

# Minutes

Meeting: **Board meeting**  
Date: **25 February 2015**  
Time: **09.00-12:30**  
Location: **102 Petty France**  
Protective marking: **Official**

## Attendees

|  |   |
|--|---|
| Lord Tom McNally (YJB Chair)                         | Angela Sarkis (Board member)                        |
| Amanda Sater (Board member)                          | Rob Butler (Board member)                           |
| Seamus Oates (Board member)                          | John Wrangham (Board member)                        |
| David Banks (Board member)                           | Bob Reitemeier (Board member)                       |
| Gillian Fairfield (Board member)                     | Lucy Dawes (Director of Operations)                 |
| Christine Davies (Board member)                      | Martin Skeats (Director of Corporate Services)      |
| Lin Hinnigan (Chief Executive)                       | Summer Nisar (Head of Communications)               |
| Luke Taylor (Director, Partnerships and Performance) | Kevin Venosi (Director of Commissioning and Change) |
| Dusty Kennedy (Head of YJB Cymru)                    | Mark Cox (item 4 only)                              |
| Louise Moore (item 3 only)                           | David Wells (Governance Officer - Minutes)          |
| Karl Mittelstadt (item 5 only)                       |   |

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| <b>1</b>           | <p><b><u>Introduction, apologies, register of interests and minutes of previous meeting</u></b></p> <p>1. Apologies were received from Neil Rhodes and Paul Candler. The Board noted that it was Lucy Dawes' last meeting and thanked her for all her hard work over the years and for the huge contribution she has made to the YJB and wider youth justice system in that time.</p> <p>2. The minutes of the previous meeting were agreed without change. There were no matters arising, although it was noted that there has been no further comment received from the Secretary of State in relation to the Board's Annual Report.</p> <p><b><u>Outstanding Actions Log</u></b></p> |               |

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|                    | <p>3. The updates provided on the outstanding actions log were noted. In relation to item 1 and the stakeholder engagement strategy, Board members were requested to feedback any comments to Luke Taylor or Catherine Bennion.</p> <p>4. In relation to item 4 and the need for a discussion on longer-term issues for youth justice, it was noted that a timeline of the YJB's involvement with the secure estate will be drawn up. It was also agreed that Lucy Dawes would circulate the executive summary of the Casey Report in relation to the Inspection of Rotherham Metropolitan Borough Council.</p> <p>5. In relation to item 6 and the strategy to reduce violence in public YOIs, Angela Sarkis asked whether this could become a standing agenda item. Lin Hinnigan stated that she will continue to keep the Board informed via the Chief Executive's report. Lucy Dawes added that the data team are still working to provide the data requested at item 7 (on convictions for violence offences) and that the action would remain open.</p> <p>6. In relation to item 8 and the DVD of violence incidents in YOIs, Chris Davies asked whether a viewing session should be held for the Board. Kevin Venosi stated that the MMPR team could arrange a viewing, and Lord McNally asked that, if possible, a serving officer should be present to add context.</p> <p><b><u>Minutes of the Finance, Audit and Risk Assurance Committee</u></b></p> <p>7. David Banks presented the Board with the Finance, Audit and Risk Assurance committee minutes of 29 January 2015, although it was noted that the minutes are in draft form only until signed-off by the committee at its next meeting. The Committee had undertaken a self-assessment exercise as part of its annual review of effectiveness, which yielded generally positive results. Due to the recent changes to the committee's membership a further exercise will take place in six months. The Committee had noted the delay to the move to shared services, but agreed that the YJB should continue with the move as planned, provided that the additional support from Allen Lane to the Finance team is maintained for another year. The Committee were also given a training session on government and YJB finances, where it looked in detail at the current year's figures</p> | <p><b>Lucy Dawes to circulate to Board members the Casey report into the Inspection of Rotherham Metropolitan Borough Council.</b></p> <p><b>Kevin Venosi to arrange for the MMPR team to set up a session for the Board to view the DVD of violent incidents in YOIs, preferably with a serving officer to add context.</b></p> |

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|                    | <p>as well as the proposed budget for next year.</p> <p><b><u>Performance Committee Report to the Board</u></b></p> <p>8. Gillian Fairfield presented the report from the Performance Committee meeting of 4 February 2015. Given the Board's ongoing concern with violence in public YOIs the Committee had agreed that the full narrative relating to outcome D ("Young people are placed efficiently in the most appropriate establishment) should be provided in the report, along with the full narrative about Feltham from the secure estate section. The Board agreed that Paul Foweather should be invited to attend a future Performance Committee or Board meeting, to provide a further update with the progress being made to tackle violence and staff shortages within the estate. Lord McNally stated that he had recently attended a Ministerial board looking at deaths in custody, and that another meeting is due to take place looking at placements operations. Lord McNally stated that somebody suitable from the YJB should attend to ensure it is not wholly adult-focussed. It was noted that the Committee will be spending time at its next meeting considering how to report against the new Corporate Plan next year.</p> <p><b><u>Register of Interests</u></b></p> <p>9. The register was noted. Members were reminded to inform Rowena Finnegan or Rebecca Pryce of any updates.</p> <p><b><u>Board Activity Schedule</u></b></p> <p>10. Amanda Sater stated that a number of her activities needed adding to the schedule, including the first scrutiny panel on out of court disposals and a recent meeting of the Youth Court Issues Group. Amanda added that it would be useful to report regularly to the Board on the content of the group's meetings. Chris Davies stated that she, Angela Sarkis and Rob Butler attended the YJB all staff event which they found very valuable. Members were asked to inform Rebecca Pryce of any activities that need inclusion in the schedule.</p> <p><b><u>Chair's Items</u></b></p> <p>11. Lord McNally updated the Board on his recent activities. This included a number of meetings with Welsh officials, including with Alun Michael, Police and Crime Commissioner for South Wales. Lord McNally also met with Penelope Gibbs, Chair of the Standing Committee for Youth Justice, who is</p> | <p><b>Paul Foweather to be invited to attend either the Performance Committee or the Board to provide an update on the measures being taken to address violence and staff shortages in under-18 public YOIs.</b></p> <p><b>Somebody suitable from the YJB to attend the next Ministerial Board looking at placements operations</b></p> |

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|             | <p>supportive of the YJB stance over the importance of maintaining the anonymity of young people charged with offences. Lord McNally attended the launch event of the Ben Kinsella Exhibition on 22 January, which is being run by a trust in Ben's name to warn against the dangers of knife crime. Lord McNally stated that the exhibition had a very positive impact. The Ministerial Board on deaths in custody took place on 23 February. Lord McNally has subsequently asked to meet with the Chief Coroner to discuss concerns with the speed of the coroner's process. Lord McNally emphasised his desire for the YJB to be seen as outward facing and engaging, and encouraged members to participate in as many speaking and panel events as possible.</p>  |  |
| 2           | <p><b><u>Chief Executive's Update</u></b></p> <p>12. Lin Hinnigan's written report was noted. Lin drew attention to the item on the Medway STC contract extension and stated that the decision did not require Board approval as stated in the paper. The YJB are negotiating directly with G4S and are looking at savings of around 10%. It was noted that the annual price per place would be around £143.6k, about the same as Rainsbrook. Rob Butler asked if the Board could be provided with the exact figure for Rainsbrook. The Board also agreed that it should record in the minutes its concern over the anomaly whereby the YJB is responsible for STC commissioning but the contracts are held by the Secretary of State.</p> <p>13. In relation to item 5, on YOI stability, Lin Hinnigan stated that Poppy Harrison and Peter Savage recently visited Feltham to meet with the management to see if there is anything further the YJB can do to assist in respect of the issues they are facing with levels of violence. The YJB are supporting the establishment in the creation of a new enhanced needs unit, and it is hoped that the wing previously taken out of use will be restored as soon as possible. Lin also stated that she had met with NOMS management and was heartened by the work they are doing, including the introduction of a staff mentoring programme at Feltham.</p> <p>14. Chris Davies asked whether it would be possible to offer "golden hellos" as an incentive to recruit staff. Lin Hinnigan stated that it would be a matter for the pay review body, and would not necessarily help with the issue of staff retention. Rob Butler stated</p> | <p><b>The Board to be provided the cost per place figure for Rainsbrook STC.</b></p> |

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|                    | <p>that more needed to be done to explain to prospective staff the realities of the role before they are recruited. John Wrangham stated that it was, ultimately, for NOMS to address the staffing issues, and that the YJB's role was to hold them to account for delivering the service they are paid to deliver. Lord McNally added that there should be a long-term ambition of having a secure estate full of dedicated youth officers.</p> <p>15. On MMPR implementation Lin Hinnigan stated that training began at Cookham Wood YOI on 16 February, with positive feedback received from the Governor.</p> <p>16. Amanda Sater asked whether there was any update on the Turn Around to Work initiative. Lin Hinnigan stated that both programmes in London and Manchester have gone live with young people being provided with work placement opportunities.</p> <p>17. Lord McNally stated that for future agendas the Chief Executive's report ought to be afforded half an hour to allow adequate time for full discussion.</p>  |   |
| <b>3</b>           | <p><b><u>Proposals for the Development of a Centre of Excellence in Youth Justice</u></b></p> <p>18. Luke Taylor and Louise Moore presented the paper which set out the proposal for the development of a Centre of Excellence style approach to Youth Justice, which has been agreed as a Board priority for 2015-18.</p> <p>19. The paper reflected a range of discussions that have already taken place and further planning work, including: engagement with the MoJ digital team in order to scope and agree on commissioning for the planned Evidence, Learning and Resource hub; a presentation to the Workforce Development Council outlining proposals on the alignment of workforce development and effective practice; changes in terms of reference for the Evidence and Practice Governance Group to take into account the broader focus; and two roundtable events with academics and What Works Centres.</p> <p>20. Key messages from the discussions to date include the need to take a broad/holistic approach to good practice; requirements to map current research on youth justice and the local evidence/practice partnerships that exist with a view to identifying gaps to assist with future prioritisation; and further</p> | <p><b>Future Chief Executive's reports to be allotted half an hour on the agenda.</b></p> |

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|                    | <p>engagement with the youth justice sector to test/adapt the model.</p> <p>21. Lord McNally stated that there was great enthusiasm for the project from the Board, and reminded staff of the need to tap-in to the Board's expertise. Bob Reitemeier stated that in time the YJB should be looking to create a "What Works in Youth Justice" programme, and to a focus on the ultimate objective of getting good practice out in the field. Amanda Sater stated that the project should include something on how the YJB engages with young people, that it needs to incorporate innovation, and needs to be clear where it starts and finishes. Angela Sarkis welcomed the paper but stated the YJB needs to be mindful of the project becoming overly academic or modelled along "think tank" lines. Angela also advocated having a distinct area of the project aimed at getting young people engaged, as well as having central placement for equality and diversity.</p> <p>22. John Wrangham welcomed the work but was not keen on the "Centre of Excellence" branding. John also stated that the YJB should be bold in explaining the concept at the Youth Justice Convention. Seamus Oates emphasised the importance of having staff and stakeholders buy-in to the concept, and added that the YJB needs to engage with the secure estate staff group. Seamus also suggested the use of "open space" technology at the convention, and of the need to rephrase the project outcomes to make them clearer and more succinct.</p> <p>23. Chris Davies stated that the YJB has to be "thought leaders" for youth justice – in government, local government and for practitioners, with the aspiration of being a national "what works" centre. Further, the YJB needs to move beyond the "what" and into the "how" and "why". Ultimately, the focus needs to be on what practitioners want. Gillian Fairfield agreed, and echoed John Wrangham's doubts about the "Centre of Excellence" branding. Gillian suggested there were various technologies that may assist with the project, such as "Clever Together".</p> <p>24. Lord McNally stated that the YJB needs to think more about branding and launching, and to find a way of incorporating the voice of young people. Bob Reitemeier added that the project needs to adopt a positive, proactive position, explaining the</p> |               |

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|                    | <p>complexities of youth justice in a positive way.</p>   |               |
| <b>4</b>           | <p><b><u>YOT Management Board Guidance - Wales</u></b></p> <p>25. Dusty Kennedy and Mark Cox presented the paper which provided the Board with an opportunity to review and comment on the draft YOT Management Board Guidance for Wales ahead of it being published by the end of March 2015. It was noted that the Guidance has already been reviewed by the Wales Youth Justice Advisory Panel, the Wales Youth Justice Improvement Board and the YJB Executive Management Group, all of whom were positive about its usefulness.</p> <p>26. Lord McNally noted the efforts to get the voice of young people included in the guidance, and asked how this was achieved. Mark Cox stated that it was primarily by engaging with children's rights units in Wales. Of particular importance is the need for engagement to be right for the young person – for example, to expect a young person to attend board meetings and act as an advocate for their peers may not be practical.</p> <p>27. Rob Butler asked if there were any discrepancies between the Welsh and English versions of the guidance. Dusty Kennedy stated that there were no conflicts but that the Welsh document had additions not found in the English version. Chris Davies commended the clarity of the document and suggested it should act as an example for all YJB publications. Angela Sarkis agreed, and welcomed the section on victim representation. Bob Reitemeier asked if any discussion had been held about the public face of the YOT. Mark Cox stated that it had arisen as a challenge for management boards, and something that it was agreed needs to improve.</p> |               |
| <b>5</b>           | <p><b><u>Corporate Business Planning for 2015/16</u></b></p> <p>28. The Board was asked to approve the Strategic Plan 2015-18, to endorse the approach taken to develop the Business Plan 2015/16, including the articulation of strategic objectives and the list of priority projects, and to delegate authority for final sign-off to Lin Hinnigan prior to internal publication.</p> <p>29. Rob Butler asked how performance against the business plan would be measured. Rob also stated that the three main outcomes (a distinct youth justice system; a centre of excellence, and; performance improvement) should be spelt-out at the front of the document. On the first question, Lucy</p>  |               |

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|             | <p>Dawes stated that reporting templates are in the process of being developed and will be considered at the next Performance Committee. The YOT and secure estate reporting methodologies will remain as they are at present.</p> <p>30 John Wrangham stated that there were a number of examples of jargon and unnecessary wording used in the document, and that it ought to be reviewed with a view to simplifying. Other Board members agreed, and Lord McNally emphasised the importance of clarity in the explanation of priority projects. David Banks stated that some broader strategic thinking was required around how the secure estate will look in the future, and that the strategic element needs to be captured in the plan. Angela Sarkis added that addressing the over-representation of BAME young people ought to be explicitly outlined, as well as something about victims.</p> <p>31. Subject to the above comments being taken into account, the Board agreed the Strategic Plan, endorsed the approach being taken to develop the Business Plan, and agreed to delegate final sign-off to Lin Hinnigan and Lord McNally.</p> |        |
| 6           | <p><b><u>Work Plan to Address the Over-Representation of Black and Minority Ethnic Young People in the Youth Justice System</u></b></p> <p>32. Lucy Dawes presented the paper which provided an update on the work that has been undertaken to address the over-representation of BAME young people in the youth justice system, as well as outlining a way forward for the following year. Lucy gave thanks to Manila Nicholas and Malcolm Potter who had prepared the paper.</p> <p>33. Lucy Dawes explained that every priority project contained in the Strategic Plan will have a strand relating to diversity and equality running through it, which will report through to Lin Hinnigan.</p> <p>34. Angela Sarkis commended the work done to date, particular by Manila Nicholas, but stated that she did not believe enough resource was being provided. Angela stated that the work done to date needed to be seen as a launch pad for more work in the future, with the necessary resources – both financial and staff - provided, with more focus on actions and outcomes which are clearly specified</p>                                     |        |

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|                    | <p>and reported to the Board. Angela noted the underspend on staff development shown in the latest financial figures, and stated that the money should be directed to this issue. Angela stated that the YJB ought to also be working more closely with the voluntary sector, and providing some financial support to that end.</p> <p>35. Lin Hinnigan stated that it would be a challenge to define short term outcomes and deliverables, and that addressing over-representation was a long-term issue. Lord McNally stated that there was a danger, however, of the issue getting lost if it was embedded in strands within projects. Luke Taylor stated that if the Board can be shown how the executive intends to report against the work then it will hopefully feel more tangible. Angela Sarkis agreed, stating that the Board needs to see that written down. Lucy Dawes added that the paper under discussion was only intended to be an outline in principle, and that further work would now be undertaken to develop it for inclusion in the Business Plan 2015/16.</p> <p>36 It was agreed that Lin Hinnigan would bring a further paper to the Board explaining the reporting mechanism for this area of work.</p> <p>37. Bob Reitemeier asked if any similar consideration had been given to addressing the over-representation of looked after children. Lin Hinnigan agreed that this was a concern and a high-priority for the YJB. Lord McNally added that the YJB intends to work with the Prison Reform Trust on their inquiry into looked after children. Bob Reitemeier also highlighted that the police had not been mentioned in the paper, and that there must have been a consideration of their role. Lucy Dawes stated that the paper had deliberately focused on those areas where the YJB can have a direct impact, namely with YOTs and the secure estate, but that the YJB will look to have a wider influence than those areas alone.</p> <p>38. Rob Butler stated that he supported the comments made by Angela Sarkis, especially in relation to the voluntary sector. On the reporting mechanism, Rob suggested that the outcomes measured ought to be steps on the way to addressing the issue – such as getting 20 YOTs to use the toolkit. In relation to the voluntary sector, Lord McNally stated that the YJB needs to be clear about the current financial position, and that</p> | <p><b>A paper to be brought to a future Board meeting explaining the reporting mechanism for work to address the over-representation of BAME young people in the youth justice system.</b></p> |

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|                    | <p>the draw for voluntary sector organisations was not the provision of funding but the opportunity to collaborate with government and get YJB endorsement.</p> <p><b>7</b>      <b><u>Funding and Budget Allocations 2015/16.</u></b><br/>39. The paper sought the Board’s approval to the YJB budget for the year 2015/16.</p> <p>40. Martin Skeat explained that the budget was considered by the Finance, Audit and Risk Assurance Committee (FARAC) members at a workshop the previous day, who had gone through the figures in some detail. David Banks added that the committee members had taken comfort from their interrogation of the figures, and in particular from the consideration of the adjustments between last year and the year coming. David stated that the budget leaves some scope for manoeuvre and that he took a fairly high level of assurance.</p> <p>41. Lord McNally expressed concern at the delay from the Ministry of Justice in finalising the budget. Martin Skeats stated that the delay was not specific to the YJB, and Lin Hinnigan added that the YOT grant allocation has been determined.</p> <p>42. Bob Reitemeier asked why the forecast spend for travel and subsistence had increased by 6%. Martin Skeats stated that this reflected a baseline increase on fares.</p> <p>43 The Board approved the budget.</p> |               |
| <b>8</b>           | <p><b><u>Risk Management Framework</u></b><br/>44. The Board were asked to approve changes to the risk management framework being made as part of its annual review. The main suggested changes related to:</p> <ul style="list-style-type: none"><li>- providing a clearer understanding of the role of the Performance Committee in risk management;</li><li>- explicitly outlining the management of “issues”;</li><li>- removal of the quarterly predicted risk ratings;</li><li>- clarification of the steps to be taken when raising a YJB risk with partners;</li><li>- greater clarity on EMG’s monthly and quarterly reviews; and</li><li>- removal of the ‘reputational risk’ category</li></ul>   |               |

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|                    | <p>45. The Board was also asked to consider whether it should maintain an “open” appetite to reputational risk, and whether it desired any training in relation to risk management.</p> <p>46. Rob Butler welcomed the changes, but asked if the executive were satisfied that staff had sufficient understanding and awareness of reputational risks, given the proposal to remove it as a separate risk category. Martin Skeats said that the point was recognised, but that there are a number of controls in place, such as governance arrangements whereby all publications have to be agreed at senior level. Martin added that an internal audit last year had considered risk management at the junior level and returned a positive result. Lord McNally stated that it would be worthwhile cascading down the management chain the need for staff to be mindful of reputational risks.</p> <p>47. Lin Hinnigan stated that the discussion led in to the question of the YJB’s reputational risk appetite and whether it remains “open”. The Board agreed that it did, and that it also wanted to move towards a “hungry” rating in respect of policy. Christine Davies stated that, while recognising the importance of reputational risk, the YJB needs to ultimately be driven by what is in the best interests of young people, and that it needs to be bolder in setting out its ambitions. John Wrangham added that in paragraph 5.2 of the framework, on working with partners, that there ought to be mention of the Welsh Government. The Board agreed that it did not require any training on risk management, as the assurance in this area is principally provided by the Finance, Audit and Risk Assurance Committee.</p> |               |
| <b>9</b>           | <p><b><u>Any other business</u></b></p> <p>48. There was no further business. The meeting closed at 12.45.</p>  |               |

**David Wells**  
**YJB Planning, Support and Governance**  
**8 March 2015**