



Board Meeting – Draft Minutes

Meeting date:
11 March 2020

Time:
10:00-13:30

Location:
Room 10.50 - 102 Petty France

Board Attendees

Names	Title
Charlie Taylor (CT)	Chair
Brian Tytherleigh (BT)	Board Member
Keith Towler (KT)	Board Member
Keith Fraser (KF)	Board Member
Neil Rhodes (NR) (from mid Item 3)	Board Member
Neal Hazel (NH)	Board Member
Alan Wood (AW)	Board Member
Ben Byrne (BB)	Board Member

Executive and other attendees

Names	Title
Colin Allars (CA)	Chief Executive
Steph Roberts-Bibby (SRB)	Chief Operating Officer
Paula Williams (PW)	Director of Strategy and Planning
Ann Skamarauskas (AS)	Director of Organisational Development and Change
Stephanie Dilloway (SD)	Head of CEO Team
Helen Downham (HD)	Senior Executive and Board Support Officer – minutes

Apologies

Names	Title
Gillian Fairfield (GF)	Board Member
Sharon Gray (SG)	Board Member

Presenters

Names	Title
Hanna Lewis (HL)	(Item 3) Head of Communications
Nicola Kefford (NK)	(Item 3) Head of Stakeholder Engagement
Annie Hudson (AH)	(Item 7) Strategic Director, Children's Services, London Borough of Lambeth
Florence Kroll (FK)	(Item 7) Director, Children's Services, London Borough of Greenwich
Richard Heaton (RH)	(one section reflected in AOB, paragraph 9.1-9.3) Permanent Secretary for MOJ
Lena Parmar (LP)	(Item 8) Head of Strategy

Observers

Names	Title
Sharon Healy	Programme Manager
Harriet Casey	Business Support Officer
Dominic Daley	(Item 5) Head of London region

1. Business Papers

- 1.1 CT noted apologies from GF and SH and asked Board members to ensure the Board Activity Schedule is updated.
- 1.2 NH noted an amendment required to the minutes of December 2019 Board, paragraph 3.2.

**Action 001/20: Ensure the December 2019 Board minutes are amended.
Assigned to: Helen Downham**

2. Finance, Audit and Risk Assurance Committee (FARAC) Update

- 2.1 BT highlighted key issues in the December 2019 FARAC update. There was an underspend in Programme Delivery due to challenges distributing funding for pathfinders and some pathway partners not being in a position to proceed this year. The grants panel have now been provided adequate assurances and have approved grants funding for all pathfinders where there is a sound business case. BT also noted recharging from MoJ is an ongoing challenge.
- 2.2 CA noted learning from this financial year to keep the Board better updated on ongoing financial issues, such as grants funding and MoJ recharging.
- 2.3 BT noted the internal audit of budget management has positive assurance, rating 'substantial'. The National Audit Office's (NAO) assessment of the grants process highlighted the need to review the YJB Assurance Map. The Government Internal Audit Agency (GIAA) are working with YJB to amend the lines of defence accordingly.
- 2.4 BT noted a separate subset of the Board will be arranged to assess the Board's risk appetite. This will be fed back at the next Board meeting. Remuneration Committee is now incorporated into FARAC. YJB staff will be asked to provide more concise papers for committee meetings going forward and include an executive summary.

3. Performance Committee Update

- 3.1 On behalf of GF, SRB highlighted key issues in the February 2020 Performance Committee update. These included the complexity of children's needs in the criminal justice system, short-term remands, overrepresentation, well-being, education and cross cutting data systems.
- 3.2 MoJ policy have been delayed in their Remand Review. Further activity on remand has been included in the YJB Business Plan 2020/21.
- 3.3 CT noted the data provided at Performance Committee would need a different/consistent structure to act as a complete assurance mechanism for YCS. NH also noted the data dashboard focuses on negative measures, such as reoffending, without considering positive outcome, such as identity shift. SRB noted a review of oversight measures has been included in the YJB Business Plan 2020/21 under the Child First strategic objective.
- 3.4 BB noted consideration of cross-cutting work and systems needs to include local government and children's services.
- 3.5 SRB noted the next Performance Committee will concentrate on oversight and the complexity of the youth justice system cohort. Board members were asked to consider joining the sub committees of the Board due to recent Board members leaving. All Board members will receive invitations to all committee meetings going forward.
- 3.6 KT raised the issue of Performance Committee and the Wales Youth Justice Advisory Panel (WYJAP) always being scheduled for the same date. Dates need to be reconsidered for Performance Committee as WYJAP is more difficult to rearrange.

**Action 002/20: Ensure all Board members receive invitations for all committee meetings and minimise clashes.
Assigned to: Stephanie Dilloway**

Action 003/20: Board members to consider joining sub committees**Assigned to: All Board members****4. WYJAP Update**

- 4.1 KT noted the refresh of WYJAP appears productive. The January 2020 meeting focused on the Youth Justice Blueprint and a follow-up on education/exclusions, informed by data dashboards.
- 4.2 Cardiff YOT's poor inspection results highlight the concern of governance and management. YJB should support improvement through data and advice without YOTs becoming reliant on YJB's systems.
- 4.3 KT noted the next WYJAP will focus on homelessness and wellbeing and will continue to align with the Youth Justice Blueprint and strategic partners.
- 4.4 KT highlighted the conclusions of the Thomas Commission are for devolution of criminal justice in Wales as much as possible. Local police and crime commissioners are an example of effective devolution and there appears to be political support. YJB have not committed to supporting or opposing devolution. YJB will support the work around the Youth Justice Blueprint and Female Offending Blueprint.

5. CEO Report to Board

- 5.1 CA highlighted the staff survey results showed improvements from last year and had a 95% response rate. The recruitment for the new Chair is still ongoing, BT will step in where needed until the new Chair is in place. Recruitment is also open for up to four new Board members. Oversight and inspection details are included in the CEO report. The rollout of GPS Electronic Monitoring in the London pilot appears positive and protective/child first. YJB will continue to monitor the implementation. Funding for 2020/21 has been discussed and tentatively agreed with MoJ yet to be confirmed in writing. CA outlined the Executive's proposed allocation split if the funding is confirmed as expected. The Board indicated agreement subject to seeing the proposal in writing.
- 5.2 A Board response to CT's independent Pain Inducing Techniques (PiT) Review was discussed.
- 5.3 The Board welcomes the recommendations in CT's PiT review. The Board agreed that BT would draft a Board response with CA which could be deployed publicly.

Action 004/20: To share the proposed funding arrangements for 2020/21 with the Board prior to sending the Submission to ministers for approval.**Assigned to: Colin Allars****Action 005/20: To draft a public response from the Board to CT's independent PiT review with input from GT and SH.****Assigned to: Brian Tytherleigh and Colin Allars****6. Update on Communications and Stakeholder engagement**

- 6.1 Nicola Kefford (NK) highlighted the Tier 1 stakeholder work being established. An impact log is being developed for April 2020 in conjunction with the existing forward look. Stakeholder fora groups have been able to shape policy including guidance for Knife Crime Prevention Orders. Basecamp has been established as an online platform for all fora groups, facilitating communication outside committee meetings.
- 6.2 Hanna Lewis (HL) highlighted the improved YJB Twitter engagement, which is in continual development. GOV.UK is a useful platform that will continue to include blogs from Board members. The YJ Bulletin will be reviewed next year, 2020/21. The YJ Convention 2019 had

the highest satisfaction rates yet, particularly around sessions being child led. Internal communications targets have been met. A staff motivation/pride campaign has begun in line with the 20th year of YOTs, being fully rolled out 2020/21. HL asked the Board to consider any ideas for the campaign.

- 6.3 The Board agreed to continue this approach for stakeholder engagement and communications and congratulated NK and HL on their work. CT noted there is an opportunity for more internal engagement with the Board through lunch and learns with other YJB staff.

**Action 006/20: Share list of Tier 1 stakeholders with the Board to confirm
Assigned to: Nicola Kefford**

**Action 007/20: Arrange technology training for the Board, including the Exchange and Basecamp
Assigned to: Stephanie Dilloway**

7. Adolescent safeguarding

- 7.1 BB introduced AH and FK as Directors of Children's Services for Lambeth and Greenwich respectively involved in the London Innovation and Improvement Alliance (LIIA). The presentation from AH and FK on their work is aimed at better aligning youth justice with children's services and champion child first practice.
- 7.2
- 7.3 CT thanked AH and FK for their time and ensured the YJB would continue working closely with DCS's and the LIIA.

8. Strategic and Business planning

- 8.1 Lena Parmar (LP) provided an overview of the current draft of the Business Plan and the collective input from YJB staff, Board members and external stakeholders taken.
- 8.2 The Board congratulated LP on the Business Plan, noting the improved layout was helpful. The Board commented on the opportunity to improve the YOT grant process and the YOTs contribution to the sector. The Board noted the positioning of statutory functions above the strategic objectives may be more suitable. Disproportionality may be more appropriate than over-represented children. Child First should promote a cultural shift, which will be further discussed outside committee between LP, BB, NH and PW. This work would often be around influencing practice frameworks and ways of working such as alternatives to AssetPlus.
- 8.3 LP will collate the Board's comments and any additional comments outside committee before 13 March 2020 and will circulate for final comment w/c 16 March 2020.

**Action 008/20: Arrange a meeting between LP, BB, NH and PW regarding Child First in the Business Plan
Assigned to: Helen Downham**

**Action 009/20: To invite Stuart Carlton from North Yorkshire to the September Board with agreement from the next Chair
Assigned to: Stephanie Dilloway**

**Action 010/20: To collate a final draft of the YJB Business Plan incorporating the Board's feedback.
Assigned to: Lena Parmar**

9. AOB

- 9.1 Richard Heaton (RH) joined the meeting for 30 minutes at 12:30. He thanked the YJB for their constructive challenge with MoJ, particularly to CA during the times of change and to CT for his tenure as Chair. He also thanked AW and CT for their respective independent reviews on separation of children in youth custody and PiT. RH noted the Lord Chancellor in MoJ is committed to improving custody for children. In the adult estate MoJ are investing capital into new modern prisons. The Royal Commission of Criminal Justice will be important in informing the next Spending Review. Currently MoJ have the biggest legislation in Parliament with eight active Bills.
- 9.2 The Board discussed concerns with RH. Notably joining up practice between youth justice, Youth Custody Service (YCS) and children's services. RH noted he will discuss with the YCS.
- 9.3 CT thanked RH for his time and continued work through recent ministerial change.
- 9.4 To close CT's last Board meeting, he thanked CA for his support throughout his tenure as Chair. CT thanked AW for his tenure on the Board as his last Board meeting too. BT thanked CT on behalf of the Board for his work as Chair.
- 9.5 SH and HC thanked the Board for the opportunity to observe. SH questioned whether decisions are made outside committee for more urgent issues. CT clarified decisions are made outside committee through sub-groups and other ways and more frequent meetings are being considered.

Helen Downham
Senior Executive and Board Support Officer
11 March 2020