



Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Minutes

Meeting: **Board Meeting**
 Date: **21 November 2017**
 Time: **17:30-19:30**
 Location: **King Power Stadium, Leicester**
 Protective marking: **Official**

Attendees

Charlie Taylor (YJB Chair)	Carol Homden (Board member)
Alan Wood (Board member)	Neil Rhodes (Board member)
David Banks (Board member)	John Wrangham (Board member)
Gillian Fairfield (Board member)	Tony Sewell (Board member)
Chris Davies (Board member)	Rob Butler (Board member)
Brian Tytherleigh (Board member)	Colin Allars (Chief Executive)
Ann Skamarauskas (Director of HR)	Dusty Kennedy (Director of YJB Cymru)
Louise Falshaw (Director of Partnerships and Performance)	Stephanie Dilloway (Head of Chief Executive's Office)
Martin Skeats (Director of Finance and Business Assurance)	Poppy Harrison (Head of Strategy and Safeguarding Governance)
James Aulton (CEO's Office – minutes)	

Agenda Ref.	Item	Action
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| 1 | <p><u>Introduction</u></p> <p>1. Charlie Taylor began by commenting on how the first day of the Convention had been a great day and congratulated YJB staff for organising it.</p> <p>2. Charlie noted that a number of the Board had not applied for reappointment and thanked each in turn.</p> | |
| 2 | <p><u>Board minutes / Actions / Committee Minutes / Board Member Activity Schedule / Register of Interests / Gifts and Hospitality Register</u></p> <p>3. The minutes of the previous meeting (13 September 2017) were agreed without change, and the updates provided against actions on the log were noted.</p> | |

4. The Board noted the following:

- the Performance Committee minutes of 25 October 2017 and the accompanying report;
- the Finance, Audit and Risk Assurance Committee (FARAC) minutes of 8 November 2017;
- the Board activity schedule;
- the Board member register of interests;
- the gifts and hospitality register.

3

Chief Executive's Report

5. Colin Allars noted that the response rate to the recent People Survey was high. Staff reported that they were receiving good briefings but are unsure of direction and are nervous about their jobs.

6. Rob Butler asked about how the new initiative at Feltham was going. Colin responded that there was positive feedback, and that four boys who previously were not engaging with the regime were now starting to interact.

7. Chris Davies asked about the current financial situation, and how potential cuts would be met and the impact on the YOT grant. Colin Allars responded that the YJB had argued for the importance of this grant to front line delivery. Christine added that she was concerned that all the focus would now be on secure but that we should try to focus on whole delivery.

8. Carol Homden asked about the latitude the board has in choosing the next location of the YJB. Colin Allars responded that the YJB can challenge but decisions are largely made in the centre, adding that there is a trade-off between being close to ministers to provide advice and interact, against being able to save money.

4

YJB Functions

9. Charlie Taylor presented his vision, principles and priorities in a set of slides on the possible future operations of the YJB. Charlie said that the recent change in functions has precipitated a need to change the focus of the YJB. Charlie said that the model was effective in focusing on youth justice but that we now need to reform the relationship between the centre and local services. Charlie commented on how the Board can feel underused, so the YJB will now use the Board's expertise more directly and narrow down on key priorities and attach Board members to these.

10. Charlie Taylor stated that the YJB should avoid being pulled into work that has little impact, and that the YJB should trust that the YOT's data is good enough so that we avoid parallel monitoring.

11. Charlie Taylor then proposed what the principles of the YJB should be such as supporting the sector through the grant and disseminating effective practice. He said that the YJB should be an enabler, and that our statutory functions must continue. Charlie also added that the YJB should listen to children, focus on outcomes and avoid duplication.

12. Charlie Taylor talked about resettlement and transition and how it is not consistent across the country, noting that children can disappear into the cracks in the system.

13. Charlie Taylor then discussed BAME disproportionality, especially amongst boys, and of the need to focus on how to make a difference, not hiding from the issue but acknowledging as an organisation that the YJB cannot change everything. Charlie finished his initial presentation stating that these slides are an example of what the YJB could do, which means doing less but being more focussed. Charlie added the restructure would make the YJB leaner.

14. Chris Davies asked whether we should re-order the priorities to reflect the journey of the child and whether local authority practice referred to those entering the system, noting that if YOTs did not divert young people the overall population would rise and that there is a social and economic benefit to their work.

15. Rob Butler asked if transition to adult services was reflected in the 'resettlement and transition between services' priority and it was agreed it was.

16. Carol Homden talked about the 17-year-old population, stating that transition does not currently work. Carol said that 'child first, offender second' should be changed to 'young first, offender second' as someone can be 23 but mentally 7 years old. Carol also said that reference to victims did not appear to be included and there needed to be the clear linkage between victimisation and trauma. Carol added that the priorities appeared to be tonally too bureaucratic. Charlie Taylor said that victim's concerns would run through all the YJB's future work.

17. Colin Allars said the proposed model was a significant change for the executive, noting that this work may need new knowledge or require expertise that might be available on the Board. Colin asked the Board to focus specifically on their risk appetite in relation to changing the monitoring framework. He endorsed the view that the YJB should use the data already available. Colin

asked whether the Board was satisfied that it would have responsibly met the YJB's statutory duty where access to data on local level performance was not as easily available, and where data is 'lagging' rather than 'leading' so, as described, problems may only be evident once they have materialised.

18. Charlie Taylor said that there was a risk but not one that he was unduly concerned about as he felt that the YOT grant would help the YJB get assurance about performance.

19. Carol Homden asked what the YJB's unique selling points would be, suggesting that it should be as the keeper of intelligence about the system, analysis and a focus on the young. Colin Allars said that the YJB was uniquely placed to have a high-level view of the system, so it could bring about change through identifying and sharing best practice. Carol then asked whether the YJB should seek to be a partner in practice in some areas to demonstrate we were a system improver.

20. The Board then discussed how the YJB would need to be flexible and may need to change priorities over time. Gillian Fairfield said there was a lot of content that needed to be fleshed out with the new Board. Gillian added that the YJB approach to the priorities needed to be flexible and should not be set in stone.

21. Colin Allars expressed some concern that if the YJB steps too far back it may not pick up issues at individual YOTs. John Wrangham said that the Board could not answer the question around monitoring until it knew what data would be available from elsewhere.

22. Alan Wood said that Colin's argument would hold if we could evidence the historic benefit of the current arrangements. Alan said he was concerned that the YJB has a lot of data but no intelligence and that sharing would only occur if local services received advice and guidance from it. Alan suggested that the YJB should really be interested in intelligence about what is happening in the system rather than having data to hold against YOTs. John Wrangham added that the heads of children's services did not have youth justice on the forefront of their minds and that it was up to the YJB to prove its worth. Dusty Kennedy said that in Wales there had been a move away from involvement in local practice to prioritise gathering intelligence on best practice. Carol Homden said that the YJB was well placed to look at data collected across the system and should have a good focus on diagnostics. Brian Tytherleigh said that intelligence comes through relationships so building these would give us more engagement. Neil Rhodes said that YOTs shared the YJB's mission at a local level and so we need to maintain a good relationship with them, such as through the Convention. Chris Davies agreed with Neil and added that the YJB must also have good relationships with similar service providers such as the police and health.

23. Charlie Taylor asked the Board whether there was risk appetite by taking a vote on the proposal to withdraw from the current detailed YOT monitoring arrangements, stating that it would mean moving away from having a day to day knowledge of YOTs to having a helicopter view of what was happening. Rob Butler suggested that this decision should be made by the new board, when there would be more information to inform the decision, which was agreed.

5 **Any Other Business**

24. There was no further discussion as the meeting needed to finish at 19:30.

James Aulton
Chief Executive's Office
4 December 2017