

# **Findings and Recommendations of the Youth Custody Improvement Board**

24 February 2017

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# YOUTH CUSTODY IMPROVEMENT BOARD FINDINGS

The Youth Custody Improvement Board<sup>1</sup> (YCIB) was asked by the previous Secretary of State for Justice, Michael Gove, to explore and report on the current state of the youth custodial estate and recommend how the system could be improved, particularly focusing on any current risks to safety and wellbeing. Their remit covered all under-18 Young Offender Institutions (YOIs) and Secure Training Centres (STCs) in England and Wales, but not Secure Children's Homes (SCHs). They undertook their work between July 2016 and February 2017.

The Board visited all 8 establishments in their remit and spoke to directors and governors, staff and young people in each. They met a wide range of relevant stakeholders (see Annex B), both from within the youth custody system and outside. Their key findings and recommendations are set out below.

## KEY FINDINGS AND RECOMMENDATIONS

1. Early on in their tenure, the YCIB established that the youth estate was on the edge of coping with the young people it was charged with holding. Each of the centres the Board visited showed significant fragility and reported the same challenges of poor behaviour management of young people, lack of skilled staff and a sense of not being able to meet the needs of a number of their young people.
2. The quality of provision made in the Youth Secure Estate (YSE) has been subject to extensive assessment and inspection, and a large number of reports catalogue a series of failings in each establishment. In summary these reports show a clear deterioration in the quality of provision, a demoralised staff group, insufficiently good leadership and an increase in violence.
3. In combination these factors make more difficult the task of keeping young people, and indeed staff, safe. The under-18 cohort in custody today are older (96% are aged 15 to 17<sup>2</sup>) and in custody for more violent offences (the proportion in custody for violent offences, robbery and sexual offences increased from 52% in the year ending March 2011 to 68% in the year ending March 2016<sup>3</sup>). Levels of violence have increased year on year and Her Majesty's Chief Inspector of Prisons, Peter Clarke, in a recent report to the Youth Justice Board (YJB), stated that in his surveys of young people in YOIs, 46% had felt unsafe at some point in their time in custody - the highest figure ever recorded<sup>4</sup>. The fact is that the current arrangements and their quality of provision are not anywhere near good enough; without significant change they will not become so.
4. The YCIB was advised that the YJB escalated safety concerns to the Ministry of Justice (MoJ) Executive Committee in summer 2016 and have taken several steps

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<sup>1</sup> See [www.gov.uk/government/speeches/youth-justice-announcement](http://www.gov.uk/government/speeches/youth-justice-announcement) Biographies of board members are attached at Annex A.

<sup>2</sup> <https://www.gov.uk/government/statistics/youth-custody-data>

<sup>3</sup> <https://www.gov.uk/government/statistics/youth-justice-statistics-2015-to-2016>

<sup>4</sup> [https://www.justiceinspectorates.gov.uk/hmiprisons/wp-content/uploads/sites/4/2016/11/Children-in-Custody-2015-16\\_WEB.pdf](https://www.justiceinspectorates.gov.uk/hmiprisons/wp-content/uploads/sites/4/2016/11/Children-in-Custody-2015-16_WEB.pdf)

aimed at improving safety, including increasing and changing their monitoring of establishments and changing advocacy arrangements. The Board understand the specific risk around potentially not being able to make safe and appropriate placements has since been deescalated back to the YJB. However, the YCIB has not seen evidence of a decrease in risks to safety in the youth estate and have alerted ministers to specific concerns about safety at several points throughout their tenure. The YCIB considers that safety of young people continues to be a key risk in youth custody, and every effort must be made by the YJB, MoJ and NOMS (National Offender Management Service) to ensure effective action is being taken to deal with it in each YOI and STC.

5. The YJB itself has acknowledged that the YSE is not fit for the purpose of caring for or rehabilitating children and young people. The YCIB believe this is correct, and is an astonishing analysis by the YJB, given that it has been in operation for over a decade. This inevitably raises a question as to why the YJB and MoJ have not been able to intervene in the YSE to ensure that it was fit for purpose and keeping children and staff safe.
6. The YCIB spoke with a small number of YJB monitors<sup>5</sup> as they were keen to understand the impact the monitors were having on safety and the quality of provision in individual centres. The Board also discussed monitoring arrangements with a number of governors. The Board may have spoken to a limited sample of relevant people, but did not see compelling evidence of the impact monitors were having. It seemed to the YCIB that their work was focussed on process detail and the reporting of incidents. This may have been the intended purpose of the role, and these are indeed important areas, but are not likely to address evident weaknesses in staff quality or arrangements for managing behaviour that underpin concerns about safety and violence. The YCIB asked a number of young people about the role of the monitor but most were not aware of their role.
7. The YCIB's view is that to be effective, and to have credibility with young people and staff, the monitor role needs to be undertaken by individuals who have a broad range of operational experience of working with staff and challenging young people in custodial settings. They need the skill and knowledge to understand and help improve how staff interact, support and manage young people. The YCIB believe monitoring to be a vital role, and one that needs to continue to be carried out by an organisation other than the service deliverer.
8. The one thing that is not needed is further analysis and diagnosis of what is going on in each of the 8 establishments. The picture could not be clearer and improvement will not arise simply because a further report on an STC or YOI indicates things are getting worse there. The system within which these establishments operate has not been effective in anticipating and remedying the problems which currently exist. Questions of

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<sup>5</sup> A key component of the YJB's contract management arrangements is YJB monitor activity. The YJB have a team of senior managers and monitors who deal with providers' performance and contract-related issues. This includes observation of establishments' process and practice, for example reviewing incident reports and CCTV footage, and engagement with young people in order to provide opportunities for any concerns to be raised directly. Where there are issues of concern, YJB teams exist to hold providers to account, work with them to support improvement and, where necessary, escalate issues with YJB or providers of senior management.

system leadership and accountability have become diffused across the YJB, MoJ and NOMS; there is no definitive point of either leadership or accountability at system level. This has to be rectified urgently and agencies instructed to work collaboratively at all levels of the system.

9. In a recent speech by Lord McNally, Chair of the YJB<sup>6</sup>, he referred to the 1997 NAO report 'Misspent Youth' (which foreshadowed the creation of the YJB) which stated that youth justice was "the responsibility of many and the priority of none". The Board would argue that now the reverse is true and that the current Youth Justice System is the priority of many but the responsibility of none.

## **KEY ISSUES THE YCIB IDENTIFIED**

10. The Board were tasked with exploring the current state of the youth custodial estate and recommending how the system could be improved, focusing particularly on any current risks to safety and wellbeing. The YCIB consider that tackling the issues identified below is key to improving the safety and wellbeing of young people in custody.
11. This report makes a series of recommendations that the YCIB believe, if implemented, will improve the immediate safety and quality of provision for the young people and staff who make up the YSE, and bring a greater focus on leadership and accountability to the system. The YCIB wish to see a safe, calm and sustainable future for the estate to meet the changing and diverse needs of those young people entering it.

### **An overall vision for the service**

12. The YCIB were often told that there was no national vision for the YSE and that there had been a number of initiatives proposed (e.g. Secure Colleges) which had not come to fruition. In addition, the resources available to the YSE had been reduced in line with falling numbers, as had the budget for the YJB. Key leaders in the service at national and local level were concerned that the service was drifting and no one was sure what the next steps were. There were mixed views on the Taylor review and what was described as a serious delay in responding to it. Even now the government's response has been published, and largely welcomed, its lack of conclusion regarding overall governance of the system means that many remain unsure as to its future direction.
13. It is clear that the YJB, MoJ and NOMS have not worked sufficiently well together to provide good enough arrangements for the governance, management and oversight of the YSE. There has not been an effective diagnosis of the problems facing the estate and no strategic plan to remedy them. The government response to the Taylor review goes some way to achieving this, but leaves the longer-term strategic questions unanswered.
14. The YCIB believe decisive action needs to be taken to bring the 8 establishments within one structured system of governance and accountability, including the different rules by which they operate. The Board recognise that this poses a challenge within the existing contractual arrangements, but argue a way must be found to overcome these.

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<sup>6</sup> <https://www.gov.uk/government/speeches/lord-mcnally-speaks-at-criminal-justice-management-2016>

15. Whilst the first recommendation below may seem very basic, even obvious, it has not been done for many years, if ever. It will enable the articulation of a simple vision for all staff to work towards, and to which they can be held accountable. This point was made strongly by a number of interest and campaigning organisations who the Board met with; to justify imprisoning young people, a clear idea of what benefit is expected from imprisonment needs to be articulated.

**Ministers should clearly define what they believe the youth custodial system is attempting to achieve, and only then how the success criteria can be developed in order to deliver it. (1a)**

**One national body should be accountable for leading and taking responsibility for overseeing the Youth Secure Estate (YSE) to ensure the vision for the estate is understood across the system, that a plan for fulfilling it is implemented, and that support and specialist professional advice is provided from the centre. (2a)**

**Decisive action should be taken to bring the 8 existing establishments within one structured system of governance and accountability. (2b)**

**A new framework for assessing the performance of individual establishments should be established by the new national body. (2c)**

**HMPPS must urgently bring in appropriate expertise and leadership to boost its capacity in caring for young people. (2d)**

## Workforce

16. Ensuring that staff employed in the YSE are of the highest calibre and quality is an essential prerequisite for a successful estate. The view of the YJB is that current recruitment within STCs and YOIs means that staff are under-prepared to manage the needs of young people. The YJB identify a significant failure to attract the right people and a poor retention record. They state: “The workforce in custody are challenged, both mentally and physically, as a consequence of lacking effective tools to communicate, to build relationships and to provide effective support.”<sup>7</sup>
17. The Taylor review<sup>8</sup> identifies the importance of appointing the right type of staff to work in the YSE; that is, staff with the professional knowledge and skills - including an understanding of child development - to work effectively with challenged and challenging young people. The YJB also identify the need to appoint staff that are motivated to work in the YSE and are not just waiting for an opportunity to transfer to the adult estate. The YCIB agree with both these points and believe that the most immediate need to ensure the highest levels of safety is to recruit, retain and develop a cohort of staff with much greater levels of skill, aptitude and knowledge to work with young people with significant levels of challenging needs. During its work, the Board reflected this view to ministers and officials, and are pleased that this issue went on to form a key part of the government’s plans published in late 2016. The Board note that

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<sup>7</sup> Internal slide pack circulated for discussion at the YJB’s November 2016 Board meeting.

<sup>8</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/577103/youth-justice-review-final-report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577103/youth-justice-review-final-report.pdf)

these proposals need to be fully implemented, appropriately resourced and, crucially, respond to the specific needs of the youth estate, as distinct from the adult estate.

18. On a number of occasions, the YCIB were told by staff in the MoJ, YJB and NOMS that the latter was an organisation focused on running the adult estate, which is experiencing major challenges and undergoing a large reform programme, and the YSE was a very small part of its remit. Behind this is the suggestion that NOMS cannot effectively run the YSE as it does not have sufficient capacity and skill in respect to the care of young people. This is a worrying situation, and it emphasises the lack of clear leadership of the system from a secure, knowledgeable and skilled perspective with respect to caring for young people.
19. A new executive agency of the Ministry of Justice, called Her Majesty's Prison and Probation Service (HMPPS), will replace NOMS from 1 April 2017. The Board notes that the new organisational title does not reference young people. However, the assertion that NOMS is not currently well equipped to run the YSE does not mean that this is an inevitable state of affairs for HMPPS in the future.
20. The "single director for youth custodial operations" role announced in the government response to the Taylor review has the potential to improve the governance situation, but only if the respective roles and responsibilities of the various central government bodies are made crystal clear in any new structure. The postholder would need high levels of autonomy to deliver as they considered best, and at the same time to be held firmly accountable for their decisions.

**Immediate action must be taken to appoint a skilled individual to the proposed new post of Director of the YSE. (3a)**

**All new staff in the YSE should have appropriate skills and knowledge of working with young people. (3b)**

**A training programme for existing staff at all levels of the YSE should be developed to heighten and develop their skills working with young people. (3c)**

### **Profile of those in custody**

21. In the last decade the number of young people (aged under 18) held in custody has fallen from an average of just under 3,000 in 2007/08 to just over 850<sup>9</sup> in 2016/17. The YCIB were told by the YJB and NOMS that the needs of young people in custody were, as a consequence of the fall in numbers, more challenging and more complex. This was offered as an explanation for the increase in poor behaviour and violence between young people and towards staff.
22. Although the YCIB received information about age, gender, some health, reoffending, risk factors and type of offence, no comprehensive analysis of the level and type of need of individuals could be provided. For example, neither the levels and type of mental illness of individuals, the impact of treatment provided, nor evidence of using

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<sup>9</sup> <https://www.gov.uk/government/statistics/youth-custody-data>. This 'achievement' needs to be viewed in the context that the child custody population increased by 795 % from 1989 to 2009 ([http://scyj.org.uk/wp-content/uploads/2014/03/Raising\\_the\\_custody\\_threshold\\_FullDocAug10\\_FINAL.pdf](http://scyj.org.uk/wp-content/uploads/2014/03/Raising_the_custody_threshold_FullDocAug10_FINAL.pdf)).

specific approaches to identify the needs of this reduced cohort seemed to be available.

23. In the Board's view there is not sufficient evidence to draw robust conclusions about the level of need in the estate, and the extent to which those needs are being addressed, despite the very small number of young people involved. Furthermore, it is not evident that the apparent increase in need was anticipated as a consequence of the reduction in the number of young people held in custody. Both of these are indicators of the lack of a coherent system overseeing the YSE.
24. Unless we have a better picture of the complex needs of individuals within the YSE and what treatment or regime is likely to impact positively on them, we will face the risk of greater threats to the safety of young people in custody.

**The MoJ should identify immediately what additional measures can be taken in each YOI and STC to improve the safety of young people. (4a)**

**The government should carry out a clear needs analysis of young people in custody, with a particular focus on mental health, mental and neurodevelopmental disorders. This will allow full details of the cohort and what services they need to aid effective and appropriate commissioning. (5a)**

**Each of the piloted secure schools<sup>10</sup> should be designed to test evidence-based approaches with a specific cohort of young people, for example those serving long (or short) sentences, or those that would benefit from, and respond to, a therapeutic model of intervention and care. (7c)**

**As a priority, specific consideration must be given to the over-representation of Black and Minority Ethnic (BAME) young people in the YSE and further action should be taken urgently to ensure young BAME people do not experience discrimination whilst in custody. (4c)**

### **Commissioning of secure estate provision**

25. The introduction of for-profit providers in the running of STCs has not been without controversy. The appalling situation at Medway and the decision of G4S to sell its remaining STC contract indicate that these arrangements have not played out as intended. It raises questions as to the capacity to manage contracts and suggests the contracting arrangements are insufficiently flexible to deal with underperformance, ensure high quality provision and effective recruitment and retention of skilled staff.

**For the purposes of the pilot, the MoJ should consider direct management of the 2 secure schools through a national agency, government department or local authority model. (7a)**

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<sup>10</sup>As announced in the government response to the Taylor review.



26. This would require a very clearly different approach to the current YOIs, and not be run according to Prison Service rules or instructions. It would not restrict the option of inviting other providers (including from the commercial sector) to run secure schools once the pilot had been assessed. It would, however, offer the advantage of allowing MoJ more control and flexibility over the approaches it wishes to test in the 2 pilots.

## Healthcare

27. Key services for improving the quality of provision in the YSE are health and education. With a few exceptions, the YCIB saw little evidence of high-quality provision in either of these service areas.
28. The YCIB saw or heard about 4 dimensions of health in the YSE: the CHAT (Comprehensive Health Assessment Tool), general health and GP provision, dentistry and mental health. The Board were concerned that the way in which health provision is currently commissioned and provided has led to a significant inconsistency across the YSE.
29. When a young person enters a STC or YOI they should undergo an assessment using the CHAT. These were not consistently completed and links with the health records of a young person from their home area were often not available. This raised questions about any pre-existing health condition or medication. Such information is of particular importance in respect of a young person's emotional or mental health (25% of boys in YOIs in 2015/16 reported emotional or mental health problems<sup>11</sup>). Staff often remarked that some young people presented with a mental health issue that was not being addressed.

**A review of the use of the CHAT should be undertaken, to ensure it is effectively collecting and communicating the information about individual young people that is needed. (5b)**

30. The Board welcomes new approaches to mental health, such as that underpinning the Secure Stairs approach<sup>12</sup>. Although not yet fully evaluated, the underlying principles and framework are likely to support staff in better understanding the young people in their care, whilst staying healthy themselves. The Board thought it important to acknowledge, however, that the implementation of Secure Stairs would not resolve all the issues with mental health provision in the secure estate.
31. In particular, the YCIB were often told about a group of young people, estimated at 10% of the current cohort, who could be distinguished as having the most severe mental health needs, and would need a different, and highly tailored, approach. At present, this 10% were seen by NOMS, the YJB and individual establishments as having a significant disruptive impact on the experience of the rest of the population

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<sup>11</sup> [https://www.justiceinspectors.gov.uk/hmiprison/wp-content/uploads/sites/4/2016/11/Children-in-Custody-2015-16\\_WEB.pdf](https://www.justiceinspectors.gov.uk/hmiprison/wp-content/uploads/sites/4/2016/11/Children-in-Custody-2015-16_WEB.pdf)

<sup>12</sup> A nationwide transformation programme to improve mental health outcomes for children and young people that the Department of Health is rolling out across the whole youth custodial estate.

and staff. If specialist units are able to effectively care for this group, they will be performing a very important function (see 'Specialist Units' below).

## Education

32. A view consistently expressed by young people was that education was poor, repetitive, below the levels already achieved by a young person and poorly resourced. The majority of classrooms the Board saw contained bolted chairs facing a board at the front, were uninspiring and the available equipment was poor (though with occasional exceptions such as electronic whiteboards).
33. Concern was expressed almost universally at the restrictive framework created by the current requirement of providing 30 hours of education per week (or education and intervention in STCs) and the absence of a clear vocational offer was noted. Some young people were voting with their feet and refusing to attend education because they did not see it as useful or relevant. From the evidence the YCIB have seen and heard the Board conclude there is a strong case for the whole of the current education and training offer to be reviewed and re-provided. The Board therefore support the government's plans to give governors more flexibility to work with providers to decide how education is best delivered in their establishments.
34. Teaching within the YSE requires staff with significant experience of behaviour management and the YCIB would recommend that staff are given the appropriate training and support to achieve this. The Board advise working with the Department for Education in this area, given their rich experience from alternative provision settings.

**Ministers should consider removing the requirement for 30 hours of education and replacing it with a national framework based on ensuring each young person has mastered the basics of learning and can develop relevant academic and vocational skills. (6a)**

**National minimum standards of experience should be required for teaching in YSE establishments, with greater consideration given to the calibre of teaching staff recruited. (6b)**

## Specialist units

35. There have been a number of specialist units in the YSE which over time have ceased to operate, often because of the closure of the relevant YOI. Today only one has been operative for a reasonable period of time, the Keppel Unit at Wetherby YOI, specialising in the care of some of the most challenging and vulnerable young people in the country. Staff in the unit spoke to the YCIB of a drift in its role with a gradual broadening of the admission criteria along with a reduction in specialist training for staff.
36. The YCIB support the government's announcement in their response to the Taylor review, that they will develop additional specialist support units with a higher staff-to-young-person ratio to provide enhanced psychological support. Specialist units can be vital resources, particularly for those young people presenting with the very highest risk of harm to themselves or others.

**A comprehensive review of the specific needs of young people and the specific forms of interventions required should be undertaken as an essential prerequisite to opening new specialist units in YOIs and STCs. Appropriate specialist staff should also be appointed by the time such units become operational. (4b)**

37. Without an appropriate review of needs, there is a risk of creating an ad-hoc grouping of non-specific provision in individual establishments.
38. The YCIB would also stress the importance of evaluation of any new models against the regime as normal. The Keppel unit has always been held up as an exemplary model but because evaluation was not started when it opened it is difficult to evidence this. The lack of evaluation also hinders an establishment in defining a unit's purpose and not straying from it.

### **Young women**

39. There are very small numbers of young women in custody (around 25 at the time of writing, around 10 of whom are held in STCs), which causes significant logistical difficulties for their management. For example, young women are sometimes moved to avoid a single young woman being held in an establishment alone.
40. The YCIB are aware that there is a major rethink of the women's adult estate taking place and the Board recommend that the needs of younger women are considered within that exercise too.

**Plans for piloting secure schools should give serious consideration to how provision for young women could be made within them. (7b)**

### **The autonomy of governors**

41. The issues of education and health provision and the provision of specialist units are all allied to the question of the level of local decision making available to a governor or director of an establishment. The lack of flexibility in crafting the health and education offer to meet local need, and in recruiting specific types of staff, should be addressed by considering what sensible levels of autonomy can be delegated to governors. The YCIB welcome the government's response to Taylor in this area and urge it to drive forward reform in this regard. This would only make sense, however, if the question of who has overarching responsibility for leadership and governance of the system is answered, so that appropriate accountability can be achieved within a systematic national framework.

**Plans for extending the autonomy of governors in the YSE should be introduced as soon as is practical. (2e)**

# YOUTH CUSTODY IMPROVEMENT BOARD RECOMMENDATIONS

## 1. Vision

- a. Ministers should clearly define what they believe the youth custodial system is attempting to achieve, and only then how the success criteria can be developed in order to deliver it. (Page 4)

## 2. Governance and accountability

- a. One national body should be accountable for leading and taking responsibility for overseeing the Youth Secure Estate (YSE), to ensure the vision for the estate is understood across the system, a plan for fulfilling it is implemented and that support and specialist professional advice is provided from the centre. (Page 4)
- b. Decisive action should be taken to bring the 8 existing establishments within one structured system of governance and accountability. (Page 4)
- c. A new framework for assessing the performance of individual establishments should be established by the new national body. (Page 4)
- d. HMPPS must urgently bring in appropriate expertise and leadership to boost its capacity in caring for young people. (Page 4)
- e. Plans for extending the autonomy of governors in the YSE should be introduced as soon as is practical. (Page 9)

## 3. Workforce

- a. Immediate action must be taken to appoint a skilled individual to the proposed new post of Director of the YSE. (Page 5)
- b. All new staff in the YSE should have appropriate skills and knowledge of working with young people. (Page 5)
- c. A training programme for existing staff at all levels of the YSE should be developed to heighten and develop their skills working with young people. (Page 5)

## 4. Needs of young people

- a. The MoJ should identify immediately what additional measures can be taken in each YOI and STC to improve the safety of young people. (Page 6)
- b. A comprehensive review of the specific needs of young people and the specific forms of interventions required should be undertaken as an essential prerequisite to opening new specialist units in YOIs and STCs. Appropriate specialist staff should also be appointed by the time such units become operational. (Page 9)
- c. As a priority, specific consideration must be given to the over-representation of Black and Minority Ethnic (BAME) young people in the YSE and further action be taken urgently to ensure young BAME people do not experience discrimination whilst in custody. (Page 6)

## 5. Health

- a. The government should carry out a clear needs analysis of young people in custody, with a particular focus on mental health, mental and neurodevelopmental disorders. This will allow full details of the cohort and what services they need to aid effective and appropriate commissioning. (Page 6)

- b. A review of the use of the Comprehensive Health Assessment Tool (CHAT) should be undertaken to ensure it is effectively collecting and communicating the information about individual young people that is needed. (Page 7)

## **6. Education**

- a. Ministers should consider removing the requirement for 30 hours of education and replacing it with a national framework based on ensuring each young person has mastered the basics of learning and can develop relevant academic and vocational skills. (Page 8)
- b. National minimum standards of experience should be required for teaching in YSE establishments, with greater consideration given to the calibre of teaching staff recruited. (Page 8)

## **7. Secure schools**

- a. For the purposes of the pilot, the MoJ should consider direct management of the 2 secure schools through a national agency, government department or local authority model. (Page 6)
- b. Plans for piloting secure schools should give serious consideration to how provision for young women could be made within them. (Page 9)
- c. Each of the piloted secure schools should be designed to test evidence-based approaches with a specific cohort of young people, for example those serving long (or short) sentences, or those that would benefit from, and respond to, a therapeutic model of intervention and care. (Page 6)

## **Annex A**

### **Board Member Biographies**

#### **Alan Wood CBE (Chair)**

Alan was the Corporate Director of Children and Young People's Services in the London Borough of Hackney from 2006 until the end of 2015. He was Chief Executive of The Learning Trust, an independent company which was appointed by the Secretary of State for Education to deliver all of the statutory education services provided by London Borough of Hackney. Alan has held the post of Director of Education in 2 London local authorities. Alan was Chair of the Association of London Directors of Children Services from 2007 to 2010, Vice President of the Association of Directors of Children's Services from 2013 to 2014, and President from 2014 to 2015. He was appointed by the Secretary of State for Education to be a member of the Training and Development Agency for Teachers and was a member of the Advisory Group for the Education Funding Agency. Alan was asked by the Secretary of State for Education to review the arrangements for Children Social Care in Doncaster (2013) and Birmingham (2014) and has co-authored subsequent reports with Professor Julian Le Grand (LSE) including on proposing a new model of building capacity in the children's social care sector by combining the work of the statutory, commercial and voluntary sectors. In 2013 Alan was appointed by the Secretary of State for Education as Commissioner for Children's Social Care in Doncaster to ensure a new trust was established to provide these services. Alan is an appointed member of the Department for Education's Innovation Investment Programme Board. In January 2016 Alan was appointed by the Secretary of State to undertake a fundamental review of Local Children Safeguarding Boards, including Serious Case Reviews and Child Death Overview Panels. In June 2016 Alan was asked by the Secretary of State to lead an Education Advisory Board to the Department for Education on the review of the role of local authorities in relation to children and to report on its findings.

#### **Professor Dame Sue Bailey OBE DBE FRCPsych**

Until December 2015 Sue was a consultant child and adolescent forensic psychiatrist and Professor of Child and Adolescent Mental Health. Her clinical work and research centred on meeting complex needs of young people and their families, improving pathways of care and developing new interventions working in partnership with users and carers, and lobbying for rights of and better services for vulnerable young people. Through a range of elected roles at the Royal College of Psychiatrists, Sue has worked extensively on mental health and social care policy and legislation. She was awarded an OBE in 2002 in the Queen's Birthday Honours for 'services to youth justice' and was made a Dame in the New Year's Honours in 2014 for 'services to Psychiatry and for voluntary service to People with Mental Health Conditions'.

Sue was chair of the Independent Restraint Advisory Panel. Sue was vice chair of the National Forensic Mental Health R&D Programme from 2003 to 2006 and supported 6 national child and adolescent projects. From 2004 to 2007 she was expert advisor on Domestic Violence and Sexual Abuse NIMHE, which was a key drive of the Department of Health and Home Office juvenile sex offender strategy. Sue was an expert witness at the James Bulger murder trial in 1993.

## **Rob Butler**

Rob Butler JP is a Board member of the Youth Justice Board for England and Wales.

He sits on the Performance Committee, which holds the executive to account for delivery of the business plan; played a key role in the Board's stock-take of YOTs, focussing especially on how management styles were adapting to both the changing cohort and changes to resourcing; and chairs the liaison committee of IMBs of under-18 YOIs.

He spent 4 years on the Independent Monitoring Board of HMP YOI Feltham, including 2 as Vice Chair – a role which necessitated making frequent unannounced visits to the establishment and led to a thorough understanding of how YOIs operate on a day-to-day basis, as well as of the realities facing both staff and young people in them.

In 2015 and 2016 he chaired the annual Youth Justice Convention where he increased the role and voice of young people to ensure their participation in all aspects of the event, building on his work with the young people at Feltham YOI, and with teenage LAC in Ealing.

He is a magistrate in adult and youth courts in west London, where he is deputy chair of the Youth Panel. In this capacity he attends the management board of Hounslow YOT and liaison meetings with relevant borough commanders from the Metropolitan Police.

He has served as a governor of primary and secondary schools and academies in the London borough of Hounslow. Professionally, he works as a communications advisor having previously been a broadcast journalist and presenter for the BBC and ITN.

## Annex B

### List of stakeholders the YCIB engaged with

In addition to governors/directors and staff in all 8 establishments, the Board engaged with:

Colin Allars	Chief Executive	YJB
Matthew Armer	Secure Schools Policy Lead	MoJ
Dr Gillian Baird	Consultant paediatrician	
Laura Beaumont	Deputy Director, Youth Justice Policy	MoJ
Mark Blake	Project Development Officer	Black Training and Enterprise Group
Peter Clarke	Chief Inspector of Prisons	HMIP
Steve Crocker	Director of Children's Services, Hampshire	Association of Directors of Children's Services
John Drew	Director	Standing Committee for Youth Justice
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Jan Fooks-Bale	Health & Justice Inspection Manager	Care Quality Commission
Poppy Harrison	Head of Placements & Safeguarding	YJB
Whitney Illes		Young Review Independent Advisory Group
Linda James	Head of Interventions	Barton Moss Secure Children's Home
Laura Janes	Legal Director	Howard League for Penal Reform
Mike Lowry	Centre Manager	Barton Moss Secure Children's Home
Juliet Lyon	Chair	Independent Advisory Panel on Deaths in Custody
Andy Marsland	Head of Operations	YJB
Lord McNally	Chair	YJB
Bob Morton	Senior HMI	Ofsted
Angus Mulready-Jones	Lead Inspector - Children in Detention	HMIP
Peter Neden	Regional President UK & Ireland	G4S
Andy Peaden	Head of Service	Leeds Youth Offending Service
Katie Pettifer	Director, Offender and Youth Justice Policy	MoJ
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Cathy Robinson	Deputy Director of Custody for the Young People's Estate	NOMS
Andy Rogers	Consultant Clinical & Forensic Psychologist	
Peter Savage	Head of Contracts and Business Management	YJB



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Charlie Taylor	Author of Review of Youth Justice	
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Caroline Twitchett	Children's Quality Lead Health and Justice	NHS England
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Sarah Walsh	Head of Education	Barton Moss Secure Children's Home
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