

# Minutes

Meeting: **Board meeting**  
Date: **12 March 2014**  
Time: **09:30-11:30**  
Location: **Room 5.28B, 102 Petty France**  
Reference: **YJB (14) 2<sup>nd</sup> meeting**  
**[Official]**

## Attendees

Angela Sarkis (Acting Chair) YJB	Lord Tom McNally (observer and Chair designate) YJB
Amanda Sater (Board member) YJB	Rob Butler (Board member) YJB
Seamus Oates (Board member) YJB	John Wrangham (Board member) YJB
David Banks (Board member) YJB	Neil Rhodes (Board member) YJB
Gillian Fairfield (Board member) YJB	Bob Reitemeier (Board member) YJB
Chris Davies (Board member) YJB	Lin Hinnigan, Chief Executive, YJB
Dusty Kennedy, Head of YJB Cymru	Lucy Dawes, Deputy Chief Executive, Community
Cathy Robinson, Interim Deputy Chief Executive, Effective Practice, YJB	Martin Skeats, Deputy Chief Executive, Corporate Services
Ray Hill, Deputy Chief Executive, Secure Accommodation, YJB	Kevin Venosi, Head of Commissioning, YJB
Amie Wilsdon-Tagg, Head of Chief Executive's Office, YJB	Paul Candler, Deputy Director, Policy Resourcing Manager, MoJ
Clive Newsome, Head of Planning, Support and Governance, YJB (Item 6 only)	David Wells, Corporate Governance Team, YJB (Minutes)

## Ref. Item

## Action

### **Item 1 - Apologies, register of interests, minutes of previous meetings and matters arising**

1. There were no apologies, and no declarations of interest outside of those recorded on the register. Board members were reminded of the need to send any updates to the register to Rowena Finnegan.
2. The minutes of the previous meeting were agreed with one change: page 3, paragraph 13, "*David Banks raised the issue of young people being placed in custody some distance from home...*" should be

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	<p>replaced with “<i>The Board raised the issue....</i>”.</p> <p>3. There were no other matters arising.</p>	
	<p><b><u>Item 2 – Chair’s Items</u></b></p>	
	<p>4. Angela Sarkis reported that she, Lin Hinnigan and Rob Butler attended the Accelerate programme graduation ceremony on 13 February, at which they met graduates who had been sponsored by the YJB and found it a very inspiring experience. Angela stated that the YJB should do what it can to continue to resource and promote the programme.</p>	
	<p>5. Angela Sarkis and Rob Butler visited Wetherby YOI on 21 February and were accompanied by Mark Burns-Williamson, Police and Crime Commissioner (PCC) for West Yorkshire, Shaun Wright, PCC for South Yorkshire, and Dan Jarvis MP, shadow minister for youth justice. Angela Sarkis reported that the visit had been a great success with all involved impressed by the establishment. Angela Sarkis stated that she would also be visiting Feltham YOI with Lord McNally and Rob Butler on 14 March 2014.</p>	
	<p>6. Angela Sarkis reported that she attended an “accountability and governance” training course on 18 February. She had also had a number of internal meetings with YJB personnel, including weekly meetings with Lin Hinnigan; a meeting to discuss Youth Offending Teams with Lucy Dawes; and a number of meetings with staff relating to Black, Asian and Minority Ethnic disproportionality. On the last point, Angela Sarkis highlighted the importance of keeping this issue on the agenda for future Board meetings.</p>	
	<p>7. It was noted that the ‘Forward Look’ has been updated in line with comments made at the Board meeting in February. In relation to this, Angela stated that consideration is to be given to making more use of the days when the Board meets, with the suggestion of formal meetings being held in the mornings followed by consideration of a single topic in the afternoons. The Board in May, for example, will include a session about Youth Offending Teams.</p>	
	<p><b><u>Item 3 – Chief Executive’s Report</u></b></p>	
	<p>8. Lin Hinnigan’s written report was noted. Lin drew particular attention to the publication of the report <i>Deaths of Children in Custody: Action Taken, Lessons Learnt</i>, on 20 February. The report had been welcomed by most stakeholders, although</p>	

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	<p>some had expressed a wish for it to have been given a wider remit. In relation to the recently announced inquiry into the deaths of young adults in custody, a judicial review is to be brought on the decision for it not to include under 18s.</p>	
9.	<p>It was noted that contracts have now been signed following the Secure Children's Home re-competition. The YJB has been working with Swanwick Lodge to assure progress against the monitoring plan put in place following its recent Ofsted inspection, and we are satisfied that it is now meeting its requirements.</p>	
10.	<p>Lin highlighted the recent Silk Commission recommendation that youth justice services in Wales should be devolved. Such a change would require legislation. The YJB will be keeping a close eye on developments, and a paper will be brought to a future meeting to discuss the views of the Board.</p>	<p><b>A future Board meeting to include an agenda item on the potential devolution of youth justice services in Wales.</b></p>
11.	<p>The Board were asked for their views on the use of restraint in secure colleges. The following key points were made:</p>	
	<ul style="list-style-type: none"><li>- the term "<i>good order and discipline</i>" (GOAD) was not appropriate and should be replaced with something along the lines of "<i>maintaining a safe and stable environment</i>";</li><li>- restraint should focus on safeguarding and maintaining a safe environment;</li><li>- words matter, and the term '<i>restraint</i>' should be used rather than '<i>use of force</i>';</li><li>- if restraint is to be used it should only be at the end of a period of de-escalation and within the context of MMPR (Minimising and Managing Physical Restraint);</li><li>- a distinction needs to be made between planned and unplanned restraint, particularly with regard to the practicalities of acquiring senior manager authority;</li><li>- the change in legislation relating to restraint in schools which came into effect around three years ago was highlighted. It centres on maintaining safety. This legislation should be considered in determining the approach for secure colleges;</li></ul>	

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	<ul style="list-style-type: none"><li>- the debate needs to centre not just on the rights of the individual being subject to restraint, but on the impact to other individuals, including the impact of not restraining;</li><li>- the need for fully trained staff was highlighted, as well as an appreciation of context. Ultimately there is no algorithm to be applied, but rather the skill and judgment of staff;</li><li>- standard operating procedures are required, which are both achievable and testable. Accountability needs to lie with managers, and managers should monitor and review policy on an ongoing basis.</li><li>- the voice of young people needs to be incorporated into the debate.</li><li>- any policy needs to be kept as simple as possible, to be based on values and principles, and to be adaptable in the light of learning.</li></ul>	
12.	<p>Lin Hinnigan provided an update on the work to re-tender Secure Training Centre contracts and informed the Board of the need to extend current contracts in the intervening period. Advice is awaited from the Cabinet Office and Treasury.</p>	
13.	<p>Lord McNally stated that he will be giving a speech to the Thames Valley Magistrates Association on 29 March 2014, and that he is keen for the YJB to engage with magistrates on a more regular basis.</p>	
	<p><b><u>Item 4 – Forward Look</u></b></p>	
14.	<p>The Board was happy with the revised format of the Forward Look. Angela Sarkis highlighted the importance of co-ordinating the content through the Chair’s office. Chris Davies stated that the London YOTs improvement conference was wrongly shown as taking place on 17 April 2014, instead of 17 March 2014.</p>	
15.	<p>Gillian Fairfield asked whether a form to provide feedback to the Executive could be added to the briefing papers for Board visits.</p>	<p><b>A feedback form to be added to briefing papers as requested above.</b></p>
	<p><b><u>Item 5 – Minutes of Committee meetings</u></b></p>	
16.	<p>Angela Sarkis stated that positive news was reported at the Secure Accommodation Committee (SAC) in</p>	

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	<p>January with the agreement from the National Offender Management Service (NOMS) to appoint a dedicated Deputy Director to manage the YJB commissioned estate. The YJB has subsequently been engaged with NOMS in developing a job description. The Committee had also discussed the YJB position in relation to split youth/adult sites, and it was noted that a further discussion on the subject will be had at a future Board meeting.</p>	
17.	<p>Bob Reitemeier stated that the Community Justice Committee was being kept abreast of issues around the funding of AssetPlus. The Committee had also received a paper about Looked After Children in the youth justice system, which it felt was a critical issue. The Committee asked for more information about the 'Theory of Change' to be brought to its next meeting, and also endorsed proposals for YJB research planning and emerging priorities for 2014/15.</p>	
18.	<p>The Welsh Youth Justice Advisory Panel had discussed the new joint Welsh Government and YJB Cymru "<i>Youth Justice Strategy for Wales</i>". Discussions on the strategy are still ongoing. It was also reported that Wrexham youth justice service has set up a "Review and Congratulate Panel" aimed at engaging and motivating young people on community orders. Dusty Kennedy agreed to provide Lord McNally with more detail about this work.</p>	<p><b>Dusty Kennedy to provide Lord McNally with more information about the work of the Wrexham Review and Congratulate Panel.</b></p>
19.	<p>David Banks reported that the Audit and Risk Committee has been reviewing its role to ensure consistency with the HM Treasury "<i>Audit and Risk Assurance Committee Handbook</i>". The review included a self-assessment exercise by Committee members, a review of the core work programme for the year, and agreement of the need to review membership and to produce an Annual Report to present to the Board.</p>	
20.	<p>It was highlighted that the SAC and Audit and Risk minutes contained a contradiction over the decision regarding inspection and quality assurance exercises planned for YJB placements. The minutes should be checked and amended as appropriate.</p>	<p><b>The decision over an inspection/quality assurance exercise for placements to be clarified and the SAC and Audit and Risk Committee minutes amended as necessary to ensure consistency.</b></p>
	<p><b><u>Item 6 – Corporate and Business Plan 2014/17 and Budget</u></b></p>	
21.	<p>The Board was asked to consider and approve:</p>	

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	<ul style="list-style-type: none"><li>- the 2014/17 Corporate and Business Plan;</li><li>- the proposed budget for 2014/15.</li></ul>	
22.	<p>Lord McNally stated that the Plan covers almost his entire tenure as Chairman, and represents the YJB's manifesto for justifying and explaining its continued existence. It was noted that following previous feedback from the Board more information was now included about recent YJB achievements. However, it was stated that the achievements ought to more fully reflect how the YJB has brought agencies together and developed and shaped an understanding of where responsibility for young people lies, including within health and education services. In some places the wording could be strengthened further – for example, by saying the YJB has “championed” Asset rather than “developed”.</p>	
23.	<p>While it was recognised that the Board requires a more in-depth conversation on its future vision, which will be held at a future meeting following the beginning of Lord McNally's chairmanship on 17 March 2014, the Board agreed that the Plan was a very strong, clear, well articulated document. On page 4, in relation to the opening of a Secure College, it was noted that “2017” ought to be added to clarify the date at which it is intended the secure college pathfinder will open. On page 9, in relation to the experience and knowledge brought by Board members, the words “and private sector” should be added. The Board agreed that further into the future, the YJB's stated objectives may need to be smarter, with a clearer ambition for Youth Offending Teams, educational outcomes and victim awareness.</p>	
24.	<p>The Board agreed to the Plan and the budget, subject to the comments in paragraphs 21 - 22 above being taken into account. It also agreed that a young person's version of the Plan ought to be produced. The Board thanked all those who had worked on the Plan for producing an excellent document.</p>	<p><b>(i) The Corporate and Business Plan to be amended in line with the comments in paragraphs 21 and 22 above (ii) a young person's version of the plan to be produced.</b></p>
	<p><b><u>Item 8 – Papers for Information</u></b></p>	
25.	<p>The Board noted papers on (a) the resettlement project within the Transforming Youth Custody Programme and (b) the joint Welsh Government/YJB Strategy for Wales, and thanked the authors for their work. It was noted that an update on the resettlement project will be brought to the Board about every six months.</p>	

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	<b><u>Item 9 – Any other business</u></b>	
	26. Angela Sarkis thanked Ray Hill on behalf of all the Board members and said that they appreciated the skills, experience and passion that he had brought to the YJB and they all wish him the very best. Lord McNally thanked Angela Sarkis for her dedication and effort as interim Chair of the Board.	
	27. There was no further business. The meeting closed at 11.30.	

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