

Title: Secure Estate Strategy for Children and Young People in England and Wales - Plans for 2011/12-2014/15 (Consultation Document) Lead department or agency: Youth Justice Board for England and Wales Other departments or agencies: Ministry of Justice (Youth Justice Policy Unit)	Impact Assessment (IA)
	IA No:
	Date: 01/07/2011
	Stage: Consultation
	Source of intervention: Domestic
	Type of measure: Other
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Summary: Intervention and Options

What is the problem under consideration? Why is government intervention necessary?

The fall in the population of young people in custody over the last 24 months in particular has led to too much money being spent on an estate with significant levels of excess capacity. At the same time, reoffending for those young people released from the secure estate remains unacceptably high. Government intervention is required to ensure that the estate operates as cost-effectively as possible and continues to enable the successful rehabilitation of young people in custody.

What are the policy objectives and the intended effects?

The policy proposals have two main intended effects: to ensure the estate can operate efficiently, through ensuring savings from reducing excess capacity; and to improve rehabilitation and reduce reoffending of those young people who come into contact with the secure estate. The principles upon which services in the secure estate are commissioned, outlined in the strategy, are aimed at ensuring the system operates effectively in reducing reoffending whilst also operating efficiently.

What policy options have been considered, including any alternatives to regulation? Please justify preferred option (further details in Evidence Base)

The policy options which have been considered in this Impact Assessment are:

- Option 0: Do nothing (Base Case)
- Option 1: better align capacity to demand
- Option 2: build on emerging good practice to develop smaller intensive support units
- Option 3: better supporting young people in the resettlement process by developing small, semi-independent satellite sites
- Option 4: spot purchase places in alternative provision for a small minority of young people whose needs cannot be adequately met in the existing secure estate (subject to legislative changes)

All four options are considered to be complimentary and could work together to achieve the desired objectives. As such there is no preferred option at this point

Will the policy be reviewed? It will be reviewed. **If applicable, set review date:** 11/2011

What is the basis for this review? Not applicable. **If applicable, set sunset clause date:** Month/Year

Are there arrangements in place that will allow a systematic collection of monitoring information for future policy review?

Yes

SELECT SIGNATORY Sign-off For consultation stage Impact Assessments:

I have read the Impact Assessment and I am satisfied that, given the available evidence, it represents a reasonable view of the likely costs, benefits and impact of the leading options.

Signed by the responsible SELECT SIGNATORY: _____ Date: _____

Summary: Analysis and Evidence

Policy Option 1

Description:

Implement the range of options outlined in the Secure Estate Strategy

Price Base Year	PV Base Year	Time Period Years	Benefit (Present Value (PV)) (£m)		
			Low: Optional	High: Optional	Best Estimate:

COSTS (£m)	Total Transition (Constant Price) Years	Average Annual (excl. Transition) (Constant Price)	Total Cost (Present Value)
Low	Optional	Optional	Optional
High	Optional	Optional	Optional
Best Estimate			

Description and scale of key monetised costs by 'main affected groups'

The core of proposals in the consultation document can be delivered without additional costs as they involve building on existing best practice and delivering a more efficient configuration of the secure estate. In some cases, and depending final agreement, some capital costs may be incurred by the Ministry of Justice. However, costs are sensitive to the final design of the policies and fuller details will be provided in subsequent Impact Assessments.

Other key non-monetised costs by 'main affected groups'

Estimates of these costs are sensitive to the final design details of the policy. We will provide a full estimate of these costs in subsequent versions of the Impact Assessment. Costs would primarily be incurred by the Ministry of Justice.

BENEFITS (£m)	Total Transition (Constant Price) Years	Average Annual (excl. Transition) (Constant Price)	Total Benefit (Present Value)
Low	Optional	Optional	Optional
High	Optional	Optional	Optional
Best Estimate			

Description and scale of key monetised benefits by 'main affected groups'

The decommissioning of services is expected to deliver savings to the government. Some providers of services and interventions in the secure estate may find efficiencies as a result of increased flexibility and discretion in how they deliver services thus delivering benefits to providers.

Other key non-monetised benefits by 'main affected groups'

- reduction of reoffending by children and young people leaving the secure estate will benefit children and young people, as well as their families
- wider benefits to society as communities are made safer
- young people live more successful lives and cost the government less across their life-time
- increase in public confidence in the (youth) justice system will benefit government and practitioners

Key assumptions/sensitivities/risks

Discount rate (%)

The recent fall in demand for has been most pronounced in the 10 to 15 age-group. In taking forward decommissioning decisions, we therefore assume that the decrease in this age-group will continue. Should the numbers rise significantly then this might lead to insufficient space in the system and the need to commission more spaces at short notice and high cost. We also make a key assumption that there is no unexpected increase in demand for secure places, and that savings made are therefore cashable.

Direct impact on business (Equivalent Annual) £m):			In scope of OIOO?	Measure qualifies as
Costs:	Benefits:	Net:	Yes/No	IN/OUT

Enforcement, Implementation and Wider Impacts

What is the geographic coverage of the policy/option?			England and Wales		
From what date will the policy be implemented?			01/12/2011		
Which organisation(s) will enforce the policy?			YJB/MoJ		
What is the annual change in enforcement cost (£m)?					
Does enforcement comply with Hampton principles?			Yes		
Does implementation go beyond minimum EU requirements?			N/A		
What is the CO ₂ equivalent change in greenhouse gas emissions? (Million tonnes CO ₂ equivalent)			Traded:		Non-traded:
Does the proposal have an impact on competition?			Yes		
What proportion (%) of Total PV costs/benefits is directly attributable to primary legislation, if applicable?			Costs:		Benefits:
Distribution of annual cost (%) by organisation size (excl. Transition) (Constant Price)	Micro	< 20	Small	Medium	Large
Are any of these organisations exempt?	No	No	No	No	No

Specific Impact Tests: Checklist

Set out in the table below where information on any SITs undertaken as part of the analysis of the policy options can be found in the evidence base. For guidance on how to complete each test, double-click on the link for the guidance provided by the relevant department.

Please note this checklist is not intended to list each and every statutory consideration that departments should take into account when deciding which policy option to follow. It is the responsibility of departments to make sure that their duties are complied with.

Does your policy option/proposal have an impact on...?	Impact	Page ref within IA
Statutory equality duties¹ Statutory Equality Duties Impact Test guidance	Yes	
Economic impacts		
Competition Competition Assessment Impact Test guidance	Yes	
Small firms Small Firms Impact Test guidance	No	
Environmental impacts		
Greenhouse gas assessment Greenhouse Gas Assessment Impact Test guidance	No	
Wider environmental issues Wider Environmental Issues Impact Test guidance	No	
Social impacts		
Health and well-being Health and Well-being Impact Test guidance	Yes	
Human rights Human Rights Impact Test guidance	Yes	
Justice system Justice Impact Test guidance	Yes	
Rural proofing Rural Proofing Impact Test guidance	No	
Sustainable development Sustainable Development Impact Test guidance	Yes	

¹ Public bodies including Whitehall departments are required to consider the impact of their policies and measures on race, disability and gender. It is intended to extend this consideration requirement under the Equality Act 2010 to cover age, sexual orientation, religion or belief and gender reassignment from April 2011 (to Great Britain only). The Toolkit provides advice on statutory equality duties for public authorities with a remit in Northern Ireland.

Evidence Base (for summary sheets) – Notes

Use this space to set out the relevant references, evidence, analysis and detailed narrative from which you have generated your policy options or proposal. Please fill in **References** section.

References

Include the links to relevant legislation and publications, such as public impact assessments of earlier stages (e.g. Consultation, Final, Enactment) and those of the matching IN or OUTs measures.

No.	Legislation or publication
1	<u>'Breaking the Cycle – Effective Punishment, Rehabilitation and Sentencing of Offending', (2010), Ministry of Justice</u>
2	'Keppel Unit Process Evaluation' (2011), Youth Justice Board
3	
4	

+ Add another row

Evidence Base

Ensure that the information in this section provides clear evidence of the information provided in the summary pages of this form (recommended maximum of 30 pages). Complete the **Annual profile of monetised costs and benefits** (transition and recurring) below over the life of the preferred policy (use the spreadsheet attached if the period is longer than 10 years).

The spreadsheet also contains an emission changes table that you will need to fill in if your measure has an impact on greenhouse gas emissions.

Annual profile of monetised costs and benefits* - (£m) constant prices

	Y ₀	Y ₁	Y ₂	Y ₃	Y ₄	Y ₅	Y ₆	Y ₇	Y ₈	Y ₉
Transition costs										
Annual recurring cost										
Total annual costs										
Transition benefits										
Annual recurring benefits										
Total annual benefits										

* For non-monetised benefits please see summary pages and main evidence base section



Microsoft Office
Excel Worksheet

Evidence Base (for summary sheets)

Introduction

1. The YJB has launched a consultation on its strategy for the secure estate for children and young people. This was first announced as part of the MoJ's publication of the 'Breaking the Cycle' Green Paper published in November 2010.
2. The revision of the secure estate strategy is driven by three distinct influences:
 - reconfiguration of the secure estate following the reduction in the number of young people being sentenced or remanded to custody;
 - the need to continue improving outcomes for young people, thus reducing reoffending; and
 - the need to meet spending review commitments.
3. It is important that the current and future development of the secure estate works to a set of clear and coherent principles that acknowledge the need for a distinct approach to children and young people in custody. Once agreed, these principles will take precedence in commissioning and purchasing custodial places.
4. The strategy sets out a set of principles upon which future commissioning decisions can be based. Custody can offer an opportunity for young people to address their offending behaviour and ensure they do not offend again. It can provide structure and discipline and an opportunity for engagement in purposeful activity, including re-engagement in education and training. For young people with more complex needs, it can provide access to treatment and support. While custody cannot address all of the issues that young people present with, it should be a significant step in a rehabilitation process that spans custody and the community.
5. The proposals made in the strategy are reflective of the principles set out and include a commitment to:
 - **Reconfigure the secure estate for children and young people by**
 - i. Commissioning services more effectively
 - ii. Responding to decreased demand
 - iii. Developing enhanced units to better meet the need of young people
 - **Improve rehabilitation and reducing reoffending**

The YJB does not directly deliver services to young people in the secure estate. In many cases, the delivery of services in custody is commissioned by other agencies. However, as commissioners, it is important that we have a very clear view about the services that should be provided and the outcomes that we expect.
6. The development and eventual implementation of a more effective and efficient secure estate for children and young people is expected to deliver a downward trajectory of reoffending rates.
7. Business cases for the individual proposals will be developed to assess the costs and benefits, value for money, and affordability of the options proposed. Further editions of this Impact Assessment will be published when appropriate.

Organisations in the Scope of the Proposals

8. The proposals set out in this Impact Assessment will have effect in England and Wales only.
9. The main groups affected by these proposals are:
 - Existing secure estate providers – NOMS, Private providers and Local Authorities
 - Third sector providers involved in delivery of custodial and resettlement services
 - Organisations representing the interests of children in criminal justice
 - Local Authorities – especially Children's Services

- NHS (PCTs)
- Child and Adolescent Mental Health Services
- Housing Providers

Cost and Benefits

10. As policy details are yet to be finalised this Impact Assessment contains limited detailed quantification of costs and benefits of the policy options. These impacts are sensitive to the final design details of the policy proposals on which the Government is consulting. We will provide a full estimate of the impact on costs and benefits in a subsequent edition of the Impact Assessment.
11. Consultees are invited to offer views and comments on the different policy proposals and principles, supporting evidence and associated costs and benefits, whether quantitative or qualitative. We will take account of the evidence gathered through the consultation in developing final policy proposals and the final Impact Assessment.

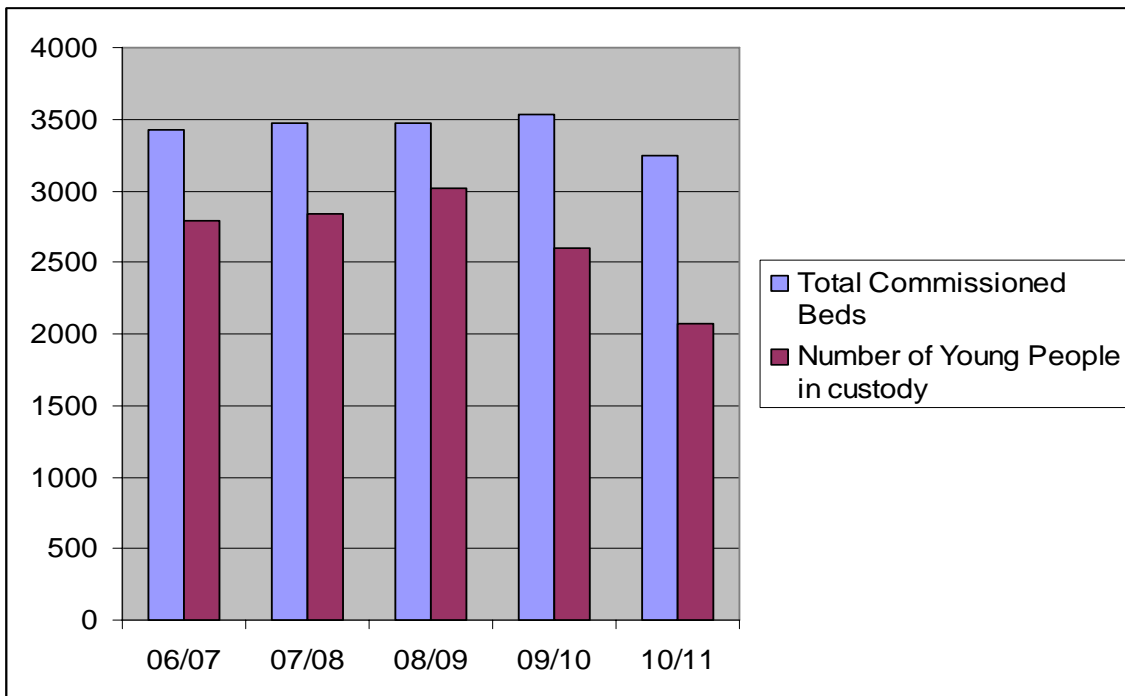
Structure of the Impact Assessment

12. The next section sets out the 'base case': the assumptions the YJB has made about future trends if none of the changes set out in its strategy are implemented, and if there is no change in policy and practice. The Impact Assessment then proceeds to address the two key sections outlined in the strategy in turn, (reconfiguring the secure estate **and** improving rehabilitation and reducing reoffending).

Base Case – Option 0

13. The base case assumes no change to the nature and make-up of the secure estate. Under the base case, demand for places in the secure estate is assumed to continue to fall over the spending review period, but at a slower rate without making any changes to the configuration of the estate. The base case also assumes no impact on reoffending rates which are high with 37% of young people reoffending a year after their original sentence and 72% of offenders sentenced to custody reoffending.
14. Over the last 24 months, the population of young people in the secure estate has reduced to under 2,000 which has remained significantly below the safe operating level. We currently have around 200 beds that are not utilised, causing the estate to be more costly than it is required to be. The following chart shows these trends in population and capacity.

Chart 1: Number of Beds commissioned and number of young people placed in custody (2006/07 – 2009/10)



15. In addition to the assumption over population and capacity, the base case also assumes that the regimes in secure establishments continue as they operate currently. As a consequence, reoffending rates for those sentenced to custody are assumed to remain at the currently level of 72% re-offending within one year (2009 cohort) with all the associated costs to society and the young justice system. This measures the actual number of offenders in the cohort offending at least once during the one-year follow up period, where the offence resulted in a conviction at court or an out-of-court disposal.

Options under consideration

16. This section provides a description of how the policy proposals set out in the strategy will deliver a package which aims to lead to a system which delivers value for money through effective commissioning and a reduction in reoffending of young people leaving custody.
17. The options are broken down into two sections – ‘reconfiguring the secure estate for children and young people’ and ‘improving rehabilitation and reducing reoffending’. The latter proposals largely represent a continuation of the YJB’s current work, and as such, is not the focus of this impact assessment. The delivery of the proposed approaches would positively impact on the commissioning of regimes in secure establishments thus ensuring the needs of young people are met more effectively with the anticipated positive impact on offending behaviour.

Reconfiguring the Secure Estate for Children and Young People

18. This section sets out the YJB’s estimates of the impacts of the policy proposals in relation to reconfiguring the secure estate. These are designed to ensure that the secure estate becomes a distinct, specialist provision that better meets the needs of all young people placed into custody by the courts. These proposals furthermore will achieve value for money by better aligning supply with demand.
19. The latest published figures outline that the YJB spent £305.6m to commission places for children and young people in secure accommodation. This includes both the purchasing of places as well as additional contracts held by the YJB and other parties – such as escort providers (YJB Annual Report 2009/10).

20. In addition to the continuing leadership role played by the YJB – and the MoJ on transfer of statutory responsibilities – specific new proposals include:
- a. Option 1: In response to the sustained decrease in demand for custodial places, continue to decommission secure places. Reflecting the fall in demand for places for the 10-14 year-olds, the reductions in commissioned places are now likely to be proportionately higher in the Secure Training Centre (STC) and secure children's home sectors. This will ensure the estate can operate efficiently by ensuring savings from reducing excess capacity.
 - b. Option 2: To build on emerging good practice in providing intensive support in enhanced units such as the Keppel Unit at Wetherby YOI and the Willow Unit at Hindley YOI. This will help to ensure that the needs of the most challenging young people in custody can be met effectively thus hopefully improving rehabilitation and reducing reoffending.
 - c. Option 3: We will build on existing work with Local Authorities to assist young people in the resettlement process. In the longer term (and in a period that may extend beyond this strategy) we will consider developing a limited number of smaller, satellite sites that either aid post release resettlement back into the community, offering open living accommodation, or offer semi-secure step down accommodation. We are mindful of the extent of our commissioning powers in taking forward these proposals, and will, in many cases, be working in partnership with 3rd sector providers and Local Authorities. This will seek to ensure that rehabilitation outcomes for young people are improved thus reducing reoffending.
 - d. Option 4: To explore whether powers under the Criminal Courts (Sentencing) Act 2000, as amended by s.34 of the Offender Management Act 2007 enables the commissioning of alternative accommodation for a small number of young offenders, in order to improve our ability to manage risk and ensure better outcomes for these young people. This proposal would require legislation to take forward.
21. These options are not mutually exclusive and the introduction of one will not restrict another.

Cost of proposals

22. Option 1: To date, decommissioning activities have not incurred significant additional costs to the government and have been delivered within existing funding settlements. Where there are additional costs of managing the decommissioning process, these will be met within funding settlements.
23. Option 2: The costs of implementing enhanced units can vary considerably and are dependent upon the specific establishment in which they operate. They can potentially lead to capital costs for the provision of bespoke facilities to operate an enhanced regime, and can potentially incur additional staff costs.
- The Keppel Unit, a large 48-bed unit located at Wetherby YOI which opened in 2009, required approximately £13m of investment in capital and development costs. The annual running costs were also higher than the average at £68,000 per bed compared to £57,000 across the rest of the YOI estate. These costs, however, are significantly lower than alternative provision in STCs and secure children's homes where the average annual bed prices are £170,000 and £210,000 respectively.
- We will seek to provide enhanced units without the need for additional funding as much as possible. When capital funding for new enhanced units has not been available, the YJB has worked in partnership with NOMS to identify opportunities to develop such units within existing establishments. Recent examples include the Willow Unit at Hindley YOI and the Heron Unit at Feltham YOI, where existing accommodation was utilised with enhanced services then being commissioned.
24. Option 3: The costs of providing bespoke provision to assist young people in the resettlement process can vary considerably and depend on the size of the establishment and the levels of partnership involved.
- For example, the YJB is currently providing a three year start up grant to a pilot scheme to assist young people in the resettlement process. Brent Knoll House is a half way house located in Bristol, providing open living accommodation for 8 people. It is managed by a third sector organisation. The scheme also receives funding from local authorities who commission places

for young people living at Brent Knoll.

The strategy proposes to develop this provision without incurring substantial costs centrally. We will provide fuller cost implications in subsequent impact assessments reflecting any planned involvement in resettlement sites.

25. Option 4: It is not possible at this time to provide estimates regarding the costs as policy details are still required regarding potential numbers of young people affected, and the kind of provision that may become available. However, it is likely that the policy would involve spot purchasing provision from existing providers and would not therefore involve any capital or start up costs.

Benefits of proposals

26. Option 1: Should the above proposal be agreed, the YJB would be better able to align provision to custodial demand thus delivering a more cost-effective and efficient secure estate. In addition, the YJB will be able to deliver cashable savings in line with its commitment to meet wider government savings.
27. Option 2: A potential benefit of increasing the number of enhanced units across the estate is that the estate and regime may be better configured to meet the needs of young people when in custody, which is aimed to translate into a reduction in reoffending for young people upon release from custody.
The recently published 'Keppel Unit Process Evaluation' (2011) states that care plans on the unit were more likely to incorporate offending behaviour work, victim empathy work, and specific work with CAHMS than care plans reviewed in mainstream YOIs. The evaluation furthermore suggested that the unique environment at the Keppel Unit was more likely to contribute to a positive reduction in risk factors than had the young people been placed elsewhere.
28. Option 3: The development of smaller, satellite sites with the aim of assisting young people in the resettlement process. This, in turn, may help to reduce the likelihood of reoffending on release by increasing changes to gain access to suitable accommodation, as well as appropriate education, training or employment opportunities.
29. Option 4: This policy aims to generate benefits by better meeting the needs of young people and in turn reducing reoffending.

Main assumptions and risks associated with the benefit impact:

30. There is a risk that the recent decline in the under-18 custodial population is reversed over the spending review period. This would mean that the YJB's ability to deliver the agreed savings is put in jeopardy.
31. In addition, the following assumptions underpin the options put forward:
- a. The extent to which meeting the needs of young people impacts on future re-offending.
 - b. The development of enhanced units can continue to happen within existing provision and by reviewing commissioning arrangements.
 - c. The relevant changes to legislation are made and approved and provision can therefore be diversified as outlined.

Net impact of proposals

32. Implementation of the above package of proposals is aimed at ensuring the government is not only able to achieve savings from decommissioning of excess capacity, but also delivers better outcomes for young people through better tailoring the services received whilst in custody (by, for instance, ensuring greater use of enhanced units and better resettlement provision).

Specific Impact Tests

Statutory equality duties

33. There is a separate Equality Impact Assessment published alongside the strategy.

Competition Assessment and small firms impact test

34. Should the proposals put out for consultation meet with approval from stakeholders, there may be an impact on small firms/providers to develop new ways of working with young people who are placed in the secure estate. As a result of the proposals, the secure estate will be smaller, thus providing less opportunity for providers to provide services.

35. However, there will also be opportunities for providers to deliver new services.

36. The YJB ensures that a best practice approach is taken when commissioning and procuring services. This will ensure that issues of state aid and anti-competitiveness are mitigated when developing the proposals.

Carbon Assessment

37. The development of the YJB's proposals may incur higher carbon emissions – in particular if new capital developments are agreed. At this stage, it is not possible to assess the impact of the proposals contained, as these are still subject to consultation.

Other Environment

38. There will be an impact on the environment should the YJB be in a position to develop new builds. Any impact (depending on the ability to take forward proposals) would be mitigated by ensuring new-builds are carbon neutral and sustainable.

Health Impact Assessment

39. The proposals contained in the strategy will not have a significant impact on the population of England and Wales, nor any major sub-group of the population. However, improving rehabilitation outcomes and reducing reoffending would have a positive impact on underlying risk-factors that drive offending, which would impact on wider determinants of health amongst young people in custody.

40. Policy proposals include joined-up efforts across Government (i. e. particularly with the Department of Health) to address the problems that underlie reoffending such as drug addiction (including alcohol dependencies), mental health issues as well as learning difficulties.

41. Specific health benefits include better commissioned services to meet the needs of all young people – including physical and mental health needs. This enables young people to adopt healthier lifestyles away from a life of crime.

Human Rights

42. Proposals contained in the strategy will be developed to take into account the requirements of the Human Rights Act 1998 as well as the UN Convention on the Rights of the Child.

Justice Impact Test

43. See main body of this Impact Assessment

Rural proofing

44. We do not anticipate that policy proposals will have a rural impact.

Sustainable Development

45. We do not anticipate that policy proposals will have an impact on the following principles of sustainable development:

- Living within environmental limits;

- Achieving a sustainable economy;
- Promoting good governance; and
- Using sound science responsibly.

46. The policy proposals should, however, have a positive impact on ensuring a strong, healthy and just society. This would be achieved through the reduction in reoffending by children and young people leaving custody.

Privacy Impact Assessment (an MoJ specific impact test)

47. The policy proposals contained within the strategy do not entail the processing or dissemination of personal data.

Equalities Impact Assessment

45. There is a separate EIA published alongside this strategy.

Annexes

Annex 1 should be used to set out the Post Implementation Review Plan as detailed below. Further annexes may be added where the Specific Impact Tests yield information relevant to an overall understanding of policy options.

Annex 1: Post Implementation Review (PIR) Plan

A PIR should be undertaken, usually three to five years after implementation of the policy, but exceptionally a longer period may be more appropriate. If the policy is subject to a sunset clause, the review should be carried out sufficiently early that any renewal or amendment to legislation can be enacted before the expiry date. A PIR should examine the extent to which the implemented regulations have achieved their objectives, assess their costs and benefits and identify whether they are having any unintended consequences. Please set out the PIR Plan as detailed below. If there is no plan to do a PIR please provide reasons below.

<p>Basis of the review: [The basis of the review could be statutory (forming part of the legislation), i.e. a sunset clause or a duty to review, or there could be a political commitment to review (PIR)];</p> <p>The basis of the review will be a mix of statutory requirements (where, for example, changes to the configuration of the secure state for children and young people require statutory provision), policy review and political commitments, reflecting the broad range of options for policy change contained in the strategy. In addition, the YJB currently has a statutory duty to refresh its strategy for the secure estate every three years.</p> <p>A review may be necessary sooner, following the transition of the YJB's statutory functions into the MoJ.</p>
<p>Review objective: [Is it intended as a proportionate check that regulation is operating as expected to tackle the problem of concern?; or as a wider exploration of the policy approach taken?; or as a link from policy objective to outcome?]</p> <p>The Review will have a range of objectives, depending upon the particular policy options being scrutinised. These will include:</p> <ul style="list-style-type: none">- establishing whether policy proposals have changed in light of stakeholder feedback- establishing whether new policy initiatives are operating as anticipated- examining the impact of policies on reoffending rates and other, softer measures pertaining to the well-being of children leaving custody- establishing whether value for money has been achieved
<p>Review approach and rationale: [e.g. describe here the review approach (in-depth evaluation, scope review of monitoring data, scan of stakeholder views, etc.) and the rationale that made choosing such an approach]</p> <p>The review will adopt a multi-faceted approach, depending upon the particular policy under review, the main approaches that will be deployed are:</p> <ul style="list-style-type: none">- continued use of existing YJB monitoring data- impact evaluations of new service provisions- stakeholder consultations either as a stand alone approach or to complement the other approaches
<p>Baseline: [The current (baseline) position against which the change introduced by the legislation can be measured]</p> <p>We will use several sources of baseline data covering reoffending rates for children leaving custody. In addition, we will use existing baseline data regarding current costs of the secure estate to measure impacts on savings.</p>
<p>Success criteria: [Criteria showing achievement of the policy objectives as set out in the final impact assessment; criteria for modifying or replacing the policy if it does not achieve its objectives]</p> <p>We will use a range of success criteria, reflecting the different aims underlying the policies. The main ones will be:</p> <ul style="list-style-type: none">- reduction in reoffending of young people leaving custody- achievement of better value for money- meeting spending review targets
<p>Monitoring information arrangements: [Provide further details of the planned/existing arrangements in place that will allow a systematic collection of monitoring information for future policy review]</p> <p>Much of the monitoring data required is available from existing statistical series on a historical basis and there are plans to continue such data collection over the period covered by the review. These data include:</p> <ul style="list-style-type: none">- in-house management information about the secure estate (including SACHS and commissioning figures)

- YJB Monitoring reports
- the YJB commissioned review of the relative effectiveness of the secure estate (due March 2014)
- sentencing statistics
- placement statistics

Reasons for not planning a review: [If there is no plan to do a PIR please provide reasons here]

N/A

Add annexes here.