

Delivering Improved Outcomes for Young Black People in the Criminal Justice System (2008-2011)

Introduction

1. On 18 October 2007 the Government published its response (CM 7214) to the Home Affairs Select Committee Inquiry and Report on Young Black People and the Criminal Justice System. The Government welcomed the Committee's Report and, in responding to each of the recommendations, set out a comprehensive and detailed picture of existing and planned activity across Government to address the issues highlighted by the Committee.
2. The Government remains wholly committed to ensuring that all young people are afforded every possible chance in life and the ability to fulfil their potential. To that end, work between partners across Government, the third sector and in local communities will continue, to help ensure that young black people get the support they need to make positive contributions to our society.
3. The Government is equally determined to ensure that the Criminal Justice System (CJS) is fair, responsive to the needs of all members of our community and is fully accountable to communities. Understanding and addressing persistent racial disparities within the CJS for people of all ages, and particularly our young people, is an integral part of the vision for the CJS.
4. The Committee made a number of recommendations for a coherent, cross-Government strategy to reduce the over-representation of young black people in the CJS. In its response, the Government gave a commitment to bring forward detailed operating proposals to ensure that its programmes, strategies and policies to support young people to lead fulfilling lives are accessible to young black people. The commitment included setting out proposals for leadership, governance and monitoring to ensure that Government will be able to track whether its policies and initiatives are delivering improved CJS outcomes for young black people and, if not, what more is needed to improve performance.
5. This paper sets out the detail of the proposed governance structure, programme management, monitoring and reporting arrangements that will drive and support delivery and enable Government to monitor and report progress on reducing unfair disproportionality in the CJS for young black people.

6. The Committee's recommendations and the response to each are set out in the extract from the Government response of 18 October 2007, attached at **Annex A** to this document.

A coherent overview of action by Government Departments at national and local levels

7. On 9 October 2007 the Government published details of 30 new Public Service Agreements (PSAs) for the period 2008-11. These PSAs, each with delivery agreements and priority actions and targets, provide the cross-Government high level framework through which performance against key indicators will be measured and improved outcomes for young black people will be achieved. The full set of PSA delivery agreements can be found at http://www.hm-treasury.gov.uk/pbr_csr/psa/pbr_csr07_psaindex.cfm.
8. Within the PSA set there are a number of specific indicators through which the commitments in the Government response will be delivered at national and local levels. In particular, "PSA 24: Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public" includes a specific target to tackle race disproportionality within the CJS. It requires local Criminal Justice agencies and partners to take action, by March 2011, to:

"... Better identify and explain race disproportionality at key points within the CJS and have strategies in place to tackle racial disparities which cannot be explained or objectively justified."

9. The target aims to:
 - (i) Improve the collection and quality of ethnicity data at key stages within the criminal justice process;
 - (ii) Improve the use of ethnicity data and other diagnostic tools by local Criminal Justice agencies and delivery partners to identify, examine and understand disproportionate over- or under-representation within the CJS of people from Black and Minority Ethnic (BME) communities; and
 - (iii) Ensure that every criminal justice area has in place a robust and measurable strategy to address any identified race disproportionality which cannot be explained or objectively justified, which is jointly owned, implemented, monitored and reviewed by all CJS agencies.
10. In addition to this specific CJS PSA target which addresses directly the central issue of disproportionality within the CJS, indicators and priority actions within other PSAs are designed to address many of the socio-economic and cultural factors which can place young black people at increased risk of being drawn into the CJS. The PSAs include indicators designed to:
 - Maximise employment opportunity for all;
 - Raise the educational achievement of all children and young people;
 - Improve the health and well-being of children and young people;
 - Increase the number of children and young people on the path to success;
 - Build more cohesive, empowered and active communities;
 - Make Communities Safer; and

- Reduce the harm caused by drugs and alcohol.
11. A table demonstrating how each of the commitments made in the Government response maps onto the new PSAs and identifying the PSA delivery agreement number and lead Government Department is attached at **Annex B** to this document.
 12. Whilst each of the PSA targets has a supporting governance structure, within which there will be monitoring, performance management and reporting arrangements, the Government has put in place an over-arching governance framework with a specific focus on delivery of the commitments made in its response. This provides clear leadership at ministerial and senior official level, allows for independent scrutiny (by the Equalities and Human Rights Commission) and opportunities for individuals, experts and service providers outside of Government to contribute to the on-going delivery plans and to advise and comment on progress. This governance structure is supported by a clear, outcome-focused programme management regime that will enable ministers and officials to monitor progress, take action where progress is lacking and demonstrate where successful outcomes have been achieved.

Governance: Departmental and Ministerial Leadership

13. The issues raised in the Committee's report cut across a range of Government Departments and business areas, many of which fall outside the remit of the Criminal Justice Departments. Nevertheless, the central theme of the Inquiry and Report is young black people and their over-representation in the CJS and it is right that the lead responsibility for co-ordination across Government rests with the Criminal Justice Departments. For clarity, the Ministry of Justice will lead for the CJS Departments.
14. The Lord Chancellor and Secretary of State for Justice, the Rt Hon Jack Straw MP, will be the designated Ministerial Champion for this work programme. The Lord Chancellor and his CJS Cabinet colleagues will provide the necessary focus, drive and vision to ensure delivery of the work programme.
15. The National Criminal Justice Board (NCJB), chaired jointly by the Lord Chancellor and the Home Secretary, will provide ministerial stewardship and oversight of the work programme. It is an existing ministerial group with a standing responsibility to combat inequality and discrimination in the CJS. Its membership includes all key ministers, heads of the criminal justice agencies and senior officials with responsibility for oversight of the Criminal Justice PSA targets, PSA targets for Youth Justice and Young People and related work programmes. Details of membership of the NCJB can be found on CJS Online at <http://lcjb.cjsonline.gov.uk/ncjb/2.html>. The Board's Terms of Reference are attached at **Annex C** to this document.
16. In recognition of the wider, non-CJS commitments within the work programme, arrangements are being made to ensure that ministers from the Department for Communities and Local Government (DCLG), who have responsibility for several key commitments are fully engaged in driving progress. The Rt Hon Hazel Blears MP, Secretary of State for Communities and Local Government, or a nominated

DCLG minister, will be invited to attend NCJB meetings at which this work programme is to be discussed.

17. The NCJB will review, at quarterly intervals, progress on delivery of the commitments and desired outcomes against the time scales set out in relevant PSA delivery agreements and delivery plans. Update reports for ministers will include alerts to areas of slippage/concern and recommendations for actions to mitigate risks to delivery.
18. The NCJB will report progress to the Domestic Affairs (DA) sub-Committee on Justice and Crime as appropriate.

Senior official leadership and oversight

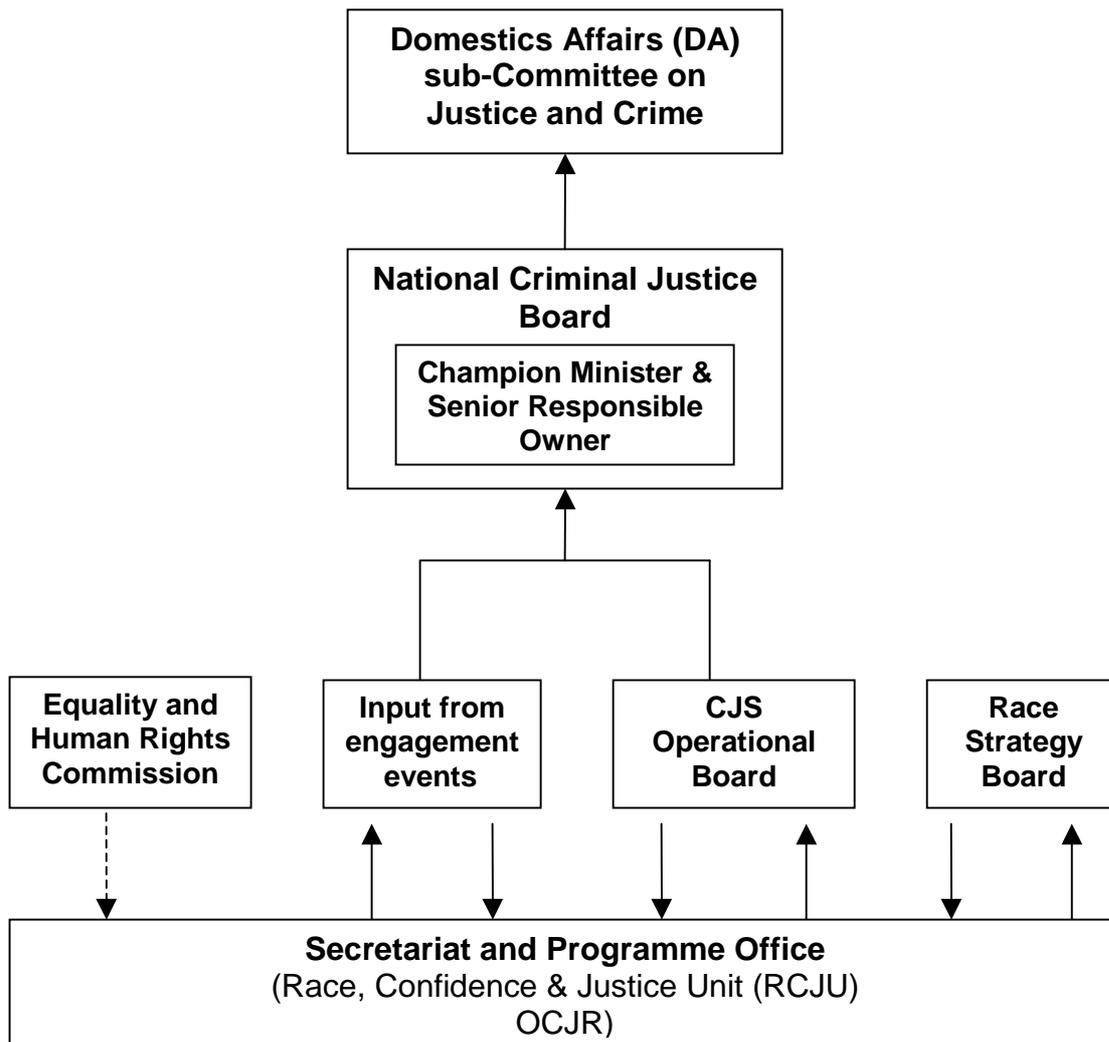
19. To mirror the arrangements at ministerial level, this important work programme will be championed at official level by the Chief Executive of the Office for Criminal Justice Reform (OCJR), the tri-lateral organisation that supports all three Criminal Justice Departments in the delivery of criminal justice reform. The Chief Executive will provide senior official leadership and will work with his equivalents across the Departments and business areas to ensure that barriers to progress are addressed and overcome at the earliest possible opportunity.
20. The OCJR Chief Executive will draw on the expertise and senior oversight provided by the Race Equality Strategy Board, chaired by the Director of Cohesion at DCLG, with Secretariat support from the Race Equality Unit at DCLG. This is a strategic, cross-Government senior officials group, which has overseen delivery of the “Improving Opportunity, Strengthening Society” Strategy and which has strong interests in the work programme set out in the Government response. This group will consider progress against the commitments on a regular basis and escalate concerns to the NCJB. The OCJR/CJS Operational Board, which has responsibility for the delivery of the Criminal Justice PSA targets, will provide additional senior leadership and capacity to drive progress and resolve difficulties should this be necessary.

External engagement and advisory function

21. The Government response to the Committee’s Report included a clear expectation that the Equalities and Human Rights Commission (EHRC) will provide independent scrutiny of the delivery of commitments made and progress towards desired outcomes. Arrangements will be made with the Commission to ensure that this scrutiny and challenge function operates effectively.
22. In addition, the Government is keen to ensure that it draws on the wealth of knowledge and expertise among the wide range of individuals and organisations (including those in service delivery roles and young people themselves) who gave evidence throughout the Inquiry. There is considerable added value to be gained by capturing the widest possible range of perspectives and by actively inviting external comment and advice to inform delivery and to check progress.
23. Invitations to participate in a series of structured engagement events, chaired by Maria Eagle MP in her role as the CJS Minister with day-to-day oversight of the

work programme, and held at approximately quarterly intervals, will be issued shortly. At these events, attendees will have opportunities to discuss the work programme and related issues at first hand with the minister and with Departmental officials.

24. The diagram below summarises the governance structures around this work programme:



Monitoring progress to change outcomes

25. The PSAs provide us with the frameworks we need to drive change. The following table at **Annex B** shows which PSA will deliver each commitment to improve outcomes for young black people. Work is underway to identify the primary projects and initiatives through which Departments will deliver on their PSA commitments. Out-turn against key PSA indicators will be monitored rigorously by Departments and by the Prime Minister’s Delivery Unit.

26. Between October 2007, when the PSAs and delivery agreements were published, and April 2008, when the new PSAs take effect, intensive work will be undertaken to develop and agree delivery plans for each indicator. OCJR is working closely with ministers and officials across Departments to ensure that the measurement and governance regimes put in place to drive progress against the PSAs are able to demonstrate whether initiatives and services:

- (i) Recognise the specific needs of young black people;
- (ii) Are accessible to and are being accessed by them; and
- (iii) Deliver improved outcomes.

Reporting on progress

27. Progress against key PSA indicators will be reported at regular intervals during the Spending Review period (2008-2011) through Departmental Annual Reports and Autumn Performance Reports in the same way as happens for the current set of PSAs.

28. In addition, in each of the years in the Spending Review period (2008/9, 2009/10 and 2010/11), a separate annual report will be produced on progress against the commitments made in the Government response. It will also include an assessment of whether programmes and initiatives are changing outcomes for young black people. The first report will be produced in October 2008, to mark the anniversary of the publication of the Government response to the Committee's Report. It will be published annually thereafter until the end of the Spending Review period in 2011, when the arrangements for reporting progress will be reviewed.

29. The programme of work set out in the Government response aims to examine and address a range of socio-economic and cultural factors and tackle the disproportionate representation of young black people in the CJS. Over time, changes in the proportions of different ethnic groups at key points within the CJS should be reflected in the annual publication of statistics on Race and the Criminal Justice System under section 95 of the Criminal Justice Act 1991. This statistical report will provide additional evidence of progress against this ambitious and complex programme of work.

**EXTRACT FROM THE GOVERNMENT RESPONSE (CM 7214): RECOMMENDATIONS
1-6**

Recommendation 1

To provide a focus and structure for change, we recommend that the Government should draw together a specific, cross-departmental strategy to reduce the overrepresentation of young black people in the criminal justice system. The strategy should bring together a coherent overview of what is being done by all government departments and at national and local level at present to reduce overrepresentation and should make an assessment as to why it has failed. It should make specific recommendations as to the contribution which is needed from each department and agency in order to reduce overrepresentation. (Paragraph 219, *Main Report*; Paragraph 8, *Conclusions & Recommendations*)

Recommendation 2

The strategy to reduce overrepresentation will need to set out clearly the responsibility of central Government departments. Cooperation between the Home Office and the new Department of Justice over this issue will be key. The Office for Communities and Local Government, Youth Justice Board and NOMs will also have a vital role to play. (Paragraph 220, *Main Report*; Paragraph 9, *Conclusions & Recommendations*)

We agree. We already have the strategies in place to deliver real change. *Improving Opportunity, Strengthening Society* (IOSS), which set out our strategy for race equality and community cohesion, is just one example of effective joint-working across government to improve equality of opportunity and promote rights and responsibilities. We published the second annual progress report in August which illustrates the challenges we face and demonstrates the progress we are making. Similarly, the new Youth Strategy will improve and join up services for children throughout the country and engage young people at the earliest opportunity. The new Youth Task Force (launched in October 2007) will further work to help young people fulfil their potential, preventing them getting into trouble, and help them to give and get respect in their communities. The recent REACH report, the recommendations of which we are currently considering, also contains practical and innovative proposals that we believe could act as real facilitators for change.

To ensure our strategies deliver for young black people, we are drawing together existing and planned work in this area into a simple, cost-effective delivery strategy that:

- sets out how we will reduce unfair disproportionality for young black people;
- has clear and effective leadership from a sponsoring minister and accountability across Government at ministerial and official level; and
- has robust monitoring and reporting arrangements to ensure that progress can be clearly measured.

We will bring forward detailed operating proposals in December 2007.

Recommendation 3

We do not believe there should be an explicit target to reduce over-representation. Such a target would create the perception and perhaps real danger that the exercise of justice was being distorted to meet a government target. Instead, we believe that the Government's aim should be to work towards a situation in which levels of recorded crime, self-report surveys about involvement in the criminal justice system and levels of victimisation reflect the proportions of young people from different socio-economic backgrounds in the population. The Section 95 statistics published annually by the Home Secretary should include details of progress towards this goal. (Paragraph 222, *Main Report*; Paragraph 11, *Conclusions & Recommendations*)

We agree. We are introducing a Basket of Indicators, focused on a number of key areas within the CJS, which will help us to identify where disproportionality is occurring. It will be the responsibility of CJS agencies to ensure that any identified disproportionality is not due to any unfair CJS practices or omissions. Where evidence suggests this may be the case, action will be taken.

Each of the selected indicators represents an important decision point within the CJS process. Examples include:

- indicators to identify disproportionality within Black and Minority Ethnic (BME) and White communities in the use of Stop and Search powers; and
- levels of victim satisfaction among White and BME communities with police action.

Data to support the Basket of Indicators will be drawn from existing and developing data sources. Where relevant, agencies will be able to look at this data and analyse it by juvenile and adult categories.

The Basket of Indicators will track levels of disproportionality over time and will be the first stage in a process to identify where systems are operating in a discriminatory fashion.

While we would hope to see changes in disproportionality over time reflected in the annual publication of Statistics on Race and the Criminal Justice System, we would need to consider very carefully whether this is the right mechanism for reporting progress.

Recommendation 4

The department which 'owns' the strategy to reduce over-representation should make regular assessments of progress towards a reduction in disproportionality and should challenge other departments to report regularly on progress towards indicators for reducing over-representation. (Paragraph 223, *Main Report*; Paragraph 12, *Conclusions & Recommendations*)

We agree. The delivery strategy will have clear and robust monitoring and reporting structures. Again, we will report full details in December 2007.

Recommendation 5

We are aware that the Government has published several strategies aimed at tackling elements of social exclusion in areas as diverse as housing, educational attainment and employment. Several of these have addressed the particular needs of BME communities in general and of particular BME communities. The effectiveness of these strategies needs to be kept under regular review. (Paragraph 225, *Main Report*; Paragraph 13, *Conclusions & Recommendations*)

We agree. We already have a range of options for monitoring the delivery and accessibility of services across a range of government business through the performance management frameworks of the Public Service Agreement (PSA) targets. IOSS is a good example of a Government strategy which is subject to annual review and on which we have produced two comprehensive annual reviews.

Recommendation 6

Statutory services which impact on or aim to tackle social exclusion—such as education, youth and careers advice, youth housing services and drug treatment—should be routinely monitored to assess the extent to which different ethnic groups are able to benefit from them. This data should be regularly reviewed to explore the reasons for any shortcomings in the ability of all young people to access and benefit from services. (Paragraph 226, *Main Report*; Paragraph 14, *Conclusions & Recommendations*)

We agree. As previously mentioned, performance management frameworks for PSA targets are a useful tool.

The Commission for Equality and Human Rights will provide independent scrutiny and appraisal of performance, but we will also consider what further independent scrutiny and appraisal arrangements might be appropriate. Our continued commitment to robust and effective Equality Impact Assessments of policies, services and functions will help identify areas in which young black people may experience difficulties accessing services.

PSA INDICATORS, LEAD DEPARTMENTS AND GOVERNMENT COMMITMENTS

PSA	PSA Delivery Agreement	Commitment	Department/Unit responsible for commitment
PSA 8	Maximise employment opportunity for all	An evaluation and assessment of current positive action initiatives to be carried out that will underpin the NPIA Equality Diversity and Human Rights Unit Knowledge Management Project	NPIA
PSA 10	Raise the educational achievement of all children and young people	Findings of the Priority Review to be used to reduce exclusions of young black people	DCSF
		Links between mainstream schools and supplementary education to be embedded into next stages of the Youth Strategy	DCSF
PSA 12	Improve the health and well being of children and young people	Research identifying how children and parenting support effectively engage with BME parents to be published	DCSF
		DCSF to work with 53 local authorities through Family Intervention Projects, to embed effective evidenced practice to meet needs of struggling families	DCSF
		National Academy of Parenting Practitioners to carry out a mapping exercise to evaluate local parenting support provision, identify under-served locations and groups and identify successful organisations and groups. Results to inform development of its workforce	DCSF
		Training programmes to be delivered to the 10 areas identified as having most need	DCSF

PSA 14	Increase the number of children and young people on the path to success	Government to make schools aware of all the resources available to them with regard to tackling gangs, knives and bullying	DCSF
		YJB to consult on schools' guidance concerning new pastoral responsibilities, including the guidance on guns and gangs	DCSF
		Guidance for leadership teams in schools affected by gang issues to be produced	DCSF
		Youth Strategy to consider how schools and local authorities can be supported and encouraged to meet obligations under RR(A)A 2000	DCSF
		Aiming High to improve and join-up services for children nationwide and engage young people at earliest opportunity	DCSF
		Youth Task Force will further work to help young people fulfil their potential, prevent them getting into trouble and engender respect in communities	DCSF
		To drive the development of local partnerships and overcome barriers to joined-up working between YOTs and local organisations focusing on young people already in YJS	DCSF
		TGAP to be underpinned by prevention and intervention work with parents and young people and new national coordination	DCSF
		Government to consider how a national role model programme would fit with the National Peer Mentoring Programme	DCSF
		Pilot on impact of peer mentoring to inform future mentoring programmes	DCSF

PSA 14	Increase the number of children and young people on the path to success	Statutory guidance to make clear that local authorities should focus their response to both securing young people's access to positive activities, and assessing their views on it, on at risk young people	DCLG/DCSF
		Youth Strategy to examine effective approaches to increase awareness of youth activities (esp. organised), including extended school activities	DCSF
		New duties under Youth Matters: Next Steps guidance will see multi-agency provision and co-location of services	DCSF
		Future funding sources for the Respect/Youth Music project to be considered	DCMS
		Affordable and well-resourced rehearsal spaces to be developed, especially in areas with poor provision	DCMS
		Youth worker training to have research indicating that adolescence is a distinct developmental age and best practice on providing youth services resulting from work involving the National Youth Agency incorporated	DCSF
PSA 21	Build more cohesive, empowered and active communities	Routes to improve the role of faith communities in local public partnerships and engagement to be examined by Faith Communities Council	DCLG
		Success of projects supported by the Connected Fund to be evaluated and used to support future funding decisions	HO (VCU)
		Evaluation of FCCBF to establish levels of success and best practice case studies	DCLG
		Third Sector to be involved in consultation process for the Local Area Agreements	DCLG

PSA 21	Build more cohesive, empowered and active communities	Guidance arising from the Local Government and Public Involvement in Health Bill to be published for consultation	DCLG
		Standard and principles by which the local third sector will be represented on Local Strategic Partnerships and engage in local public life to be developed	DCLG
		As part of CSR 2007 HMT asked departments to identify ways to pass on the flexibility and certainty offered by multi-year funding	HMT
		Rating system to support third sector organisations in benchmarking and evaluating their performance to be developed (announced Dec 2006; currently under PSA 6)	OTS
		Capacity for third sector organisations to better identify and promote its impacts to be developed (announced Dec 2006; currently under PSA 6)	OTS
		Neighbourhood policing teams to work with schools and local partners where particular schools, locations or pupils are identified as problematic	NPIA/DCSF
PSA 23	Make Communities safer	Best practice guidance on street gangs to be published	HO (VCU)
		Government to consider including encouragement to those areas looking at safe houses as part of national guidance	
		Race Action Plan to be incorporated into guidance on developing Youth Justice Plans	YJB
		Performance framework to further strengthen the emphasis on over-representation and include the issue of partnership arrangements with an annual assessment of capability	YJB

PSA 23	Make Communities safer	Study to explore the specific needs of BME young people and current service provision including a mapping exercise to be commissioned	YJB
		Juvenile Cohort Study to include an additional sample of young BME offenders with Parenting Orders	YJB/NOMS
		Good practice from YOTs on dealing with gang interventions to be collated and shared	YJB
		Evaluation of Resettlement and Aftercare Provision schemes to include ethnicity	YJB
PSA 24	Deliver a more effective, transparent and responsive CJS for victims and the public	Agencies to be able to look at Basket of Indicators data and analyse it by juvenile and adult categories	RCJU (MoJ)
		How issues of ethnicity in the YJS could be reflected in the national indicator set to be considered	DCLG/MoJ
		MDS to fill current gaps in data, particularly on remand and sentencing	RDS-OCJR
		MDS will map out a comprehensive specification of data to be collected to manage performance, be accompanied by data collection guidance and be informed by experience from the pilots	RDS-OCJR
		LCJBs to take the lead in disseminating findings from S95 and sharing them with local communities	RDS-OCJR
		Differences in charging between young offenders and adults, and Persistent Young Offenders and Prolific Priority Offenders to be explored in future impact assessments	CPS
		Equality and diversity impact assessments will continue to be undertaken	CPS

PSA 24	Deliver a more effective, transparent and responsive CJS for victims and the public	NPIA Stop and Search Delivery Board and the Community Panel Strategy and Work Plan to reflect the need to ensure that S&S is only used when operationally appropriate to do so by integrating principles of POP within general operational planning	NPIA
		Use of POP to be promoted in all forces	NPIA
		Benefits management strategy to be developed to assess impact of diversity learning programmes	NPIA
		Community trust and confidence toolkit to enable effective monitoring of forces' progress on perceptions of policing	NPIA
		Decision to retain DYOI to be revisited once work on YAOs is completed, including a feasibility review of financial constraints and population pressures, and the testing of the proposed regime for 18-25 year olds in a new custodial establishment	NOMS
		Proposals to test best approaches to youth support and most appropriate ways of addressing 18-24 year olds needs to be developed	NOMS
		Protocol for transition from under-18 to YAO provision to identify gaps in services and avoid duplication of services	NOMS
		The need to support all young people and recognise that many young offenders can also be victims to be the focus new joint work between Home Office, MoJ, DCSF, ACPO, YJB and others	HO (ASB-CPU)
		As part of Reducing Re-offending Delivery Plan YJB will consider whether services meet the needs of all ethnicities and if a specific review of this aspect of resettlement work is needed	YJB

PSA 24	Deliver a more effective, transparent and responsive CJS for victims and the public	NPIA to carry out an equality impact assessment to identify potential adverse effects contained within the NDNAD and the DNA Good Practice Guide	NPIA
		MDS to use 16+1 ethnicity classification	RDS-OCJR
		MDS to specify race data to be collected in CJS to allow comparisons across CJS	RDS-OCJR
		YOT data to be disaggregated by gender and ethnicity simultaneously	YJB
		Police forces looking to make mandatory the collection of ethnicity of victims of racist offences	RDS-CRCSG
		MDS to assess feasibility of collecting ethnicity data of victims in all cases	RDS-OCJR
		MDS to improve the quality of the data available on disposals and charging	RDS-OCJR
		MDS to investigate feasibility of providing data on the proportion of people arrested where no further action is taken following arrest	RDS-OCJR
		Collection of charging data and the outcome of court appearances to be reviewed as part of MDS	RDS-OCJR
		Once MDS implemented the best way to publish ethnicity data on gun and knife-related offences is to be examined	RDS-OCJR
		MDS pilots to examine which key demographic factors should be collected to allow meaningful analyses	RDS-OCJR
		Ethnicity data on ASBOs to be published	RDS-OCJR/ HO (ASB-CPU)
		MDS to establish practical monitoring regimes for local practitioners to improve data quality, and review centralised systems to ensure effectiveness and timeliness	RDS-OCJR
		Full cost-benefit analysis of palm-pilot trial to be undertaken	NPIA

PSA 24	Deliver a more effective, transparent and responsive CJS for victims and the public	Possibility of amending PACE Code A to allow all forces to use palm-pilots to be examined	PPPU
PSA 25	Reduce the harm caused by alcohol and drugs	PM to ask Advisory Council on the Misuse of Drugs to look at reclassification of cannabis	DoH

Key

ACPO	Association of Chief Police Officers
ASBO	Anti-Social Behaviour Order
CJS	Criminal Justice System
CPS	Crown Prosecution Service
CSR	Comprehensive Spending Review
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
DCSF	Department for Children, Schools and Families
DoH	Department of Health
DYOI	Detention in a Young Offenders' Institute
FCCBF	Faith Communities Capacity Building Fund
HMT	Her Majesty's Treasury
HO (ASB-CPU)	Home Office Anti-Social Behaviour and Crime Prevention Unit
HO (VCU)	Home Office Violent Crime Unit
LCJB	Local Criminal Justice Board
MDS	Minimum DataSet
MoJ	Ministry of Justice
NDNAD	National DNA Database
NOMS	National Offender Management Service
NPIA	National Policing Improvement Agency
OTS	Office of the Third Sector
PACE	Police and Criminal Evidence Act
PPPU	Policing Powers and Protection Unit
POP	Practice Oriented Package
RCJU (MoJ)	Ministry of Justice Race, Confidence and Justice Unit
RDS-OCJR	Research, Development and Statistics – Office for Criminal Justice Reform
RDS-CRCSG	Research, Development and Statistics – Crime Reduction and Community Safety Group
RR(A)A 2000	Race Relations (Amendment) Act 2000
S&S	Stop and Search
S95	Section 95 statistics on Race and the Criminal Justice System
TGAP	Tackling Gangs Action Programme
YAO	Young Adult Offender
YJB	Youth Justice Board
YJS	Youth Justice System
YOT	Youth Offending Team

NATIONAL CRIMINAL JUSTICE BOARD: TERMS OF REFERENCE

The NCJB is responsible for supporting Local Criminal Justice Boards to deliver the Criminal Justice System's PSA targets on the justice gap and confidence.

It will do this by:

- Removing barriers to joint working, focusing in on particular concrete aspects of the CJS business process;
- Strategic direction of resources to secure achievement of objectives;
- Horizon scanning to identify longer-term opportunities and threats; and
- Learning and transferring the lessons from local areas and agencies which have successfully innovated and offer lessons for the rest of the system.

The NCJB also has specific responsibility for:

- Combating inequality and discrimination in the CJS; and
- Communication across the CJS.