



Northern
Ireland
Office

Framework Document

The Youth Justice Agency

June 2008

FOREWORD

The Youth Justice Agency was established as an Executive Agency of the Northern Ireland Office on 1 April 2003.

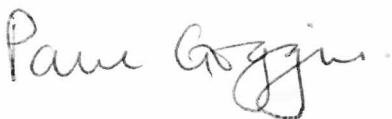
The principle aim of the Agency is to reduce youth crime and to build confidence in the youth justice system. In seeking to achieve this the Agency provides community based services, youth conferencing and custodial services for young people aged 10 -17 who have offended or are at risk of offending. Services are delivered in partnership 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

This framework document has been reviewed by the Agency and the Department in line with Cabinet Office Guidance on Framework Documents. Its purpose is to define the responsibilities of, and the relationship between, the Agency, the NIO, Ministers and Parliament, including governance and accountability and to outline the Agency's policies, financial structure and relationship with other agencies.

Performance targets for the Agency are set annually contributing to those in the Northern Ireland Public Service Agreement and other parts of government as appropriate. Such targets and associated development objectives for the Agency which will be published annually in its Corporate and Business Plan. Performance will be measured against these targets and reported in the Agency's Annual Report and Accounts.

The Agency's record of achievement is impressive as has been its ability to respond to the frequently changing operating environment. I wish to express my gratitude to the Chief Executive and his staff for their commitment to improving and developing services, against a background of financial stringency, in what is a particularly challenging area of work.

Following the planned devolution of Criminal Justice my Ministerial functions will transfer to the Northern Ireland Assembly.



PAUL GOGGINS MP
Minister of State for Northern Ireland

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Chapter 1

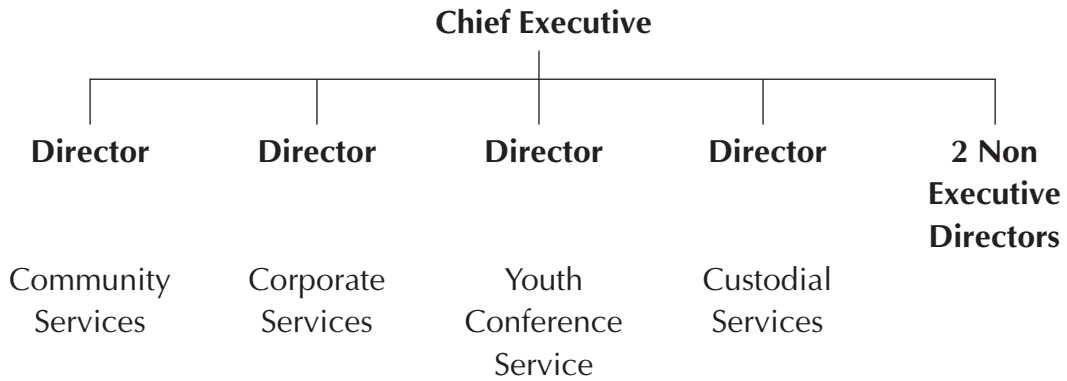
Introduction

Executive Agency

- 1.1 The Youth Justice Agency (The Agency) is an executive agency of the Northern Ireland Office (The Department) established on 1 April 2003.
- 1.2 The Agency's title is the Youth Justice Agency. It is referred to as the Agency throughout the Framework document.
- 1.3 The Agency carries out the Secretary of State's functions for the provision of youth justice services under the Criminal Justice (Children) (Northern Ireland) Order 1998 and Justice (Northern Ireland) Act 2002. These functions include the delivery of a range of community based, court ordered and diversionary interventions, the new youth conferencing arrangements and the provision of custody for young people in the new purpose designed single Juvenile Justice Centre "Woodlands", built on the existing site 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 Northern Ireland Office (NIO) PSA targets. As the responsible Minister the Secretary of State accounts to parliament for the Youth Justice Agency and shares Ministerial responsibility and accountability for the criminal justice system as a whole with the Lord Chancellor and the Attorney General.
- 1.5 The Agency's policy framework is set by Ministers 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.
- 1.6 A Corporate and Business Plan for the Agency will be drawn up annually, approved by Ministers and published (See Ch. 4). Planning will take place in close liaison with other parts of the criminal justice system and will take into account the wider aims of the NIO.

Location and staffing

1.7 The Agency has in the region of 380 staff and an annual budget of approximately 20 million. The senior management structure for the Agency is as follows:



Brief details of the services provided are as follows:

1.8 **Community Services** – The Agency operates a network of community based centres across Northern Ireland, working in close association with education and child care services, to deliver court orders and to contribute to the prevention of offending by children.

Community Services deliver attendance centre orders, reparation orders, community responsibility orders, supervise youth conference orders and plans, and manage a bail support service. The aim is to offer each child an individualised programme of intervention and support, involving family and community, to address offending behaviour.

1.9 **Youth Conferencing** –The Justice (Northern Ireland) Act 2002 made statutory provision for the development of restorative justice approaches for all young offenders, except for the most serious offences, using a conference model. The Youth Conference Service was introduced by the Agency in December 2003 to develop and oversee youth conferences that bring together the offender, the offender’s family, the police, and other professional people that could make a significant contribution to the conference. The conference also provides the victim with the opportunity to actively participate if they so wish. The aims of the conference are to use innovative and restorative approaches to develop a plan of action tailored to the individual circumstances of the offence and the offender. The Service initially piloted in Belfast is now available throughout the province.

1.10 **Custodial Services** – Juvenile Justice Centre - The Agency provides custodial facilities for children referred to it by the courts. The custodial provision is provided in a

purpose designed single centre in Bangor which became operational in January 2007. The aim of the Centre is to accommodate children placed in custody in a safe and secure environment and to protect the public by preventing offending by children and reintegrating them into the community by making a positive contribution to their knowledge, life skills, and experience

1.11 **Corporate Services** – this Directorate will provide for the management and delivery of personnel, finance, business planning, and support functions on behalf of the Chief Executive.

1.12 Details of the various Agency sites are provided at Annex A.

1.13 For the purpose of this document those in senior and ministerial positions are referred to as “he” because this is the current status. It is acknowledged that some of these posts may be occupied by females during the life-span of this document.

Chapter 2

MISSION and Values

2. The Youth Justice Agency has a Mission Statement and a set of Values. These are:

MISSION STATEMENT

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

VALUES

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

Care for Children

- Children’s rights will be protected and they will be treated with fairness, justice and respect.

Respect for Victims

- The needs of victims of youth crime will be respected.

Integrity

- Honesty and openness will govern our thinking and actions.

Our Staff

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

Continuous Improvement

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

Equality and Diversity

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

Inclusion

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

Strategic Aims

2.1 The performance of the Agency is monitored against a wide range of measurements which flow from the Strategic aims, Key Performance Indicators, Targets and Development objectives detailed in the Agency's Corporate and Business Plans. These change over time to reflect new priorities and actual performance and will include targets relating to:

- **Reducing offending**
- **Increasing confidence in the Youth Justice Agency**
- **Developing restorative justice**
- **Delivering positive outcomes for young people**
- **Safe and appropriate use of custody**
- **Management of Resources – including staff, finance, corporate governance and improving business performance**

2.3 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 NIO as set out in the Public Service Agreement.

2.4 The Agency will also work towards the relevant targets contained within the ten year Strategy for Children and Young People in Northern Ireland 2006-2016.

Chapter 3

Management and Accountability

Ministerial Accountability and Responsibilities

- 3.1 The Secretary of State for Northern Ireland is accountable to Parliament for the Agency but may designate another NIO Minister to assist him in the discharge of his duties. Ministers set the policy framework within which the Agency operates, allocate resources and approve its Corporate and Business Plans, including its key targets.
- 3.2 The Secretary of State is responsible for monitoring the performance of the Agency and will require the Chief Executive to provide quarterly reports on performance against the targets and objectives contained within the Corporate and Business Plans. Whilst not normally involved in the day to day management of the Agency, the Minister expects to be consulted by the Chief Executive on the handling of operational matters which could give rise to significant public or parliamentary concern. The Minister publishes and lays the annual report of the Agency before both Houses of Parliament.
- 3.3 The Minister may request reports from the Chief Executive on any matter relating to the delivery of Youth Justice Services, and will routinely receive reports from the Chief Executive on the following matters:
- escape or absconding of a young person from custody;
 - any child protection allegation against Agency staff;
 - death of a young person while in custody;
 - 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 parliamentary concern.
- 3.4 Ministers will encourage Members of the Legislative Assembly (MLAs), Members of Parliament (MPs), Members of the European Parliament (MEPs), public representatives and the general public to deal directly with the Chief Executive on operational matters delegated to the Agency. If they are dissatisfied with a reply they may raise the issue with Ministers. The Chief Executive will ensure that a matter, on which it is proper for the Minister to reply in the first instance, is referred to the Minister without delay.

- 3.5 The Secretary of State is accountable to Parliament on all matters concerning the Agency and accordingly, retains the right to intervene in the operations of the Agency if public or parliamentary concerns justify it.
- 3.6 The Minister will meet with the Chief Executive annually to discuss the Agency's strategy and performance.

Chief Executive

- 3.7 The Agency is managed by a Chief Executive who is appointed by the Minister normally following open competition. The period of appointment to this Senior Civil Service post will be for a fixed term with arrangements for review and may be extended by mutual consent.
- 3.8 The Chief Executive is directly accountable to the Minister for the Agency's performance and service delivery. As such, he must satisfy himself 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 the performance of this task he has the right of direct access to the Minister on any matter affecting the Agency. In particular it is the Chief Executive's responsibility to:
- prepare and submit draft Corporate and Business Plans, 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;
 - 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 quarterly, to support the Departmental Annual Statement on Internal Control;
 - submit an Annual Report and Accounts to the Minister, and such other reports, information and advice as the Minister or Permanent Secretary may require;
 - 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;
- make available to the Department all audit and review reports and such other information necessary to deliver its responsibilities as and when required; and
- Comply in good faith with all relevant statutory requirements
- Adhere to the Departments policy on data handling.

3.9 The Chief Executive has delegated authority on financial and personnel matters as set out in the later sections of this document.

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

Management Board

3.11 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.

The Board will be chaired by the Chief Executive or his nominee. Other members will be the Directors of Youth Conferencing, Custody, Community Services and Corporate Services. The Chief Executive may appoint additional members from within the Agency as required.

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

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

Permanent Secretary

- 3.14 The Permanent Secretary of the NIO advises the Secretary of State on all matters relating to the NIO, including the overall contribution of the NIO and its services to the wider criminal justice system. The Permanent Secretary is responsible for advising the Secretary of State on NIO plans, targets and performance, including those of the Agency.
- 3.15 The Permanent Secretary nominates a senior official as Departmental Sponsor for the Agency (para 3.18 refers).

Accounting Officer

- 3.16 The Permanent Secretary, as the Principal Accounting Officer, is responsible for the overall organisation, management and staffing of the NIO and for ensuring a high standard of financial management. He designates the Chief Executive as Agency Accounting Officer by sending him a letter in a form approved by HM Treasury, defining the relationship between the Chief Executive's responsibilities as Agency Accounting Officer and his own as Principal Accounting Officer.
- 3.17 The Chief Executive, as Agency Accounting Officer, is accountable for the 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 are met. He is responsible for establishing and maintaining systems for this purpose, following any relevant guidance issued by HM Treasury or the Cabinet Office, and putting into effect any relevant recommendations accepted by Government, the Public Accounts Committee, other Parliamentary Select Committee or any other parliamentary authority. The Chief Executive and the Permanent Secretary are both liable to be summoned before the Public Accounts Committee or other parliamentary authority. The Chief Executive will normally appear unless the interest of the Committee lies in the systems of financial management of the NIO as a whole.

Departmental Sponsor

- 3.18 The role of the Departmental Sponsor is to:
- advise the Minister on the Agency's annual Corporate and Business Plans, including the annual targets specified therein;
 - advise the Minister on performance against the targets and objectives set;
 - provide advice and support to the Chief Executive in relation to central policy developments that might impact on the Agency in meeting its objectives and key targets;

- advise Ministers on the strategic direction of the Agency in the context of wider departmental or cross-government objectives;
- agree a framework for strategic performance management;
- advise Ministers on their response to strategic performance information;
- advise the Chief Executive on steering the Agency's activities to ensure that they most effectively support the delivery of departmental objectives;
- ensure that the Agency has the delegations and authorities necessary for effective delivery and continuous improvement; and
- ensure appropriate management and communication between the Agency, sponsoring directorate and FSD to meet corporate governance requirements

The Department

3.19 The Northern Ireland Office is the Agency's sponsoring department. The constitutional position of officials in the Northern Ireland Office is to act on behalf of the Secretary of State. Responsibility for managing the relationship between the government and the Agency lies with the Criminal Justice Directorate of the NIO to ensure that:

- The Agency carries out its activities within the overall policy and resources framework set by the Secretary of State and in accordance with relevant legislation.

The Criminal Justice Directorate has responsibility to:

- develop youth justice policy and legislation, and the strategy for delivering it;
- advise the Minister in relation to policy and legislative proposals and the resources necessary to underpin the Government's strategy for youth justice services;
- work in partnership with the Agency and its staff;
- monitor the performance of the Agency against targets and objectives;
- assist the Agency in its corporate planning process by providing information about likely developments and other changes that could impact on the Agency;
- review the contents of the Framework document in consultation with the Chief Executive;
- establish, publish and review the aims, standards and performance indicators of the Agency;
- obtain Ministerial/departmental approval to any proposals outside the Agency's delegated authority; and
- provide support for the Departmental Sponsor.

Members of Parliament

3.20 The Minister will normally ask the Chief Executive to reply to correspondence and written Parliamentary Questions from Members of Parliament that concern matters delegated to the Agency. The Chief Executive will provide the Minister with the information necessary to deal with any other Parliamentary business about such matters.

Members of the Legislative Assembly

3.21 The Agency will co-operate fully with the Northern Ireland Administration in accordance with the working arrangements set out in the “Concordat between the Northern Ireland Office and the Northern Ireland Executive Committee”. This provision will remain extant until criminal justice functions are transferred to the devolved administration.

Parliamentary Commissioner for Administration

3.22 The Agency is subject to the jurisdiction of the Parliamentary and Health Service Ombudsman. The Permanent Secretary is the Principal Officer of the Department for this purpose, but will normally delegate to the Chief Executive responsibility for replying on appropriate Agency matters.

Chief Inspector of Criminal Justice

3.23 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

3.24 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

3.25 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 & Library Boards;
- Health & Social Services Boards and Trusts;
- Probation Board for Northern Ireland;
- Police Service for Northern Ireland; and
- Northern Ireland Departments.

Complaints Procedure

3.26 The Agency will publish its complaints procedure which is clear and accessible to all users and includes an independent element.

Chapter 4

Planning and Finance

Planning Framework

- 4.1 Plans for the Agency will be drawn up in the context of the wider criminal justice system and approved by Ministers. Planning will take place in close liaison with other parts of the criminal justice system, and will have regard to the need to deliver the wider aims of the NIO.

Corporate and Business Plans

- 4.2 Each year the Chief Executive will submit the draft Corporate and Business Plan to the Departmental Sponsor and then the Minister for approval. The Corporate plans will cover a period of three years and set a strategic context within which the Agency will meet its key performance targets and develop its services. The Business Plan element will be updated annually and concentrate on the objectives for the forthcoming year. It will be published as close as possible to the start of the financial year to which it applies. The plan will include:

- Agency objectives in support of NIO aims together with key performance targets and development objectives;
- the strategy it intends to follow to achieve these goals;
- the planning assumptions upon which the objectives and strategies are based, including those on the resources available;
- how the resources and assets will be deployed consistent with the outputs required;
- plans for improving operational effectiveness and efficiency; and
- risk identification and management.

- 4.3 Once approved the plan will be published on the Agency website and made available on request from Agency Headquarters.

- 4.4 The plan may need to be revised during the course of the year to reflect changes in policy, resources, priorities or the operating environment. Proposals made by the Chief Executive in this respect require the approval of the Minister, who will be advised by the Permanent Secretary on the impact of such changes on the delivery of the wider NIO or criminal justice aims.

Financial provision

Funding

4.5 The Youth Justice Agency is financed as part of the NIO Departmental Expenditure Limit voted by Parliament. The Agency operates within gross running costs control. As part of corporate planning, the Chief Executive puts forward proposals to the Secretary of State, through the Departmental Sponsor, for current and capital expenditure within specified thresholds, to meet its projected needs, as part of the cycle of resource planning.

Accounting Responsibilities

4.6 Each Year the Chief Executive prepares and signs an annual report and accounts for income and expenditure for the Agency. The Agency accounts, which are prepared in accordance with HM Treasury guidance, are submitted by the Chief Executive, through the Departmental Sponsor, to the Permanent Secretary and Secretary of State prior to being laid before Parliament, published, and placed in the libraries of both Houses. The Agency will plan to lay the accounts before the summer recess each year.

4.7 Resource accounts will be produced in accordance with Treasury direction issued under the Government Resources and Accounts Act 2000 and will be audited by the Comptroller and Auditor General. These will reflect the requirements of parliamentary accountability and the nature of management needs of the business.

Internal Audit and other Services

4.8 The Chief Executive, as Accounting Officer, is charged with organising internal audit in accordance with the objectives, standards and practices set out in the Government Internal Audit Manual. The Chief Executive is also required to make arrangements for consultancy, inspection and review of services. The NIO and its agents will have access to the Agency as necessary to perform any work required by the Principal Accounting Officer as part of his responsibility to ensure a high standard of financial management throughout the Department.

An Agency Audit Committee is required which provides assistance and advice to the Accounting Officer on the adequacy of corporate governance arrangements including internal and external audit, risk management and standards compliance. The Committee shall where appropriate be chaired by a non-executive director and operate in accordance with HM Treasury guidance.

As Accounting Officer the Chief Executive is responsible for maintaining a sound system of internal control to manage risk to a reasonable level to reduce the possibility of failure to achieve the Agency's policies, aims and objectives. The Agency shall have in place a risk management policy and procedures which at the appropriate level, identifies, evaluates, and assigns ownership of risks and is reviewed on a quarterly basis.

Financial Delegations

4.9 The Chief Executive acts as Accounting Officer for the resources allocated to the Agency in accordance with the financial arrangements set out at Annex B. The Chief Executive will delegate responsibility for expenditure, consistent with financial control and propriety.

NIO Investment Strategy

4.10 The capital expenditure of the Agency forms part of the overall NIO investment strategy. The Agency will ensure that capital is managed and invested in such a way as to contribute to the relevant NIO aim and to achieve value for money for the taxpayer.

Chapter 5

Personnel and Support Services

General

- 5.1 Agency staff are Northern Ireland Civil Servants within the Northern Ireland Office and are employed on Northern Ireland Civil Service terms and conditions except for those delegated to the NIO or those specific to the Agency, as appropriate.
- 5.2 The Chief Executive, in consultation with the Department, may make variations to the terms and conditions for Northern Ireland Civil Servants, subject to the approval of the Department of Finance and Personnel.
- 5.3 The Agency will work closely with the Department on personnel matters with due regard to the delivery of Departmental objectives. This is reflected in a Personnel Agreement which sets out those personnel matters that are formally delegated to the Chief Executive.

Employee Relations

- 5.4 The Chief Executive is responsible for employee relations within the Agency and will ensure formal structures are in place for consultation with staff and their representatives on all appropriate matters.

Staff Levels

- 5.5 Staff may be recruited up to a level that ensures neither the headcount control total nor the staff cost budget set by the Department is breached.
- 5.6 If staffing levels in excess of the headcount control total or staff costs in excess of the maximum staff cost budget are considered necessary, a case must be made to the NIO sponsor directorate. This should outline how there will be permanent reductions in other areas of expenditure which will allow the staff cost budget to be permanently increased.
- 5.7 If the case is accepted, the headcount control total and staff cost budget will be adjusted with the expectation that no subsequent request for additional funding will be made in the area of expenditure that was permanently reduced.

Security

5.8 The Agency will appoint a Security Officer and adhere to the relevant Departmental policy within the context of the Agency's operations.

Health and Safety

5.9 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.

Support Services

5.10 The Support services currently provided by the Department are listed in Annex D. Any changes to these arrangements will require consultation with the other party. These arrangements will normally be supported by Service Level Agreements.

Chapter 6

Review and Variation of Document

Review and Amendment

- 6.1 The Agency is subject to on going business review by the NIO which will consider the performance of the Agency, the effective use of its financial and managerial freedoms to achieve its objectives and structural options. Changes to the Framework Document will be considered by the Department at this time and at intervals of not more than three years.
- 6.2 The Minister may approve amendments to the Framework document at any time to reflect experience or changed circumstances having taken advice from the Permanent Secretary and the Chief Executive. The Cabinet Office and Treasury will be consulted on any proposed changes as part of this process. The views of the relevant trades union will also be sought.

Publication

- 6.3 Copies of this Framework Document and of any subsequent amendments will be placed in the libraries of both Houses of Parliament and on the Department/Agency web site. Hard copies will be made available from the Department and the Agency on request.

ANNEX A

ADDRESSES AND CONTACT DETAILS

Youth Justice Agency
41-43 Waring Street
Belfast BT1 2DY
Tel: (028) 9031 6400
E-mail: info@yjani.gov.uk
Website: www.youthjusticeagencyni.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@yicsni.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
2 Broadway Avenue
Ballymena BT43 7AA
Tel: (028) 2563 8288

Youth Justice Agency Community Services
Bangor
54 Abbey Street
Bangor BT20 4JB
Tel: (028) 9146 4577

Youth Justice Agency Community Services
Coleraine
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
East Belfast
8 Library Court
Upper Newtownards Road
Belfast BT4 3EY
Tel: (028) 9065 2440

Youth Justice Agency Community Services
Enniskillen
18A Shore Road
Enniskillen BT74 7EF
Tel: (028) 6632 0560

Youth Justice Agency Community Services
Foyle
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 9A Broad Street
Magherafelt
BT45 6EB
Tel: (028) 7963 4943

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
19 Mill Street
Newtownards BT23 4LU
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 & Strabane
1st Floor Anderson House
Market Street
Omagh BT78 1EE
Tel: (028) 8225 2398

Youth Justice Agency Community Services
South Belfast
2 The Hawthorns
Belfast BT10 0NR
Tel: (028) 9030 1611

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

6-8 Broadway Avenue

Ballymena BT43 7AA

Tel: (028) 2565 1314

Youth Conference Service – North West

2nd Floor Embassy Building

Strand Road

Londonderry BT48 7BA

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

ANNEX B

EXPENDITURE, BUDGETARY FLEXIBILITIES AND FINANCIAL DELEGATIONS

Expenditure

1.1 The budget of the Agency will be broken down as follows:

Resource Departmental Expenditure Limit

The Resource DEL will include:

- Programme Costs
- Operating receipts
- Non cash charges

Capital Departmental Expenditure Limit

The Capital DEL will include:

- Net capital expenditure

In year Budgetary Flexibility

1.2 For the purposes of flexibility, the Chief Executive has authority, subject to Departmental approval, to:

- reallocate financial provision between Resource DEL and Capital DEL; and
- carry forward to the next financial year such underspend from the previous financial year as agreed with the Department.

Financial Delegations

Subject to the terms of Government Accounting and any other relevant HM Treasury guidance, 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 guidance; and
- to authorise write-offs within limits specified by the Department.

ANNEX C

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
 - Business consultancy
 - Statistics and central research facilities
 - Legal support
 - Health & Safety
 - Advice on security
 - Occupational Health Services

* For staff with Civil Service terms & conditions

