

Minutes

Meeting: **Board Meeting**
Date: **1 March 2017**
Time: **09:30-13:45**
Location: **102 Petty France**
Protective marking: **Official**

Attendees

Lord Tom McNally (YJB Chair)	Carol Homden (Board member)
Tony Sewell (Board member)	Rob Butler (Board member)
Seamus Oates (Board member)	Neil Rhodes (Board member)
David Banks (Board member)	Christine Davies (Board member)
Gillian Fairfield (Board member)	Charlie Taylor (Chair designate)
Colin Allars (Chief Executive)	Dusty Kennedy (Director of YJB Cymru)
Louise Falshaw (Director of Partnerships and Performance)	Sara Robinson (Director of Operations and Commissioning)
Ann Skamarauskas (Director of HR)	Martin Skeats (Director of Finance and Business Assurance)
Summer Nisar (Head of Stakeholder Engagement)	David Wells (CEO's Office – minutes)

Agenda Ref.	Item	Action
1	<p><u>Introduction, Apologies, Minutes and Actions</u></p> <p>1. Apologies were received from John Wrangham. The minutes of the previous meeting (16 November 2016) were agreed with one change: in the section on the “YJB Core Message” (paragraphs 21 and 22) it should have been noted that the comments were to be taken on board and a revised document circulated to the Board (both of which have been done). The one other action from that meeting (<i>consideration to be given to holding an event with YOTs to promote the Secure Stairs approach to child and adolescent mental health</i>) can be closed as a joint event with NHS England has been scheduled for 4 May 2017.</p>	

2 **Committee Minutes / Board Member Activity Schedule / Register of Interests / Gifts and Hospitality Register**

2. Gillian Fairfield presented the Performance Committee's Report to the Board and the minutes of its meeting of 8 February 2017. It was noted that Werrington YOI has just undergone a positive inspection, and is in line to receive a score of 3 ("reasonably good") for safety. The impact of positive leadership and culture (including the use of restorative justice and violence reduction techniques) with an adequate number of staff was said to be behind the positive result. The approach should be modelled across the estate. David Banks added that he visited Parc YOI a few days ago and it too appears to be moving in the right direction.

3. Dusty Kennedy reported that the Wales Youth Justice Advisory Panel on 26 January 2017 had received a presentation from Duncan Prime of the Ministry of Justice (MoJ) regarding the Government's response to the Youth Justice Review.

4. The minutes from the Finance, Audit and Risk Assurance Committee of 1 February 2017 were noted, as were the activity schedule and the gifts and hospitality register. Lord McNally stated that Secretary of State has expressed an interest in Board members' visits to Secure Children's Homes and has asked for a note of findings. Board members were asked to pass any noteworthy points to Summer Nisar. On the register of interests it was noted that Gillian Fairfield's secondment to Brighton NHS Trust has now finished, and Gillian is now seconded to NHS Improvement. Christine Davies stated that she is now Chair of a local Academy Trust in Telford. Carol Homden is now serving with the Association For Child and Adolescent Mental Health.

Any noteworthy points following visits to Secure Children's Homes to be passed to Summer Nisar

5. Lord McNally reported that he had visited Manchester recently, and that the area is looking to progress opportunities for devolution and to host a secure school. Lord McNally also attended a conference on restorative justice and stated how encouraging it is that the practice is now becoming mainstream. A successful conference was held yesterday with various sports organisations, with a number of them willing to carry out work with secure establishments and Youth Offending Teams. It was noted that Ministers are keen to encourage the use of sport with children and young people in the youth justice system.

3 **Chief Executive's Report**

6. The written report was noted. Colin Allars provided an update on the two recent deaths in secure children's homes. There was a significant impact on staff and other

young people-

7. Colin reported that he did a high-level briefing for managers on the day before last week's announcement on the transfer of some YJB functions, and an all-staff briefing on the day of the announcement. It is hard to assess the impact of the announcement so far, although it is believed that staff welcome the clarity now provided after a period of uncertainty.

8. It was noted that the meeting with Sophie Linden (London's Deputy Mayor for Policing and Crime) listed on the "Chief Executive's Engagements" on 17 January did not in fact take place. Colin stated that he has been asked to Chair a board for the London Crime Reduction Plan.

9. Christine Davies drew attention to the figure in paragraph 2.2 of the report showing that the custody figure of 829 at the end of January 2017 was a record low. Christine stated that this was not achieved by accident, and is due to a great deal of work at the local level. Christine added that the youth justice system begins and ends in the community, and there is a need to keep YOT managers engaged and informed as changes to the system take place.

Youth Justice Reform Programme

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10. Katie Pettifer, Director of Offender and Youth Policy at the Ministry of Justice, joined the Board to provide an update on the youth justice reform programme. Katie reported that a Programme Board has been established and has met twice. Katie is the Chair of the Board and Colin Allars and Sara Robinson sit on it. Separate projects sit underneath this to progress the piloting of secure schools and the wider changes to the system more generally, which the YJB is closely integrated with. An oversight group is proposed for the transfer of functions from the YJB, involving Colin Allars, Michael Spurr (NOMS) and Justin Russell (MoJ). It was agreed that the Board should be provided with a high-level chart (or some such) depicting the governance structures and key individuals.

11. The Board agreed that it will need a workshop relatively soon to map the YJB's transition from its current state to the next, including consideration of its future focus, functions and vision.

12. Kate Pettifer stated that in terms of Board involvement during transition, she would like to see more use made of Board members' individual skills and experience across the various project strands, with an active role in design

The Board to be provided with a high-level chart showing the governance structure and key individuals for the reform programme.

The Board to hold a workshop on the YJB's forthcoming transition, including consideration of the future focus, functions and vision.

and implementation.

13. Dusty Kennedy stated that every aspect of the proposed changes will have implications for Wales and the devolved model, and that these will need to be thought through – including giving them consideration in the programme structure.

Review of Secure Monitoring

5 14. Sara Robinson provided the Board with an update on the review of secure monitoring. Sara explained that the YJB has broadened its monitoring resource with a more intensive focus on STCs, and with an emphasis on practice rather than process, and in hearing the voice of the child. Changes have been made within the YJB to more closely link monitoring and Placements. A new Performance Framework will be rolled-out which will provide scrutiny, support and drive performance improvement, which includes new multi-agency Improvements Boards and a practitioner forum.

15. Sara Robinson stated that the ultimate objective is to have a consistent framework extended across the whole estate, but that there are questions to tease-through in regard to SCHs given that separate arrangements already exist. Dusty Kennedy stated that YJB Cymru has been able to effect rapid change within both Parc YOI and Hillside SCH by working closely with the establishments. Gillian Fairfield added that while a new framework is welcome, it was just as important to ensure that staff recruitment to the estate is done on the basis of values.

Business Area Activity and Outcomes Overview

6 16. Lisa Harvey-Messina and Dusty Kennedy gave a presentation to the Board on the current work of the Business Area team and YJB Cymru community work. The presentation covered the structure of the teams, the YJB's statutory responsibilities with regard to YOTs and effective practice, current key projects and upcoming opportunities and risks, and the differences between England and Wales.

17. The Board welcomed the presentation and agreed the importance of the YJB continuing to actively engage “out there” in the community, including after the changes to the system have taken effect.. Louise Falshaw stressed the need to continue with business as usual working and to not lose focus on community work as the forthcoming system changes take effect. Louise added that the YJB can be better in regard to identifying and disseminating best practice, including how it works with partners to that end. It was suggested that the YJB could link-in more with

academia, including through the use of masters students. It was also stated that England can learn much from Wales, including in relation to housing pathways and guidance.

Forward Planning 2017/18

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18. The paper updated the Board on progress with the Business Plan for 2017/18 (with a request that authority for signing-off the Plan be delegated to the Chair); updated the Board on a planned risk workshop; and sought approval for a budget for 2017/18.

19. The proposed budget had been reviewed by the Finance, Audit and Risk Assurance committee at its last meeting, and the few changes that have subsequently been made were highlighted by Martin Skeats. The budget assumes full contract price on STCs, rather than being based on the current year's expenditure. The Board agreed to the proposed budget, with the caveat that confirmation on the YJB allocation is still awaited from MoJ. If that allocation is less than expected, the YOT grant will provide the balance.

20. In relation to the Business Plan, the Board was concerned with the lack of detail in the current draft and was not willing to delegate sign-off to the Chair until it knew more about the proposed content. The Board agreed that in the current circumstances the Plan may need to be subject to change during the course of the year and should be subject to a 6 month review. It was agreed that a revised, more detailed version of the Plan should be circulated via correspondence for the Board's comment. The Board suggested that the Plan should make reference to cross-cutting themes, including radicalisation.

The draft Business Plan 2017/18 to be revised to include more detail, and circulated to the Board for comment. The Plan should be reviewed in-year given current uncertainties.

Young People With Special Educational Needs

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21. The Board was given a presentation by Phil Sutton (from the Association of YOT Managers), Professor Hannah Smithson (Manchester Metropolitan University) and Marius Frank (Director, Achievement for All) about their work to secure better outcomes for children and young people with special educational needs in the justice system, through the "Youth Justice SEND Project". The project includes a number of different work strands such as building local networks, monitoring outcomes and improving the system, and working with young offenders and their parents.

22. The Board very much welcomed the presentation and supported the ongoing work. Christine Davies emphasised the need to address speech, language and

communication needs (including early diagnosis), and Tony Sewell warned against making any assumptions about the extent to which young people with SEND can access the academic curriculum. Carol Homden offered to assist with the further examination of case pathways, including in relation to ensuring the legal rights of young people are protected and applied. Carol also highlighted the over-representation of young people with autism in the justice system, and how more analysis is required along with specific measures to address this. Carol suggested that a round-table event be held with charities, and that she would be happy to Chair such an event. Rob Butler suggested that liaison with magistrates and the wider courts system is required, including in regard to the need for training. Several Board members highlighted the need to address the use of exclusions.

A round-table event to be held with charities looking at young people with special educational needs in the youth justice system, to be chaired by Carol Homden

Any Other Business

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23. There was no further business. Lord McNally gave his thanks to the Board – this being his final Board meeting – stating that it was the most cohesive and collaborative he has served on. Lord McNally also thanked Colin Allars, the Executive and all YJB staff for their support, and in particular Summer Nisar. Lord McNally stated the YJB needs to continue to push the mantra, “*children first, offenders second*” in taking forward its work and future role.

25. The meeting closed at 13.45.

**David Wells
Chief Executive’s Office
10 March 2017**