

**Youth Justice Agency**  
**Executive Agency Framework Document**

February 2017  
(Refreshed March 2023)

## FOREWORD

**The Youth Justice Agency carries out the Department of Justice's (DoJ) functions for the provision of youth justice services under the Criminal Justice (Children) (Northern Ireland) Order 1998 and Justice (Northern Ireland) Act 2002.**

**The principal aim of the Agency is to make communities safer by helping children to stop offending. In seeking to achieve this the Agency delivers a range of services, often in partnership with others, to help children address their offending behaviour, divert them from crime, assist their integration into the community, and to meet the needs of victims of crime.**

**The purpose of this Framework Document is to define the responsibilities of, and the relationship between, the Agency, the DoJ, Ministers and the Northern Ireland Assembly and to outline the Agency's financial structure, personnel management arrangements and relationship with other agencies. The document has been reviewed by the Department and the Agency in accordance with DoF guidance on Framework Documents and reflects organisational and policy changes and the new relationships and arrangements resulting from the devolution of justice.**

**The Agency is part of the wider justice system and contributes alongside other partners to achieve the system's overall aims and objectives. Performance targets consistent with those relating to the criminal justice system, are set annually to measure the Agency's effectiveness within a framework of efficiency and economy, and are published annually in the Agency's Corporate and Business Plan. Performance is measured against these targets and reported in the Agency's Annual Report and Accounts.**

**Since its creation in 2003 the Agency has demonstrated an impressive capacity to respond positively to a constantly changing operating**

**environment. It has structures, processes and systems in place that are aligned to meet the demands and expectations placed on it. The Agency's attention to delivering a quality service on a value for money basis is assured.**

	<b>Page Number</b>
<b>Foreword</b>	<b>2</b>
<b>Chapter 1 – Status, Aims and Objectives</b>	<b>5</b>
<b>Chapter 2 – Responsibilities</b>	<b>9</b>
<b>Chapter 3 – Accountability</b>	<b>15</b>
<b>Chapter 4 – Finance Planning and Control</b>	<b>20</b>
<b>Chapter 5 – People</b>	<b>27</b>
<b>Chapter 6 – The Framework document</b>	<b>28</b>
<b>Annex A – Headquarters – contact address</b>	<b>29</b>
<b>Annex B – Expenditure, Budgetary Flexibilities</b>	<b>30</b>
<b>Annex C – Support Services</b>	<b>35</b>
<b>Annex D – Personnel Management Framework</b>	<b>36</b>

## **Chapter 1 – Status, Aims and Objectives**

### **Executive Agency Status**

1.1 The Youth Justice Agency (The Agency) is an executive agency within the Department of Justice (DoJ), established on 1 April 2003.

1.2 The Agency is headed by a Chief Executive who is supported by an Agency Management Board and two Independent Board Members.

1.3 The Agency carries out the Department of Justice's (DoJ) functions for the provision of youth justice services under the Criminal Justice (Children) (Northern Ireland) Order 1998 and Justice (Northern Ireland) Act 2002. These include: the delivery of a range of community based, court ordered and diversionary interventions; youth conferencing arrangements; and the provision of custody for young people in the purpose designed single Juvenile Justice Centre "Woodlands", located in Bangor, which became operational in January 2007.

1.4 The Agency plays a major part in delivering the aims of the youth justice system and contributes, alongside other partners to aims and objectives of the wider criminal justice system and the delivery of some of the DoJ targets. The Minister is answerable to the Northern Ireland Assembly for all matters concerning the Youth Justice Agency.

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

## **Aims and Objectives**

1.6 A Business Plan for the Agency will be drawn up annually approved by the Minister and published (See Ch. 4). Planning will take place in close liaison with the sponsor and will take into account the wider aims of the DOJ.

1.7 The Agency has around 251 staff and an annual budget of approximately £15.8 million. It provides a range of services, both within the community and within custody and often delivered in partnership with others, with an emphasis on:-

- helping children to address their offending behaviour;
- diverting them from crime;
- assisting their integration into the community; and
- meeting the needs of the victims of crime.

1.8 Community-based services are delivered by the Agency's Youth Justice Services directorate through 5 area teams located across Northern Ireland. Each area team is responsible for:-

- delivering youth conferences - a restorative approach, established under the Justice (Northern Ireland) Act 2002, which brings together the young person, family and victim to discuss the impact of the crime;
- supervising young people who are subject to a range of Court orders including Attendance Centre Orders, Reparation Orders and Community Responsibility Orders; and
- delivering programmes and interventions with young people and their parents/carers to prevent re-offending.

1.9 Custody for children is provided in Woodlands Juvenile Justice Centre which is located in Bangor and services the needs of all of Northern Ireland. Woodlands has been designed as a centre of excellence within a secure environment, 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 who have been remanded or sentenced to custody by the courts. It also operates as a place of safety for PACE purposes.

1.10 These front-line services are supported by a Corporate Services Business Support Team that delivers an amalgam of core administrative and executive business services on behalf of the Chief Executive, including corporate governance, Ministerial/Assembly business, communications, business performance, records management, information technology and estates management. Other functions, such as financial management, research and statistics and personnel support are provided by the Department on a Shared Services basis.

### **Statement of Purpose and Values**

1.11 The Youth Justice Agency has the following Statement of Purpose and a set of Values:

#### **STATEMENT OF PURPOSE**

“Making communities safer by helping children to stop offending”

#### **VALUES**

- We will deliver services to young people based on proportionality and individually assessed risks, needs and ability
- We will work to change, challenge and support young people to be the best they can be
- We will hold young people to account for their offending behaviour and, where possible, ensure that they make good the harm they have done

- We will use research and evidence based practice to inform all our work
- We will work in partnership with other agencies, departments, local communities and service providers
- We respect everyone no matter how different they are
- Everything we do will be underpinned by equality, openness, fairness, honesty and integrity

### **Strategic Aims**

1.12 The performance of the Agency is monitored against a wide range of measurements which flow from the Strategic aims, and objectives detailed in the Agency's Corporate and Business Plans. These change over time to reflect new priorities and actual performance.

1.13 Indicators will be developed in the future, as appropriate, to measure the success of the Agency in achieving high quality outputs within a framework of efficiency and economy, consistent with the role of the DoJ as set out in the Programme for Government.

1.14 The Agency will also work towards the relevant targets contained within the ten year Strategy for Children and Young People in Northern Ireland. This Strategy is currently being refreshed by the Department of Education.



## **Chapter 2 – Responsibilities**

### **Minister**

2.1 The Agency is subject to the overall direction of the Minister, as advised by Departmental officials.

2.2 The Minister determines the policy framework within which the Agency operates and the scope of its activities. The Minister determines the resources to be made available to the Agency, approves its Corporate and Business Plan, sets key performance targets, and will be advised by Departmental officials on Agency performance. The Minister delegates the day to day operation of the Agency but expects to be consulted by the Chief Executive on the handling of operational matters which could give rise to significant public or Assembly concern. The Chief Executive will consult with the sponsor Department in respect of any policy matters in advance of seeking Ministerial approval.

2.3 The Minister may request reports from the Chief Executive on any matter relating to the delivery of Youth Justice Agency services, and will routinely receive reports from the Chief Executive on the following matters:

- death of a young person while in custody;
- escape or absconding of a young person from custody;
- any child protection allegation against Agency staff;
- serious incidents, including serious injury to persons or damage to property;
- significant change affecting the management of the Agency or the way in which fundamental services are delivered; and
- any other issue which is likely to arouse significant public or Assembly concern.

## **Permanent Secretary**

2.4 The Permanent Secretary, as principal Accounting Officer, is responsible for the overall management of the Department and is the principal advisor to the Minister. The Permanent Secretary is the Sponsor for the Agency although, on a day to day basis this responsibility is discharged on the Permanent Secretary's behalf by the Director of Reducing Offending, who is responsible for providing support and advice to the Chief Executive and for advising the Minister on the strategic direction of the Agency, its Corporate and Business Plan, the annual setting of key performance targets and resources needed to achieve them. The Director of Reducing Offending is also responsible for ensuring that the Permanent Secretary is notified of any novel or contentious issues brought to his/her attention by the Chief Executive. The Permanent Secretary, through the Director of Reducing Offending, is also responsible for advising on the performance of the Agency against its key targets and on policy issues governing the work of the Agency.

The role of the sponsor includes:

- Advice to the Minister on the strategic direction of the Agency in the context of wider departmental or cross-governmental objectives;
- Agree a framework for strategic performance management;
- Advise the Minister on the response to strategic performance information, and
- Ensure that the Agency has the delegations and authorities necessary for effective delivery and continuous improvement.

## **The Department**

2.5 Departmental officials will be the source of advice to the Minister with responsibility for the Agency, and to the Chief Executive to ensure that:

- the Minister is advised effectively on the strategic direction of the Agency in the context of wider departmental or cross-governmental objectives; and

- the Chief Executive has all the necessary information to direct the Agency's activities so that they most effectively support the delivery of government objectives.

2.6 The Chief Executive should alert Departmental officials to any problems that the Agency may be experiencing in achieving its key targets and seek advice on the most appropriate way to handle any such problems. The Minister may seek input from Departmental officials when considering submissions from the Agency on any issues but particularly in respect of:

- annual Business Plan;
- strategic objectives;
- quality and rigour of the performance targets;
- performance, progress and results;
- appointment of the Chief Executive and Independent Board Members;
- policy advice; and
- financial impacts of the Agency plans upon Departmental resource budgets and accounts.

2.7 Departmental officials will therefore have access to relevant papers and to Agency officials as required. These arrangements will not affect the Chief Executive's direct accountability for the Agency.

### **Chief Executive**

2.8 The Chief Executive is responsible to the Minister for the Agency's performance and service delivery. They are responsible for the day-to-day management of the Agency in accordance with this Framework Document and Corporate and Business Plans. They must satisfy themselves that services are delivered to the appropriate standards, including those set out in legislation, and within allocated resources; and may exercise the powers set out in Article

52(2) of the Criminal Justice (Children)(Northern Ireland) Order 1998 in consultation with the Department.

In particular it is the Chief Executive's responsibility to:

- prepare and submit draft Corporate and Business Plans in conjunction with the sponsor Department, including key targets, to the Minister for approval;
- meet the Agency's objectives and key targets within the resources allocated;
- manage the Agency's resources efficiently, effectively and economically and in accordance with the principles of fairness and equality as outlined in Government policy;
- notify the Department of any novel or contentious issues or any significant problems being experienced in meeting the Agency's delivery targets, on a timely basis;
- submit quarterly reports on the performance of the Agency, as directed by the Minister, and provide such reports on the business of the Agency as the Minister may require, including information required for the planning and control of public expenditure;
- comply with corporate governance requirements and provide the Departmental Sponsor with assurance statements twice a year, to support the Departmental Annual Governance Statement and ensure that the Agency adheres to best practice in its implementation;
- prepare and submit an Annual Report and Accounts to the Minister to be laid before the Northern Ireland Assembly;
- consider in consultation with the Department, the implications for the Agency of any relevant developments in Government policy;
- keep under review all aspects of the management and organisation of the Agency, to ensure that they best suit its business needs;

- develop and maintain a comprehensive risk management plan for the Agency which should then be made available to the Department;
- ensure compliance with the Northern Ireland Public Procurement Policy and provide an annual report of Direct Award Contracts;
- make available to the Department all audit and review reports and such other information necessary to deliver its responsibilities as and when required;
- Comply in good faith with all relevant statutory requirements; and
- Adhere to the Departments policy on data handling.

2.9 The Chief Executive has delegated authority on financial matters as set out in Annex B of this document.

2.10 The Chief Executive will be supported in their day-to-day responsibilities by a Management Board, the membership and terms of reference of which are outlined below.

2.11 The Chief Executive is a member of the Senior Management team of the sponsor Department in which capacity they contribute to the development of the Department's overall management strategy. The Chief Executive provides information and advice required by the sponsor Department's Permanent Secretary in connection with their overall responsibilities for the sponsor Department. The Chief Executive has direct access to the Minister on all delegated matters and is consulted before any proposals significantly affecting the work of the Agency are put to the Minister by the sponsor Department.

### **Delegation of Duties**

2.12 The Chief Executive may delegate the day-to-day administration of their Accounting Officer responsibilities to Agency employees and/or other public or

private sector organizations. However, they shall not absolutely assign any of the responsibilities set out in this Framework Document.

### **Agency Management Board**

2.13 The Chief Executive will establish and chair the Agency's Management Board. Other members will be the Executive Directors and Independent Board Members. The Chief Executive may appoint additional members from within the Agency as required.

## **Chapter 3 – Accountability**

### **Accounting Officer Responsibilities**

3.1 The Permanent Secretary is the principal Accounting Officer for the sponsor Department and as such is responsible for ensuring a high standard of financial management in the sponsor Department as a whole. The Permanent Secretary has designated the Chief Executive as Agency Accounting Officer.

3.2 As provided for in the Accounting Officer designation letter the Chief Executive, as Agency Accounting Officer, is accountable for the proper, effective, efficient and economic use of resources provided to the Agency, for the propriety and regularity of its expenditure, and for ensuring that the requirements of Government Accounting Northern Ireland are met. They are responsible for establishing and maintaining systems for this purpose, following any relevant guidance issued by the sponsor Department, and putting into effect any relevant recommendations of the Public Accounts Committee, other Assembly Committees and other Parliamentary authority accepted by the Department / Minister.

### **Committees**

3.3 The principal Accounting Officer and the Agency Accounting Officer may be required to appear before the Public Accounts Committee at hearings relating to the Agency. The Minister will decide who should attend other Committee hearings. Where a Committee's interest is in the day-to-day operations of the Agency, the Minister will normally regard the Chief Executive as the person best placed to appear.

### **Parliamentary, Assembly and Other Enquiries**

3.4 Members of Parliament and of the Northern Ireland Assembly, public representatives and the general public are encouraged to deal directly with the Chief Executive or other Agency Directors on matters which are the

responsibility of the Agency. The Minister may ask the Chief Executive to draft responses to Members of Parliament (MPs) or of the Legislative Assembly (MLAs) who ask Assembly questions about matters delegated to the Agency. The Minister's reply will be published in the Official Report. Other Assembly business, and enquiries on matters not delegated to the Agency, will be dealt with by the Minister. The Chief Executive will advise the Minister on such matters as requested.

### **Reporting to the Northern Ireland Assembly**

3.5 The Minister is answerable to the Northern Ireland Assembly for all matters concerning the Agency and will deal with questions of policy and enquiries from MPs and MLAs who specifically seek a ministerial response. However, all will be encouraged to communicate directly with the Chief Executive on day-to-day operational matters. The Minister may ask the Chief Executive to draft responses to letters and the Minister's replies to Assembly Questions will be published in the Official Report.

### **The Northern Ireland Public Services Ombudsman**

3.6 The administrative activity of the Agency is subject to the jurisdiction of the Northern Ireland Public Services Ombudsman. The Permanent Secretary remains the Principal Officer of the sponsor Department for this purpose, but has delegated to the Chief Executive responsibility for replying where a complaint relates to matters within the Chief Executive's area of authority.

### **Agency Management Board**

3.7 The Management Board is the top management group for the Agency. It will focus on the following:

- Corporate performance monitoring;
- service delivery;
- planning, financial management and priority setting;



- the development of best practice;
- strategy; and
- Risk Management/ Corporate Governance.

3.8 The Board will be chaired by the Chief Executive or his nominee. Other members will be the Executive Directors. The Chief Executive may appoint additional members from within the Agency as required.

3.9 Non-Executive Members who can bring particular skills and an external, independent perspective to the Agency will be appointed by the Chief Executive, to assist in the effective management of the Agency. The Minister may consult with such members on a personal basis.

3.10 The purpose of the Management Board is to support the Chief Executive but ultimate responsibility for decision making rests with the Chief Executive.

3.11 An Independent Board Member should chair the Audit and Risk Committee of the Agency in accordance with the Terms of Reference of the Committee.

### **Chief Inspector of Criminal Justice**

3.12 In accordance with the provisions of the Justice (Northern Ireland) Act 2002, the Chief Inspector of Criminal Justice has wide powers to carry out inspections and reviews. The Agency will be required by law to co-operate fully with the Chief Inspector in any inspection or review.

### **Independent Inspection and Review**

3.13 The Chief Executive is required to facilitate independent inspections of the Agency's services, and co-operate fully with independent bodies such as the Commissioner for Children and Young People, and the Human Rights Commission. The Chief Executive must also facilitate visits by bodies operating

under International Conventions to which the United Kingdom is a signatory. The Minister will ask the Chief Executive to respond to any recommendations made.

### **Other Youth Justice Services**

3.14 The Chief Executive may make arrangements for partnership working with statutory, community and voluntary bodies or other agencies providing related services in order to provide more effective services that better match the needs of young people. These will include:

- Education Authority;
- Health & Social Care Board and Trusts;
- Probation Board for Northern Ireland;
- Police Service for Northern Ireland; and
- Other Northern Ireland Departments.

### **Complaints Procedure**

3.15 The Agency operates in accordance with its published complaints procedure which is clear and accessible to all users and includes an independent element. Members of Parliament and the Northern Ireland Assembly have the right to refer complaints from the public to the Northern Ireland Public Services Ombudsman where an individual claims to have suffered injustice through maladministration.

### **Health and Safety**

3.16 The Agency shall establish arrangements for compliance with all relevant Health and Safety legislation including the development of appropriate policies, the appointment of competent persons to manage and control risk and ensure appropriate training for staff. Reports shall be provided to the sponsoring Division on performance and incidents. The Agency will consult

with staff and their recognized trade union representatives on health and safety matters.

### **Information Assurance**

3.17 The Agency must, as a minimum, apply and operate the Information Assurance and Security Standards and policies of the DoJ. These policies and processes are applicable to all information including paper records, computers, communication systems and the information stored and processed on them as well as other information assets in the Agency. These will also apply to the Agency's delivery partners.

### **Freedom of Information and Data Protection**

3.18 The Agency will comply with its statutory obligations and Departmental policies when processing Freedom of Information/Data Protection requests. The Department's Freedom of Information Team will provide the Agency with specialist advice, guidance and support, as required.

## **Chapter 4 – Finance, Planning and Control**

### **Financial provision**

#### **Funding and Financial strategy**

4.1 The Agency will be subject to normal Public Expenditure controls. Its expenditure will form part of the Departmental Expenditure Limit (DEL) and Annually Managed Expenditure (AME). Decisions on allocations to the Agency rest with the Department (within the Executive's agreed allocations and controls). The Agency's annual expenditure is subject to Assembly approval through the estimates for the Department.

4.2 The Agency will adhere to the principles, rules, guidance and advice issued by DoF and the Department's Financial Services Division. A more detailed Financial Memorandum is attached at Annex B. This may be amended separately without the need to amend the Framework Document.

#### **Financial and Contractual Delegations**

4.3 The Agency is free to conduct its affairs within an approved Corporate and Business Plan and the Executive's Budget.

4.4 Delegated financial limits of the Agency will be agreed in writing with the sponsor Department and may be reviewed and updated as necessary without the need to amend this Framework Document (these are set out at Annex B).

4.5 The Chief Executive will ensure that appropriate appraisal of all projects is carried out, taking account of such guidance as the sponsor Department and DoF may issue from time to time. Major capital expenditure decisions will be considered in the context of discussions leading to the approval of the Corporate and Business Plans

## **Assets and Investment**

4.6 The Agency will retain, maintain and renew only the assets it needs for its business. The requirement for new assets will be determined by the planning process and approved by the sponsor Department. Appraisals for all major investments will be undertaken in line with Departmental and DoF guidance.

## **Intellectual Property Rights**

4.7 The Agency's intellectual property is vital to the delivery of its strategic objectives. Loss of intellectual property rights would undermine the Agency's ability to maintain the quality of its databases or invest for the future.

## **Planning**

### **Corporate and Business Plans**

4.8 The Agency will prepare a Corporate and Business Plan aligned with that of the sponsor Department. The Corporate Plan will cover strategic issues over the three or four years of the budget period and will be reviewed as required, but no less than annually.

4.9 The Business Plan will be prepared in consultation with Departmental officials submitted to the Minister annually and it will be published as close as possible to the start of the financial year to which it applies. The plan will set out:

- The Agency's mission, vision and strategies for carrying out the Agency's remit;
- the Agency's key objectives;
- the operating and planning assumptions upon which the objectives and strategies are based;

- a comprehensive risk management plan, explaining how risk might best be managed;
- a forecast of anticipated resources needs, including staff;
- the Agency's proposed capital expenditure requirements;
- efficiency objectives, strategies and plans; and
- such additional information as the Agency may be required or decide to provide

## **Approval**

4.10 The Chief Executive will submit the Business Plan to the Minister for approval each year following consultation with the sponsor Department and within agreed timescales. The Business Plan will be published on the DoJ website.

## **Annual Reports and Accounts**

4.11 After the end of the financial year the Chief Executive will submit an annual report and accounts for income and expenditure for the Agency to be laid before the Northern Ireland Assembly. The Agency accounts will be prepared in accordance with the Accounts Direction issued by DoF and will be subject to audit by the Comptroller and Auditor General (C&AG).

4.12 In accordance with Departmental and DoF guidance, the Accounts and Annual Report, which reviews the operations of the Agency and provides information on future strategy, will show how it has performed against targets, and will be published as a single document and submitted through the Departmental Sponsor for approval by the Minister before being laid in the Assembly, prior to the summer recess.

4.13 The Annual Report will not present information the disclosure of which may be commercially prejudicial to the Agency or its partners.

4.14 The Chief Executive is required to provide relevant information to the principal Accounting Officer for the preparation of the sponsor Department's Resource Accounts.

### **Performance Targets**

4.15 The Agency's performance targets will be reviewed and set each year by the Minister and will be published. Within the Agency a range of performance targets will be monitored. At the highest level the Annual Report and Accounts will form the public reporting to demonstrate to stakeholders that the Agency provides value for money and is delivering efficient, effective services in line with customer requirements.

### **Control**

#### **Audit**

4.16 The Agency will have an independent Audit and Risk Committee. The Agency Audit Committee will provide assistance and advice to the Accounting Officer on the adequacy of corporate governance, audit and risk management arrangements. The Committee shall be chaired by an Independent Board Member and operate in accordance with the standards contained in the Government Internal Audit Manual (GIAM) and the companion Government Information Systems Audit Manual (GISAM). The sponsor Department's Internal Auditor has a right of access to the Agency in order to provide an independent assurance to the Permanent Secretary. The Agency is subject to external audit by the Comptroller and Auditor General for Northern Ireland who has the right to conduct value for money studies relating to the Agency's activities.

4.17 The Chief Executive, as Accounting Officer, is responsible for commissioning the Departments' internal services to ensure the proper and

efficient management of the Agency's affairs, so that the Chief Executive can discharge their responsibilities as the Agency's Accounting Officer.

4.18 The Agency's internal audit arrangements will conform to the Public Sector Internal Audit Standards. The Department's Internal Auditor has a right of access to the Agency in order to provide independent assurance to the Permanent Secretary as Principal Accounting Officer.

4.19 All internal and external audit reports must be issued to the sponsor division in the Department and the Department's Head of Internal Audit as soon as possible.

### **Risk Management**

4.20 The Chief Executive is responsible for developing and implementing a comprehensive risk management plan for the Agency. This dovetails with the sponsor Department's risk management process. The Agency Management Board will be responsible for monitoring the implementation of the risk management plan.

### **Fraud**

4.21 The Agency will investigate all notifications of potential fraud received from external sources or highlighted by internal processes. Should initial investigations by the Agency indicate attempted, suspected or proven fraud then, as formally agreed, these cases will be reported to DoF and the Northern Ireland Audit Office. In instances where an allegation of fraud is deemed to be of special significance it will be escalated and reported immediately. The Agency will also report quarterly the progress on all cases currently being investigated to the Departmental Audit and Risk Committee.



## **Programme and Project Management**

4.22 Programmes and projects taken forward by the Agency as part of the Corporate and Business Plan will be managed within appropriate Northern Ireland Civil Service (NICS) guidance. All programmes and projects will be considered for Gateway Reviews. The Agency will undertake Post Project Evaluations (PPEs) to determine whether programmes and projects have achieved their objectives.

## **Procurement**

4.23 The Agency's procurement activities will be consistent with DoF and the Department's policies, procedures and guidelines.

## **Enhanced Service Delivery**

4.24 The Chief Executive is responsible for delivering better quality services cost effectively. The Chief Executive will arrange for the Agency's services and activities to be reviewed as necessary and appropriate, to decided how best to improve value for money.

## **Information Technology**

4.25 The Chief Executive is responsible and holds the budget for the provision of the Agency's line of business Information Technology services. These services will be compatible with IT Strategy and Standards of the sponsor Department and delivered by the ICT and Network NI Shared Services Centre. However, line of business applications may be delivered by the Agency through DoJ Information Services Division, subject to the approval of the sponsor Department and DoF if appropriate and the ICT Shared Services Centre.

## **Support Service**

4.26 Annex C sets out the support services currently performed by the Department for the Agency. Any changes in these arrangements will be made in consultation with the other party. These arrangements, where appropriate, will be supported by Service Level Agreement which will include (where it is cost effective) charges for the services provided.

## **Reviewing the Agency**

4.27 The Chief Executive is responsible for the efficient, effective, economic and equitable management of the Agency and also for keeping under continuous review the structures, staffing levels, business processes and other specialist services for the Agency in accordance with agreed procedures under which such delegated authority is operated.

## **Chapter 5 – People**

5.1 A detailed Personnel Management Framework for the Agency is attached, at Annex D. This may be amended separately without the need to amend the main Framework Document.

5.2 The Agency will operate with the Department's management policies for people with the aim of achieving a well-motivated, properly trained and developed workforce. A workforce with the appropriate skills to meet business needs and in which individuals are committed to customer service. The Agency will encourage and facilitate a two-way flow of information/ideas between management and staff.

## **Chapter 6 – Review and Variation of Document**

### **Review and Amendment**

6.1 The Minister, the sponsor Department and/or the Chief Executive may at any time propose changes to this framework in the light of the Agency's operational experience or any change of circumstances.

6.2 Where the Chief Executive sees the need for flexibility in relation to the Agency's arrangements with the sponsor Department as outlined in this framework, the sponsor Department will consider proposals accompanied by an appropriate business case. Any changes will be subject to consultation with staff and their recognized trade union representatives and to approval by the Minister and DoF.

### **Publication**

6.3 Copies of this Framework Document and of any subsequent amendments will be placed in the libraries of the Northern Ireland Assembly and on the DoJ website. Hard copies will be made available from the Agency on request.

**ADDRESS AND CONTACT DETAILS**

**Youth Justice Agency**

**41 Waring Street**

**Belfast**

**BT1 2DY**

**Tel: (028) 9031 6400**

**E-mail: [info@yjani.gov.uk](mailto:info@yjani.gov.uk)**

**Website: [www.justice-ni.gov.uk/topics/youthjustice](http://www.justice-ni.gov.uk/topics/youthjustice)**

## **EXPENDITURE, BUDGETARY FLEXIBILITIES AND FINANCIAL DELEGATIONS**

### **Expenditure**

The Agency budget/expenditure is divided into the following categories:

- Resource DEL (Ring-fenced and Non Ring-fenced)
- Resource AME
- Capital DEL
- Capital AME
- Cash requirement

### **In-Year Budget Flexibility**

The in-year monitoring process provides a formal system for reviewing spending plans and priorities for each financial year in light of the most up-to-date position. It aids good financial management and ensures that resources are directed towards the highest priority areas. The process is not intended to facilitate the re-opening of the agreed Budget positions and departments must treat all allocations set in the course of the Budget process as ceilings, and should seek to manage their activities to contain spending within those ceilings, unless and until any increase is agreed by the Executive.

An indicative timetable for monitoring rounds will usually be issued by DoF, at the beginning of the financial year. However, it may be necessary, in light of emerging public expenditure issues throughout the year, to commission ad-hoc monitoring rounds or to adjust the timing of planned monitoring rounds.

FSD will commission monitoring round exercises, in accordance with DoF timescales.

### Financial Delegations

The Chief Executive has, subject to periodic review, delegated authority:

- to incur expenditure, within approved budgets, on individual items within limits specified by the Sponsor Division and in accordance with Departmental and DoF guidance.

**FSD approval in writing required; FSD will then seek DoF approval.**

<b>Description of delegation</b>	<b>Guidance</b>
Public statements which might imply a willingness on the part of the Executive to commit resources or incur expenditure beyond agreed levels	<i>MPMNI Box A.2.3.A</i>
Guarantees, indemnities or general statements / letters of comfort which could create a contingent liability	<i>MPMNI Box A.2.3.A</i>
All expenditure which is novel, contentious, repercussive or which could set a potentially expensive precedent, irrespective of size, even if it appears to offer value for money taken in isolation	<i>MPMNI Box A.2.3.A &amp; MPMNI Box 2.3</i>
Expenditure that could create pressures which could lead to a breach of: 1. Departmental Expenditure Limits (DELs); 2. resource limits or capital limits; or 3. Estimates provision	<i>MPMNI Box A.2.3.B</i>
Expenditure that would entail contractual commitments to significant levels of spending in future years for which plans have not been set	<i>MPMNI Box A.2.3.B</i>
Legislation with financial implications as per guidance in MPMNI	<i>MPMNI A.2.2.1 MPMNI A.2.2.2</i>
New services under the sole authority of the Budget Act	<i>MPMNI A.2.5.15</i>
Loans - on borrowing from the Northern Ireland Consolidated Fund for Contingencies	<i>MPMNI A.2.5.9</i>
Appointments of senior staff in new public bodies prior to passing of legislation	<i>MPMNI A.2.5.11</i>
Appointment of the permanent head of each central government department to be its Accounting Officer	<i>MPMNI 3.2.1</i>
Appointment of an Accounting Officer for a Trading Fund (TF)	<i>Financial Provisions NI Order 1993 &amp; MPMNI 3.2.2</i>
Insurance - decision to purchase commercial insurance  Where the insurance proposed is both explicitly required by statute and represents the bare minimum cover required to comply with that statute, DoF approval is not required but DoF needs to be notified when commercial insurance needs to be purchased for this purpose	<i>MPMNI 4.5.7</i>
Losses - the write off of losses relating to social security benefits, grants, subsidies arising from miscalculation, misinterpretation or missing information	<i>MPMNI Annex A.4.10</i>
Losses – the failure to make adequate charges for use of public property or services and loans	<i>MPMNI Annex A.4.10</i>
Losses – the write off of losses relating to pay, allowances, superannuation benefits where losses have arisen due to causes such as non-disclosure by beneficiary/fraud	<i>MPMNI Annex A.4.10</i>
Payments - advance payments excluding those allowed under the guidance in MPMNI	<i>MPMNI A.4.6.5 MPMNI A.4.6.6</i>
Payments - deferred payments excluding those allowed under the guidance in MPMNI	<i>MPMNI A.4.6.9</i>
Payments - special severance payments	<i>MPMNI A.4.13.9</i>



Banking - proposals to open an account outside the pool or any proposed changes to Banking Pool arrangements	<i>MPMNI 5.8.2 &amp; MPMNI A.5.7.3 &amp; MPMNI Box A.5.7.B</i>
Banking - requests for indemnities that commercial banks may seek to replace their normal arrangements	<i>MPMNI Box A.5.7.B</i>
Borrowing from the Private Sector for all Arm's Length Bodies (ALBs)	<i>MPMNI 5.7.1</i>
Borrowing on terms more costly than those usually available to government	<i>MPMNI A.5.6.11</i>
Borrowing - foreign borrowing	<i>MPMNI A.5.6.12</i>
Foreign Currency - any proposals to negotiate contracts in foreign currencies other than the euro, yen or US dollar exceeding £2m	<i>MPMNI A.5.7.13</i>
Income - use of income and cash by departments to meet expenditure needs if there is no specific legislation	<i>MPMNI A.5.3.1 &amp; MPMNI A.5.3.5</i>
Income and Receipts - increases to the amount that can be treated as an accruing resource during a financial year in order to finance a comparable increase in expenditure as per in-year monitoring / budgeting guidance	<i>MPMNI A.5.3.8 &amp; MPMNI A.5.3.9</i>
Liabilities - departments seeking statutory authority to accept liabilities	<i>MPMNI A.5.5.5</i>
Liabilities - reporting non-statutory, where required, to the Assembly	<i>MPMNI A.5.5.23</i>
Liabilities - reporting a contingent liability in confidence by writing to the Chair of the PAC	<i>MPMNI A.5.5.28</i>
Liabilities - departments should consult DoF about reporting a liability during recess and outside Assembly sessions during a dissolution	<i>MPMNI A.5.5.30 &amp; MPMNI A.5.5.34</i>
Loans - proposals to make voted loans and premature repayment	<i>MPMNI 5.6.1, MPMNI A.5.6.2, MPMNI A.5.6.4 &amp; MPMNI A.5.6.5</i>
Charges - primary legislation to empower charging	<i>MPMNI 6.2.1</i>
Charges - restructuring charges using the Fees and Charges (NI) Order 1988 No. 929 (N.I.8) in line with guidance in MPMNI	<i>MPMNI Box 6.2</i>
Charges - public sector supplier moving away from full cost charging	<i>MPMNI A.6.4.8</i>
Interdepartmental Transactions - where the transaction may require legislative procedures or where DoF agreement is required under statute	<i>MPMNI A.6.6.3</i>
Agency framework documents and the methods of financing an agency	<i>MPMNI 7.4.2 &amp; Box 7.2</i>
All Management Statements and Financial Memorandums (MSFM) or other relationship documents	<i>MPMNI 7.7.6 MPMNI 7.2.1</i>
The establishment or termination of an NDPB	<i>Public Bodies: A Guide for NI Departments MPMNI 7.2.1</i>
The establishment and operation of a Trading Fund including sources of capital	<i>Financial Provisions NI Order 1993 &amp; MPMNI A.6.6.3, MPMNI 7.5.2, 7.5.4 &amp; Box 7.3</i>
Provision of funding by way of an Endowment Fund	<i>MPMNI A.5.1.10</i>

Grants to Councils under the Local Government (Finance) Act (NI) 2011	<i>Local Government (Finance) Act (NI) 2011</i>
Wider market projects where the full annual cost or aggregated annual income from such services exceeds, or is expected to exceed thresholds agreed by DoF	<i>MPMNI A.7.6.6</i>
Assets - transfer or disposal of assets at less than market value	
Assets - to appropriate any sums realised as a result of selling an asset above the deminimis level in the DoF Budget / In-year Monitoring Guidance	
Assets - to allow an organisation to retain receipts arising from the sale of assets funded by grant or grant-in-aid above the deminimis level in the DoF Budget / In-year Monitoring Guidance	<i>MPMNI A.4.8B</i>
Estimates - form and content of Main and Supplementary Estimates	<i>Supply Estimates in Northern Ireland - A Guidance Manual</i>
Virement	<i>Supply Estimates in Northern Ireland - A Guidance Manual</i>
Fraud - any departure from immediate reporting, not including National Fraud Initiative (NFI) for which separate arrangements have been agreed	<i>MPMNI A.7.5.4 DAO 04/12 and DAO 6/11 Managing the risk of Fraud – a guide for managers Chapter 6</i>
Projects - all PFI + 3PD projects at key stages as stipulated in NIGEAE	<i>MPMNI A.7.5.4 FD(DFP) 20/09 FD(DFP) 17/11</i>
Confidentiality clauses in dispute settlements.	<i>DAO (DoF) 8/16</i>
Receipts - repayment of CFERs from the Northern Ireland Consolidated Fund	
Redundancy - all staff redundancy schemes not covered by existing regulations or which are more generous than existing NICS scheme	
Pay remits	<i>FD Letter - Pay Remit Approval Process and Guidance</i>
All leases for Office Accommodation (including supporting storage or warehousing) - both new and existing extension or renewal beyond break points, excluding offices outside Northern Ireland	<i>Letter to Finance Directors 30 July 2019</i>
Resource projects greater than £20 million or more over the project's life	

## Areas requiring approval with delegated limits in place

Description of delegation	Guidance	Delegated Limit (£)
Any gift(s) to any individual or entity where the value of the gift(s) exceeds £250		
Any collective gift(s) when the value of the collective gift(s) exceeds £5,000	<i>MPMNI A.4.12.3</i>	Individual 250 Collective 5,000
Losses - waived or abandoned claims and special payments e.g. ex gratia	<i>MPMNI A.4.10.2 &amp; Box A.4.10.A &amp; MPMNI A.4.11</i>	10,000
Losses - foregoing the recoupment of overpayments of pay, pensions and allowance	<i>MPMNI A.4.10.2 &amp; Box A.4.10.A &amp; MPMNI A.4.11</i>	10,000
Payments - financial remedy payments over £500 (i.e. payments made to complainants through an organisation's internal complaints procedures / processes) and consolatory payments over £500	<i>MPMNI A.4.14.8</i>	500
Payments over £50,000 to be made as a result of a recommendation from the Northern Ireland Public Services Ombudsman	<i>MPMNI A.4.14.8</i>	50,000
Liabilities - assuming statutory liabilities including the liabilities of any sponsored bodies for any single transaction	<i>MPMNI A.5.5.14</i>	0
Liabilities - extra-contractual and ex-gratia payments to individuals		0
Grants - payments of grants to the Voluntary and Community Sector only		50,000
Compensation payments without legal advice - individual compensation claims settled out of court		10,000
Compensation payments following legal advice - individual compensation claims settled out of court where legal advice is that the department will not win the case if contested in court		50,000
Compensation payments following legal advice relating to HIAI		n/a
Compensation - individual compensation payments made as a result of court decision (excluding claims paid as part of Compensation Services' normal business)		100,000

Compensation claims made as a result of court decision over £1,000,000 - delegation relates to Compensation Services only		n/a
Compensation claims made under tariff arrangements approved by DoF over £1,000,000 - delegation relates to Compensation Services only		n/a
Other compensation claims over £250,000 - delegation relates to Compensation Services only		n/a
Consultants - expenditure on external consultancy projects over £75,000	<i>FD(DFP) 06/12 Minute to Principal Finance Officers dated 19 April 2004</i>	10,000
Consultants - expenditure on external consultancy assignments co-funded by the Strategic Investment Board	<i>FD(DFP) 06/12 Minute to Principal Finance Officers dated 19 April 2004</i>	10,000
IT projects		100,000
Capital Projects - all other expenditure on Capital Projects involving Central Government expenditure unless other delegations specifically allow		100,000
EU - all expenditure under the EU Programmes for which the Special EU Programmes Body is responsible	<i>Letter to Finance Directors 11 July 2016</i>	0
Contract variations not agreed by CPD	DoJ Director (Grade 3) approval in writing required.	
Legal fees not via DSO / CSO (if via DSO / CSO, can be approved within spending area)		10,000
Establishing a confidentiality agreement	<i>DAO (DoF) 8/16</i>	1. Organisation's Accounting Officer approval required 2. DoJ Accounting Officer approval required. 3. DoF approval required.

**SUPPORT SERVICES**

The Department will continue to provide the following support services:

(i) For staff:

- Training & Development
- Arrangements for the payment of staff
- Pensions & Superannuation
- Staff Welfare services

(ii) For the Agency:

- IT systems advice & facilities
- HR services
- Accounts and Budgeting services
- Business consultancy
- Statistics and central research facilities
- Legal support
- Public relations advice and support
- Health & Safety
- Advice on security
- Occupational Health Services

**HUMAN RESOURCES FRAMEWORK  
YOUTH JUSTICE AGENCY**

**INTRODUCTION**

YJA staff are subject to NICS terms and conditions of service. NICS terms and conditions of service are agreed centrally by DoF and apply to all NICS staff.

The NICS Handbook includes a current set of HR and pay policies. This handbook was issued under the authority of the Civil Service (NI) Order 1999, by which the DoF is responsible for the general management and control of the NICS.

Arrangements for people management fall under 2 core functions: the Delivery of HR Services (NICSHR) and Organisational and People Development (P&OD).

**NICSHR**

NICSHR provides operational HR advice and services to help support the NICS Board and the nine Executive departments in its commitment to make NICS a well-led, high performing civil service, which is focused on a new outcomes-based Programme for Government (PfG).

The functional operational areas in NICSHR are listed below.

- Employee Relations
- Learning, OHS & Wellbeing
- Resourcing
- HR Business Partners

Staff should contact the core HR functional teams in instances where the Staff Handbook policies and processes state to contact your DHR. References to DHR will gradually be updated to reflect the new NICSHR core functional teams.

### **Employee Relations**

The ER team works closely with business areas to ensure that the wide range of Employee Relations policies and procedures are implemented appropriately across the NICS, providing managers with advice, guidance and support on sickness absence, performance management, standards of conduct, grievances, dignity at work and discipline. Team members have a wealth of experience and knowledge of Departments and are therefore well placed to provide expert advice.

### **NICSHR L&D, OHS & Welfare**

NICSHR Learning, OHS & Wellbeing provide support services within the NICS. Learning & Development (L&D) is the generic Learning and Development Function within NICS and is responsible for the provision of high-quality generic training services mainly to NICS departments and agencies, including members of the Senior Civil Service. Occupational Health Services and Welfare Support Services provide an extensive range of Wellbeing support for the NICS.

### **Resourcing**

NICSHR Resourcing is responsible for delivering operational resourcing services in collaboration with service delivery partner, HRConnect.

The Vacancy Management Team is responsible for co-ordinating all activities in relation to permanently filling vacancies from available supply across the NICS.

If a line manager needs to fill an existing vacant post, then they should complete a Funding & Headcount form and obtain the necessary Chief Executive and departmental approvals.

In circumstances where a department needs temporary staffing solutions, either as a short-term measure while waiting on permanent supply or for finite, special pieces of work or projects. A number of temporary resourcing options are available to departments, and these are found in the related HR or Finance guidance on the Employee Services Portal. They include temporary promotions, inward secondments, staff substitution, on loan arrangements or recruitment agency workers.

The Recruitment Competitions Team is responsible for planning and working with HRConnect to run competitions to fill NICS vacancies and, where appropriate, create further supply of suitable candidates to fill any future vacancies that may arise during the life of the competition.

This team also holds responsibility for the Security Vetting Service for NICS recruitment and contractors.

### **HR Business Partners**

Each department has a small team of HR Business Partners working with departmental boards and senior staff. The Business Partners provide expert advice and strategic direction on HR issues for the Department.

Staff can contact the Department's Business Partner if they have an HR related issue which cannot be resolved through the HRConnect advisory route, or you are unsure which specific functional team can help.

### **HR SYSTEMS, DATA AND REPORTING**

#### **HR Shared Services - HRConnect**

HRConnect is the transactional Human Resource service for the NICS Departments providing HR services such as Resourcing, Payroll and Employee Relations.

HRConnect enables staff to access HR-related information quickly and easily from their desktops and to perform many functions on a self-service basis.



HRConnect provides administrative support and HR advice from the Shared Service Centre.

The HRConnect Portal is the first port of call for information on HR policies and services. HRConnect advisers are for use if you cannot find the information or service you need on the HRConnect portal. They are the HR experts in day-to-day transactional services.

## **P&OD**

### **Workforce Strategy, Data & Analytics**

The Division is responsible for developing and distributing monthly management information including workforce data, sickness absence, vacancy management and other HR related data as required.

### **HR Policy Division**

The Division supports Industrial Relations across departments and works in partnership with Trade Unions through the agreed Whitley structures.

### **Pay & Grading**

The Division is responsible for NICS pay and allowances policies, including travel and subsistence, assessing pay-related business cases from departments and leading pay negotiations.

The Division is also responsible for ensuring that NICS job roles are professionally evaluated and graded through provision of a job evaluation service to departments.