

Minutes



Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Meeting: **Board Meeting**
Date: **17 January 2018**
Time: **14:00-16:25**
Location: **102 Petty France**
Protective marking: **Official**

Attendees

Charlie Taylor (YJB Chair)	Keith Towler (Board member)
Alan Wood (Board member)	Neil Rhodes (Board member)
Mairead Healy (Board member)	Neal Hazel (Board member)
Gillian Fairfield (Board member)	Ben Byrne (Board member)
Keith Fraser (Board member)	Brian Tytherleigh (Board member)
Colin Allars (Chief Executive)	Ann Skamarauskas (Director of HR)
Stephanie Dilloway (Head of Chief Executive's Office)	Martin Skeats (Director of Finance and Business Assurance)
Louise Falshaw (Director of Partnerships and Performance)	Dusty Kennedy (Director of YJB Cymru)
	David Wells (CEO's Office – minutes)

Agenda Ref.

Item

Action

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| 1 | <p><u>Apologies, Minutes and outstanding Actions</u></p> <p>1. Apologies were received from Sharon Gray. Charlie Taylor welcomed new Board members to their first meeting.</p> <p>2. The minutes of the previous meeting (21 November 2017) were agreed without change. It was agreed that the one outstanding action (a round-table event to be held around children with special educational needs) can be closed as the meeting has taken place.</p> | |
| 2 | <p><u>Committee Minutes / Board Member Activity Schedule / Register of Interests / Gifts and Hospitality Register</u></p> <p>3. The Board noted the following:</p> <p>- the Performance Committee minutes of 25 October 2017 and the accompanying report. Charlie Taylor stated that</p> | |

following the recomposition of the Board he has asked Gillian Fairfield to continue to Chair the Committee;

- the Wales Youth Justice Advisory Panel minutes of 18 October 2017. Charlie Taylor stated that he has asked Keith Towler to lead from the YJB side, with support from Dusty Kennedy;

- the Finance, Audit and Risk Assurance Committee (FARAC) minutes of 8 November 2017. Brian Tytherleigh will now Chair the Committee, and Neil Rhodes and Gillian Fairfield will continue as Committee members;

- the Board activity schedule;

- the Board member register of interests. It was noted that this was populated with information relating to the previous Board. Current Board members will need to provide their declarations of interest. This should be done by email to Stephanie Dilloway. It was noted that there were no declarations of interest in relation to today's agenda;

- the gifts and hospitality register. The expectation of Board members to refuse or, where accepted, to register, gifts or hospitality was noted.

4. In relation to the ongoing operation of the sub-Committees, it was noted that some changes may be required in light of the changes to the responsibility for functions across the system and the new focus of the YJB. Any such changes to Committee Terms of Reference will be brought before the Board.

3

Chief Executive's Report

5. The written report was noted. Colin Allars invited Board members to feedback to him outside of the meeting on the usefulness of the report and whether the format met their needs.

6. Colin drew particular attention to paragraph 3 of the report, about the restructuring of the YJB and the transfer of responsibility for some functions. Colin stated that the YJB is still carrying some risk around governance – for example, due to the fact that the YJB is still paying staff who have transferred to the YCS. The YJB has been informed by the Ministry of Justice (MoJ) that the intention is for these issues to be ironed-out by the end of the financial year.

7. In relation to the section on funding, Colin stated that

**Board members
to provide
content for the
Register of
Interests to
Stephanie
Dilloway**

the YJB is forecasting an underspend of this year's budget, largely due to remand income being higher than anticipated. A firm indication of the budget for next year is not expected until March, meaning the YJB will not be able to confirm the grant allocation to Youth Offending Teams (YOTs) as early as it would wish. The grant allocation will come to the Board before it is finalised.

11. Section 8 of the report detailed four recent occasions where Colin Allars has directly intervened with YOTs due to poor performance, having been requested to do so by the Performance Committee at its last meeting.

4 **YJB Functions and Priorities**

12. The Board was joined by Poppy Harrison, the YJB's Head of Strategy and Safeguarding Governance, who presented a slide-pack on the work carried out to date on the future functions and priorities of the YJB. It was noted that this had been subject to regular consideration by previous Board members, and specifically by a sub-group of the Board composed of Brian Tytherleigh, Gillian Fairfield, Alan Wood and Charlie Taylor, who had looked in particular at the overall aims of the system, the priorities for the YJB and the strategic direction. It was noted that ultimately the system aims will be put to Ministers to endorse, and that an Oversight Group is currently being established, to be chaired by Charlie Taylor, that will bring together parties from across government and that will help advise Ministers if the system aims are being delivered.

13. It was reported that the new structure of the YJB is being designed with the Priority Programmes at its centre, with those programmes chosen because they are the areas where the YJB wants to have the most impact. The approach has flexibility built into it, as the priorities will change over time. In relation to the diagram on page 6 of the pack, showing the journey of the child through the youth justice system, Gillian Fairfield suggested it makes reference to health, particularly in regard to prevention, and the YJB's role in influencing others in this regard.

14. In relation to the proposed Priority Programme 4, *Safety in Custody*, Charlie Taylor stated this should be amended to *Safety and Education in Custody*. In relation to Priority Programme 6, *The disproportionate representation of children from BAME in the youth justice system*, it was reported that learning needs to be taken from the Lammy review and the YJB needs to identify where it can have an impact. Mairead Healy stated that the YJB will need to talk to voluntary sector groups, and Louise Falshaw stated that there is a need to move away from analysis and move to fixing the issue. Neal Hazel

stated that there are still a number of facets that risk being missed, and suggested that the work should look at other areas of disproportionality, such as in relation to Looked After Children. Poppy Harrison stated that there is potential to address issues of disproportionality across all of the priority programmes.

15. Charlie Taylor stated that Board leads will be assigned to the Priority Programmes as follows:

- Secure Schools: Charlie Taylor, with input from Sharon Gray;
- National Standards: possibly Gillian Fairfield, but the proposal needs more scoping before a decision is taken;
- Local Services Practice: Neil Rhodes, with input from Ben Byrne and Alan Wood;
- Resettlement: Neal Hazel;
- Safety and Education in Custody: Alan Wood and Sharon Gray;
- BAME disproportionality: Keith Fraser to be involved in scoping the work, but it may ultimately be led by the Policy Unit at MoJ with the YJB's support.

16. Charlie stated that the Board leads are there to support the Executive and YJB staff in doing the work, and that some governance will be required, more so in some areas than others. Charlie added that there is other, more general work outside of the Priority Programmes where the Board's expertise will be used – for example, Mairead Healy will be involved in engagement with children and young people, with the YJB needing to hear from them about their experiences and involvement with the system. Brian Tytherleigh will assist with internal governance, including via his chairmanship of the Finance, Audit and Risk Assurance Committee. Louise Falshaw highlighted the need to consider the Welsh perspective across all of the Priority Programmes work.

17. Neal Hazel asked where reducing the number of young people in custody fitted in to the programme of work. Charlie Taylor stated that there have been big reductions in the numbers over recent years and while work continues on a Bill around sentencing policy this was not a direct priority for the next six months, albeit the YJB's other work will impact upon it. Charlie added that there are number of areas that are not specifically mentioned in the Priority Programmes but are nonetheless of inherent concern – such as mental health and the work of courts. Such areas remain important and the YJB will keep a watching brief. Colin Allars added that

an overall objective of the YJB is the prevention of offending, which the priority programmes will contribute to. Colin stated that the Priority Programmes are intended to have clear start/finish dates and targets attached to them, and to be regularly refreshed.

18. Charlie Taylor then confirmed membership of the Board sub-Committee as follows:

- Wales Youth Justice Advisory Panel (WYJAP): Keith Towler will co-Chair (with the Welsh Government) and Keith Fraser may have input too;
- Performance Committee: Gillian Fairfield will continue to Chair and Brian Tytherleigh, Charlie Taylor and Keith Towler (via dial-in) will be members;
- Finance, Audit and Risk Assurance Committee (FARAC): Brian Tytherleigh will Chair, and Charlie Taylor, Gillian Fairfield and Neil Rhodes will be members. Charlie Taylor will consider further the need for his attendance.

19. Gillian Fairfield and Brian Tytherleigh gave overviews to the Board on the purpose and operation of the Performance Committee and the Finance, Audit and Risk Assurance Committee (FARAC). Gillian Fairfield stated that the Performance Committee will now focus on the performance of the Priority Programmes, and will support Charlie Taylor in his oversight role. Brian Tytherleigh stated that any Board member is welcome to attend FARAC meetings.

5

YJB Senior Structure

20. Colin Allars presented the Board with a proposed high-level structure for the future YJB (Grade 6 level and above), stating that the Board's approval is required for it to be implemented. It was noted that a sub-set of the previous Board has worked with Colin on the design and has endorsed the proposal. One issue still needs to be resolved in relation to IT delivery and whether or not this will sit with the YJB. Colin stated that the structure is designed to operate at the strategic level, engaging with other organisations across Whitehall and beyond, enabling the YJB to speak with authority and to have maximum impact. Colin added that the proposed Chief Operating Office post will be required to move the YJB on as envisaged over the next year and beyond, but that the ongoing need for the post can be reviewed in 12-18 months' time. For the remainder of the item, the Executive Management Group members present (except for Colin Allars) left the room.

23. Neil Rhodes stated that his initial view was that a senior structure of 8 people at Grade 6 level and above seemed large for an organisation of 90 or so people, albeit he understood the need for senior resilience, especially during a period of transition. Neil stated that for that reason he wondered if there was a need for all of the posts to be permanent. Gillian Fairfield and Alan Wood both commented that the sub-group of the Board, of which they were a part, had considered this point and was satisfied that this structure is required in the first instance given the significant changes taking effect, and given the need for the YJB to wield the desired influence across the system. Colin Allars stated that there was potential to fill the Chief Operating Officer post on a fixed-term basis rather than it being permanent. However, there is a need to embed the new structure overall and ensure it works, which the post will be instrumental in doing. It was also noted that the cost of the new structure is cheaper than at present, and fits within the budget.

21. The Board agreed that the proposed structure should be implemented; that there is a need to now move forward with pace; and that the structure should be reviewed in 12 months' time.

The Board to review the high-level structure of the YJB (Grade 6 level and above) in 12 months' time.

6

YJB Communications

22. The Board was joined by Catherine Worswick, Head of Strategy and Communications, who gave a presentation about internal and external communications at the YJB. Catherine highlighted the high-level of engagement among YJB staff demonstrated through staff surveys, and emphasised the need to maintain that engagement. Catherine stated that internal communications will be used to support staff to work differently as the new structure takes effect, and to deliver Board priorities. In response to a question from Keith Fraser it was confirmed that Board members can continue to utilise social media, such as Twitter, and that this can be used to further spread YJB public messaging. When approached by the media Board members should take care to clearly separate opinion based on their day to day work with their role as YJB members, and to be mindful of any potential sensitivities. The Board Member Code of Conduct also enshrines the Nolan seven principles of public life, which members should be aware of. Mairead Healy asked to what extent children and young people are used in YJB communications, as messages may be more powerful if coming from this group. Catherine Worswick stated that young people have been involved in the annual Convention and in other areas such as Young People's panels which provide advice to the YJB on strategic direction, but that continued consideration is

needed as to how children and young people's voices can be put across.

7

Key Statistics and Trends

23. Rob Street, Head of Evidence and Effective Practice, gave a presentation on the key statistics and trends of most relevance to the youth justice system at present. Rob highlighted the fact that the YJB is currently reviewing the data it collects and its outputs, to streamline, reduce burdens and improve quality. Focus is also being given to the reporting content for the new Oversight Board. Mairead Healy asked whether the YJB was intending to better capture data relating to the number of Gypsy, Traveller and Romany children in the system. Rob Street stated that this is in hand, although it is taking a while to get the data through. Charlie Taylor stated that Rob and his team will be key players as the YJB identifies and scopes priority programmes.

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Any Other Business

24. Charlie Taylor thanked attendees for their input, and YJB officials for their administration of the meeting. There was no further business. The meeting closed at 16.25.

David Wells
Chief Executive's Office
25 January 2018