



YJB Corporate Plan 2012-15 and Business Plan 2012/13

Contents

Foreword	1
Who we are and what we do	3
How we deliver our services	4
Our strategy for 2012-15	7
Strategic objectives for 2012-15	11
Key actions for 2012/13	15
Youth justice in Wales	24
Resources and budget allocation 2012/13	26
Planning assumptions and managing risks and opportunities	29
Appendix A: Key delivery dates for 2012/13	31
Appendix B: Contribution of 2012/13 key actions to strategic objectives	45
Appendix C: Reducing demand for custody – assumptions	50

© Youth Justice Board for England and Wales 2012

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

Foreword

This document sets out our plans for 2012-15 and specific areas of work for 2012/13. It directly addresses the aim of the youth justice system – to prevent offending by children and young people. Achieving this aim also reduces the number of victims in our communities. Working with the Ministry of Justice (MoJ), other government departments and national and local partners, we support a coherent youth justice system that diverts young people from crime and provides the health, education, welfare and family support to rehabilitate that small proportion of young people who offend.

Over the past year, we have seen continued falls in first time entrants to the youth justice system in England and Wales and in the numbers of young people entering custody. However, the youth justice system faces challenges, with the continued need to deliver savings and with evidence suggesting that the young people now coming into the criminal justice system are more challenging to work with, making it potentially more difficult to reduce reoffending at the same rate achieved in recent years.

We are committed to supporting practitioners to innovate to make best use of their resources. Over the last year we have consulted with partners and, building on this, in 2012/13 we will implement a more outcome focused, lighter-touch approach to oversight of the youth justice system, including new peer support arrangements for YOTs. We are also piloting an approach to national standards that allows for greater emphasis on practitioners' professional judgement. We will continue to develop and promote effective practice across a range of areas, in particular those identified as priorities following consultation across the youth justice sector.

Our strategy also reflects the UK government's wider agenda to increase local accountability and local decision making, for example supporting YOTs to prepare for the new Police and Crime Commissioners who will be elected in November 2012.

We are carrying out a range of work to support local authorities and other partners to find ways to reduce further the unnecessary use of custody, where a community sentence would be more appropriate. We are working closely with partners to implement changes included in the Legal Aid, Sentencing and Punishment of Offenders Act. Through the Act local authorities will be given greater financial responsibility for remands to youth detention accommodation¹ and we are building partnerships to give them a greater influence on our commissioning arrangements.

In March 2012, the YJB and Ministry of Justice (MoJ) published *Developing the Secure Estate for Children and Young People in England and Wales – Plans until 2015*. This set out our key principles for commissioning a distinct, child-focused and value for money secure estate that addresses the challenges caused by the falling demand for secure accommodation, improves

¹ 'youth detention accommodation' is the description in the LASPO Act 2012 for all secure remand accommodation

rehabilitation and reduces offending. Our business plan will take this work forward and we are also working closely with the MoJ to contribute to the Government's longer term vision for the secure estate.



Frances Done

Chair



John Drew

Chief Executive

Who we are and what we do

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

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

- 158 youth offending teams (YOTs) – local partnerships made up of partners from the police, probation, local authority children’s services and health services
- the police and the Crown Prosecution Service
- the courts and the judiciary
- secure accommodation providers – under-18 young offender institutions (YOIs), secure training centres (STCs) and secure children’s homes.

Our vision

We want to see an effective youth justice system where:

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

How we deliver our services

Our main functions include:

- monitoring the operation of the youth justice system
- advising the secretary of state on the operation of the youth justice system, national standards, and on how the aim of preventing offending by children and young people can most effectively be pursued
- identifying and disseminating effective practice across youth justice services
- making grants to YOTs and other organisations to support development and delivery of effective practice
- commissioning a distinct secure estate for young people
- placing young people in custody.

Working with young people

In carrying out our work we are committed to listening to the views of young people so that their needs are understood and so we can shape effective services to protect and support them. By encouraging young people's understanding and participation in the youth justice system we and practitioners are better placed to design interventions that will successfully address offending behaviour. This is reflected both in our work with YOTs and in the secure estate where we specifically consult with young people when reviewing and developing services.

Working with the MoJ and other government departments

We work closely with our sponsor unit in the MoJ and with other government departments to ensure that national policies and legislation support better outcomes for the youth justice system and can be effectively implemented.

We work with the Home Office to address and prevent anti-social behaviour and youth crime. The Department for Education and Department of Health are key partners in ensuring that the frameworks are in place to provide children and families with the support needed to live crime-free lives. Responsibilities and approaches to commissioning services are developing to support more local decision making. We continue to work with partners at national and local level so that high quality health services are provided (including mental health and substance misuse services) and so that education services meet the educational, training, and job readiness needs of children and young people, across custody and the community.

In Wales, we work closely with Welsh Government departmental leads so that devolved government policies are aligned with the implementation of youth justice policies.

Working with YOTs and the wider youth justice system

We support YOTs and local youth offending services to deliver against the three youth justice outcome indicators set by government: reducing first time entrants to the criminal justice system, reducing reoffending and reducing the use of custody.

We have developed a new approach to supporting local youth justice services to deliver against these outcomes which includes a framework for self assessment for use by local professionals and a sector-led peer review process, enabling high performing YOTs to pass on their skills and expertise. We will continue to develop this approach, providing more transparent and easily accessible data to help local youth justice services benchmark their performance and direct their resources to deliver the three youth justice outcomes. We intervene in the poorest-performing YOTs, and help them to develop and deliver post-inspection and other improvement plans. We also continue to work with practitioners to identify and pass on effective practice through a range of other approaches.

Working with secure accommodation providers

We work in partnership with secure accommodation providers to deliver regimes that both protect the public and keep young people safe, addressing the causes of their offending behaviour. This means working closely with the National Offender Management Service (NOMS), local authorities, and with private contractors to ensure continuous improvement, value for money and to improve delivery of specialist services. We develop and disseminate best practice in areas such as safeguarding, restorative justice and reparation.

Our Placement Service is responsible for placing remanded and sentenced young people into secure establishments. We work with YOTs to ensure the most up-to-date information about young people is available to the Placement Service and secure estate so that the most appropriate placement decision is made, and so the correct interventions are delivered to the right young people. Our service includes a process for reviewing placement decisions and ensures that transfers between establishments are managed in a timely and appropriate manner, following consultation with all those with interests in the young person's welfare.

Working with the voluntary and community sector

The voluntary sector makes a critical contribution to diverting young people away from crime. There are approximately 11,000 volunteers working in the youth justice system, working with YOTs and secure establishments in a range of different areas including restorative justice, as appropriate adults for young people in police custody, as mentors and in prevention, education schemes and with families. The YJB is working with a range of voluntary and community sector organisations, for example with the Association of Panel Members to train Referral Order Panel members as restorative justice conference facilitators and with the Communication Trust to raise awareness of speech, language and communications needs.

We also work with voluntary and community sector providers to help deliver services in custody. The YJB has contracts for the provision of an advocacy and independent person's service with Barnardo's and User Voice, and with the Lucy Faithfull Foundation to work with young people serving sentences of imprisonment

for sexual offences. Individual secure establishments work with charities to deliver a range of services, from addressing young people's offending behaviour to helping them acquire basic life skills. The YJB also works with voluntary agencies to provide better resettlement support to young people leaving custody.

The voluntary sector has an increasing role to play in delivering effective youth justice services. Commissioners of local services are working in a context of tight budgets, more autonomy and less top-down direction from central government. This must result in more diversity and greater opportunities to work with new voluntary and community sector providers who can offer innovative solutions.

Working with other national and regional partners and stakeholders

We work with a wide range of other national and regional partners to influence and shape a coherent youth justice system. While all our staff play a role in working with our partners, our Board members and executive management team lead aspects of our stakeholder engagement personally. In particular, our Board members bring a diverse range of experience and knowledge in areas including local authority and voluntary sector youth justice and other youth services, policing, judiciary, education and health services. Our stakeholder strategy aims to make best use of this experience to deliver the YJB's strategic objectives and to support partners to develop new ways of working. This includes working with:

- local authority consortia to support them in developing new approaches for providing resettlement services for young people leaving custody
- the secure estate and educational establishments to improve access to education in, and post-custody
- NOMS, professional associations and groups such as the T2A Alliance to improve young people's transitions between the youth and adult justice systems
- charities, faith groups, and groups working to promote and protect the rights of children to share information on areas of mutual interest
- YOT management boards, local government and local authorities to sustain and improve YOTs
- the judiciary – magistrates and youth court judges – to help improve court practice, reduce unnecessary use of custody and improve confidence in community sentences
- the police, including the Association of Chief Police Officers (ACPO), to influence how the police engage with young people whether as victims or offenders, to reduce criminalisation of young people and to prepare for the introduction of Police and Crime Commissioners by November 2012.

We work closely with Her Majesty's Inspectorates, in particular HMI Probation, HMI Prisons, Ofsted, Care and Social Services Inspectorate Wales, and Estyn to ensure standards are met and to inform inspections.

We also work with national bodies representing local service providers in England and in Wales, representing local government, children's services, education services, YOT managers and secure accommodation providers.

Our strategy for 2012-15

Drivers for change

In 2010, the MoJ released a green paper *Breaking the Cycle Effective Punishment, Rehabilitation and Sentencing of Offenders*.² The UK government's response to this consultation was published in June 2011.³ Our strategy for 2012-15 reflects the MoJ's aims, encouraging wider use of restorative justice and supporting implementation of provisions in the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 that aim to streamline and increase effective use of out-of-court disposals and reduce the number of young people unnecessarily remanded to youth detention accommodation.

Our strategy also reflects the UK government's wider agenda to increase local accountability and local decision making. This affects many aspects of youth justice partnerships with increased local accountability for reducing crime, and in England for delivering health and education outcomes, for example through the introduction of Police and Crime Commissioners and health and education reforms in England. We are introducing lighter touch oversight by the YJB, supporting more professional discretion, while continuing to work with partners to ensure that the provision of youth justice services remains coherent. We also aim to increase the involvement of the voluntary and community sector in youth justice services.

Following consultation, in March 2012, the YJB and MoJ published our plans for the secure estate until 2015.⁴ The plan sets out five key principles for our commissioning of secure estate services and sets out how we will respond to key challenges of responding to reducing demand for secure accommodation, improving rehabilitation and reducing offending. We are committed to providing a secure estate which is distinct and child-focused and our business plans include work to take forward the secure estate plans.

YOT caseloads have fallen over the last few years, with YOTs working with 42% fewer young people in 2010/11 than in 2006/07, although there is also evidence that those young people coming into the criminal justice system are, on balance, more challenging to work with.⁵ We are committed to sustaining this reduction, while delivering significant savings over the 2012-15 Spending Review period. Our strategy recognises the need to support local delivery in an environment with fewer resources, demonstrating value for money.

² Ministry of Justice (2010) *Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders*. London: The Stationery Office.

³ Ministry of Justice (2011) *Breaking the Cycle: Government Response*. London: The Stationery Office.

⁴ Youth Justice Board and Ministry of Justice (2012) *Developing the Secure Estate for Children and Young People in England and Wales – Plans until 2015*. London. See <http://yjbpublications.justice.gov.uk>

⁵ Youth Justice Board, Home Office, Ministry of Justice (2012) *Youth Justice Statistics 2010/11 England and Wales*. p40. See <http://www.justice.gov.uk/statistics/youth-justice/statistics>.

Strategic objectives 2012-15

We will work in partnership across the community and commission the secure estate to:

- prevent offending
- reduce reoffending
- protect the public and support victims
- promote the safety and welfare of children and young people in the criminal justice system.

The YJB also has an organisational objective for 2012-15 to:

- continue to develop the YJB to deliver our mandate, working closely with government and stakeholders to deliver a coherent, distinctive and effective youth justice system in a time of reduced resource.

Our strategic priorities and key actions for 2012/13, set out on pages 11-25, take account of the need to directly deliver areas of work in year. They also support delivery of outcomes and savings across the 2012-15 Spending Review period.

Delivering savings

We must deliver significant savings over the Spending Review period: around £177m by March 2015 against our 2010/11 baseline budgets (taking account of inflation). By the end of 2012/13 we will have delivered savings of £140m against the 2010/11 baseline. Savings over the Spending Review period are achievable only through continued falls in demand for custody, resulting from fewer young people entering the youth justice system and reduced reoffending. Key activities to deliver these savings are shown below.

- **Reductions to YOT grants**

Central funding for YOT grants is provided by the MoJ and Home Office. For 2011/12, central funding for YOT grants fell by around 20%, with a reduction in the MoJ element of YOT grants, as part of this, of 11.7%. For 2012/13, the MoJ maintained its element of YOT funding at 2011/12 levels (£101m), while some Home Office funding for prevention has been transferred to police authorities (in anticipation of the introduction of Police and Crime Commissioners). We will continue to make the case across government for funding for prevention activities and for services to help young people to lead crime-free lives and will support YOTs in providing evidence to make the case for this at local level.

- **Decommissioning and further efficiencies from the secure estate**

In line with our plans for the secure estate published in 2012, our reconfiguration of the secure estate will give more flexibility and value for money in a smaller estate, reflecting sustained falls in the numbers of young people in custody. We remain committed to providing a secure estate which is distinct and child-focused. We will also continue to seek value for money and efficiencies in other secure estate contracts throughout the Spending Review period.

- **Investment in reducing the demand for custody**
This includes spreading effective practice, piloting schemes to incentivise reduced use of custody, supporting the introduction of LASPO Act 2012 provisions to reduce the unnecessary use of remand and seeking ways to further devolve custody budgets to local authorities.
- **Investment in effective practice**
This includes toolkits to support YOTs in demonstrating value for money, new approaches to promoting and sharing effective practice and investment in a more effective framework for assessing the needs of young people in the youth justice system.
- **Delivering a 30% cut in YJB running costs by March 2015**
We have developed a new organisational design for the YJB (implemented on 2 April 2012) and continue to work to further reduce running costs.

How we will measure delivery⁶

The performance of the youth justice system is measured against the indicators shown below.

1. **The number of first time entrants to the justice system: young people aged 10-17 years receiving a reprimand, final warning or conviction (MoJ publishes this data quarterly, by local authority).**

There were 45,519 first time entrants to the youth justice system in England and Wales in 2010/11, a fall of 27% since 2009/10. The number of first time entrants has fallen 59% from the peak of 110,815 in 2006/07.

2. **The percentage of young people reoffending (MoJ publishes this data quarterly, by local authority).**

The overall reoffending rate for young people was 33.3% in 2009/10, with an average of 2.79 reoffences per reoffender. While the rate of reoffending has been broadly stable over the last decade, the average number of reoffences per reoffender has reduced by 17% since 2000.

3. **The number of custodial disposals⁷ per 1,000 of the 10-17 year old population).**

This indicator was introduced in 2011/12, reflecting the use of custody, and data will be published during 2012/13. In 2010/11, custodial disposals accounted for 5.8% of all disposals given at court, with the total number of custodial disposals falling by 10% between 2009/10 and 2010/11, and by 44% since 2000/01.

⁶ Statistics in this section can be found in *Youth Justice Statistics 2010/11 England and Wales*, YJB, Home Office and Ministry of Justice (2012), London.

⁷ A disposal is a formal sanction such as a final warning from the police, or a sentence at court.

In Wales, performance will also continue to be measured against the Wales youth justice indicators agreed by the Welsh Government, as well as the English/Welsh indicators above. The performance areas specific to Wales are:

- increase engagement in education, training and employment for children and young people in the youth justice system in Wales
- increase access to suitable accommodation for children and young people in the youth justice system in Wales
- ensure that children and young people in the youth justice system in Wales with identified substance misuse needs gain timely access to appropriate specialist assessment and treatment services.

Transparency

We also publish other key data, to allow the public to judge performance on these indicators, including information about:

- demographics of young people with proven offences
- proven offences which have resulted in a disposal
- remand decisions for young people
- disposals given to young people
- young people in custody including information about behaviour management in the secure estate.

This information is published annually as the Youth Justice Statistics and the local level 2010/11 figures are due to be published in early 2012/13. For previous years' data see <http://www.justice.gov.uk/statistics/youth-justice/statistics>.

Strategic objectives for 2012-15

Our strategic objectives for 2012-15 are set out below. Each year our work plans are designed to deliver these objectives, with areas of work often contributing to more than one objective (see Appendix B) and taking account of emerging government policy, issues and opportunities for the youth justice system.

As set out on page 9, first time entrants to the youth justice system in England and Wales continue to fall. However, while the overall rate of re-offending has remained broadly stable there is now a significantly smaller number of young people in the criminal justice system and there have been particular reductions among those with no previous offences and those receiving pre-court disposals. Because of this, those young people coming into the criminal justice system are, on balance, more challenging to work with, making it potentially more difficult to reduce reoffending.⁸ Our forecasts (see appendix C) indicate that the reduction in demand for custody seen over the past two years could be expected to continue over the period of the spending review but at a slower rate.

Specific actions for 2012/13 are set out on pages 15–25.

Strategic objective 1: We will work in partnership across the community and commission the secure estate to prevent offending

Intervening early to prevent children and young people from offending is more effective than dealing with the consequences of offending, when patterns of behaviour are well-established and costs to the criminal justice system are high. In promoting effective practice and overseeing youth offending services we will continue to focus on reducing the number of first time entrants to the criminal justice system.

At a local level, partners need to ensure that mainstream children's services address the needs of those young people who are most at risk of offending and that support is available to their families. We will continue to work across the UK and Welsh government and at national level to facilitate this. We will also support and continue to make the case for funding for targeted prevention programmes.

When a child or young person commits a minor offence which is not part of a wider pattern of offending, it can be possible to address the consequences of this outside the criminal justice system and divert that young person away from further crime and anti-social behaviour. We will work with the MoJ and Home Office to implement provisions in the LASPO Act 2012 which aim to streamline and increase effective use of out-of-court disposals, supporting a more direct and proportionate response to the effects of minor criminality. We will also continue to work with the Home Office to review and implement new approaches to dealing with anti-social behaviour.

⁸ *Youth Justice Statistics 2010/11 England and Wales*, YJB, Home Office and Ministry of Justice (2012), London.

Strategic objective 2: We will work in partnership across the community and commission the secure estate to reduce reoffending

When a young person offends, agencies must work together to address the risks and needs that increase the likelihood of reoffending. We need to give practitioners the tools to assess a young person's education, health, communication and other needs more effectively, directing them towards services, programmes and interventions that are most likely to address their offending behaviour. The approach to assessing the risks and needs of young people in the youth justice system is now over ten years old: subject to final approvals from government, we will renew the assessment framework to bring this up to date with latest research, reduce duplication and place a much stronger focus on practitioner judgement. This will, for the first time, introduce an approach that works across the community and secure estate together for the duration of a young person's involvement in the youth justice system. It will also provide a more holistic, young-person-focused assessment.

Through the youth justice outcome indicators, we continue to maintain a focus on reducing reoffending, monitoring progress as part of lighter touch performance monitoring which allows for increased professional discretion and by encouraging practitioners to share expertise with each other. We introduced a single youth justice grant for YOTs for 2011/12, providing greater flexibility for local areas in using central funding to achieve the youth justice outcomes. We have also developed a new approach to identifying and disseminating effective practice across community, secure estate and other youth justice practitioners, including consultation each year to identify the sector's priority areas for developing effective practice.

For some young people, custody is the most appropriate option. However too many young people are sent to custody when their needs and punishment could be better achieved in the community, which can severely disrupt their education, chance of employment and family support. We are incentivising partners to reduce inappropriate demand for custody, sharing effective practice and supporting implementation of LASPO Act 2012 provisions aimed at reducing the unnecessary use of remand. We are also working closely with stakeholders to increase confidence in the use of community sentences and to demonstrate and continue to improve the effectiveness of these.

Time spent in custody should be safe, secure and should support a young person's rehabilitation needs, in line with *Developing the Secure Estate for Children and Young People in England and Wales – Plans until 2015*. The plans will allow us to respond to the changing custodial population, build on emerging best practice and deliver value for money.

Settling young people back into the community after release from custody is critical to reducing reoffending, and we will continue to progress our Resettlement programme, bringing together consortia of local authorities and their partners to work together to improve services available to young people.

Strategic objective 3: We will work in partnership across the community and commission the secure estate to protect the public and support victims

For all youth justice workers, protecting the public remains a key part of their role, taken into account when assessing a young person's needs and risks to others, managing their sentence and identifying appropriate interventions. Where offenders pose a high risk to the public, youth offending services work with Multi-Agency Public Protection Arrangements (MAPPA) partners to manage these risks. We have consulted with the youth justice sector and have reviewed our approach to oversight of serious incidents in the community to reduce duplication and support more local oversight and professional discretion.

Victims of youth crime must feel they have been well served by the system, with their concerns listened to, their needs addressed and justice having been done. We will continue to support the youth justice system with effective practice in these areas. We will seek ways of involving local people and the community and voluntary sectors in delivering services, to benefit both young people and the communities they belong to. We will support local youth offending services to publish more data so communities can understand the effectiveness of services.

In particular we will support the government's approach to increasing the use of restorative justice across the youth justice system, where the victim wishes to participate and where this will improve the prospects for delivering positive outcomes. As well as playing an effective part in reducing reoffending by making a young person face up to the consequences of their actions, this approach actively engages local people in youth justice.

Strategic objective 4: We will work in partnership across the community and commission the secure estate to promote the safety and welfare of children and young people in the criminal justice system

Children at risk of offending are a vulnerable group and addressing their welfare needs is a key part of preventing offending and reducing the risk of reoffending.

With regard to custody in particular, in developing our commissioning plans we aim to ensure a secure, healthy, safe and supportive place for children and young people. We aim to minimise the likelihood of harm through rigorous safeguarding and ensure that children are placed in the establishment best able to meet their needs.

The UK Government's health and education reforms are changing the way that local services are commissioned in England and we are working closely with the Department of Health, Department for Education, local youth justice services and the secure estate to ensure that the needs of young offenders will continue to be met. Similarly in Wales there will be changes to the way that social services are delivered and the YJB has been working with the Welsh Government to highlight the needs of young people who offend. The YJB has also been working with the Welsh Government on proposed legislation which will strengthen support for youth justice by devolved services.

The YJB maintains an overview of serious safeguarding and public protection incidents in the community and secure estate and we are developing a safeguarding strategy to clarify our role and expectations around safeguarding in the youth justice system.

We will continue to support practitioners in understanding and dealing with issues affecting particular groups of young people, for example the over-representation of Black and Minority Ethnic young people in the youth justice system.

In carrying out our work we will consult with young people on how services should be delivered and aim to increase their understanding and participation in the youth justice system.

Key actions for 2012/13

Our work plan for 2012/13 is set out below. See Appendix A for delivery dates and Appendix B for information on how these key actions contribute to delivering our strategic objectives.

Shaping the wider youth justice system for the future

We work with the MoJ's policy unit for Youth Justice and Women to influence other government departments' policies while these are in development, and we also with the Welsh Government on this basis. The aim is to ensure that opportunities for improving the youth justice system are taken and risks to the performance of the youth justice system from implementing new policies are reduced.

We also directly support local youth justice services and the secure estate to implement new policy effectively.

Key policy developments in 2012/13 include LASPO Act 2012 provisions, the introduction of elected Police and Crime Commissioners, health and education reforms and the government's programme to turn around the lives of troubled families.

- **Key action 1**

Support MoJ's policy unit for Youth Justice and Women to work with other government departments to shape policy that affects the youth justice system and its outcomes (see Appendix A for more details).

- **Key action 2**

Support the implementation of changes to the out-of-court disposals framework and other LASPO Act 2012 provisions, including updating YOTs on all youth aspects of the Act and working with ACPO, police forces, YOTs and other youth justice system partners to brief and train staff in changes relating to out-of-court disposals.

- **Key action 3**

Support the introduction of Police and Crime Commissioners working at national level with the Home Office, Local Government Association and police authorities. This includes producing guidance for the youth justice sector and supporting YOTs to develop evidence to support Police and Crime Commissioners in making decisions to invest in programmes to support young people.

- **Key action 4**

Work with the Department of Health and others to ensure young people in the youth justice system have access to health services. This includes supporting implementation of reforms to how local health services for young people in the youth justice system are commissioned and supporting Department of Health

programmes affecting these young people such as roll-out of liaison and diversion services in police custody suites and courts. We are also supporting roll-out of health assessment tools in the secure estate and community.

- **Key action 5**

Work with the Department of Communities and Local Government to assist YOTs in supporting the Troubled Families initiative. Work with YOTs to improve and promote effective practice in relation to parenting and working with families.

- **Key action 6**

Work with MoJ and the Department for Education to influence future arrangements for education of young people in the secure estate and to ensure that changes to education/education entitlement and access to services take account of the needs of young people in the youth justice system. Support the Association of Colleges (London) and Greater London Authority to develop protocols to help young offenders gain access to education in London.

- **Key action 7**

Support the Department for Education and other government departments to reduce criminalisation of looked-after children and improve practice in relation to this across the youth justice system, promoting positive outcomes for these children.

- **Key action 8**

Develop strategic links with partners and youth justice stakeholders in London, including working with the Mayor's Office for Policing and Crime (MOPC) to develop their approach to commissioning prevention and health services and to reduce serious youth violence, supporting the development of programmes funded by the European Social Fund across London, and supporting the London Councils' programme for peer support across YOTs.

Reducing demand for custody

Our programme of work is intended to deliver better outcomes for young people, reducing the unnecessary demand for custody. In turn, this will enable future decommissioning of secure estate beds and support delivery of savings.

- **Key action 9**

Deliver a project to reduce the unnecessary use of remand and to implement changes relating to remand in the LASPO Act 2012. This includes supporting the MoJ's consultation on and implementing proposals to recover the cost of remands to youth detention accommodation from local authorities, producing guidance on looked-after children for the secure estate and supporting effective practice at local level.

- **Key action 10**

Develop and deliver a programme to reduce demand for custody, including working with YOTs to help them make best use of data and effective practice guidance.

- **Key action 11**

Oversee and evaluate the Youth Justice Reinvestment (Pathfinder) pilot projects – four payment by results pilots with local authorities to reduce the use of custody. Drawing on learning from these, make proposals for further developments.

- **Key action 12**

Drawing on learning from the remand project, develop options and explore the feasibility of further devolution of custody budgets to further incentivise reducing the use of custody

Improving the youth justice system to deliver the YJB strategic objectives

We will support development and the spread of effective practice in key areas and develop the skills, information and other resources available to practitioners.

- **Key action 13**

Develop options and a strategy for implementing payment by results schemes in the youth justice system.

- **Key action 14**

Develop and implement a YJB Safeguarding and Public Protection Strategy, taking account of:

- recommendations in the Department for Education sponsored Munro Review of Child Protection
- recommendations arising from deaths in custody
- ongoing work to better understand, monitor and respond to self-harm in custody
- updated Multi-Agency Public Protection Arrangements (MAPPA) guidance.

- **Key action 15**

Implement a new system for reporting and reviewing community serious incidents, linking this to ongoing work to improve the current system of reporting serious and significant incidents in custody, ensuring that child protection issues are appropriately escalated and that definitions and terminology are clear and aligned across custody and the community.

- **Key action 16**

Develop a programme of work for 2012/13 to contribute to reducing the over-representation of Black and Minority Ethnic young people in the youth justice system, including promoting use of the Disproportionality Toolkit, and working with YOTs to identify and spread local effective practice.

- **Key action 17**

Subject to MoJ and Cabinet Office approval, progress a project to implement a revised framework for assessing the risks and needs of young people and planning interventions in the youth justice system. This includes developing the materials and approach to implementing practice changes in YOTs, and progressing changes to supporting ICT systems.

- **Key action 18**

Continue to work with stakeholders and partners to support their responses to the recommendations made in the 2011 HMI Constabulary-led joint inspection of appropriate adult provision and children in detention in police custody after charge.

- **Key action 19**

Deliver a programme of work to ensure that practices relating to young people at courts are effective and efficient. This will include completion of Youth Justice Interactive Learning Space (YJILS) Courts and Pre-Sentence Reports materials for youth justice practitioners; supporting the MoJ Criminal Justice System Reform Unit to deliver flexible court pilots and to improve the use of prison-court video links; and working with HM Courts and Tribunals Service, Crown Courts and the Magistrates Association to scope changes to youth court procedures to reduce the number of youth trials sent to the Crown Court.

- **Key action 20**

Support the MoJ's plans for widening the use of restorative justice, including supporting YOT workers and volunteers trained in restorative justice with updated 'Panel Matters' and other guidance, and supporting regional networks, with the assistance of the Restorative Justice Council. We will also publish emerging restorative justice practice and a restorative justice and victims' involvement framework for practitioners.

- **Key action 21**

Improve practice and support new developments aimed at reducing gang and youth violence. This will include supporting the Home Office's Ending Gang and Youth Violence initiatives, including implementation of Gang Injunctions, supporting local areas to share good practice in relation to gangs and serious youth violence, knife crime prevention programmes, and developing specialist interventions in the secure estate.

- **Key action 22**

Develop effective practice for areas identified as high priorities following consultation across the youth justice sector: domestic abuse, conduct disorders and mental health problems, girls who offend (including issues relating to

involvement with gangs), youth programme development and evaluation techniques.

- **Key action 23**

As part of the Home Office's 'Prevent' programme, deliver a work programme to support the youth justice system to identify young people at high risk of being drawn into terrorism and to offer appropriate assistance to support and divert them from this.

- **Key action 24**

Re-tender the contracts for the electronic monitoring service for young people.

- **Key action 25**

Implement *Minimising the Use of and Managing Physical Restraint* (MMPR) – a new approach to behaviour management and restraint – across the STC and under-18 YOI estate.

- **Key action 26**

Continue to implement other YJB recommendations from the government's Independent Review of Restraint and support successful delivery of recommendations assigned to other agencies, including

- improvements to debriefing of incidents of restraint
- working with the NOMS to implement a new approach to behaviour management and carrying out an assessment of restraint systems in secure children's homes.

- **Key action 27**

Support six existing resettlement consortia, and establish three further consortia, including one in South Wales. In partnership with the Greater London Authority and the Mayor's Office for Policing and Crime, support resettlement projects for Greater London funded by the European Social Fund.

- **Key action 28**

Implement a YJB-action plan to remove barriers to employment for ex-offenders who wish to work in the youth justice system.

- **Key action 29**

Improve transitions for young people from youth justice to adult justice services, including developing and launching a YJB-led Youth to Adult Transitions Framework, and supporting the Y2A (Youth to Adult) information exchange pilot. Subject to business case approval, proceed to national roll-out of Y2A.

- **Key action 30**

Pilot and evaluate a revised set of national standards for youth justice services, allowing for greater professional discretion.

- **Key action 31**

Improve the delivery of YJB information on the internet, in particular to support the dissemination of effective practice to practitioners and to align with the Cabinet Office's plans for a new cross-government website.

- **Key action 32**

Review the YJB's workforce development strategy for youth justice service practitioners, engaging youth justice practitioners in the oversight of this. This includes developing a value-for-money alternative to the Practitioners' Certificate in Effective Practice and progressing the workforce development strategy for the secure estate, including redesign of the Juvenile Awareness Staff Programme (JASP).

Overseeing and improving YOTs

The YJB provides central leadership for youth justice services in the community, to continuously improve youth justice outcomes.

- **Key action 33**

Continue to monitor YOT performance, and deliver improvement support and intervention to the poorest performing YOTs. This includes maintaining effective relationships with YOTs, their management boards and wider partners, which together make up local youth justice partnerships. It also includes identifying and addressing poor performance, informing a risk-led inspection framework and requesting ministerial intervention where necessary.

- **Key action 34**

Continue to develop and implement a new formula for the allocation of YOT grants. This includes finalising a grant formula for ministerial approval, and informing YOTs of new grant allocations using the 2011/12 distribution of grants for example purposes.

- **Key action 35**

Deliver the YOT Improvement and Development Programme, including roll-out of a new light-touch monitoring approach, development and implementation of the YOT Peer Review scheme and launch of the YOT self-assessment framework.

Commissioning the secure estate and shaping this for the future

In line with our secure estate plans until 2015, we will use our commissioning function to drive better value for money across the custodial estate, purchasing sufficient capacity to allow children and young people to be placed safely and contributing to the government's longer term vision for the secure estate.

- **Key action 36**

Monitor and manage secure estate provider performance. As well as our continuous functions of managing and monitoring secure estate contracts, this includes:

- implementing service level agreements with NOMS and developing new agreements with them for 2013-16
- implementing the performance management framework (PMF) for public and private under-18 YOIs and developing a PMF for the non-YOI sectors
- with Ofsted, HMI Prisons and the Care Quality Commission, developing a new inspection framework for STCs.

- **Key action 37**

Draft and obtain ministerial approval for the annual commissioning plan to include specific consideration for London and the South East, further decommissioning options and secure estate contingency plans.

- **Key action 38**

Carry out demand and supply analysis and demand forecasting for the secure estate population in order to develop a commissioning model that details historic demand and forecasts future demand as accurately as possible, on both a national and regional basis.

- **Key action 39**

Develop the business case for the build of an enhanced unit in an under-18 YOI, in line with our secure estate plans to 2015.

- **Key action 40**

With NOMS, deliver a project to improve the secure accommodation at Cookham Wood YOI.

- **Key action 41**

Develop evaluation criteria for further possible decommissioning in the secure estate and manage any subsequent decommissioning projects.

- **Key action 42**

Develop and agree reinvestment plans and cost reductions within public and private under-18 YOIs to deliver value for money. This will include working with NOMS to deliver their strategy for public under-18 YOIs, and delivering efficiencies in private under-18 YOIs.

- **Key action 43**

Work with the Department for Education and Ofsted to identify and ensure value for money in secure children's homes in England.

- **Key action 44**

Run a programme to re-tender STC contracts, with new contracts to be let from May 2014 onwards.

- **Key action 45**

Review and, where appropriate, re-tender other secure estate services, ensuring services meet the needs of young people and provide value for money. In 2012/13 this will include:

- completing the re-tender of the contract for secure escorts for STCs and secure children's homes
- reviewing the Young People who Sexually Abuse contract and, if appropriate, running a competition to tender for these services
- revising the specification for advocacy services and running a competition for this service.

- **Key action 46**

Initiate and deliver a project on the 'voice of the young person' to inform services delivered in the secure estate. This will include consultation with young people on the YJB Placement Service and as part of other secure accommodation projects to be undertaken during 2012/13, and researching secure establishments' practices for consultation and communication with young people to inform development of effective practice.

Developing the YJB to deliver our mandate, working closely with government and stakeholders to deliver a coherent, distinctive and effective youth justice system in a time of reduced resource

This objective describes the work that the YJB will carry out to improve its operation and delivery of its core functions.

- **Key action 47**

Maintain our statutory functions for placing young people in custody, and continue to develop and improve processes, including ensuring youth offending services' access to e-Asset and development of this system.

- **Key action 48**

Run and further develop the YJB Effective Practice model, supported by a research programme. This includes

- annual sector-wide consultation on what the priorities should be for development of new areas of effective practice
- updating YJB guidance in line with changes arising from YJB projects, policy and other changes
- developing a full partnership with the Social Research Unit. This partnership will help identify and promote research-proven practice and programmes to help deliver outcomes in the youth justice system.

- **Key action 49**

With the MoJ, develop and deliver a long-term research programme to support the youth justice system.

- **Key action 50**

Identify the 'nature of the organisation' that the YJB needs to become in order to continue to improve our operation and deliver our mandate from government.

- **Key action 51**

Complete the restructuring of the YJB, facilitate a headquarters accommodation move into MoJ accommodation and onto the MoJ ICT platform, as part of the MoJ's estates programme.

- **Key action 52**

Deliver corporate support functions, develop HR and finance strategies to facilitate the YJB meeting its objectives, and develop/implement a model for the future delivery of support services (in particular assessing options for shared service delivery with MoJ).

- **Key action 53**

Develop a YJB assurance map to identify improvements required for internal governance and control arrangements.

- **Key action 54**

Revise the YJB's communications strategy, including supporting a stakeholder action plan that makes full use of Board members' areas of expertise.

- **Key action 55**

Support ICT systems for the youth justice system and the YJB and coordinate an IT delivery plan that contributes to delivering the YJB's technology vision.

- **Key action 56**

Ensure business continuity during the Olympic period.

- **Key action 57**

Identify further savings from YJB budgets for the Spending Review period.

- **Key action 58**

In line with MoJ's arrangements for all arm's length bodies, work with the MoJ to agree and implement a revised framework agreement setting out government's sponsorship arrangements for the YJB.

- **Key action 59**

Provide data and analysis to support the YJB and the youth justice system, and to inform development of effective practice.

Youth justice in Wales

The majority of our plans set out on pages 15-23 apply to England and Wales. However the devolution of children's services, education, health and other policies to the Welsh Government has a significant impact on how youth justice services in Wales operate.

In recognition of this we have reached a formal working agreement with the Welsh Government, which includes provision for:

- a joint youth justice strategy and delivery plan for Wales
- collaborative monitoring of youth justice outcome information
- joint governance and oversight of youth justice delivery
- exchange of relevant information
- collaboration in pursuit of effective and innovative practice
- jointly appointed and funded staff
- reciprocal advice on the interface between devolved and non-devolved policy.

Joint governance of youth justice is assisted by the Wales Youth Justice Advisory Panel, which advises the Welsh Government and the YJB on the implementation of policy to prevent offending by children and young people in Wales.

The Welsh Government also provides significant funding for youth crime prevention and will be consulting on whether it needs legislation to strengthen the support that devolved services give to the youth justice system.

Our key actions for Wales for 2012/13 are shown below.

- **Key action W1**

Provide advice and support to the Welsh Government, supporting its consultation on whether legislation is needed to strengthen the support that devolved services give to youth justice.

- **Key action W2**

Implement, for Wales, changes arising from the LASPO Act 2012, including facilitating a Wales-wide approach to out of court disposals.

- **Key action W3**

Produce a 'reducing use of custody' support package for Wales.

- **Key action W4**

Develop a joint approach to speech, language and communication needs in the youth justice system with the Welsh Government.

- **Key action W5**

Work with the Welsh Government to develop and improve resettlement in Wales, including; developing a Wales resettlement strategy, delivering a resettlement checklist project to improve local practice and establishing and supporting a South Wales Resettlement consortium.

- **Key action W6**

Carry out focused thematic reviews of devolved service delivery in YOTs and the secure estate in Wales.

- **Key action W7**

Refine and implement changes to the oversight of YOTs in Wales to support YOT improvement and development.

- **Key action W8**

Refine and operate the YJB Effective Practice Cycle within the context of devolved services in Wales.

- **Key action W9**

With the Welsh Government and Children's Commissioner's Office, continue to improve consultation and participation practices for young people in the youth justice system.

- **Key action W10**

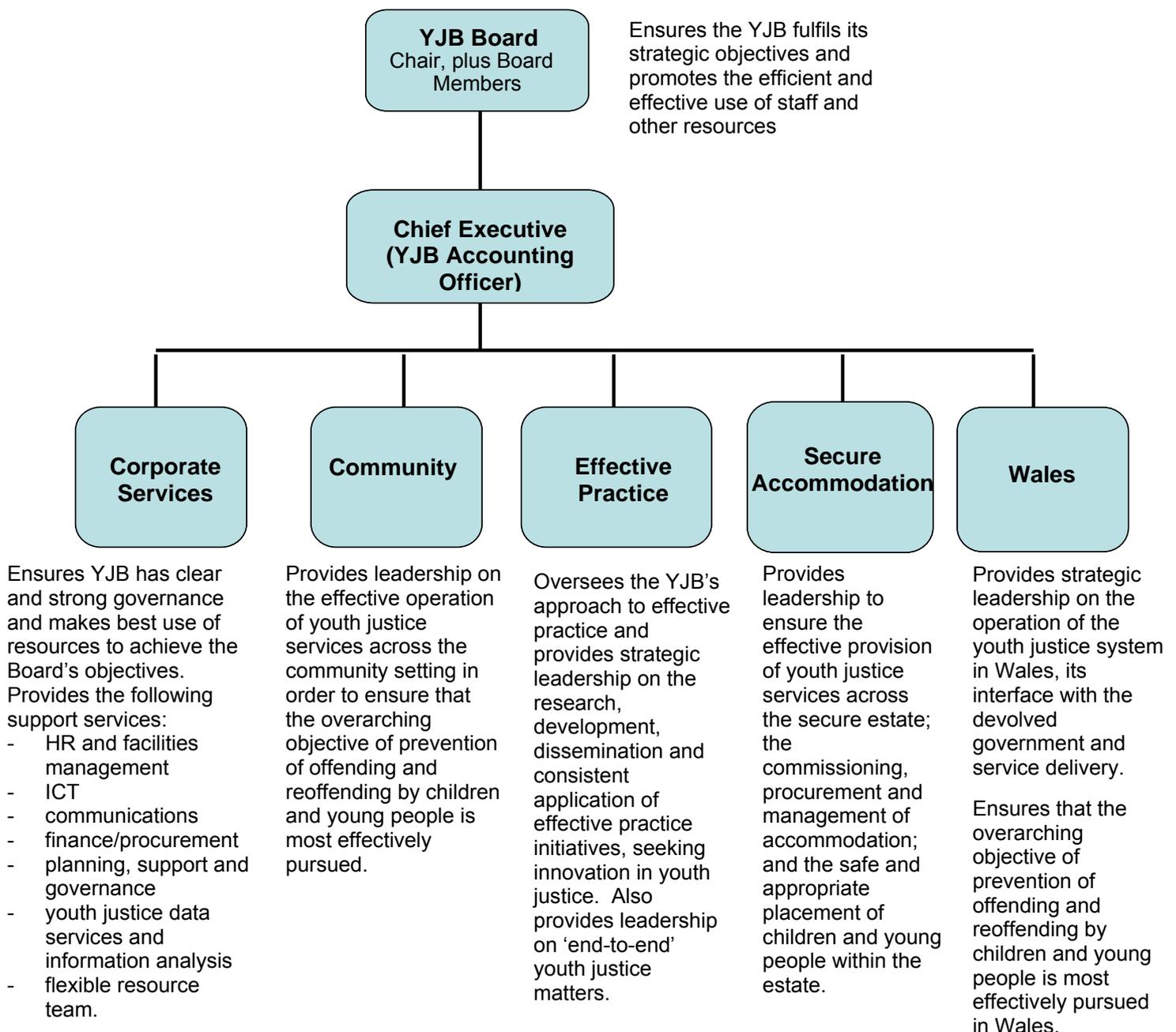
Develop with the Welsh Government a data hub for Wales, to provide information about the operation of youth justice in Wales, in line with the UK Government's transparency agenda.

We will also continue joint oversight of the existing Wales youth justice performance indicator set agreed by the Welsh Government (page 10).

Resources and budget allocation 2012/13

Our organisation

As at 1 April 2012, the YJB had 223 full-time equivalent staff in place. Over the last year, we developed a new organisational design for the YJB and new processes for how we operate. This was designed to help the YJB to reduce running costs by one-third, against the 2010/11 baseline budget and also to support a greater focus on effective practice. The new organisational design was implemented in April 2012 and the high-level structure is shown below.



Budget allocation for 2012/13

Our budget and resources are used to maintain and improve youth justice services.

Table 1: Resource budget allocation for 2012/13

Area of spend	2012–13 £m	Funding source	What the budget buys and achieves
Community youth justice services			
Grants	110	Home Office £7m MoJ £103m	£108m effective practice grants to all YOTs to support delivery of: <ul style="list-style-type: none"> the three youth crime and justice outcomes (reducing first time entrants, reducing reoffending, reducing use of custody) indicators 4-6 in the Wales Youth Justice Indicator Set the Home Office's drugs, alcohol, serious youth violence and knife crime prevention priorities. Intensive Fostering grants (£2m).
Workforce development	1	MoJ	Workforce development, and the identification and development of good practice.
Other community programme support	2	MoJ	Includes implementation and support for effective practice programmes, e.g. education programmes, support for resettlement consortia.
Total	113		
Custodial services			
Prison Service under-18 YOIs	90	MoJ	Secure accommodation in Prison Service under-18 YOIs.
Private under-18 YOIs	33	MoJ	Secure accommodation in private under-18 YOIs.
Secure escort contracts	17	MoJ	Transport for young people to and within the secure estate, e.g. from court to custody.

Area of spend	2012–13 £m	Funding source	What the budget buys and achieves
Other custodial contracts	8	MoJ	Contracts for services provided for young people, e.g. advocacy, social workers. Pathfinder pilots to test approaches to payment by results for reducing use of custody.
Secure training centres	51	MoJ	Secure accommodation in secure training centres.
Secure children's homes	33	MoJ	Secure accommodation in secure children's homes.
Total custodial services	232		
Other areas of expenditure			
Operating costs	15	MoJ	Staff and administrative costs, including premises and our communications.
Youth justice system ICT support	3	MoJ	Support and maintenance of youth justice system ICT systems: Connectivity, eAsset, Youth Justice Management Information System.
YJB ICT support	2	MoJ	Day-to-day running of internal ICT systems, including support and maintenance, network links, small-scale development work.
Non-cash costs	4	MoJ	Depreciation.
Total resource budget	369		

Planning assumptions and managing risks and opportunities

Planning assumptions

For some young people who have offended, custody is the most appropriate option. However, some young people are sent to custody when their needs could be better addressed, and their punishment better achieved, in the community. Our key planning assumptions are that:

- the custodial population continues to decrease in line with forecasts (see appendix C); and
- new government policies and actions by the YJB will further reduce inappropriate use of custody.

Managing risks and opportunities

We manage risks to delivery in partnership with local youth offending services, secure estate providers and others. Key risks and our strategies for managing them are set out below.

1. Funding reductions lead to loss of services aimed at preventing offending and reducing reoffending

Local youth justice services have seen falls in their funding. The MoJ has sought to limit its own reductions to YOT grants and we continue to make the case to other partners to invest in prevention activities. We continue to support YOTs in developing information to make the case for youth justice funding locally, for example to inform Police and Crime Commissioners' investment decisions, and through the use of a value-for-money toolkit for YOTs. Our work programme is designed to take account of the need to deliver more, with fewer resources, and to encourage professional discretion and innovation. This includes developing schemes to incentivise performance, identifying and disseminating effective practice, and developing approaches for peer-support between practitioners.

2. Demand for custody does not reduce, with the result that savings cannot be delivered

We closely monitor trends in demand for custody in order to commission the secure estate effectively. Appendix C sets out our current assumptions in relation to reducing demand. Our work programme includes projects to reduce unnecessary use of remand, and reduce demand for custody where an appropriate community sentence is available. We continue to work closely with the MoJ to influence and shape policy development and its implementation so that this will have the desired impact on reducing demand.

3. Safeguarding and risk of serious harm to young people who offend

Arrangements for managing risk of harm to children and young people who offend are set out in the national standards and practice guidance that local youth offending services are required to comply with. Our contract

management and monitoring for the secure estate provides a means to assess whether providers have adequate risk management arrangements in place. As part of establishing a new performance management framework, we are reviewing our approach to managing contracts with secure accommodation providers. We have also increased the capability of our Placement Service and are supporting implementation of a programme of work covering use of restraint in the secure estate, and a new behaviour management system for use in under-18 YOIs and STCs. The YJB's Placement Service and Safeguarding Team are working together to improve the reporting of serious and significant incidents, and are reviewing this in line with changes being introduced to the community serious incident process. Our safeguarding governance board oversees specific actions and trends arising from deaths in custody and reportable incidents, and we are developing a YJB safeguarding strategy to clarify and structure the YJB's role and expectations around safeguarding in the youth justice system.

4. Loss of coherent delivery of youth justice at national and local level

Increased local accountability for delivery presents opportunities for local innovation and reduced bureaucracy by allowing for more professional discretion. Our work programme supports this, including lighter-touch, outcome-based oversight of youth justice services, with intervention in the poorest performing YOTs, and continued monitoring of the delivery of secure estate contracts. In a changing local delivery environment, we continue to work closely with national and local partners so that health, education and other support services are available to address young people's welfare needs and offending behaviour. We are providing guidance to YOTs on changes relating to the commissioning of health services, and on working with Police and Crime Commissioners. We have also advised local partners on the main requirements on them relating to YOTs and their Management Boards.

5. YOT performance declines

A number of factors can affect YOTs' achievement of youth justice outcomes (including risks set out above). We continue to work with YOTs to help them improve and share effective practice. The Youth Justice Performance Improvement Framework (YJPIF) is the YJB's approach to monitoring and performance improvement for YOT partnerships in England and Wales. The YJPIF encompasses a number of elements that work together to support improvements to YOT practice and performance and its objectives are to:

- promote YOT performance improvement
- shape youth justice system improvement
- improve outcomes for young people.

The YJPIF is underpinned by information and knowledge of local, regional and national youth justice delivery across England and Wales. This knowledge base is used to set priorities for individual YOT partnership improvement and allows the YJB to target its performance improvement resources on geographical and thematic areas of performance. The YJB is developing and embedding a new approach to YOT oversight. This includes a revised quarterly performance oversight process, an approach to how the oversight process will link with risk-led inspections, and new peer review and support arrangements. These approaches will be implemented throughout 2012/13.

Appendix A: Key delivery dates for 2012/13

The table below sets out in more detail what will be delivered during the year, and delivery dates for key aspects of our work.

Table 2: Delivery dates during 2012/13

Key action number	Key action	Date
Shape the wider youth justice system for the future		
1	<p>Support the MoJ's policy unit for youth justice and women to work with other government departments to shape policy that affects the youth justice system and its outcomes. These departments include:</p> <ul style="list-style-type: none"> • Home Office (out-of-court disposals framework; gangs and youth violence; Police and Crime Commissioners) • Department of Communities and Local Government (Troubled Families initiative) • Department of Health (health reforms) • Department for Education, Department for Work and Pensions, Department for Business, Innovation and Skills (early intervention grant, education reforms, education in custody, access to employment and training, looked-after children and child protection) • Welsh Government (legislative programme). 	Ongoing
2	<p>Support the implementation of changes to the out-of-court disposals framework and other Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 changes.</p> <ul style="list-style-type: none"> • Produce practice change notes for YOTs on all youth aspects of the LASPO Act 2012. Update online case management guidance, Youth Rehabilitation Order guidance and Referral Order guidance. <p>Implement changes relating to out-of-court disposals, including guidance and training/briefing for YOTs, police staff, the Crown Prosecution Service, courts and other staff affected.</p>	<p>April 2013</p> <p>By April 2013</p>

Key action number	Key action	Date
3	<p>Support the introduction of Police and Crime Commissioners.</p> <ul style="list-style-type: none"> • Engage with key stakeholders: Home Office, Local Government Association and Police Authorities. • Support YOTs to develop the evidence base and value-for-money information for current YOT programmes to support PCC investment decisions; provide justice sector guidance. 	<p>Ongoing</p> <p>Aug 2012</p>
4	<p>With the Department of Health, support health reforms and deliver health projects, including:</p> <ul style="list-style-type: none"> • influencing new commissioning arrangements for substance misuse, health and prevention services; supporting production of the Department of Health's Health and Wellbeing Needs Assessment tool (for custody and community); influencing roll-out of Liaison and Diversion services in police custody and courts. • supporting YOTs to implement relevant NHS reforms to ensure the best outcomes for the youth justice system and developing a YJB YOT Health Toolkit • developing quality standards for healthcare for young people in secure settings • rolling out the Comprehensive Health Assessment Tool (CHAT) in the secure estate from April 2012 and in the community/YOTs from January 2013 • consider the feasibility of rolling out the SystemOne (Health ICT system) across the secure estate (subject to business case). 	<p>Ongoing</p> <p>June 2012 – March 2013</p> <p>March 2013</p> <p>Jan 2013</p> <p>March 2013</p>
5	<p>With the Department of Communities and Local Government, assist YOTs to support the Troubled Families initiative. Improve YOT practice in relation to parenting and working with families.</p>	<p>Ongoing</p>
6	<p>Work with the MoJ and the Department for Education to influence future arrangements for education of young people in the youth justice system.</p> <ul style="list-style-type: none"> • Work with the MoJ and the Department for Education to influence the future arrangements for education. • Support the Association of Colleges (London) and Greater London Authority to develop protocols to help young offenders gain access to education. 	<p>Ongoing</p> <p>Dec 2012</p>

Key action number	Key action	Date
7	<p>Support the Department for Education and other government departments to reduce criminalisation of looked-after children.</p> <ul style="list-style-type: none"> • Consult with YOTs to identify good practice. Identify barriers to delivering good practice and to recording information about looked-after children. 	Nov 2012
8	Develop strategic links with partners and youth justice stakeholders in London.	Ongoing
Reduce demand for custody		
9	<p>Deliver a project to reduce the unnecessary use of remand and, with the MoJ, implement changes relating to remand in the LASPO Act 2012</p> <ul style="list-style-type: none"> • Develop an outline financial model for giving local authorities greater financial responsibility for remands to youth detention accommodation and draft practice guidance on application of looked-after child status for all remands. • Support the MoJ in consulting on a proposed model for giving local authorities greater financial responsibility for remand to youth detention accommodation (Jul- Sept 2012) and finalise proposed model for devolving budgets. • Begin the process of funding and cost recovery for remands to youth detention accommodation. 	<p>June 2012</p> <p>Dec 2012</p> <p>April 2013</p>
10	<p>Reduce demand for custody. Programme is likely to include:</p> <ul style="list-style-type: none"> • offering all YOTs data analysis tool, bed nights tracker and best practice guidance • targeted/individualised support to some YOTs. 	Ongoing during 2012/13
11	<p>Oversee and evaluate the Youth Justice Reinvestment (Custody Pathfinder) pilot projects.</p> <ul style="list-style-type: none"> • Draw on learning and begin to make proposals for further developments. 	<p>Ongoing during 2012/13</p> <p>Oct 2012</p>

Key action number	Key action	Date
12	Devolution of custody budgets. <ul style="list-style-type: none"> • Develop options and a possible methodology for further devolution of custody budgets. 	March 2013
Improve the youth justice system to deliver the YJB strategic objectives		
13	Develop options and a strategy for implementing payment by results schemes in the youth justice system.	March 2013
14	Develop and implement a YJB safeguarding and public protection strategy. <ul style="list-style-type: none"> • Strategy to be completed for publication. 	Oct 2012
15	Implement a new system for reporting and reviewing community serious incidents. <ul style="list-style-type: none"> • Piloting of new system to begin. 	Ongoing April 2012
16	Develop a programme of work for 2012/13 to contribute to reducing the over-representation of Black and Minority Ethnic young people in youth justice. This is likely to include: <ul style="list-style-type: none"> • completing work on, and promoting the use of, the Disproportionality Toolkit, and identifying local effective practice for dissemination to YOTs. 	Ongoing during 2012/13
17	Progress the project to implement a revised assessment and planning framework for young people in the youth justice system. <ul style="list-style-type: none"> • Obtain project approval from MoJ/Cabinet Office. • Commence business change activity for YOTs. • Commence technical development. 	Ongoing during 2012 Aug 2012 Feb 2013 Aug 2012
18	Continue to work with stakeholders and partners to support their responses to the recommendations made in the 2011 HMI Constabulary-led joint inspection of appropriate adult provision and children in detention in police custody after charge. ⁹	March 2013

⁹ HMI Constabulary with HMI Prisons, HMI Probation, the Care Quality Commission, the Healthcare Inspectorate Wales and the Care and Social Services Inspectorate Wales (2011)

Key action number	Key action	Date
19	<p>Deliver a programme of work to ensure that practices relating to courts are effective and efficient.</p> <ul style="list-style-type: none"> • Complete YJLS courts and pre-sentence reports modules. • Support the MoJ Criminal Justice System Reform Unit to deliver flexible court pilots and improve the use of prison-to-court video links. • Update the Making it Count in Court Toolkit. • In partnership with HM Courts and Tribunals Service, Crown Courts and the Magistrates Association, scope changes to youth court procedures to reduce the number of youth trials sent to the Crown Court. 	<p>Nov 2012</p> <p>March 2013</p> <p>March 2013</p> <p>April 2013</p>
20	<p>Widen the use of restorative justice. This is likely to include:</p> <ul style="list-style-type: none"> • supporting YOT workers and volunteers trained in restorative justice with updated 'Panel Matters' and other guidance; supporting regional networks, with the assistance of the Restorative Justice Council • publishing emerging restorative justice practice and a restorative justice and victims involvement framework for practitioners • updating joint MOJ/YJB Referral Order guidance to include LASPO Act 2012 changes. 	Ongoing
21	<p>Improve practice and support new developments aimed at reducing gang and youth violence, including in areas such as gang injunctions, knife crime prevention programmes; specialist interventions in custody; and providing information to the inquiry by the Office of the Children's Commissioner into girls exploited through groups and gangs.</p>	March 2013

Who's looking out for the children? A joint inspection of Appropriate Adult provision and children in detention after charge. <http://www.hmic.gov.uk/media/whos-looking-out-for-the-children-20111215.pdf>

Key action number	Key action	Date
22	<p>Develop effective practice in key areas, in line with sector-identified high priorities, including.</p> <ul style="list-style-type: none"> • domestic abuse • conduct disorders and mental health problems • girls who offend (including in relation to gangs) • youth programme development and evaluation techniques. <p>Timescales dependent on further scoping following calls for practice.</p>	Calls for practice April 2012
23	<p>Deliver a work programme to support the youth justice system to identify young people at high risk of being drawn into terrorism and to offer appropriate assistance to support and divert them from this (part of the Home Office's 'Prevent' programme).</p>	Ongoing
24	<p>Re-tender the contracts for the electronic monitoring service for young people.</p> <ul style="list-style-type: none"> • Contract award November 2012. 	Nov 2012
25	<p>Implement Minimising the Use of and Managing Physical Restraint (MMPR) across the STC and under-18 YOI estate.</p> <ul style="list-style-type: none"> • In partnership with NOMS, begin the process to appoint new 'use of force supervisors' at each establishment. • Plan and host a national stakeholder event and local events prior to each establishment going live with MMPR. • Implement a new data reporting and collection system for MMPR. 	<p>Aug 2012</p> <p>National event June 2012, first local event Jan 2013</p> <p>Jan 2013</p>
26	<p>Continue to implement YJB recommendations arising from the Independent Review of Restraint.</p> <ul style="list-style-type: none"> • Develop and agree an advocacy protocol, including advice on involvement in debriefing of incidents of restraint • With NOMS, implement a new approach to behaviour management at an agreed development site. 	<p>May 2012</p> <p>June 2012</p>

Key action number	Key action	Date
27	<p>Support development and operation of resettlement consortia.</p> <ul style="list-style-type: none"> • Support existing consortia in six areas of England. • Establish new resettlement consortia in South Wales and two further areas. • In partnership with the Greater London Authority and the Mayor's Office for Policing and Crime, develop a European Social Funding specification and allocation for Greater London. Support successful bids to launch September 2012. 	<p>Ongoing March 2013 Sept 2012</p>
28	<p>Implement a YJB action plan to remove barriers to employment for ex-offenders who wish to work in the youth justice system.</p>	<p>March 2013</p>
29	<p>Improve transitions for young people from youth justice to adult justice services.</p> <ul style="list-style-type: none"> • Launch the YJB-led Youth to Adult Transitions Framework • Support the Y2A (Youth to Adult) information exchange pilot and begin national roll-out (subject to business case). 	<p>Sept 2012 Sept 2012 (to complete later in 2013)</p>
30	<p>Pilot and evaluate a revised set of national standards for youth justice services.</p> <ul style="list-style-type: none"> • National trial begins April 2012. Evaluation from October 2012 to February 2013. • Revised standards for ministerial approval. • Amendments to associated guidance. • Case management and youth justice ICT system changes consequent on the new standards. 	<p>Feb 2013 March 2013 By March 2013 During 2013</p>

Key action number	Key action	Date
31	<p>Improve the delivery of YJB information on the internet, supporting the dissemination of effective practice to practitioners and to align with the Cabinet Office's plans for a new cross-government website. This will include:</p> <ul style="list-style-type: none"> • development of youth justice content and functionality for the new cross-government website. <p>Dates depend on the Cabinet Office plans. It is intended that all arm's length bodies will use the new cross-government website by March 2014.</p>	Ongoing during 2012/13
32	<p>Review the YJB's workforce development strategy for youth justice service practitioners and further develop the workforce development strategy for the secure estate.</p> <ul style="list-style-type: none"> • Deliver new practitioner development resources for court skills and restorative justice, effective practice and assessment. • Develop the 'youth justice sector foundation skills approach' and subsequent sector-specific skills approaches. • Redesign the Juvenile Awareness Staff Programme (JASP) for the secure estate. 	<p>Sept 2012</p> <p>Ongoing 2012/13</p> <p>Ongoing 2012/13</p>
Oversee and improve YOTs		
33	Continue to monitor YOT performance, and deliver improvement support and intervention to the poorest performing YOTs.	Ongoing
34	<p>Continue to develop and implement a new formula for the allocation of YOT grants.</p> <ul style="list-style-type: none"> • Finalise the proposed youth justice grant formula for ministerial approval. • Inform YOTs of the new grant allocations using the 2011/12 distribution of grants for example purposes. 	<p>Aug 2012</p> <p>Sept 2012</p>

Key action number	Key action	Date
35	<p>Deliver the YOT improvement and development programme.</p> <ul style="list-style-type: none"> • Roll-out a new light-touch monitoring approach, including the development of supporting data and performance assessment tools. • Develop a model for roll-out of the peer review scheme. • Launch and promote the YOT self-assessment framework. • Publish all relevant documentation about the YOT improvement and development programme. 	<p>April – Sept 2012</p> <p>April – June 2012</p> <p>April – June 2012</p> <p>Sept 2012</p>
Commission the secure estate and shape this for the future (in line with the secure estate plans to 2015)		
36	<p>Monitor and manage secure estate provider performance. This includes:</p> <ul style="list-style-type: none"> • implementing service level agreements with NOMS (June 2012) and developing new agreements with them for 2013-16 • implementing the performance management framework (PMF) for public and private under-18 YOIs • beginning development of a PMF for STCs and secure children’s homes (for completion in 2013/14) • developing a new inspection framework for secure training centres. 	<p>Ongoing</p> <p>March 2013</p> <p>March 2013</p> <p>Sept 2012</p> <p>Oct 2012</p>
37	<p>Draft and obtain ministerial approval for the annual commissioning plan to include specific consideration for London and the South East, further decommissioning options and secure estate contingency plans.</p>	<p>May 2012</p>
38	<p>Carry out demand and supply analysis and demand forecasting for the secure estate.</p>	<p>Ongoing</p>
39	<p>Develop the business case for the build of an enhanced unit in an under-18 YOI, in line with our secure estate plans to 2015.</p> <ul style="list-style-type: none"> • Complete the outline business case by May 2012. Proceed with project following approval. 	<p>Ongoing to 2015</p>

Key action number	Key action	Date
40	With NOMS, deliver a project to improve the secure accommodation at Cookham Wood YOI.	Ongoing in 2012/13
41	Develop evaluation criteria for further possible decommissioning in the secure estate and manage any subsequent decommissioning projects.	Ongoing
42	<p>Develop and agree reinvestment plans and cost reductions within public and private under-18 YOIs to deliver value for money. This will include working with NOMS to deliver their strategy for public under-18 YOIs, and delivering efficiencies in private under-18 YOIs.</p> <ul style="list-style-type: none"> • Support NOMS to deliver their strategy for public under-18 YOIs, including implementing the core day review; influencing the design and implementation of the fair and sustainable NOMS restructure project (including staff to young people ratio); implementing the non-pay cost assessment. • Deliver efficiencies in private under-18 YOIs. 	<p>March 2013</p> <p>March 2013</p>
43	Work with the Department for Education and Ofsted to identify and ensure value for money in secure children's homes in England.	Ongoing
44	Run a programme to re-tender STC contracts, with new contracts to be let from May 2014 onwards.	Ongoing to 2014/15
45	<p>Review and, where appropriate, re-tender other secure estate services, including:</p> <ul style="list-style-type: none"> • re-tendering escorts for secure training centres and secure children's homes: <ul style="list-style-type: none"> • award secure escort contract (April 2012) • manage the mobilisation of the contract change (April – Aug 2012) • reviewing the Young People who Sexually Abuse (YPSA) contract, and, if appropriate, running a competition to tender for YPSA services • advocacy contract recompetition – mobilisation of contract change. 	<p>Aug 2012</p> <p>Oct 2012</p> <p>March 2013</p>

Key action number	Key action	Date
46	Initiate and deliver a project on the 'voice of the young person' to inform services delivered in the secure estate, including: <ul style="list-style-type: none"> • consultation with young people on the YJB Placement Service • researching secure establishments' practices for consultation and communication with young people to inform development of effective practice. 	March 2013
Develop the YJB to deliver our mandate, working closely with government and stakeholders to deliver a coherent, distinctive and effective youth justice system in a time of reduced resource		
47	Place young people in custody and continue to develop and improve processes.	Ongoing
48	Run and further develop the YJB Effective Practice model, supported by a research programme.	Ongoing
49	With the MoJ, develop and deliver a long-term research programme to support the youth justice system.	Ongoing
50	Identify the 'nature of the organisation' that the YJB needs to become in order to continue to improve our operation and deliver our mandate from government. <ul style="list-style-type: none"> • Plan delivery of change. 	Dec 2012 March 2013
51	Complete the restructuring of the YJB, facilitate a headquarters accommodation move into MoJ accommodation and onto the MoJ ICT platform as part of the MoJ's estates programme. <ul style="list-style-type: none"> • Implement the YJB's new structure for the start of 2012/13. • Move HQ accommodation into 102 Petty France. 	April 2012 June 2012

Key action number	Key action	Date
52	<p>Deliver corporate support functions and develop the model for their future delivery.</p> <ul style="list-style-type: none"> • Deliver business as usual support: YJB accounts, financial planning and procurement services; HR and facilities management; corporate planning, YJB governance and programme support; communications support – media queries, publications, events, e-communications. • Refresh the YJB intranet site. • Develop a model for the future delivery of YJB support services (in particular assessing options for shared service delivery with MoJ), and commence implementation of the selected option. • Develop a service level agreement for all support services. • Develop an HR strategy for the YJB that facilitates the YJB meeting its objectives. • Develop a finance strategy that facilitates the YJB meeting its objectives, including a fees and charging policy; SR10 financial modelling and savings plan delivery; support for payment by results schemes and options development. 	<p>Ongoing</p> <p>Oct 2012</p> <p>Oct 2012</p> <p>Oct 2012</p> <p>Oct 2012</p> <p>Oct 2012</p>
53	<p>Develop a YJB assurance map to identify improvements required for internal governance and control arrangements and plan changes.</p>	<p>Oct 2012</p>
54	<p>Revise the YJB's communications strategy, to include the production of a stakeholder action plan that makes full use of Board members' areas of expertise.</p>	<p>June 2012</p>
55	<p>Support youth justice system and YJB ICT systems and coordinate an ICT delivery plan that supports delivery of the YJB's technology vision.</p> <ul style="list-style-type: none"> • Coordinate YJB business change projects and develop the overarching ICT delivery plan for 2012/13. • Work with MoJ ICT to develop and deliver YJB business change projects and measure progress against the ICT delivery plan. • Maintain security accreditation for all YJB ICT systems. 	<p>June 2012</p> <p>Ongoing throughout 2012/13</p> <p>Ongoing</p>

Key action number	Key action	Date
56	Ensure business continuity during the Olympic period.	Apr – Sept 2012
57	Identify further savings from YJB budgets for the Spending Review period.	Ongoing
58	In line with the MoJ's arrangements for all arm's length bodies, work with the MoJ to agree and implement a revised framework agreement setting out the government's sponsorship arrangements for the YJB.	July 2012
59	<p>Provide data and analysis to support the YJB and the youth justice system, and to inform development of effective practice.</p> <ul style="list-style-type: none"> • Publish youth justice statistics 2011/12. • Produce monthly custody reports. • Update custody forecasts. • Complete the Youth Justice Management Information System Action Plan. • Publish local-level YOT data to support the Youth Justice Statistics 2011/12. • Publish quarterly data to YOTs. 	<p>Ongoing</p> <p>Jan 2013</p> <p>Ongoing</p> <p>Bi-annual</p> <p>March 2013</p> <p>July 2012</p> <p>Ongoing</p>
Youth Justice in Wales		
W1	<p>Provide advice and support to the Welsh Government, supporting its consultation on legislation.</p> <ul style="list-style-type: none"> • End of evidence gathering phase. • Consultation. • Joint YJB/Welsh Government Wales Youth Offending Strategy drafted. 	<p>Aug 2012</p> <p>Sept – Nov 2012</p> <p>March 2013</p>
W2	Implement, for Wales, changes arising from the LASPO Act 2012, including facilitating a Wales-wide approach to out-of-court disposals. Timing depends on implementation of LASPO Act 2012 provisions.	Nov 2012
W3	<p>Produce a 'reducing use of custody' support package.</p> <ul style="list-style-type: none"> • Review Nacro Cymru custody studies, and develop practitioner support materials for user testing. • Disseminate materials to practitioners. 	<p>June – Sept 2012</p> <p>Jan – March 2013</p>

Key action number	Key action	Date
W4	<p>Develop a joint approach to speech, language and communication needs in the youth justice system with the Welsh Government.</p> <ul style="list-style-type: none"> • Review existing practice. <p>Roll-out depends on further scoping, to be carried out by May 2012.</p>	April 2012
W5	<p>Work with the Welsh Government to develop and improve resettlement in Wales.</p> <ul style="list-style-type: none"> • Deliver a resettlement strategy with the Welsh Government. • Resettlement checklist project: <ul style="list-style-type: none"> • six-month evaluation of six YOT pilot sites and Parc YOI • depending on results, initiate Phase 2 pilot. • Develop and support a South Wales Resettlement Consortium – to be operational autumn 2012. 	<p>Dec 2012</p> <p>Oct 2012</p> <p>Jan 2013</p> <p>Oct 2012</p>
W6	<p>Carry out focused thematic reviews of devolved service delivery in YOTs and the secure estate in Wales.</p> <ul style="list-style-type: none"> • Report to Welsh Government July 2012. 	July 2012
W7	Refine and implement changes to the oversight of YOTs in Wales to support YOT improvement and development.	Ongoing
W8	Refine and operate the YJB Effective Practice cycle within the context of devolved services in Wales.	Ongoing
W9	With the Welsh Government and Children's Commissioner's Office (Wales), continue to improve consultation and participation practices for young people.	Ongoing
W10	With the Welsh Government, develop a data hub for Wales, to provide information about the operation of youth justice in Wales, in line with the UK Government's transparency agenda.	March 2013

Appendix B: Contribution of 2012/13 key actions to strategic objectives

Table 3: How our key actions for 2012/13 contribute to delivering our strategic objectives

Key action		We will work in partnership across the community and commission the secure estate to:				Continue to develop the YJB to deliver our mandate
		Prevent offending	Reduce reoffending	Protect the public and support victims	Promote the safety and welfare of young people in the criminal justice system	
1	Work with other government departments	√	√	√	√	
2	Out-of-court disposals framework	√				
3	Introduction of Police and Crime Commissioners	√	√	√	√	
4	Working with the Department of Health	√			√	
5	Troubled families and parenting	√	√			
6	Working with the Department for Education: influence arrangements for education of young people in the youth justice system		√			
7	Reduce criminalisation of looked-after children	√	√			
8	Strategic links with London	√	√	√	√	

* Full wording: Continue to develop the YJB to deliver our mandate, working closely with government and stakeholders to deliver a coherent, distinctive and effective youth justice system in a time of reduced resource (see page 8).

Key action		We will work in partnership across the community and commission the secure estate to:				Continue to develop the YJB to deliver our mandate
		Prevent offending	Reduce reoffending	Protect the public and support victims	Promote the safety and welfare of young people in the criminal justice system	
9 – 12	Reduce demand for custody		√			
13	Payment by results schemes		√			
14	Safeguarding and public protection strategy			√	√	
15	Community serious incidents			√	√	
16	Disproportionality in the youth justice system				√	
17	Assessment framework project		√			
18	Appropriate adult provision and children in detention in police custody after charge				√	
19	Effective and efficient courts		√	√		
20	Restorative justice		√	√		
21	Gang and youth violence		√	√		
22	Sector effective practice priorities	√	√	√	√	
23	Preventing terrorism	√				
24	Electronic monitoring		√			√
25	Implement Minimising the Use of and Managing Physical Restraint				√	
26	Restraint recommendations and behaviour management				√	
27	Resettlement		√		√	

Key action		We will work in partnership across the community and commission the secure estate to:				Continue to develop the YJB to deliver our mandate
		Prevent offending	Reduce reoffending	Protect the public and support victims	Promote the safety and welfare of young people in the criminal justice system	
28	Removing barriers to employment of ex-offenders		√		√	√
29	Transition from youth to adult justice services		√		√	
30	Revised national standards	√	√	√	√	
31	YJB information on the internet for practitioners and others	√	√	√	√	
32	Workforce development strategy	√	√	√	√	
33 – 35	Oversee and improve YOTs	√	√	√	√	
36	Monitor and manage secure estate provider performance		√		√	√
37	Annual commissioning plan		√	√	√	√
38	Demand and supply analysis for secure estate population		√		√	√
39	Enhanced unit in an under-18 YOI				√	
40	Improve accommodation at Cookham Wood YOI				√	
41	Decommissioning in the secure estate				√	√
42	Reinvestment and cost reductions in under-18 YOIs					√
43	Ensure value for money in secure children's homes		√		√	√
44	Re-tender STC contracts		√		√	
45	Review and retender other secure estate services		√		√	

Key action		We will work in partnership across the community and commission the secure estate to:				Continue to develop the YJB to deliver our mandate
		Prevent offending	Reduce reoffending	Protect the public and support victims	Promote the safety and welfare of young people in the criminal justice system	
46	Voice of the young person project		√		√	
47	Place young people in custody (Placement Service)				√	√
48	Effective practice	√	√	√	√	√
49	Research programme	√	√	√	√	√
50	Identify the 'nature of the organisation' that the YJB needs to become					√
51	Restructure the YJB. HQ accommodation move and ICT move onto MoJ services					√
52	Deliver corporate support functions and develop the model for their future delivery (HR, communications, finance, procurement, planning and governance)					√
53	Develop a YJB assurance map for internal governance					√
54	YJB communications strategy and stakeholder engagement					√
55	Support youth justice system and YJB ICT system. Coordinate an IT delivery plan that supports delivery of the YJB's technology vision					√
56	Ensure business continuity during the Olympic period					√
57	Identify further savings from YJB budgets for the SR11-15 period					√

Key action		We will work in partnership across the community and commission the secure estate to:				Continue to develop the YJB to deliver our mandate
		Prevent offending	Reduce reoffending	Protect the public and support victims	Promote the safety and welfare of young people in the criminal justice system	
58	In line with the MoJ's arrangements for all arm's length bodies, agree and implement a revised framework agreement setting out the government's sponsorship arrangements for the YJB					√
60	Provide data and analysis to support the YJB and the youth justice system, and to inform development of effective practice	√	√			√
W1	Welsh Government legislative programme	√	√	√	√	√
W2	Out-of-court disposals framework (Wales)	√				
W3	Reduce demand for custody (Wales)		√			
W4	Speech, language and communication needs guidance (Wales)		√		√	
W5	Resettlement (Wales)		√		√	
W6	Thematic reviews in Wales	√	√	√	√	
W7	Oversee and improve YOTs (Wales)	√	√	√	√	√
W8	Effective practice (Wales)	√	√	√	√	√
W9	Participation project (Wales)		√		√	

Appendix C: Reducing demand for custody – assumptions

The delivery of spending review savings depends largely on decommissioning spare capacity in the secure estate. To achieve the savings, there must be continued significant falls in the demand for custody, both as a result of improvement in youth justice outcomes and through policies aimed at reducing inappropriate use of custody (for example, when a community sentence would be more effective), or through improved approaches to use of remand.

There have been encouraging signs of progress across the youth justice system in recent years. During 2010/11, there was an average of 2,040 young people in custody at any one time (under 18), a decrease of 378 from the 2009/10 average of 2,418 young people in custody. Recent trends indicate continued reductions, albeit at a slower rate.

The YJB forecasts demand for custody as part of our plan for commissioning secure estate accommodation. Forecasting is inherently uncertain – the secure estate population is small, and comprises young people with a wide range of needs that are met by different types of establishment and services. There is always a risk that unforeseen factors will impact on demand, therefore:

- projections are reviewed regularly, in addition to attempts to predict long-term trends via modelling
- we also rely on actual custody figures as a sensible ‘check and balance’ on any commissioning decisions
- we have contingency plans in place that cover all three sectors.

For the Spending Review period, predictions based on existing trends (without taking account of the impact of new policy initiatives) indicate that the reduction in demand for custody seen over the past two years could be expected to continue, but at a slower rate. After making an allowance for ‘headroom’ (additional beds which enable the system to operate effectively, efficiently and at an acceptable level of risk), we currently anticipate that a commissioned total of 2,160 beds would be required by the end of the 2011/15 Spending Review period.

Table 4: Forecast number of beds required in the secure estate 2013-15

Year	Anticipated number of beds required
April 2013	2,230
April 2014	2,200
April 2015	2,160

In addition to the above, we also forecast the predicted impacts from policy changes aimed at reducing inappropriate use of custody. The policy impacts modelled are:

- the creation of a new remand framework and local authorities becoming financially responsible for all remands
- sentencing changes which will affect the use of Referral Orders and Youth Rehabilitation Orders as alternatives to custody
- the youth justice reinvestment pathfinder pilots
- the new offence of aggravated knife possession.

We expect these policies to have a further impact on demand, depending on how they are implemented in practice and we will continue to review our model for predicting future demand for secure accommodation.