



# **YJB Business Plan 2010/11**

# Addendum

Our *Business Plan* sets out our strategic objectives, the key actions we are taking towards them and how we are deploying our resources during 2010/11.

However, a number of significant factors have resulted in changes to our original plans for this year. The policies of the new Coalition Government, its emergency budget in July, and the Spending Review in October have required the YJB to review and reprioritise its activities.

In 2010/11, we have:

- made £1m savings on our operating costs
- implemented an extensive programme to decommission accommodation in the secure estate (decommissioning more than 500 beds, saving around £20 million).

In June 2010, the Secretary of State for Justice announced that he would publish a Green Paper by the end of 2010. The Green Paper will contain, among other things, proposals to strengthen the youth justice system. The YJB has worked closely with the Ministry of Justice to develop these proposals, and we will support consultation on them and the subsequent work needed to refine and implement the new policies.

In October 2010, the Cabinet Office announced that the Government would put proposals for reforming a large number of public bodies before Parliament. Subject to Parliament's agreement, the YJB will be abolished, with its main functions – overseeing local youth offending teams, disseminating best practice, commissioning a distinct secure estate, and placing young people in custody – transferring to a distinct delivery unit within the Ministry of Justice. We have begun work with the ministry to design an operating model that will support these new governance arrangements for the youth justice system.

# Contents

<b>1 Who we are and what we do</b>	<b>5</b>
Our vision	5
Our objectives	5
Youth justice in Wales	6
<b>2 Strategic objectives and key actions</b>	<b>7</b>
Strategic objective 1 – preventing offending	7
Strategic objective 2 – reducing reoffending	7
Strategic objective 3 – increasing victim and public confidence	8
Strategic objective 4 – ensuring safe and effective use of custody	9
Corporate objective – building capacity	10
<b>3 Funding and budget allocation</b>	<b>12</b>

© Youth Justice Board for England and Wales 2010

The material featured in this document is subject to copyright protection under UK Copyright Law unless otherwise indicated. Any person or organisation wishing to use YJB materials or products for commercial purposes must apply in writing to the YJB at [ipr@yjb.gov.uk](mailto:ipr@yjb.gov.uk) for a specific licence to be granted.

# 1 Who we are and what we do

The Youth Justice Board for England and Wales (YJB) is a non-departmental public body created by the Crime and Disorder Act 1998 to oversee the youth justice system for England and Wales. We are sponsored by the Ministry of Justice (MoJ) and our Board members are appointed by the Secretary of State for Justice. We also receive funding from the Home Office and the Department for Education.

The youth justice system in England and Wales is made up of a network of organisations that work together to administer justice and to help children and young people live free from crime. In addition to the YJB, the network consists of:

- 157 youth offending teams (YOTs) – local partnerships made up of partners from the police, probation, local authority children’s services and health services
- the police and the Crown Prosecution Service
- the courts and the judiciary
- secure accommodation providers – young offender institutions (YOIs), secure training centres (STCs) and secure children’s homes.

## Our vision

We want to see an effective youth justice system where:

- young people receive the support they need to lead crime-free lives
- more offenders are caught, held to account for their actions and stop offending
- victims are better supported
- the public has more confidence in the youth justice system.

To achieve this vision, we apply our expertise and knowledge to help local managers and frontline professionals to provide effective services for their area.

We also work with the MoJ and other government departments to ensure that national policies and legislation support better outcomes for the youth justice system, and that the secure estate operates in a way that protects both the public and the young people accommodated within it.

## Our objectives

The YJB’s strategic objectives are to:

- prevent offending

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

We also have a corporate objective to make the best use of our resources so that we achieve our strategic objectives in the most efficient and effective way possible in order to provide best value for money.

## Youth justice in Wales

The devolution of children's services, education and health policies to Wales means that a significant part of YOT activity is subject to Welsh Assembly Government (WAG) oversight.

The YJB has worked with WAG to produce the *All-Wales Youth Offending Strategy* to ensure alignment between the UK Government's youth justice policies and WAG's approach to the provision of the services for which it has responsibility. We will:

- oversee implementation of the *All Wales Youth Offending Strategy* objectives through the joint chairing of the Youth Justice Committee for Wales and its sub-committees
- monitor national, regional and local performance against the six performance measures in the Wales YOT indicator set
- assist the Department for Health and Social Services in developing integrated family support services
- work with the Children's Commissioner for Wales to embed consultation with, and the participation of, children and young people in the youth justice system
- implement the *Youth Crime Action Plan* in Wales in partnership with the WAG
- consolidate and broaden locally-based resettlement and aftercare provision, in particular, for those young people leaving custody, and evaluate the six funded resettlement programmes in Wales and disseminate best practice
- implement a Welsh language action plan to provide Welsh learning options for children and young people from Wales in secure establishments. This will include developing practice guidance for YOTs on delivering services through the Welsh language.

## 2 Strategic objectives and key actions

In 2010/11, we will continue our drive to achieve the objectives that we believe will reduce youth offending and ensure the best outcomes for victims and local communities. Our approach aims to prevent young people from committing crime and to rehabilitate those who do. In this way, we will support the Government's ambition to increase public confidence in the criminal justice system.

Our effort and resources will focus on supporting the progress made by frontline services so that their interventions with young people are delivered as effectively and efficiently as possible.

### Strategic objective 1 – preventing offending

It is in everyone's interests to intervene early to prevent children and young people from offending rather than having to deal with the consequences, once an offence has been committed.

Sometimes, a child or young person might commit a very minor offence that is not part of a wider pattern of offending. In these cases, the police might decide that it is not appropriate or cost effective to issue a formal Reprimand that would result in the child having a criminal record.

Evidence shows that action that includes an element of "restorative justice" can be effective in preventing further offending by making a child face up to the consequences of their behaviour and its impact on the victim.

- **Key action 1**

In 2010/11, we will provide YOTs with £31.45m funding for local projects to prevent young people from offending. This maintains the level of funding provided in 2009/10 and will contribute to a reduction of at least 1.5% in the number of young people entering the youth justice system for the first time.

- **Key action 2**

We will support greater use of restorative justice by disseminating examples of effective practice, including the learning from police force areas that have adopted the Youth Restorative Disposal (YRD).

### Strategic objective 2 – reducing reoffending

In 2010/11, we will undertake a range of activity to help YOTs tackle reoffending in their area. Drawing on the experience of frontline practitioners, we will identify and promote the practices that bring about the best outcomes. For example, we will support improvements to the systems for assessing the risks posed by young offenders and what needs to be done to help them to turn their lives around. We will also help strengthen local areas' work to rehabilitate young offenders.

- **Key action 3**  
We will support the effective use of Referral Orders and the introduction of new standards in restorative justice. This will include updating *Panel Matters* training for volunteers on youth offender panels, and providing support for restorative justice consortium pilots to ensure the continuing confidence of sentencers and the community.
- **Key action 4**  
We will review the benefits of the Scaled Approach, and identify where improvements can be made so that YOTs can strengthen their management of young offenders and reduce the likelihood of reoffending.
- **Key action 5**  
Learning from the best professional practice, we will develop case management and sentence-planning for the secure estate that will help providers to operate in a more effective and consistent way.
- **Key action 6**  
We will develop a new approach to working with YOTs that is based on supporting, enabling and sustaining improvement from within the youth justice sector itself.
- **Key action 7**  
In 2009/10, we helped establish consortia in two areas to pilot intensive collaborative working between local authorities and the secure estate on resettling young offenders. In 2010/11, we will work with the consortia to identify how best to commission and provide support packages for young people coming out of custody, and to evaluate their success.
- **Key action 8**  
We will improve information sharing across the youth justice system and access to youth justice services through the Youth Justice Information Sharing Programme.
- **Key action 9**  
We will implement a sustainable cost-effective framework for managing youth justice system IT shared services.

### **Strategic objective 3 – increasing victim and public confidence**

Improving confidence in the Criminal Justice System is central to the YJB's work. Victims of youth crime must feel they have been well served by the system, with their concerns having been listened to, their needs addressed, and justice having been done.

- **Key action 10**  
We will produce advice that will help YOTs to improve their work with victims to ensure they have every opportunity to be involved in the progress of their case. This work will address reparation and victim priorities, the revised victims' code of practice, victims' champion challenges and the role of victims' workers.



- **Key action 11**  
We will implement a victims and public confidence improvement plan. This will include activity to improve YOT services to victims and to strengthen YOT engagement with their local communities.
- **Key action 12**  
We will establish a YOT Restorative Justice Development Network to promote the effectiveness and quality of restorative justice conferencing, including increased victim participation (see also key actions 2 and 3, above)
- **Key action 13**  
We will revise our advice to YOTs on Multi-Agency Public Protection Arrangements (MAPPA). MAPPA is a mechanism for agencies to work together when dealing with offenders assessed as posing a high risk of harm to others. We will support YOTs and other agencies to focus on those young people who are most at risk of serious offending.
- **Key action 14**  
We will develop and implement a new communications and engagement strategy, working with local and national partners to better explain the approaches taken to youth justice and to promote public confidence in the youth justice system.
- **Key action 15**  
We will increase the participation of young people in the youth justice system to ensure support is tailored to their needs and promotes better outcomes for them.
- **Key action 16**  
We will provide YOT management boards with information on best practice on the governance, leadership and management of YOTs.

## **Strategic objective 4 – ensuring safe and effective use of custody**

For some young people, custody is the most appropriate option. If they are to be rehabilitated, then custody needs to be a secure, safe and supportive place for young people – however short or long their time there.

In 2010/11, we will continue to provide the best opportunities for reducing their offending behaviour and for effective resettlement back into the community on release.

- **Key action 17**  
We will revise *Making it Count in Court* to help YOTs provide effective support to courts and to increase courts' confidence in YOT services and programmes. We will support better working between YOTs and courts by developing a joint national protocol with Her Majesty's Courts Service and the Magistrates' Association.
- **Key action 18**  
We will develop a commissioning plan for the secure estate. To achieve value for money, we will review our commissioning of accommodation places in YOIs, STCs and secure children's homes.

- **Key action 19**  
We will develop a national strategy for collaborative commissioning with our partners, supporting a seamless service for young people in the secure estate.
- **Key action 20**  
With fewer young people in custody, we will decommission secure accommodation to reflect current demand. We will continue to manage and monitor contracts and service level agreements with providers to ensure quality, safety and value for money. We will take greater account of young people's views in our monitoring of services.
- **Key action 21**  
With the National Offender Management Service, we will develop specifications and operating procedures for YOIs that are distinct from those of adults in custody and are tailored for the needs of young people.
- **Key action 22**  
The YJB Placement Service places young people in appropriate accommodation across the secure estate. We will implement a change programme to improve the way placement decisions are made. This includes revising documentation and improving the way decisions are recorded, to increase transparency. The work also covers a comprehensive learning and development programme for staff.
- **Key action 23**  
Our capital development programme aims to reconfigure the estate so that the geographical spread of places better matches demand, improves education and vocational facilities, and provides more flexible living units. We will refurbish facilities at Warren Hill YOI to improve the induction of young offenders, and the healthcare facilities available.
- **Key action 24**  
We will survey YOTs and analyse their views of the service being delivered in secure establishments.
- **Key action 25**  
We will create a service level agreement between Ofsted, Her Majesty's Inspectorate of Prisons, the MoJ and the YJB relating to the inspection of STCs.

## **Corporate objective – building capacity**

We must strive to make the best use of our resources so that we meet our objectives in the most efficient and effective way possible. We know that the economic climate means that, more than ever, we need to ensure value for money in every area of our work, and that our staff and systems operate at their maximum capability to support the youth justice system.

In 2009/10, we introduced measures to improve our ways of working. At the same time, we achieved a 10% reduction in our YJB operating costs, saving the tax payer £1.5 million. In 2010/11, we will build on these foundations by focusing effort on priority issues.

- **Key action 26**  
 We will complete the implementation of our financial change programme, and strengthen our budget management and forecasting capability so that we can continue to improve financial management and secure best value for money from our programme and operational budgets.
- **Key action 27**  
 We will identify and deliver savings of £1m on the YJB's operating costs in 2010/2011 by identifying efficiency savings, including considering the feasibility of outsourcing or sharing some of the YJB's finance and HR services with other organisations, such as the Ministry of Justice, our sponsor department.
- **Key action 28**  
 We will implement our updated *Business Continuity Plan* to ensure that key operations can function in the event of an emergency.
- **Key action 29**  
 We will take forward the updating of our internal control framework, including the creation of an anti-fraud programme.
- **Key action 30**  
 We will further strengthen our information assurance systems in order to protect confidential data and other information assets.
- **Key action 31**  
 We will introduce a new performance appraisal system that will identify our highest performers, tackle poor performance, and support staff in driving improvement across the YJB.

### 3 Funding and budget allocation

	2010/11 £m	Funding source	What the budget buys and achieves
<b>Community Youth Justice Services</b>			
Prevention	36	Home Office, Ministry of Justice, Department of Education	Contribution to the reduction in the number of first-time entrants to the youth justice system through locally delivered youth inclusion and support panels, youth inclusion programmes and parenting programmes. Estimated that in excess of 20,000 young people are engaged each year.
Effective practice grants	54	Ministry of Justice, Home Office	Statutory partners within the local YOT are responsible for ensuring that YOTs are resourced to deliver youth justice services. These grants are targeted at effective practice and specific innovations.
Intensive supervision and surveillance	35	Ministry of Justice	Intensive supervision and surveillance programmes engage 5,000 young people each year across all YOTs.
Resettlement	16	Ministry of Justice	2,000 young people are engaged in resettlement and aftercare programmes run by YOTs.
Community education engagement	7	Ministry of Justice	Grants to YOTs and other agencies to support young people in the youth justice system into education, training and employment.

Intensive Fostering	3	Ministry of Justice	Schemes, including specialist teams, in four areas (24 places) for young people whose family circumstances are a major contributing factor in their offending.
Other – including workforce development, research, Scaled Approach	3	Ministry of Justice	Other programmes, including the YJB research programme and youth justice system workforce development strategy.
<b>Total</b>	<b>154</b>		
<b>Custodial services</b>			
Prisons – HM Prison Service	123	Ministry of Justice	Secure accommodation in Prison Service YOIs.
Prisons – private	34	Ministry of Justice	Secure accommodation in private YOIs.
Escort contracts	22	Ministry of Justice	Transport for young people to and within the secure estate, e.g. from court to custody.
Other contracts	6	Ministry of Justice	Includes restraint review, advocacy, workforce development and social workers
Secure training centres	56	Ministry of Justice	Secure accommodation in STCs.
Secure children's homes	40	Ministry of Justice	Secure accommodation in secure children's homes.
Substance misuse	7	Ministry of Justice	54,000 targeted substance misuse interventions.
<b>Total Secure Accommodation</b>	<b>288</b>		
<b>Running costs</b>	<b>15</b>	Ministry of Justice	Staff and administrative costs, including premises and our communications.

ICT change programmes	7	Ministry of Justice	Improved information sharing to reduce reoffending.
YJB ICT programme	1	Ministry of Justice	Day-to-day running of internal ICT systems. (Foundation, small development work, support and maintenance, network links).
Non-cash costs	4	Ministry of Justice	
<b>Total resource budget</b>	<b>469</b>		

**Stock code: D124**