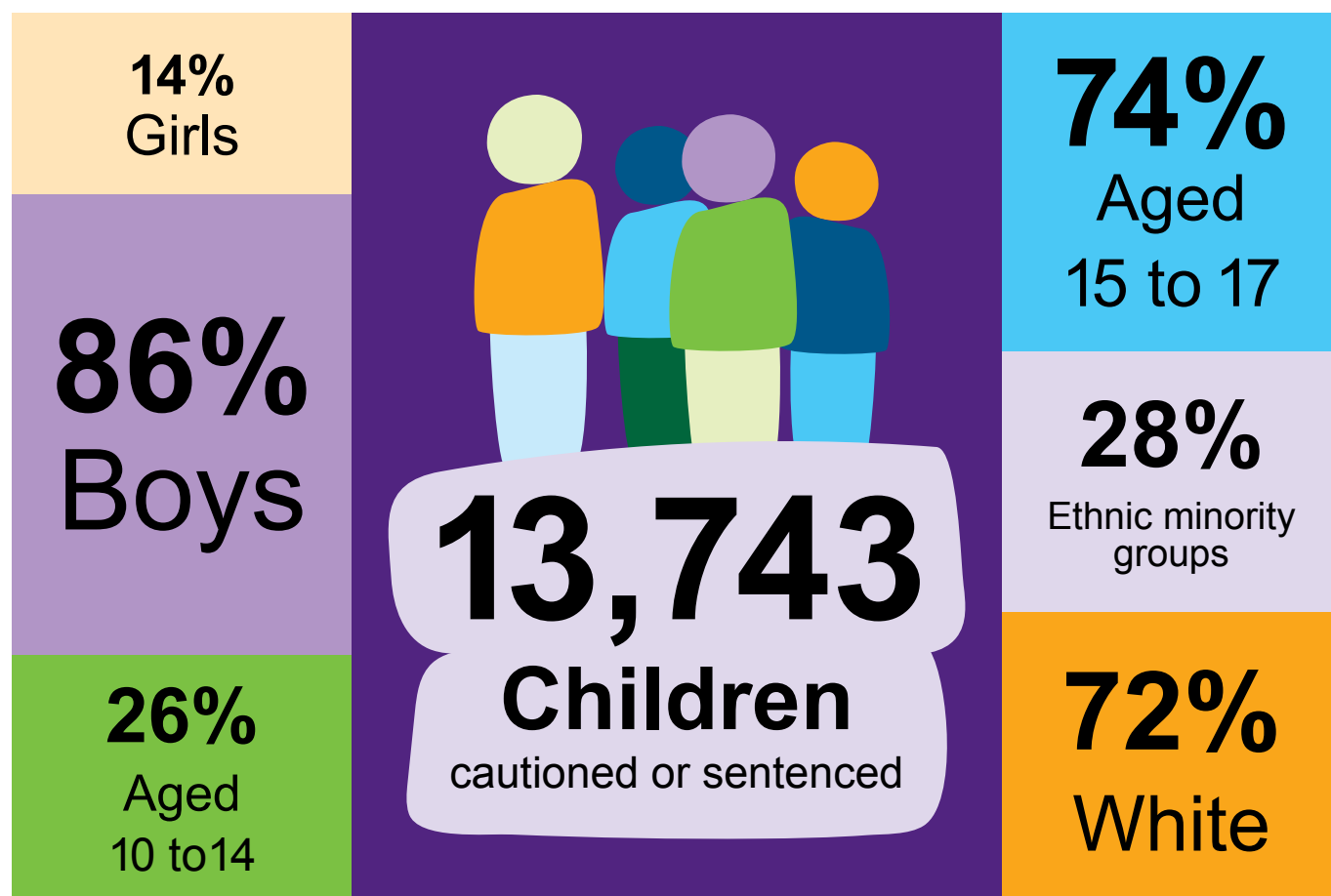
More detailed information about expenditure during the year can be found in the audited financial statements section of the report.

Risk management is embedded in the way we plan and operate. The key risks and issues affecting the delivery of our vision and mission have been managed through our strategic risk register. More detailed information about the framework and the principal risks managed during 2023/24 can be found in the governance statement within this report.

YJ Performance

As part of the YJB's monitoring of the YJ system, we collect and analyse a range of data on the performance of the YJ system, including the number of children (those aged 10 to 17) in the system, the offences they committed, the outcomes they received, their demographics and trends over time. We produce and publish an annual report on this data, our Annual Youth Justice Statistics. The most recent publication (2022/23) includes data to the year ending March 2023 and is the basis for the following section.

In the year ending March 2023





Summary

The latest figures available are set against a complex backdrop. While there are long-term reductions in the use of the formal criminal justice system with children, the pandemic and post-pandemic recovery complicate the picture. The data needs to be understood in this context.

Our statistics show increases in the number of children being stopped and searched, as well as a rise in the number of children being arrested, marking the first such increase in the last ten years. It must be recognised that arrest figures are around half what they were a decade ago and that stop and search is lower than it was in 2020/21. These figures may reflect the disruption of the pandemic rather than longer-term changes in practice.

There has been a slight rise in the number of children who are entering the youth justice system for the first time i.e. **First Time Entrants (FTEs)**. This again needs to be seen in historical perspective, with FTEs being less than a third of the numbers seen a decade ago. While these changes are small, they do highlight that continued focus is needed to ensure that improvement is sustained.

We have continued to see reductions in the number of proven **knife and offensive weapon offences** committed by children. In 2022/23 this decreased by 4% which is the fifth successive year-on-year reduction, but there remains significant public concern about serious violence, including that committed with knives. We welcome the Government's long-term mission to reduce knife crime and will support an evidence-based approach to achieve improved safety for children and communities.

In the year ending March 2023, proven **serious violence offences** accounted for 8% of total proven offences. A serious violence offence is defined as drug, robbery or violence against the person offences with a gravity score¹⁰ of 5 or above. The YJB is undertaking work to improve practice and learn from incidents. Youth Justice Services are also a statutory member of local serious violence partnerships.

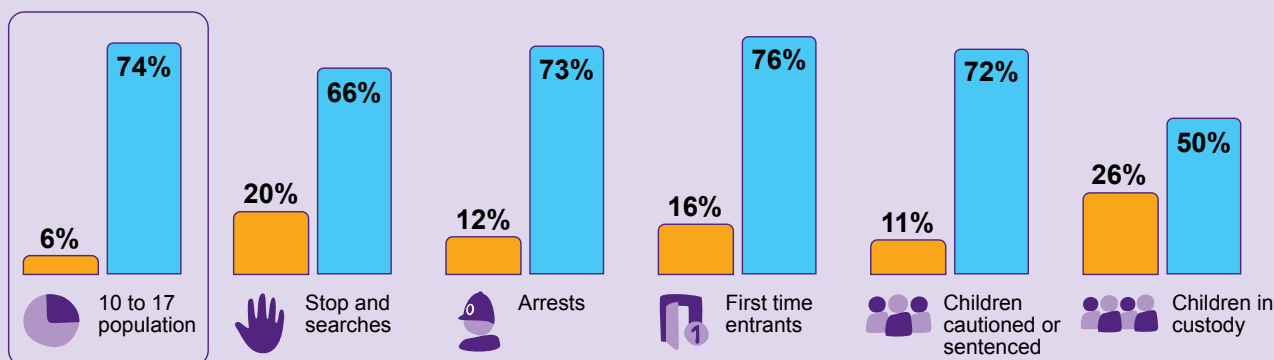
Despite reductions in the number of children in the youth justice system across all ethnic groups, some ethnicities are still **over-represented**. In 2022/23, Black children were nearly three times more likely to be subject to stop and search, more than twice as likely to be arrested, and just under twice as likely to receive a caution or sentence than White children. Black children in England and Wales were nearly three times more likely to be strip searched when compared to national population figures, while White children were around as likely to be searched as the whole population (between 2021 and mid 2023).

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

Disproportionality of Black children in the youth justice system

● Black or Black British
 ● White

This graphic shows selected areas of the youth justice system where Black children are disproportionately represented compared to the general population.



Stop and Search

Stop and searches of children increased by 13% compared to the previous year, while remaining at the same level for adults. Children accounted for just over one in five stop and searches where age was known, an increase of two percentage points from the previous year. Changes in legislation and policing practice, for example the Police, Crime, Sentencing and Courts Act 2022¹¹ (PCSC Act) may be contributing to the changes in stop and search figures. There has been a significant increase in the number of police officers over the last five years with around 25,000 more officers in 2023 compared with 2018.



For the year ending March 2023, there were around 107,800 stop and searches of children aged between 10 and 17 years old. Black children were involved in 20% 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 2021 population and the only ethnic group to be over-represented compared with the population.

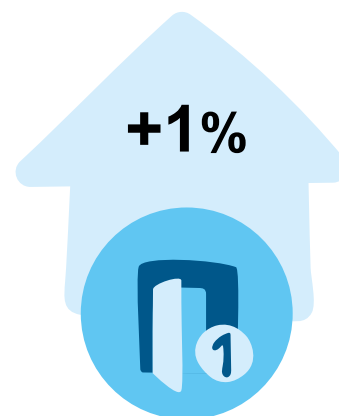
London and the North West had far higher rates of stop and search than other regions with over half of all incidents (53%), while accounting for just 27% of the total population. In London, at 40 per 1,000 children aged between 10 and 17 years old, this was more than twice the national rate and nearly five times the lowest regional rate, which was in the East Midlands.

11 Overarching Police, Crime, Sentencing and Courts Act 2022 factsheet – GOV.UK (www.gov.uk)



First Time Entrants (FTEs)

In the year ending December 2022 (the latest figures available), the long-term fall in the number of FTEs to the youth justice system reversed with a slight increase from 8,300 in 2021 to around 8,400 in 2022, a rise of 1%. We could be seeing small rises in stages across the system recovering from COVID-19. However, they are still the second lowest number across ten years. This 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 youth justice system through measures such as restorative justice and community resolution.

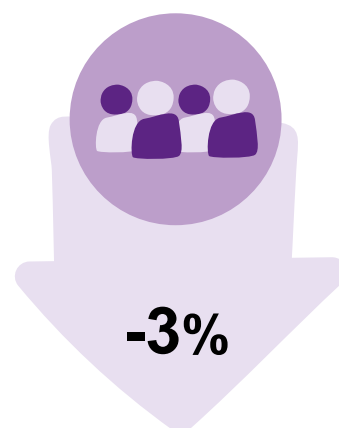


While the number of FTEs to the youth justice system has risen slightly, the proportions varied by ethnicity. The proportion of FTEs from a White background increased for the second successive year, with White children aged 10 to 17 years old making up three quarters (76%) of FTEs. In the same period the proportion of FTEs from all ethnic minority groups decreased for the second year but the proportion from a Black background was still 16%, despite Black children only making up 6% of all children aged 10 to 17 years old.

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.

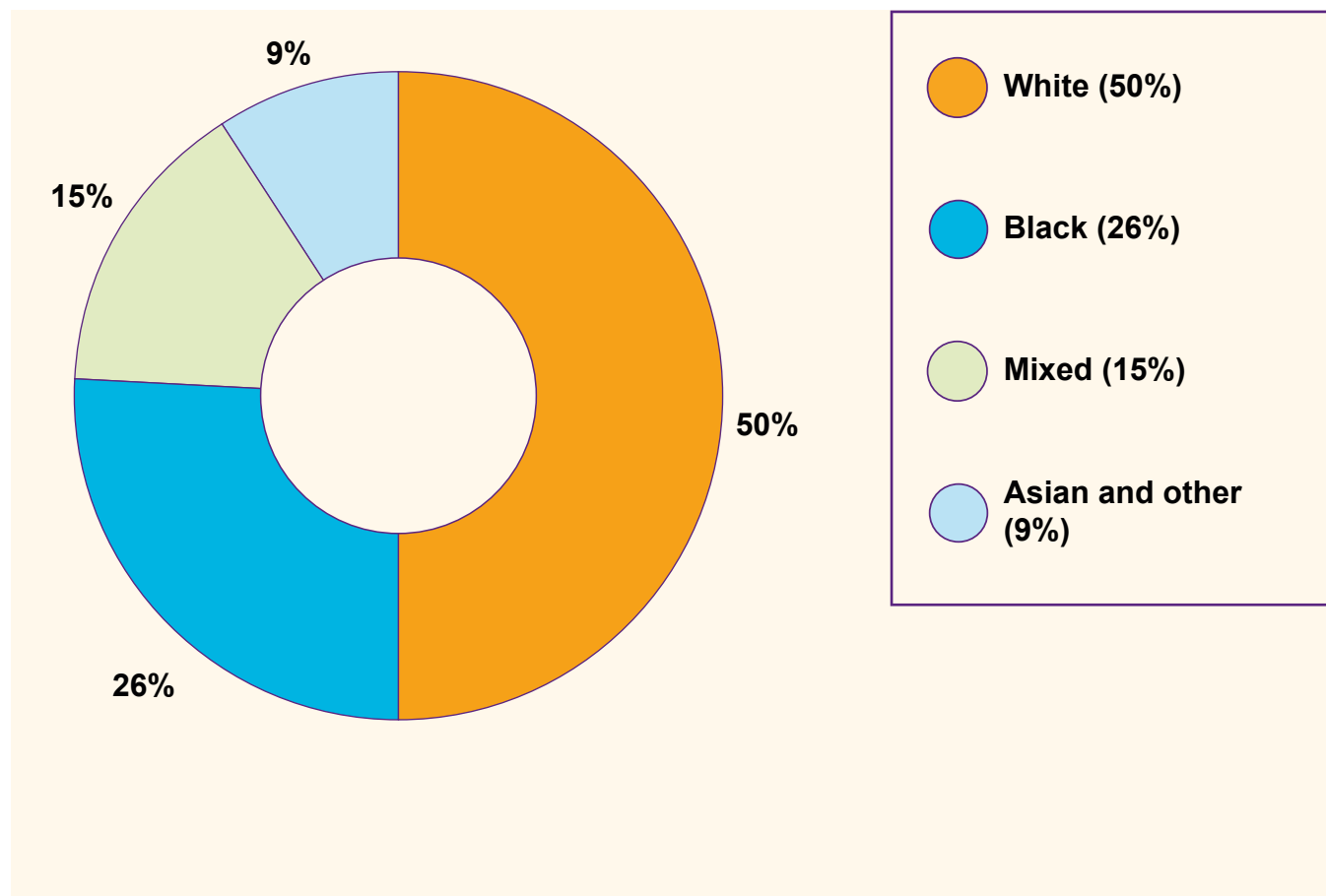
In 2022/23, there was an average of 440 children in custody at any one time.¹² This was a decrease of 3% in the child custody population when compared with the previous year and the lowest number on record. The continuation of these declines has been sustained by a shift towards a more child-centred approach, including a much closer relationship between YJSs and magistrates.¹³



12 See Youth Justice Statistics for 2022/23, available online at: Youth Justice Statistics: 2022 to 2023

13 <https://www.crestadvisory.com/reports>.

Children from a White background accounted for half of the custodial population (50% in 2022/23), a small increase on the previous year. The number from a Black ethnic background has decreased in the last ten years the most, but they still make up over a quarter of children in custody (26%), compared with 22% ten years ago. The proportion of children from a mixed ethnicity background is 15%, the same as the previous year, but up from 9% ten years ago.



The average number of children held on remand fell by 5% and owing to the small fall in the overall custodial population, the proportion on remand also decreased slightly to 44% of all children in custody, after five consecutive increases which means it is still nearly twice the proportion five years ago (24%). In addition, almost two thirds (63%) of children remanded to youth detention accommodation did not subsequently receive an immediate custodial sentence.

Reoffending

The long-term decrease in the number of children in the cohort¹⁴ and children who reoffended have continued, while the number of reoffences increased for the first time in the last ten years. It is too soon to know whether the increase in the reoffending rate this year is an anomaly, whether the reoffending rate has largely plateaued, or whether the increase in reoffending could potentially be a longer-term trend. Additional years of data will be needed to understand this.

Court closures during the COVID-19 pandemic and subsequent backlogs may be one explanation for the observed reoffending rate.

The reoffending rate fell from 37.8% in the year ending March 2019 to 34.2% and 31.2% in the following two years. We know that the average time from offence to completion at court increased from 173 days in the year ending March 2020 to 222 days in the year ending March 2021 and, while reducing in each of the subsequent two years, remained high in the following two years compared to the years prior to the pandemic (the years prior to the year ending March 2021). It could be a possibility that reoffences that would normally have been captured in the 18 month follow up period were missed because the cases weren't heard in that period. Increases in the latest year may be down to recoveries in the court system where a greater number of cases are heard in the 18 month follow up period. It should be noted that the reoffending rate remains well below the years before the COVID-19 pandemic.

Children who reoffended committed around 18,100 reoffences giving an average frequency rate of 4.07 reoffences per reoffender. This is a 3% increase in the number of reoffences and a 15% increase in reoffences per reoffender compared with the previous year (2020/21). The number of reoffences is 84% lower than ten years ago but, owing to the fall in the number of reoffenders, the number of reoffences per reoffender is 30% higher than ten years ago.



Stock photograph, posed by models

14 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 2022.

Our work – activity delivered

Our business plan for 2023/24 outlined activity that we would deliver during the year. Throughout the business year there has been progress against the commitments we set out at the start.

Three Strategic Pillars

Alongside our business-as-usual activity, which enables the effective functioning of the organisation, we delivered activities under our three strategic pillars which describe how we make use of our statutory role to realise our vision of a Child First youth justice system by:

1. Driving system improvement
2. Effectively delivering our unique statutory monitoring function, and
3. Being an exemplary public sector organisation and employer.

Below are details of the activity we have undertaken within the structure of the three strategic pillars to continue to make progress against our strategic plan:

Pillar 1: Driving system improvement

Our Business Plan 2023/24 Commitments

Statistics:

Complete and publish youth justice annual statistics.

Activity Delivered

Youth Justice Annual Statistics were published on 25 January 2024. The annual statistics were accessed by over 2,000 colleagues and partners across youth justice and government and the engagement on social media through likes, shares and comments suggests that the statistics were understood. Further information can be found at Youth Justice Statistics: 2022 to 2023.

Position statements:

Ensure the YJB can offer clear evidence driven advice on current and emerging youth justice matters. To do so we use our intelligence to horizon scan and identify emerging and current issues within the context of youth justice. We then undertake an evidence review to formulate a clear position based upon this evidence including any action we consider is important. These support clear, consistent advice which recipients can be assured is based upon up-to-date evidence. In our Business Plan for 2023/24 we committed to up to six evidence reviews and associated position statements and meanwhile ensuring existing statements are kept up to date.

Activity Delivered

During 2023/24 we have produced or updated several YJB position statements for the following areas:

- Transitions
- Education
- Neurodiversity
- Remand

Work continues to complete the following statements:

- Child First Policing
- Anti-Social Behaviour
- 18–21-Year-olds
- Knife crime

Stakeholder engagement:

Review our stakeholder engagement strategy, including a review of the impact of our stakeholder forums, ensuring we have effectively targeted activity that is deliverable within the resource we have available.

Activity Delivered

We undertook a review of our stakeholder activity, including an evaluation of our forums, to ensure that our engagement is purposeful and impactful and better aligned with our strategic vision and areas of focus. We now have a realistic stakeholder engagement strategy in place which focuses on the areas where we can have the most impact on outcomes for children.

Pathfinders:

London Resettlement Partnership (LRP): aims to achieve significant improvement in resettlement outcomes. This is based on the Constructive Resettlement and the Child First framework and takes a London-wide collaborative approach to improving Resettlement Policy and Practice. Children will have in place an agreed London wide protocol for the provision of accommodation, health, education, training and employment for children, boys and girls, leaving custody with the purpose of preventing re-offending.

London Accommodation Pathfinder (LAP) provides appropriate accommodation provision and delivers a psychologically informed alternative to custody, either on remand or as an alternative to custodial sentence, for 16/17-year-old boys. This aims to directly reduce the number of children in custody from London. Children have the opportunity to work with services under the LAP model with self-development, identity, education and relationships being at the heart of the project.

Activity Delivered

LRP – we now have London wide protocols developed and disseminated which include accommodation, Constructive Resettlement (CR), Release on Temporary License (ROTL), Transitions and a draft Education, Training and Employment Protocol; produced in collaboration with the Department for Education (DfE) with the aim of publication in mid-2024. These resources are for use with children, boys, and girls, leaving custody with the purpose of preventing re-offending.

The protocols have been disseminated across youth justice services via the launch of the Constructive Resettlement Website, webinars and training sessions to increase practitioner awareness and up take of the model.

A Data Toolkit has been developed and data sharing agreements have been completed by 32 London Boroughs allowing us to capture data around remand, health, accommodation, ETE, ROTL and reoffending outcomes.

The project is consistently being measured by Mayor's Office for Policing and Crime's Evidence and Insight Team who is undertaking the evaluation of the LRP. The interim evaluation report has been shared with the 32 London Boroughs to increase understanding or the impact of the model, encourage engagement and inform future developments. An action plan has been developed to implement recommendations from the report. A final evaluation report will be available in 2024.

LAP – Two sites opened in 2023 (Barnet and Newham) the LARP Governance Board and LA Partnerships were established. A service delivery partner and other services were commissioned to provide psychologically informed wrap around care. This has enabled us to support 13 boys between September 2023 and July 2024 who have been accommodated by the LAP, furthering our objective to reduce numbers of children in custody both on remand and sentence, to achieve a reduction in overall costs to public sector and reduce the number of children from black and mixed heritage backgrounds in custody both on remand and sentence. Built into the LAP model is specific targeted support to address trauma experienced through racism. This is a shift change from the offer for these children prior to September 2023 and has been well received by the courts so far. There is ongoing promotion of the accommodation to YJSs and the judiciary.



The interim evaluation conducted by Middlesex University is being used to continuously improve the model and provision on offer across the two sub-regions and what we need to do differently in the development of new sub-regions. The grant has supported the continuation of these sites as well as the scoping of two further sites in South and West London.

Child First self-assessment tool:

Scope the development of a Child First self-assessment tool for partnerships to assess their practice against the evidence base that informs the child first framework.

Activity Delivered

We commissioned a supplier and worked to create a self-assessment toolkit for leaders and practitioners to assess their service against the four tenets of Child First. This is intended to be a tool to promote a common understanding, improve operationalisation of Child First and enable organisational development. We launched the tool in August 2024.

Improvement Support:

Continue to support youth justice services to improve.

Activity Delivered

Last year we launched our Oversight Framework, monitoring the performance of all youth justice services in England and Wales against the oversight fields, identifying and disseminating practice and supporting improvement.

In the next year we intend to embed our oversight framework and extend the ways in which we gather and use practice from the best performing services to influence overall sector improvement.

We have continued to undertake the Elevate Programme across the sector which gives middle managers from ethnic minority backgrounds the opportunity to progress to strategic leadership roles and therefore lower the gap in under-representation. An independent review of the programme commenced in quarter 4 of 2023/24.

Research:

Continue to publish and disseminate high quality research to the sector, identifying and filling gaps in the evidence base through commissioned research and evaluation and strategic partnerships.

Activity Delivered

Analyse and Understand Ethnic Disproportionality: We published the findings of the ethnic disparities in reoffending research in April 2023. [Understanding ethnic disparity in reoffending rates in the youth justice system – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/research-data-and-analysis/understanding-ethnic-disparity-in-reoffending-rates-in-the-youth-justice-system).

Enhanced Case Management (ECM): The evaluation aimed to establish the impact of ECM on children’s offending, needs, and wellbeing¹⁵. It also explored whether ECM was being implemented as planned and in line with YJB guidance; how far ECM represented a change from YJS’s current practice; and the barriers and facilitators to ECM’s delivery and effectiveness. The first phase of the evaluation was published in April 2023, and a webinar conference was held in May 2023, co-hosted by the contractor ORS, YJB and a head of Youth Justice in the South West.

The second phase of the evaluation was published in January 2024. However, due to limitations of the sample size this was unable to draw a conclusion about whether ECM is effective at reducing reoffending.¹⁶

Pre-sentencing research (PSR): Ipsos and Manchester Metropolitan University were commissioned by the YJB to conduct research into Pre-Sentence Reports. The research objectives were to understand commonalities and differences in PSR reports for Black and White children, and to develop learning around the processes and decision making involved in producing and utilising PSRs in these cases. This was completed through analysis of 95 PSRs from five youth justice services in England, as well as qualitative research with youth justice service staff, and court stakeholders including sentencers (from across England and Wales). The [report was published in May 2024](#).

Wales:

Work with the Welsh Government and key partners to deliver a rights-based criminal justice system for Welsh children. The aim is to have in place a Child First approach appropriate to the social and legislative context in Wales.

Activity Delivered

The YJB has been collaborating with the Welsh Government to set out responsibilities and principles of joint working between the organisations which will lead to improved oversight of the youth justice system in Wales and collaboration.

15 [Enhanced case management evaluation: phase one report – GOV.UK \(www.gov.uk\)](#)

16 [Enhanced case management evaluation: phase two report – GOV.UK \(www.gov.uk\)](#)

Memorandum of Understanding:

Work with the Ministry of Justice (MoJ) to embed the Memorandum of Understanding (MoU) and to deliver the best possible services to ministers in understanding the operation of the youth justice system and how performance might be improved either through policy or practice. To ensure that experience from practice informs policy development.

Activity Delivered

Internal awareness sessions were held for staff in the YJB and the Youth Justice Policy Unit (YJPU) to support the development of the MoU. The MoU has been signed off by both organisations so that colleagues have a clear understanding of respective roles and responsibilities, reducing the risk of duplication of effort and making jointly driving change in the youth justice system more effective and efficient.

We have also worked collaboratively with HM Inspectorate of Probation (HMIP) to review and update the memorandum of understanding between the YJB and HMIP which was published in January 2024 [Memoranda of understanding \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk). The MoU provides clarity for the sector on the roles and responsibilities of each of us as agencies engaged directly in the oversight, monitoring, and inspection of youth justice services. It outlines an agreement between us as organisations on how we will work together to achieve the most effective oversight and understanding of the youth justice system. It summarises the key interfaces between us, as well as providing clarity on how information will be shared and utilised. The MoU went live following joint training and briefings for Inspectorate and YJB staff.

Turnaround:

Monitor significant government investments including Turnaround.¹⁷

Provide insights and intelligence on the impact of youth justice services (YJSs), have effective dialogue with the lead departments and effectively support delivery.

Activity Delivered

Through our attendance at the MoJ Turnaround Programme Board and direct engagement with the MoJ Turnaround team we have provided advice, intelligence and constructive challenge on the performance of youth justice services and wider early intervention and prevention. We have maintained a mutual relationship between the YJB Oversight Framework and the Turnaround Programme. We have also provided advice on stable and efficient funding for early-intervention and prevention beyond the closure of the Turnaround programme.

17 Turnaround Programme – GOV.UK (www.gov.uk)

Police:

Continue to build good practice in prevention and diversion including supporting the MoJ project with the National Police Chief's Council (NPCC) to examine the use and effectiveness of out-of-court disposals

Review the implementation of definitions and data recording requirements

Consider ways to target funding/activity to continue to grow the evidence base

Promote good practice to police and youth justice services

Activity Delivered

The YJB published updated guidance on Out of Court Disposals (OoCD) and Diversion and on the use of Outcome 22 which is a police outcome code that can be used when the police have decided to defer prosecution until the accused has been given the opportunity to engage with an intervention activity¹⁸. In addition, guidance was published on the role of the YOT/YJS Police Officer.¹⁹

These referred heavily to the updated Child Gravity Matrix which was agreed with the NPCC. These documents will all contribute to improving practice in diverting children from the statutory justice system.

We have continued to work closely with senior colleagues across the policing landscape and convened a series of roundtable meetings designed to support an increased focus on a preventative approach regarding the policing of children. We identified the following three key areas that we have been working on jointly during this financial year:

- the inconsistent use and scrutiny of out of court disposals (OoCDs)
- exploring opportunities to build the professionalisation and standardisation of the role of the Police Officer in schools
- the need to better understand the factors that influence decisions of whether children are detained in police custody overnight

The aim of each roundtable was to explore areas of good practice, identify systemic barriers and how we can best collectively bring about improvements. Key messages and good practice resources have been shared in order to try and bring a wider and more consistent approach to each area.

18 Deferred prosecution – Outcome 22 (yjlc.uk)

19 The role of the YOT/YJS Police Officer – GOV.UK (www.gov.uk)

Other Government Departments:

Collaborate/partner with Other Government Departments (OGDs), academics and external researchers to influence their work and drive policy change with two main objectives:

1. To formalise partnership with the Youth Endowment Fund (YEF) to maximise the impact of evidence-based approaches
2. To undertake a research prioritisation exercise to identify the research that can have the most significant impact on policy and practice.

Our objective is to maintain regular engagement with OGDs, academics and external research organisations, thereby ensuring a good understanding of the evidence base and ongoing research in the sector.

New research activity commissioned or conducted by the YJB addresses gaps in the existing evidence base and supports the needs of the sector

The YJB positions, guidance, decision making, and priorities are informed by relevant and high-quality evidence

We deliver improvements to the way the YJB disseminates evidence, making research and evaluation more accessible to the sector

Agree a partnership agreement with the Youth Endowment Fund (YEF) setting out how we will collaborate on identifying research and development priorities; funding, implementing projects and enabling access, and disseminating research findings and embedding into practice.

Activity Delivered

The YJB and Youth Endowment Fund (YEF) have signed an agreement on collaborative working between the organisations²⁰. This sets out an annual process to agree collaborative activity between the two parties. The process to agree activity for the coming year has begun. Working more collaboratively and purposefully with the YEF to undertake research and disseminate evidence can improve practice with the aim of improving outcomes for children.

We have redesigned the Academic Liaison Network (ALN), updated the membership and held a whole network meeting in January 2024. We also continue strategic engagement with external research stakeholders including through providing secretariat for and attending the youth justice cross-government social research group.

We undertook an internal research prioritisation exercise to ensure that new research activity commissioned or conducted by the YJB in the coming year addresses gaps in the existing evidence base, supports the needs to the sector and are in line with YJB priorities.

We have been redeveloping the Resource Hub platform to deliver improvements to the way the YJB disseminates evidence, making research and evaluation more accessible to the sector.

20 YJB/YEF partnership working agreement – GOV.UK (www.gov.uk)

In Wales, we have provided evidence and advice to evidence sessions of the Senedd Children, Young People and Education Committee on Speech Language and Communication Needs of children in the youth justice system in Wales.

We have also provided evidence and advice to Welsh Government thematic roundtables including:

- A speech, language and communication seminar in response to recommendations of the Senedd Children, Young People and Education Committee
- Overnight detention of children in police custody.

Information Technology:

Continue to deliver our statutory requirement for the supply of IT to YJSs through the tender of the YJAF contract and a programme of YJAF enhancements. We help to improve the digital journey of the child through the justice system by integrating our main platform YJAF with other relevant IT platforms such as NOMIS (HMPPS), DELIUS (Probation), OASys (prison resettlement assessment platform) and the NHS platform.

Activity Delivered

We awarded the new YJAF contract and commence operations with the new supplier. Successful implementation of this contract will provide continued data exchange regarding children within the YJS (both community and secure estate). This contributes to the safeguarding of children and also the provision of data enabling reporting which influences the YJ system.



Pillar 2: Effectively delivering our unique monitoring function

Our Business Plan 2023/24 Commitments

Key Performance Indicators:

Begin the collection of data for the new key performance indicators (KPIs) and start to embed their role in oversight of performance

Activity Delivered

A significant amount of work has been completed this year around the new key performance indicators. The KPIs will be used by the YJB to monitor performance of YJS. As agreed by the YJB and MoJ, the data collected includes all children the youth justice sector is working with, not just those convicted of an offence. There are ten KPIs and the guidance has been updated since its initial publication. Sub measures for all KPIs have been developed during the year and a revised approach developed to code for extracting, cleaning and summarising data. The focus has been on developing reporting high level measures for all KPIs for initial reporting with development of sub measures coming in the following quarter.

The information we hold on the KPIs is systematically used as part of the performance assessment outlined in our OAC framework. The YJB implemented updated terms and conditions of grant which include the new KPIs, in April 2023.

Youth Justice Plans:

Build upon work in 2022/23 to strengthen our expectations of services in relation to youth justice plans required to be submitted by YJSs.

Revise the Youth justice plan guidance for 2023/24.

Quality Youth justice plans are submitted by all YJSs.

Youth justice plans are utilised as a key source of intelligence on the performance of YJSs to drive improvement

Activity Delivered

All 157 YJSs in England and Wales produced a youth justice plan for 2023/24. Analysis of the plans extract themes locally and nationally to be discussed at the appropriate forums.

Our approach to youth justice plans strengthens oversight capability and our ability to monitor the whole system. It enables appropriate support and guidance to be targeted to assist areas that require improvement. This approach increases opportunities to share effective practice. It also enables the YJB to extract and analyse national and regional information on the risks and barriers for services, emerging themes, and opportunities to build on good practice, which are used to inform the YJB's strategic influence.

Oversight, Assurance & Compliance Framework:

Develop the processes and products needed to operationalise the Oversight, Assurance and Compliance Framework (OAC) and begin to embed in oversight and performance improvement.

Activity Delivered

The development and implementation of a new Oversight Framework for the YJB was part of the YJB's wider change programme to deliver its New Sense of Purpose for the organisation. Internally the framework has improved cross-organisational working, strengthened governance structures, increased confidence in sector facing staff and there is a consistent use of data and performance intelligence. This has resulted in the new model being embraced by the sector, which has welcomed the increased contact and support from the YJB. The framework has enhanced ability to monitor an evidence-based youth justice system, strengthened partnership working across the justice for children sector and improved YJS performance. The YJB has also held 'Teach In' sessions with MoJ to improve their understanding of the Oversight Framework.



Serious incidents:

Analyse and publish products outlining serious incidents reporting.

Production of data and analysis of serious incident reporting including recommended follow up action.

Activity Delivered

Serious incidents reporting is now mandatory for YJSs. In 2023/24, reporting moved into YJAF which meant the upskilling of staff in both the YJB and YJSs. Guidance was produced and published for the sector and weekly summary reports circulated within the YJB with an annual thematic report produced for the YJB Board members.

It is hoped that analysis and support with Serious Incidents will have an impact on reducing serious violence by children, which was an area of focus for the YJB and improve safety and life chances of children.

Ministerial advice:

Utilise oversight and intelligence to advise ministers and support government policy development and any review of the youth justice system undertaken.

Activity Delivered

Evidence-based advice is systematically provided to the MoJ, and wider government departments, policy and to MoJ and Welsh Government ministers. This has included correspondence with Welsh Government ministers similar to the quarterly YJ update to the Secretary of State (SOS), evidence-based advice or input to Senedd Committees, seminars or round-tables, bespoke briefings, or in our business-as-usual (BAU) engagement.

The YJB's unique oversight and intelligence on the performance of the youth justice system is utilised by policy makers to develop their thinking.

Prevention and Diversion Assessment Tool:

Complete the development of the new out-of-court-disposal AssetPlus tool (Prevention and Diversion Assessment Tool).

Activity Delivered

The new tool is completed and has been published and shared across YJSs. This was accompanied by guidance notes and a QA document to support good practice. A training programme has been designed which will be delivered in 2024/25.

The tool was developed in close consultation with the sector, piloted and consequently refined. The tool is presently available in Microsoft Word format with upgrades being made by case system providers to support the tool during the first six months of 2024/25.

Information being collated from the out-of-court-disposal tool is utilised as part of our analysis of available data and this was shared with case management providers.

Standards:

Complete the standards for children in the youth justice system audit.

Activity Delivered

All self-assessments have been returned to regional teams. A guidance document has been devised for Operations staff in undertaking validation of the self-assessments. Standards for Children are set by the Secretary of State, so this is a high-profile activity which gives detailed insight into performance across the sector. We undertook an audit of Standard 2: Work in Court. Every service in England and Wales completed a self-assessment against all aspects of the standard. The information from the audits is now being analysed and a report with recommendations for court stakeholders, decision makers and services will be completed during 2024/25.

Case Management Guidance:

Operationalise Case Management Guidance (CMG) in the sector.

Activity Delivered

The revised Case Management Guidance, the guidance the Youth Justice Board gives to stakeholders involved in justice services for children, was published in 2023/24. A wide range of stakeholders, including children who have had direct experience of the justice system, fed into this work. Further activity to increase awareness of and familiarity with CMG is planned for 2024/25.

Wales Blueprint

Since 2019 the YJB has provided strategic leadership to the Youth Justice Blueprint, a joint Welsh Government and MoJ strategy for improving youth justice practice and outcomes for children.

The YJB will continue to embed the Youth Justice Blueprint and work collaboratively on next steps beyond March 2025.

Activity Delivered

The Blueprint was due to conclude in March 2023 and agreement was reached between MoJ and Welsh Government to continue the Blueprint for a further year focusing on delivering the outstanding elements. Time was also needed to build the evidence-base for future action and change that is transformational and separate to operational delivery. The YJB has continued to support the implementation of outstanding aspects of the Blueprint, chiefly: a prevention framework for Wales, work to improve the existing out of court disposal approaches in Wales and embedding trauma informed practice in the secure estate in Wales. Activity will run until end of March 2025.



Pillar 3: Being an exemplary public sector employer

Our Business Plan 2023/24 Commitments

Strategic plan:

Review the strategic plan and develop a timeline and plan for 2024-2027.

Activity Delivered

The Strategic Plan 2024-2027 was completed and published on 8 April 2024²¹. It sets out the strategic vision and priorities of the Board, closely aligned with the ministerial steer. Our focus will be on monitoring and understanding performance of youth justice services and promoting good practice; striving to eliminate biases in the youth justice system, and promoting an evidence-based approach throughout the youth justice system.

Stakeholders across the youth justice system will understand our strategic direction and focus.

People Accountability and Engagement Project (PEAP). See section on other activity delivered in 2023/24.

Equality, Diversity and Inclusion:

Manage delivery of our Equality, Diversity and Inclusion (EDI) action plan including aiming to achieve the first phase of the Cultural Cohesion Quality Mark (CCQM) and commitment to driving out inequalities.

Activity Delivered

The EDI action plan for 2023/24 was delivered which included a commitment for the YJB to become an anti-racist organisation and providing leadership to the sector on anti-racist practice.

Phase 1 of the CCQM is near completion and preparation for Phase 2 will begin in 2024/25.

The YJB is proud to confirm that we have also gained a Level 2 in the Disability Confident Employer Scheme.

People Survey:

Act on the results of the 2023/24 People Survey and deliver key lines of activity resulting from this

Activity Delivered

We have a detailed action plan in place with specific actions for the staff engagement group, Senior Leadership Group (SLG), all staff and board members. We have selected some targeted areas where we will focus our activity to improve or maintain scores for 2024. They are leadership, management and change, supporting the Equity, Diversity and Inclusion working group with initiatives to address discrimination, bullying and harassment, learning and development, health and wellbeing and pay and benefits. We have improved the scores in each of the key headline areas apart from My Work and engagement, where the scores remained the same as 2022.

Other activity delivered in 2023/24

Pathfinders

Throughout 2023/24, the YJB has continued the pathfinder model, originally developed in 2018, and reviewed during 2023/24.

Pathfinder

Brent and Newham

This pathfinder worked in partnership with Brent and Newham Local Authorities with the aim of supporting ethnic minority families and children that have an increased level of Adverse Childhood Experiences (ACEs) due to the pandemic and lockdown and preventing them getting involved in the Youth Justice System (YJS) in years to come as either victims or perpetrators. This project offered a multi-agency partnership approach specifically looking at the prevention of ethnic minority children entering the YJS due to ACEs and the disproportional impact of COVID-19, which would work to reduce over representation within the YJS. Through the pathfinder they were able to work with over 300 families and across 2,000 ethnic minority children.

Impact

Aspects of the support such as helping children manage their behaviour and make positive choices could have contributed to a reduced risk of offending.

Brent and Newham's involvement of schools to provide support in schools has significant potential as a mechanism for effecting system-level change. Continuing work in schools was a priority for both areas.

Brent was able to deliver work to classrooms, engaging large numbers of children at one time. This was fed into part of the curriculum in schools they worked with and there are plans for this to continue, and for them to reach out to other schools. Youth participation was viewed as a key benefit in Brent where over 100 children completed a range of activities, the most prominent of which were recorded podcast sessions in which panel members discussed issues relating to the system and children in Brent.

Bradford

The purpose of this pathfinder was to develop and embed a diversion model which would then be developed across West Yorkshire to ensure a consistent diversion offer across the region. The project also co-ordinated the 'Chance to Change' programme which was developed as a result of the Lammy Report and developed a dissemination strategy to share learning across the sector.

Impact

The Bradford Pathfinder has produced an extensive range of resources including a national webinar, presentations, pathways, videos, checklists, tracking spreadsheets, flowcharts, academic evaluations and these have been made available on the YJB Resource Hub. Resources have resulted in the development of a sustainable sector led diversion model around bespoke support which continues beyond the life of the project. We observed two significant trends in the areas receiving support for their diversion offer as part of the project. Firstly, there was a reduction in the number of first-time entrants. This is largely attributed to the successful embedding of an evidence-based diversion offer. Secondly, there was a notable increase in diversionary activity. These trends together indicate the effectiveness of our strategies and the positive impact they are having on our target groups.

Southwark

This pathfinder set out to develop and expand the peer navigator support programmes delivered by Youth Ink (a registered charity working with children and young people in and around the justice system), so it can be replicated at other YJSs across England and Wales, through an engagement participation programme, the Peer Support Navigator Network Scheme which created opportunities for work experience, volunteering and employment opportunities for children. In addition, we implemented forums and workshops, creating co-production platforms specifically designed for the inclusion of the most excluded children.

Impact

Fifty children were supported by the project, the largest group being black boys (74%) and the highest offence category being knife related offences (69%). The final report show Youth Ink is perceived to have had a positive impact on the lives of children. It led to reported improvement in emotional and mental health, helped reduce reoffending and increased levels of ETE. Practitioners feel that the characteristics of Youth Ink personnel made it easier for the children to trust them in the first instances, which improved relationships and led to improved engagement by the children involved.



Enhanced Case Management (ECM)

The purpose of this pathfinder was to have a sustainable ECM model across the South West region and across all YJSs. It was developed as a psychology-led service, which 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 and young people.

Impact

Senior Practitioner Trauma leads from the original South West ECM project delivered training to all South West Trauma Champions. These were experienced practitioners who have gained over three years of knowledge since the inception of the initial South West ECM project. The training covered topics including: ECM and multi-agency timelining, the model, developmental mapping, a trauma-informed approach to pathways and planning and trauma informed transition. Each Trauma Champion has completed the YJB Trauma Toolkit, which is a checklist developed to help them identify what their service needs to do to develop a trauma-informed service, or if they are delivering one, to help them to review progress. This considers areas such as leadership and governance, training and development, environment, practice development and monitoring and planning.



Stock photograph, posed by model

New Sense of Purpose (NSOP)

People, Accountability and Engagement Project (PEAP)

Objectives of the project:

- To ensure our governance arrangements and processes are robust enough to support the delivery of the New Sense of Purpose Programme
- To fulfil our strategic priority to be an exemplary public sector organisation and employer
- To inspire culture change by enabling all staff to be leaders, decision makers and to be accountable
- To unite people through shared values, goals, mindsets and behaviours.

PEAP Workstreams	What we did....
Roles, responsibilities and objective setting	<ul style="list-style-type: none"> • Reviewed the guidance for line managers on how to write effective job descriptions. • Consulted YJB colleagues to understand whether staff feel their job description reflects their role and responsibilities. • Analysed feedback from staff, comprising a summary report to reflect key themes and propose recommendations
Decision making	<ul style="list-style-type: none"> • Consulted with staff to understand current barriers and enablers to decision making • Compiled a summary report to reflect key themes and include recommendations
Learning, development and induction	<ul style="list-style-type: none"> • Conducted a review of the YJB’s Learning and Development (L&D) and induction processes. • Consulted staff to collect feedback on L&D and induction to understand what is working well and suggestions for improvements. • Utilised the feedback to identify key themes and make recommendations.
Governance and assurance	<ul style="list-style-type: none"> • Conducted a full review of our internal assurance meetings • Consulted with staff to understand current barriers, what is working and suggested improvement, and • Analysed feedback to identify key themes to provide recommendations.



PEAP Workstreams	What we did....
Workforce structure	<ul style="list-style-type: none"> • Conducted a review our structure to consider how it could be improved to support the effective allocation of our work and our people. • Decided where and how we need to prioritise our resources to support the delivery with an increased focus on prevention, diversion, influence, and impact. • Bolstered our resource in an Operations Directorate and transformed our Evidence and Technology Directorate into our Business Intelligence and Insights Directorate. • Transformed our Programme Directorate into our Portfolio Directorate.
Target Operating Model	<ul style="list-style-type: none"> • Developed our Target Operating Model – the blueprint that aligns strategic objectives and operations and provides an overview of internal and external drivers, our people, processes and technology. • Conducted a gap analysis which identified activity for the 2024/25 delivery plan.

Insights Project

Objectives	What we did....
<ul style="list-style-type: none"> • Ensure we have the infrastructure, tools, applications, and expertise to allow us to centralise evidence, knowledge, and information, enabling effective triangulation for analysis and insight. • Provide the methodologies (operational model) for the management of evidence, knowledge, information and insight. • Ensure we have the right resources to support data management across the full data lifecycle. 	<p>As part of NSOP changes, the Evidence and Technology Team has become Business Intelligence and Insights (BII). This is one of the steps in our transformation to becoming an evidence and insights-driven organisation which is able to draw together hard data, soft intelligence and evidence to paint a picture of the youth justice system, and easily understand the performance of individual youth justice services.</p> <p>We are in the process of delivering the infrastructure, tools and applications including:</p> <ul style="list-style-type: none"> • A refreshed and enhanced Resource Hub which will perform more efficiently, smarter and provide an efficient user experience. • An application integrated to search across multiple platforms, the Framework will seek intelligence to centralise outputs in one place. • A solution to capture staff contacts and soft intelligence in a structured manner.

Youth Justice Parliamentary Event

During the development of the YJB's Parliamentary Engagement Strategy 2023/24, the Board expressed a keen interest in direct engagement with parliamentarians. Considering the YJB's requirement to be politically neutral, it was decided to have a meeting with parliamentarians across all parties and both Houses (Commons and Lords). The event took place in October 2023 and objectives which were achieved were to increase key parliamentarians' understanding of issues relating to youth justice and the evidence base behind our Child First guiding framework, support the YJB to establish more consistent engagement and stronger relationships with key parliamentary stakeholders and to encourage parliamentarians to use evidence-based approaches to youth justice, as well as wider policy relating to children.

Youth Justice Leaders' Summit

The YJB also co-ordinated the Youth Justice Leaders' Summit in February 2024, attended by over 350 delegates across the youth justice sector. This year's theme was celebrating 25 years of youth justice success. The objectives were to accelerate partnership working by bringing together leaders across the youth justice and shared effective practice, policy and strategic updates that YJ leaders can apply to their work.

Future of Youth Justice Roundtable

The YJB organised and delivered a roundtable event on the future of youth justice in March 2024 involving YJB teams and attended by senior members of staff from youth justice services, government departments and other statutory agencies, third sector organisations and academics.

Levelling the Playing Field Project

Since its launch in February 2020, this project has successfully collaborated with nearly 100 partners and several prison establishments in the Youth Custody Service. The primary goals have been to increase the participation of ethnically diverse children in sports and physical activities and to prevent their involvement in the youth justice system. The project has fostered safe spaces for children to form positive relationships with trusted adults, empowering them to be agents of change and facilitate better access to sport and physical activity opportunities. Currently, there is data from over 1,500 young people across 20 delivery partners, representing over 60 different ethnic categories, 95% of which are from ethnic minorities.

Signed by



Stephanie Roberts-Bibby

Chief Executive and Accounting Officer

9 September 2024



Sustainability report

The YJB is committed to operating sustainably, effectively and efficiently providing value for money for the taxpayer, reducing our environmental impact and enabling transformation of the way we work as one of the MoJ's Arm's Length Bodies. Sustainability is a key enabler for MoJ to contribute to the Greening Government Commitments.

Environmental awareness

Waste minimisation and recycling are well-practised within our day-to-day operations. We also promote responsible procurement and waste management practices as part of working within the MoJ Procurement framework. The Department for Environment, Food and Rural Affairs provides details of Government Buying Standards for a range of products. As part of all tendering activity where they apply, the requirements of the Government Buying Standards are mandated by us.

Climate change awareness

The MoJ's Climate Change and Sustainability Unit manages and reviews buildings and sites including the buildings that we occupy. This highlights premises susceptible to the effects of climate change, such as temperature, flooding, and other adverse climatic conditions.

Digitisation

We rely heavily on digital ways of working across our organisation. We also continue to offer improved collaboration tools for staff to allow more efficient and flexible working, demonstrating the continued benefits of an approach that embraces digital ways of working.

In addition, efficiency has been sought through the use of shared functions, including Shared Services Connected Limited (SSCL), the Central Legal Team, Finance Business Partners and Human Resource Business Partners where needed, which provide support to us. This reduces our requirement in terms of staff, resources, office space and emissions.

Environmental sustainability measure reporting

Our progress against the 2020 Greening Government Commitments²² is outlined below. Complete financial data has not been provided due to challenges and dependencies on external teams to obtain this. However, processes were improved over 2023/24 to build relationships and processes to ensure future reporting of financial data.

22 <https://www.gov.uk/government/collections/greening-government-commitments>

The following figures have been provided by MoJ Property Directorate.

Greenhouse gas (GHG) emissions from buildings and travel

Energy		2023/24 ²³	2022/23 ²⁴
Non-financial indicators (tonnes CO₂e)	Total Gross Scope 1 (Direct) GHG emissions	13.1	16.7
	Total Gross Scope 2 (Energy indirect) emissions	17.5	17.1
	Total Gross Scope 3 (Official business travel) emissions	–	–
	Total emissions	30.6	31.8
Non-financial indicators (kWh)	Electricity	90,657	85,486
	Electricity: renewable	–	–
	Gas	71,735	91,644
	Other energy sources	–	–
	Total energy consumption	162,392	177,130
Financial indicators (£m)	Expenditure on energy	–	–
	Expenditure on official business travel	–	–
	Total expenditure on energy and business travel	–	–

Figures are calculated as an apportionment of the whole building usage

Water consumption

Water		2023/24	2022/23
Non-financial indicators (m³ 000)	Total water consumption	224.6	343.7
Financial indicators (£m)	Total water supply costs	–	–

23 2023/24 is the 12-month period from Jan-23 to Dec-23

24 2022/23 is a restated year in line with HM Treasury reporting requirements



Waste production

Waste		2023/24	2022/23
Non-financial indicators (tonnes)	Landfill	0.04	0.44
	Recycled/reused	0.96	1.21
	Composted/food waste from 2022	0.12	0.45
	Incinerated with energy recovery	0.31	0.51
	Incinerated without energy recovery	0.15	0.02
	Total waste	1.58	2.63
Financial indicators (£m)	Total disposal cost	–	–

Air travel was nil in 2023/24, (2022/23: nil).

Going forward

Our sustainability plan is to operate closely with MoJ's Climate Change and Sustainability Unit towards the Greening Government Commitments. Together, we will continue to:

- reduce greenhouse gas emissions
- improve our waste management
- further reduce water consumption, and
- buy more sustainable and efficient products and services.

The aim is to achieve the best long term minimum environmental impact. We will continue to explore opportunities offered by improved ways of working through digital working and the better use of technology.

We are committed to creating a sustainable, effective, and efficient estate which provides value for money for the taxpayer, reduces our environmental impact and enables transformation.

Signed by

Stephanie Roberts-Bibby

Chief Executive and Accounting Officer

9 September 2024





Accountability report 2023/24

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




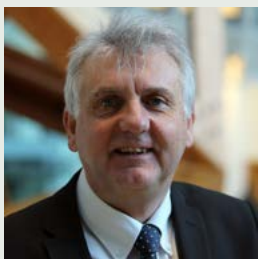

Accountability report






Corporate governance report

This section of the report outlines our governance over 2023/24.

Board members

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 Non-Executive Board members who served during the year were:

Name	Position	Gender	Date of appointment	Date of leaving
 Keith Fraser	Non-Executive Member (Chair)	M	01/01/2018	Ongoing
 Brian Tytherleigh	Non-Executive Member Chair of the Finance, Audit and Risk Assurance Committee, and Senior Independent Director	M	01/09/2017	Ongoing
 Duwayne Brooks	Non-Executive Member	M	01/03/2023	Ongoing

Name	Position	Gender	Date of appointment	Date of leaving
 <p>Jacob Sakil</p>	Non-Executive Member	M	01/12/2020	Ongoing
 <p>Keith Towler</p>	Non-Executive Member and Co-Chair of the Wales Youth Justice Advisory Panel	M	01/01/2018	Ongoing
 <p>Louise Shorter</p>	Non-Executive Member, and Chair of the People and Remuneration Committee	F	01/12/2020	Ongoing
 <p>Phillip Bowen</p>	Non-Executive Member	M	01/03/2023	Ongoing
 <p>Professor Neal Hazel</p>	Non-Executive Member	M	01/01/2018	31/08/2024

Name	Position	Gender	Date of appointment	Date of leaving
 Sharon Gray	Non-Executive Member	F	01/01/2018	31/08/2024
 Susannah Hancock	Non-Executive Member and Chair of the Performance Committee	F	01/12/2020	Ongoing

Biographies of our Non-Executive Board members are available online²⁵.





We have adopted a code of conduct for our Non-Executive Board members. The code, along with a register of members' interests²⁶, can be found on the biography page referenced above.


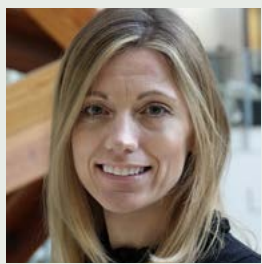



25 (Biographies) www.gov.uk/government/organisations/youth-justice-board-for-england-and-wales/about/membership




26 (Code of conduct and Interests) [YJB_Code_of_Conduct_for_Non-Executive_Directors.odt \(live.com\)](#)



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

Name	Position	Gender	Date of appointment	Date of leaving
 Stephanie Roberts-Bibby	Chief Executive and Accounting Officer (from 22/11/2023) Interim Chief Executive (01/07/2023 -21/11/2023) Interim Accounting Officer (10/04/2023 -21/11/2023) Chief Operating Officer (05/09/2018-10/04/2023)	F	05/09/2018	Ongoing
 Claudia Sturt	Chief Executive and Accounting Officer (19/05/2021-09/04/2023)	F	19/05/2021	09/04/2023
 Jamie Bennett	Chief Operating Officer (06/02/2024) Chief Strategy Officer (30/05/2022)	M	30/05/2022	Ongoing
 Laura Day	Executive Director of Portfolio	F	04/08/2022	16/02/2024

Name	Position	Gender	Date of appointment	Date of leaving
 <p data-bbox="153 607 357 645">Dominic Daley</p>	Maternity Cover for Executive Director of Operations Cymru (Wales)	M	07/02/2022	17/04/2023 (returned to substantive role)
 <p data-bbox="153 927 357 965">Lynzi Jarman</p>	Executive Director of Operations Cymru (Wales)	F	05/09/2018	Ongoing
 <p data-bbox="153 1247 357 1285">Cheryl de Freitas</p>	Executive Director of Operations (South)	F	01/05/2019	31/07/2023
 <p data-bbox="153 1568 357 1606">Kate Langley</p>	Executive Director of Operations (South)	F	01/06/2023	Ongoing
 <p data-bbox="153 1888 357 1926">Karis Oram</p>	Executive Director of Business Intelligence and Insights	F	14/02/2022	Ongoing

Name	Position	Gender	Date of appointment	Date of leaving
 Ann Skamarauskas	Executive Director of People, Finance, Organisational Development	F	01/12/2016	Ongoing
 Paula Williams	Executive Director of Strategy and Portfolio (17/02/2024) Executive Director of Strategy (07/01/2020 -17/02/2024)	F	07/01/2020	Ongoing
 Louise Wood	Executive Director of Operations North	F	03/10/2022	Ongoing

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

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 below.

Company directorships and other significant interests

All interests have been declared and are managed accordingly to ensure there is no impact on their responsibilities²⁷.

Personal data incidents

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

²⁷ 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. 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. Our updated Welsh language scheme was published in July 2023²⁸. The scheme sets out our commitments in relation to the principles established in law in Wales, and how we apply them in the delivery of the functions of the YJB.

Statement of Accounting Officer's responsibilities

The Principal Accounting Officer of the Ministry of Justice 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'²⁹ 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 taxpayers' 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.

28 [Welsh language scheme – Youth Justice Board for England and Wales – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/welsh-language-scheme)

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

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

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

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

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

Signed by



Stephanie Roberts-Bibby

Chief Executive and Accounting Officer

9 September 2024



Stock photograph, posed by models

Governance statement

Introduction by Stephanie Roberts-Bibby, Chief Executive and Accounting Officer of the YJB from 22 November 2023

As Chief Executive and Accounting Officer of the YJB, 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. Claudia Sturt was the Chief Executive of the YJB until 9 April 2023, and I took over as the interim Accounting Officer from 10 April 2023 and subsequently interim Chief Executive from 1 July 2023 until 22 November 2023 when I became substantive in this role. I am therefore responsible for the publication of this Annual Report and Accounts. Before her departure, Claudia Sturt provided a comprehensive handover to me.

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*.³⁰

In signing this statement, I confirm that there is nothing within my area of delegated responsibility, or that of my predecessor, that has a material impact on regularity or propriety.

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 do' section.

Framework document

The overarching framework within which we operate is set out in a framework document³¹ 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 our departmental sponsor including those of ministers and the Principal Accounting Officer
- our governance and accountability framework as it applies between the roles of 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.

30 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.

31 [Youth Justice Board Framework Document \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)



The Framework Document³² was published in April 2024. This framework is also underpinned by a working level agreement between the department and the YJB.

Strategic and business planning

Our Strategic Plan for 2021-24³³ set out our vision and mission statement for the period covered by this report.

Our Chair, Board and committees

Chair and Board

Our Chair and Board members set our overall strategic direction aligned with the strategic steer from the Youth Justice Minister. They ensure that we operate within the limits of our statutory authority and set our strategic choices.

Our Non-Executive 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. The Crime and Disorder Act 1998 states that the Board should consist of 10–12 members appointed by the Secretary of State. At 31 March 2024 there were ten members including the Chair with a recruitment campaign underway to recruit up to three new members due to some tenures set to end in August 2024.

Among our Non-Executive Board members there is specific representation for Wales. A list of all our Non-Executive Board members and a brief biography can be found on GOV.UK³⁴ as can their register of interests³⁵.

Our Chief Executive, and members of the Senior Leadership Group attend Board meetings as required.

The Board formally met three times during 2023/24. This is one less than usual due to a shift in the governance structures supporting the Board (i.e. the March Board meeting now falls in April).

Committees

The following Committees report to the Board quarterly to both inform, and escalate issues where necessary:

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

32 [Youth Justice Board Framework Document \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

33 [YJB Strategic Plan 2021 – 2024 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

34 (Biographies) [Membership - Youth Justice Board for England and Wales - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

35 (Register of interests) [Membership – Youth Justice Board for England and Wales – GOV.UK \(www.gov.uk\)](https://www.gov.uk)

A schedule of attendance at formal Board meetings is shown in the following table.

Meeting attendance in 2023/24

Meeting attendance by eligible members between 1 April 2023 and 31 March 2024					
Member	YJB Board	Finance, Audit and Risk Assurance Committee (FARAC)	Performance Committee (PC)	People and Remuneration Committee (PRem)	Wales Youth Justice Advisory Panel (WYJAP) (which is jointly operated with the Welsh Government)
Keith Fraser	3 of 3	5 of 5	4 of 4	3 of 3	2 of 4
Brian Tytherleigh	2 of 3	5 of 5	3 of 4	3 of 3	–
Duwayne Brooks	2 of 3	2 of 5	1 of 4	–	–
Jacob Sakil	3 of 3	5 of 5	–	–	–
Keith Towler	3 of 3	5 of 5	4 of 4	3 of 3	3 of 4
Louise Shorter	3 of 3	–	3 of 4	3 of 3	–
Neal Hazel	3 of 3	–	3 of 4	–	–
Phillip Bowen	3 of 3	–	4 of 4	–	–
Sharon Gray	2 of 3	1 of 5	–	–	–
Susannah Hancock	3 of 3	5 of 5	4 of 4	–	–
Stephanie Roberts-Bibby	3 of 3	4 of 5	3 of 4	3 of 3	3 of 4
Jamie Bennett	3 of 3	1 of 5	2 of 4	0 of 3	–



The Board meetings and committees are attended by our Non-Executive Board members, relevant members of the Senior Leadership Group (SLG) and other YJB staff as required. The FARAC is also attended by colleagues from the Government Internal Audit Agency, the National Audit Office and MoJ officials. MoJ and Youth Custody Service (YCS) officials also attended the Performance Committee until November 2023 when our internal governance structures were reviewed as part of the annual Board effectiveness review process.

The Board and its committee membership are detailed in the accountability report.

The committees all met quarterly in 2023/24 except for the PRem which met three times, and the FARAC which met five times. The work of the Board and its committees is formally prescribed in our corporate governance document set which includes the committees' terms of reference, YJB standing orders, the code of conduct for our Non-Executive 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 has two roles. Firstly, it oversees and scrutinises delivery of our strategic plan, business plan, and delivery plan. Secondly, it gives assurance to the Board on our role of monitoring the system to ensure it is meeting the aim of preventing offending and re-offending by children. This is done through the Committees review of our quarterly Corporate Performance Report which tracks the progress of internal activity from our business and delivery plans, monitors trends in youth justice data and provides updates on local services performance.

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 Board and Welsh Government's change initiatives in Wales. It also provides 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 was renamed following the Board effectiveness review, to the People and Remuneration Committee, to ensure that the focus of the committee was on staff given the extensive change programme we were undertaking. It also maintains oversight of the remuneration of our staff, consideration of the Chief Executive's and any senior civil servant equivalents' annual appraisals, and the appointment of staff reporting directly to the Chief Executive.

The Senior Leadership Group (SLG)

The SLG drives our strategic and business plans through themed meetings focused on strategy, finance and people. It includes the Chief Executive, Chief Operating Officer/Chief Strategy Officer, and the directors of each directorate.³⁶

Our directorates are as follows:

Strategy and Portfolio³⁷

- sets clear strategic direction across the organisation and maintain strategic relationships to support the Board's aims including producing a three-year strategic plan and annual business plan
- develops high quality advice and briefing to the Board, ministers, policy colleagues in MoJ, and Other Government Departments (OGD)
- co-ordinates and monitors progress of activities that deliver our business plan
- plans, coordinates and directs the deployment of resources for projects to support the Board's priorities
- manages our risk and benefits management processes, providing financial and risk assurance to the Board, SLG and Auditors
- manages the internal audit and assurance process
- delivers activity in line with the portfolio management framework to define the minimum requirements for project governance to help promote a consistent approach in continually improving and raising standards. The framework is used in conjunction with our benefits management framework
- applies a benefits-led approach to our core work
- provides support to the Chief Executive, Chief Operating Officer, Chief Strategy Officer and Board.
- carries out policy and parliamentary horizon scanning with a view to sharing the evidence base to influence policy and decision makers
- responds to consultations and recommendations
- provides advice and evidence contributions to Parliamentary Questions.

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

37 The Strategy and Portfolio Directorates were combined in February 2024 as part of the New Sense of Purpose Programme and making efficiencies



People, Finance and Organisational Development

- develops a clear people strategy for resourcing, reward, retention and skills development
- provides advice and expertise to the Chief Executive and Board on all people matters
- provides oversight of our organisational development plan
- provides management information to enable the organisation and relevant departments to make resourcing and organisational decisions
- ensures internal and external communications are appropriate and meet the needs of the organisation, our staff and stakeholders
- administers the youth justice grant
- manages and monitors all financial activity, providing strategic advice and robust reporting to the Accounting Officer fosters a value-for-money culture, ensuring budget efficiency, promoting financial compliance and supporting informed decision-making

Operations – North, South and Cymru

- directs engagement and intelligence gathering with stakeholders across youth justice partnerships and inspectorates to aid achievements of the Board's aims, identifying risks and opportunities
- leads relationships with the Welsh Government ministers and policy officials and other national stakeholders including (but not restricted to) Children's Commissioner for Wales, Welsh inspectorates (Estyn, Care Inspectorate Wales, Healthcare Inspectorate Wales), Police Chiefs and Police and Crime Commissioners, Probation Service in Wales, His Majesty's Courts and Tribunal Service in Wales, Crown Prosecution Service in Wales, the Judiciary in Wales, All Wales Heads of Children's Services, Directors of Education Wales and the Wales Anti-Racist Taskforce
- enables delivery of our statutory duties through comprehensive system monitoring, identifying and promoting effective practices, and supporting continuous improvement. Our operational teams collaborate closely with Youth Justice Services (YJSs) to identify and highlight strong practices across services. Practice Discovery Visits allow for detailed assessments and reviews of specific practices, determining their effectiveness and the best methods for sharing them. These practices are disseminated via the Resource Hub, webinars, and Developing Practice Fora. The Workforce Development Council serves as a platform for sharing practices across the sector and addressing immediate challenges in the youth justice workforce pipeline. Currently, the council is focused on the objectives of the Workforce Development Council strategy, which includes fostering pro-social identity, ensuring workforce consistency, and supporting workforce resilience and wellbeing
- monitoring of performance across the youth justice system and the delivery of standards for children in the youth justice system across England and Wales

Business Intelligence and Insights

- provides expert support and advice for all YJB functions on information communication technology (ICT), information assurance, research, data and analysis
- enables and improves access to data, such as developing reporting tools for youth justice services (YJSs) and accessing released under investigation data from the Home Office
- helps strengthen and enhance our monitoring of the youth justice system by publishing data, such as the Annual Youth Justice Statistics; managing YJS data returns ensuing successful submission of data on a quarterly basis; and continue to publish and add new analysis to the Youth Data Summary
- provides a case management system (Youth Justice Application Framework) to safeguard children and improve their outcomes through the transfer of information across YJSs to ensure we have an effective, safe and Child First flow of information across the YJS, including partners
- develops the research evidence base to 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
- engages with our external networks, including our Academic Liaison Network and OGD networks, for research purposes, such as sitting on advisory and steering groups.

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 for the YJB and parliamentary approval for these funds
- appointing our Chair and Non-Executive 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 OGD as requested to assist them in answering Parliamentary Questions. During the year, we contributed to four Parliamentary Questions.

The role of the Board

Our Board has corporate responsibility for ensuring that we fulfil the strategic objectives agreed with the Secretary of State, for ensuring the efficient and effective use of staff and other resources and for supporting the delivery of our statutory functions. The full duties of the Board can be found in the MoJ/YJB Framework Document³⁸.

Board effectiveness

Our Chair completed end-of-year reviews for each of the board members for their performance in 2023/24. The annual performance assessment of the Chair is the responsibility of the Director General Policy (Prisons, Offenders and International Justice) on behalf of the Secretary of State, to whom the assessment is reported.

The Board started its review of effectiveness in September 2023 with the completion of a survey addressing the different aspects of its role. The findings were discussed at the October 2023 Board Workshop along with a review of the Board's scheme of delegation, standing orders and its terms of reference.

The next internal Board Effectiveness Review will be completed in September 2024.

The provision of information and data to the Board

The Performance Committee is provided with a quarterly Corporate Performance Report to aid scrutiny of delivery against our strategic, business and delivery plans. The report also includes details relating to the performance data of the youth justice system, including the four system aims and key performance indicators. The Committee provides a written report to the Board after each meeting outlining the key areas to note and anything that may need to be escalated to the full Board for discussion/decision.

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
 - behaviour management
 - the secure estate
 - a performance and risk assessment of YJSs

38 [Youth Justice Board Framework Document \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- a summary of progress against the business plan and statutory functions through the delivery plan.

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 Statistics and 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

Grant Payment to Youth Justice Services: Under Section 41(5) of the Crime and Disorder Act 1998 we have the authority to allocate 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 YJSs.

In 2023/24, we allocated £92m for youth justice grants 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 the grants must be accepted and this evidenced by the signatures of the local authority Chief Financial Officer and the YJS manager, prior to funding being released. We also receive costed Youth Justice Plans in advance and audit certificates at the end of the financial year to confirm regularity of expenditure.

Performance Oversight: We adopt a risk-based approach to oversight, with a focus on enhancing outcomes and pinpointing best practices within the youth justice sector. Our Performance Oversight Board, which meets quarterly, evaluates data based on key justice indicators. These include first-time entrants, proven reoffending, and use of custody, among others.

Our oversight is further strengthened by qualitative assessments of how partnerships align with the standards for children in the youth justice system. We also consider annual Youth Justice Plans and gather intelligence from various sources. These sources include direct interactions with services, inspection results, and progress on post-inspection improvement plans. This comprehensive approach ensures we maintain a high standard of performance across all areas of our work.

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.



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.
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 2023/24 are tabled below, alongside the GIAA's assurance rating:

Audit undertaken	Assurance rating
Welsh Language Scheme	Substantial
Cyber Security	Substantial
Performance Management	Substantial
Stakeholder Management	Moderate

39 www.gov.uk/government/publications/public-sector-internal-audit-standards

Overall view of internal audit

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

The report for 2023/24 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 Risk Team who provide regular and effective reporting to the SLG.

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

The risk management framework

Our risk management framework was fully reviewed and updated in May 2023 to incorporate governance changes resulting from an organisational-wide change programme. The framework is aligned with HM Treasury: The Orange Book, Management of Risk - Principles and Concepts and sets out the entire risk management system within the organisation.

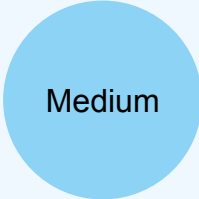
Risk profile


The Board reviewed risk appetite in June 2023 following which the Board agreed that a new approach to risk appetite should be developed in time for the 2024/25 business year which better reflects the range of risks we face and aligns more closely with the MoJ’s approach to risk appetite. The Board endorsed the new approach at the FARAC meeting on 1 May 2024.

Throughout the business year, we review strategic risks on a quarterly basis with individual risk owners and with the Senior Leadership Group collectively. Strategic risks are also discussed at the quarterly Finance, Audit and Risk Assurance Committee meetings. The YJB’s risk management is compliant with the [Government Financial Reporting Manual 2023/24](#), Government Functional Standards and in line with [HM Treasury’s Orange Book – Management of Risk: Principles and Concepts](#).

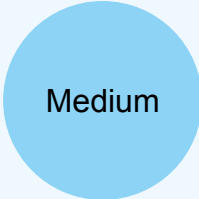



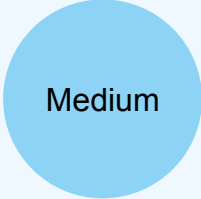
Our principal risks and mitigating actions identified during 2023/24 are set out below with the corresponding Very High/High/Medium/Low. The following principle risks are residual risks except for those that have been fully mitigated and therefore closed.

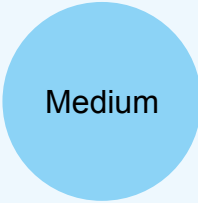

Principal risks	Key mitigating actions and controls	RAG score
<p>Risk: Insufficient evidence base to provide sound advice and have effective oversight of the youth justice system</p> <p>Context: The YJB requires a sufficient evidence base to support the advice provided to ministers and its statutory monitoring function.</p>	<ul style="list-style-type: none"> Throughout 2023/24 we have undertaken a comprehensive insights project to enable us to integrate and analyse data from across the youth justice system. We developed oversight measures to incorporate a new set of key performance indicators (KPIs) for youth justice services. We completed two research projects (Ethnic Disparities in Reoffending Rates and Enhanced Case Management Evaluation). In addition we have completed a project for “Pre-Sentence Report Research”. The final report Pre-sentence reports in the youth justice system - GOV.UK (www.gov.uk) was published in May 2024. 	<div style="text-align: center;">  <p>Medium</p> </div> <p>Q1 New - Q4 Stable</p>
<p>Risk: Failure to deliver our statutory monitoring function</p> <p>Context: Effective oversight arrangements are necessary to ensure the YJB can effectively carry out its statutory monitoring function and deliver the strategic steer to improve local youth justice services.</p>	<ul style="list-style-type: none"> We introduced the oversight arrangements set out in the YJB Oversight Framework across youth justice services. This included the development of a suite of products and new governance processes which have been introduced into business as usual. It also includes an annual audit on an element of the Standards for children in the youth justice system. We increased the number of YJB youth justice oversight managers and provided training to support them in the application of the new oversight arrangements. We introduced a new process for undertaking regular visits to youth justice services to identify and share good practice. We produced a serious incidents annual report to improve the serious incidents notification process and an action plan to implement the recommendations. 	<div style="text-align: center;">  <p>Medium</p> </div> <p>Q1 New - Q4 Decreased</p>

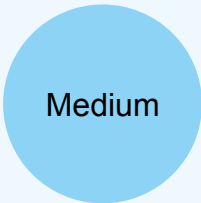
Principal risks	Key mitigating actions and controls	RAG score
<p>Risk: Failure to deliver our statutory function to support the IT provision for youth justice services</p> <p>Context: The YJB requires strong and effective information technology systems to deliver its statutory functions to support the IT provision for youth justice services.</p>	<ul style="list-style-type: none"> • We received a substantial rating for a GIAA internal audit on cyber security in January 2024. • We introduced a system of Statement of Works to manage our ICT contracts. • We completed internal and firewall penetration testing with both being assessed as good. • We maintained our relationship with MoJ Commercial & Contract Management Directorate (procurement) and Justice Digital (IT) to enable us to effectively manage our ICT contracts and ensure continuity of IT provision to YJSs. These contracts are closely managed through our internal ICT Governance framework ultimately reporting to the Finance, Audit and Risk Assurance Committee. 	<div style="text-align: center;">  <p>Medium</p> </div> <p>Q1 New - Q4 Stable</p>




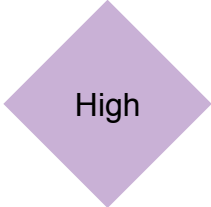
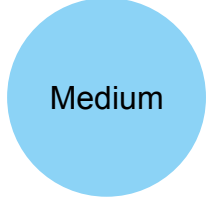

Principal risks	Key mitigating actions and controls	RAG score
<p>Risk: Failure to effectively deliver and embed the New Sense of Purpose (NSOP) programme and realise its benefits</p> <p>Context: The effective delivery of the New Sense of Purpose change programme will enable the YJB to successfully implement its Target Operating Model.</p>	<ul style="list-style-type: none"> • We developed a target operating model (visual and narrative). • We developed and introduced new governance arrangements to support the delivery of the NSOP programme. • We completed all the projects within the NSOP programme with exception of the Insights project which is ongoing. • We completed the first stage review of the programme which focused on the transition of people into new roles, the transition of internal products into business as usual and a review of the workforce structure. • We developed a programme-level benefits map, individual project-level benefits maps and a benefits tracker. • We received a substantial rating from a GIAA internal audit on performance management which is closely linked to the People, Engagement and Accountability project within the NSOP programme. 	<div style="text-align: center;">  <p>Medium</p> </div> <p>Q1 New - Q4 Decreased</p>
<p>Risk: Ineffective governance of the commissioning, delivery and embedding of organisational commitments.</p> <p>Context: The YJB requires effective governance processes to support the delivery of its strategic objectives.</p>	<ul style="list-style-type: none"> • We established a Portfolio Directorate and embedded supporting governance processes including the implementation of a portfolio governance and management framework. • We developed and implemented a project management framework to define the minimum requirements for project governance to promote a consistent approach to continually improve and raise standards. • We revised the YJB Risk Management Framework and introduced new, more robust processes around risk management. • We developed a target operating model visual and supporting narrative. 	<div style="text-align: center;">  <p>Low</p> </div> <p>Q1 New - Q4 Fully mitigated</p>

Principal risks	Key mitigating actions and controls	RAG score
<p>Risk: Ineffective relationship with sponsoring department and wider partnerships affecting collaboration and delivery of objectives.</p> <p>Context: A lack of shared understanding of roles, responsibilities and priorities between the YJB, its sponsor department and the YCS could compromise working relationships and an ability to influence and deliver ministerial or YJB Board priorities effectively</p>	<ul style="list-style-type: none"> • We implemented a memorandum of understanding with the YCS and the MoJ's Youth Justice Policy Unit and developed a partnership agreement with the Welsh Government to clearly outline our individual roles and responsibilities. • We completed a self-assessment model which formed the first part of the public bodies review of the YJB. The full review will take place in 2024/25. The review will assess our roles and responsibilities and those of the sponsor department in relation to youth justice and will be an opportunity to ensure current arrangements enable us to deliver to the best of our ability. • Our senior leaders and staff across the wider business have held regular meetings with their respective counterparts in the MoJ with the intent of supporting respective workstreams and relationships. • We attended quarterly business assurance meetings with the MoJ Public Bodies Centre of Expertise. 	<div style="text-align: center;">  <p>Medium</p> </div> <p>Q1 New - Q4 Stable</p>

Principal risks	Key mitigating actions and controls	RAG score
<p>Risk: Failure to manage the budget effectively to ensure that YJB resources and the core grant are utilised to maximise impact on driving system improvements and delivering statutory functions.</p> <p>Context: The pandemic and its associated harm have created pressure on the sector with increased childhood vulnerability and exploitation making offending more likely. It is essential that we ensure the investment in youth justice from the Spending Review 2021 (SR21) is maximised.</p>	<ul style="list-style-type: none"> • We worked closely with the MoJ to ensure we are making the best use of government’s investment in youth justice across a range of channels and programmes. • We delivered our budget for 2023/24 within the control totals specified by the MoJ for resource, admin, capital and annual managed expenditure. • We undertook a review of our workforce structure including whether the structure is sufficiently supporting the business and consideration of job vacancies. 	<p style="text-align: center;"></p> <p>Q1 New - Q4 Stable</p>
<p>Risk: Ineffective stakeholder engagement</p> <p>Context: Ineffective stakeholder engagement could reduce the YJB’s capability to monitor the youth justice system and influence a Child First approach.</p>	<ul style="list-style-type: none"> • We completed the actions from a Government Internal Audit Agency audit of the YJB’s stakeholder management for which the YJB received a moderate rating. • As part of our insights project, we developed a tool to capture the soft intelligence from our engagement with stakeholders. • We undertook a full stakeholder mapping exercise for tier one stakeholders and developed a revised stakeholder engagement plan for the YJB Chair and CEO. • We reviewed the terms of reference for all our stakeholder engagement forums. 	<p style="text-align: center;"></p> <p>Q1 New - Q4 Fully mitigated</p>

Principal risks	Key mitigating actions and controls	RAG score
<p>Risk: Failure to provide a supportive, compassionate and positive working environment that nurtures talent, values all contributions equally and strives for excellence where everyone is accountable for the delivery of their work.</p> <p>Context: The provision of a supportive, compassionate and positive working environment will support the YJB in achieving its aim to be an exemplary public sector organisation and employer.</p>	<ul style="list-style-type: none"> • We completed the People, Engagement and Accountability project within the New Sense of Purpose programme. • We received a substantial rating for a GIAA internal audit on performance management. • We undertook a culture review of the organisation and began implementing the action plan which will continue into 2024/25. • We reviewed our Reward and Recognition Panel and its terms of reference. 	<div style="text-align: center;">  <p>Medium</p> </div> <p>Q1 New - Q4 Increased</p>



RAG Score	Response
 <p data-bbox="229 409 368 443">Very high</p>	<p data-bbox="491 331 959 365">Risk exceeds acceptable level.</p> <ul data-bbox="491 400 1453 645" style="list-style-type: none"> <li data-bbox="491 400 1453 510">• Immediately determine a lower target score, devise additional controls to reduce risk to this level and ensure contingency plans in place. <li data-bbox="491 539 1453 645">• Immediately report to next management level, which will decide a response (e.g. actions / for information) and inform the reporting management level.
 <p data-bbox="268 772 336 806">High</p>	<p data-bbox="491 683 935 716">Risk exceeds desirable level.</p> <ul data-bbox="491 752 1437 996" style="list-style-type: none"> <li data-bbox="491 752 1437 862">• 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. <li data-bbox="491 891 1437 996">• Report to the next management level which will decide a response (e.g. actions / for information) and inform the reporting management level.
 <p data-bbox="240 1120 357 1153">Medium</p>	<p data-bbox="491 1034 1166 1068">Risk acceptable but may require monitoring.</p> <ul data-bbox="491 1104 1350 1272" style="list-style-type: none"> <li data-bbox="491 1104 1350 1214">• Consider if risk can be removed from register. Devise additional controls to reduce risk only where cost effective and proportionate. <li data-bbox="491 1243 1066 1272">• Manage risk within the local business.
 <p data-bbox="268 1395 328 1429">Low</p>	<p data-bbox="491 1310 855 1344">Acceptable level of risk.</p> <ul data-bbox="491 1379 1453 1547" style="list-style-type: none"> <li data-bbox="491 1379 1453 1489">• Is there a reason to retain on register? If yes, limit management to monitoring in case risk increases. Review current controls: can any be dropped? <li data-bbox="491 1518 1015 1547">• Manage risk within local business.

YJB assurance map

We measure the effectiveness of our mitigations for risks via an 'assurance map' based on UK Government 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 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.
	Third line of defence	Independent
	<p>Independent assurance</p> <p>This includes:</p> <ul style="list-style-type: none"> grant challenge panel oversight by the Finance, Audit, Risk and Assurance Committee Board oversight MoJ Finance Business Partnering oversight Government Internal Audit Agency audits. 	<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 Public Bodies Centre of Expertise HMI Probation/Ofsted joint inspection framework.



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 ICT systems we operate on behalf of the youth justice system are appropriately managed 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 (ICO) during the year. A number of low-risk security incidents were identified over this period; none of these identified incidents that presented a material risk of harm to the data subject(s) involved.

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

There has been significant focus on improving the resilience and build of our ICT systems. This reduces the risk of outages due to errors or external threats such as ransomware.

We answered 28 Freedom of Information requests in the year, of which 25 were within the 20 working days statutory timescales.

Health and safety

The health, safety and wellbeing of our staff and visitors is particularly important to us. The Director of People, Finance and Organisational Development is the lead for the areas of work falling under the Health and Safety remit. The Business Support Manager is the health and safety competent person and maintains oversight of our Corporate Health and Safety policy and action plan. The Corporate Health and Safety committee meets bi-annually, chaired by the Director of People, Finance and Organisational Development and comprising representatives from across the organisation as well as our trades unions. This committee reports to the Senior Leadership Group (SLG) and an annual report is submitted to the Finance, Audit and Risk Assurance Committee (FARAC).

These activities combined with the Health and Safety Committee's action plan and risk register enable us to comply with our legal duties and responsibilities under the Health and Safety at Work Act 1974⁴⁰ and align with the Health and Safety Executive Successful health and safety management guidance, HSG65, in relation to policy, organising, planning, and measuring performance.

40 [Health and Safety at Work etc Act 1974 – legislation explained \(hse.gov.uk\)](#)

In addition to the existing support for mental and physical wellbeing in place we have:

Key Initiatives

Screen and work breaks	Encouraged staff to take regular breaks to alleviate fatigue and stress.
Annual leave	Highlighted the importance of staff taking their full annual leave entitlement for rest and recuperation.
Flexi-time scheme	Introduced a new policy to support flexible working hours, fostering a better work-life balance.
Hybrid working	Enabled diverse working locations, including headquarters, local offices, home, or stakeholder offices.
Staff workshops	Delivered workshops on workplace stress, burnout, and imposter syndrome to raise mental health awareness.
Incident reporting	Enforced the continuous reporting of accidents and near misses to ensure health and safety.
Occupational health	Promoted the use of occupational health referrals and offered monthly line manager training in this area.
Attendance management	Delivered workshops to enhance manager skills in supporting staff attendance.
Employee Assistance Programme	Promoted free, confidential health and wellbeing support and counselling.
Mental Health Allies	Provided access to trained mental health allies for additional support.
Fire Wardens and First Aid Staff	Recruited and maintained a team of fire wardens and first aid trained staff for emergency situations.
Listening Spaces	Established safe spaces for staff with disabilities, Black, Asian & Ethnic staff, LGBTQ+ community, and those discussing menopause-related issues. These spaces provide a supportive environment for open dialogue.

Signed by



Stephanie Roberts-Bibby
 Chief Executive and Accounting Officer
 9 September 2024



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.

Since 2019, we have not operated a performance-related pay scheme for executive staff at delegated grades below SCS. 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 Scheme⁴¹.

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

This disclosure is made to comply with Treasury requirements to show the remuneration of those who influence the direction of the YJB.

Board members' terms of appointment

The tenure for Non-Executive Board Member appointments, including the Chair, is for a period of up to four years. They can be reappointed for multiple tenures up to a maximum of ten years, subject to agreement by the Secretary of State. Reappointments are subject to a satisfactory appraisal process. Keith Fraser was appointed as Chair on 14 April 2020 and a reappointment of two years was agreed in April 2023.

Early termination of a Non-Executive Board member's appointment is at the discretion of the Secretary of State for Justice. Their notice period 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 principles⁴² 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.

41 www.civilservicepensionscheme.org.uk/members/civil-service-compensation-scheme-for-members/

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

People and Remuneration (PRem) Committee

Our PRem Committee met three times during 2023/24. It had delegated authority to consider the annual appraisal of the Chief Executive, Chief Strategy Officer 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 PRem Committee consists of four Board Members and relevant members of the SLG as required.

Remuneration (audited information)

Board and Senior Leadership Group (SLG)

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

For the year ended 31 March 2024, our Non-Executive Board members and SLG members received remuneration as follows. Where an individual was not in post for the full year or on extended leave, a full year equivalent (FYE) figure is shown for comparative purposes.



Stock photograph, posed by model

For Non-Executive Board Members (audited information) £000

Name and Title	2023/24					2022/23				
	Salary/ Fees	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total	Salary/ Fees	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
Keith Fraser YJB Chair	40-45	–	7.2	–	45-50	40-45	–	5.2	–	45-50
Brian Tytherleigh Board member	10-15	–	2.2	–	10-15	10-15	–	0.4	–	10-15
Neal Hazel ⁴³ Board member	5-10	–	0.7	–	5-10	5-10	–	–	–	5-10
Duwayne Brooks Board member	5-10	–	0.1	–	5-10	0-5 (FYE 5-10)	–	–	–	0-5
Jacob Sakil Board member	5-10	–	0.1	–	5-10	5-10	–	0.2	–	5-10
Keith Towler Board member	5-10	–	–	–	5-10	5-10	–	–	–	5-10
Louise Shorter Board member	5-10	–	1.5	–	10-15	5-10	–	0.4	–	5-10

43 Board member fees for Neal Hazel are directly remitted to Salford University; he does not receive these personally



Name and Title	2023/24					2022/23				
	Salary/ Fees	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total	Salary/ Fees	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
Phil Bowen Board member	5-10	–	–	–	5-10	0-5 (FYE 5-10)	–	–	–	0-5
Sharon Gray Board member	5-10	–	1.5	–	10-15	5-10	–	1.2	–	10-15
Susannah Hancock Board member	5-10	–	0.9	–	5-10	5-10	–	0.4	–	5-10

Executive Management (audited information) £000

Name and Title	2023/24					2022/23				
	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
Stephanie Roberts-Bibby Chief Executive Officer	115-120	5-10	3.8	95	225-230	105-110	5-10	1.9	-1	115-120
Jamie Bennett Chief Operating Officer	110-115	–	–	30	140-145	85-90 (FYE 105-110)	–	–	2	90-95
Laura Day Director of Portfolio (to 16 February 2024)	70-75 (FYE 80-85)	–	–	22	90-95	55-60 (FYE 85-90)	–	–	16	70-75
Ann Skamarauskas Director of People, Finance & Organisational Development	75-80	–	–	31	105-110	70-75	–	–	28	100-105
Paula Williams Director of Strategy and Portfolio	65-70	–	–	30	95-100	65-70	–	–	25	90-95
Karis Oram Director of Business Intelligence and Insights	65-70	–	–	18	85-90	60-65	–	–	27	85-90
Louise Wood Director of Operations North	65-70	–	–	26	90-95	30-35 (FYE 65-70)	–	–	69	100-105

Name and Title	2023/24					2022/23				
	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total	Salary	Bonuses	Benefits in kind (to nearest £100)	Pension benefits (to nearest £1,000)	Total
Kate Langley Director of Operations South (from 1 June 2023)	55-60 (FYE 65-70)	–	–	21	75-80	–	–	–	–	–
Lynzi Jarman Director of Operations Cymru (Wales)	50-55	–	–	22	75-80	35-40	–	–	14	50-55
Cheryl de Freitas Director of Operations South (to 31 July 2023)	20-25 (FYE 65-70)	–	–	6	25-30	65-70	–	–	10	75-80
Claudia Sturt Chief Executive (to 9 April 2023)	0-5 (FYE 115-120)	–	–	8	10-15	115-120	10-15	–	-10	115-120
Dominic Daley Acting Director of Operations Wales (to 17 April 2023)	0-5 (FYE 60-65)	–	–	1	0-5	60-65	–	–	25	85-90

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.

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

Since Non-Executive 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.

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 People, Remuneration and Personnel Committee gives final approval of these bonuses.

Executive staff who are not graded as equivalent to SCS do not receive performance bonus payments. Our performance management guidance requires objective setting at the start of the year followed by regular, four weekly touchpoint meetings and a formal end of year review. Executive staff may be nominated for a special recognition award, usually a voucher for outstanding work or behaviours.

Bonuses paid to SCS equivalent executive 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.

Pension entitlements (audited information) £000

Name and Title	Accrued pension at pension age as at 31/03/2024	Real increase in pension at pension age	CETV at 31/03/2024	CETV at 31/03/2023	Real increase in CETV
Stephanie Roberts-Bibby Chief Executive Officer	40-45 plus a lump sum of 105-110	2.5-5 plus a lump sum of 5-7.5	850	707	75
Jamie Bennett Chief Operating Officer	40-45 plus a lump sum of 105-110	0-2.5 plus a lump sum of 0	839	756	10
Laura Day Director of Portfolio (to 16 February 2024)	25-30 plus a lump sum of 70-75	0-2.5 plus a lump sum of 0	559	504	11
Ann Skamarauskas Director of People, Finance & Organisational Development	25-30	0-2.5	482	403	25
Paula Williams Director of Strategy and Portfolio	15-20	0-2.5	306	251	20
Karis Oram Director of Business Intelligence and Insights	25-30	0-2.5	407	365	6
Louise Wood Director of Operations North	0-5	0-2.5	43	19	17
Kate Langley Director of Operations South (from 1 June 2023)	5-10	0-2.5	75	55	13
Lynzi Jarman Director of Operations Cymru (Wales)	10-15	0-2.5	168	138	12

Name and Title	Accrued pension at pension age as at 31/03/2024	Real increase in pension at pension age	CETV at 31/03/2024	CETV at 31/03/2023	Real increase in CETV
Cheryl de Freitas Director of Operations South (to 31 July 2023)	15-20 plus a lump sum of 45-50	0-2.5 plus a lump sum of 0	333	321	2
Claudia Sturt Chief Executive (to 9 April 2023)	45-50 plus a lump sum of 135-140	0-2.5 plus a lump sum of 0-2.5	1,166	1,067	8
Dominic Daley Acting Director of Operations Wales (to 17 April 2023)	5-10	0-2.5	97	89	1

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 1 April 2015, all newly appointed staff and the majority of those already in service joined alpha. Prior to that date, staff participated in the Principal Civil Service Pension Scheme (PCSPS).

The PCSPS has four schemes: 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 switched into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes).

Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) stakeholder 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). In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service.

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.)

In 2018, the Court of Appeal found that the rules put in place in 2015 to protect older workers by allowing them to remain in their original scheme were discriminatory on the basis of age. As a result, steps are being taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The 2015 remedy (McCloud) aims to rectify the discrimination that has happened between 2015 and 2022. The PCSPS are currently working on new scheme regulations and processes in readiness for this.

For members who are in scope of 2015 Remedy, the calculation of their benefits (and associated CETVs) as at 31 March 2023 and 31 March 2024 will reflect the fact that service between 1 April 2015 and 31 March 2022 was rolled back into the PCSPS on 1 October 2023. Although members will in due course get an option to decide whether that service should count towards PCSPS or Alpha benefits, for the purpose of remuneration reports the figures will be based on the rolled back position i.e. PCSPS benefits for that period. The same applies to the calculation of the single total figure of remuneration. In addition, there has been a factor change during the reporting period. For consistency, the CETVs as at 31 March 2023 and 31 March 2024 for all members covered by reports (not just those in scope of Remedy) will be calculated using the new factors. 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.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; that guidance was used in the calculation of 2023/24 CETV figures.

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)

	2023/24		2022/23	
	Total salary	Bonus payments	Total salary	Bonus payments
Staff average	6%	-100%	-2%	-1%
Highest paid director	4%	-40%	3%	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
2023/24	3.6:1	2.9:1	2.4:1
2022/23	3.6:1	3.1:1	2.5:1

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

	Lower quartile		Median		Upper quartile	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Salary component of total pay and benefits	35,459	34,370	45,612	41,305	54,358	51,767
Total Pay and Benefits	36,467	35,164	45,612	41,405	54,358	51,767

Pay multiples (audited information)

The banded remuneration of the highest-paid director in 2023/24 was £125,000-£130,000, excluding pension (2022/23, £125,000-£130,000). This was 2.9 times (2022/23, 3.1) the median remuneration of the workforce, which was £45,612 (2022/23, £41,405).

No employees received remuneration in excess of the highest-paid director. Remuneration ranged from £20,000-£25,000 to £130,00-£135,000 (2022/23 £20,000-£25,000 to £125,000-£130,000).

The implementation of the pay award in 2023/24 increased average staff remuneration. The banded remuneration of the highest paid director is unchanged.

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.

Compensation for loss of office (audited information)

During 2023/24, a payment of £77,000 was made in relation to an ill health dismissal, (2022/23: nil).

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

We had no early departure costs in 2023/24 (2022/23: nil).

Staff numbers and staff composition

Staff numbers (audited information)

The table below shows the average number of full-time equivalent staff employed by the YJB during 1 April 2023 to 31 March 2024.

	2023/24	2022/23
Permanent staff	92.00	93.52
Temporary and seconded staff	5.00	5.00
Average full-time equivalent staff	94.27	98.52

At the start of the financial year (1 April 2023) the total number of staff was 98 with a full-time equivalent of 95.52. This decreased slightly to 96 staff, full-time equivalent 93.02, on 31 March 2024. On 31 March 2024, we had no agency staff.

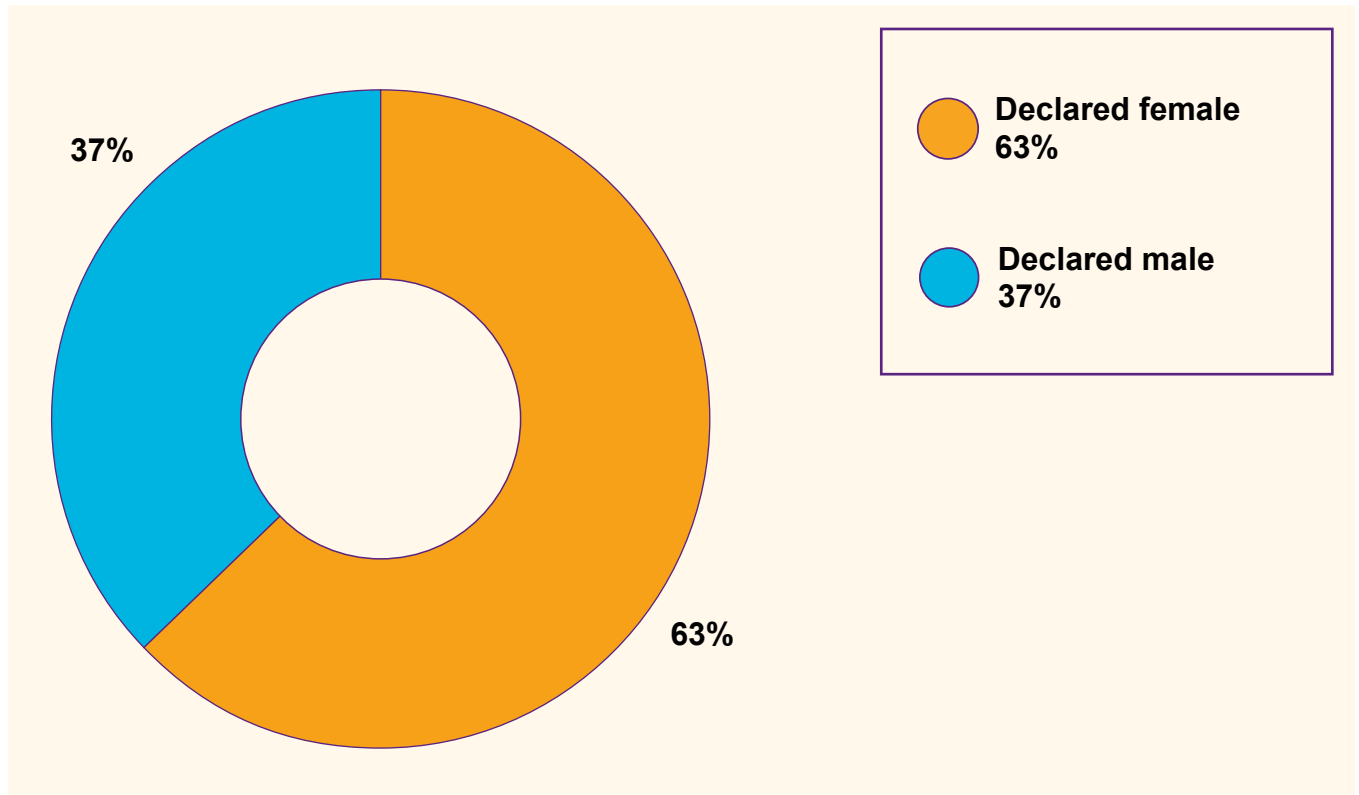
Staff statistics

Protecting the personal and sensitive data of our staff is important to us. As such reporting is by percentage rather than numbers and where categories are below 5% this is suppressed. Percentages are rounded to the nearest whole figure. Reporting is based on the whole cohort of staff, irrespective of whether they have declared a protected characteristic.

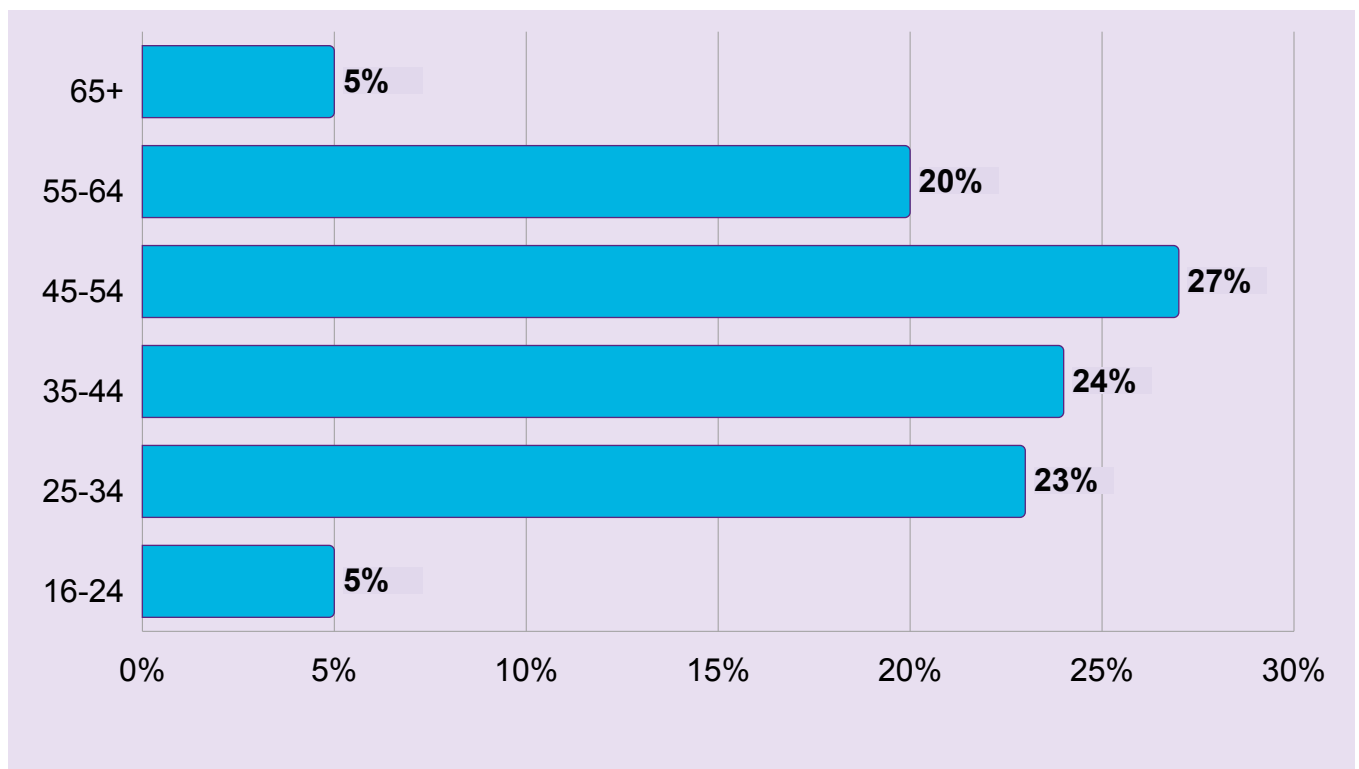


Our staff composition on 31 March 2024 (all staff)

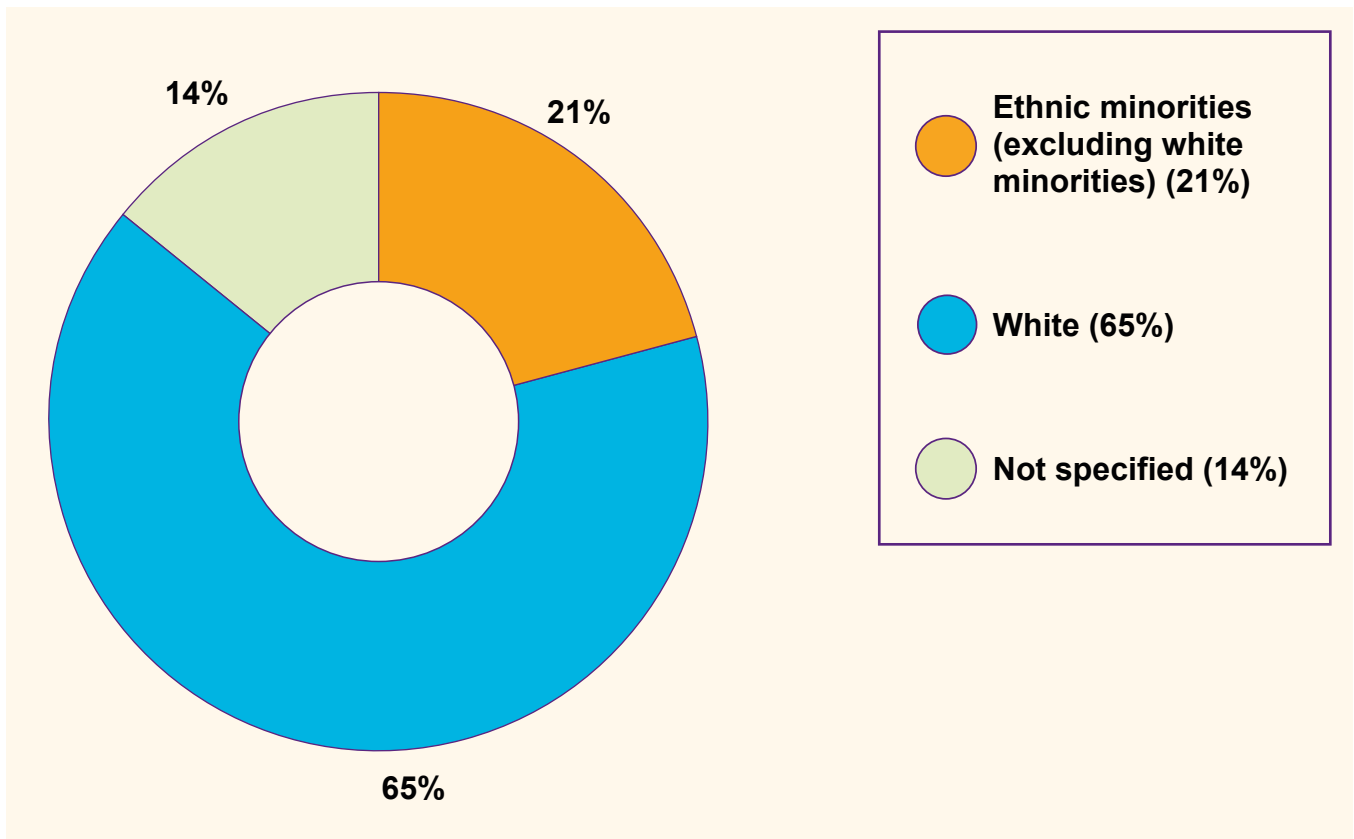
Gender



Age Analysis



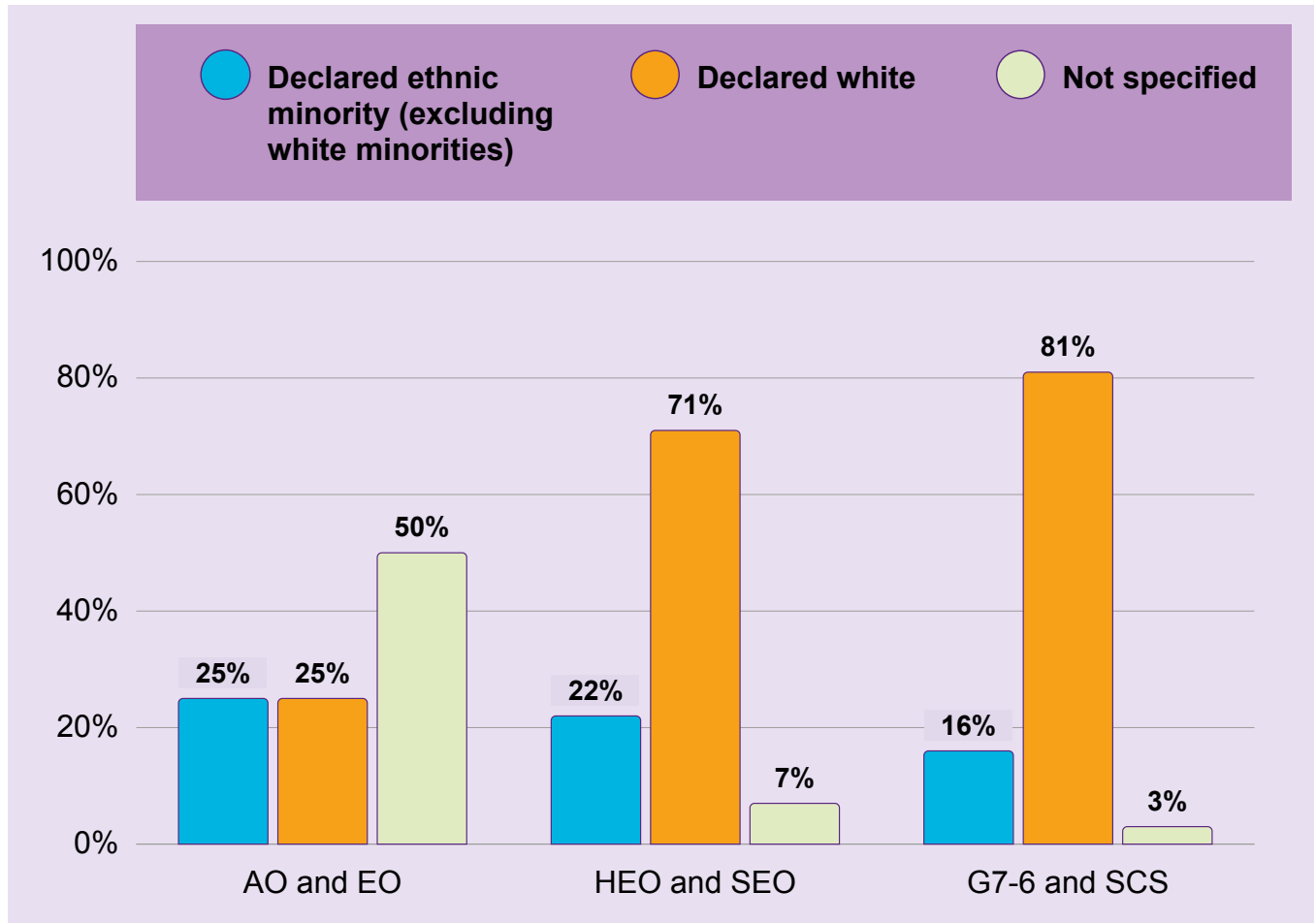
Ethnicity



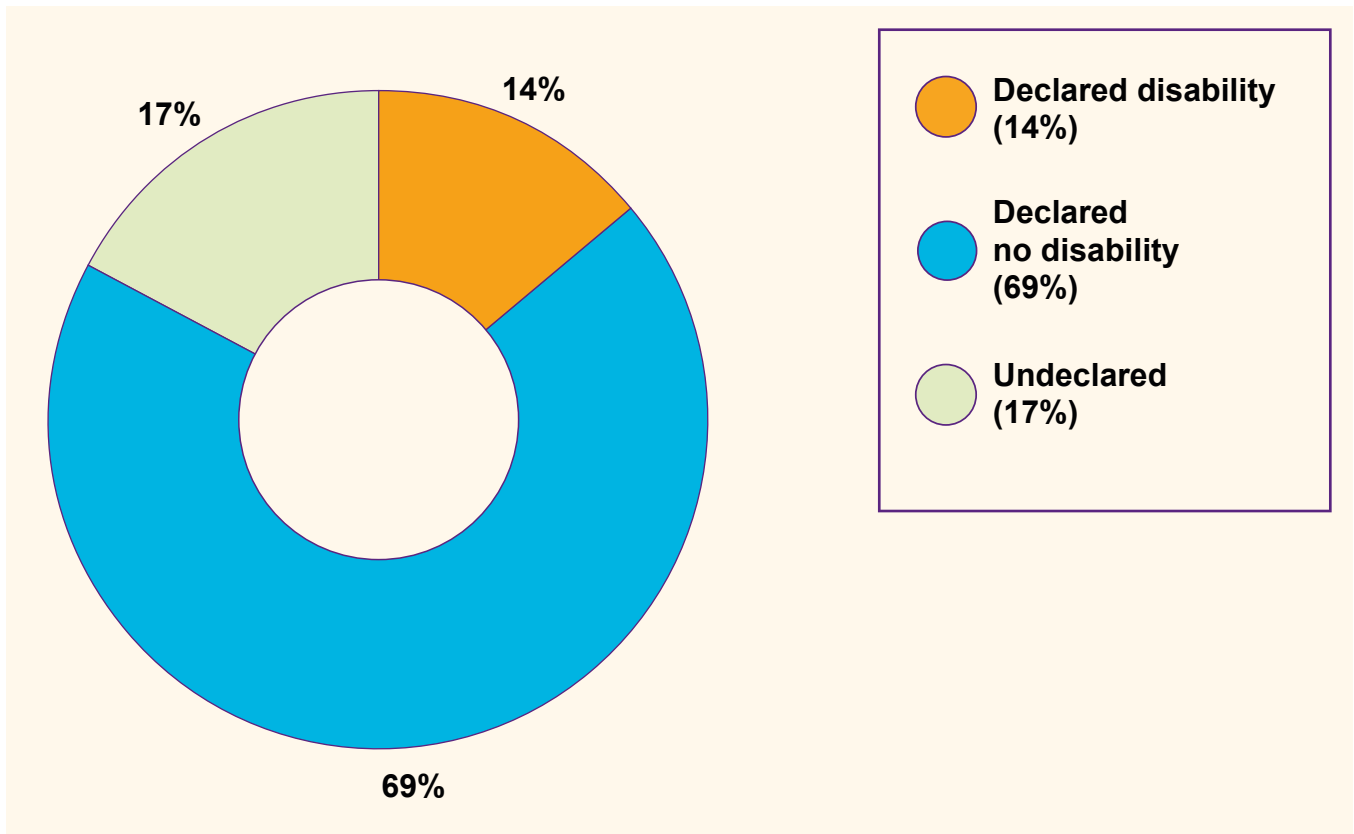


Ethnicity by grade

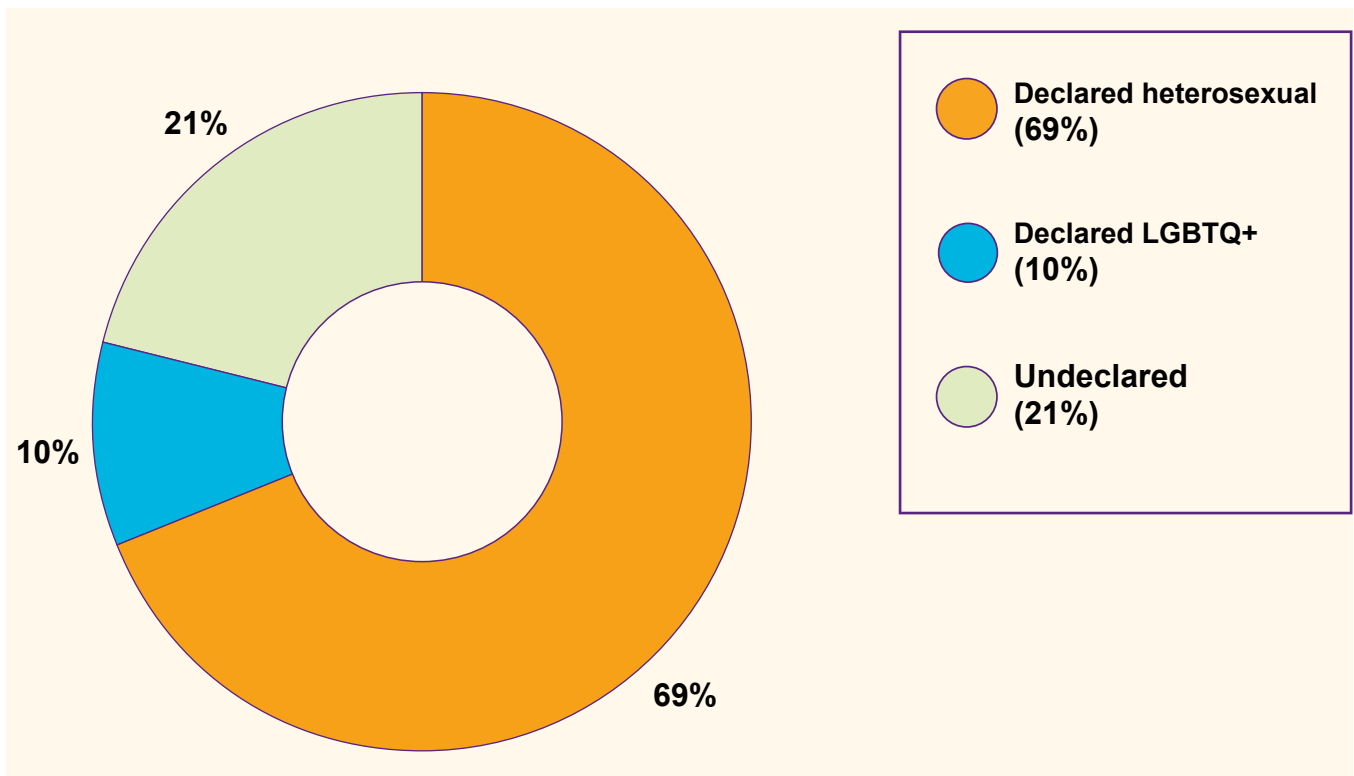
We report on ethnicity by grade as we want to have better representation of minority ethnic staff at higher grades and as such are monitoring our progress.



Disability



Sexual Orientation





The Board's composition

**“The vital characteristics of a successful and productive board is a balance of skills and experience. There should ideally be a mixture of executive directors and independent non-executive directors”⁴⁴
(Institute of Directors)**

The composition of the Youth Justice Board (YJB) has evolved over time to adapt to the changing landscape of youth justice. The Board was initially established under the Crime and Disorder Act 1998 and has since seen year-on-year falls in children entering the youth justice system.

Over the years, the YJB has shifted towards a Child First justice system. This is reflected in its composition with members from various fields such as social work, education, health and law enforcement. This diverse composition allows the Board to effectively address the complex issues faced by children.

In recent years, there have been changes in the responsibilities of the YJB. For instance, the commissioning of custody was moved to the Ministry of Justice, and other former functions have passed to the Youth Custody Service of His Majesty's Prison and Probation Service. These changes have influenced the Board's composition, ensuring it has the necessary skills and expertise to fulfil its evolving role.

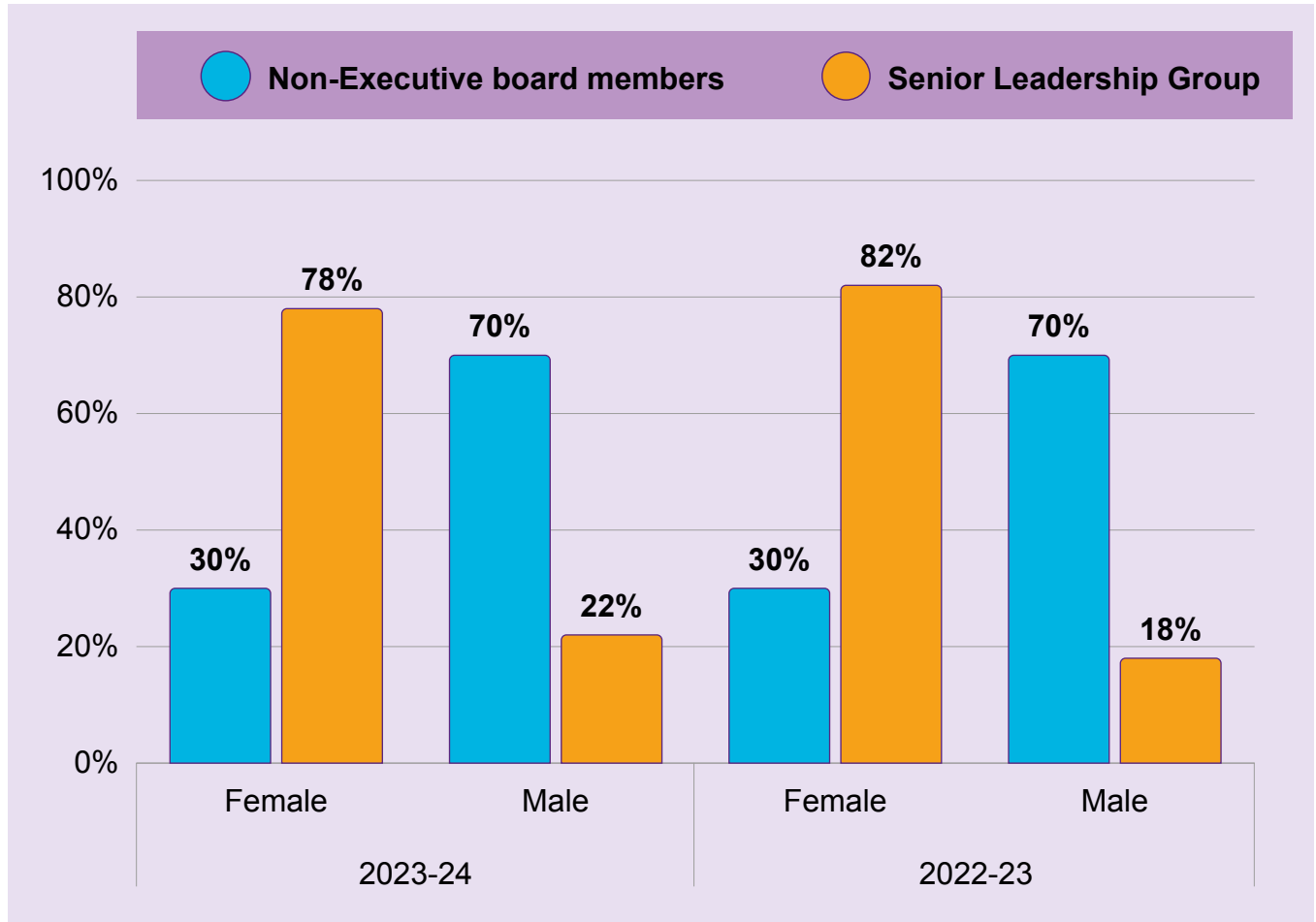
The Board's strategic plan for 2024-2027 further highlights its commitment to adapt and navigate the uncertain world, ensuring the MoJ's investment in youth justice is used effectively by local services. The Board's composition will continue to evolve to meet these strategic goals and the changing needs of the youth justice system.

The YJB had 10 non-executive board members in post during 2023/24.

Non-executive directors are recruited based on their expertise in areas relevant to the youth justice system.

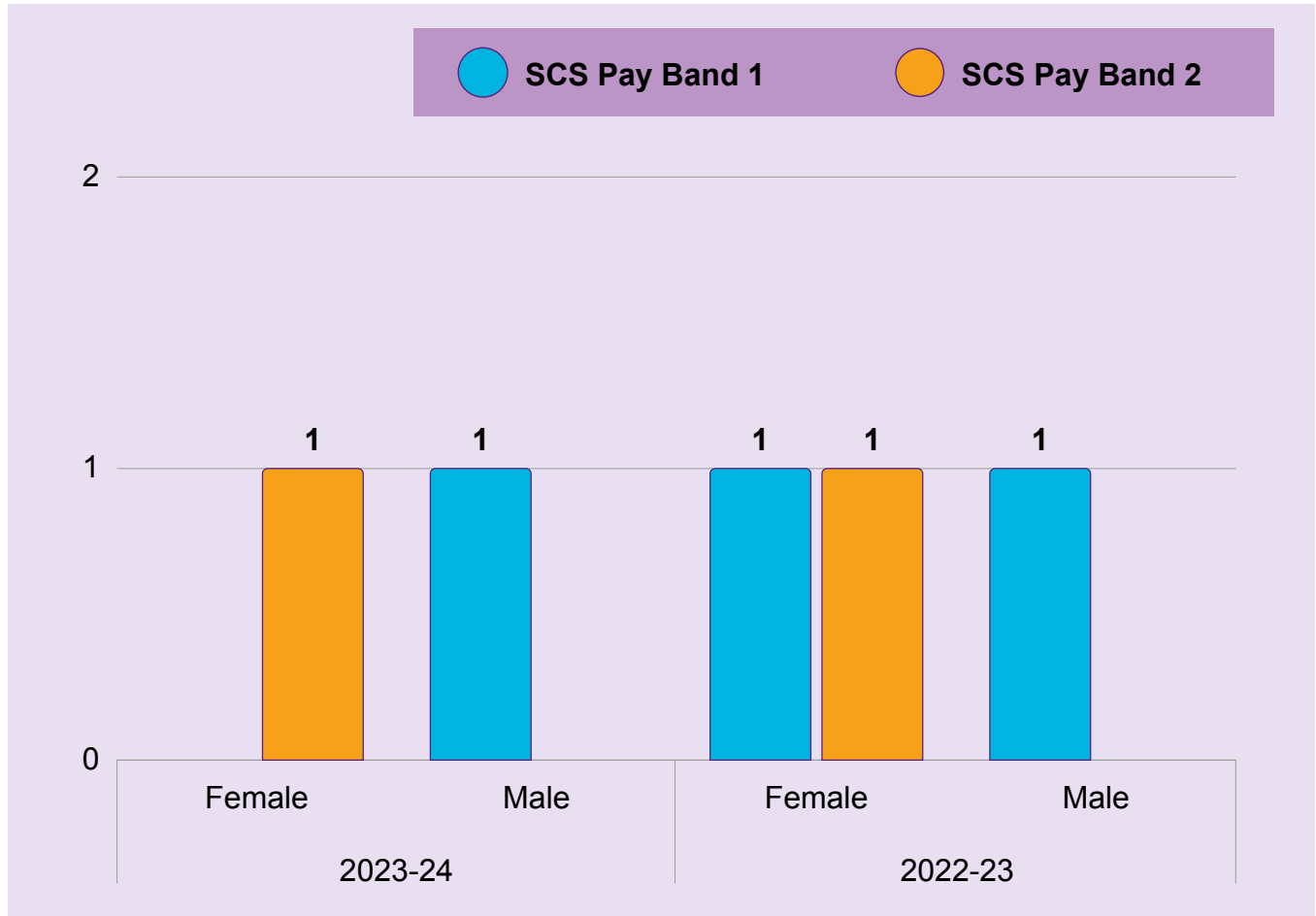
Of the protected characteristics data is only available for the sex of non-executive Board members.

The chart below shows Senior Leadership Group staff and Non-Executive Board member composition between male and female on 31 March 2024 and 31 March 2023.





The table below shows the composition of staff at Senior Civil Service or equivalent grades on 31 March 2023 and 31 March 2024 by gender.



Trade Union Facility Time Publication Requirements

Provision for trade union facility time is agreed at 12 days for the year. At the start of the fiscal year, the YJB had one trade union representative. From September 2023, there were two representatives sharing the facility time.

Percentage of time: 1.7%

Number of trade union representative employees: 2

Percentage of pay bill spent on facility time

Total cost of facility time: £2,026

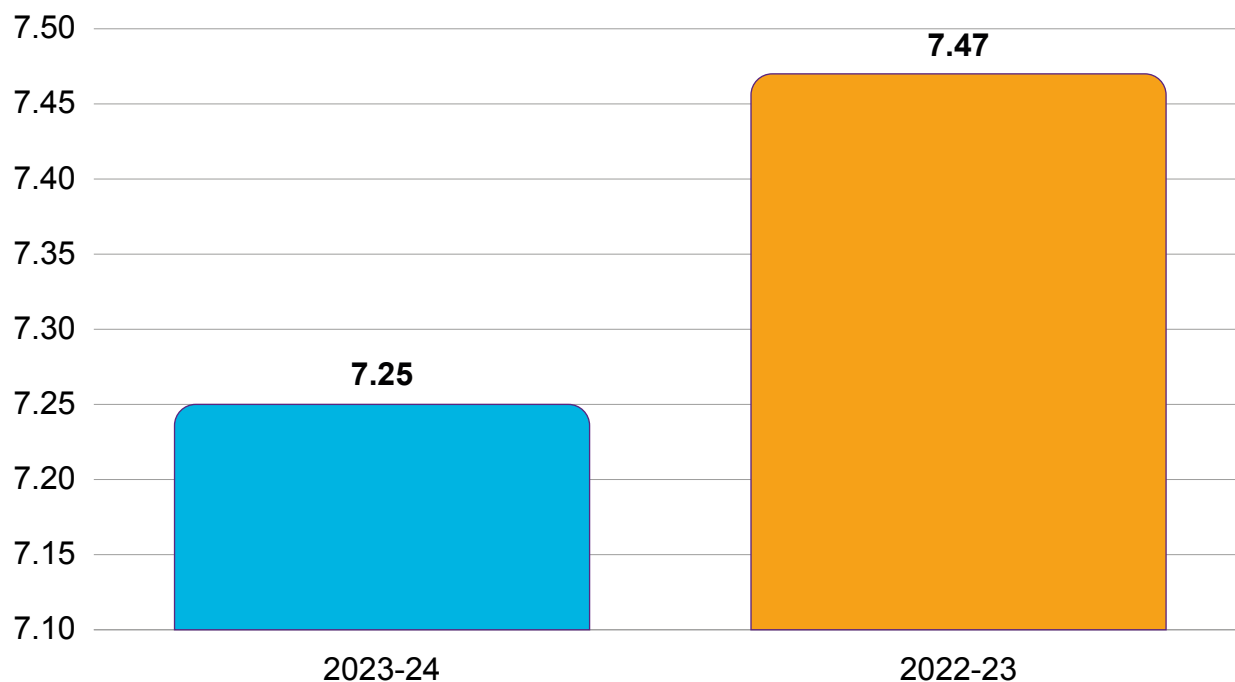
Total pay bill of trades union representatives: £117,901

Percentage of the total pay bill spent on facility time: 1.7%

Paid trade union activities

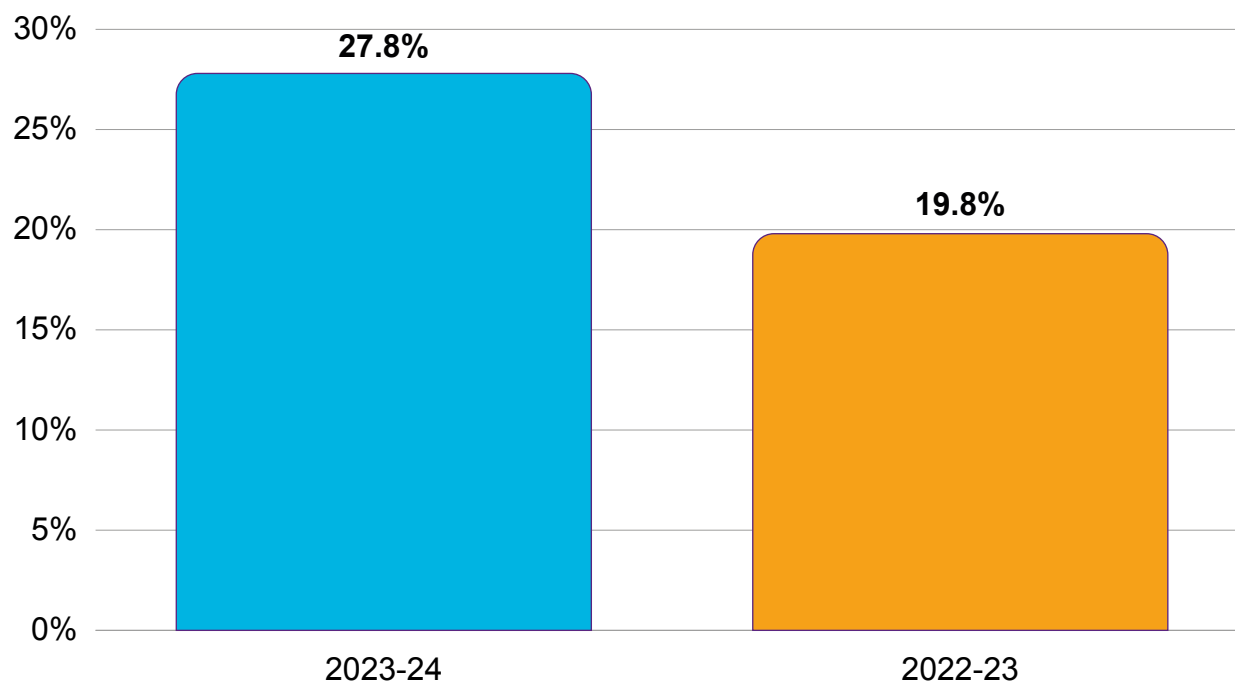
Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: 100%

Sickness absence



The average number of working days lost due to sickness absence in the period 1 April 2023 to 31 March 2024 was 7.25 days per person. In comparison to 7.47 days lost in the period 1 April 2022 to 31 March 2023, this is a slight decrease.

Staff turnover





In 2023/24, staff turnover was 27.8% (compared with 19.8% in 2022/23). This includes transfers of staff to other government departments. Key reasons cited by staff for leaving the YJB are promotion and pay opportunities within the wider Civil Service. The YJB continues to monitor turnover rates and to support initiatives to maintain a healthy level of turnover. The annual People Survey, along with internal exit interviews, help us to understand our staff's experience of working in the YJB and take appropriate action to improve experience.

Equity, Diversity and Inclusion Working Group

The Equity, Diversity, and Inclusion (ED&I) group has remained a strong driving force for the advancement of equity, diversity, and inclusion throughout the organisation. We published the [YJB Public Sector Equality Duty report](#) in January 2024 outlining four equality objectives for the years 2023 to 2027.

The YJB aims to:

1. Be an anti-racist organisation	An organisation which works positively to understand the impact of racism and eliminate it internally and within the youth justice system.
2. Have an inclusive workplace	A workplace that is inclusive and flexible where everyone is treated fairly and with respect.
3. Have a diverse workforce	A workforce that is reflective of our diverse society, at all grades.
4. Be a fair and equitable organisation	An organisation that values its workforce and champions fair and equitable treatment of its people.

The ED&I group manages an action plan outlining the activities undertaken to meet our equality objectives. In 2023/24 those activities included:

Listening spaces	We have established dedicated forums for staff with protected characteristics. Staff feedback has been key in our ongoing efforts to enhance the workplace environment at the YJB
Learning and development	All staff have been encouraged to pursue learning and development opportunities
Social mobility schemes	All staff have been encouraged to apply for these schemes in our sponsor department
Mental health allies	We promoted the assistance our mental health allies can provide to our staff
Staff networks	We actively promoted YJB and MoJ staff network pages to all our staff members.
Cultural Cohesion Quality Mark (CCQM)	We have continued in our pursuit of this accreditation, demonstrating our dedication to becoming an anti-racist organisation. More than 80% of our staff and the Board have pledged their support for our CCQM accreditation journey.

Some of the new activities the group undertook were:

Activity	Description
Disability Confidence	Achieved Level 2 accreditation as a Disability Confident Employer.
Disability Vision Statement	Introduced a vision statement for disability inclusion.
Maximus Disability Guide ⁴⁵	Launched the guide providing information on specific disabilities and health conditions.
Digital Accessibility Champions	Recruited and trained nearly half of our organisation to champion digital accessibility.
Inclusive Recruitment	Revised job description guidance to promote inclusive recruitment and retention.
Induction Process	Updated induction checklist and guidance for smooth onboarding of new starters.

45 [Maximus Disability Guide](#)



Activity	Description
Interview Training	Arranged training for interview panel members and staff requiring interview support.
Exit Interviews	Conducted in-depth exit interviews to understand reasons behind staff departures.

Employment of people with disabilities

We gained level 2 accreditation as a Disability Confident Employer in 2021/22. The Disability Confident Employer badge is displayed on all the jobs we advertise during recruitment campaigns to attract and reassure those applicants who have a disability that they are welcome and will be given the necessary support they need when they join our organisation. All recruitment panel members must undertake specific training which covers legislation around diversity and inclusion before they can sit on a recruitment panel.

All candidates who declare a disability and meet the essential criteria for the role are guaranteed an interview and reasonable adjustments made to the interview or process as required. Occupational health and individual assessments allow us to understand and secure any special equipment required by our new and current employees in a timely way.

On 31 March 2024, 14% of staff had declared that they have a disability, compared to the Civil Service declaration rate of 15.8%; whilst for the economically active working age population (16-64) it is 16.8%. (Statistical bulletin, Civil Service Statistics: 2023).

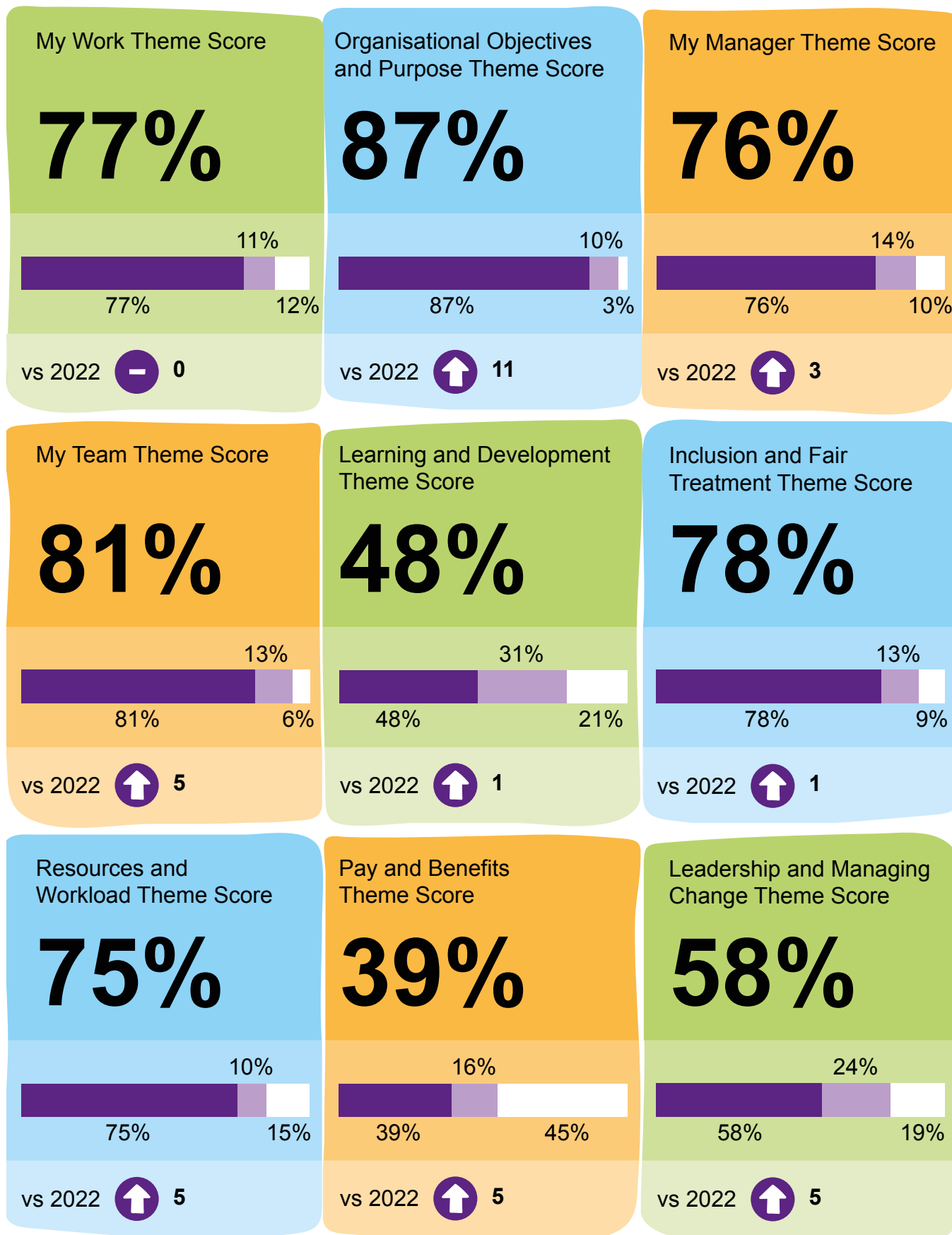
We respect an individual's right to choose not to disclose the information. Our Senior Leadership Group, Equity, Diversity and Inclusion Group and Staff Engagement Group have, however, continued to encourage our staff to declare their diversity data explaining how we use the data to ensure policies and practices are fair and equitable.

Our qualified health and safety lead assesses the needs for and procures equipment for reasonable adjustments. We seek professional Occupational Health services advice on effective adjustments for staff with disabilities. Our mental health allies and our employee assistance programme (PAM Assist) continue to offer support for staff.

Employee relations

We aim to be the most effective and inclusive public sector organisation and employer we can be. We want to create an environment in which all employees can reach their potential and contribute to their own and the organisation's success. We measure staff engagement annually through the Civil Service People Survey. Our 2023/24 survey results were extremely positive, with a response rate of 88% and 63% staff engagement score. Our scores increased in all but one of the key themes, 'My Work' where we maintained our score of 77%. These results were achieved during a period of notable uncertainty where many of our staff changed roles, moving to different areas of work within the organisation.

People Survey 2023 Core Themes and Scores



Responses: Favourable Neutral Unfavourable



Our Staff Engagement Group comprises of staff from all grades across the organisation and supports the improvement of employee relations and staff experience. We consult with staff to better understand how to create the most positive and productive working environment that we can and identify the areas staff would like us to focus on. These areas include; staff wellbeing, engagement, mental health, and staff benefits.

Some of the activities arranged throughout the year have included:

Activity	Description
In-Person Staff Event	Organised an event for staff to meet colleagues in person for the first time.
Virtual All-Staff Meetings	Held virtual meetings throughout the year, combining work and informal engagement activities.
Support Webinars	Delivered support webinars by external facilitators from our employee assistance programme provider.
Learning and Development	Increased the offer of learning and development tailored to individual and team learning plans.
Mental Health Allies	Provided support from mental health allies, including safe space drop-in and listening sessions.
'Climb Every Mountain' Challenge	Organised a month-long challenge via Microsoft Teams where a third of all staff collectively clocked up over 7,000 miles, cycling, running, and walking and sharing photos along the way.
Social Groups	Created social groups for connecting staff on Microsoft Teams and includes: The Food Spot; PAWsome Pets and Media Club.
Coffee Roulette	Reintroduced informal catch-ups via Microsoft Teams connecting staff across all grades, including Non-Executive Board members and Senior Leaders .
Exit Interviews	Conducted in-depth exit interviews to understand reasons behind staff departures.

The above activities help to maintain social interaction and allow staff to maintain advocacy for the organisation and keep in touch with their colleagues while working from a variety of locations across the UK. New starters have found the engagement activities a fantastic way to help them connect and establish relationships with colleagues based across the country.

We have continued to offer a flexible approach to work, empowering staff to work in a way which best suits their circumstances. We introduced a flexi-time scheme policy designed to provide staff with as much flexibility as possible while ensuring business needs are met. The policy is designed to support staff in maintaining a healthy work-life balance and to reduce excessive working hours.

We also encouraged staff back into offices and to meet up in person where possible for face-to-face engagement. We recognise the importance of face-to-face interactions to support staff wellbeing, performance, development, team building and interacting more effectively with our stakeholders.

Our communications team conducted a survey to better understand the effectiveness of our internal communication methods. 75% of staff took the time to respond and told us their preferred methods of communication. The all-staff fortnightly meeting scored the highest. Our CEO and SLG continue to host this meeting with all employees. Staff are asked to prioritise attending these meetings and have access to recordings to watch back when unable to attend.

The second most popular method of communication was the weekly executive message, which is sent via e-mail to all staff and authored by a different executive member each week on a rotational basis.

Other regular channels of communication include The Exchange (our intranet) and all staff Microsoft Teams channels. We offer opportunities to the Board to communicate directly with staff via the weekly message and at the virtual fortnightly meetings. Staff are also invited to team meetings within their own areas of work; these were ranked third in the preferred method to obtain corporate information in the internal survey.

We seek to address any pay disparities identified in the pay gap report, through our pay remit and award where we applied the principles of engagement, fairness, equity, and competitiveness. In 2023/24 we were able to ensure all eligible staff received a minimum pay award of 4.5%, giving our staff equity with that of our sponsor department, the Ministry of Justice. We maintained a focus on our lower grades at AO, EO and HEO grades. We were able to offer a higher percentage pay award to staff at these grades while remaining within HM Treasury guidelines.

In line with the government announcement for civil servants we provided all eligible YJB staff with a non-consolidated £1,500 cost of living payment in July 2023. This was in recognition of their public service and the challenges of the cost of living.

We continue to offer a recognition scheme to reward employees for outstanding achievements and modelling exemplary behaviours. Staff are rewarded with a voucher, small gift, or a payroll payment.

In response to staff feedback, the staff engagement group continues to focus on the promotion of benefits and money saving opportunities such as employee discount schemes, reduced gym memberships, cycle to work schemes, and services available from the Charity for Civil Servants, Employee Assistance Programme and Trade Unions.

Staff costs (audited information)

For the year ended 31 March 2024 £000:

	Non-Exec Board members	Employed staff	Other (incl. seconded staff)	2023/24	2022/23
Wages and salaries	117	4,290	324	4,731	4,624
Social security costs	5	492	–	497	508
Other pension costs	–	1,117	–	1,117	1,140
Total gross cost	122	5,899	324	6,345	6,272
Less recoveries in respect of outward secondments	–	–	–	–	(43)
Total net cost	122	5,899	324	6,345	6,229

Note that for the purposes of this table, executive directors are included as employed staff.

No staff costs were capitalised during 2023/24 (2022/23: nil).

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme, known as alpha, are unfunded multi-employer defined benefit schemes 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 2023/24, employer's contributions of £1,110,000 were payable to the PCSPS (2022/23 £1,132,000) at one of four rates in the range of 26.6% to 30.3% (2022/23: 26.6% to 30.3%) of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions approximately every four years following a full scheme valuation.

Employees can opt to open a partnership pension account (a stakeholder pension with an employer contribution). In 2023/24 employer contributions of £7,200 were paid to an appointed stakeholder pension provider Legal and General (2022/23: £8,000). 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 matches 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 in 2023/24 retired early on ill-health grounds (2022/23: nil); the total additional accrued pension liabilities in 2023/24 amounted to nil (2022/23: nil).

Expenditure on consultancy

We incurred no expenditure on consultancy in 2023/24 (2022/23: nil).

Off-payroll engagements

We had no off-payroll engagements in 2023/24 (2022/23: nil).



Stock photograph, posed by models



Parliamentary accountability and audit report

Government Functional Standards

The Government Functional Standards⁴⁶ (GFS) mandate a coherent approach to our corporate and professional functions within the YJB. These standards, which were mandated across government ensure a unified way of conducting business, support governance, and facilitate the planning, delivery, and assurance of functional work. They serve as a key reference for managing guidance and support continuous improvement and professional development.

The YJB has a strong commitment to the GFS. This commitment is reflected in our Youth Justice Board for England and Wales Strategic Plan 2024-27 – GOV.UK (www.gov.uk). Here are some key points:

- **Transparency and accountability:** We aim to be transparent about our goals, strategies and outcomes. We hold ourselves accountable to measurable objectives and regularly report on progress across the sector.
- **Strategic objectives:** We have set strategic objectives to support the improvement of youth justice services in local communities, address persistent disparities across the youth justice system and increase the adoption of the Child First framework throughout the youth justice system.
- **Data-driven approach:** We ground our approach in data that demonstrates effective practice and sound research. This underpins our approach in the Strategic Plan.
- **Standards for Justice:** We continue to contribute to the effective funding of youth justice services and we set clear standards for justice to support improved performance across the sector.
- **Innovation and improvement:** We use our data and evidence to identify opportunities to innovate and improve, while promoting and strengthening engagement with communities and victims.
- **Monitoring and challenging:** We continue to monitor services, constructively challenging our statutory partners and agencies.

Corporate and professional functions are provided to the YJB by MoJ and include: analytical services, commercial, communications, counter fraud, debt, digital, finance, grants, people, project delivery, property and security. The overall maturity of functions, including progress of embedding functional standards is assessed through a continuous improvement process which includes a deep dive meeting with the MoJ Chief Operating Officer to test compliance with functional standards. It is also supported by annual or bi-annual self-assessments using Cabinet Office continuous improvement assessment frameworks. The maturity scale ranges from 'good',

46 <https://www.gov.uk/government/collections/functional-standards>

indicating compliance with the mandatory elements of the relevant functional standard, to 'better' and 'best'. Throughout 2023 to 2024, the functions' understanding of the requirements of their functional standards have matured and their understanding of the operation of control frameworks to achieve increased compliance is improving.

The YJB is in the process of developing plans to raise internal awareness of the standards within teams and to embed each functional standard proportionately and where relevant. The YJB was part of the cross-government Functional Standards audit, conducted by the Government Internal Audit Agency.

Losses, special payments and remote contingent liabilities

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.

Regularity of expenditure

This section has been subject to audit.

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

Losses and special payments

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 year to 31 March 2024 (2022/23: 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 2024, the YJB had no remote contingent liabilities.

Signed by



Stephanie Roberts-Bibby

Chief Executive and Accounting Officer

9 September 2024



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 for the year ended 31 March 2024 under the Crime and Disorder Act 1998.

The financial statements comprise the Youth Justice Board's:

- Statement of Financial Position as at 31 March 2024;
- 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 the 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 2024 and its net operating cost 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 (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022)*. 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 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 Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is 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 and my auditor's certificate thereon. The Accounting Officer is responsible for the other information.

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

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 issued 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; and
- the information given in the Performance and Accountability Report 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 Reports.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Youth Justice Board or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; 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;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Youth Justice Board from whom the auditor determines it necessary to obtain audit evidence;

- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with HM Treasury directions issued under the Crime and Disorder Act 1998;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Crime and Disorder Act 1998; 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 regulations, 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, I:

- considered 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.
- inquired 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 on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and



- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Youth Justice Boards's controls relating to the Youth Justice Board's compliance with the Crime and Disorder Act 1998 and Managing Public Money;
- inquired of management, the Youth Justice Board's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with 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 the 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 required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Youth Justice Board's framework of authority and other legal and regulatory frameworks in which the Youth Justice Board operates. I focused 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, employment law and tax legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on 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; and
- I tested the regularity of grant expenditure paid to youth justice services in accordance with the Crime and Disorder Act 1998.
- I communicated relevant identified laws and regulations and potential risks of fraud 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 sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income 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.

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 I identify during my audit.

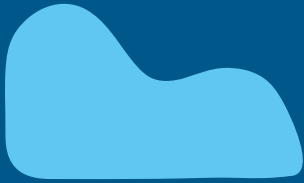
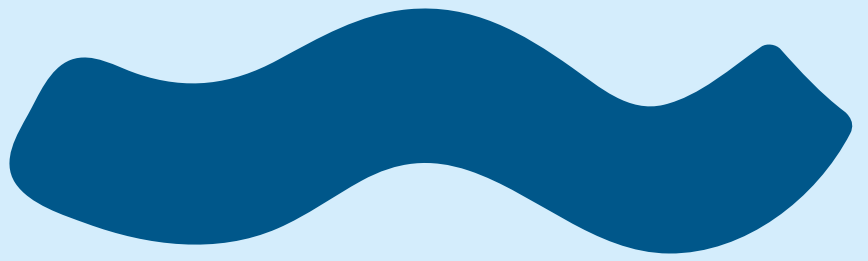
Report

I have no observations to make on these financial statements.

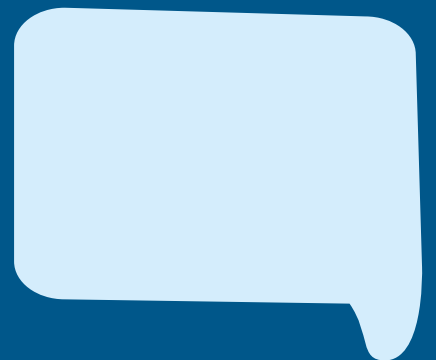
Gareth Davies
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road Victoria
London SW1W 9SP

10 September 2024



Financial Statements 2023/24



Financial Statements 2023/24

Statement of Comprehensive Net Expenditure (SoCNE)

for the year ended 31 March 2024

		2023/24	2022/23
	Notes	£000	£000
Income*	4	(21)	(148)
Expenditure			
Staff costs	3	6,345	6,229
Depreciation and amortisation	5,6	2,285	1,816
Grants to youth justice services	2	92,395	88,558
Youth justice ICT programmes	2	2,864	3,755
Other expenditure	2	2,960	2,918
Net operating expenditure		106,828	103,128
Total Operating Expenditure		106,828	103,128
Other comprehensive net expenditure			
Net gain on revaluation of intangible assets	6	(25)	(112)
Total comprehensive expenditure for the period		106,803	103,016

* Income and receipts are reported in brackets within SoCNE above.

The notes on pages 127 to 142 form part of these accounts



Statement of Financial Position (SoFP)

as at 31 March 2024

		2024	2023
	Notes	£000	£000
Non-current assets			
Right of use assets	5	12	–
Intangible assets	6	2,203	4,366
Total non-current assets		2,215	4,366
Current assets			
Trade and other receivables	7	70	284
Cash and cash equivalents	8	150	1,427
Total current assets		220	1,711
Total assets		2,435	6,077
Current liabilities			
Trade and other payables	9	(847)	(888)
Lease liabilities	9	(3)	–
Provisions – short term	10	–	(63)
Total current liabilities		(850)	(951)
Total assets less current liabilities		1,585	5,126
Non-current liabilities			
Lease liabilities	9	(10)	–
Total non-current liabilities		(10)	–
Total assets less total liabilities		1,575	5,126
Taxpayers' equity and other reserves			
Revaluation reserve	SoCTE	97	201
General reserve	SoCTE	1,478	4,925
Total taxpayers' equity		1,575	5,126

The notes on pages 127 to 142 form part of these accounts.

Signed by

A handwritten signature in black ink, appearing to read 'Stephanie Roberts-Bibby', with a long horizontal stroke extending to the right.

Stephanie Roberts-Bibby

Chief Executive and Accounting Officer

9 September 2024



Statement of Cash Flows (SoCF) for the year ended 31 March 2024

		2023/24	2022/23
	Notes	£000	£000
Cash flows from operating activities			
Net expenditure for the year	SoCNE	(106,828)	(103,128)
Decrease in trade and other receivables	7	214	265
Increase in trade and other payables	9	(51)	(173)
Increase in lease liabilities	9	13	–
Movements in financial liabilities not passing through SoCNE	9	10	–
Utilisation of provisions	10	(7)	(5)
Adjustments for non-cash transactions			
Adjustment for disposal of intangible assets		–	1
Depreciation and amortisation	5,6	2,285	1,816
Provisions not required written back	10	(56)	(40)
Right of use asset	5	(13)	–
Services and facilities provided by sponsoring department	2	1,648	1,590
Net cash outflow from operating activities		(102,785)	(99,674)
Cash flows from investing activities			
Purchase of intangible assets	6	(96)	41
Net cash (outflow) / inflow from investing activities		(96)	41
Cash flows from financing activities			
Grants from sponsoring departments	12	101,604	100,824
Net cash inflow from financing activities		101,604	100,824
Net increase / (decrease) in cash and cash equivalents in the period		(1,277)	1,191
Cash and cash equivalents at the beginning of the period		1,427	236
Cash and cash equivalents at the end of the period	8	150	1,427

The notes on pages 127 to 142 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2024

	Notes	Revaluation reserve £000	General reserve £000	Taxpayers' equity £000
Balance at 1 April 2022		166	5,562	5,728
Grants from sponsoring departments	12	–	100,824	100,824
Net operating expenditure for the year	SoCNE	–	(103,128)	(103,128)
Non-cash charges				
Services and facilities provided by sponsoring department	2	–	1,590	1,590
Transfers between reserves				
Release of reserves to the general reserve		(77)	77	–
Net gain on revaluation of intangible assets	6	112	–	112
Balance at 31 March 2023		201	4,925	5,126
Changes in taxpayers' equity for 2023/24				
Grants from sponsoring departments	12	–	101,604	101,604
Net operating expenditure for the year	SoCNE	–	(106,828)	(106,828)
Non-cash charges				
Services and facilities provided by sponsoring department	2	–	1,648	1,648
Transfers between reserves				
Release of reserves to the general reserve		(129)	129	–
Net gain on revaluation of intangible assets	6	25	–	25
Balance at 31 March 2024		97	1,478	1,575



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 2023/24 (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.

Having considered the circumstances described above and from discussions with the MoJ, the YJB considers it appropriate to adopt a going concern basis for the preparation of these accounts.

1.3 Accounting convention

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

1.4 Changes in accounting policy and disclosures

a) New and amended standards adopted

There have been no new or amended standards adopted in the financial year beginning 1 April 2023.

b) New standards, amendments and interpretations issued but not effective for the financial year beginning 1 April 2023 and not early adopted.

2023/24

IFRS 17 Insurance Contracts requires a discounted cash flow approach to accounting for insurance contracts. It will come into effect for accounting periods commencing on, 1 April 2025 and will be included in the 2025/26 FReM at the earliest. To assess the impact of the standard, we are reviewing contracts which meet the definition of insurance contracts.

We do not consider that any other new, or revised standard, or interpretation will have a material impact.

1.5 Intangible non-current assets

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

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the YJB are capitalised when they meet the criteria specified in the 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 the YJB, fair value is assessed as replacement cost less any accumulated amortisation and impairment losses (i.e. depreciated replacement cost).

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

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



Capitalisation threshold

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

Grouping of assets

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

Assets under construction

Assets under construction are valued at historical cost within intangible assets and 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'. All impairment loss is charged directly to the Statement of Comprehensive Net Expenditure (SoCNE) unless the asset was previously revalued. Impairment loss on a revalued item will reduce the amount in the revaluation surplus. When an asset's carrying amount decreases (other than as a result of a permanent diminution), the decrease is recognised in the revaluation reserve to the extent that a balance exists in respect of the asset. Decreases in excess of the revaluation surplus are charged to the SoCNE.

1.7 Leases

Accounting standard IFRS 16 prescribes the accounting policies for leases, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset is of low value.

The YJB occupies office space at Clive House, London, under agreement with the sponsor Department, which is recognised in the annual charges for accommodation costs. The sponsor 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.

The YJB also occupies office space in Welsh Government Offices, Llys Y Draig, Penllegrgaer. This lease qualifies as a right-of-use asset under IFRS 16 Leases as it confers the YJB's right to use the leased asset during the lease term. Therefore, the YJB recognises a right-of-use asset and a corresponding lease liability.

Initial measurement -YJB as lessee

On 22 February 2024, at the commencement of the lease of office space in the Welsh Government Offices the YJB recognised a right-of-use asset and a lease liability measured at the value of the remaining lease payments, discounted by the YJB's incremental rate of borrowing. This rate is advised annually by HM Treasury (4.72% for leases recognised in 2024). The YJB's lease includes a termination option but the YJB is reasonably certain this option will not be exercised. Therefore, the remaining payments included assume the option will not be exercised.

Subsequent measurement – YJB as lessee

After initial recognition, the lease liability has been adjusted for repayments and accruals of interest. The lease is also monitored for reassessments and modifications which could affect the carrying amount of the liability; to date there have been none. The right-of-use asset is subsequently measured using the fair value model. The YJB considers that the cost model (measurement by reference to the lease liability) is a reasonable proxy for fair value, given the lease length is five years and the rents payable are aligned with open market rates. The value of the asset will be adjusted for subsequent depreciation and impairment and for reassessments and modifications of the lease liability if they were to occur. Expenditure for each financial year includes interest on the lease liability and a straight-line depreciation charge on the right-of-use asset over the life of the lease, together with any impairments of the right-of-use asset.

1.8 Cash and cash equivalents

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

1.9 Employee benefits

Employee accruals

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

Defined benefit pension schemes

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



Defined contribution pension schemes

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

Early departure costs

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

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

1.10 Income

Income is accounted for on an accruals basis.

1.11 Expenditure

Net expenditure

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

Grant expenditure

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

Administration and programme expenditure

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

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

1.12 Notional costs

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

1.13 Provisions

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

1.14 Grants from sponsoring departments

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

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

1.15 Contingent liabilities

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

1.16 Value added tax (VAT)

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



1.17 Financial instruments

As the cash requirements of the YJB are met through the estimate process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The financial instruments held by the YJB relate largely 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). The YJB is therefore exposed to little credit, liquidity or market risk.

1.18 Critical accounting estimates and judgements

There are no items that meet the definitions of critical judgements or key sources of estimation uncertainty.

2. Other expenditure

2.1 Administration and programme expenditure

	2023/24	2022/23
	£000	£000
Administration expenditure		
Audit fee – external ⁴⁷	74	74
Audit fee – internal	39	33
Communications	27	19
Information Technology	417	527
Legal	7	61
Other administration	293	228
Research	154	–
Personnel	5	2
Travel and subsistence	37	45
Provisions	(56)	–
Total administration expenditure	997	989
Programme expenditure		
Grants to youth justice services	92,395	88,558
Other programme expenditure	245	166
Research	–	171
Travel and subsistence	70	41
Youth justice information and communications technology (ICT) programmes	2,864	3,755
Provisions	–	(40)
Total programme expenditure	95,574	92,651
Other costs		
Net gain on disposal of assets	–	1
Corporate services provided by sponsoring department	1,648	1,590
Total other expenditure	98,219	95,231

47 External audit fees do not include any non-audit work undertaken by the NAO. There were no fees paid to NAO for non-audit work in 2023/24 or 2022/23.



2.2 Services and facilities provided by sponsoring department

	2023/24	2022/23
	£000	£000
Communications	45	44
Estates	82	305
Human Resources	17	16
ICT	1,070	843
Commercial and contract management	258	234
Shared services	19	–
Information operations	8	–
Finance	149	148
Total corporate overhead charge	1,648	1,590

3. Staff Costs

	Non-Exec Board members	Employed staff ⁴⁸	Other (incl. seconded staff costs)	2023/24	2022/23
	£000	£000	£000	£000	£000
Wages and salaries	117	4,290	324	4,731	4,624
Social security costs	5	492	–	497	508
Other pension costs	–	1,117	–	1,117	1,140
Total gross cost	122	5,899	324	6,345	6,272
Less recoveries in respect of outward secondments	–	–	–	–	(43)
Total net cost	122	5,899	324	6,345	6,229

48 Note that for the purposes of this table, Executive Directors are included as employed staff.

4. Income from activities

	2023/24	2022/23
	£000	£000
Other income*	21	148
Total income from activities	21	148

*YJB income from the Welsh Government.

5. Right of use asset

	2023/24	2022/23
	£000	£000
Cost or valuation		
At 1 April 2023	–	–
Additions	13	–
At 31 March 2024	13	–
Depreciation		
At 1 April 2023	–	–
Charge in year	(1)	–
At 31 March 2024	(1)	–
Net book value at 31 March 2024	12	–

Lease liabilities

	2023/24	2022/23
	£000	£000
Not later than one year	3	–
Later than one year and not later than five years	11	–
Gross liabilities	14	–
Less interest	(1)	–
Present value of obligations	13	–



Amounts recognised in the Statement of Comprehensive Net Expenditure

	2023/24 £000	2022/23 £000
Depreciation	1	–
Interest expense	–	–
Total	1	–

6. Intangible assets 2023/2024

2023/24	Assets under construction £000	Internally generated software £000	Total £000
Cost/valuation at 1 April 2023	156	13,672	13,828
Additions	–	96	96
Reclassifications	(156)	156	–
Revaluations	–	160	160
Cost/valuation at 31 March 2024	–	14,084	14,084
Amortisation at 1 April 2023	–	(9,462)	(9,462)
Charge for the year	–	(2,284)	(2,284)
Revaluations	–	(135)	(135)
Amortisation at 31 March 2024	–	(11,881)	(11,881)
Net book value at 31 March 2024	–	2,203	2,203
Asset financing:			
Owned	–	2,203	2,203
Net book value at 31 March 2024	–	2,203	2,203

6. Intangible assets 2022/23 (continued)

2022/23	Assets under construction	Internally generated software	Total
	£000	£000	£000
Cost/valuation at 1 April 2022	1,386	12,113	13,499
Additions	(354)	313	(41)
Disposals	(6)	5	(1)
Reclassifications	(870)	870	–
Revaluations	–	371	371
Cost/valuation at 31 March 2023	156	13,672	13,828
Amortisation at 1 April 2022	–	(7,387)	(7,387)
Charge for the year	–	(1,816)	(1,816)
Disposals	–	–	–
Revaluations	–	(259)	(259)
Amortisation at 31 March 2023	–	(9,462)	(9,462)
Net book value at 31 March 2023	156	4,210	4,366
Asset financing:			
Owned	156	4,210	4,366
Net book value at 31 March 2023	156	4,210	4,366



7. Trade and other receivables

	31 March 2024	31 March 2023
Amounts falling due within one year:	£000	£000
Trade and other receivables	70	277
Prepayments	–	7
Total	70	284

8. Cash and cash equivalents

	31 March 2024	31 March 2023
	£000	£000
Balance at 1 April	1,427	236
Net change in cash and cash equivalent balances	(1,277)	1,191
Balance at 31 March	150	1,427
Off which was held at:		
Government Banking Service and cash-in-hand	150	1,427
Total	150	1,427

9. Trade and other payables

	31 March 2024	31 March 2023
	£000	£000
Amounts falling due within one year:		
Accruals and deferred income	561	541
Payable to HM Prison and Probation Service	88	56
Amounts due to the Consolidated Fund	10	–
Lease liabilities	3	–
Trade payables	188	291
Current total	850	888
Amounts falling due after one year:		
Lease liabilities	10	–
Non-current total	10	–

10. Provisions

	2023/24	2022/23
	£000	£000
Balance at 1 April	63	108
Provisions utilised in year	(7)	(5)
Provisions written back in year	(56)	(40)
Balance at 31 March	–	63
Of which:		
Amounts to be settled within one year	–	63
Balance at 31 March	–	63

The provisions relate to legal actions in which the YJB is a defendant and also claims made where recoverability is unclear. The amount of the provision utilised reflects the outcome against the amount provided for at 31 March 2023. The YJB has reviewed all historical legal claims, and where the case is now closed, has written back the provision. There are no new provisions in 2023/24.



11. 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 therefore should be disclosed as contingent liabilities. In 2023/24 there are no legal claims against the YJB that require disclosure as contingent liability (2022/23 nil).

12. Grants from sponsoring departments

	2023/24	2022/23
	£000	£000
Grant-in-aid from the MoJ	101,604	100,824
Total	101,604	100,824

13. Commitments

At 31 March 2024, the YJB had no capital or other financial commitments, (2022/23: nil).

14. Related party transactions

The YJB is an executive non-departmental public body that, during the 2023/24 financial year, was principally sponsored by the MoJ. The MoJ provides services and facilities to the YJB. These are recharged notionally by the MoJ.

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

During 2023/24, the YJB undertook material transactions of the following values with related parties:

	2023/24	2022/23
	£000	£000
Ministry of Justice		
Expenditure with the MoJ	116	86
Balance owed to the MoJ at 31 March	–	–
His Majesty's Prison and Probation Service		
Expenditure with HMPPS	270	50
Balance owed to HMPPS at 31 March	88	56

Expenditure and balances with His Majesty's Prison and Probation Service relates to staff secondments to the YJB.

Non-Executive Board members are required under the Code of Conduct for Non-Executive Directors 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 Non-Executive 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 events after the reporting period which require disclosure.



Abbreviations

ACEs	Adverse Childhood Experiences
ALB	Arm's Length Body
APPG	All-Party Parliamentary Group
APST	Alternative Provision Specialist Taskforce, DfE
BII	Business Intelligence and Insights
CCQM	Cultural Cohesion Quality Mark
CDA	Crime and Disorder Act 1998
CETV	Cash Equivalent Transfer Value
CMG	Case Management Guidance
CO2	Carbon Dioxide
CPS	Crown Prosecution Service
DELIUS	HM Probation Case Management System
DfE	Department for Education
ECM	Enhanced Case Management
EDI	Equality, Diversity and Inclusion
EDI	Equity, Diversity and Inclusion
ETE	Education, Training, and Employment
FARAC	Finance, Audit and Risk Assurance Committee
FRem	Government Financial Reporting Manual
FTEs	First Time Entrants
FYE	Full Year Equivalent
GFS	Government Functional Standards
GHG	Greenhouse gas
GIA	Grant-in-aid
GIAA	Government Internal Audit Agency
HMPPS	His Majesty's Prison and Probation Service
HMRC	HM Revenue and Customs

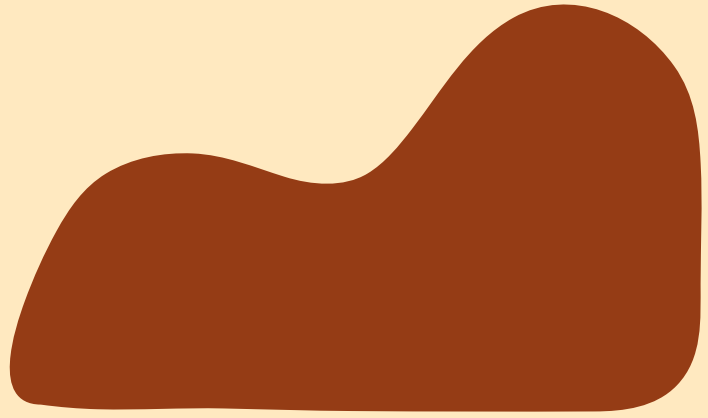


HMT	His Majesty's Treasury
ICO	Information Commissioner's Office
ICT	Information Communication Technology
IFRS	International Financial Reporting Standards
ISAs	International Standards on Auditing
IT	Information Technology
KPI	Key Performance Indicator
KWh	Kilowatt-hour
L&D	Learning and Development
LAP	London Accommodation Pathfinder
LRP	London Resettlement Partnership
MOU	Memorandum of Understanding
MoJ	Ministry of Justice
MOPAC	Mayor's Office for Policing and Crime
NCL	North Central London
NCSC	National Cyber Security Centre
NDPB	Non-Departmental Public Body
NHS	National Health Service
NOMIS	National Offender Management Information System
NPCC	National Police Chiefs' Council
NSOP	New Sense of Purpose
OAC	Oversight, Assurance and Compliance Framework
OASys	prison resettlement assessment platform
OGD	Other Government Department
ONS	Office for National Statistics
OOCDS	Out of Court Disposals
PC	Performance Committee
PCSC Act	Police, Crime, Sentencing and Courts Act 2022
PCSPS	Principal Civil Service Pension Scheme
PEAP	People Accountability and Engagement Project



PNC	Police National Computer
PRem	People and Remuneration Committee
PSR	Pre-Sentence Report
QAWG	Quality of Advocacy Working Group
ROTL	Release on Temporary Licence
SAFE	Support, Attend, Fulfil, Exceed (taskforce) DfE
SCS	Senior Civil Service
SLG	Senior Leadership Group
SoCF	Statement of Cash Flows
SoCNE	Statement of Comprehensive Net Expenditure
SoFP	Statement of Financial Position
SOS	Secretary of State
SSCL	Shared Services Connected Limited
VAT	Value Added Tax
WYJAP	Welsh Youth Justice Advisory Panel
YAN	Young Ambassadors Network
YCS	Youth Custody Service
YEF	Youth Endowment Fund
YJ	Youth Justice
YJAF	Youth Justice Application Framework
YJB	Youth Justice Board for England and Wales
YJPU	MoJ Youth Justice Policy Unit
YJS	Youth Justice Service
YJSOG	Youth Justice System Oversight Group
YOT	Youth Offending Team





E03112834
ISBN: 978-1-5286-4880-6

