



Youth Justice Agency

Annual Report And Accounts 2009 - 2010

Report on the work of the Youth Justice Agency of Northern Ireland 2009-2010

Presented to Parliament in accordance with Section 7 (2) of the Government Resource and Accounts Act 2000.

Ordered by the House of Commons to be printed: 19th July 2010



© Crown Copyright 2010

The text in this document (excluding the Royal Arms and other departmental or agency logos) may be reproduced free of charge in any format or medium providing it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the document specified.

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

For any other use of this material please write to Office of Public Sector Information, Information Policy Team, Kew, Richmond, Surrey, TW9 4DU or e-mail: licensing@opsi.gsi.gov.uk

ISBN 9780102949025

Printed in the UK by The Stationery Office Limited on behalf of the Controller of Her Majesty's Stationery Office
PC2765 07/10

Printed on paper containing 75% recycled fibre content minimum

Contents

Foreword by the Chief Executive	5
PART 1: ANNUAL REPORT 2009-2010 INCLUDING OPERATING AND FINANCIAL REVIEW	
Management Commentary	7
Operating Review	10
Role and Task	10
· Community Services	11
· Youth Conference Service	12
· Custodial Services	13
· Corporate Services	14
Mission Statement and Values	15
Review of Performance 2009–2010	16
· Looking Back over 2009-2010	16
· Highlights of the Year	17
· Performance against Key Targets	21
· Performance against Development Objectives	23
· Community Services Review	26
· Youth Conference Service Review	28
· Custodial Services Review	29
· Corporate Services Review	33
· Child Protection Policy and Procedures	34
· Complaints Charter	34
· Victims Charter	36
· Health & Safety	36
· Freedom of Information	36
· Data Handling	36
· Sustainable Development	36
Looking Forward to 2010–2011	37
Financial Review	39
Management Board Remuneration Report	42
Appendices:	
1. Community Services Caseload	45
2. Youth Conference Service Caseload	47
3. Analysis of Admissions to Custody	48
4. Recruitment and Selection Code of Practice	49
5. Child Protection – Statistics	50
6. Complaints – Statistics	51
7. Assaults by Young People on Agency Staff	52
8. Addresses and Contact Details	53
PART 2: ANNUAL ACCOUNTS 2009-2010	55
· Statement of the Agency's and Chief Executive's Responsibilities	56
· Statement on Internal Control	57
· The Certificate and Report of the Comptroller and Auditor General to the House of Commons	60
· Financial Statements for the Year ended 31 March 2010	61
· Notes to the Financial Statements	65





Foreword By The Chief Executive

The Youth Justice Agency has a vision for a 'world class' youth justice system in Northern Ireland. This system should be characterised by fairness in process, respect for all participants, effective outcomes and public trust.

In the past year we have taken further steps towards achieving this vision. We have embedded restorative practices at the heart of our system. This seeks to balance the needs and rights of the victim, the community and the young person who offends. The youth conference approach in Northern Ireland was highly commended in a recent independent report by the Prison Reform Trust which generated considerable media interest across the UK. We also maintained excellent levels of victim participation and satisfaction with the conference process.

Across the Agency we have enhanced our assessment process. This looks at risk factors and strengths of the young people and families referred to us and allows for individually tailored plans and interventions to be agreed. The introduction of regional risk panels has enhanced our ability to protect the public from serious harm and our update of Child Protection policies and procedures helps us protect children and young people from harm and abuse.

The new pilot Priority Youth Offender Project in the greater Belfast area has allowed us to introduce innovative, intensive and personalised packages of supervision and support to those young offenders who most give rise to public concern. This project is jointly managed by the Youth Justice Agency and the Probation Board for NI but encompasses other agencies in its governance and interventions. These include the Police Service of Northern Ireland, the Public Prosecution Service, NI Court Service and the Department of Justice. Academic input from the Institute of Criminology at Queen's University ensures that we are adopting evidence based practice and using interventions which have been shown to lead to desistance from criminal behaviour. We look forward to the evaluation results from this project.

Community engagement has been a major theme in the year just past. Our Community Services directorate has engaged in a wide range of community and inter-agency fora. It is vital that we have the skills to work in partnership with the community. We need to listen to public concerns and to work together with community groups and other agencies in addressing these issues. It has been great to see the number of groups and agencies willing to become involved with us – particularly in providing reparation opportunities within local communities. This allows young people to pay back, in some manner, for their mistakes but also to portray themselves in a different light by participating in environmental work or taking part in charitable work for the good of the community.

Some excellent work has also taken place at Woodlands Juvenile Justice Centre in Bangor. The Irish Penal Reform Trust in its report on international best practices promoted Woodlands as an example of best practice in 10 of 11 standards. These included the crucial standards of protecting children from harm and re-integration into the community. Education results have been very encouraging, as have some of the personal and social development programmes introduced this year. Of particular note was a programme delivered by 'Community Relations in Schools' which addressed the important issues of sectarianism, hate crimes, issues of equity and respect for diversity. Feedback from the young people who participated was first class.

I am pleased to report the part-time appointment of a consultant child and adolescent forensic psychiatrist. This greatly enhances our ability to address the complex mental health needs of many of the young people referred to us. We have taken part in a number of inter-agency initiatives in the fields of communications difficulties and learning disabilities. Of particular note was participation with the Royal College of Speech and Language Therapists and this has informed a further programme of work, led by the Northern Ireland Prison Service, which is promoting a criminal justice system wide approach to communication problems and learning disorders such as ADHD, autistic spectrum disorders and dyslexia. This cross agency approach, including colleagues in health and social services, education and the community and voluntary sectors is surely the best way of securing better outcomes.

The Agency's staff are its single most important resource. We are fortunate in having a competent, highly-motivated and professional workforce who are passionate about their work. It was pleasing to see further steps being taken in enhancing the skills and competencies of the staff. This was evidenced in the report re-affirming our status as an Investor in People organisation. Initiatives undertaken in the past year include "Working for Staff Health" and the setting up of a "Valuing People Group". It was gratifying to record a reduction of almost 25% in staff sick absence compared to 2008-09 levels. We also commenced a review of organisational structures which will lead to the integration of our Youth Conference and Community Service directorates. This will make the Agency better fit for purpose to meet our obligations in the years ahead.

I write this report as the out-going Chief Executive as I am to retire during summer 2010. I have thoroughly enjoyed my six years with the Agency. It has been a time of challenge and great change but I believe that I have overseen many changes for the better which will help us realise our vision. I would like to thank the many friends and colleagues from within the Agency, the Department of Justice and much wider afield who have given me much support and encouragement during my tenure. I wish you all every success for the future.

Bill Lockhart
Chief Executive



Part 1:

Annual Report 2009-2010
Including Operating and Financial Review

Management Commentary

History and Statutory Background

The Youth Justice Agency was established as an Executive Agency, as recommended in the Criminal Justice Review, on 1 April 2003. It was established to take on the range of responsibilities which, up to that date, had fallen to the Juvenile Justice Board (a Non-Departmental Public Body), and to introduce a Youth Conferencing Service. Up until 12 April 2010, it was one of four Executive Agencies within the Northern Ireland Office¹ (see paragraph on Events After the Reporting Period).

The Agency's policy framework is set by Ministers and the Agency is directly accountable to Ministers, through its Chief Executive, for the delivery of services and the management of resources in accordance with this policy.

Aims and Objectives

The overall aim of the Agency is to reduce youth crime and to build confidence in the youth justice system. The Agency is part of the wider criminal justice system and contributes, alongside other partners, to achieving the system's overall aims and objectives. For 2009-2010 indicators were set to measure the success of the Agency within a framework of efficiency and economy, consistent with the NIO Public Service Agreement target relating to the criminal justice system. The Agency contributed to this target by providing a range of services aimed at crime avoidance by children. Further details can be found in the Operating & Financial Reviews.

Board Members

The Youth Justice Agency is headed by a Chief Executive who is supported by a Management Board. The Chief Executive for the year ending 31 March 2010 was Bill Lockhart.

The structure and members of the Management Board for the year ended 31 March 2010 are set out below:

Chief Executive

Dr Bill Lockhart

Acting Director Community Services

Mrs Aideen McLaughlin (from 5 May 2009 to 31 March 2010)

Acting Director Community Services

Mr Thompson Best (from 1 April 2009 to 4 May 2009)

Director of Youth Conference Service

Mrs Alice Chapman

Director of Custodial Services

Mr Philip Tooze

Director of Corporate Services

Mr Martin Gunning

Non Executive Director

Mr Shane Logan

Non Executive Director

Mrs Linda Kerr

David Weir, previously Director of Community Services, resigned with effect from 1 April 2009.

The Management Board of the Agency is responsible for the strategic and business management of the Agency's operations. Appointments to the Management Board are made in accordance with its Framework Document. Details of the salary and benefits of the Management Board members are disclosed in the Remuneration Report on pages 42 to 44.

Board Members' Interests

A Register of Interests is maintained by the Agency in keeping with best practice, to record declarations of personal or business interests which may conflict with responsibility as a member of the Agency's Management Board.

Details of transactions of the Agency with organisations in which Board Members hold an interest and which could potentially conflict with their management responsibilities are disclosed in the Related Party Transactions note in the financial statements on page 89.

Business Review & Future Developments

A full review of the Agency's business for the year and its future development, including any research & development activities, and the exposure of the Agency to risk is set out in the Operating & Financial Review, and in the Agency's Corporate Plan 2008-2011 and Business Plan 2009-2010. The net cost of operations for the year ended 31 March 2010 was £23,488k (2008-2009, £21,532k). Further detail is provided in the Financial Review on pages 39 to 41.

International Financial Reporting Standards

The 2008 Budget announced that the annual financial statements of government departments and other entities in the public sector would be prepared using International Financial Reporting Standards (IFRS). Following a revision to the implementation timetable, these standards have been adapted as necessary for the public sector and used in the preparation of the Agency's 2009-2010 financial statements. In addition, comparative financial information for 2008-2009 has been restated along with opening balances at 1 April 2008.

¹ References to the Northern Ireland Office (NIO) throughout this report reflect the structures and arrangements in place for the period up to 31/3/2010 which is prior to the devolution of Policing and Justice and the creation of a Department of Justice.

In practice, there is minimal impact on the 1 April 2008 (and subsequently the 1 April 2009) opening balances, or on the Agency's financial statements. The main changes as a result of the adoption of IFRS are to the presentation of the main statements; the disclosure of accounting policies; and to the liabilities of the Agency which for the first time will include an accrual for employee benefits (untaken holiday, flexi and toil leave).

Events After the Reporting Period

Devolution of Policing and Justice functions

On 9 March 2010, the political parties in Northern Ireland agreed that policing and justice functions should devolve to the Northern Ireland Assembly on 12 April 2010. During the period up to the date of devolution, the Agency complied with the corporate governance and accountability framework arrangements issued by the Northern Ireland Office and also the guidance issued by HM Treasury, including Managing Public Money.

The Annual Report and Accounts of the Agency for the year ended 31 March 2010 relate entirely to the period before devolution and will be laid in Parliament. References continue to be made in this report to the Northern Ireland Office as the parent Department during the reporting period. Further details are contained in Note 23 of the financial statements.

When policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly on 12 April 2010, the Department of Justice was established as a new Northern Ireland Department by the Department of Justice Act (Northern Ireland) 2010.

From this date, the Youth Justice Agency became an Executive Agency of the Department of Justice. As such, it now complies with the corporate governance and accountability framework arrangements issued by the Department of Justice and also the guidance issued by the Department of Finance and Personnel, including Managing Public Money Northern Ireland. The Annual Report and Accounts for years ended 31 March 2011 onwards will be laid in the Northern Ireland Assembly.

Pension Liabilities

The Youth Justice Agency makes employer contributions to four pension providers:

- Principal Civil Service Pension Scheme GB (PCSPS GB)
- Principal Civil Service Pension Scheme NI (PCSPS NI)
- Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC)
- Teachers' Superannuation Scheme (TSS)

Details of the above schemes are disclosed in the Remuneration Report on pages 42 to 44. The treatment of pension liabilities in the financial statements is disclosed in the accounting policies note (Note 1) on pages 65 to 70.

Health & Safety

The Youth Justice Agency is committed to providing for staff, young people and visitors, an environment that is as far as possible safe and free from risk to health. The Agency complies with all relevant Health and Safety Regulations.

Equal Opportunities

Section 75 of the Northern Ireland Act 1998 requires public authorities to promote equality of opportunity and good relations, to ensure that equality issues are integral to the whole range of public policy decision making. The NIO, which includes the Youth Justice Agency, submitted its Equality Scheme to the Equality Commission for Northern Ireland. The Youth Justice Agency is fully committed to the Equality Scheme and ensures that appropriate training is delivered to staff.

Employees with Disabilities

The Agency is committed, where reasonably practicable, to the retention of individuals who become disabled whilst in its employment and, in addition, positively welcome applications by disabled people for employment or promotion. The average number of disabled people employed in the year was 10 (2008-2009, average 12).

Employee Consultation

The Youth Justice Agency recognises the importance of good industrial relations and is committed to effective employee communications. Regular meetings are held with representatives of the trade unions in line with the Agency's industrial relations policy and arrangements.

Charitable Donations

The Agency did not make any charitable donations during the year.

Payment of Suppliers

Payment within 10 workings days

The former Prime Minister's statement of 8 October 2008 set a challenge to Government Departments to pay suppliers as soon as possible, with the aim of bringing forward all payments to within 10 days.

Following the guidance issued by Sir Gus O'Donnell on 17 November 2008, the NIO and its Agencies revised internal timescales for the processing and payment of invoices with effect from 1 December 2008.

During the year ended 31 March 2010 the Agency paid 82.9% (2008-2009, 81.6% - for the 4 month period of December 2008 – March 2009) of all invoices within 10 working days following receipt of a properly rendered invoice.

In addition, the Department for Business Enterprise and Regulatory Reform launched a new code of practice in December 2008 to help increase the speed of payments between customers and their suppliers. The prompt payment code was developed in partnership with the Institute of Credit Management and aims to establish a clear and consistent policy in the payment of business bills. The Agency has shown its support and commitment to the principles of the code by becoming a signatory. Further details regarding this are available at www.promptpaymentcode.org.uk.

Personal Data Related Incidents

There were two incidents relating to loss of personal data held by the Agency that occurred during the year. No significant financial or other loss has been incurred as a result of either incident. Further details are set out in the Agency's Statement on Internal Control on page 59.

Sick Absence

The average number of days per employee lost through sickness absence during 2009-2010 was as follows;

Directorate	2009-2010 No. of Days	2008-2009 No. of Days
Juvenile Justice Centre, Woodlands	21.9 ¹	28.2 ²
Community Services	9.8	14.3
Youth Conference Service	4.8	7.8
Total for Service Directorates	15.4	20.4
General Service Grade Staff	not yet available	8.1 ³

¹ includes 4.54 days lost attributable to assaults

² includes 5.54 days lost attributable to assaults

³ Data only available for the period April 08 to October 08. Average no of days lost for this period (4.7) has been uplifted to provide a full-year equivalent for 2008-2009

In December 2008, the Agency launched an initiative, "Working for Staff Health".

Its purpose is to improve the level of support and information provided to both staff and management to secure a healthier workplace. The initiative not only strengthens our Occupational Health provision, but promotes a proactive approach to staff health and well-being. This initiative has contributed to a significant reduction in the level of sick absence of non-general service grade staff.

Accounting Responsibilities

The financial statements of the Agency have been prepared in accordance with a direction issued by Treasury in pursuance of Section 7(2) of the Government Resources and Accounts Act 2000.

Audit

The financial statements of the Agency are audited by the Comptroller and Auditor General (C&AG) who is appointed by statute and reports to Parliament on the audit examination. His certificate is set out in page 60. The notional audit fee for these financial statements was £18k (2008-2009, £18k).

The Chief Executive has taken appropriate steps to make himself aware of relevant audit information and to establish that the C&AG is aware of that information. To his knowledge, there is no relevant audit information of which the C&AG is unaware.

The C&AG may also undertake other statutory activities that are not related to the audit of the Agency's financial statements. The remaining £4k (2008-2009, £3k) of auditors remuneration disclosed in Note 4 of the financial statements was for audit work on the Agency's 2008-2009 'Shadow' IFRS accounts, being Trigger Point 4 of Treasury's IFRS implementation project.

Bill Lockhart
Chief Executive
14 June 2010

Operating Review

Role And Task



Fig 1: Youth Justice Agency Management Board during 2009-2010: Back Row L-R: Shane Logan (Non-Executive Director); Martin Gunning (Director of Corporate Services); Gareth Bell (Agency Accountant – not a full Board member); Phil Tooze (Director of Custodial Services); Bill Lockhart (Chief Executive). Front Row L-R: Aideen McLaughlin (A/Director of Community Services); Linda Kerr (Non-Executive Director); Alice Chapman (Director of Youth Conference Service).

The Agency operates under the terms of a Framework Document which defines the responsibilities of, and the relationship between, the Agency, the NIO, Ministers and Parliament. The Chief Executive is responsible for the efficient and effective operation of the Agency in accordance with the Framework Document. Youth justice policy is separate from the functions of the Agency and is one of the responsibilities of the Criminal Justice Directorate of the NIO.

The Agency's Management Board (Fig 1) is its top management group and focuses primarily on operational policy, planning and priority setting and monitoring of business performance. The Agency has an Audit Committee, chaired by a Non-Executive Director, which supports the Chief Executive in discharging his Accounting Officer responsibilities in relation to risk, control and governance and associated assurances.

The Chief Executive of the Agency is a member of the NIO Criminal Justice Board, which aims to secure an improved service to the public through better cooperation, coordination and accountability in the administration of the Northern Ireland criminal justice system.

The Agency delivers a range of services, often in partnership with others. The emphasis is on helping children to address their offending behaviour, diverting them from crime, assisting their integration into the community and also meeting the needs of the victims of crime. This is achieved through shared standards, protocols and service level agreements.

All the services delivered by the Agency are subject to inspection and review by the Chief Inspector of Criminal Justice. These services may also be subject to review by the Northern Ireland Commissioner for Children and Young People, the Northern Ireland Human Rights Commission and the Department of Education. There are three operational strands to the service provided by the Agency:

- Community Services
- Youth Conference Service
- Custodial Services.

A Corporate Services Directorate provides for the management and delivery of personnel, finance, business planning, information technology, statistics and research, estate management and other support functions on behalf of the Chief Executive.



Aideen McLaughlin, Acting Director of
Community Services

Community Services

The Agency's Community Services are delivered through locally based and accessible facilities across Northern Ireland.

Community Services are tasked with supervision of youth conference orders and plans, community responsibility orders, attendance centre orders and reparation orders. Community Services delivers interventions designed to challenge and support young people, empower families to support their children, integrate young people into their communities and promote reparation in order to prevent re-offending.

Community Services contribute to work with young people in custody with the objective of achieving a safe return to the community. They deliver the Agency bail strategy through the Bail Supervision and Support Scheme and by providing access, in partnership with others, to intensive bail support.

Through involvement in Area Children and Young People's Committees and in co-operation with a range of statutory and voluntary sector bodies, Community Services contributes to prevention services for children and young people vulnerable to offending.

All community based services seek to build links with their local communities to encourage appropriate diversionary activity, to respond to anti-social behaviour and to provide opportunities for integration and reparation.

Independent evaluations of the Community Services model of partnership, the Bail Support Scheme, and the community responsibility order have all concluded that community based interventions are effective in changing attitudes and behaviour of young people.



Alice Chapman, Director of Youth Conference Service

Youth Conference Service

Youth conferencing is a restorative approach which brings together the young person, family and victim to discuss the impact of the crime. It offers the young person the opportunity to make amends to the victim and together they can agree

a plan of action which repairs the harm and contributes to the prevention of re-offending. A conference is facilitated by a trained youth conference co-ordinator.

Referral to a youth conference can be either directed by the Public Prosecution Service on a diversionary basis or as a court-ordered disposal.

Youth conferencing focuses on:

- reparative justice and meeting the needs of victims;
- rehabilitative justice where prevention of re-offending by the young person is of utmost importance;
- making amends for the harm done;
- reintegrating the young person into the community;
- repairing relationships;
- participation of all people affected by the crime.

Youth conferencing has now been refined and developed to the point where independent evaluation and international experts regard it as a world leader in addressing, in a balanced way, youth crime, the concerns of victims and the safety of communities.

In a joint initiative with the Probation Board for NI (PBNI), the Agency has established a Priority Youth Offender Project to pilot the delivery of enhanced intervention and accountability for high risk young offenders. This is a two year pilot covering the greater Belfast region and will utilise the strengths of both organisations and offer efficiencies in the use of resources.

Both the PBNI and the Youth Justice Agency bring a unique blend of expertise and experience in working with priority young offenders. PBNI provides, inter alia, structured risk assessment and management, expertise in working with sex offenders and the Public Protections Arrangements NI process; whilst the Agency has developed skills in engaging with the young person and their family, victim centrality in decision making, restorative practices and building social capital and achieving positive outcomes.



Phil Tooze, Director of Custodial Services

Custodial Services

Woodlands Juvenile Justice Centre has been designed as a centre of national and international excellence in secure care, offering a wide range of services and support to help prevent young people from re-offending. It provides a safe, secure and stimulating environment for up to 48 boys and girls between the ages of 10 and 17 placed in custody.

Woodlands uses a child centred approach to challenge offending behaviour and address lifestyle choices. Young people attend school within the Centre and complete work in line with the Northern Ireland curriculum. All programmes of study are individualised and include a range of vocational, occupational and essential skills courses. Parallel to the education programmes are intervention programmes aimed at addressing personal development, offending behaviour, health, and recreational needs. This helps to prepare young people for return to their families and communities with a reduced risk of re-offending.

Woodlands aims to deliver best value in custodial services for young people by:

- Providing a safe, secure and caring environment;
- Tackling offending by delivering programmes on victim awareness;
- Addressing development, health, educational and recreational needs;
- Reducing risk to self and others;
- Preparing young people for their return to families and communities with a reduced risk of offending;
- Having staff who are enthusiastic and committed in their belief that they can help young people make life-changing choices.

Woodlands currently provides:

- 6 residential units;
- An education and vocational learning centre;
- Sports and leisure centre with swimming pool, fitness suite, health and fitness programmes;
- Programmes intervention.

A full inspection of the Centre was carried out by the Criminal Justice Inspectorate NI in late 2007 and their report, published in May 2008, was very positive and confirmed that Woodlands was a well managed facility that provided many examples of good practice.



Martin Gunning, Director of Corporate Services

Corporate Services

Corporate Services provide support and advice to the three service delivery directorates of the Agency. It consists of 6 Branches:

- **Human Resources** functions include recruitment and selection, staff performance management, learning

and development, employee relations, health and safety, staff welfare, managing attendance and equal opportunities.

- **Communications & Business Performance Branch** is responsible for the co-ordination of the Agency's strategic planning process and reporting of performance against business plan targets and objectives, internal and external communication, and co-ordination of all public relations events and activities.
- **Information Systems Branch** is responsible for the provision of IT support services across the Agency, information assurance policy and procedures, and a centralized records management facility.
- **Financial Management Services** is responsible for all the Agency's financial policies and procedures, pay policy and payroll function for over 300 staff, invoice and supplier payments, procurement and supplier control, processing travel and subsistence claims, petty cash control, fraud policy and procedures.
- **Resource Accounts** allocates and monitors annual budgets across the Agency and provides monthly finance reports to the management board. It also prepares the annual accounts, which are audited by the Comptroller & Auditor General and are subsequently laid before Parliament and published along with the Agency's annual report. A business modelling system is currently being developed by the Branch.

- **Statistics and Research** collate and analyse statistics in connection with the three service delivery Directorates, which inform business performance and development and identify emerging trends. It also carries out research and publishes youth re-offending statistics on an annual basis.

Corporate Services has a responsibility for management of the Agency's estate. It also provides a central point of reference for those requiring information about the Agency.

Mission Statement and Values

The Youth Justice Agency has a mission statement and a set of values.

Values

In seeking to achieve our mission statement we will adhere to the following values in all that we do:

Children

Children's rights will be protected, they will be treated with fairness, justice and respect and their contribution to society will be recognised.

Victims

The needs of victims of youth crime will be respected and addressed through restorative practice and victim satisfaction.

Our Staff

Staff are our most important asset and we are fully committed to supporting them in all aspects of their work.

Public Safety

We will work in partnership with others to enhance public safety.

Inclusion

We will encourage the active participation of children, families, victims and communities.

Equality and Diversity

We will embrace diversity and are committed to equality for all.

Integrity

Honesty and openness will govern our thinking and actions.

Continuous Improvement

We will embrace change and strive to deliver continuous improvement and maximise value for money.

Mission Statement

“Our aim is to reduce youth crime and to build confidence in the youth justice system”

Review of Performance

2009–2010

Looking Back Over 2009–2010

The operation of the Youth Justice Agency and its ability to carry out its programmes of work are directly influenced by the sentencing practice of the courts, the resources available to the Agency and by legislative and policy initiatives, particularly those from other parts of the criminal justice system.

The Agency operates in a very demanding environment with a growing volume and complexity of work undertaken and against a background of major changes and developments occurring within the youth justice system.

During 2009-2010 a number of initiatives were embarked on with a view to improving the Agency's future operational effectiveness, ensuring compliance with statutory responsibilities and delivering an enhanced service to the public. These included:

- Launch of a Priority Youth Offender Project on a two year pilot basis in the greater Belfast area. This is a joint initiative with the Probation Board for Northern Ireland aimed at providing much more intensive supervision and support to a relatively small group of young people whose offending behaviour is either persistent, serious, or both and who collectively account for a disproportionate number of crimes committed;
- Integration of the Agency's "Reducing Re-Offending - Framework for Practice" throughout our business processes. This framework is based upon restorative principles and aims to balance the needs of the young person, the victim and the community through a range of interventions delivered at an intensity proportionate to the level of risk of re-offending;
- Application of the Agency's YJA Assessment process for managing risk across all operational strands;
- Introduction of regional risk panels in line with the new sentencing arrangements (Criminal Justice Order 2008);
- Review and update of the Agency's Child Protection Policy and Procedures in conjunction with the "Safeguarding Vulnerable Groups" legislation;
- Implementation of the agreed recommendations contained in the "Review report on the use of physical restraint in secure settings in England & Wales" which has led to the installation of further CCTV coverage in common areas within Woodlands Juvenile Justice Centre;

- Establishment of a serious incident reporting system to ensure that we properly record, report and learn from any such incidents;
- Development of a community engagement strategy;
- Opening of a new Community Services and Youth Conference Service centre in Newtownards;
- Implementation of a corporate communications strategy;
- Implementation of a human resources strategy;
- Further evolution of an Agency "Valuing People Group" comprising representatives from all directorates and at various grades to devise corporate strategies and oversee an implementation programme;
- Achievement of Investors in People Bronze award;
- Full implementation of the "Working for Staff Health" initiative which has strengthened the Agency's occupational health provision and promoted a proactive approach to staff health and well being;
- Introduction of enhanced information and data security policies and procedures.

Throughout the year the Agency played a leading role in a number of cross-cutting initiatives whose impact extends right across the criminal justice sector and, in some cases, beyond.

Examples include:-

- the hosting of a "Restoring Respect" conference, (Fig 2-4) involving the community, voluntary and statutory sectors which explored the issues surrounding an increase in instances of extreme behaviours displayed by young people. Two models of practice were identified during the conference as being of particular interest and worthy of further exploration - the Cincinnati model and the Scottish Violence Reduction model. Since then, scoping meetings have been held with a number of NI Government Departments including the Office of the First Minister & Deputy First Minister, the Department for Social Development and the Department for Employment & Learning and an operational framework paper is being developed which will steer the way forward for this cross-Departmental approach.
- the joint hosting, in partnership with the Royal College of Speech and Language Therapists (RCSLT), of a conference at Jordanstown (Fig 5) to highlight the need for a joined-up approach to address the needs of young people with communications difficulties within the criminal justice system. A conference report containing a number of recommendations was produced and launched at an event in the Long Gallery at Parliament Buildings (Fig 6) at the end of November. These will now be taken forward by a "multi-agency steering group on learning disabilities, specific learning and

communication difficulties” which will examine the specific screening, training, information sharing and intervention requirements of young people at all stages of the criminal justice process. Group membership includes NI Prison Service, NIO Criminal Justice Directorate, Youth Justice Agency, Probation Board, DHSSPS, Department of Education, PSNI and NI Court Service as well as voluntary sector representation from Autism NI and British Dyslexia Association.

A number of reviews were initiated during 2009-2010 in connection with the provision of services and associated resources to ensure that the Agency continues to operate efficiently.

These included:

- A review of the operational and organisational structure of Community Services and the Youth Conference Service to ensure that the Agency delivers optimum operational effectiveness through provision of an enhanced and integrated service to customers. This review is ongoing.
- A review of Adventure Learning provision which has led to the disbandment of an in-house team (2 posts) with any residual service requirements delivered by alternative means.
- A review of the organisation structure of the Education Department within Woodlands Juvenile Justice Centre to deliver a proposed faculty model is underway.
- An evaluation of the “Working for Staff Health” pilot scheme has revealed positive results with a significant reduction in sick absence levels.
- Participation in the review of back-office functions carried out by the NIO Business Performance Review Team. The four business areas examined were finance, human resources, information technology and estates management.

Delivery Against NIO PSA Targets

Throughout 2009-2010 the Agency has continued to contribute towards the delivery of the “Make Communities Safer” and “Justice for All” Public Service Agreement targets.

The Agency uses the NI Crime Survey as the means for measuring public awareness and confidence levels in its services. Weighted findings for the 2009 calendar year indicate that 22% of respondents were aware of the Agency and of those, 53% were either very (4.9%) or fairly (48.8%) confident that the Agency is effective

at reducing re-offending by young people aged 10-17. These figures are broadly similar to those of the previous year.

Highlights Of The Year

During 2009-2010 highlights included:

- Launch of the Priority Youth Offender Project in conjunction with the Probation Board;
- Achievement of Investors in People Bronze Award;
- Hosting of a “Restoring Respect” conference (Fig 7);
- Joint hosting, in partnership with the Royal College of Speech and Language Therapists (RCSLT), of a conference to highlight the needs of young people with communications difficulties within the criminal justice system (Fig 8);
- Publication of a Prison Reform Trust report which highly commended the youth conferencing scheme in Northern Ireland and advocated the introduction of a similar restorative approach for England & Wales (and which received extensive publicity);
- Running an Agency photographic competition open to all schools and youth clubs throughout Northern Ireland designed to give young people the opportunity to express their ideas about what “Respect” means to them (Fig 9&10);
- Participation in a re-run of the multi-agency programme to deliver a knife crime awareness campaign to school children across Northern Ireland through the medium of drama;
- Hosting of a study visit by representatives of the Turkish youth justice system (Fig 11);
- Hosting of a cross-community summer tag rugby scheme for young people from Londonderry (Fig 12);
- Sponsorship of a “volunteering” element of the annual Belfast Children’s Festival which saw 10 young people help out with the organisation of various aspects of the festival (Fig 13);
- Sponsorship of an overall achievement award at Belfast City Council’s annual Young People’s Achievement Awards (Fig 14);
- Hosting of a number of local awareness raising events in areas such as Downpatrick, Newry, Ballymena, Foyle and Dungannon (Fig 15&16);
- Presentations to the NI Assembly Health Committee and to Newry & Mourne Council, Enniskillen District Policing Partnership, Down Community Safety Network and Bangor Chamber of Commerce;
- Delivery of briefings to a broad range of politicians and journalists (including fact-finding visits to local Agency offices);
- Speaking at or presenting to various third party conferences such as SDLP annual youth conference, Action Mental Health event to mark World Mental Health Day, Autism NI conference, Safer & Stronger Communities conference and Irish Youth Justice Service conference (Fig 17).



Fig 2: Robin Newton, OFMDFM Junior Minister; Alice Chapman, Director of Youth Conference Service; and Bill Lockhart, Agency Chief Executive all spoke at the "Restoring Respect" conference



Fig 3: Presenters at the "Restoring Respect" conference



Fig 4: Presenters at the "Restoring Respect" conference



Fig 5: Presenters at the RCLST conference at Jordanstown are pictured with the (then) NIO Criminal Justice Minister, Paul Goggins



Fig 6: Speaking at the launch of the conference report in the Long Gallery, Parliament Buildings are Bill Lockhart, Agency Chief Executive; Professor Karen Bryan, University of Surrey; Stephen Farry, Alliance MLA; and Alison McCullough, RCLST



Fig 7: Pictured at the "Restoring Respect" conference are Carol Moore, NIO Departmental Sponsor for the Agency; Alice Chapman, Director of Youth Conference Service; and Bill Lockhart, Agency Chief Executive



Fig 8: Pictured at the RCSI conference at Jordanstown are: Paul Goggins MP, (then) NIO Criminal Justice Minister; Alison McCullough, RCSI; and Bill Lockhart, Agency Chief Executive



Fig 9: Overall photographic competition winner Eimear Logan from Dominican College, Belfast receives her prize from local television personality Dan Gordon at Hillsborough Castle



Fig 10: Eimear's winning photograph



Fig 11: Visitors from the Turkish youth justice system are pictured with Jim Begley, Deputy Director of Woodlands Juvenile Justice Centre



Fig 12: Young participants from the summer tag rugby scheme held in Londonderry



Fig 13: Bill Lockhart, Agency Chief Executive, pictured with festival organisers at the launch of the Belfast Children's Festival



Fig 14: Ryan Brady, winner of the Overall Achievement Award sponsored by the Youth Justice Agency, receives his prize from Naomi Long, (then) Lord Mayor of Belfast and Bill Lockhart, Agency Chief Executive



Fig 15: Young people from Ballymote Drama Group who performed a simulated youth conference at the Agency's networking event in the St Patrick's Centre, Downpatrick. Also featured in the back row are: Orlaith McGibbon, Youth Justice Agency; Jenny Laverty, Community Relations Worker; Ronan Gilchrist, Community Health Worker; and Beverley Mulholland, Youth Justice Agency



Fig 16: Staff pictured at the official opening of the Agency's Mid-Ulster premises in Dungannon



Fig 17: Agency exhibition stand at "World Mental Health Day" event

Performance Against Key Targets

The 2009-2010 Business Plan introduced new key business areas as a result of a fundamental review of the Agency's key priorities over the next few years. As a result, it is not possible to compare outturns for 2009-2010 with previous years.

The Agency was set fourteen key targets as recorded in the Youth Justice Agency Business Plan for 2009–2010. Twelve key targets were met, one target was partially met and the remaining one was not met. Further details are provided below.

KEY BUSINESS AREA	KEY PERFORMANCE TARGET	PERFORMANCE REPORT
Supporting the Delivery of Justice	<ol style="list-style-type: none"> 85% of youth conference reports completed within statutory requirements. At least 85% of referrals to result in a youth conference and of those, at least 80% of young offenders to be satisfied with the process. Achieve a victim attendance rate of at least 60% for youth conferences and of those, at least 80% of victims to be satisfied with the process. 90% of young people remanded to the Juvenile Justice Centre for one week or more to have a bail assessment commenced within 5 working days. 	<p>Target not met 84% of reports completed within statutory requirements.</p> <p>Target met 92% of referrals resulted in a youth conference. 94% of young offenders satisfied with the process.</p> <p>Target partially met Victim attendance rate is 72%. Victim satisfaction rate is 74%.</p> <p>Target met 91% of bail support assessments commenced within 5 working days.</p>
Reducing Offending	<ol style="list-style-type: none"> 90% of young people under community supervision complete their orders. All young people referred to the Agency under statutory orders to have their risk of offending and other needs assessed and appropriate plans developed. All young people under a Juvenile Justice Centre Order (JJCO) leaving custody will have a reintegration plan in place for the statutory supervision period within the community. 	<p>Target met Youth Conference Service: Completion rate of 91%.</p> <p>Community Services: Completion rate of 95% (excludes youth conference plans already included above).</p> <p>Target met Custodial Services – All young people referred to the Juvenile Justice Centre under statutory orders are assessed in line with this target.</p> <p>Youth Conference Service and Community Services – A combined audit of Youth Justice Agency assessments (YJAA) undertaken in December 2009 highlighted some weaknesses in the recording systems – these are being addressed.</p> <p>Target met All young people leaving custody of the Juvenile Justice Centre have a reintegration plan in place. Each child has a Youth Justice Agency assessment in place while high risk young people also have a Risk Management Plan in place.</p>

<p>Safety</p>	<p>8. No escapes from within the Juvenile Justice Centre.</p> <p>9. Maintain a rate of restraints lower on average than similar sized secure centres in England & Wales.</p> <p>10. All children in custody for 7 days or more to be screened for mental health needs and, where necessary, referred on to appropriate services.</p>	<p>Target met No escapes.</p> <p>Target met Woodlands Juvenile Justice Centre restraint levels are significantly lower than secure children's homes and secure training centres on average (based on statistics provided to the Restraint Management Board at end of September):</p> <ul style="list-style-type: none"> • Secure Children's Homes - RPI² = 0.58 • Secure Training Centres - RPI = 0.47 • Woodlands JJC - RPI = 0.12 <p>Target met Target met consistently throughout the year.</p>
<p>Managing Resources</p>	<p>11. Maintain level of expenditure within approved budgetary limits.</p> <p>12. Publish and lay audited and unqualified 2008-09 annual report and accounts before Parliament prior to its summer recess.</p> <p>13. Achieve Investors in People re-accreditation.</p> <p>14. At least 80% of staff to confirm that their essential learning and development needs are being met to a satisfactory level.</p>	<p>Target met The Agency lived within its approved resource budget.</p> <p>Target met Agency Annual Report and Accounts 2008-09 published and laid before Parliament before summer recess.</p> <p>Target met Agency awarded Investors in People Bronze Award.</p> <p>Target met 98% of staff have confirmed that their essential learning and development needs are being met to a satisfactory level.</p>

² RPI per child stands for "restrictive physical intervention" which is obtained by dividing the number of restraints by the number of children resident on the first of the month plus the number of new admissions.

Performance Against Development Objectives

The Business Plan for 2009–2010 also set out a comprehensive and challenging programme of 20 development objectives for the Agency, 19 of which were met in full and the remaining one was not met. The following chart provides a brief performance report against each objective.

KEY BUSINESS AREA	DEVELOPMENT OBJECTIVE	PERFORMANCE REPORT
Supporting the Delivery of Justice	1. Pilot a joint PBNI ³ /YJA ⁴ priority youth offender project for the greater Belfast area.	Objective met The pilot has been operational since April 2009.
	2. Implement new sentencing arrangements (Criminal Justice Order 2008 as it relates to young people under 18) ensuring risk management plans are in place for all young offenders who have committed violent or sexual offences.	Objective met Risk panels are functioning and risk management plans are in place.
	3. Represent the UK and participate as a partner with the European Commission conferencing project, reviewing best practice and promulgating recommendations within the European Union.	Objective met The project is now in year 2. Site visits have been completed with the Youth Justice Agency, Netherlands and Norway.
	4. Develop a strategy for engaging with local communities.	Objective met A draft strategy has been presented to Directors and to the Agency's Management Board.
	5. Implement a system to measure satisfaction levels of young people and families with the services they received from the Agency.	Objective met A management information system has been developed.
	6. Have in place a monitoring system to measure compliance with Section 75 of the NI Act 1998 for the Juvenile Justice Centre (as an initial phase of a wider compliance programme).	Objective met The new database has been developed and S75 details on young people are collated for all S75 categories except political opinion and sexual orientation.
	7. Participate in the NI Crime Survey to determine public confidence in the effectiveness and fairness of the work of the Agency.	Objective met Weighted findings from the NI Crime Survey for the 2009 calendar year show that 22% of respondents were aware of the Agency; and 53.7% were either very (4.9%) or fairly confident (48.8%) that the Agency is effective at reducing re-offending by young people aged 10-17.

³ Probation Board for Northern Ireland

⁴ Youth Justice Agency

<p>Reducing Offending</p>	<p>8. Establish a baseline measurement of the number, age and crimes committed by first time entrants to the Agency.</p> <p>9. Provide opportunities for young people without education, employment or training at time of referral to the Agency to access such services during their period of engagement.</p> <p>10. On behalf of Criminal Justice agencies, carry out an analysis of the Northern Ireland re-offending levels for diversionary and youth court disposals for 2007.</p> <p>11. Encourage the registration of young people with the Duke of Edinburgh / President's Award Scheme and establish a baseline for numbers participating.</p>	<p>Objective met Work has been undertaken using 2005 and 2006 baseline reoffending datasets due to a delay with 2007 information. This indicates that 4% of young people on orders with the Agency have no previous convictions (excluding pre-court disposals).</p> <p>Objective met Opportunities are provided throughout the operational directorates. All young people in the Juvenile Justice Centre attend full time education or vocational training.</p> <p>Objective not met A preliminary analysis of the 2007 re-offending dataset has been carried out; however, due to issues relating to data completeness and quality, it is considered that the data is not sufficiently robust to enable rates to be used for internal or external purposes.</p> <p>Objective met 42 new young people have registered with the Duke of Edinburgh Scheme since April 2009 and 16 of these have achieved a sectional award.</p>
<p>Safety</p>	<p>12. Implement the Agency's revised health & safety policy.</p> <p>13. Review and update the Agency's Child Protection Policy and Procedures and deliver updated staff training in conjunction with the "Safeguarding Vulnerable Groups" legislation.</p> <p>14. Implement the agreed recommendations contained in the "Review report on the use of physical restraint in secure settings in England & Wales".</p>	<p>Objective met Health and Safety policy and arrangements have been agreed by the Management Board and Trade Unions. Awareness sessions to be delivered to staff.</p> <p>Objective met Review of Agency Child Protection Policy and Procedures has been completed. Training has been delivered by NSPCC to all Agency staff.</p> <p>Objective met Installation of CCTV in all common areas of Juvenile Justice Centre has been completed. Recording systems already seen as best practice and in accordance with recommendations in the report. Behavior management system is in place.</p>

<p>Managing Resources</p>	<p>15. Review the organisational structure of the Agency to ensure that it delivers optimum operational effectiveness.</p> <p>16. Introduce enhanced information and data security policies and procedures in line with NIO guidelines.</p> <p>17. Audit the Agency's external funding policy and procedures.</p> <p>18. Develop and implement a Human Resources strategy.</p> <p>19. Implement a corporate action plan to address areas for improvement identified in the 2008-2009 staff survey.</p> <p>20. Evaluate the 'working for staff health' pilot scheme.</p>	<p>Objective met A framework for the delivery of integration of Community Services and Youth Conference Service has been completed. Further development work will take place in the 2010-2011 business year.</p> <p>Objective met An Agency information assurance plan is in place with progress reported to and overseen by the Agency's Audit Committee. Staff awareness levels in relation to information assurance issues have been raised throughout the year via the issue of Chief Executive notices and delivery of training localized to the work of each Directorate. All laptops and workstations throughout the Agency which contain classified information have been encrypted and access to floppy disk, DVD drives and USB ports disabled.</p> <p>Objective met Internal Audit report contained 37 recommendations. 36 have been implemented in full and work is underway to implement the final recommendation.</p> <p>Objective met Human Resources strategy for the period 2009-2012 has been endorsed by the Management Board and issued to all staff. The implementation plan will be actioned over the three year period.</p> <p>Objective met A Corporate Internal Communications strategy has been issued to all staff through a Valuing People Group newsletter. Open Board Forums are planned for 2010. In addition, an Agency-specific intranet facility is being developed.</p> <p>Objective met Evaluation completed and revealed positive results, particularly in relation to a reduction of sick absence levels. The Agency Management Board endorsed the evaluation outcomes and gave approval to renew the contract with Independent Occupational Health.</p>
----------------------------------	---	--

Community Services Review

The last twelve months has been a busy period for staff with services being provided to all of the court areas throughout Northern Ireland via our 16 offices throughout the region.

During the year Community Services staff worked with 727 young people who were subject to Youth Conference Orders and plans and 86 young people who were subject to Attendance Centre Orders, Community Responsibility Orders and Reparation Orders. In total 1,010 new referrals were received over the course of the year.

In addition, Community Services have continued to contribute to the supervision of other statutory orders, namely Juvenile Justice Centre Orders and Probation Orders. This has involved delivering direct interventions and programmes to address offending behaviours and to supporting these young people to reintegrate into their communities.

Within the Priority Youth Offender Project, delivered in partnership with the Probation Board for Northern Ireland, seven Community Services staff have been seconded to deliver specific services to this particularly high risk group of young people in the Greater Belfast area.

The review of Adventure Learning has been concluded and a decision made that the Agency would cease delivery in its current form. One member of staff has been seconded to a voluntary organisation to deliver services in partnership with them and it is planned that a similar arrangement will be initiated for a second staff member.

Community engagement has been a consistent theme for the Directorate over the past year with staff participating in a wide range of community fora such as the Youth Diversion fora, Family Support panels and Anti-social behaviour fora, aimed at diverting young people away from the formal criminal justice system and assisting these young people and families to access appropriate advice and support.

In addition, staff at local level are involved with Community Safety fora hearing the concerns of the community and exploring ways of helping to address issues. The work of the Early Intervention Co-ordinator has supported this and has assisted Children's Services Planning in the design of reporting template and recording systems to capture the work undertaken by the early intervention projects.

Community engagement is also about working with a range of groups and organisations to identify opportunities in local communities where young people involved with the Agency can repair the harm caused, and make a positive contribution to their communities. So for example we have had young people involved in working with the Loughs Agency by assisting in environmental work on the River Foyle, others undertaking unpaid work for charitable organisations and some who have used their own skills in sports to coach others in the Gaelic Sports and Rugby etc. A group of young people in east Belfast, for example, used their experience of the criminal justice system and their knowledge of the interface issues to work with local community organisations to design a leaflet aimed at deterring other young people from rioting (Fig 18).

In May, ten young people were involved in volunteering at the Belfast Children's Festival and had the opportunity to participate in a range of different workshops and activities which attract thousands of adults and children each year. For some it was an opportunity to get directly involved in art workshops with children (Fig 19) and for others it was about getting involved in behind the scenes work setting up public address systems and equipment for many of the performers from around the world who were putting on various musical, theatre and puppetry shows. In addition to gaining new skills it provided the young people with an experience of the arts and an opportunity for them to work with a range of other volunteers many of whom were from other countries. It is clear that whilst not only has this experience been positive for the young people it has also been recognised by Young at Art in a quote from their website:

"In 2009 the Young Volunteer Programme was more successful than ever due to help from the Youth Justice Agency of Northern Ireland."

The relationship with the community is a two-way process, with staff from the Agency linking with other organisations to support the delivery of programmes to young people such as an anti-car crime programme in Newry, and volunteers from the community giving their time and expertise to work with young people. In particular, volunteers in the North West have been involved in delivering art therapy and in mentoring and supporting reparative activities.

The Directorate is committed to continuous professional development and in addition to restorative practices and Family Group Conferencing, staff have also been trained to deliver RIAT (Regional Initial Assessment Tool - a drugs and alcohol assessment tool for use with young people assisting in targeting interventions according to need). The importance of creating an organisation that can promote learning is clearly

recognised and in addition to delivering inputs on the social work and youth and community work course at the local universities, the Directorate remains committed to providing placement opportunities for students, this year taking seven community youth work students and two social work students.

Working closely with colleagues in the Youth Conference Service and Custodial Services directorates has been and will continue to be of utmost importance, ensuring that a joined up service can be provided to the young person and their family at all stages in their involvement with the Agency. Our bail support staff and the family worker in custody have an important role to play in ensuring that the supports and safeguards are in place and parents and others have the skills and resources to ensure that the risks that a young person presents in the community can be effectively managed. Closer working relationships have been established with Hydebank Wood staff in order to provide similar services to young people under the age of 18 years located there, and this is an exciting piece of work that will develop further over the coming months.

Throughout the year staff have continued to deliver a high standard of practice and provide effective supervision and interventions to young people involved in offending and their families.

A breakdown of Community Services caseload for 2009-2010 can be found at Appendix 1.



Fig 19: Children's art workshop from the Belfast Children's Festival



Fig 18: Naomi Long, Lord Mayor of Belfast, joined members of the Inner East Belfast Interface Anti-social Behaviour/Young People Group at the launch of their "R U Brickin' It?" leaflet. Also pictured is Patricia Muldoon, Manager of the Agency's South & East Belfast Community Services team

Youth Conference Service Review

The last twelve months saw delivery of the youth conference across all court districts and Public Prosecution Service regions throughout Northern Ireland.

During the year the Youth Conference Service received 1,848 new referrals from courts and the Public Prosecution Service (PPS). This represents a 14% increase in referrals compared to the previous year, and the youth conference remained the predominant disposal of the youth court with around 48% of all court disposals being a referral for a youth conference.

The high quality standard of the youth conference was maintained and this was recognized by the continuing victim satisfaction rate. Victim satisfaction surveys recorded 74% satisfaction with the youth conference and nine out of ten would recommend attending a youth conference to other victims.

The year saw several inward study visits to observe and learn about the delivery and effectiveness of the youth conference within Northern Ireland. Delegations included visitors from the Prison Reform Trust, Youth Justice Board for England and Wales, and the European Restorative Justice Forum research study group. The Youth Conference Service is participating in a two-year European study project to research best practice across Europe (Fig 20).

Quality of performance has been maintained during the year. Victim participation during 2009-2010 was 74% and the youth conference continued to compare favorably internationally. Likewise, participation by young people remained very high at 90%, with satisfaction with the outcome of the conference at 94% and the level of young people who would recommend the conference to another young person at 90%.

The Youth Justice Agency and the Probation Board for NI (PBNI) delivered a new joint initiative for priority young offenders. A joint Youth Conference Service and Community Services team within the Agency joined with PBNI staff to pilot for two years the delivery of enhanced accountability and intervention for high risk young offenders in the Greater Belfast region (Fig 21).

The Youth Conference Service also participated in a number of awareness raising events throughout the year with local communities, with high profile events in Downpatrick, Londonderry and Belfast (Fig 22).

Youth Conference Service staff are committed to continuous improvement and learning. This was ably demonstrated when a number of new Youth Conference Co-ordinators received a Diploma in Restorative Practices from the University of Ulster in recognition of the high quality service in preparing and facilitating youth conferences for young offenders and their victims.

Youth Conference Co-ordinators also provided three placements for Youth and Community Work students from the University of Ulster.

A breakdown of the Youth Conference Service caseload for 2009-2010 can be found at Appendix 2.



Fig 20: Carmen Borg and Dr Estelle Zinsstag from the European Forum for Restorative Justice are pictured with Kelvin Doherty and Alice Chapman during their visit to the Agency



Fig 21: A planning meeting for members of the Priority Youth Offender Project team



Fig 22: An informal presentation at the awareness raising event held in the Balmoral Hotel, Belfast

Custodial Services Review

Woodlands Juvenile Justice Centre has had to accommodate a significant (34%) increase in the total number of admissions to custody at Woodlands during 2009-2010 (475 admissions compared to the previous year's figure of 354). This includes a 22% increase in the number of remands and a 67% increase in the number of PACE admissions, with the latter largely explained by young people aged 17 or over being admitted under PACE instead of being held in police custody. The average population has remained at 27 for both years but with significant fluctuations throughout 2009-2010.

Woodlands has continued to contribute to the work undertaken within the UK to reduce the levels of physical restraint in juvenile establishments and has one of the lowest rates in the UK. This year's figure of 58 represents a continuous year-on-year reduction (74 for 2008-2009 and 172 for 2007-2008) and can be broken down as follows:

Quarter 1	April – June 2009	26
Quarter 2	July – September 2009	21
Quarter 3	October – December 2009	11
Quarter 4	January – March 2010	0
Total		58

Woodlands was again visited by the joint authors of a report into the use of physical restraint. They commented that Woodlands "was one of the better under 18 secure establishments in the UK".

The Irish Penal Reform Trust published its "Detention of Children in Ireland: International Standards and Best Practice" report in November 2009 and Woodlands received a complimentary mention as an example of international best practice in respect of 10 of the 11 standards – these included protecting children from harm, the physical environment and rehabilitation and re-integration into the community.

Woodlands hosted a number of national and international visits during 2009-2010 including a delegation from the Turkish youth justice system (Fig 23). A number of visits from MPs, MLAs and local representatives have also been facilitated. Two secure children's homes in England have sought assistance from Woodlands with their projects to build new establishments, and one project team has been particularly keen to explore the successful change management process adopted in the transition to the new Woodlands Juvenile Justice Centre in 2007. This work will continue throughout 2010-2011.

The Director and managers at Woodlands are working with colleagues in HMP Hydebank Wood to ensure children and young people are given the most appropriate service. Woodlands is helping to provide Hydebank Wood with a case management system which is due to be up and running by June 2010. The aim is to improve services to children in custody.

On the softer side, young people and staff from Woodlands have contributed to a number of charity events throughout the year (including the Belfast Marathon and coffee mornings in aid of Macmillan Cancer) (Fig 24 & 25), an NIO commissioned knife-crime drama was performed to an audience of young people at Woodlands before being delivered to schools throughout Northern Ireland, and a workshop with the Educational Shakespeare Company was held.

Education:

Woodlands College has continued to develop the use of Occupational Studies and Essential Skills with young people. The focus of the work is on practical skills rather than written assessment alone. The work of young people can be presented in a portfolio containing a narrative reflective summary and photographic evidence of work undertaken and completed. Related literacy and numeracy work shows underpinning knowledge and this is cross-referenced to academic classes. Woodlands College uses Essential Skills: Literacy / Communication and Essential Skills: Numeracy / Application of Number as a means of mapping the progress of and certifying young people in English and Mathematics.

Young people can be awarded a Basic Skills Certificate, a Level 1 Certificate or a Level 2 Certificate, depending on their results. For many young people in custody this is their first experience of academic success. Moderation is on-going throughout the year and visiting moderators have been extremely pleased with the teaching and learning that has taken place.

During 2009-2010 sixty certificates (including 19 at level one) were awarded in numeracy / application of number. Twelve certificates (including 8 at level one) were awarded in literacy / communication, and further moderation is pending in this area. Nine level one certificates were achieved in ICT. Details are as follows:-

ESSENTIAL SKILLS	Entry 1	Entry 2	Entry 3	Level 1	Level 2	TOTAL
Numeracy / Application of number	2	10	23	19	6	60
Literacy / Communication			1	8	3	12
ICT				9		9

Within the area of Occupational Studies, sixteen young people gained Single Award Qualifications at Level 2 (equivalent to A*- C at GCSE Level) on the National Qualification Framework as follows:-

Area Of Study	Single Award (2 Units)
Motor Vehicle	7 @ Level 2
Motor Vehicle / Construction (Joinery) – 1 unit in each	6 @ Level 2
Motor Vehicle / Catering – 1 unit in each	2 @ Level 2
Horticulture	1 @ Level 2

A further twenty-one young people achieved Level 1 certificates in food hygiene and a further eight achieved Level 2 Food Safety Certificates.

Woodlands College continues to use AQA Units (assessment and qualifications alliance). These are short, modular areas of study that give young people the opportunity to achieve even if they are in custody for a short period. A total of 819 certificates were achieved by young people across a range of subjects as detailed below:-

Curricular Area	Number Of Certificates
Science	13
PE	285
Business Studies	28
Car Mechanics	10
Home Economics	138
Music	38
PSHE	41
ICT	37
Art / Pottery	208
Horticulture	21
TOTAL	819



Fig 23: Jim Begley, Deputy Director, Woodlands, shows some of the Turkish delegation around the educational facilities at the Centre



Fig 24: Staff from Woodlands Juvenile Justice Centre (Michael Begley, Stevie Lee, Veronica Ellis and Margaret Wright) all participated in the Belfast Marathon event for charity



Fig 25: Bill Lockhart, Chief Executive and staff from Woodlands Juvenile Justice Centre present a cheque to the Macmillan Cancer charity

Family Services:

The focus of work is direct contact and support of families who have young people referred to the Agency and who have young people in custody. The Family Services team consult with staff in relation to case work and advice on interventions; they have supported the Agency's Parents Group; supported staff in developing knowledge and skills; and encouraged communication and co-working between staff in the custody and community directorates.

During 2009-2010 families have been keen to stress the importance of initial engagement and feeling supported and involved. The Parents Group is a joint project between Woodlands and Community Services servicing families and carers from the greater Belfast area has continued to be very successful. Referrals for the group come from both custodial, community services and the Priority Youth Offender Project.

Healthcare:

During 2009-2010 Woodlands was involved in a pilot project with the Royal Victoria Hospital in relation to young people's well-being and sexual health. Outreach sessions included advice and clinical intervention. The pilot project is being reviewed at present.

The Agency has employed a Child & Adolescent Forensic Psychiatrist to work in Woodlands and with the Priority Youth Offender Project. This will strengthen further our mental health team at Woodlands.

Programmes:

The Programmes Department continues to engage voluntary and statutory bodies to disseminate information about support services for young people in the community and/or to raise awareness of issues such as mental health, knife crime, the role of the NI Fire and Rescue Services and homelessness.

Opportunity Youth have been employed to deliver bespoke anti-offending programmes which support our continuous work to tackle offending, raise self-efficacy, motivation and social capital.

A new Anti-Social Behaviour programme was piloted this year by Ascertain as well as our new health department driven modules on sexual health and relationships and healthy lifestyles.

The Irish Football Association promoted sessions on anti-racism in sport and our innovative partnership with Community Relations in Schools is helping to build our young people's capacity to deal with difference and provide a solid foundation for further issue-based community relations work in the future. It has provided space for exploration of self in tandem with the wider issues of equity, respect for diversity and the acknowledgement of interdependence.

In total, this academic year there will be 72 Open College Network (OCN) Level 1 Awards (comparable to working at NVQ 1, Foundation GNVQ and GCSE at Grades D-G) made. There are 3 OCN awards at Level 2 (comparable to working at NVQ 2, Intermediate GNVQ and GCSE at Grades A-C). The main courses pursued by young people are Alcohol Awareness and Consequences, Drugs Awareness and Consequences, Understanding Stress and Stress Management Techniques, Developing Independent Skills for Living in the Community: Consequences of High Risk Behaviour, and Developing Personal Confidence and Self Awareness (all at Level 1). At level 2 the awards are Drugs and Alcohol Awareness and Consequences, and Developing DJing Skills.

This is a wonderful achievement by our children but the excellent support and encouragement shown by individual staff members as well as the general social care staff team (who have also been very active in their delivery and/or support of accredited and non accredited courses) is worthy of acknowledgement.

Another main achievement is the introduction of mandatory individual core programmes. "It's My Life" assists key-workers in getting to know the young person through completion of the Youth Justice Agency Assessment (YJAA) and Intervention Plan and Targets, facilitation of a motivational and solution focused method of working and in connecting the young person to the community and carer/family. It provides a basis on which to begin to promote resilience, social capital and the journey towards desistance. A new victim awareness programme aims to encourage a positive change in thinking and behaviour; it encourages young people to examine choices and pays attention to consequential thinking and to taking new directions.

Training:

Woodlands continues to develop as a centre for learning and staff development. The focus to have all unqualified staff trained to at least NVQ3 is nearing completion. Six newly appointed care staff will commence their NVQ3 shortly. During the year six other staff successfully completed their NVQ3.

The Centre's staff development strategy has seen 5 Unit Managers, the Training Manager and the Programmes Manager all successfully complete their NVQ 4 in Residential Management. Four social care staff graduated in June 2009 with a Social Work degree with one staff member gaining a First Class Honours Degree via the 'Social Work by Distance Learning' option at Robert Gordon University, Aberdeen. Additionally 2 care staff, who had already achieved NVQ Level 4, secured places on this course and 2 others have commenced the 'Open University' social work course. The Head of School is completing the Diploma course from the Institute of Leadership and Management. During 2009-2010 training delivered has also included Safeguarding / Child Protection training and refresher courses for all staff who work directly with young people; First Aid training; Automated De-Fibrillation training; training for staff in Sexual Health issues and Drugs and Alcohol issues.

An analysis of the admissions to custody during 2009-2010 can be found at Appendix 3.



**INVESTORS
IN PEOPLE**

Bronze

Fig 26: IIP Bronze Award logo



Fig 27: Young people perform the role of jury members at an outreach event at Newry courthouse

Corporate Services Review

One of the Agency's targets for 2009-2010 was to achieve Investors in People re-accreditation. The assessment was completed in March 2010 and was conducted in accordance with national guidelines and the quality assurance requirements of Investors in People Northern Ireland. The Agency retained Investors in People recognition and the report concluded that it uses the Investors in People framework very effectively with evidence confirming that actions are being taken to make ongoing improvements in relation to people management and development linked to performance improvement and service delivery. Furthermore, the Agency was awarded Investors in People Bronze for meeting the defined quota of additional evidence requirements (Fig 26).

The Agency launched an initiative "Working for Staff Health" with effect from December 2008. The aim is to improve the level of support and information to both staff and management to secure a healthier workplace, facilitate staff rehabilitation and improve management of sick absence. The scheme has been successful in actively getting staff back to work and is viewed positively by staff and trade unions. The initiative has not only strengthened the Agency's Occupational Health provision, but has promoted a proactive approach to staff health and well-being. The health promotion side of the scheme and specialist support, in particular, has been greatly appreciated by staff. Notably the lower sick absence levels in Woodlands Juvenile Justice Centre has contributed largely to a reduction in its overtime bill for 2009-2010. For the three operational directorates sick absence reduced by almost 25% from the 2008-2009 level.

A comprehensive management information system was developed in-house to provide more effective management of young person care data across the Agency and to enhance the coverage and accuracy of Agency management information and statistics.

Other key achievements for the year included:-

- The Annual Report and Accounts for 2008-2009 were laid before Parliament and published in July 2009;
- Successful implementation of International Financial Reporting Standards;
- Over one million hits on the Agency's website;
- Around 50 public relations events held (Fig 27-29);
- NIO's networked IT infrastructure rolled out to Agency centres in Banbridge, Ballymena, Omagh and Foyle;

- New Community Services and Youth Conference Service premises in Newtownards, opened in February 2010;
- Participated in the Departmental review of back office functions.

A summary of the Corporate Services recruitment statistics for 2009-2010 can be found at Appendix 4.



Fig 28: Young people eager to learn more about the Agency at the Newry outreach event



Fig 29: Young people participate in the summer tag rugby competition

Child Protection Policy And Procedures

The Agency is committed to the protection of children and young people from abuse and seeks to achieve this by operating safe, secure and caring environments that address the needs of the child whilst reducing risk to and from others. All children, staff, parents and representatives of other organisations who use or have contact with Agency services are encouraged to be alert to and report any concerns about abuse. All concerns, whether past or present, will be responded to in keeping with these principles and procedures.

The Agency has reviewed its Child Protection Policy & Procedures and has delivered updated staff training.

During 2009-2010 a total of 56 child protection allegations were received by the Agency. Seven related directly to incidents which occurred within Woodlands Juvenile Justice Centre. The remainder related to occurrences outside the jurisdiction of the Agency (eg; incident occurred before young person came into contact with the Agency) and were as a result of disclosure by children to members of staff, disclosure by family or other representatives of the child, and arising through assessment processes. The child protection policy was followed in each case and referrals made to the appropriate authorities. No amendments were required to existing Agency policy and procedures. Further details are contained at Appendix 5.

Complaints Charter

The Agency has an easy to understand and responsive complaints procedure which encourages anyone who feels they have been treated unfairly or inappropriately by the Agency to speak out so that concerns can be addressed. Lessons learned from complaints will be used to improve and influence the development of Agency services.

An independent aspect to the Agency's complaints process is delivered through an Independent Complaints Reviewer (ICR).

During 2009-2010 a total of 20 complaints were received by the Agency. All were resolved at a local management level (steps 1 and 2) and there were no complaints ongoing at year-end.

The report of the Independent Complaints Reviewer for 2009-2010 is reproduced below:-

Independent Complaint Reviewers Annual Report 2009-2010

"Jodi Berg and Elizabeth Derrington are the Independent Complaints Reviewers (ICRs) for the Youth Justice Agency. Mrs Berg has qualifications as a solicitor, a mediator, and a Fellow of the Chartered Institute of Arbitrators, and Ms Derrington as a solicitor and mediator. Their service is free to people unhappy with the answers they have received to their complaints from the Youth Justice Agency.

The ICRs review complaints about 8 public bodies. Team members are skilled complaint handlers who respond to all contact in an efficient and courteous way. We have video links with the Agency so that young people or their representatives can speak with us face to face quickly. Our leaflet "Seeking a Fair Resolution" is available on our website at www.icrev.org.uk or from the Youth Justice Agency.

Foreword

Elizabeth Derrington and I are pleased to present our annual report as ICRs for the Youth Justice Agency, which provides both community and custodial services for young people. For the most part it does so without incident or cause for complaint. However things can go wrong and, if this happens, the Agency needs robust internal systems to address concerns. When complaints cannot be resolved, it is important to give people the opportunity to have their complaints reviewed by someone independent and impartial, who can look into what happened and give an objective decision about whether their complaint is justified.

ICR review will consider what kind of service people can reasonably expect from the Agency and whether required standards were met in their case. We do this by offering advice and assistance to help people take matters forward; by agreeing steps to be taken by the Agency that will satisfy both parties; or through adjudication, following investigation. We are able to bring a fresh perspective to the issues and, if the complaint is justified, to recommend redress for the complainant, or improvements to the Agency's service.

As part of our role, we visit the Agency during the year to check on the quality of its internal complaints procedures and adherence to them. Following my visits in this reporting year, I remain impressed with the quality of service I see and that is reported to me by young people and their families. Complaints procedures are well understood throughout the Agency and complaints are valued for the light they shed on the quality of the Agency's service to young people. We are satisfied that the complaints process is effectively communicated to young people and that Agency staff take complaints seriously.

The reporting year

During the year, the Agency recorded 20 internal complaints. Of these 10 were resolved at step 1 ("talk to a member of staff"), and 10 at step 2 ("complain to a senior manager"). No complaints were referred to the Chief Executive (step 3) or the ICR office (step 4). As always, the majority of complaints (18) were made about Custodial Services, however numbers remain very low given the extent and type of contact Agency staff have with clients and their families, which can potentially create situations of conflict. This demonstrates that people are generally satisfied with the Agency's service and gets with the personal reports we get from young people and their family members.

Although we received no formal referrals from complainants during the reporting year, I received internal complaints data and carried out visits to regional offices and to the Woodlands Juvenile Justice Centre. I met with a cross-section of Agency staff and stakeholders, including parents of young people with whom the Agency was working and a member of the judiciary. Importantly, I held unsupervised meetings with young offenders and voluntary users of the service. Young people clearly felt able to speak openly to me and were very positive about the Agency and its staff. Their reported experience adds to my own evaluation of the quality of Agency services and the effectiveness of the Agency's complaints procedures. I am most grateful to everyone I met for their frank responses to questions.

Overall, I am satisfied that the Agency's complaints process is well-established and successfully operated. I note that the Agency uses easy to understand complaints leaflets and also explains complaints procedures to young people on induction to the service. Complaints are taken seriously at the highest Agency level and complaint information is considered quarterly at Board level. This year I made two recommendations to the Agency following my visits. The first was that young people should be informed about the independent ICR service on induction, and the second that management complaint reports to the Board should include both qualitative information about the nature of complaint referrals and evidence of lessons learned. I am pleased to report that both were accepted and are being implemented. As always, I will check on progress this year.

I am aware that the Criminal Justice Inspection Service has previously raised concerns that young people may be reluctant to complain because they could not do so confidentially. I did not find evidence of this on my visits. Young people knew how to raise complaints with Agency staff and staff members I met understood the complaints procedures and appeared willing to help young people to discuss issues and concerns in confidence. I note here that most complaints made at Woodlands were resolved at the Centre, but only after referral to a senior manager, which shows that young people are willing to raise their complaints to a higher level when the need arises. Nevertheless, following my recommendation, I hope that the emphasis to be placed on the independence of the ICR role at induction will go some way to providing reassurance.

Finally, I record our thanks to the Agency Board and senior managers for their continuing support for the ICR role. In particular, I thank the outgoing Chief Executive, Dr Bill Lockhart, for the facilitative way he has worked with our office and the example that he set to Agency staff in treating complaints seriously and seeking to learn from them. We look forward to working with the Agency in the coming year.

Jodi Berg
Independent Complaints Reviewer

Further detailed statistics are contained at Appendix 6.

Victims Charter

The Agency is committed to fairness and inclusivity with victims for whom it provides a service. It recognises the best interests of the child with whom it works are of importance whilst aiming to simultaneously balance the needs of victims. The Agency has a Victims Charter which provides guidance on treating victims according to their particular needs, both as victims and as an individual. It takes account of vulnerable victims and the need to consider cultural, racial, religious and sexual identities of victims.

Health And Safety

The Agency accepts the responsibilities as outlined within the scope of the Health and Safety at Work (NI) Order 1978. The Agency will, therefore, do all it can to ensure the full commitment at all levels of management and the cooperation of all members of staff in order to meet its obligations under this legislation.

The Agency also accepts its responsibility to safeguard the health and safety of all young persons placed into custody and other persons not its employees who may be visiting or working at any of the premises occupied by the Agency.

During 2009-2010 there were a total of 9 recorded assaults on Agency staff by young people, all of which occurred within the custodial environment of Woodlands Juvenile Justice Centre. Further details are contained at Appendix 7.

Freedom of Information

The Freedom of Information Act 2000 provides a general right of access to information held by public authorities in the UK subject to certain exemptions. It is intended to promote a culture of openness and accountability amongst public sector bodies, and therefore facilitate better public understanding as to how public authorities carry out their duties, why they make the decisions they do, and how they spend public money.

The Agency displays on its website the processes by which information requests can be made.

During 2009-2010 the Agency received 13 requests for information under the Freedom of Information Act and 4 requests for personal information under the Data Protection Act.

Data Handling

The Agency has a responsibility to safeguard the information it holds, both in electronic and hard copy format, and has in place data security procedures which mirror those of NIO to minimize the risk of compromise of that information.

An Agency information assurance plan is in place with progress reported to and overseen by the Audit Committee. Staff awareness levels in relation to information assurance issues are raised throughout the year via the issue of Chief Executive notices and the delivery of training localized to the work of each Directorate. All laptops and workstations throughout the Agency which contain classified information have been encrypted and access to floppy disk, DVD drives and USB ports disabled.

There have been 2 breaches of data security within the Agency during 2009-2010 [see Statement of Internal Control].

Sustainable Development

The Agency is committed to the Government's policy on sustainable development as set out in the Northern Ireland Sustainable Development Strategy and in its day to day activities it strives towards maintaining the best possible environmental performance.

Looking Forward To 2010-2011

The Agency will continue to build on its achievements and focus on organisation development, enhancing and evaluating services provided, and increasing public awareness of and confidence in the services it provides.

The Agency will continue to play a key role in a number of cross-Departmental or inter-Agency initiatives aimed at enhancing youth justice provision within Northern Ireland. These include:

- Promoting and driving forward the cross-Departmental work on addressing extreme behaviours being displayed by young people which will lead to the development of a violence reduction strategy for Northern Ireland;
- Active participation in a Quadripartite Group led by NIO and whose aim is to align and rationalise the services provided for young people by the NI Prison Service, Probation Board and Youth Justice Agency;
- Chairing and leading on the “Youth Cases Project” strand of the inter-Agency project commissioned by the Criminal Justice Board for combating avoidable delay;
- Active participation in the “multi-agency steering group on learning disabilities, specific learning and communication difficulties” which will examine the specific screening, training, information sharing and intervention requirements of young people at all stages of the criminal justice process;
- The continuing development of relationships with criminal justice colleagues in the Republic of Ireland through the North/South Youth Justice Advisory Group.

The key performance targets set for the Agency for 2010-2011 are given below:-

Key Business Area	Key Performance Target For 2010-2011
SUPPORTING THE DELIVERY OF JUSTICE	<p>KPT 1: 85% of youth conference reports completed within statutory requirements</p> <p>KPT 2: 90% of young people remanded to the Juvenile Justice Centre for one week or more to have a bail assessment commenced within 5 working days</p> <p>KPT 3: At least 85% of youth conference referrals to result in a conference and of those, at least 90% of young offenders to be satisfied with the process</p> <p>KPT 4: Achieve a victim attendance rate of at least 60% for youth conferences and of those, at least 90% of victims to be satisfied with the process</p> <p>KPT 5: 80% of young people and 80% of families/carers are satisfied with the services they receive from the Agency</p> <p>KPT 6: Achieve a public confidence level of at least 53% in the work of the Agency (as measured by the NI Crime Survey)</p>
REDUCING OFFENDING	<p>KPT 7: 90% of community based orders are completed by young people</p> <p>KPT 8: All young people under a Juvenile Justice Centre Order (JJCO) leaving custody will have a reintegration plan in place for the statutory supervision period within the community</p>
SAFETY	<p>KPT 9: No escapes from within the Juvenile Justice Centre</p> <p>KPT 10: Maintain a rate of restraints lower on average than similar sized secure centres in England & Wales</p> <p>KPT 11: All children in custody for 3 days or more to be screened for mental health needs and, where necessary, referred on to appropriate services</p> <p>KPT 12: 90% of complaints received from or on behalf of young people are resolved at stages 1 or 2 of the Agency's complaints process</p>
MANAGING RESOURCES	<p>KPT 13: Maintain level of expenditure within approved budgetary limits</p> <p>KPT 14: Publish and lay audited and unqualified 2009-10 annual report and accounts before Parliament prior to its summer recess</p> <p>KPT 15: At least 90% of staff to confirm that their essential learning and development needs are being met to a satisfactory level</p>

A further 20 development objectives have also been set for 2010-2011. Details of these can be found in the Agency's Corporate Plan 2009-2011 and Business Plan 2010-2011 which was published in June 2010. Copies may be obtained via the Agency website: www.youthjusticeagency.ni.gov.uk

Financial Review

Financial Provision & Cash Flow

The Youth Justice Agency is financed as part of the overall Northern Ireland Office (NIO) Departmental Expenditure Limit voted by Parliament. The total cash requirement for the year from NIO was £20,992k (2008-2009, £21,342k).

Net Operating Cost

The total net operating cost of the Agency for 2009-2010 was £23,488k and is compared to the previous four financial years in the table below.

Five Year Review

Youth Justice Agency Income & Expenditure 2005-2006 to 2009-2010

	2009-2010 £'000	2008-2009 £'000	2007-2008 £'000	2006-2007 £'000	2005-2006 £'000
		Restated			
Income	(156)	(74)	(143)	(64)	(106)
Staff Costs	13,685	13,923	15,519	14,323	12,351
Agency Administration	3,751	3,911	3,465	4,323	3,667
Agency Programmes & Initiatives	1,292	1,361	2,106	2,093	1,389
Depreciation	666	726	714	3,032	1,532
Cost of Capital	341	451	475	469	497
Impairment of Buildings	2,125	684	(795)	1,318	-
Other Non- Cash Costs	1,784	550	640	593	183
Net Operating Costs	23,488	21,532	21,981	26,087	19,513

Income

During 2009-2010, income of the Agency doubled compared to its 2008-2009 level due to Department of Health & Social Services & Public Safety funding of £125k for the Choices Project being channelled to its two lead partners via the Youth Justice Agency, which has a monitoring role over the project.

- the inclusion in the 2008-2009 salary cost of the release of £1,000k of a pension provision
- a reduction in the NILGOSC annual service cost for 2009-2010 of £322k compared to 2008-2009
- a reduction in overtime costs for 2009-2010 of £221k compared to 2008-2009

Expenditure

Staff Costs

Although pay settlements for 2009-2010 ranged between 1.5% to 2.5%, total staff costs reduced by £238k (1.7%) compared to 2008-2009. This is the net result of a number of factors:-

- the inclusion in the 2008-2009 salary cost of £725k salary and early retirement costs of Community Service teachers who left the Agency during 2008-2009
- the inclusion in the 2008-2009 salary cost of an early retirement cost provision of £220k

After adjusting for the above factors, staff costs increased by just over 2% between 2008-2009 and 2009-2010.

Agency Administration

Agency administration expenditure fell by £160k (4.1%) during 2009-2010 due mainly to the inclusion within the 2008-2009 cost of £155k of maintenance and repairs costs relating to previous years. Otherwise total administration costs are similar to 2008-2009.

Agency Programmes & Initiatives

Expenditure on Agency Programmes & Initiatives reduced by £69k (5.1%) from its 2008-2009 level which is largely attributable to a reduction in the costs incurred escorting young people to and from court, and a reduction in the cost of the Agency's Independent Representation Scheme for 2009-2010.

Non-cash Costs

The most significant factor causing the increase of non-cash costs is the impairment of land & buildings of £2,125k (2008-2009, £684k) which has increased by £1,441k compared to 2008-2009 due mainly to the continued fall in indices used to value the Woodlands Juvenile Justice Centre building.

Depreciation costs have fallen in 2009-2010 due to the impact of the 2008-2009 impairment of the Woodlands building. Depreciation costs should fall again in 2010-2011 following the 2009-2010 impairment, and the transfer of the Whitefield building into non-current assets held for sale which are not depreciated. The cost of capital charge has also reduced due to the fall in value of the Woodlands building and also because of the rise in provisions for liabilities and charges by £1.5m (see paragraph below and the section on financial position).

The increase in other non-cash costs is due to an increase in the net provision for compensation from

legal claims by £767k compared to 2008-2009, and the increase by £426k compared to 2008-2009, of the finance charge associated with the NILGOSC pension scheme.

Capital Expenditure

Details of the movement of property, plant & equipment which include expenditure on IT and other replacement fixtures & fittings and plant & equipment to support the Agency's activities are set out in Notes 7 & 8 to the financial statements. Capital expenditure in 2009-2010 totalled £375k.

The increase in capital expenditure compared to recent years is a result of the installation of CCTV cameras in most of the common areas at Woodlands JJC in response to recommendations contained in a report into the physical restraint of young people in custody in England & Wales. Additional cameras will be installed in the Education Department's classrooms during the 2010-2011 financial year.

Plans to procure and implement a cross-directorate case management system have been delayed pending the preparation and approval of an outline business case. Capital expenditure on this is now unlikely to commence before the start of the 2011-2012 financial year.

Five Year Review

Youth Justice Agency Capital Expenditure 2005-2006 to 2009-2010

	2009-2010 £'000	2008-2009 £'000	2007-2008 £'000	2006-2007 £'000	2005-2006 £'000
Capital Expenditure incurred by Agency	371	254	260	334	189
Capital Expenditure funded by Parent Department	4	-	75	11,738	6,782
Total	375	254	335	12,072	6,971

The significantly higher expenditure funded by the Agency's parent department pre 2007-2008 reflects the capital spend on the construction of the new Juvenile Justice Centre at Woodlands.

Financial Position

The total net assets of the Agency at 31 March 2010 were £7,725k, a fall of just over £4m since 31 March 2009. Of this, £2,125k is due to the impairment of the Agency's two buildings, but mainly the Woodlands JJC building which has fallen in value by £1.95m due to the continued fall of the BCIS indices used to value the building.

The remaining reduction in the total net assets of the Agency is due to a significant increase in provisions

for liabilities & charges by £1.5m, due to the continued growth of YJA's share of the NILGOSC pension scheme deficit (by almost £1m from £5.6m to £6.6m) and a significant net increase in other provisions of almost £500k. The increase in other provisions is due to an increase of £634k in the provision for compensation from legal claims which has been offset by a reduction in the early retirement costs provision. A five-year comparison of the financial position for each year is shown in the following table.

Five Year Review

Youth Justice Agency Assets & Liabilities 2005-2006 to 2009-2010

	2009-2010 £'000	2008-2009 £'000	2007-2008 £'000	2006-2007 £'000	2005-2006 £'000
		Restated	Restated		
Property, Plant & Equipment	16,195	19,188	20,543	20,147	19,214
Other Assets	820	257	246	309	403
Provisions	(7,718)	(6,218)	(4,803)	(4,581)	(4,719)
Other Liabilities	(1,572)	(1,488)	(2,494)	(2,574)	(1,474)
Net Assets	7,725	11,739	13,492	13,301	13,424

Financial Risk

For 2009-2010, the Youth Justice Agency relied primarily on the Northern Ireland Office for funding. The Agency transacts and holds its assets & liabilities in sterling, and has no significant borrowings. The Agency is therefore not materially exposed to liquidity risk.

Management Board Remuneration Report

Remuneration Policy

The Agency does not have a Remuneration Committee. Appointments to the Management Board are made in accordance with the Civil Service Commission's general regulations.

The remuneration of the Non-Executive Directors is determined by the Chief Executive in consultation with the Director of Corporate Services.

Service Contracts

Civil Service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless stated below, the Directors of the Youth Justice Agency covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

The Non-Executive Directors are appointed for a term of 3 years, renewable by agreement.

Further information about the work of the Civil Service Commissioners can be found at www.civilservicecommissioners.org

Bonuses

The Chief Executive is eligible to receive a bonus as a member of the Senior Civil Service. The Directors of Corporate Services and the Youth Conference Service are eligible to receive a non-consolidated performance payment under the terms of the NIO scheme for general service grade staff.

Salary & Benefits [audited information]

In their roles as Non-Executive Directors, Shane Logan received total remuneration of £7,687 (2008-2009, £7,610) and Linda Kerr received total remuneration of £7,687 (2008-2009, £7,610).

The salary and pension details of the remainder of the Management Board for 2009-2010 are disclosed in the table overleaf. Salary includes gross salary,

performance pay or bonuses; overtime; and any allowance to the extent that it is subject to UK taxation, and any gratia payments. The report is based on payments made by the Agency and thus recorded in these accounts. The salary range reflects remuneration for the months in office. The Agency did not make any contributions to a Board Member's partnership pension account nor did it pay any compensation or make any award to former members of the Management Board.

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument.

Chief Executive [audited information]

The Chief Executive, Bill Lockhart received total remuneration excluding pension contributions of £78,494 during 2009-2010 (2008-2009, £70,350). The Chief Executive is an ordinary member of the Principal Civil Service Pension Scheme (GB).

Pensions

Pension benefits are provided through the Principal Civil Service (PCS) and Northern Ireland Civil Service (NICS) pension arrangements, and the Northern Ireland Local Government Officers' Superannuation Scheme (NILGOSC).

Principal Civil Service Pension Arrangements

Pension benefits provided through PCS and the NICS pension arrangements are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Nuvos is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. Earned pension benefits are increased annually in line with increases in the RPI and attract an annual pension increase.

The salary, pension entitlements and taxable benefits of the Youth Justice Agency Management Board for 2009-2010 Financial Year [audited information]

Board Member	Salary (as defined)	Benefit in kind	Real inc in pension at age 60	Real inc in related lump sum at age 60	Total accrued pension at age 60 at 31/03/10	Related lump sum at age 60 at 31/03/10	CETV at 31/03/09 or start date	CETV at 31/03/10 or end date	Real increase in CETV after adjustment for inflation and changes in market investment factors	Employer contribution to partnership pension account including risk benefit cover
	£'000	£'00	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dr Bill Lockhart Chief Executive	75-80 (70-75)	- (-)	0-2.5 (0-2.5)	- (-)	25-30 (25-30)	- (-)	553	587	32	-
Mr Martin Gunning Director, Corporate Services	50-55 (45-50)	- (-)	0-2.5 (0-2.5)	0-2.5 (0-2.5)	20-25 (20-25)	65-70 (60-65)	462	532	18	-
Mr Philip Tooze Director, Custodial Services	65-70 (65-70)	- (-)	0-2.5 (0-2.5)	0-2.5 (0-2.5)	20-25 (20-25)	60-65 (60-65)	396	444	37	-
Mrs Alice Chapman Director, Youth Conference Service	45-50 (45-50)	- (-)	0-2.5 (0-2.5)	2.5-5 (0-2.5)	20-25 (15-20)	60-65 (55-60)	411	480	20	-
Mrs Aideen McLaughlin Acting Director, Community Services (from 5 May 2009)	40-45 fte 45-50 (n/a)	- (n/a)	0-2.5 (n/a)	2.5-5 (n/a)	10-15 (n/a)	30-35 (n/a)	136	170	32	-
Mr Thompson Best Acting Director, Community Services (from 1 Apr 2009 – 4 May 2009)	0-5 fte 40-45 (n/a)	- (n/a)	0-2.5 (n/a)	0-2.5 (n/a)	15-20 (n/a)	55-60 (n/a)	445	456	8	-

(2008-2009 amounts are disclosed in brackets), fte = full time equivalent

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service.

In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. 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 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of classic, premium, and classic plus and 65 for members of nuvos. Further details about the Civil Service Pension arrangements can be found at the website www.civilservice-pensions.gov.uk

The Northern Ireland Local Government Officers' Superannuation Committee Scheme (NILGOSC)

This scheme is a defined benefits type, and the fund is invested in suitable investments, managed by the Committee. For 2009-2010 the employer contribution rate was 16% (2008-2009, 15%) of pensionable salary. The employee contribution rate ranged from 5.25% to 7.5% (2008-2009, 6%) of pensionable salary.

The pension costs are assessed in accordance with the advice of independent qualified actuaries using the market led approach.

Cash Equivalent Transfer Value (CETV)

A 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 as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures, and from 2003-2004 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Assurance Tax which may be due when pension benefits are taken.

The Real Increase in the Value of the 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.

Bill Lockhart
Accounting Officer
14 June 2010

Appendix 1

Community Services Caseload

Caseload - by Community Services Centre – April 2009 to March 2010

Centre	New Referrals 2009-2010	Cases Discharged 2009-2010	Monthly average active Caseload 2009-2010	Number of active cases at 31 March 2010
Ballymena & Antrim	64	88	49	36
Bangor	33	50	38	31
Coleraine	65	75	50	47
Craigavon & Banbridge	101	93	86	94
Downpatrick	57	58	33	38
East Belfast	58	56	37	37
Enniskillen	41	39	31	29
Falls	48	74	40	37
Foyle	79	93	58	46
Lisburn	74	67	40	50
Magherafelt	54	57	30	30
Newry & Armagh	55	64	52	46
Newtownabbey & Larne	56	60	45	43
Newtownards	40	46	41	40
North Belfast & Shankill	107	82	72	88
Omagh & Strabane	44	45	28	27
South Belfast	34	36	23	26
Total for Year	1,010	1,083	753	745

Source of Community Services Referrals – April 2009 to March 2010

Source	Number of Referrals	Percentage of Referrals
Court	86	8%
Youth conference orders and plans	727	72%
Other Criminal Justice source	78	8%
Health and Social Services	16	2%
Other	103	10%
Total	1,010	100%

Bail Supervision and Support Referrals – April 2009 to March 2010

	Number
Bail assessments completed:	152
Of which:	
Formal proposals presented to Court	44
Proposals accepted by Court	42
Outcomes of accepted proposals:	
Successful completion of bail	17
Currently on bail	6
Bail revoked	19
TOTAL	42
Court outcomes for those successfully completing bail:	
Community disposal	15
Custodial disposal	2
TOTAL	17

Appendix 2

Youth Conference Service Caseload

Referrals - by Region and Source - April 2009 to March 2010

YCS Region	Diversiory	Court	Total
Belfast	386	275	661
North East	92	43	135
North West	162	110	272
South East	164	153	317
South West	131	93	224
PYOP	16	223	239
Total	951	897	1,848

Plans Approved - by Region and Source - April 2009 to March 2010

YCS Region	Diversiory	Court	Total
Belfast	338	251	589
North East	69	28	97
North West	137	83	220
South East	148	122	270
South West	102	65	167
PYOP	13	147	160
Total	807	696	1,503

Appendix 3

Analysis of Admissions To Custody

Custody Population – by Status - April 2009 to March 2010

Status	Initial Admissions (1)	Total Admissions (2)	Average Population
PACE	199	199	1
Remand	137	238	16
Committal(3)	14	38	10
Total	350	475	27

Total Admissions to Custody – by Status and Month of Admission - April 2009 to March 2010

Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
PACE	14	20	15	16	14	15	18	14	13	10	16	34	199
Remand	18	14	26	24	18	16	19	26	14	14	20	29	238
Committal(3)	3	5	0	1	3	1	8	3	3	3	5	3	38
Total	35	39	41	41	35	32	45	43	30	27	41	66	475

Total Admissions to Custody – by Status and Gender - April 2009 to March 2010

Status	Male	Female	Total
PACE	174	25	199
Remand	216	22	238
Committal(3)	33	5	38
Total	423	52	475

(1) Includes only new admissions into the Juvenile Justice Centre

(2) Includes new admissions to the Centre plus changes of status within the Centre, for example, from PACE to remand

(3) Includes one admission for fine default

Appendix 4

Recruitment and Selection Code of Practice

The Youth Justice Agency has systems in place to ensure that selection for appointment is made in accordance with the Civil Service Commissioners for Northern Ireland recruitment code.

All applicants are considered systematically against the Agency's recruitment practices and in line with published suitability criteria. The recruitment systems are evaluated on a regular basis to ensure they meet with the Commissioner's guidelines and are in line with best practice as recommended by the Chartered Institute of Personnel & Development and the Equality Commission.

No Appointments were made under regulation 3 of the Commissioner's general regulations. A statistical summary follows of the applicants' and appointees' religious affiliation and gender for the following recruitment campaigns:

- Qualified / Unqualified Careworker
- Temporary Social/Youth Workers

APPLICANTS		APPOINTEES	
Religious Affiliation		Religious Affiliation	
Protestant	104	Protestant	5
Roman Catholic	85	Roman Catholic	8
Non-determined	17	Non-determined	0
Total	206	Total	13
Gender		Gender	
Male	84	Male	5
Female	122	Female	8
Total	206	Total	13

The religious affiliation and gender breakdown of the workforce within the Youth Justice Agency is provided to the Department of Finance and Personnel.

Appendix 5

Child Protection - Statistics

Youth Justice Agency – Summary of Child Protection Allegations Received - April 2009 – March 2010

Period	Directorate	No of Allegations Received	Submitted By				Outcome		
			"C"	"R"	"S"	Total	No Action Required	Referred to H&SST	Total
Apr 09 - Mar 10	Community Services	28	1	3	24	28	1**	27	28
	Corporate Services	0	0	0	0	0	0	0	0
	Custodial Services	20*	16	0	4	20	0	20	20
	Youth Conference Service	8	0	0	8	8	0	8	8
	TOTALS	56	17	3	36	56	1	55	56

*Seven of the above referrals relate directly to incidents which occurred within Woodlands Juvenile Justice Centre. All other referrals relate to incidents occurring outside the jurisdiction of the Agency but which were identified and reported via the Agency's Child Protection procedures.

** Health & Social Services already aware of this case when contacted – formal referral not required.

Abbreviations:

Allegation submitted by:

"C" - Child

"R" - Representative

"S" - Member of YJA Staff

Appendix 6

Complaints - Statistics

Youth Justice Agency – Summary of Complaints Received - April 2009 – March 2010

Directorate against which complaint made / received by	No of Complaints Received					Total YTD	No of Complaints Submitted By		Status of Complaint	Step of investigation / Resolved at					Sub-Totals	
	Q1	Q2	Q3	Q4	Q4		"C"	"R"		Step 1	Step 2	Step 3	Step 4			
Community Services	0	1	0	0	0	1	1	0	Ongoing	0	0	0	0	0	0	0
Corporate Services (including Chief Executive's office)	1	0	0	0	1	1	0	0	Ongoing	0	0	0	0	0	0	0
									Resolved	1	0	0	0	0	0	1
Custodial Services	2	4	8	4	18	18	0	0	Ongoing	0	0	0	0	0	0	0
									Resolved	8	10	0	0	0	18	
Youth Conference Service	0	0	0	0	0	0	0	0	Ongoing	0	0	0	0	0	0	0
									Resolved	0	0	0	0	0	0	
TOTALS	3	5	8	4	20	20	0	0	-	10	10	0	0	0	20	

Abbreviations: -

1. Complaints Submitted By: - "C" - Complainant "R" - Representative
2. Step of Investigation / Investigation resolved at: -

Complaint is currently being dealt with or was resolved by –
 "Step 1" - Member of staff that received the complaint
 "Step 2" - Senior Manager
 "Step 3" - Chief Executive
 "Step 4" - Independent Complaints Reviewer

Appendix 7

Assaults By Young People On Agency Staff

Assaults by Young People on Agency Staff: April 2009 - March 2010

Month	Number of assaults
April	4
May	1
June	1
July	0
August	0
September	3
October	0
November	0
December	0
January	0
February	0
March	0
Total	9

All assaults took place within the Juvenile Justice Centre. There were no assaults on staff working in Community Services or the Youth Conference Service

Appendix 8

Addresses and Contact Details

Youth Justice Agency
41-43 Waring Street
Belfast
BT1 2DY

Telephone:
028 9031 6400
Website:
www.youthjusticeagencyyni.gov.uk
E-mail:
info@yjani.gov.uk

Corporate Services & Chief Executive

41-43 Waring Street
Belfast
BT1 2DY
Tel: (028) 9031 6452
E-mail: info@yjani.gov.uk

Community Services Headquarters

41-43 Waring Street
Belfast
BT1 2DY
Tel: (028) 9031 6477
E-mail: info@yjani.gov.uk

Youth Conference Service Headquarters

41-43 Waring Street
Belfast
BT1 2DY
Tel: (028) 9031 6418
E-mail: info@yjani.gov.uk

Priority Youth Offender Project

41-43 Waring Street
Belfast
BT1 2DY
Tel: (028) 9082 0800
E-mail: info@yjani.gov.uk

Bail Supervision & Support Scheme

41-43 Waring Street
Belfast
BT1 2DY
Tel: (028) 9031 6446
E-mail: bail.support@yjani.gov.uk

Woodlands Juvenile Justice Centre

1 Mosswood Close
Mosswood Avenue
Rathgael Road
Bangor
BT19 1TA
Tel: (028) 9185 4600
E-mail: jjc@yjani.gov.uk

Community Services Offices

Youth Justice Agency Community Services

Ballymena & Antrim
7 Springwell Street
Ballymena
BT43 6AT
Tel: (028) 2563 9900

Youth Justice Agency Community Services

Bangor
54 Abbey Street
Bangor
BT20 4JB
Tel: (028) 9146 4577

Youth Justice Agency Community Services

Coleraine & Limavady
Suite 5 River House
4 Castle Lane
Coleraine
BT51 3DR
Tel: (028) 7032 9346

Youth Justice Agency Community Services

Craigavon & Banbridge
Unit 7 Legahory Centre
Brownlow
Craigavon
BT65 5BE
Tel: (028) 3834 4257

Youth Justice Agency Community Services

Downpatrick
13A English Street
Downpatrick
BT30 6AB
Tel: (028) 4461 2817

Youth Justice Agency Community Services

Enniskillen
18A Shore Road
Enniskillen
BT74 7EF
Tel: (028) 6632 0560

Youth Justice Agency Community Services

Foyle & Strabane
4th Floor Embassy Building
3 Strand Road
Londonderry
BT48 7BH
Tel: (028) 7136 5593

Youth Justice Agency Community Services

Lisburn
Office Suite 4
2nd Floor, Lisburn Square House
Haslems Lane
Lisburn
BT28 1TS
Tel: (028) 9260 6828

Youth Justice Agency Community Services

Mid-Ulster
42-48 Scotch Street
Dungannon
BT70 1BD
Tel: (028) 8772 5042

Youth Justice Agency Community Services

Newry & Armagh
14A The Mall
Newry
BT34 1BX
Tel: (028) 3025 1115

Youth Justice Agency Community Services

Newtownabbey & Larne
The Norah Bain 'A' House
Whiteabbey Hospital
Doagh Road
Newtownabbey
BT37 9RH
Tel: (028) 9086 2990

Youth Justice Agency Community Services

Newtownards
36 Frances Street
Newtownards
BT23 7DN
Tel: (028) 9182 0611

Youth Justice Agency Community Services

North Belfast & Shankill
171-179 Duncairn Gardens
Belfast
BT15 2GE
Tel: (028) 9035 1982

Youth Justice Agency Community Services

Omagh
1st Floor Anderson House
Market Street
Omagh
BT78 1EE
Tel: (028) 8225 2398

Youth Justice Agency Community Services

South & East Belfast
8 Library Court
Upper Newtownards Road
Belfast
BT4 3EY
Tel: (028) 9065 2440

Youth Justice Agency Community Services

West Belfast
471 Falls Road
Belfast
BT12 6DD
Tel: (028) 9024 5858

Youth Conference Service Regional Offices**Youth Conference Service Belfast Area**

41-43 Waring Street
Belfast
BT1 2DY
Tel: (028) 9031 6418

Youth Conference Service North East

7 Springwell Street
Ballymena
BT43 6AT
Tel: (028) 2563 9900

Youth Conference Service North West

2nd Floor Embassy Building
Strand Road
Londonderry
BT48 7BH
Tel: (028) 7127 8070

Youth Conference Service South East

15 Castlewellan Road
Banbridge
BT32 4AX
Tel: (028) 4062 9158

Youth Conference Service South West

1st Floor Anderson House
Market Street
Omagh
BT78 1EE
Tel: (028) 8225 2398



Part 2:

Annual Accounts 2009-2010

Statement of Agency's and Chief Executive's Responsibilities

(i) Under Section 7(2) of the Government Resources and Accounts Act 2000, Treasury has directed the Youth Justice Agency of Northern Ireland to prepare a statement of account for the financial year ended 31 March 2010 in the form and on the basis set out in its accounts direction. The accounts are prepared on an accruals basis and must give a true and fair view of the Agency's state of affairs at the year-end, and of its income and expenditure, changes in taxpayers' equity, cash flows for the financial year, and provide disclosure of any material expenditure or income that has not been applied to the purposes intended by Parliament or material transactions that have not conformed to the authorities which govern them.

(ii) In preparing the accounts the Agency is required to:

- Observe the accounts direction issued by Treasury, 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 have been followed and disclose and explain any material departures in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Agency will continue in operation.

(iii) The Accounting Officer of the Northern Ireland Office designated the Chief Executive of the Youth Justice Agency of Northern Ireland as the Accounting Officer for the Agency. The relevant responsibilities as Agency Accounting Officer, including responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Accounting Officer's Memorandum, issued by Treasury.

Statement on Internal Control

1. Scope of Responsibilities

The Youth Justice Agency was launched as an Executive Agency, as recommended in the Criminal Justice Review on 1 April 2003. It replaced the former Juvenile Justice Board, a Non-Departmental Public Body.

As Accounting Officer, I have responsibility for maintaining a sound system of Internal Control that supports the achievement of the Youth Justice Agency's policies, aims and objectives, whilst safeguarding the public funds and Agency assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

I am supported by the Management Board of the Agency which consists of the Director of each of the four directorates of the Agency – Youth Conference Service, Community Services, Custodial Services and Corporate Services and two Non-Executive Directors.

I am also supported by the Agency's Audit Committee which is chaired by a Non-Executive Director. The other members are:

- The Chief Executive
- The Director of Corporate Services
- The Director of Custodial Services
- The Director of the Youth Conference Service
- The Director of Community Services
- Head of Financial Management Services for the Agency

A representative from the Criminal Justice Directorate's Youth Justice and Probation Unit attends the meetings of the Audit Committee on behalf of the Departmental Sponsor. A representative of the NIO's Internal Audit Unit and the external auditor also attend.

The Audit Committee operates under the agreed Terms of Reference below which are reviewed as and when required.

Role of Audit Committee

To support the Accounting Officer with his responsibilities for issues of risk, control, governance and associated assurances.

Objectives of the Audit Committee

To advise the Accounting Officer on:

- The Agency's risk management process and preparation and updating of the Risk Management Registers.
- The adequacy of arrangements for internal control and risk management including the preparation of the Statement on Internal Control.
- The accounting policies, the accounts and the annual report of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors.
- Planned activity of internal audit and external audit.
- The results of internal and external audit activity including ensuring appropriate action has been taken through quarterly reviews of the relevant Action Plans.
- Assurances relating to the corporate governance requirements for the organisation.

A Risk Management Register detailing the top risks for the Agency is reviewed by the Audit Committee each quarter. Risk Registers for each of the four Directorates underpin the Agency's Top Risks Register and these are also reviewed by the Audit Committee on a quarterly basis.

2. Purpose of the System of Internal Control

The system of Internal Control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Agency's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Youth Justice Agency for the year ended 31 March 2010 and up to the date of approval of the Annual Report and Accounts, and accords with Treasury guidance.

3. Capacity to Handle Risk

The management of risk is driven by the Youth Justice Agency's Management Board and Audit Committee:

- The Chief Executive and Directors are responsible for risk management within their areas.

- Each quarter the Audit Committee reviews the high level risks currently facing the Agency together with the likelihood, impact, controls in place to mitigate the risks and further action required. It also identifies emerging risks and the impact they may have on the Agency.
- Directorate Risk Registers are also reviewed quarterly as these underpin the Corporate Risk Register.

It is the responsibility of the Agency's Management Board to identify and control the risks faced by the Agency in order to minimise any potential losses. The Management Board will set the tone and promote an anti-fraud culture, supported by Assistant Directors and their staff who are best placed to recognise the potential for fraud within the everyday operations of their teams.

The Fraud Policy for the Agency has been issued to all managers, and a summarised version has been issued to all staff.

4. The Risk and Control Framework

Each key performance target and development objective within the 2009–2010 Business Plan has been risk assessed. Each quarter the Management Board reviews progress against each target and objective and reassesses the risk of non-achievement. The quarterly performance report subsequently issued to the Departmental Sponsor and Minister also contains the risk assessment against targets and objectives.

A Risk Management Policy for the Agency has been produced and ensures that the management of risk is embedded in policy making, planning and delivery of the Agency's aims and objectives. It includes a plan setting out the Agency's co-ordinated approach to risk management, what it involves and how it should be conducted. The 'NIO Risk Management – A Practical Guide' has been used to provide clear approaches to risk management in the Agency.

The Risk Management Policy of the Agency is in accord with the Government drive to put risk management at the forefront of improving corporate governance in the public sector. In this regard, corporate governance and the Statement of Internal Control are managed and monitored at Board and Audit Committee levels

The Agency has fully embraced the NIO's (now DoJ's) Information Assurance policy and procedures and is represented, at Chief Executive level, on the DoJ Information Risk Owners Council (IROC) which comprises senior business owners across the departmental family and holds them to account for the ownership and management of information assurance risks within their respective business areas. In line with IROC requirements, the Agency has appointed a Security Manager to oversee delivery of the Information Assurance policy and procedures and to implement the Security Policy Framework. Progress during 2009-2010 was reported in the YJA security policy framework compliance statement which was submitted to the

Cabinet Office as part of the NIO's Annual Security Return.

Assurance Statements at Directorate level were introduced in the 2006-2007 financial year. The purpose of the Assurance statements is to improve management and control by identifying managements' specific responsibilities and seeking written assurance that these have been exercised with due care and attention. These Assurance Statements which are completed at half-year and full-year intervals also inform the content of this Statement on Internal Control.

5. Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control has been informed by the reports produced by the NIO's Internal Audit Unit, comments made by the external auditors in their Management Letter and other reports, and from the implementation of recommendations by executive managers within the Agency who have responsibility for the development and maintenance of the internal control framework. I have also been advised throughout the year on the effectiveness of the system of internal control by the Board and Audit Committee.

The Audit Committee met four times during the year and on each occasion considered

- (i) the risk management process, in particular the updating of Corporate and Directorate Risk Management Registers.
- (ii) the results of internal and external audit activity and reviewed progress with action plans to address weaknesses identified in internal audit reports and external audit management letters.

The Audit Committee, taking account of the top risks contained in the Corporate Risk Register agreed the planned internal audit activity for the 2010-11 financial year, and has met subsequent to the year-end to review and approve the final 2009-2010 Annual Report & Accounts prior to submission for audit.

As part of good governance arrangements the Management Board met quarterly with the Agency's Departmental Sponsor. At these review meetings the Board reported on the Agency's performance against annual business plan targets and objectives.

In addition, a quarterly Resource Report was submitted and reviewed at these meetings. The Resource Reports included:-

- (i) an update of the Agency's financial position.
- (ii) details of progress on the implementation of both internal and external audit recommendations.
- (iii) a summary of the Agency's Top Risks Register.

I have ensured effective management of financial resources, by following good management practice and guidance issued by NIO's Financial Services Division.

The Agency's Accountant attended the meetings of the Management Board providing a monthly finance report of the Agency's performance against budget. Internal budget holders also received detailed monthly management accounts and updated financial forecasts throughout the year. The budgets which were delegated to me for the 2009-2010 financial year were not exceeded.

Half and full-year Assurance Statements have been completed and signed by each Director providing written assurance that their specific responsibilities have been exercised with due care and attention.

During 2009-2010 an Internal Audit of External Funding was completed from which the Head of Internal Audit took 'limited' assurance. A total of 39 recommendations were made within the report, of which only one recommendation concerning the review of policy and procedures remains outstanding. As all of the other recommendations have been addressed, a thorough review of the External Funding policies and procedures will be undertaken by the Agency's External Funding panel during 2010-2011. In addition, Internal Audit conducted two 'top-up' audits covering both Risk Management and Corporate Governance within the Agency.

As part of the wider Northern Ireland Civil Service e-HR programme, the Agency outsourced transactional human resources work to the private sector (HR Connect). The HR Connect payroll service contractor had planned to undertake ten quality assurance reviews which, when combined with the direct audit work undertaken by Department of Finance and Personnel (DFP) Internal Audit, would facilitate the provision of an overall audit assurance. The contractor, however, has only completed two of its ten planned reviews and those are considered by DFP Internal Audit to lack rigour, breadth and depth. As such DFP Internal Audit was unable to provide additional assurance on those areas.

Therefore, although satisfactory assurance was provided in six audits undertaken by DFP Internal Audit, a limited assurance rating was provided for HR Connect overall. DFP Internal Audit will undertake all audits in HR Connect from 2010-11 onwards.

On the basis of internal audit work carried out, the Head of Internal Audit has provided assurance to me that 'risk management, corporate governance arrangements and control are satisfactory.'

Looking ahead, an Internal Audit on Information Assurance commenced at the start of 2010-2011 and there are other audits planned on property, plant & equipment and the Agency's payment systems, as well as a follow-up audit on external funding.

During the year, the National Audit Office reviewed the YJA 2009-2010 Shadow IFRS based financial statements as part of Trigger Point 4 of HM Treasury's IFRS implementation project. A total of six

recommendations, none of which were significant, were made and all of these have been addressed in the preparation of the 2009-2010 IFRS based financial statements.

In addition, all of the recommendations contained in the management letter arising from the external audit of the Agency's 2008-2009 Annual Report & Accounts have been addressed.

The final outstanding recommendation in the external auditor's management letter pertaining to the 2007-2008 Accounts was implemented during the year.

During 2010-2011, the Agency will participate in a data matching exercise undertaken by the NI Audit Office as part of the National Fraud Initiative in Northern Ireland.

There are a number of other sources from which I drew assurance on the system of internal control during the year. These include the work of the following independent bodies:-

- Criminal Justice Inspectorate for NI
- NI Children's Commissioner
- NI Human Rights Commission
- Department of Health, Social Services & Public Safety
- Independent Complaints Reviewer
- Opportunity Youth (Independent Representation Scheme)
- Include Youth (Young Voices)
- Health & Safety Executive NI
- Investors in People.

A Criminal Justice Inspectorate (CJI) Report on Corporate Governance under taken in 2007-2008 contained eleven recommendations. Nine have been implemented in full with the principles of the remaining 2 recommendations, in relation to leadership and management development being met. This report has now been 'signed off' by the Audit Committee. A follow-up review is planned by CJI in 2010-2011.

6. Significant Internal Control Problems

There were two incidents of information security breach during 2009-2010. Both incidents occurred in November 2009 and involved the same member of staff. In both incidents a vehicle was broken into and information on a number of young people known to the Agency was stolen. No financial or other loss has occurred as a result of either incident.

The Agency takes its data security responsibilities seriously and treated the incidents with utmost importance. A Chief Executive's notice on data security was issued to all staff immediately following the incidents and data security awareness training seminars were incorporated into staff away days. The member of staff involved was subsequently disciplined.

Bill Lockhart
Chief Executive
14 June 2010

The Certificate and Report of The Comptroller and Auditor General to The House Of Commons

I certify that I have audited the financial statements of the Youth Justice Agency for the year ended 31 March 2010 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement and Statement of Changes in Taxpayers' Equity, the Statement of Financial Position, the Statement of Cash Flows and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Chief Executive and Auditor

As explained more fully in the Statement of Chief Executive Responsibilities, the Chief Executive is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Agency's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Agency; and the overall presentation of the financial statements.

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

Opinion on Regularity

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

Opinion on the Financial Statements

In my opinion:

- the financial statements give a true and fair view, of the state of the Agency's affairs as at 31 March 2010, and of the net operating cost, changes in taxpayers' equity and cash flows for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- the information given in the Management Commentary, Performance Against Key Targets contained within Operating Review, and the Financial Review for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit.
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Amyas C E Morse

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

24 June 2010

Financial Statements For The Year Ended 31 March 2010

Operating Cost Statement

for the year ended 31 March

	Note	2009-2010 £'000	2008-2009 Restated £'000
Programme Costs			
Income	5	(156)	(74)
Staff Costs	3	13,685	13,923
Programme Costs	4	7,834	6,999
Net Operating Cost before Exceptional Costs		21,363	20,848
Impairment of Buildings	6	2,125	684
Net Operating Cost		23,488	21,532

Figures for 2008-2009 and at 1 April 2008 have been re-stated in line with International Financial Reporting Standards.

All income and expenditure is derived from continuing operations.

The notes on pages 65 to 90 form part of these accounts

Statement of Financial Position as at 31 March

	Note	2009-2010 £'000	2008-2009 Restated £'000	1 April 2008 Restated £'000
Non-Current Assets:				
Property, Plant and Equipment	7	16,162	19,169	20,501
Intangible Assets	8	33	19	42
Total Non-Current Assets		16,195	19,188	20,543
Current Assets:				
Assets Held for Sale	9	510	-	-
Trade and Other Receivables	10	265	246	227
Cash and Cash Equivalents	11	45	11	19
Total Current Assets		820	257	246
Total Assets		17,015	19,445	20,789
Current Liabilities:				
Trade and Other Payables	12	(1,572)	(1,488)	(2,494)
Total Current Liabilities		(1,572)	(1,488)	(2,494)
Non-Current Assets less Net Current Liabilities		15,443	17,957	18,295
Non-Current Liabilities				
Provision for Pension Liabilities	13	(6,551)	(5,570)	(3,139)
Other Provisions	14	(1,167)	(648)	(1,664)
Total Non-Current Liabilities		(7,718)	(6,218)	(4,803)
Assets less Liabilities		7,725	11,739	13,492
Taxpayers' Equity:				
General Fund		7,599	11,521	13,076
Revaluation Reserve		126	218	416
Total Taxpayers' Equity		7,725	11,739	13,492

Figures for 2008-2009 and at 1 April 2008 have been re-stated in line with International Financial Reporting Standards.

The notes on pages 65 to 90 form part of these accounts

The financial statements on pages 61 to 90 were approved and authorised for issue by the Chief Executive on 24 June 2010.

Bill Lockhart
Chief Executive
14 June 2010

Statement of Cash Flows for the year ended 31 March

	Note	2009-2010 £'000	2008-2009 Restated £'000
Cash Flows from Operating Activities			
Net Operating Cost		(23,488)	(21,532)
Adjustment for Non-Cash Transactions	4	5,699	2,763
Increase in Trade and Other Receivables	10	(19)	(19)
Increase / (Decrease) in Trade Payables	12	151	(1,119)
Use of Provisions	13,14	(2,864)	(1,302)
Net Cash Outflow from Operating Activities		(20,521)	(21,209)
Cash Flows from Investing Activities			
Purchase of Property, Plant and Equipment	7	(347)	(580)
Purchase of Intangible Assets	8	(28)	-
Year-end Capital Accruals Adjustment		239	163
Less Non Cash Additions Funded by Parent Department		4	-
Less Proceeds of Disposal of Property, Plant and Equipment		1	-
Net Cash Outflow from Investing Activities		(131)	(417)
Cash Flows from Financing Activities			
Funding from Parent Department (NIO)		20,992	21,342
Net Financing		20,992	21,342
Net Increase / (Decrease) in Cash and Cash Equivalents in the Period		340	(284)
Cash and Cash Equivalents at the Beginning of the Period	11	(295)	(11)
Cash and Cash Equivalents at the End of the Period	11	45	(295)

Figures for 2008-2009 have been re-stated in line with International Financial Reporting Standards.

The notes on pages 65 to 90 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March

	Note	General Fund £'000	Revaluation Reserve £'000	Total Reserves £'000
Balance at 31 March 2008		13,403	416	13,819
Effect of Changes Under International Financial Reporting Standards		(327)	-	(327)
Restated balance at 1 April 2008		13,076	416	13,492
Changes in Taxpayers Equity for 2008-2009				
Actuarial Loss on Pension Deficit	13	(2,229)	-	(2,229)
Net Loss on Revaluation of Property, Plant and Equipment	7	-	(178)	(178)
Non-Cash Charges – Cost of Capital	4	451	-	451
Non-Cash Charges – Notional Costs	4	393	-	393
Transfer Between Revaluation Reserve & General Fund		20	(20)	-
Effect of Changes Under International Financial Reporting Standards		89	-	89
Net Operating Cost for the Year Under UK GAAP	2	(21,621)	-	(21,621)
Total Recognised Income and Expense for 2008-2009		(22,897)	(198)	(23,095)
Funding from Parent Department (NIO)		21,342	-	21,342
Balance at 31 March 2009		11,521	218	11,739
Changes in Taxpayers' Equity for 2009-2010				
Actuarial Loss on Pension Deficit	13	(2,252)	-	(2,252)
Net Loss on Revaluation of Property, Plant and Equipment	7	-	(75)	(75)
Non-Cash Charges – Cost of Capital	4	341	-	341
Non-Cash Charges – Notional Costs	4	464	-	464
Assets Funded by Parent Department		4	-	4
Transfer Between Revaluation Reserve & General Fund		17	(17)	-
Net Operating Cost for the Year		(23,488)	-	(23,488)
Total Recognised Income and Expense for 2009-2010		(24,914)	(92)	(25,006)
Funding from Parent Department (NIO)		20,992	-	20,992
Balance at 31 March 2010		7,599	126	7,725

The General Fund serves as the chief operating fund. The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

The Revaluation Reserve records the unrealised gain or loss on revaluation of assets.

The notes on pages 65 to 90 form part of these accounts.

Notes to the Agency's Accounts

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2009-2010 Financial Reporting Manual (FRoM) issued by HM Treasury. The accounting policies contained in the FRoM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

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

IFRS 1 – First Time Adoption

The Agency's date of transition is 1 April 2008. IFRS 1, First Time Adoption of International Financial Reporting Standards, allows entities adopting IFRS for the first time to take certain exemptions from the full requirements of IFRS in the year of transition. The Agency elected not to take any exemptions.

1.1 Accounting Convention

The financial statements have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

The accounts are stated in sterling, which is the Agency's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in thousands of pounds sterling (£000).

1.2 Property, Plant and Equipment and Intangible Assets

Expenditure on property, plant and equipment of over £1,000 is capitalised, with the exception of computer equipment, which is capitalised if expenditure is over £400. The Agency also pools and capitalises printers and office furniture on an annual basis.

The Agency does not capitalise expenditure on improvements or enhancements to its leasehold properties. Purchased computer software licenses are capitalised as intangible assets where expenditure of £400 or more is incurred.

Land & buildings are subject to professional valuation at least once every five years and are re-valued using indices in the intervening years. Properties regarded by the Agency as operational are valued on the basis of existing use, or where this cannot be assessed because there is no market for the property, its depreciated replacement cost. Properties regarded by the Agency as non-operational are valued on the basis of open market value, and where a sale is probable, disclosed under Net Current Assets Held for Sale (see Note 1.4).

Other property, plant and equipment is re-valued annually using appropriate indices compiled by the Office for National Statistics with the exception of intangible assets which are held at cost. Indexation of property, plant and equipment is credited to the Revaluation Reserve except for the permanent diminution of IT assets which is recognised in the operating cost statement. Any subsequent revaluation of IT assets is credited to the Operating Cost Statement to the extent that it reverses previous revaluation decreases recognised as an expense in the Operating Cost Statement.

1.3 Depreciation

Provision for depreciation is made to write-off the cost of property, plant and equipment on a straight line basis over the expected useful lives of the assets concerned. Land, assets under construction, and assets held for sale are not depreciated.

The estimated useful lives of property, plant & equipment, which are reviewed regularly, are:-

Asset category	Useful Life
Buildings	Up to 50 years
Plant and Equipment	4 - 15 years
Furniture, Fixtures & Fittings	4 -10 years
Motor Vehicles	5 years
IT	3 – 10 years
Intangible Assets	5 years

1.4 Non-Current Assets Held for Sale

The Agency classifies a non-current asset as held for sale where its value is expected to be realised principally through a sale transaction rather than through continuing use. In order to meet this definition IFRS 5 requires that the asset must be immediately available for sale in its current condition and that its sale is highly probable. A sale is regarded as highly probable where an active plan is in place to find a buyer for the asset through appropriate marketing at a reasonable price and the sale is considered likely to be concluded within one year. Non-current assets held for sale are valued on the basis of open market value less any material directly attributable selling costs.

1.5 Realised Element of Depreciation from Revaluation Reserve

Depreciation is charged to expenditure on the re-valued amount of property, plant and equipment. An element of depreciation therefore arises due to the increase in valuation and is in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to this excess is a realised gain on revaluation and is transferred from the Revaluation Reserve to the General Fund.

1.6 Income

The Agency accounts for income in the year in which it is earned / becomes receivable, with the exception of funding for programmes for which the Agency merely acts as an intermediary. In such cases, income is not recognised by the Agency until it is paid to the intended recipient. The excess of receipts over payments out is treated as a creditor owed to the funding provider.

1.7 Programme Expenditure

The Operating Cost Statement for the Agency only includes programme costs. The definition of programme costs is set by HM Treasury. Programme costs reflect non-administration costs, including payments of grants and compensation, and other disbursements, as well as certain staff costs where they relate directly to service delivery.

1.8 Segmental Reporting

In line with the provisions of IFRS 8: *Operating Segments*, the Agency does not analyse its net expenditure by operating segment as it has concluded that it has no separately identifiable operating segments. This conclusion is based on the Agency's current system / format of internal management

reporting to the Agency's Chief Executive and Management Board, who consider financial performance at the Agency level.

1.9 Provisions for Liabilities & Charges

The Agency provides for legal or constructive obligations which are of uncertain timing and/or amount at the statement of financial position date on the basis of best estimate of expenditure required to settle the obligation, where this can be determined. This relates to early retirement costs, potential legal action for compensation and the Agency's share of the net liabilities of the NILGOSC pension scheme.

1.10 Employee Benefits Including Pensions

Under the requirements of IAS 19: *Employee Benefits*, staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any untaken leave that has been earned at the year end. This cost has been estimated using average salary costs of each grade of staff applied to the untaken leave balance of each staff member. It is not anticipated that the level of untaken leave will vary significantly from year to year. Untaken flexi leave is estimated to be immaterial to the Agency and has not been included.

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (GB) (PCSPS) for Home Civil Service staff, the Principal Civil Service Pension Scheme NI (PCSPS (NI)) for Northern Ireland Civil Service staff, the Teachers' Superannuation Scheme (TSS) for teaching staff, and the Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC) Scheme for all other staff. Each scheme is described in Note 3.2.

The PCSPS (GB), PCSPS (NI) and TSS are defined benefit schemes which are unfunded and the PCSPS (GB) and PCSPS (NI) are non-contributory except in respect of dependants' benefits.

The Agency recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS (GB), PCSPS (NI) and TSS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS (GB), PCSPS(NI) and the TSS.

The pension costs of the NILGOSC scheme are assessed in accordance with the advice of independent qualified actuaries using the market led approach. Pension scheme assets are measured using the market value. Pension scheme liabilities are measured using the

projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term to the liability.

The increase in the present value of the liabilities of the defined benefit pension scheme arising from employee service in the period is charged to the Operating Cost Statement. The expected return on the scheme's assets and the increase during the year in the present value of the scheme's liabilities arising from the passage of time are included in other finance costs. Actuarial gains and losses are recognised in the Statement of Changes in Taxpayers' Equity.

For all of its staff pension schemes, the Agency is required to meet the additional cost of benefits beyond the normal benefits in respect of employees who retire early. The Agency provides in full for this cost when the early retirement programme has been announced and this is binding on the Agency.

1.11 Early Retirement Costs

The Agency is required to account for the cost of paying pensions of employees who retire early from the date of their retirement until they reach normal pensionable age and in some cases for the lifetime of the retired staff member and his/her spouse. For all new early retirement cases, the Agency provides in full for the cost of meeting pensions up to normal retirement age. The total cost is recognised in the year the decision is taken.

1.12 Leases

Leases are classified as operating lease contracts whenever the terms of the lease do not transfer substantially all the risks and benefits of ownership to the lessee. Rentals paid under operating leases are charged to operating costs on a straight line basis over the term of the lease.

1.13 Grants Payable

Grants payable are recorded as expenditure in the period that the underlying event or activity giving entitlement to the grant occurs. Grants related to activity occurring over a specific time period, usually a financial year are recorded as expenditure for that period.

1.14 VAT

The majority of the activities of the Agency are outside the scope of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of property, plant and equipment. Where output tax is charged or input tax is

recoverable, the amounts are stated net of VAT. VAT is recoverable on a Departmental basis.

1.15 Insurance

Only insurance costs in respect of motor vehicles, and premises, where premises insurance is a requirement of the lease agreement, are charged to the Operating Cost Statement. The Agency does not insure itself against the risks of fire, explosion, common law, third party and similar risks.

1.16 Notional Costs

Some of the costs directly related to the running of the Youth Justice Agency are borne by other Government Departments or organisations. These costs have been included on the basis of the estimated cost incurred by the providing organisation.

In accordance with Treasury's International Financial Reporting Manual (IFReM), a notional cost reflecting the cost of capital employed in the year by the Agency is included in operating costs. The charge for the year is calculated using the Treasury's standard discount rate of 3.5% applied to the average capital employed, defined as total assets less total liabilities.

1.17 Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, the Agency discloses for reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported via the Department to Parliament in accordance with the requirements of *Managing Public Money* and *Government Accounting Northern Ireland*.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to Parliament separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to Parliament.

1.18 Third Party Assets

Third party assets are assets for which the Agency acts as custodian or trustee but in which neither the Agency nor government more generally has a direct beneficial interest. Third party assets are not public assets, and hence are not recorded in the primary financial statements. In the interests of general disclosure and transparency, details of the Agency's third party assets are provided in Note 22.

1.19 Financial Instruments

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

1.19.1 Recognition and Derecognition of Financial Assets and Financial Liabilities

Financial assets and liabilities are recognised when the Agency becomes party to the contractual provisions of the instrument. Financial assets are derecognised when the Agency no longer has rights to cash flows, the risks and rewards of ownership or control of the asset. Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or expires.

The Agency has financial instruments in the form of trade receivables and payables and cash and cash equivalents.

1.19.2 Financial Assets

Trade and Other Receivables

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount less provision for impairment less provisions for doubtful receivables. Provisions are made specifically where there is objective evidence of a dispute or inability to pay.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

Impairment of Financial Assets

The Agency assesses at each statement of financial position date whether a financial asset or group of financial assets are impaired. Where there is objective evidence that an impairment loss has arisen on assets carried at amortised cost, the carrying amount is reduced with the loss being recognised in the operating cost statement.

1.19.3 Financial liabilities

Trade and Other Payables

Financial liabilities within trade and other payables are initially recognised at fair value, which is usually the original invoiced amount, less provision for impairment.

1.20 Related Party Transactions

The Agency is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Agency. Disclosure of these transactions allows readers to assess the extent to which the Agency might have been constrained in its ability to operate independently, or might have secured the ability to limit another party's ability to bargain freely with the Agency.

1.21 Critical Accounting Estimates and Key Judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Agency's accounting policies. We continually evaluate our estimates, assumptions and judgements based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates. The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are highlighted below.

- (i) - *Depreciation of Property, Plant and Equipment*
Depreciation is provided in the accounts so as to write-down the respective assets to their residual values over their expected useful lives and as such the selection of the estimated useful lives and the expected residual values of the assets requires the use of estimates and judgements. Details of the estimated useful lives are as shown in Note 1.3.
- (ii) - *Impairment of Property, Plant and Equipment*
Where there is an indication that the carrying value of items of property, plant and equipment may have been impaired through events or changes in circumstances, a review will be undertaken of the recoverable amount of that asset.
- (iii) - *Pension and Other Post Retirement Benefits*
The Agency accounts for pension and other post retirement benefits in accordance with IAS 19. In determining the pension cost and the defined benefit obligation of the pension schemes a number of assumptions are used which include

the discount rate, salary growth, price inflation, the expected return on the schemes' investments and mortality rates. Further details are contained in Note 13.

(iv) - *Employee Benefits*

The methodology used to calculate the employee benefit accrual for unpaid annual, flexi and toil leave involved sampling staff at each grade and applying sample results to the total population of the Agency's workforce.

1.22 Accounting standards, interpretations and amendments to published standards adopted in the year ended 31 March 2010

The Agency implemented IFRS 1 First-time Adoption of International Financial Reporting Standards (IFRS) with the date of transition to IFRS being 1 April 2008 for the purposes of preparing the opening IFRS statement of financial position.

The following standards had a material impact on the financial statements:

- IAS 19 Employee Benefits
- IFRS 5 Non-Current Assets Held for Sale and Discontinued Operations

Details of the financial impact of these standards are contained in Notes 3 & 9. Any adjustments arising from differing accounting policies resulting from the application of IFRS for the first time have been taken through the General Fund.

The Agency has reviewed the remaining standards, interpretations and amendments to published standards that became effective during 2009-2010 and which are relevant to its operations. The adoption of these standards has not had a significant impact on the Agency's financial position or results.

1.23 Accounting standards, interpretations and amendments to published standards not yet effective

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Agency's accounting periods beginning on or after 1 April 2010 or later periods, but which the Agency has not adopted early. Other than as outlined in the table below, the Agency considers that these standards are not relevant to its operations.

Standard	Description of Revision	Application Date	Comments
IFRS 5	Non-Current Assets Held for Sale and Discontinued Operations — Amendments resulting from April 2009 Annual Improvements to IFRSs.	Annual periods beginning on or after 1 January 2010.	Clarification surrounding disclosures. Unlikely to have a significant impact.
IFRS 8	Operating Segments — Amendments resulting from April 2009 Annual Improvements to IFRSs.	Annual periods beginning on or after 1 January 2010.	Segment assets not required to be disclosed unless regularly reported to the Chief Operating Decision Maker.
IAS 7	Statement of Cash Flows — Amendments resulting from April 2009 Annual Improvements to IFRSs.	Annual periods beginning on or after 1 January 2010.	Clarification that only cash flows resulting in the recognition of an asset can be classified as investing activities. Unlikely to lead to change.
IAS 17	Leases — Amendments resulting from April 2009 Annual Improvements to IFRSs.	Annual periods beginning on or after 1 January 2010.	Leases of land to be classified according to general principles of the standard rather than assumed to be operating leases.
IAS 24	Related Party Disclosures — Revised definition of related parties.	Annual periods beginning on or after 1 January 2011.	Inclusion of a partial exemption for government-related entities. Given that the FReM interprets the related party requirements significantly to reduce the disclosure on transactions between public sector entities it is unlikely that this will have significant impact.

In addition, the Agency has considered the additional or revised accounting standards and new (or amendments to) interpretations contained within the Government Financial Reporting Manual (FReM) 2010-2011. Other than as outlined in the table below, the Agency considers that these changes are not relevant to its operations.

Chapter in FReM 2010-2011	Area affected	Description of Revision	Comments
8	Impairments	An adaptation of IAS 36 Impairment of Assets to allow the scoring of all impairments that are caused by a clear consumption of economic benefit to the Operating Cost Statement.	Clarification surrounding budgetary treatment. Unlikely to have a significant impact.
11	Income and Expenditure	The removal of Cost of Capital charging from accounts.	Applies to all public sector bodies. Guidance issued by HM Treasury means that this change is budgetary neutral. No impact on the Agency other than disclosure.

The application date for these FReM changes is 1 April 2010.

2. First-time Adoption of IFRS

	General Fund £'000	Revaluation Reserve £'000	Total £'000
Taxpayers' Equity at 31 March 2008 Under UK GAAP	13,403	416	13,819
Adjustments for:			
Employee Benefits	(327)	-	(327)
Taxpayers' Equity at 1 April 2008 Under IFRS	13,076	416	13,492
Taxpayers' Equity at 31 March 2009 Under UK GAAP	11,759	218	11,977
Adjustments for:			
Employee Benefits	(238)	-	(238)
Taxpayers' Equity at 1 April 2009 Under IFRS	11,521	218	11,739
			£000
Net Operating Cost for 2008-2009 Under UK GAAP			21,621
Adjustments for:			
Employee Benefits			(89)
Net Operating Cost for 2008-2009 Under IFRS			21,532

3. Staff Numbers and Related Pay Costs

3.1 Staff Costs

Staff costs comprise:

	2009-2010			2008-2009
	Total	Permanently Employed Staff	Others	Total Restated
	£'000	£'000	£'000	£'000
Wages and Salaries	11,641	11,394	247	11,878
Social Security Costs	948	948	-	983
Annual Service Cost (NILGOSC)	810	810	-	1,132
Other Pension Costs	342	342	-	25
Sub-Total	13,741	13,494	247	14,018
Less Recoveries in Respect of Outward Secondments	(56)	(56)	-	(95)
Total Net Costs	13,685	13,438	247	13,923

Figures for 2008-2009 have been re-stated in line with International Financial Reporting Standards.

3.2 Pension Arrangements

Pension benefits are provided through Civil Service Pensions (CSP) and the Northern Ireland Civil Service pension arrangements and are administered by CSP. Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Earned pension benefits are increased annually in line with increases in the RPI and attract annual pension increase. Nuvos is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. 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 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age

is 60 for members of classic, premium, and classic plus and 65 for members of nuvos. Further details about the Civil Service Pension arrangements can be found at the website www.civilservice-pensions.gov.uk

The Principal Civil Service Pension Scheme (GB)

The Principal Civil Service Pension Scheme - PCSPS (GB) is an unfunded multi-employer defined benefit scheme, but the Youth Justice Agency is unable to identify its share of underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk)

For 2009-2010 employer's contributions detailed in the table below were payable at one of four rates in the range 16.7% to 24.3% per cent of pensionable pay, based on salary bands (2008-2009, 17.1% to 26.5%).

Pension Provider	Contribution 2009-2010 £'000	Contribution 2008-2009 £'000
PCSPS (GB)	16	17

The Scheme's Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme. The contribution rates are set to meet the cost of the benefits accruing during 2009-2010 to be paid when the member retires and not the benefits paid during this period to existing pensioners. For 2010-2011, the rates will be in the range 16.7% to 24.3%.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. No Youth Justice Agency staff have taken up this option.

The Principal Civil Service Pension Scheme (NI)

The Principal Civil Service Pension Scheme - PCSPS (NI) is an unfunded defined benefit scheme which produces its own resource accounts, but the Youth Justice Agency is unable to identify its share of underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2007 and details of this valuation are available in the Department of Finance and Personnel Superannuation and other Allowances Account (www.civilservice-pensions.ni.gov.uk).

For 2009-2010 employer's contributions detailed in the table below were payable to the PCSPS(NI) at one of four rates in the range 16.5% to 23.5% (2008-2009, 16.5% to 23.5%) of pensionable pay, based on salary bands. The Scheme's Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2009-2010 to be paid when the member retires, and not the benefits paid during this period to existing pensioners. From 2010-2011, the rates will be in the range 18% to 25%.

Pension Provider	Contribution 2009-2010 £'000	Contribution 2008-2009 £'000
PCSPS (NI)	288	263

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. No Youth Justice Agency staff have taken up this option.

The Teachers' Superannuation Scheme (TSS)

The Teachers' Superannuation Scheme is a contributory scheme administered by the Department of Education. The conditions of the Superannuation (NI) Order 1972, the Teachers' Superannuation Regulations (NI) 1998, and subsequent amendments apply to the Scheme. The Scheme is presently notionally funded. The rate of the employer's contribution is determined from time to time by the Government Actuary and advised by the Department of Finance and Personnel.

For 2009-2010 the contribution rates were 13.6% employer's, and 6.4% employee's (2008-2009, 13.6% and 6.4% respectively). From 2010-2011, the rates will also be 13.6% for employers and 6.4% for employees. The total employer pension cost under the Scheme was £64k (2008-2009, £92k).

The Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC) Scheme

This Scheme is a defined benefits type, and the fund is invested in suitable investments, managed by the Committee. For 2009-2010 the employer's contribution rate was 16% (2008-2009, 15%) and the employee's contribution rate was in the range 5.25% to 7.5% (2008-2009, 6%).

The total cost charged to the Operating Cost Statement in 2009-2010 was £810k (2008-2009, £1,132k). The total employer contributions paid under the Scheme was £2,718k (2008-2009, £1,141k).

The pension costs are assessed in accordance with the advice of independent qualified actuaries using

the market led approach. The latest formal actuarial valuation of the fund was carried out as at 31 March 2007, with the next formal valuation due as at 31 March 2010.

The Agency operates a defined benefit scheme for specific employees. The assets of the Scheme are held separately from the Agency. Pension scheme assets are measured using the market value. Pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term to the liability. The increase in the present value of the liabilities of the Agency's defined benefit pension scheme arising from employee service in the period is charged to the Operating Cost Statement.

The expected return on the Scheme's assets and the increase during the year in the present value of the Scheme's liabilities arising from the passage of time are included in other finance costs. Actuarial gains and losses are recognised in the Statement of Changes in Taxpayers' Equity.

3.3 Average Number of Persons Employed

The average number of full-time equivalent persons employed during the year was as follows.

	2009-2010	2008-2009 Restated
Admin & Support Staff (all permanent)	34	29
Operational Staff - permanent	339	353
Operational Staff - temporary	12	14
Total	385	396

4. Programme Costs

Note	2009-2010 £'000	2008-2009 Restated £'000
Agency Administration		
Rentals Under Operating Leases		
– land & buildings	698	630
– non land & buildings	24	23
Other Accommodation Costs	672	638
Staff Related Costs	400	505
Maintenance & Repairs	317	492
Professional Services & Advisory Costs	431	459
General Office Costs	511	458
Utilities	327	386
Travel and Subsistence	274	269
Other Costs	97	51
	3,751	3,911
Agency Programmes & Initiatives		
External Funding & Services	848	857
Supplies, Services & Stores	378	421
Other Costs	66	83
	1,292	1,361
Non-cash items:		
Depreciation and Amortisation	7,8 666	726
Cost of Capital Charge	341	451
Finance Charge	13-5 637	211
Provisions for Legal Costs – net provided in year	14 692	(75)
Notional Costs Excluding Auditor's Remuneration	442	372
Auditor's Remuneration	22	21
Permanent Diminution of Property, Plant and Equipment on Indexation	(15)	7
Loss on Disposal of Property, Plant and Equipment	7 3	9
Write-off of Property, Plant and Equipment	7 3	5
	2,791	1,727
Total Programme Costs	7,834	6,999

Other non-cash costs of £2,125k (2008-2009, £684k) in respect of the impairment of land & buildings are included on the face of the Operating Cost Statement. In addition, included within staff costs disclosed in Note 3 are non-cash costs of £810k representing the net provision provided in year for pension costs (2008-2009, £132k), and a credit of £27k representing the provision released in year for early retirement costs (2008-2009, new provision of £220k).

The permanent diminution credit in respect of computer hardware of £15k for 2009-2010 is caused by the increase between 31 March 2009 and 31 March 2010 in the ONS indices used by the Agency to value computer hardware. The credit represents the reversal of permanent diminution charges on individual assets which were charged to the Operating Cost Statement (OCS) in previous years.

A reconciliation of the computer hardware revaluation movements to Note 4 and the net movement on the Revaluation Reserve is set out below.

	Computer Hardware Asset Movements (Note 7) £'000	To OCS as Permanent Diminution (Note 4) £'000	To Revaluation Reserve (Statement of Changes in Taxpayers' Equity) £'000
Cost	103	(70)	(33)
Depreciation	(71)	55	16
Net	32	(15)	(17)

The total movement on the Revaluation Reserve is analysed as follows:-

	Note	£'000
Computer Hardware	above, 7	17
Other Assets	7	10
Land	6,7	(25)
Buildings	6,7	(77)
Net Movement per SoCTE		(75)

5. Income

5.1 Analysis of Income Recorded in the Operating Cost Statement

	2009-2010 £'000 Total	2008-2009 £'000 Total
Contributions to Programmes & Initiatives	130	48
Student Placement Income	19	21
Tuck-shop Profit	7	4
Other Income	-	1
Total Income	156	74

6. Impairment

	2009-2010 £'000	2008-2009 £'000
Impairment Charge on Property, Plant & Equipment - Woodlands JJC	1,952	684
Impairment Charge on Assets Held for Sale - Whitefield House	173	-
Total Impairment Charge	2,125	684

Between 31 March 2009 and 31 March 2010 the total value of the Agency's two properties fell by £2,227k as shown in the table below. In the case of Woodlands Juvenile Justice Centre, the total impairment in the year is based on the difference between the separate net carrying values of land and buildings at the 31 March 2010, and the valuations provided by the Land & Property Service (LPS) as at 31 March 2010. The impairment reflects the fall during the year in the BCIS indices used by LPS to value the depreciated replacement cost of the building.

In the case of Whitefield House, the total impairment is based on the difference between the net carrying values of land and buildings at the 31 March 2010 and the estimated market value of the site at 31 March 2010, based on actual offers to purchase the property up to the date of approval of these financial statements. The impairment reflects the change in valuation from depreciated replacement cost to market value coupled with the general downturn in the property market.

	Woodlands Juvenile Justice Centre			Whitefield House		
	Total	Land	Building	Total	Land	Building
	£'000	£'000	£'000	£'000	£'000	£'000
Net Book Value in books at 31/3/2010	16,938	270	16,668	785	425	360
LPS Valuation / Market Value at 31/3/2010	14,986	270	14,716	510	271	239
Total Impairment in Year	1,952	-	1,952	275	154	121

After offsetting £102k of revaluation surpluses from previous years in respect of the Whitefield property the total impairment charge to the OCS in 2008-2009 is £2,125k.

A reconciliation of the asset revaluation movements to the OCS impairment charge and the net movement on the Revaluation Reserve is shown below.

Reconciliation of Impairment of Land & Buildings to OCS and Revaluation Reserve

	Land			Buildings		
	Total	JJC	Whitefield	Total	JJC	Whitefield
Asset Movements (Note 7)	£'000	£'000	£'000	£'000	£'000	£'000
Cost	(154)	-	(154)	(2,429)	(2,292)	(137)
Depreciation	-	-	-	356	340	16
Net Revaluation	(154)	-	(154)	(2,073)	(1,952)	(121)

	Land			Buildings		
	Total	JJC	Whitefield	Total	JJC	Whitefield
Reconciliation to OCS / Revaluation Reserve Postings	£'000	£'000	£'000	£'000	£'000	£'000
To Revaluation Reserve	25	-	25	77	-	77
To OCS - Impairment	129	-	129	1,996	1,952	44
Net Revaluation	154	-	154	2,073	1,952	121

The total movement on the Revaluation Reserve is analysed as follows:-

	Note	£'000
Computer Hardware	4, 7	17
Other Assets	7	10
Land	above,7	(25)
Buildings	above,7	(77)
Net Movement per SoCTE		(75)

7. Property, Plant and Equipment

	Land	Buildings	Plant & Equipment	IT	Furniture, Fixtures & Fittings	Motor Vehicles	Assets Under Construction	2009-2010 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Valuation								
At 1 April 2009	695	17,355	633	720	722	238	22	20,385
Additions	-	-	298	11	31	-	7	347
Disposals	-	-	(84)	(74)	-	(25)	-	(183)
Completed assets under construction	-	29	-	-	-	-	(29)	-
Write-offs	-	-	-	-	(3)	-	-	(3)
Impairments	(154)	(2,429)	-	-	-	-	-	(2,583)
Permanent diminution (credit to OCS)	-	-	-	103	-	-	-	103
Revaluation	-	-	22	-	7	6	-	35
Transfer to Current Assets	(271)	(239)	-	-	-	-	-	(510)
At 31 March 2010	270	14,716	869	760	757	219	-	17,591
Depreciation								
At 1 April 2009	-	-	307	407	306	196	-	1,216
Charged in year	-	356	73	103	108	12	-	652
Disposals	-	-	(83)	(73)	-	(23)	-	(179)
Impairments	-	(356)	-	-	-	-	-	(356)
Permanent diminution (debit to OCS)	-	-	-	71	-	-	-	71
Revaluations	-	-	16	-	4	5	-	25
At 31 March 2010	-	-	313	508	418	190	-	1,429
Net book value at 31 March 2010	270	14,716	556	252	339	29	-	16,162
Net book value at 31 March 2009	695	17,355	326	313	416	42	22	19,169

Property, plant & equipment are held at fair value in accordance with IAS16. The Agency owns all of its assets and has no finance leases or PFI contracts. Land & buildings are independently valued by the Department of Finance & Personnel's Land & Property Services every five years, in accordance with the Appraisal and Valuation Standards (the Red Book 5th edition) of the Royal Institution of Chartered Surveyors. The last full valuation was at 31 March 2007. LPS valued the land & building at the Woodlands Juvenile Justice Centre at 31 March 2010 at depreciated replacement cost using BCIS indices. Other property, plant and equipment were adjusted to their current value by reference to the appropriate indices compiled by the Office for National Statistics. The market value of land & buildings at Whitefield House, Belfast at 31 March 2010 was transferred to Current Assets Held for Sale.

7. Property, Plant and Equipment (cont'd)

	Land	Buildings	Plant & Equipment	IT	Furniture, Fixtures & Fittings	Motor Vehicles	Assets Under Construction	2008-2009 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Valuation								
at 1 April 2008	804	18,491	547	660	668	215	-	21,385
Additions	-	-	87	83	62	-	22	254
Disposals	-	-	(4)	(1)	(23)	-	-	(28)
Impairments and Write-offs	-	(4,045)	(1)	(4)	-	-	-	(1,050)
Permanent diminution	-	-	-	(18)	-	-	-	(18)
Revaluation or Indexation	(109)	(91)	4	-	15	23	-	(158)
At 31 March 2009	695	17,355	633	720	722	238	22	20,385
Depreciation								
At 1 April 2008	-	-	217	303	214	150	-	884
Charged in year	-	379	80	116	101	27	-	703
Disposals	-	-	(3)	(1)	(15)	-	-	(19)
Impairments and Write-offs	-	(361)	-	-	-	-	-	(361)
Permanent diminution	-	-	-	(11)	-	-	-	(11)
Revaluation or Indexation	-	(18)	13	-	6	19	-	20
At 31 March 2009	-	-	307	407	306	196	-	1,216
Net book value at 31 March 2009	695	17,355	326	313	416	42	22	19,169
Net book value at 31 March 2008	804	18,491	330	357	454	65	-	20,501

Property, plant and Equipment are held at fair value in accordance with IAS16. The Agency owned all of its assets and had no finance leases or PFI contracts. Land & buildings are independently valued by Department of Finance & Personnel's Land & Property Services every five years, in accordance with the Appraisal and Valuation Standards (the Red Book 5th edition) of the Royal Institution of Chartered Surveyors. The last full valuation was at 31 March 2007. LPS valued all of the land & buildings of the Agency at 31 March 2008 and 31 March 2009 at depreciated replacement cost using BCIS indices. Other property, plant and equipment were adjusted to their current value by reference to the appropriate indices compiled by the Office for National Statistics.

8. Intangible Assets

Intangible assets comprise purchased software licences.

	Total £'000
Cost	
At 1 April 2009	158
Additions	28
Disposals	(6)
At 31 March 2010	180
Amortisation	
At 1 April 2009	139
Charged in year	14
Disposals	(6)
At 31 March 2010	147
Net book value at 31 March 2010	33
Cost	
At 1 April 2008	158
Additions	-
Disposals	-
At 31 March 2009	158
Amortisation	
At 1 April 2008	116
Charged in year	23
Disposals	-
At 31 March 2009	139
Net book value at 31 March 2009	19

9. Assets Held for Sale

	2009-2010 £'000	2008-2009 £'000	1 April 2008 £'000
Whitefield House Land & Buildings	510	-	-
Total Assets Held for Sale	510	-	-

One of the Agency's two properties, Whitefield House is surplus to operational requirements and was advertised for sale on the open market in January 2010. The carrying value of the property at 31 March 2010 is based on the estimated market value of the site (determined from actual offers to purchase the property up to the date of approval of these financial statements). This is disclosed as a current asset held for sale in accordance with IAS16.

10.1 Trade Receivables and Other Current Assets

	2009-2010 £'000	2008-2009 £'000	1 April 2008 £'000
Amounts falling due within one year:			
Recoverable VAT	80	82	61
Prepayment and Accrued Income	155	127	80
Other Receivables	30	37	86
Total Trade & Other Receivables	265	246	227
Amounts falling due after more than one year:			
Other Receivables	-	-	-
Prepayments and Accrued Income	-	-	-
Total	265	246	227

10.2 Intra-Government Receivable Balances

	Amounts falling due within one year			Amounts falling due after more than one year		
	2009-2010 £'000	2008-2009 £'000	1 April 2008 £'000	2009-2010 £'000	2008-2009 £'000	1 April 2008 £'000
Balances with Other Central Government Bodies	98	93	79	-	-	-
Balances with NHS Trusts	-	3	66	-	-	-
Balances with Local Authorities	1	-	-	-	-	-
Subtotal: Intra-Government Balances	99	96	145	-	-	-
Balances with Bodies External to Government	166	150	82	-	-	-
Total Receivables at 31 March	265	246	227	-	-	-

11. Cash and Cash Equivalents

	2009-2010 £'000	2008-2009 £'000	1 April 2008 £'000
Balance at 1 April	(295)	(11)	(354)
Net change in Cash and Cash Equivalent Balances	340	(284)	343
Balance at 31 March	45	(295)	(11)
Comprised of:			
Bank	39	4	12
Cash in Hand	6	7	7
Cash & Cash Equivalents per Statement of Financial Position	45	11	19
Bank Overdraft (included within Current Liabilities)	-	(306)	(30)
	45	(295)	(11)
The following balances at 31 March are held at:			
Commercial Banks and Cash in Hand	39	(302)	(18)
Balance at 31 March	39	(302)	(18)

12.1 Trade Payables and Other Current Liabilities

	2009-2010 £'000	2008-2009 Restated £'000	1 April 2008 Restated £'000
Amounts Falling Due Within One Year:			
Trade Payables	664	207	486
Taxation & Social Security	-	-	255
Accruals and Deferred Income	675	801	1,586
Other Payables	233	174	137
	1,572	1,182	2,464
Bank Overdraft	-	306	30
Total Trade & Other Payables	1,572	1,488	2,494
Amounts Falling Due After More Than One Year:			
Trade Payables	-	-	-
Other Payables, Accruals and Deferred Income	-	-	-
Total	1,572	1,488	2,494

Figures for 2008-2009 and at 1 April 2008 have been re-stated to comply with International Financial Reporting Standards.

12.2 Intra-Government Payable Balances

	Amounts falling due within one year			Amounts falling due after more than one year		
	2009-2010	2008-2009 Restated	1 April 2008 Restated	2009-2010	2008-2009 Restated	1 April 2008 Restated
	£'000	£'000	£'000	£'000	£'000	£'000
Balances with Other Central Government Bodies	480	397	1,355	-	-	-
Local Authorities	1	-	1	-	-	-
NHS Trusts	1	12	-	-	-	-
Public Corporations & Trading Funds	1	1	-	-	-	-
Subtotal: Intra-Government Balances	483	410	1,356	-	-	-
Balances with Bodies External to Government	1,089	1,078	1,108	-	-	-
Balance at 31 March	1,572	1,488	2,464	-	-	-

Figures for 2008-2009 and at 1 April 2008 have been re-stated to comply with International Financial Reporting Standards.

13. Provision For Pension Liabilities

13.1 The Youth Justice Agency makes employer contributions to the Northern Ireland Local Government Officers Superannuation Committee (NILGOSC) Scheme which is a funded scheme of the defined benefit type.

Previously, the Agency took advantage of the multi employer provisions within IAS 19 and accounted for pension costs in line with the employer contributions paid. However, from 2006-2007 it's been possible to define the Agency's share of the funds, assets/liabilities and as a result the following disclosures are provided in line with IAS 19. The latest actuarial valuation of the scheme was carried out at 31 March 2007, the liability and cost calculations based on assumptions carried forward from the latest valuation are shown below.

The principal actuarial assumptions used for the calculations were:	31/3/10	31/3/09	31/3/08
Rate of increase in salaries	4.0%	4.3%	5.0%
Rate of increase in pensions in payment	3.5%	2.8%	3.5%
Discount rate	5.5%	6.7%	6.3%
Inflation assumption	3.5%	2.8%	3.5%
Average expected future life at age 65 for:			
Male officers currently aged 65	21.4	21.4	18.5
Female officers currently aged 65	24.2	24.4	21.4
Male manual staff currently aged 65	18.7	18.7	16.0
Female manual staff currently aged 65	22.5	22.5	19.7

13.2 Assets & liabilities of the scheme

The market value of assets in the scheme and the expected rate of return were:

	Long Term rate of return expected at 31/3/10	Value at 31/3/10	Long term rate of return expected at 31/3/09	Value at 31/3/09	Long term rate of return expected at 31/3/08	Value at 31/3/08
	%	£'000	%	£'000	%	£'000
Equities	6.4%	19,648	5.8%	10,937	6.50%	12,685
Property	5.9%	1,420	5.3%	1,157	6.00%	1,586
Gilts	4.4%	2,178	3.8%	1,100	4.50%	1,269
Cash	0.5%	426	0.5%	1,273	5.25%	317
Total value of scheme assets		23,672		14,467		15,857
Present value of funded scheme liabilities		(30,223)		(20,037)		(18,996)
Funded scheme deficit		(6,551)		(5,570)		(3,139)
Irrecoverable surplus		-		-		-
Unfunded liabilities		-		-		-
Total deficit		(6,551)		(5,570)		(3,139)
Related deferred tax (liability) / asset		no allowance		no allowance		no allowance
Net liability		(6,551)		(5,570)		(3,139)

13.3 Return on scheme assets

The overall expected return on scheme assets has been derived as the weighted average of the expected returns on the categories of assets held by the scheme at the end of the reporting period. The asset allocation used has been based on the most recent information available and the notional assets at the end of the reporting period.

	2009-10 £'000	2008-09 £'000
The actual return on scheme assets was	6,014	(2,903)

13.4 Analysis of amount charged to Operating Cost Statement

Current Service Cost	810	1,132
Past Service Cost	-	-
Losses / (gains) on settlements and curtailments	-	-
	810	1,132

13.5 Analysis of amount charged to other finance costs

Expected return on pension scheme assets	748	1,033
Interest on pension scheme liabilities	(1,385)	(1,244)
Net Return	(637)	(211)

13.6 Amounts recognised in the Statement of Changes in Taxpayers' Equity

Actuarial losses	(2,252)	(2,229)
Decrease / (increase) in irrecoverable surplus	-	-
Total	(2,252)	(2,229)

13.7 Cumulative gain recognised in the Statement of Changes in Taxpayers' Equity

(2,240)	12
----------------	-----------

13.8 Reconciliation of the value of the scheme liabilities

Opening value of scheme liabilities	20,037	18,996
Service cost	810	1,132
Past service cost	-	-
Member contributions	559	457
Interest on scheme liabilities	1,385	1,244
Actuarial loss / (gain)	7,518	(1,707)
Settlements	-	-
Benefits paid	(86)	(85)
Closing value of scheme liabilities	30,223	20,037

13.9 Reconciliation of the value of the scheme assets

	2009-10 £'000	2008-09 £'000
Opening value of scheme assets	14,467	15,857
Expected return	748	1,033
Actuarial gain / (loss)	5,266	(3,936)
Employer contributions	2,718	1,141
Member contributions	559	457
Benefits paid	(86)	(85)
Assets distributed on settlements	-	-
Closing value of scheme assets	23,672	14,467

13.10 Amounts for the current and previous four periods

	FY10 £'000	FY09 £'000	FY08 £'000	FY07 £'000	FY06 £'000
Scheme liabilities	(30,223)	(20,037)	(18,996)	(19,291)	(17,616)
Scheme Assets	23,672	14,467	15,857	15,168	13,251
Deficit	(6,551)	(5,570)	(3,139)	(4,123)	(4,365)
Experience adjustment on liabilities – gains / (losses)	61	(2,374)	12	8	46
Experience adjustment on assets – gains / (losses)	5,265	(3,936)	(1,682)	(29)	1,992

13.11 Employer contribution

Over the coming year, the Agency expects to contribute 16% of pensionable salaries from 1 April 2010.

14. Other Provisions

	Legal Cost Provision £'000	Early Retirement Provision £'000	2009-2010 Total £'000	2008-2009 Total £'000
Balance at 1 April	138	510	648	1,664
Provided in the year	828	-	828	323
Provisions utilised in the year	(58)	(88)	(146)	(161)
Provisions Not Required Written Back	(136)	(27)	(163)	(1,178)
Balance at 31 March	772	395	1,167	648

All provisions represent the best estimate of the expenditure required to settle the obligation at the date of approval of the financial statements. Where the effect of the time value of money is significant, the cash flows have been discounted using the Treasury discount rate of 3.5% (2008-2009: 3.5%)

The legal cost provision relates to potential compensation payments and associated legal costs of staff personal injury claims and industrial tribunal cases against the Agency.

The early retirement provision relates to inherited pension costs associated with the early departure of staff in the years prior to creation of the Agency. The costs are payable to NILGOSC and are payable over the lifetime of the retired staff member and his/her spouse (where applicable).

Analysis of Expected Timing of Cash Flows

	Legal Cost Provision	Early Retirement Provision	2009-2010 Total
	£'000	£'000	£'000
In the Remainder of the Spending Review Period (to 2011)	772	106	878
Between 2012 and 2016	-	225	225
Between 2017 and 2020	-	64	64
Balance at 31 March 2010	772	395	1,167

15. Capital Commitments

	2009-2010	2008-2009
	£'000	£'000
Contracted capital commitments at 31 March 2010 for which no provision has been made	-	6

16. Commitments Under Leases

Operating Leases

Total future minimum lease payments under operating leases are given in the table below analysed according to the period in which the payments fall due.

Obligations under operating leases comprise:	2009-2010	2008-2009
	£'000	£'000
Buildings		
Not Later Than One Year	613	659
Later Than One Year and Not Later Than Five Years	2,020	2,493
Later Than Five Years	776	653
Total	3,409	3,805
Other		
Not Later Than One Year	22	20
Later Than One Year and Not Later Than Five Years	37	43
Later Than Five Years	-	-
Total	59	63

17. Other Financial Commitments

The Agency has entered into non-cancellable contracts (which are not lease or PFI contracts) for reception and security duties and planned maintenance at the Juvenile Justice Centre; service fees relating to its leasehold properties; and funding payable to certain voluntary and community sector organisations for the delivery of programmes and initiatives. The payments to which the Agency is committed during 2010-2011, analysed by the period during which the commitment expires are as follows:

	2009-2010	2008-2009 Restated
	£'000	£'000
Not Later Than One Year	429	112
Later Than One Year and Not Later Than Five Years	306	657
Later Than Five Years	14	46
Total	749	815

18. Financial Instruments

As the cash requirements of the Youth Justice Agency 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 majority of financial instruments relate to contracts to buy non-financial items in line with the Agency's expected purchase and usage requirements and the Agency is therefore exposed to little credit, liquidity or market risk.

19. Contingent Liabilities Disclosed Under IAS 37

Listed below are the Agency's contingent liabilities that have not been recognised as provisions because their existence will only be confirmed by the occurrence of one or more uncertain future events, not wholly within the Agency's control.

The Agency is currently contesting a number of personal injury or industrial tribunal claims brought by staff or young people. Provision has been made in these financial statements for cases where it is considered probable that payment may be made in the future - see Note 14.

However, there are cases which have not been provided for as the Agency does not consider it likely that payment will be made e.g. because it expects that the Agency will be able to successfully defend these cases. The estimated value of such cases at 31 March 2010 is £63k (2008-2009, £148k) and if payments materialise, it is likely that they will do so during the 2010-2011 financial year.

20. Losses and Special Payments

No losses and special payments that required separate disclosure because of their nature or amount were incurred (2008-2009, £nil)

21. Related Party Transactions

The Youth Justice Agency is an Executive Agency of the Northern Ireland Office.

The Northern Ireland Office is regarded as a related party. During the year, the Agency has had various material transactions with the Department, and with other entities for which the Northern Ireland Office is regarded as the parent Department, viz:

Police Service of Northern Ireland
Northern Ireland Prison Service
Forensic Science Northern Ireland
Compensation Agency
Crown Solicitor's Office
Probation Board for Northern Ireland
Northern Ireland Policing Board

In addition, the Agency has had various transactions with other government departments and central government bodies. Most of these transactions have been with the Department of Health, Social Services and Public Safety, the Department of Finance & Personnel and related Agencies.

Whilst none of the members of the Management Board or key management of the Agency had any material personal transactions with the Agency, the Agency had transactions with the following organisations connected to members of the Management Board and senior management. All the transactions were conducted at arms length.

Alice Chapman, Director of the Youth Conference Service, is married to Tim Chapman who is employed by the University of Ulster and has been involved in the design of training courses for Youth Conference Service staff on behalf of the University of Ulster. During the year YJA paid £99,158 (2008-2009, £26,985) to the University of Ulster for tuition fees in respect of courses provided to Agency staff.

Mrs Grainne Keane, Assistant Director of Community Services is married to John Keane who is employed by Glenmona Resource Centre. During the year, the Agency paid £10,100 (2008-2009, £10,100) to the Glenmona Resource Centre for the rental of premises for one of YJA's West Belfast Community Services offices.

Mrs Cathy Heaney, Head of Human Resources, is a member of the fund raising committee of the charitable organisation, The Amy Biel Foundation, along with Mr Eric Jenkinson, who owns Jenkinson Consulting. During the year the Agency paid £53,109 (2008-2009, £37,618) to Jenkinson Consulting for training and consultancy services provided to the Agency.

22. Third-Party Assets

Youth Conference Compensation - where a youth conference plan requires a young person to compensate a victim, the money is collected by the Agency and held in a separate bank account until it is paid over to the victim.

Young Persons Cash - The young people in custody have a private cash facility for the lodgement of their pocket money and for funding tuck-shop purchases. When the young people are discharged they are paid in full the balance on their account in cash.

	31 March 2009	Gross In-flows	Gross Out-flows	31 March 2010
	£'000	£'000	£'000	£'000
Monetary assets such as bank balances	7	55	55	7

23. Events After The Reporting Period

On 12 April 2010, policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly and the Department of Justice came into existence as a new Northern Ireland Department. From this date, the lead policy responsibility for the Youth Justice Agency transferred from the Northern Ireland Office to the Department of Justice.

The 2009-2010 financial statements have been prepared on the basis that the Agency was an Executive Agency of the Northern Ireland Office for the entire financial year and these will be laid in Parliament. There is no impact on the 2009-2010 financial statements arising from the transfer of functions to the Northern Ireland Assembly on 12 April 2010.

