



Board Meeting – Draft Minutes

Meeting date:
11 December 2019

Time:
09:45-14:00

Location:
Conference Room 1a, 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
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
Colin Allars (CA)	Chief Executive
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) (Item 8 only)	Director of Oversight, Intelligence and ICT
Stephanie Dilloway (SD)	Head of CEO Team
Helen Downham (HD)	Senior Executive and Board Support Officer – minutes

Apologies

Names	Title
Mairead Healy (MH)	Board Member
Steph Roberts-Bibby (SRB)	Chief Operating Officer
Ann Skamarauskas (AS)	Director of Organisational Development and Change

Presenters

Names	Title
Justin Russell (JR)	HM Chief Inspector of Probation
Martin Pratt (MP)	Executive Director Supporting People & Deputy Chief Executive London Borough of Camden
Hannah Burdett + 3 peer advocates	Advanced Practitioner, Integrated Youth Services + Camden Advocacy Panel peer advocates

1. Business papers

- 1.1 CT noted MH has stepped down from the Board as she felt unable to commit the time.
- 1.2 The Board agreed the minutes for the 18 September Board meeting with no substantive amends and noted all papers under Item 1.

2. FARAC update to include risk workshop

- 2.1 BT noted the FARAC summary paper, which NR commented was a helpful format.
- 2.2 The Board discussed the draft strategic risk register. Risks need to be measurable and strategic rather than day-to-day business related.
- 2.3 The Board agreed the 'Stakeholders' risk should remain on the risk register. It needs to be expanded around YJB credibility and inadequate representation of YJB's purpose to the youth justice sector. The potential consequences need to note failing children more broadly along the child first principle. The relationship with ministers should be strengthened under this risk. Stakeholder engagement should be focused on supporting the needs of children and meeting YJB objectives by providing consistent expertise.
- 2.4 The Board agreed the 'Governance' risk should remain on the risk register. CA noted the Board's role is providing guiding principles rather than granular detail in practice, which would be unfeasible. The YJB's role is providing advice not acting as a pressure group. A key risk is the appointment of a new chair for two days a week rather than three. NR suggested that Board meetings be held more frequently alongside Board workshops which he has found to be beneficial recently. The Board also discussed size and diversity of members. The Board is legislated to be 10-12 members.
- 2.5 The Board agreed the 'People' risk should remain on the risk register as a fundamental pillar of the YJB's function. The language should be amended to reflect the recent appointment of skilled staff and retainment of highly skilled staff after the restructure. The small size of the YJB means staffing losses are felt heavily, which necessitates detailed succession plans.
- 2.6 The Board agreed the 'ICT' risk should remain on the risk register. However, this is a time bound risk that should eventually be resolved and removed.
- 2.7 The Board agreed an additional 'Finance' risk should be added to the register as a fundamental pillar of YJB's function. This should include two parts: the amount of money and how it is spent effectively.

Action: BT to feedback the Board's comments on the draft strategic risk register to be amended accordingly.

Assigned to: Brian Tytherleigh

Action: Consider holding Board meetings more frequently than every quarter.

Assigned to: Stephanie Dilloway with the new Chair

3. Performance Committee update

- 3.1 GF noted the last Performance Committee was a positive meeting highlighting the issue of remand. Helga Swidenbank (YCS) and MoJ have been asked to bring an update back to committee. A focused agenda proved to be a useful approach. The next meeting will focus on SYV.
- 3.2 NH noted the decline in scoring for resettlement in the recent individual HMIP inspections may be partly due to change in methodology.

Action: SYV to be focused agenda points of the next Performance Committee.**Assigned to: Steph Roberts-Bibby****4. WYJAP update**

- 4.1 This was the first WYJAP since the refreshed terms of reference and felt positive. SG had also attended. It was focused on education due to increased off-rolling and exclusions. KT noted this engagement has created valuable opportunities. Including an invitation to the all Wales Police Group and taking two Welsh ministers to visit Hillside.
- 4.2 KT noted the publication of the Thomas Commission report and the potential impacts around youth justice devolution.

5. CEO Report

- 5.1 CA noted YJB staffing changes and the staff survey result coming in January after a high response rate. Feltham is beginning to improve following its Urgent Notification and is taking new intakes, although is still not to full capacity. HMIP have set up a taskforce on separation in the youth secure estate which AW will advise. Custody numbers overall have lowered.
- 5.2 Continued work with underperforming YOTS. YJB funding proposals have been sent to MoJ.
- 5.3 The GPS monitoring for children went live in November but not believed to have been used with any children at this stage. The role out is initially only to London. The key YJB message is that it is used as a supportive measure. The Youth Justice Quarterly Performance Board meetings have been reinstated for senior oversight of the whole youth justice system, which the Permanent Secretary has suggested is in future chaired by a Minister. The Youth Justice Convention was really positive, with great speakers and organisation. CT passed on the Board's thanks to YJB staff that planned and ran the two days.
- 5.4 KF noted the success of the sports bid for BAME young people that the YJB supported. This highlights the positive stakeholder engagement of YJB.

Action: To ensure invites to Welsh ministers are considered for the Youth Justice Quarterly Performance Board**Assigned to: Colin Allars and Keith Towler****6. Justin Russell – HMIP**

- 6.1 JR provided a summary of his background and the current work of HMIP focusing on the outcome of YOT and secure estate thematic inspections.
- 6.2 HMIP are considering a thematic inspection of transitions and scoping of serious youth violence in Spring 2020. Inspections of smaller YOTs will take place June 2020.
- 6.3 The Board discussed with JR the best ways of disseminating best practice, YOT prioritising practice that marks well in inspections over needs of children, promoting offender management model over child first.

7. Martin Pratt – Camden Advocacy Panel

- 7.1 Three peer advocates, with lived experience of the youth justice system, from Camden Advocacy Panel presented their work following a brief introduction from MP. Camden's youth justice plan was co-produced with young people at the centre. They created a video of the YOS staff and young people which they presented to the Board. The peer advocates emphasised the value of this opportunity and early intervention being provided to them to move away from antisocial behaviour. It has given them a prosocial outlet that keeps them occupied. They discussed the limitations a criminal record can create unnecessarily in some

circumstances. But they noted it was possible to work with the DBS system with employers' support and understanding, in this case Camden YOS.

8. Oversight Review

- 8.1 CdF presented a summary of the oversight review which considered the approach one year on and included responses to the recommendations of the Learning lessons review, presented to the board in August 2019.

The Board agreed the direction of the operational definition and that the oversight function should seek to encompass the whole youth justice system. They agreed Further soft intelligence is required to have effective oversight beyond KPIs. Data should be monitored with the sector understanding of YJB's strategic oversight role that is not embedded in the day-to-day detail. Action: CdF and Lynzi Jarman will meet to discuss the modes of delivery for implementing the oversight review recommendations

Assigned to: Cheryl de Freitas and Lynzi Jarman

9. AOB

- 9.1 BB clarified that adolescent safeguarding will be on the next Board agenda. Consideration will be given to finding another DCS following the positive item from MP this meeting.

**Helen Downham
Senior Executive and Board Support Officer
11 December 2019**