

# Minutes

Meeting: **Board Meeting**  
Date: **12 September 2018**  
Time: **10:00-15.00**  
Location: **102 Petty France**  
Protective marking: **Official**

## Attendees

Charlie Taylor (Chair)	Alan Wood (Board member – to end of item 8)
Brian Tytherleigh (Board member)	Sharon Gray (Board member – to end of item 8)
Keith Towler (Board member)	Neal Hazel (Board member)
Keith Fraser (Board member)	Ben Byrne (Board member)
Mairead Healy (Board member)	Gillian Fairfield (Board member)
Colin Allars (Chief Executive)	Ann Skamarauskas (Director of Organisational Development and Change)
Steph Roberts-Bibby (Chief Operating Officer)	Martin Skeats (Director of Programme Delivery)
Stephanie Dilloway (Head of Chief Executive's Office)	Mairi Warrington (Director of Strategy and Planning)
John Ahern (Business Support Manager)	David Wells (CEO's Office – minutes)

Agenda Ref.	Item	Action
1	<b><u>Apologies, Chair's Introduction, Minutes and outstanding Actions</u></b> 1. Apologies were received from Neil Rhodes.  2. The minutes of the previous meeting (6 <sup>th</sup> June 2018) were agreed without change.  3. On the outstanding actions log it was noted that all but two of the actions (to review the senior YJB structure in early 2019 and to consider further the Board's "lift pitch") have been progressed and can be closed.	
2	<b><u>Committee Minutes / Board Member Activity Schedule / Register of Interests / Gifts and Hospitality Register</u></b> 4. The Board noted the following:	

- the Performance Committee minutes of 18<sup>th</sup> July 2018 and the associated report;
- the Wales Youth Justice Advisory Panel minutes of 3<sup>rd</sup> July 2018;
- the Finance, Audit and Risk Assurance Committee minutes of 4<sup>th</sup> July 2018;
- a note of the Youth Advisory Panel meeting of 29<sup>th</sup> August 2018;
- the Board member's activity schedule;
- the Board member's register of interests, and;
- the gifts and hospitality register.

5. It was agreed that in future the Board should dedicate five minutes of the agenda to discuss the Performance Committee Report. Alan Wood stated that when presenting data (for example, on YOT performance) it would be better for the report to give both numbers and percentages, as the current version contained a mixture of both. Alan also asked that the outline business case for secure schools, which was referenced in the report, be shared with the Board. Keith Fraser asked if it was also possible to see a breakdown of behaviour management data from a BAME perspective.

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### **Chief Executive's Report**

6. Colin Allars' report was noted. Colin drew particular attention to the sections on the restructure; the latest staff Pulse Survey results; the upcoming all staff event and launch of the 'child first, offender second' principles; the new priority on serious youth violence; the Oversight Group update; the section on custody, including the fact that inspection reports are starting to show improvement on the ground - albeit concerns remain, particularly in relation to violence. In relation to section 9.3 of the paper, on finance, the Board noted that earlier today the Remuneration Committee had endorsed the proposed pay remit.

7. In relation to the section on custody, Alan Wood stated that it would be helpful to the Board if Helga Swidenbank be invited to talk about the Youth Custody Service's strategic plans. Charlie Taylor asked that this be done at the Board meeting in December. Neal Hazel stated that he was meeting with Helga today and next week to discuss resettlement. Colin Allars stated that the overall

**In future the Board to give specific consideration to the Performance Committee Report, with five minutes allocated on the agenda for that purpose.**

**The Secure Schools outline business case to be shared with the Board.**

**If possible, a breakdown of behaviour management data from a BAME perspective to be shared with the Board.**

**Helga Swidenbank to be invited to the December 2018 Board meeting to talk about the Youth Custody**

numbers in custody have been reducing gradually over recent months.

**Service's strategic plans.**

8. Keith Fraser asked about the serious youth violence priority, and asked what the data shows for the rest of England and Wales beyond London. Charlie Taylor stated that the issue is wider than London alone, and especially in the larger cities, but that a rise has not been seen everywhere. Martin Skeats stated that the project in hand will aim to identify the areas where the problem is most profound.

9. On the finance section of the report Brian Tytherleigh suggested that in future it would be useful to have figures annexed as a matter of routine. Martin Skeats stated that care will need to be taken as to exactly which figures are annexed – for example, it will need to be known whether the Finance, Audit and Risk Assurance Committee has scrutinised them or not.

**Figures to be annexed to the Chief Executive's report to the Board to support any reporting on Finance.**

10. Colin Allars highlighted paragraph 13 of the report which asked the Board to approve the appointment of Legal and General as the new provider of the Civil Service Pension scheme's defined contribution arrangement, and to confirm that it was content for him to sign the YJB's participation deed. The Board agreed.

11. Colin Allars asked the Board to note the guidance that has been circulated in relation to attendance at Party conferences.

12. Brian Tytherleigh asked whether with the new IT arrangements being put in place for the Board it would be possible for members to book their own travel. It was stated that this may be possible.

#### **4 Priorities Programme**

13. Martin Skeats presented the paper, explaining that the Performance Committee had requested at its last meeting that the governance behind the priorities programme be brought to the full Board for information. The Board was provided with a slide pack providing a summary of the programme management strategy; the strategy itself, and; a decision-making framework.

14. Keith Fraser asked about the roles of the strategic champions and the senior staff member, and how consistency will be achieved across priorities. Martin Skeats stated that in essence the Board champion is responsible for setting the overall strategy for the priority and then championing it. Martin added that a portfolio of strategies is being finalised at the moment, and that one

project may relate to more than one priority. Martin stated that his team will provide bespoke reporting to the champions, and will meet and discuss progress with them. Keith asked if there will be a dedicated Senior Reporting Officer? Martin stated that champions will be liaising with one individual, and that person may be different for the different priorities.

15. Gillian Fairfield stated that the language in Annex C (the decision-making framework) suggested passivity rather than pro-activity, and asked what decisions a steering group for a priority can make and how it would link-in. Martin Skeats stated that there will be different arrangements for different projects, but that the Board member will set the direction working with the individual official for the priority and/or himself. Keith Towler stated that the blueprint is the mechanism by which priorities will be delivered in Wales, and that some clarity is required regarding the links with the priorities programme. Martin Skeats stated that it depends on the activity, and that it could be within or outside of the scope of the priorities programme depending on what the particular activity is. Charlie Taylor stated that a bit more work is needed to 'stress test' the programme governance with the blueprint.

16. Gillian Fairfield stated that oversight of the programme will come via the Performance Committee. Charlie Taylor added that the full Board will need an ongoing understanding of the programme too, but without duplicating the role of the Performance Committee. Charlie suggested that the Board may want to take a thematic approach. Martin Skeats stated that there is a difference between oversight, scrutiny and decision making, noting that the Performance Committee does not have decision making powers. Gillian Fairfield stated that the Performance Committee report to the Board will give the Board its oversight, and that should decisions be required the Committee can put those to the Board.

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### **2018/19 Business Plan**

17. Dominic Stevens presented the paper which sought the Board's agreement on the proposed approach to be taken to develop the 2018/19 Business Plan, and the proposed high-level activities to be included in the Plan. Dominic stated that the full draft of the Plan will then come to the Board shortly, hopefully in October.

18. Brian Tytherleigh stated that it was important that the Business Plan is proportionate to the YJB's resources, and that the YJB's accountability for how it spends its money is emphasised..

19. Alan Wood stated that the process seems somewhat commercial and questioned whether there is actually a need for an annual plan. Dominic Stevens stated that the process this year has been late, and that next year it would be more beneficial to do it early, as it assists the YJB's engagement with other government departments. Gillian Fairfield stated that she liked the proposed simplicity of the Plan. Brian Tytherleigh and Ben Byrne both echoed Dominic's point about the need for the following year's plan to be produced early, and Ben added that any reference to the local services priority should now be to the agreed wording of '*Improving Local Practice*'.

20. The Board agreed to the proposed approach outlined in the paper, and thanked Dominic Stevens for all of his work.

### **Serious Youth Violence**

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21. Martin Skeats and Dominic Daley provided the Board with an update on the initial scoping work around the serious youth violence priority. The Board noted that Neil Rhodes is the strategic champion for the priority. Martin Skeats stated that the YJB will look to focus on areas where it can have an impact, and highlighted the proposal to target the top 25% of local authorities/YOTs. Keith Fraser asked how those 'top' authorities are going to be identified. Martin Skeats stated that it will be based on the proportion of violent offences, not numbers, and will look for those in the top 25% across three periods out of the last four which will indicate persistent issues.

22. Martin Skeats reported that there is already a lot of activity underway in this area across a number of agencies. Martin stated that the YJB wants to help shape and drive that activity. While the YJB cannot join-up all of that activity, it will want to work with the grain of it.

23. On the current data, Martin stated that there is a mixed picture, with the number of proven violent offences committed by children actually falling. However, the number of knife offences committed by children is rising. Neal Hazel questioned whether possession of a knife should be included within the definition of violent crime, as carrying a knife is more accurately a factor that can lead to violence rather than a violent act itself. Martin Skeats stated that he can give this more thought. Charlie Taylor stated that possession of a weapon could nonetheless be a proxy measure for violence, and noted in particular that knife and offensive weapon offences have been increasing since 2013. Martin Skeats also highlighted the fact that there appears to be a rapidly developing area of different issues, which could be running faster than the

data that is held. Martin stated that there is a need for more timely data, even if it is of a lower quality.

24. Martin Skeats stated that there is an intention to build-in the recent work that has happened in Glasgow. Charlie Taylor added that Ben Byrne's work on 'beacon' YOTs ought to be included too. Gillian Fairfield suggested that it may be worth exploring links to Hospital data and any research that may have been carried out in relation to A&E admissions. Neal Hazel stated that he believes Cardiff University may have done some work in that area. Neal added that children themselves are often victims of violent crime, and that this should be worked into the strategy.

25. Ben Byrne suggested that the YJB should take leadership in this area and pull together what other agencies are doing. Ben stated that the YJB should be proactive in taking that leadership role, and should be an authoritative voice on the matter. It was agreed that the YJB should find out exactly what work has been done by Cardiff University. Similarly, the YJB should find out more about the Glasgow project and particularly any evaluation of it.

**The YJB's serious youth violence priority project to consider work by Cardiff University on hospital data, as well as the Glasgow model and any evaluation of it.**

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#### **YOT Grant Review**

26. The paper provided the Board with an overview of the journey to date with the YOT grant review. The Board was asked to note progress with the review and to confirm continued delegation to the Chair and the Chair of the Finance, Audit and Risk Assurance Committee authority to approve the final grant review consultation.

27. It was noted that the Board had previously set the following medium-term strategic objectives for the future use of the grant: to achieve the strategic priorities set and updated periodically in the YJB business plan; to disburse the grant to most effectively impact on improvements to the youth justice system, and; to incentivise others to invest resources in youth justice services.

28. The Board noted the paper as requested and agreed continued delegated authority to Charlie Taylor and Brian Tytherleigh to approve the final grant review consultation.

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#### **National Standards Consultation Update**

29. The paper invited the Board to agree that Ministers be asked to approve the revised *Standards for Children in the Justice System 2019* to be used as the basis for an upcoming consultation. It was noted that a final version of the Standards will then be presented to the Board at its December meeting for approval, which will then go to

Ministers for agreement. Implementation is expected to run from January to March 2019, with the new Standards live with effect from 1<sup>st</sup> April 2019. Charlie Taylor thanked Liza Durkin for a great piece of work.

30. Lisa-Harvey Messina reported that the revised Standards are moving to a less prescriptive, outcomes-based approach focussing on key principles. Gillian Fairfield added that while the standards themselves are relatively simple, it has been complex getting to this point, and that a lot of consultation has already taken place with stakeholders. Gillian stated that on the whole the Standards have been positively received so far. Neal Hazel welcomed the work and the approach being taken. Neal also stated that there needs to be some child first / constructive resettlement wording worked in.

31. The Board agreed that it was content for the Standards to go to Ministers.. Gillian Fairfield and Charlie Taylor asked to see the Ministerial submission before it goes forward.

**The Ministerial submission on the revised National Standards to be seen/have input from Charlie Taylor and Gillian Fairfield before it goes forwards.**

## **9 Youth Justice Blueprint for Wales**

32. The paper provided the Board with an update on the work around the blueprint for Wales, and outlined the next steps. The Board was asked to agree continued consideration of the blueprint in Wales as the vehicle for delivering the aims of the YJB priorities. Keith Towler stated that the blueprint is predicated on a rights-based approach, and that stakeholders in Wales have been very positive.

33. Amy Rees, Executive Director of HMPPS Wales, stated that she was enthusiastic for three reasons: the blueprint provides an opportunity for transformation; there is plenty of opportunity still to change and shape the paper; and the custodial element gives a more viable economic unit cost and value going forward. Amy stated that there is a need to secure all of this good work on a sustainable funding footing.

34. Keith Fraser asked whether BAME disproportionality has been considered, as he could not see any reference to it in the recommendations. Sue Thomas stated that there is some disproportionality in some areas – such as Cardiff – and that the issue can be looked at further.

35. Martin Skeats stated that some parts of the blueprint fall within the Priorities Programme and some not, and asked how much of it is the YJB implementing and how much is it supporting? Sue Thomas stated that each area can be workshopped to think through the implications

**Proposals on how the blueprint in Wales ties-in to**

more. Charlie Taylor asked that proposals on how the blueprint ties-in with the YJB priorities be worked up and brought to the Board at its next meeting. On the governance question, Amy Rees stated that there is a need to work within the statutory framework and to focus on best outcomes on the ground.

**the YJB priorities to be worked-up and returned to the Board at its next meeting.**

10. **Youth Advisory Panel**

36. Mairead Healy provided the Board with an update on the work of the Youth Advisory Panel. Mairead stated that a Participation and Rights Manager role has been included in the new structure, with Noorie Toora in post. Mairead stated that recruitment for the panel was slow at first but that twelve people are now on board, albeit attendance is low. Mairead stated that more thought will need to be given to the timing of meetings to address this. There is also a need to ensure it is not London-centric.

37. There have been a number of requests to engage with the panel, including from the Children's Commissioner and Youth Custody Service. The last panel meeting considered the YCS's 'Good Behaviour Framework' and a number of comments were made from panel members about the language used in the framework, with a preference to talk about 'relationships' rather than 'behaviour'.

38. Mairead stated that a "group contract" is being developed and will be circulated once finalised. A strategic plan will also be developed to ensure participation is embedded across the YJB. Further thought is required as to how connections are made with the Voice of Youth in Wales.

39. Neal Hazel welcomed the work, stating that it plays into the child-first agenda. Neal stated that it is more than 'participation', it's 'collaboration'. Neal suggested that more thought should be given to allowing input outside of panel meetings, as some members may feel more comfortable with that approach.

11. **Any Other Business**

40. Charlie Taylor reminded the Board that the Youth Justice Convention takes place on 27<sup>th</sup> and 28<sup>th</sup> November. The next full Board meeting is on 5<sup>th</sup> December, and a Board workshop will take place on 8<sup>th</sup> October. It was noted that Jonathan Pickles will be taking over from Marion Sandwell as the YJB's Senior Police Advisor. On behalf of the Board, Charlie thanked Marion for all of her work while at the YJB, and wished her the very best for the future



[Official]

**David Wells**  
**Chief Executive's Office**  
**27 September 2018**