

Minutes



Meeting: **Board Meeting**
 Date: **16 November 2016**
 Time: **09:30-15:00**
 Location: **102 Petty France**
 Protective marking: **Official**

Attendees

Lord Tom McNally (YJB Chair)	Carol Homden (Board member)
Amanda Sater (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)	John Wrangham (Board member)
Colin Allars (Chief Executive)	Dusty Kennedy (Director of YJB Cymru)
Kevin Venosi (Director of Operations and Commissioning (outgoing))	Sara Robinson (Director of Operations and Commissioning)
Katie Pettifer (MoJ – Director Prisons, Probation, Youth Justice Policy—to item 5)	Martin Skeats (Director of Finance and Business Assurance)
Summer Nisar (Head of Stakeholder Engagement)	Nicola Gowans (Business Manager, CEO's Office – to item 7)
David Wells (CEO's Office – minutes)	

Agenda Ref.	Item	Action
1	<p><u>Chief Executive's Report</u></p> <p>1. The written report was noted. Colin Allars stated that he has just passed his first one hundred days as YJB Chief Executive.</p> <p>2. Colin reported that the YJB has lost a number of staff over the last few months due to the Voluntary Early Departure Scheme and staff leaving for other reasons. As well as reducing the numbers of staff in post this has resulted in a loss of experience. The recent staff survey results were, however, generally positive.</p>	
2	<p><u>Minutes and Actions</u></p>	

3. Apologies were received from Tony Sewell and Louise Falshaw. The minutes of the meeting of 17 August 2016 were agreed without change. The outstanding actions log was reviewed: it was noted that all items have been progressed and can be closed.

3

Chair's Update

4. Lord McNally reported that a detailed summary of his recent activity is shown in the Board activity schedule that was attached with the papers.

5. On behalf of the Board Lord McNally thanked Amanda Sater and Kevin Venosi for their service to the YJB, stating that they will both be sorely missed.

6. Carl Homden stated that it would be useful for Board members to know what role they are to play at the youth justice convention, and that she would appreciate further guidance. Rob Butler stated that three Board members are leading plenary sessions and three Board members are running breakout sessions, and that there were no specific roles beyond that. Lord McNally stated that Board members are welcome to join him at lunch with Tony Lloyd on the first day of the convention, and with Lord Bird on the second day.

4

Committee Meeting Reports and Minutes

7. Gillian Fairfield reported on the recent Performance Committee meeting, held on 26 October 2016. The Committee had been given an update on work to improve the Keppel Unit at Wetherby YOI. Gillian also stated that the Corporate Performance Report has a new format making it more succinct and easier to digest.

8. David Banks reported that the Finance, Audit and Risk Assurance Committee meeting on 2 November 2016 featured two key areas of discussion: the risk aspect of current secure estate performance and risks around organisational capacity.

9. John Wrangham reported that Alun Michael, the South Wales Police and Crime Commissioner, has joined the Welsh Youth Justice Advisory Panel. The minutes of its meeting of 27 October 2016 were noted.

10. On behalf of the Remuneration Committee Christine Davies congratulated Ann Skamarauskas, the Head of HR, on the implementation of the latest pay remit. The Committee also welcomed the positive results from the staff survey, agreeing that senior team leaders and management have done a very good job supporting the wider staff group across a difficult period.

5 **Discussion with Dr Phillip Lee and Alan Wood**
 11. The Board met with Dr Phillip Lee, Parliamentary Under Secretary of State for Victims, Youth and Family Justice, and Alan Wood, Chair of the Youth Custody Improvement Board, to discuss the emerging outcomes of the youth justice review and the future of the secure estate.

6 **Children and Young People's Mental Health Transformation Programme**
 12. The Board was joined by Caroline Twitchett, Children and Young People Policy Lead for NHS England, Dr Andy Rogers, Consultant Clinical and Forensic Psychologist and Co-Director of Changing Minds Ltd, and Sue Sherrard, Programme and Implementation Manager, NHS England, who gave a presentation on NHS England's 'Children and Young People's Mental Health Transformation Programme'. The programme is part of the wider Mental Health and Dementia Programme, and has three areas of focus:

- specialist child and adolescent mental health services for high risk young people with complex needs;
- the development of a framework for integrated care for the youth secure estate, and;
- developing collaborative commissioning networks.

13. Key features of the programme include a focus on "formulation" and the SECURE STAIRS approach, which look to integrate multiple models to address young people's needs, including gaining an understanding of how a young person's early experiences, including of trauma, have shaped their current patterns of coping, their belief system, and their ways of relating to others. Dr Rogers stated that the framework challenges traditional health practice in this area.

14. The Board welcomed the approach outlined in the presentation, recognising that there are no simple answers but that the programme is based on the best available evidence currently available. Lord McNally stated that there is scope for a conference or roundtable event with Youth Offending Teams to discuss the programme with them too.

7 **Business Planning 2017/18**
 15. Dominic Stevens presented the Board with a pack of slides outlining the Business Planning approach for 2017/18, asking it to consider whether the proposed activities are the right ones and whether there is further scope for innovation.

Consideration to be given to holding an event with YOTs to promote the SECURE STAIRS approach to child and adolescent mental health needs.

16. In relation to the capital safeguarding programme Carol Homden stated that each establishment should be asked what work it wishes to progress, citing problems with access through the main building at Cookham Wood as the sort of issue that should be addressed. Kevin Venosi stated that establishments can bid for funding and a list of priority work will then be drawn up.

17. Neil Rhodes stated that the material outlined in the slides provided a good framework for activity next year, but that a bigger, strategic approach is required as well, taking into account the reform of the system flowing from the Taylor review. John Wrangham agreed, stating that it needs to show the direction that the YJB wishes to take post-review. Carol Homden stated that more should be included on the knowledge hub, expertise and the dissemination of effective practice, with evidence needed to inform the direction of travel. Colin Allars stated that the crux of the matter is what role the YJB will take in the centre of the system. Neil Rhodes stated that the YJB's role in cohesion and co-ordination ought to be the focus.

18. Christine Davies stated that in drafting the Plan the intended audience has to be kept in mind, with it written in a short, sharp way. Possibly a two-part document is required, with a first part focussing on the vision and strategic thinking, and the second part containing the detail on how that will be realised. Neil Rhodes stated that the plan needs to deliver the vision held by Ministers.

8 YOTs, the Youth Secure Estate and Extremism

19. Superintendent Marion Sandwell, the YJB's senior police adviser, provided the Board with a presentation on the work to address extremism in the youth justice system. The work looks to address all forms of extremism. The aims include ensuring Youth Offending Teams are alert to and prepared to prevent, support and divert young people away from the risks of being radicalised..

20. The Board was grateful for the presentation and supported the work that is taking place.

9 YJB Core Message

21. Carol Homden presented a proposed "YJB Core Message". The narrative seeks to provide clarity over the YJB's key messages and branding, outlining what it is that the YJB uniquely does. The Board was invited to agree the message for use in all stakeholder engagement communications.

22. Some felt that the current drafting was aimed too

much at the civil service, and that more of a balance could be found to reach out to other stakeholders. Others welcomed it, stressing that the YJB should be optimistic and proud of its achievements, including the advocacy role that it fulfils. It was further suggested that perhaps more could be said to reflect the journey of young people through the entire system; that the statement could be bolder about the YJB's ambition and why it still has a role to play; and that perhaps a sentence or two are required addressing the YJB's role in relation to victims and reducing crime. The document will be revised in line with these comments and circulated to the Board.

The 'Core Messages' document to be revised in line with the Board's comments and re-circulated.

10 Any Other Business

23. There was no further business. The meeting closed at 14.50.

**David Wells
Chief Executive's Office
21 November 2016**