

Board Meeting – Draft Minutes



Meeting date:
18 September 2019

Time:
10:00-13:30

Location:
Conference Room 14, 102 Petty France

Board Attendees

Names	Title
Charlie Taylor (CT)	Chair
Neal Hazel (NH)	Board Member
Gillian Fairfield (GF)	Board Member
Alan Wood (AW)	Board Member
Ben Byrne (BB)	Board Member
Neil Rhodes (NR)	Board Member
Mairead Healy (MH)	Board Member
Keith Fraser (KF)	Board Member
Keith Towler (KT)	Board Member
Brian Tytherleigh (BT)	Board Member
Sharon Gray (SG)	Board Member

Executive and other attendees

Names	Title
Steph Roberts-Bibby (SRB)	Chief Operating Officer
Ann Skamarauskas (AS)	Director of Organisational Development and Change
Mairi Warrington (MW)	Director of Strategy and Planning
Martin Skeats (MS)	Director of Programme Delivery
Cheryl De Freitas (CDF)	Director of Innovation and Engagement (England)
Sophie Riley (SR)	Director of Oversight, Intelligence and ICT
Lynzi Jarman (LJ)	Director of Innovation and Engagement (Wales)
Stephanie Dilloway (SD)	Head of CEO Team
Helen Downham (HD)	Senior Executive and Board Support Officer – minutes

Apologies

Names	Title
Colin Allars (CA)	Chief Executive Officer

Presenters

Names	Title
Phil Douglas (PD)	MoJ Director, Youth Justice and Offender Policy
Hanna Lewis (HL)	Head of Communications
Nicola Kefford (NK)	Head of Stakeholder Engagement
Tanya Gillet (TG)	Head of Youth Offending at Essex County Council

Observers

Names	Title
Anne-Marie Kelleher (AMK)	Organisational Development and Change Officer
Natasha Richards (NR)	Youth Justice Effective Practice Advisor

Daniel Hepner (DH)	Head of Research
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1. Business Papers

- 1.1 CT asked the observers and new members of staff to introduce themselves to the Board. CT reminded the Board that he will not be reapplying for the role of Chair, which is now open for application. He noted that it has been a pleasure to work with the Board members and staff in the YJB. He offered support to any Board members who may wish to apply for the Chair role.
- 1.2 The Board confirmed the minutes for the 19 June Board meeting, with minor amendments to para 2.5 and 3.17. All actions on the action log have been completed except number 3 relating to the ICT strategy due in December 2019.
- 1.3 CT reminded Board members to update the CEO mailbox if there are any changes to the Activity Schedule or Registered Interests. He thanked the Board for their engagement on these. CT clarified that the CEO team should be advised of any meeting that they attend in a YJB capacity and if in doubt share with the CEO team. Also, it should be clear to stakeholders when it is a personal view being expressed rather than a YJB view.

2. FARAC update

- 2.1 BT provided the Board with a summary of the FARAC meeting 3 July 2019. The NAO audit had not been completed at this point due to grants queries. Thanks to the YJB and NAO this was resolved and the audit was completed with a clean bill of health. Lessons learned from this process have been discussed between NAO and YJB.
- 2.2 BT noted a new team in the Government Internal Audit Agency (GIAA) had been identified to undertake internal audit of the YJB, this has provided a healthy challenge to the pre-existing systems. They have a breadth of experience and we anticipate their feedback will help us to continue to improve assurance going forward. BT gave the Board an update on the recent audit of risk, advising that there will be some improvements to how strategic risks are captured and communicated with the Board.

3. Performance Committee update

- 3.1 GF reported on the Performance Committee 10 July 2019 being very positive. It was helpful to focus on one priority in detail and see how this linked to the YJB objectives. This had been 'Improving Local Practice'. 'Resettlement & Transitions' will be the focus at the next Performance Committee. GF opened the invitation to other Board members to attend the full meeting if they wished to or indeed solely the element of the meeting on priorities.
- 3.2 July Performance Committee discussed the lessons learnt review in relation to 3 priority Youth Offending Teams (YOTs), this will help to inform the one-year review of YJB oversight structure which is commencing and due to conclude in December. GF and CT volunteered to contribute to the review on behalf of the Board. CDF noted the findings will be formally brought for decision at the December Board meeting.
- 3.3 BT noted that Board members at Performance Committee get a richer view of the YJB work. It was suggested a paper similar to the 'Performance Committee summary to the Board' is included in regular Board papers for FARAC and WYJAP. The Board agreed this would be helpful.

Action: Commission a summary paper for FARAC and WYJAP to be included in the regular Board papers for December

Assigned to: Stephanie Dilloway

4. WYJAP Update

- 4.1 To be discussed within Item 10 on the Wales Blueprint.

5. Chief Executive's Report

- 5.1 SRB noted key points from CAs report in his absence. She noted the new ministerial team are taking an active interest in youth justice. Key areas of focus have been the National Referral Mechanism, secure estate, exclusions and criminal records. The Secretary of State had a positive visit to Camden YOT in August which highlighted positive work around early intervention, public health approach and family support. CT has recently met with Wendy Morton and communication will be created to introduce the YJB to Chris Philp who has recently been appointed to the MoJ as the minister with responsibility for prisons.
- 5.2 MW noted the abolition of short-sentences review is not continuing. The sentencing review for prolific offenders went to the Prime Minister's office last week w/c 9 September, which included an appreciation that children are under a different system to adults.
- 5.3 KF and CA went to MoJ ExCo on 20 August which was positively received. CA was able to discuss the need for child first practice and the complexities faced by the children in the system. The Permanent Secretary will be joining a future Board meeting, likely March 2020.
- 5.4 The Board discussed their concern about the lack of urgent response to the Urgent Notification on Feltham A from MoJ and Government given the severity of the issue. This highlights a lack of basic safety for children. Feltham still have a freeze on new children being placed there. The Board discussed potential lack of focused expertise that knows how to deal with the problem and how the YJB should respond to fulfil its responsibility to children and oversight function. CDF noted the YJB have offered advice to YCS and maintain regular catch-ups. NH noted he has been working closely with YCS and YJB colleagues on the case work review for YOIs. MW noted the YJB have been asked to provide evidence of scrutiny in this area at the Justice Select Committee.
- 5.5 SRB also noted CA's concern about the delay in secure schools being established and that HMPPS are scoping a bid for two secure schools within their spending review bid. Some upcoming YOT inspection reports are more negative in tone than expected. There is ongoing work on the cross-government action plan to address Serious Youth Violence.
- 5.6 SRB lastly asked the Board how they would like to prepare for the publication of the pain-inducing techniques (PIT) review that the MoJ commissioned CT to complete independently of the YJB. The Board decided they would respond to the Government's response to the review when it was published rather than directly to the review. MW will follow-up with MoJ about the timeframe for publication of the review. It was initially planned for release in the summer.

Action: CT and SRB to discuss options on how to coordinate the Boards views on Feltham and feedback to the Board via correspondence next week w/c 23 September 2019.

Assigned to: Charlie Taylor and Stephanie Roberts-Bibby

Action: SD to send out terms of reference for the Justice Select Committee

Assigned to: Stephanie Dilloway

Action: MW to follow-up with MoJ on their plan for the publication of the PIT review

Assigned to: Mairi Warrington

6. MoJ Policy Update

- 6.1 PD entered the room and gave the Board an overview of current MoJ policy, noting his directorial responsibility over sentencing, probation, young people and other vulnerable groups. He noted the consultation with the YJB on the sentencing review for serious and prolific

offenders which is now with the Prime Minister. The focus was on adults rather than children and a response is expected in the coming weeks. PD also noted the work on making the tariffs on life sentences consistent linking to short-sentences, Helen's Law, impact planning for the extra 20,000 police officers announced and an upcoming White Paper on the Mental Health Act review and a 2-year update from the Lammy Review due in December.

- 6.2 PD sought the Board's opinion on options to respond to poor outcomes for children at Feltham. He noted Feltham could be a catalyst for change in the secure estate for children. Feltham reform is included in MoJ risks however, it is not fully appreciated in MoJ that while numbers in the youth secure estate have lowered, the most vulnerable remain as the adult system appears worse.
- 6.3 CT shared the Board's concerns about action being taken to address Feltham and stressed that immediate action is required. A purely cultural change approach takes too long to filter to frontline staff. It was appreciated that the long-term risk around Feltham and the secure estate was acknowledged. It was noted that there is existing expertise that could facilitate immediate improvements, including staff from secure children's homes and medium secure mental health units. Systemic family work is more sustainable than punitive imprisonment. The Board noted appropriateness of where youth work should sit to be rehabilitative and child first.
- 6.4 The Board also posed PD questions regarding mapping out the impact of 20,000 police officers and the accounting of changing demographics for enforcement and resettlement, which PD noted he will follow-up with the Board outside of the meeting.

Action: CT to follow-up with PD on the Board's questions noted above.

Assigned to: Charlie Taylor

7. Board Position on reform of the youth criminal records disclosure regime

- 7.1 MW noted a subgroup of Board members had been created to establish a YJB position on criminal records. The proposed position has been fed into by stakeholder engagement, noting valuable lived experience from children. The position would act as a guide for YJB work. CT thanked MW for her work on this piece.
- 7.2 CT confirmed that this was an opportunity for the Board to develop a shared position on the overall policy for criminal records, rather than commenting on the existing delivery of that policy. Policy responsibility for criminal records sits across the MoJ and the Home Office.
- 7.3 GF redeclared her conflict of interest as Chair of the Disclosure and Barring Service (DBS) and noted factual points in the paper to be amended. She offered a place at an upcoming conference for employers to better understand the purpose of the DBS. She also offered an opportunity to observe the filtering process in Liverpool if any staff or Board would find it helpful.
- 7.4 NH noted that the sub-group, which he had been a part of, had used the 'child first, offender second' guiding principle to influence the development of the position.

Action: MW to recheck factual points in the paper and continue formulating the position out of committee

Assigned to: Mairi Warrington

8. Communications and Engagement – Bi-Annual Update

- 8.1 NK gave an overview of the improvements and ongoing work in stakeholder engagement. The forward look draws together engagement across the organisation. Relationships have strengthened and all four fora have been established; Children's Network, Academic Panel, Voluntary and Community Sector Liaison Group and External Stakeholder Liaison Group. An

impact log will be coming to the Board annually. The first engagement campaign has been started regarding criminal records, example mapped out in the papers. Work with Tier 1 stakeholders is mapped out and is ongoing. A full strategy should be ready to present at the next Board in December.

- 8.2 HL highlighted the disproportionality journey of the child as an exemplar of YJB's stakeholder relationships and the positive use and engagement on social media. She thanked Board members that had supported the YJB social media. She noted social media training is being delivered to the YJB executive (SLG) and asked the Board to express their interest to the CEO team or her team if they would like to know more about using social media. HL also noted the increased receipt of the YJB Bulletin and a standalone interview with CT from the Guardian that took place. She also noted a proposal for regional engagement of Board members that will be mapped out and brought back as a developed proposal. Lastly, HL noted that the requested monthly comms updates will include key press issues, five minutes briefings, YJB lines and bullet points on each YJB priority. The Welsh language publication requirements are being discussed.

9. Confirm Agenda for Upcoming Board Away Day

- 9.1 CT asked for this to be agreed over correspondence, noting the idea for the day is to discuss big strategic ideas.

Action: Comments to be provided and agenda to be amended as necessary.

Assigned to: Stephanie Dilloway

10. Wales Blueprint

- 10.1 LJ provided the Board an overview of the work the YJB had done regarding the Blueprint for Youth Justice in Wales, now published by the Welsh Government and MoJ. The proposed YJB commitment and resource needs were mapped out, considering the balance of facilitation and advisory role.
- 10.2 The Board agreed that the collaboration on the Blueprint should continue but the decision on whether it should be a YJB priority managed through the programme will be deferred to the Board away day in November.
- 10.3 KT gave the Board an overview of the improvements made to the Wales Youth Justice Advisory Panel (WYJAP) and asked the Board to agree the refreshed Terms of Reference (ToR). The Board agreed to the new ToR.

Action: Discussion of Wales Blueprint as a priority to be added to the Board away day agenda

Assigned to: Stephanie Dilloway

Action: Replace the ToR for WYJAP on the Exchange

Assigned to: Stephanie Dilloway

11. Priorities Progress Update

- 11.1 In addition to the overview of governance noted in the paper, MS highlighted that establishing pathfinders are taking up most of the priorities resource. Currently grants to fund pathfinders are being approved through an MoJ grants panel and mitigations are in place to stop this delaying the process. The Board will be kept informed.

12. Guest Speaker – Essex YOT

- 12.1 TG entered the room and gave the Board an overview of Essex YOTs work around County Lines and thanked the YJB for the opportunity to work with them as a pathfinder. She noted local and national challenges including data sharing, understanding and explaining the complexities of children's circumstances, the value of family work and issues caused by exclusions and part-time timetables.
- 12.2 BB thanked TG for her presentation and valued the detailed explanation of the positive work that will be funded as a pathfinder and asked if there is anything further the Board could do.
- 12.3 TG noted continued help from the YJB to remove systemic blockers, such as encouraging more collaborative working and influencing across different departments, would be of great value. She agreed to come back to the Board to present an update on County lines.

Action: TG to come back to the Board to provide an update on the pathfinder work in 12-18 months' time.

Assigned to: Stephanie Dilloway

13. AOB

- 13.1 The observers thanked the Board for the opportunity to sit in on the meeting. AMK was reassured by the passion and child first focus of conversation. DH valued understanding the enormity of the decisions being made. NR noted her concerns about aligning the secure estate with YJB values.

**Helen Downham
Senior Executive and Board Support Officer
18 September 2019**