



Structural Review

The Association of Youth Offending Team Managers (AYM)

Lesley Tregear

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Contents

Executive Summary	2
1. Background and Methodology of Review.....	4
2 Current Structure of the AYM	6
3. Executive Board Roles and Responsibilities	7
4. Communication	8
5. Current Financial Arrangements and Position.....	9
6. Findings from Review	10
6.1 Structure and Engagement of the Executive:	10
6.1.9 Table 1: % Attendance by role at Executive Board Meetings: 2020 and 2021.....	11
6.2 Processes:.....	14
6.3 Communication.....	15
6.4 Funding	16
7. Conclusion.....	18
7.1 Structure:.....	18
7.2 Processes:.....	19
7.3 Communication:.....	20
7.4 Finance:.....	20
8 Recommendations	21
Recommendations continued.....	22
APPENDIX 1 AYM Executive Survey	23
APPENDIX 2 AYM Membership Survey.....	24
APPENDIX 4 Reporting Template for Regional Representatives	27
APPENDIX 5 Portfolio Leads	28

Executive Summary

The Association of Youth Offending Team Managers (AYM) Ltd. commissioned a review of the organisation, in order to establish if in its current form it can be effective in delivering against the AYM's stated aims as detailed in the Strategic Plan.

The review was undertaken by Lesley Tregear, a previous youth justice service manager and member of the AYM. Lesley is also commissioned to undertake work for the organisation as the Policy and Communications Officer.

The review included analysis of information available from AYM sources (AYM website and Document Library), and included information gained from surveys to members of the organisation. A comparison with other similar organisations, with particular reference to structure and funding was also undertaken through a review of five similar membership organisations.

The review of the financial position of the organisation was supported by an interview with the Treasurer which included consideration of funding of commissioned roles. This was compared to information gained from the review of those organisations considered for comparison; funding was found to be one of the areas of greatest difference between the AYM and those considered, with each taking a different approach to achieving their aims.

The membership survey was sent to all members of the AYM to identify their views regarding the current organisational structure and its effectiveness in delivering against the organisation's stated aims. Particular consideration was given to the role of regional representatives and the portfolio lead role as these are integral to engaging with the membership and to responding to consultations from external stakeholders.

The response rate to this survey was 9.8% (21); 7 were then interviewed representing 5 different AYM regions. One life member who also responded to the survey was interviewed in addition to the 7 above.

A separate survey was provided to members of the Executive Board, which additionally asked for information regarding their level of engagement with the organisation.

All members of the Executive Board, and those commissioned to undertake work on behalf of the AYM, were invited to be interviewed. 61% of the Executive Board (11) responded to the survey and each of the respondents were interviewed; additionally, two of the commissioned staff, previously members of the Executive Board responded to the survey and were interviewed.

Both surveys found a notable consistency of views across the AYM, including identification of areas for improvement which relate to workload of the Executive Board, lack of regional representative engagement in some areas, lack of understanding of the roles of the Executive Board and the need to increase responses to consultations. Most noticeable however, was the positive perspective of the AYM as a membership organisation.

From both an Executive Board perspective and that of the wider membership, the review found that the AYM is working; it needs to address a number of structural and process issues, but it is appreciated by the members. As one member said:

'You hit the right spot', for another it was said ***'The AYM feels like an organisation for me'***.

The influential role AYM Chairs have had on the national agenda over the last 10 years (since the near collapse of the AYM) was noted by a number of respondents and interviewees, as was the negative impact on this post holder when not all members of the Executive Board are fully engaged in the work of the Board.

The review found that, rather than radically amending the structure and approach of the AYM, the Executive Board should consider revitalising the current Board membership to ensure that those representing and engaging with the wider membership are fully committed to the roles they are elected to perform. To support the role of regional representative, deputies to these should be sought to ensure attendance at Executive Board meetings and to support succession planning.

Recommendations to improve communication with the membership include the development of a communication strategy, the creation of portfolio interest groups and population of the AYM website with key messages from the Executive Board.

Recommendations for improve induction to roles within the Executive Board aim to ensure that new 'recruits' understand the expectations on their role, and that they are supported when new to the role. In order to support the Board, there is a recommendation to amend Article 26 to reduce the required period of non-engagement prior to formally addressing that lack of engagement.

The report makes a number of recommendations regarding processes designed to ease the burden of those on the Executive Board, through the provision of processes such as standardized reports to the membership from Executive Board meetings. Recommendations for more formalised support from the commissioned officers to support the Executive, such as the servicing of meetings and identification and co-ordination of consultations, aim to reduce the regular workload of officers in particular. These recommendations recognize the voluntary nature of each of the Executive Board and aim to achieve a balance between their roles for the AYM and the work of their day job.

There are also recommendations to increase engagement of the membership with the work of the AYM, for example through the creation of 'interest groups', led by portfolio leads, that can provide a 'ready-made' group of subject matter experts to collaborate and develop consultation responses. Such engagement methods expose members to the range of work undertaken by the organisation and the methods employed, in doing this it also offers opportunities for those members to consider taking on portfolio leads, or Executive Board roles when vacancies arise ensuring easier and more effective succession planning for the future.

Three of the interviewees were keen to explore the potential for increasing the level of commissioned officers to support the Executive, though all were keen to ensure that none became the 'face of the AYM'. Organisations considered in comparison for this review can be seen to take different approaches to undertaking their work, including the funding of roles to achieve their aims; these are explored within the review and there is a recommendation to consider increasing membership fees to provide an additional part time role to work with the current commissioned officers to support the organisation. A recommendation to develop a long-term financial strategy is included to develop and deliver costed products such as training courses and other professional services and remove reliance on subscription fees for core funding.

Finally, this review was undertaken in the knowledge that the AYM has made progress in ensuring it is not only financially sound, but also becoming the voice of the sector is. In that sense, this review should be seen as constructively critical. Responses from all who engaged with this review are clear, the AYM is now as one interviewee said '**punching above its weight**'. It is believed that by addressing the recommendations in this report, the membership can be assured that those elected to represent them are those who are passionate about the work, committed to influencing the national agenda, and supporting leaders of youth justice services, in order for them to provide positive outcomes for those they provide services to.

1. Background and Methodology of Review

- 1.1 The Association of Youth Offending Team Managers (AYM) Ltd. celebrated its 20th anniversary in 2020 and during this period has developed a reputation as the authoritative voice of managers in youth offending/justice services across England. As a result of this success however the capacity to respond to the demands resulting from government consultations regarding policy and practice directives, and enquiries and calls for support from stakeholders within the sector, has become difficult for the current Executive Board arrangements to manage.
- 1.2 As a result of this, the Executive Board (those members of the AYM registered as Directors at Company House and who are legally responsible for running the AYM) commissioned a structural review of the organisation. The aim of the review was to consider the current AYM structure and processes, and its effectiveness as a membership organisation in delivering against the organisations stated aims, as detailed in the Strategic Plan. The review commenced 18th October 2021, following agreement from the Executive Board, with a survey to members of the Executive Board and a request for each to be interviewed.
- 1.3 The review considered the current and potential funding and structure of the organisation, and communications between the Executive Board and the membership, as well as the processes the organisation employs to deliver its stated aims. Roles of the Executive Board were considered, with particular importance given to reviewing the role of the regional representatives and the portfolio lead roles, both of which are key to engagement with the membership and support the AYM's responses to policy and practice development consultations from government departments, or from the media.
- 1.4 In order to provide comparison with other similar organisations, with particular reference to structure and funding, a review of five similar organisations was undertaken¹, all of which are membership organisations. These organisations differed in that two are registered as charities, one is currently considering reapplying for charitable status having been declined on a previous occasion, one is a Community Interest Company (CIC) and the remaining organisation is neither a charity, CIC or Limited Company.
- 1.5 Information to support the review was drawn from documentation available on the AYM Document Library and the AYM website and in order to gain insight from members of the AYM, surveys were provided to members, and a request for members to volunteer for interview. The survey questions to the membership considered the ways and effectiveness of methods employed by the AYM Executive Board in engaging with the membership, and provided an opportunity for identification of preferred methods of engagement. It also raised the potential for increased engagement of members in the work of the AYM in delivering its stated aims, with particular reference to portfolio expertise. It was sent to all AYM members (228).
- 1.6 A survey of the Executive Board investigated their views on the effectiveness of the current AYM structure and processes, in the delivery of the strategic aims of the organisation. It asked the respondent's views on their engagement with the wider membership and asked if there is the potential for the respondent to increase their engagement within the Executive and with the wider membership.

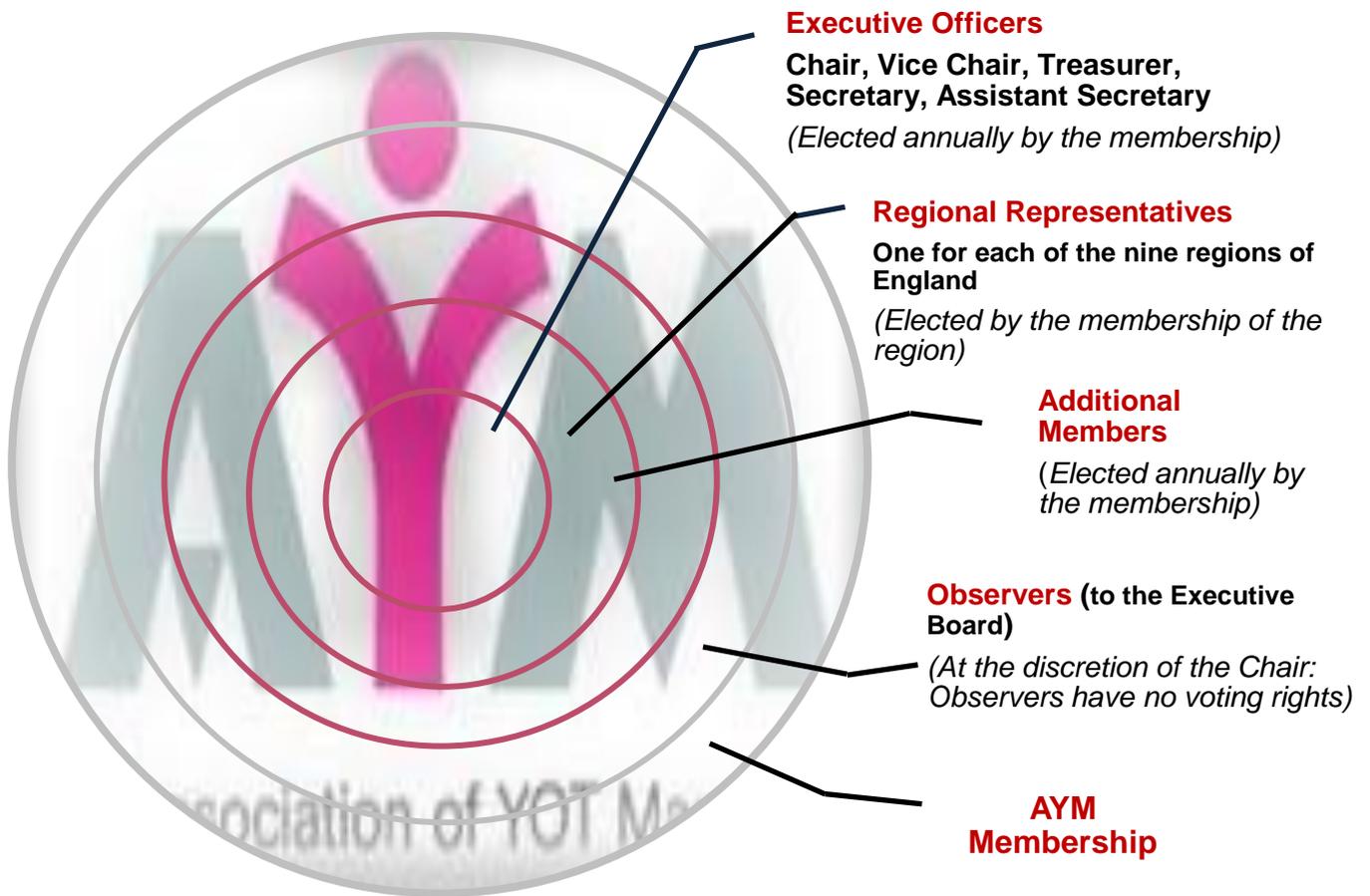
¹ Alliance for Youth Justice (AYJ); Association for Education Welfare Management; National Approved Premises Association (NAPA); National Association for Special Education Needs (NASEN); and the National Association of Virtual School Heads (NAVSH).

- 1.7 Semi-structured interviews were undertaken with individuals in both cohorts, that aimed to develop further understanding from responses received in the surveys, and to provide an opportunity for interviewees to expand upon their answers and/or provide suggestions for changes that would improve the organisation's overall effectiveness.
- 1.8 In total 21 interviews were undertaken:
- All members of the Executive Board were offered an interview, 61% (11) engaged;
 - Interviews were offered to members, with view to engaging with at least one representative from six regions. As a result of this offer 7 AYM members across 5 regions were interviewed, 2 further interviews were offered but no further response was received from these members;
 - One life member was interviewed;
 - Two commissioned officers, each of whom had previously served as members of the Executive Board completed the survey and each were interviewed.
- 1.10 An analysis of information from all the sources was undertaken to determine:
- Whether the structure of the AYM and funding available to support it continues to be effective, and if not to establish if additional resources are required and available, to increase effectiveness and efficiency;
 - The effectiveness of the roles within the organisation, both in term of function and implementation of the role;
 - Whether current processes support the organisation in achieving its stated aims, and;
 - If members are appropriately engaged with, and by, the Executive Board.
- 1.11 Recommendations are provided that aim to provide improvements to areas requiring some adjustment; these are broken down into groups including²:
- Structure;
 - Processes
 - Communication, and;
 - Financial.

² The author recognizes that there are elements within these of intersectionality, using these groups to merely aid considerations

2 Current Structure of the AYM

2.1 The AYM is a membership organisation with a current membership of 228. Governance roles within the organisation are available only to members of the AYM. The structure of the AYM is detailed in the organisation's Articles of Association, as notified to Companies House, and can be represented by the following diagram:



2.2 The Association of Youth Offending Team Managers (AYM) Ltd. is registered with Companies House and members of the Executive Board are listed as Directors of the company. The responsibilities of Directors are detailed in Companies House and can be viewed here:

[7 duties of a company director - Companies House \(blog.gov.uk\)](http://blog.gov.uk/7-duties-of-a-company-director)

2.3 In addition to the Executive that provides governance to the organisation, the AYM commissions areas of work from those who have previously been actively involved in the youth justice sector. These post holders undertake work to support the Executive and the roles are subject to annual review. The current commissions are that of a Policy and Communications Officer (one day per week) a Project Officer (one day per month), and a Business Support Officer (one day per week); each role has a job specification detailing required work.

3. Executive Board Roles and Responsibilities

- 3.1 All Executive Board roles are defined by job descriptions which can be found on the AYM website at: [Board members and AYM staff](#).
- 3.2 All members of the Executive Board, with the exception of Observers, are listed as Directors at Companies House and are required during induction to complete a registration form which the AYM Secretary provides to Companies House as notice of their appointment. In addition, inductees receive a slide presentation, provided by the AYM solicitors detailing their legal duties and responsibilities as Directors of the AYM.
- 3.3 The Treasurer and Secretary role are currently held by retired youth offending team (YOT³) managers, both of whom have volunteered to continue in the role until 2022.
- 3.4 Each of the Executive is required to hold at least one portfolio lead role, to lead on responses to consultations and to aid external stakeholders requiring an AYM perspective on their particular portfolio. The job description of this role is also available at: [Board members and AYM staff](#). Exceptions to this are the Chair and Vice Chair whose portfolio is to act as the lead for:

'Promoting the work of the AYM with national partners and external organisations, including the media, and engaging with national partners to identify/lobby for required/potential improvements for practice'.

- 3.5 To aid portfolio leads in their communications, the AYM has a number of 'Where We Stand Statements' that outline the position of the organisation, these can be found on the AYM website at: [Where We Stand \(aym.org.uk\)](#). These statements are reviewed by portfolio leads, updated where required, and agreed by the Executive for approval by the membership at the AGM.
- 3.6 The AYM is also a partner in the tripartite arrangements of the 'Youth Justice Sector Led Improvement Partnership' (YJSIP), managing and monitoring the budget and returning compliance reports to the YJB that funds the partnership. A member of the AYM Executive is the portfolio lead for YJSIP and sits on the YJSIP Board. The Chair/s of the YJSIP Board attend the AYM Executive to report on the work of YJSIP in order to assure that the AYM is able to govern the work is compliant with the conditions of grant.
- 3.7 The Executive Board is responsible for the commissioning of the part time roles that assist with the work of the organisation, namely:
- A Policy and Communications Officer, primarily responsible for acting as a point of contact with external stakeholders for the Executive, and for creating the monthly AYM Bulletin and ad hoc Special Bulletins, and providing support to the Chair in the co-ordination of work, such as consultations by the Executive;
 - A Project Officer commissioned to support the work of the SEND Quality Awards, and;
 - A Business Support Officer, providing support to the treasurer (maintaining membership lists, chasing for payments etc), co-ordination of the AYM training events and other meetings/conferences, and website maintenance.

³ YOT and YOT manager are used to denote the services, and their Head of Service, that undertake the statutory responsibilities of youth offending team and youth offending team manager as defined in legislation. Currently these are now known nationally as numerous different titles.

4. Communication

- 4.1 The AYM communicates with its members and external stakeholders in a number of ways:
- Regional representatives providing information to AYM members in their region about the work of the Executive, and requesting views on consultations being undertaken on their behalf;
 - The monthly AYM Bulletins;
 - The ad hoc Special Bulletins; detailing specific information, or requests for information or engagement from the membership;
 - AYM conferences/seminars/workshops;
 - Annual General Meetings;
 - AYM Website;
 - AYM Twitter account;
 - Email circulars to the membership;
 - Attendance at meetings and roundtables with government departments and other external stakeholders, and;
 - Responses to requests for advice and consultations from government departments and other external stakeholders.
- 4.2 Members communicate with the Executive by:
- Contacting their regional representative to update them on membership in their service,
 - Contact with their representative, or other members of the Executive Board, or commissioned officers to share work being undertaken that may be useful to other members, or to raise issues affecting their service or those within the region.
- 4.3 The Executive Board meets quarterly to monitor progress on delivery of the Strategic Plan, to identify opportunities and challenges to the organisation and the sector, and receive reports from the regions via the regional representatives; thereby ensuring the membership is engaged with the work of the AYM.
- 4.4 AYM members are invited to attend AYM meetings to observe, or to present reports, issues or concerns, or to help develop an approach to particular issues arising within the sector.
- 4.5 The Executive Board reports at each AGM on the work undertaken on behalf of members in delivery of the Strategic Plan, outlining work undertaken to influence the national youth justice agenda, and detailing the management and state of the AYM finances.
- 4.6 Regional representatives are responsible for engagement with members throughout the year, assisted in part by email communications sent from commissioned officers, and Special Bulletins.
- 4.7 A major part of communications to the membership, and external stakeholders is the monthly AYM Bulletin created by the Policy and Communications Officer. Ad hoc Special Bulletins, provided to AYM members only, are provided when specific issues are required to be communicated to members.
- 4.8 The AYM website, managed by commissioned officers is now regularly developed to provide a more interactive engagement with the membership, such as advertising sector vacancies and enabling members to apply for AYM training courses.
- 4.9 The Twitter account, currently managed by the Secretary, updates the membership on AYM news or items of interest within the sector.

5. Current Financial Arrangements and Position

- 5.1 The AYM currently has 228 members from 115 YOTs (representing 84% of English YOTs) and 4 associate members. There are also 9 life members of the AYM, nominated and approved at the AGM for work undertaken over their lifetime on behalf of the AYM. Life members do not pay membership costs to the organisation.
- 5.2 Core funding of the AYM is achieved through membership subscriptions, the current annual subscription rates are:
- Full membership (available to those who hold management roles in a youth offending/justice service):
 - ❖ Single member: £200
 - ❖ Two members: £300
 - ❖ Three members: £400
 - ❖ All managers within the service (unlimited): £499, and
 - Associate membership (available to those with sector interest): £90
- 5.3 The total funding received through membership subscriptions in 2020/21 was £30,522 an increase on the previous year. The Treasurer report to the AGM in 2021 was that this increase was the result of:
- More YOTs paying annual subscriptions before the financial year end on the 31st March, totalling £12,000;
 - Increased cost of membership in 2021, and
 - Increased YOT membership of AYM over the last two years.
- 5.4 Comparison of revenue from membership subscriptions since 2019 shows an incremental increase, with increase membership costs increasing this further (from 8.3% in 2020 to 26.1% in 2021):
- 2021 £31,382
 - 2020 £24,886
 - 2019 £22,975
- 5.5 In addition to the core funding, the AYM creates revenue through the delivery of management training courses, commissioned through Solace, a leading public sector training provider. The level of revenue raised from the two courses delivered (Aspiring Future Leaders, and the ILM 7 Leadership and Management Course) is dependent on the number of participants in each course and is sometimes cost neutral. In 2021, the Treasurer reported that funding raised for courses delivered was £100, however this was affected by the timing of when invoices from the training provider became due: Compared to the end of the AYM financial year, 2020/21 expenditure included £9,400 of expenses for which the AYM had received the income in the previous year.
- 5.6 The AYM also administers the YJB grant for delivery of work undertaken by the Youth Justice Sector Led Improvement Partnership (YJSIP). The total grant for this is £44,188, for which the AYM retains £3000 as an agreed management fee.
- 5.7 Costs to the AYM in 2020/21 include funding of the AGM and regional events (£369 – radically reduced for this financial year as a result of COVID-19 restrictions), infrastructure costs associated with IT (£2,387), costs of commissioned officers (£22,206) and accountancy and legal fees (£1685). Leaving a small surplus in 2021 of £6,875.

6. Findings from Review

6.1 Structure and Engagement of the Executive:

6.1.1 Only 50% (9) of the current Executive Board engaged with this review in terms of completing the survey and agreeing to be interviewed. The reason for this lack of engagement has been impossible to determine but analysis of those not responding shows that all but one of those who did not engage have attended 50% or less of Executive Board meetings in 2021. Worthy of note is that the new regional representative for the North East completed the survey and volunteered for an interview but as not in post at the time was not included in the above response data.

6.1.2 Members of the Executive Board were asked for their views regarding the efficacy of the current structure of the AYM, all felt the structure was 'sound' and serves the purposes of the membership. However, eight of the respondents qualified this by raising concerns regarding the workload of some Executive Board members, in particular the Chair and Vice Chair, and pointed to the lack of engagement of some of the regional representatives in the work of the organisation.

6.1.3 Of the Executive, all those interviewed stated that whilst the structure was sound, in practice the majority of the work of the Executive fell to just a few, with some regional representatives not apparently engaging with the Board. Comments from Executive Board members included:

'If everyone pulled their weight, we could increase capacity',

'The biggest challenge is getting people to do what they should in their role as regional rep'.

'There is too much heavy lifting on too few shoulders... like any union AYM is only as strong as its collective membership... need to better harness the untapped human capital in wider AYM'.

'Everyone should step up to the mark and do the work'.

6.1.4 Interviews with ordinary members, found that the engagement by regional representatives with members in the regions is very mixed. Good engagement, which is spoken of very positively by members, is reported as dependent on either an existing relationship, for example where the regional representative is a regular attendee of Regional Heads of Service meetings, or where the regional representative is 'passionate' about the role and its potential to positively influence youth justice policy and practice.

6.1.5 Where regional representatives are not engaging fully with the membership, some members report they had little knowledge of the workings of the organisation; as one interviewee said:

'I wasn't able to use the AYM to support issues I was facing with the Police in the region as I had no relationship with the Executive; AYM support would have been invaluable'.

6.1.6 Whilst this is clearly an example of a missed opportunity, members reported that where engagement with the regions works well members feel engaged and included. In some regions regional representatives have an agenda item on the Regional Heads of Service meetings, in another the regional representative actively uses the report template to send out updates from the Executive meeting asking members to return it with any news or issues they have; this is in turn used to inform the regional representative's report to the next Executive Board meeting.

6.1.7 Lack of engagement by some Executive Board members was also found to be impacting on the commitment of others to take on work, as one board member said:

'I could do more, but I'm hesitant to do so when others haven't taken on any lead responsibilities'

6.1.8 Participation by the Executive Board is demonstrated by the inconsistency of Executive Board representation at the 11 Board meetings since January 2020. The following table identifies the level of representation for each role, rather than individuals, allowing for changing personnel and deputization in some cases:

6.1.9 Table 1: % Attendance by role at Executive Board Meetings: 2020 and 2021⁴

2020	2021	Position Held by:	Key Attendance < 50%
86	100	Chair	
100	100	Vice-Chair	
100	100	Secretary	
83	75	Treasurer	
71	50	Assistant Secretary	
Regional representation			
100	100	South West	
86	75	East	
86	25	Yorkshire and Humberside	
71	75	London	
71	50	South East	
71	50	East Midlands	
43	0 (<i>Position Vacant</i>)	North East	
29	25	West Midlands	
14	75	North West	

6.1.10 Whilst officer roles demonstrate mostly consistent attendance, the regional representative roles are, in some cases, more problematic. In some regions, attendance has only been achieved at the level it has through deputization for the elected regional representative by another AYM member in the region. On one occasion, attendance of the Board was only just quorate (minimum of 6 members present) as a result of poor attendance of the Executive.

6.1.11 In interview a number of respondents raised the potential for regional representatives to have deputies to attend Executive Board meetings in the absence of the elected regional representative. Some voiced merit in the deputy attending meetings even when the regional representative attends in order to support understanding and aid succession planning to these roles.

6.1.12 The engagement of the Executive was also found to be problematic in helping the organisation deliver against the aims of the Strategic Plan and to respond to consultations and requests for engagement with external stakeholders; as noted in a number of Executive Board meeting minutes over the period reviewed. Not all portfolios have an identified lead, and the allocation of those filled is not equal as is demonstrated by the table below:

⁴ Additional members and Observers are not required to attend Executive Board meetings.

6.1.13 Table 2: Number of Portfolio Leads Held by Role of Executive Board Role

No of Portfolio Leads:	Position Held by:
3	Vice-Chair
1	Secretary
2	Assistant Secretary
3	South West Regional Representative
2	London Regional Representative
2	North West Regional Representative
1	East Regional Representative
1	Yorkshire and Humberside Regional
1	South East Regional Representative & Observer
1	Additional Member
1	Observer
6	Unallocated.

6.1.14 Further analysis of the portfolios shows that:

- Of the 16 members of the Executive Board required to hold portfolio leads, two do not hold a portfolio - West Midlands and East Midlands regional representatives; the North East regional representative role was vacant (November 2020 to December 2021);
- The Vice Chair is not required to hold portfolio lead roles, yet holds three in addition to her responsibilities as Vice Chair;
- Concerningly as a child focused organisation, of those portfolio lead areas unallocated, one is 'safeguarding and looked after children'.

6.1.15 Interviews with members of the Executive considered the current portfolio lead role. Whilst all those interviewed considered the role important in enabling responses to consultations and for influencing the development of best practice and its dissemination, some questioned the areas identified; in particular the breadth of some, such as 'reoffending', and the relevance of others, such as 'sport'. One respondent said:

'I think we could streamline portfolio areas to have agreed priorities, up and coming thematics and certain areas we could put to one side for a while'.

6.1.16 Other members of the Executive (4 in total) raised the fact that some areas that should be the subject of oversight by the AYM are missing, such as Trauma, Prevent/Counter terrorism, and 'Child First'.

6.1.17 Executive Board minutes evidence that the range of portfolios has been the intended subject of review on a number of occasions within the Executive and whilst small amendments have been made to the list of portfolios, a full review has not been undertaken, due to non-engagement of the Executive with the process.

6.1.18 All those interviewed recognized the importance of portfolio leads in achieving the aims of the AYM, and a number (5) stated that at times a portfolio area could be a 'hot topic' and therefore the lead officer may have quite some work to do, but at other times things go very quiet, leaving nothing to do on a particular portfolio.

6.1.19 What is clear from feedback of those interviewed is the importance of these roles in positively influencing policy and practice. Members of the Executive Board said:

‘As a small organisation, the AYM is clearly punching above its weight as a result of the portfolio lead work. Nationally, we have become the organisation agencies and government departments consult and approach for advice’.

‘It’s clear that holding a portfolio and engaging with national bodies on developments, or issues has helped (named individual) as portfolio lead to develop and grow as a manager and strategic player. We should do more to publicise this opportunity’

‘We need “passionate irritants” as portfolio leads, those with an interest in achieving change in a given area. If we’re not achieving outcomes, we are not achieving change’. I would be doing this work anyway; with the AYM behind me I am able to bring the power of a national organisation to bear on those in power to achieve desired change. In that sense, it’s not extra work – just smarter and more influential work!’.

6.1.20 In addition to the regional representative roles which have proved more problematic to elect to in the last few years, 2022 will also require election to the roles of Chair, Secretary and Treasurer as each of the incumbents has notified the Executive Board of their intention to not stand for re-election. The latter two have previously been advertised to the membership but no nominations have as yet been received. In order for the AYM to proceed it is clear that all roles must be filled with active engagement by all holding the roles.

6.1.21 Whilst the Treasurer role has proven difficult to replace to date, the current Treasurer was clear in interview that this should not be a paid position. In addition, he explained it does not require a YOT manager to undertake the role, a business manager would be well placed to undertake the role which he described as one of book keeping, not accountancy. However, comparative organisations for this review has established that the National Association of Virtual School Heads pays a small honorarium to undertake an administrative role which could perhaps be considered to support the role of Treasurer.

6.1.22 Similarly, the role of Secretary was also considered by the incumbent to be one that should be held by an AYM member, rather than a commissioned officer. Unlike the Treasurer role however, the AYM has an Assistant Secretary role. In discussion with the Assistant Secretary, it is clear that if some responsibilities associated with servicing meetings was undertaken by business support (leaving the role of Secretary to deal with issues associated with Companies House and solicitors), the role would be more palatable.

6.1.23 The support of all commissioned roles was appreciated by Executive members interviewed. This was balanced with the need for these roles to not become the ‘face of the AYM’, a problem some interviewees recall organisations experiencing and being criticised for. Those interviewed felt the roles were invaluable in supporting the Executive but felt they could include additional secretarial support to the Chair and Vice Chair to free those individuals from tasks such as arranging and servicing meetings.

6.1.24 Interviews highlight that engagement with the membership in the form of workshops/seminars and conferences was beneficial, although it was recognized these are costly in terms of time and resources. Nevertheless, interviewees advised of the effectiveness of such events in communicating and engaging members; some stated they joined the AYM as a result of attending a conference, or visiting the AYM stand at the Youth Justice Convention; others became members of the Executive Board as a result of attending one or more of these forums and hearing from those on the Executive of the work being undertaken.

6.2 Processes:

- 6.2.1 The review found some lack of understanding amongst the Executive regarding the Articles of Association, despite these forming part of their induction into their role as Directors of AYM Ltd.. Greater knowledge and understanding of these would ensure clarity of role in decision making. For example, Article 25 lays out the obligations on a Director of the AYM which includes, amongst others, the requirement to act as an Ambassador of the AYM and contribute to and share responsibility for Executive decisions. Further, Article 26 enables the removal of a board member absent without good reason for three consecutive meetings to be removed from the board following agreement of 75% of majority of board members present at the meeting taking the vote.
- 6.2.2 Some members of the Executive, and some in the wider membership, were also unclear about the election of Executive Board members, in particular the election of officers to the role of regional representative. Some of this appears to be due to the longevity of some regional representatives who do not require re-election. However, one respondent described their view of the Executive Board prior to joining it as, appearing '*elitist from the outside*', partly because the majority of positions were held by Heads of Service.
- 6.2.3 The introduction of opportunities for managers reporting to Heads of Service to become involved as portfolio leads has helped to address this criticism. Operational managers/deputy YOT managers are more likely to have more 'hands on' knowledge of practice and therefore in some cases better able to 'develop and promote high standards of practice' than Heads of Service who are required to be strategic managers and more fittingly able to act as conduits for national media and consultations with government departments and ministers – thereby fulfilling the AYM's stated Object of 'Promoting the interests of youth offending team managers.'
- 6.2.4 The above issues all support concerns raised by five of those interviewed regarding the induction of Executive Board members into their roles and that of portfolio lead.
- 6.2.5 Interviews with regional representatives highlight the different approaches taken to fulfilling their roles. For example, the template provided for reporting from the regions when used, is used differently, with differing results. In one case the regional representative sends the template around asking for feedback, thereby engaging the members and easing the burden of completing it themselves (they do of course have to edit it). Others use it as a template for discussion at regional meetings and reporting to the Executive. From the documents held in the AYM Document Library, few provide completed copies to the Executive.
- 6.2.6 It is clear from interviews that the 'Where We Stand; Statements are not widely used and, if to be useful in supporting portfolio leads in particular, they require further development to provide statements on each of the portfolios with greater depth to support more information regarding the AYM stance on policy areas.

6.3 Communication

- 6.3.1 There is no written communication strategy for the AYM, such a document would ensure that all (members and Executive Board) are clear about the methods and purpose of communication within the organisation and would highlight the roles everyone holds in ensuring the stated aims of the organisation are achieved.
- 6.3.2 Responses to the survey and evidence from interviews suggests that members appreciate communications from the Executive Board, in particular the AYM Bulletin and Special Bulletins (76%), the website was considered helpful in 16% of responses and 8% of respondents found the feedback from regional representatives useful. When asked about the most useful communication from the AYM, the Bulletins accounted for 95.2% of usefulness⁵, with one respondent (4.8%) stating information from the regional representative was most useful to them.
- 6.3.3 Whilst the AYM has also been active in responding to consultations from government departments and external stakeholders, this is an area of delivery that has been problematic during the past two years due to lack of portfolio leads for some subject areas and no volunteers to undertake these roles, as discussed in the Policy and Communication Officer reports to the Executive Board throughout 2020 and 2021. In addition to this not all draft consultation responses have been commented on by at least 50% of the Executive Board, meaning the responses lack representation from across the country.
- 6.3.4 Of those responding to the members survey it is clear that members do wish to be engaged with the AYM; 33% of respondents to the survey said they either did respond to consultations, or wished to be more involved. All but one interviewed has an interest in becoming involved in portfolio areas, one was interested in becoming a regional representative.
- 6.3.5 Responses to the members survey and interviews with members show that where regional representatives are communicating with members this is considered useful, as stated in 6.3.2 above. In discussions with those interviewed, it is clear however, that this is far from consistent across the country and most (57%) reported never hearing from their regional representatives.
- 6.3.6 As a response to this lack of engagement by regional representatives, it appears that some members are not clear who to contact regarding any concerns or issues they wish to raise; it also suggests that responses to consultations have, in these regions, lacked any input from members.
- 6.3.7 The AYM website is an area of development, and one that members are increasingly using for information. This is in part due to developments such as the 'sector vacancy' area and development of the 'What We Do' area to not only promote the AYM management courses and John Hawkins Award, but also to enable members to apply for these. Feedback regarding the way in which we could improve this further included the suggestion of a 'members only' area, or 'basecamp' facility where members could share their thoughts, experiences and expertise about particular portfolio areas. The move to Sharepoint for AYM documentation means that a 'base camp' type of facility is possible and would be at no cost. However, whilst this would be useful for portfolio leads to host portfolio communications, it would be resource intensive to maintain this for a membership area. The cost of a membership area on the website has therefore been sought from the web provider and it is estimated, dependent on full requirements, that this will be approximately £300.

⁵ 62% respondents found the monthly AYM Bulletin most useful: 33.3% found the Special Bulletin most useful.

6.4 Funding

6.4.1 The Treasurers report states the AYM achieved an operating surplus of £6,875 compared to a small loss the previous year, essentially as a result of increase membership fees which until 2021 had remained static for a number of years. This ensures that the current level of commissioned roles can be maintained, subject to annual review by the Executive Board. However, it is clear that there currently is no available funding to increase the number of commissioned roles to support the Executive Board in its work.

6.4.2 The comparative review of organisations provided information regarding the way in which each was structured and funded and found:

- AEWB produces a small element of funding through the provision of conferences and is heavily reliant on the goodwill and enthusiasm of retirees;
- NAPA was founded as a voluntary organisation in 1942 but became a CIC in 2019, achieving funding that pays for a 0.4 FTE Strategic Director and 0.2 FTE business support;
- NAVSH as a charity has a Board of Trustees but no employees; it does however pay a semi-retired member a small honorarium of £1600 p.a., to act as administrator. However, this role has become too demanding, and the charity has recently recruited a 'care-experienced' apprentice to support this role;
- AYJ has fewer members than AYM and has increased its support through grant funding to undertake specific projects. The development of funding bids is costly in terms of time to research potential funding streams, develop bids and chase for results of those bids. The review also identified that funders do not provide funding for core activities, instead providing funding for specific areas of development which by their nature are short term/time limited grants, ongoing funding is therefore reliant on ongoing funding bids and the resultant reporting on grants received.
- NASEN is currently implementing a new growth strategy and in 2020 increased its membership from 1300 – 46,500 through the removal of subscription fees, increasing their profile at a cost of approximately 10% of their income. The majority of its funding comes from the delivery of central and local government contracts for delivering professional development courses and accreditation (£4M p.a.). They employ 38 FTEs. They have outsourced their bid-writing to increase their success in attaining grants.

6.4.3 The AYM has ventured into 'product delivery' by selling courses to members which provides some funding but is dependent on filling the course; the cost of each course is reviewed to ensure that none makes a loss, however, with a relatively small group of potential candidates for such courses there have been occasions when courses have been delayed in order make sure the course at least breaks even. Nevertheless, committing to continuing these courses is important as they provide a unique offer to members; the introduction of membership discount for these courses has also helped increase membership, the current means of core funding. One interviewee also pointed to the potential for these courses to increase engagement of participants with the AYM work, saying:

'I only became engaged with AYM as a result of undertaking an AYM course and hearing of the work undertaken by members of the Executive'

6.4.4 The courses are therefore useful in engaging with members with a view to succession planning as they may at a later date become actively involved and take in portfolio lead, or Executive Board roles.

- 6.4.5 Increasing current core funding is restricted to increasing annual membership subscription rates, and there are a number of options to be considered:
- a. Increasing all tiers of membership by a percentage that would create enough funding to cover further commissioned hours,
 - b. Increasing the number of membership tiers to five, with the unlimited membership costing substantially more than tiers 1-4, with tier four being for 4 managers only and unlimited being for 5 or more;
 - c. A mix of both a and b above;
 - d. Developing a scheme of subscriptions based on the size of YOT, as set out by HMIP (small medium and large), to fund the required level of funding to support the structure required.
- 6.4.6 The cost of project officer time is currently paid at £250 per day, to provide for 2 project officers with 1 day per week p.a. will require an additional 36 days p.a. costing £9k. In order to achieve this funding options above would require:
- a. 28.4% increase in membership subscriptions across the board,
 - b. The additional (unlimited) tier of membership rate of £1332
 - c. An example of this could be subscriptions for:
 - ❖ 1 manager £250
 - ❖ 2 managers £350
 - ❖ 3 managers £450
 - ❖ managers (a new tier of membership) by £550,
 - ❖ 5 managers or more £810
 - ❖ Associate Membership £120
- 6.4.7 Alternatively, a smaller increase in project officer time would require a proportional reduction in increases for all options in 4.5 above, with increases in funding equally £3k for each additional day per month for the year.
- 6.4.8 An alternative funding option would be to move toward a model of commercialism to fund the AYM. Past Executive Board meetings have discussed 'products' currently provided by the YJSIP being charged for (peer reviews etc.). However, at present these are funded by the YJB grant for sector improvement, although there is no promise that such funding will continue if for example, future austerity measures, or changes in political/policy drivers that result in this work not being considered a priority by central government departments, or considered the work and responsibility of the sector alone.
- 6.4.9 Another option is to consider developing accredited awards, similar to that employed for the Quality SEND Awards. A consideration could be to consider developing a Restorative Justice Award as the National Restorative Justice Council has increased the cost of its award to the point that many YOTs are no longer pursuing this.
- 6.4.10 Each of the alternatives in 4.8 and 4.9 would require a longer term strategy to be developed by the Executive and may be worthy of consideration.

7. **Conclusion**

7.1 **Structure:**

- 7.1.1 The current structure is identified as 'fit for purpose,' however capacity is affected by a number of factors associated with engagement and participation of the Executive. The level of commissioned support could be increased but would require increasing the cost of AYM membership, this would not however negate the importance of ensuring all representing the organisation fully engage in the work associated with the roles they hold.
- 7.1.2 The key to any organisation's performance is the effectiveness of those responsible for identifying and delivering the work necessary to achieve its stated aims. Currently this work is held solely by those on the Executive Board. Whilst consideration was given to some of this being undertaken by a commissioned role or roles, there was little appetite for this amongst those interviewed who felt that there would be a danger of that person, not a sector representative, becoming the face of the AYM.
- 7.1.3 Portfolio lead areas have traditionally been held by members of the Executive. However, the AYM has two examples where those from the membership have contributed significantly to an area of practice and the individuals have been invited to become members of the Executive, in roles such as Additional Member or Observer.
- 7.1.4 Acting on the suggestion from some members that portfolios associated with practice development could be effectively led by those whose management is more closely associated with practice, would enable more portfolios to be actively managed on behalf of the AYM, freeing members of the Executive Board to concentrate on areas particularly associated with national policy change.
- 7.1.5 Similarly building on the need to ensure that portfolio leads engage with the wider membership, 'portfolio reference groups' would ensure the portfolios represent the diversity of YOTs across England. Such an approach would also provide opportunities to achieve effective succession planning to the Executive Board. Such an approach would ensure that no one person holds more than one portfolio, it would also provide structure to the role of portfolio in that these reference groups could be responsible not only for creating and reviewing 'Where We Stand' statements but also a short briefing paper for each portfolio for consideration by the Executive Board and approval from the membership. Those holding these roles would be required to share their responses to consultations etc. with the Executive Board prior to their submission on behalf of the AYM and could attend as Observers to specific AYM Executive Board meetings to discuss their portfolio work; they would not be required to attend all meetings.

7.2 Processes:

- 7.2.1 Regardless of whether additional support roles are commissioned or not, the structure requires the support of processes to strengthen its effectiveness in enabling those on the Executive to effectively balance their AYM duties, work responsibilities and home life. Those processes should include:
- A review of portfolio subject areas to ensure they support the AYM in achieving its stated aims;
 - Increasing engagement of the wider membership with the work of the organisation, through the adoption of an engagement strategy that focuses on member involvement; this should include:
 - ❖ The development of deputy regional representatives to support the substantive role holder and to support succession planning to this role;
 - ❖ Recruitment to the role of portfolio lead from those in the membership with expertise and interest in the subject area.
- 7.2.2 For those elected to the Executive Board, it is necessary to ensure they are clear about their role and responsibilities. Currently new members to the board are provided with a registration form for Companies House, and are required to read a presentation regarding their role and responsibilities as a Director of AYM, and their job description and portfolio lead job description.
- 7.2.3 The induction process for all new Executive Board members, and for portfolio lead areas, could be improved by the provision of an AYM Communications Strategy detailing how the organisation communicates internally with members, and with external stakeholders. In addition, the provision of a nominated 'buddy' from the Executive to act as support and mentor would help ease an inductee into their new role. New members of the Executive would also benefit from the 'Responsibilities of a Director' presentation being delivered to them by the Secretary and/or Assistant Secretary which would also help those in these roles to develop and embed their knowledge of the AYM Articles of Association.
- 7.2.4 A briefing paper for induction purposes can provide a guide to the organisation and information to help inductees navigate systems. An example of this is provided at Appendix 3 of this report. The guide could also be usefully employed on the website to support those considering acting in a governance, or portfolio lead capacity for the AYM.
- 7.2.5 Unfortunately, all organisations need to address situations where postholders do not undertake their role effectively, where this occurs it is important that the Executive Board address this in order for the AYM to continue to fulfil its responsibilities on behalf of the membership. The Articles of Association detail the mechanisms for this but allow non-attendance for three quarters of the year, leaving the Executive Board with the potential for substantial gaps in representation and a reduction in capacity. One solution to this is to reduce unacceptable absence to two consecutive meetings, whilst this represents 6 months it would ensure that engagement with the membership could be maintained. Similarly, non-engagement with consultations and other mechanisms used to help the AYM achieve its aims or Objects should be subject to the same process as such non-engagement is contrary to the requirement of the role of Director. The introduction of the expectation that such absence will be the subject of interview between the non-attende and the Chair and/or Vice Chair would ensure that there are clear processes when such triggers are met.

7.3 Communication:

- 7.3.1 As a membership organisation it is important that communications are a two-way process between the membership and the Executive Board, in addition to the outward facing communications of the AYM in support of achieving the aims of the organisation.
- 7.3.2 The current communications are effective in relaying messages from the Executive Board to the membership and external stakeholders, through the medium of the AYM Bulletins, the website and Twitter account. The AYM Bulletins should continue to be a priority of the organisation, with 95% of members reporting this is the most useful communication received from the AYM.
- 7.3.3 Where regional representatives have embraced the AYM endorsed communication methods for their work within their regions, it is clear this is appreciated and effective; however, this is not applied consistently by all regional representatives. Interviews highlight that not all regional representatives are clear about the agreed methods, and some feel unsure of what it is they should be communicating. In order to ease the burden and reduce confusion, key messages from the Executive Board meetings could be uploaded as a business support function to the report template for reporting to the regions. Mirroring one regional representative's practice, this report could then be distributed by the regional representative to members in the region to add their information to; their responses can then inform the next AYM Executive Board meeting.

7.4 Finance:

- 7.4.1 The current financial position is reported at each Executive Board meeting and AGM and currently demonstrates that there is no currently available funding to provide additional commissioned support to the AYM. Raising membership fees can provide the opportunity to develop support to the Executive through the provision of another part time commissioned role to work alongside the current roles (or to increase the number of days provided by the current commissioned officers), providing co-ordination and planning for areas such as reporting against the strategic and business delivery plan and external consultations. The commissioned roles would be required to work together, as is currently the case, to support one another and to assist with absence management and succession planning.
- 7.4.2 Options for achieving increased funding from membership subscriptions, subject to agreement from the members at the AGM, will be dependent on the level of increased support required by the Executive and the author recommends that a solution based on increasing fees and introducing a new level of membership rates as outlined in 6.4.6 c, or d above, proportionate to the level of funding required.
- 7.4.3 Regardless of whether or not increased funding is sought, a long-term financial strategy should be developed to ensure that the AYM is fit for purpose in the future and can deliver against its stated aims.

8 Recommendations

Recommendations	
Structure	
1	The current structure should be maintained and strengthened by the agreement for portfolio lead roles to be open to those from the wider membership with interests in those subject areas. Portfolio leads should develop 'portfolio reference' groups with members from across the regions. This should be supported by clear mechanisms that ensure communications from those holding these roles are endorsed by the Executive Board.
2	Portfolio areas should be reviewed to ensure they meet the aims of the organisation. All portfolio areas should have a lead officer assigned to them, recognizing that some of those areas may not be 'active' at all times.
3	Deputization for regional representatives should be encouraged. Such roles will ensure each region is represented at every Executive Board meeting, and provide a mechanism to support succession planning into the role.
4	The role of commissioned officers should be reviewed to ensure that support to the Executive Officers (Chair, Vice Chair, Secretary and Treasurer) is provided for, and to provide some coordination for consultation responses, within the confines of the funding available to commission these roles.
5	Role descriptions of all roles should be reviewed, in light of recommendations 1, 3, and 4 above.
Processes	
6	The induction of new Executive Board members, and portfolio leads, is reviewed to include, personal presentation of the responsibilities of the role held (using the AYM Induction presentation). This function should be carried out by the Secretary/and or the Assistant Secretary in order to assist their fluency with the Articles of Association.
7	Article 26 should be amended to reduce unacceptable absences at Executive Board meetings to two consecutive meetings, and to include non-engagement with consultations and other mechanisms used to help the AYM achieve its aims or Objects, as evidence to commence action to vote for removal of the individual from their appointed role.
8	Reports from the regional representatives to the membership should be pre-populated by business support, with key messages identified by the Chair, prior to distribution.

Recommendations continued

Recommendations	
Communication	
9	A communication strategy is developed which details the purpose and methods of communication adopted across the organisation, supported by processes to ease workload and maintain consistency.
10	The members of portfolio reference groups should meet at least annually in order to develop policy and practice perspectives and to support ongoing engagement of members of the group. Portfolio leads should use these groups to develop and review the 'Where We Stand' statements and short briefing papers for use in consultations.
11	The AYM website should be populated with key messages and mechanisms to assist responses to consultation requests. These messages/briefings should be developed through the mechanism of portfolio reference groups cited in recommendation 10 above.
Financial	
12	Membership subscription rates should be reviewed to consider the potential for achieving greater core funding to provide additional commissioned time to support the co-ordination of work for the Executive.
13	A long-term financial strategy should be developed to include the development and delivery of costed 'products' to remove the reliance on funding deriving solely from subscriptions.

AYM Internal Consultation

This survey is provided to support the review of the AYM structure and its effectiveness in delivering the aims of the AYM. The survey will help inform stakeholder interviews and the overall review.

1. What is your role in the AYM?

- Officer (i.e. Vice/Chair, Ass/Secretary, Treasurer)
- Regional Representative
- Board Observer
- Additional Board Member

2. Do you consider you are an active member of the AYM?

- Yes ☐ Please outline in a few words what you do.
- No

3. Do you think the current AYM structure supports the work of the AYM i.e. Executive Board, regional representatives, portfolio leads, paid staff?

- Yes
- No
- Partly ☐ If you answered 'No' or 'Partly' please state in a few words why you think this.

4. Do you hold a portfolio?

- Yes
- No ☐ If you answered 'No' please state here the reason; and if relevant, that you wish to hold one.

5. Do you think the AYM is effective in its work?

- Yes
- No
- Partly ☐ If you answered 'No' or 'Partly' please state why

6. Do you think the AYM engages well with its members?

- Yes
- No
- Partly ☐ Please give example/s to support your answer

7. Do you think that you could do more to support the AYM in delivering its aims?

- Yes
- No
- Partly ☐ Please explain why you think this.

8. Please provide any additional comments you would like to make regarding the current structure and approach of the AYM?

APPENDIX 2 AYM Membership Survey

Survey to AYM members

This survey is provided to support the review of the AYM structure and its effectiveness in delivering the aims of the AYM. Your views as members will enable the Executive Board of the AYM (those registered as Directors at Company House and who are legally responsible for running the AYM) to establish the level of their engagement with members and its effectiveness in representation of the wider membership.

1. What contact do you have with the AYM? (Please tick all that apply):

- Attend AGM
- Attend AYM conferences/seminars/workshops
- Receive the AYM Special/Bulletin
- Contact with regional representative
- Contact with other Executive officer (eg. Chair, Vice Chair, Secretary, Treasurer)
- Contact with commissioned staff (eg. Business Support, Policy and Communications, Project Officer)
- Respond to consultation queries
- Attend training courses
- Other please specify

2. Thinking about our communications, which do you find useful? (Please tick all that apply):

- AYM Bulletin
- AYM Special Bulletins (only available to AYM members)
- Reports from regional representatives
- AYM Website
- Other Please specify

3. Which do you find most useful? (Please choose one option):

- AYM Website
- AYM Bulletin
- AYM Special Bulletins (only available to AYM members)
- Reports from regional representatives
- Other Please specify

4. Are you an active member of the AYM?

- Yes Please describe your involvement
- No

5. Are you aware of the portfolio lead roles within the AYM?

- Yes
- No

6. Would you like to hear more about opportunities for you within the AYM?

- Yes Please provide more detail
- No

7. Do you have any specific areas of interest/expertise that you feel you could help the AYM with?

- Yes Please provide more detail.
- No

8. Do you think that you could do more to support the AYM in delivering its aims?

- Yes Please provide examples.
- No

9. Please provide any additional comments you have regarding the current AYM structure and approach.

10. We are holding interviews with a small number of members. Would you be willing to be interviewed?

- Yes Please provide your email address so that, if selected, you can be contacted for an interview
- No

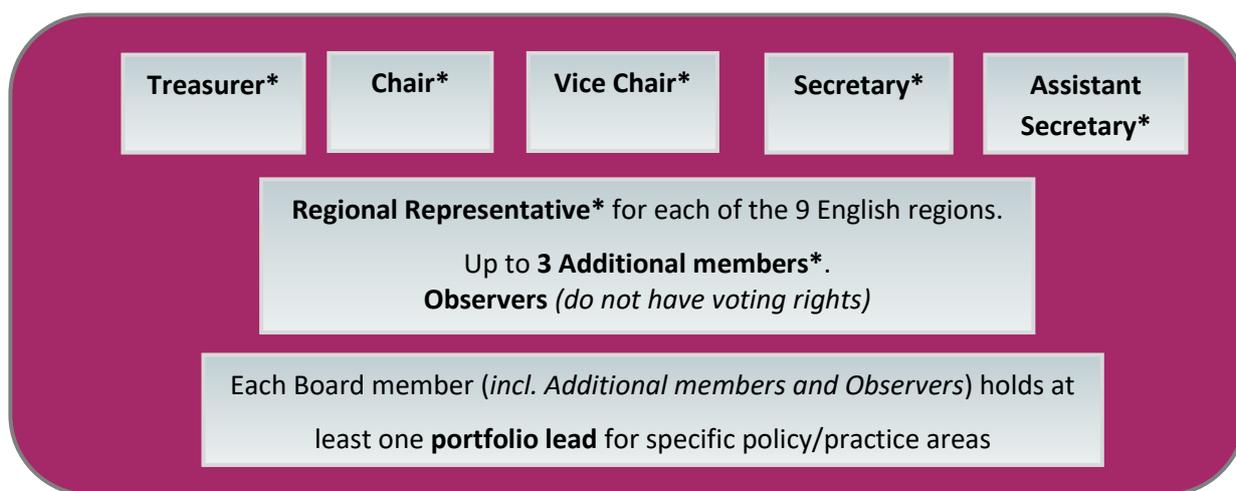


INDUCTION INFORMATION FOR EXECUTIVE BOARD MEMBERS

Welcome to the AYM Ltd. Executive Board, this is a summary of information that we hope will help you settle into your new role on the board.

AYM Ltd. Executive Board structure. The diagram below shows the structure of the board and which positions are also Directors of AYM Ltd. Director roles are those marked *.

Upon joining the AYM Executive we invite all Exec Members to become a Director of AYM Limited, which is a Limited Company. The personal liability of Directors is limited to £1. Directors are required to complete an AP01 form for registration as director at Companies House and to read a set of slides prepared by the AYM's solicitors that summarise Director's responsibilities; these can be found on [Sharepoint](#), to which you will have been sent a link.



Regions for the purpose of the AYM are:

East	South East	North East
East Midlands	South West	North West
West Midlands	London	Yorkshire and Humberside

Election of Executive Board members is dependent on role. Treasurer, Chair, Vice Chair, Secretary and Assistant Secretary roles are elected each year at the AYM AGM, following nomination from members. Regional representatives are elected by members in the relevant region with no requirement for re-election.

Commissioned officers are self-employed personnel that undertake work commissioned by the board; all are part time. Currently these roles are:



®Commissioned by the AYM to support sector-led improvement, funded by the YJB grant.

Contact details for board members and commissioned officers, can be found on the AYM [Sharepoint](#) which you will have been sent a link to. If you have not yet received this, please contact adminsupport@aym.org.uk

Your responsibilities as an Executive Board member. You are an important link between the AYM as an organisation and its members, providing information from the regions within the youth justice sector to the Executive Board. You are also the conduit by which the AYM can engage with the membership on a more personal basis; enabling the AYM to remain relevant and current at all times.

Your job specification, should have been provided to you already, if you haven't received it, you can access this on the AYM website by clicking: [Board members and AYM staff](#)

Portfolio areas are reviewed regularly to ensure that they meet the needs of the sector in terms of scope and relevance, the latest list of portfolios and the lead officers for these can be found on the AYM website; a portfolio job specification can also be found there [Board members and AYM staff](#), and outlines a portfolio lead's role in responding to consultations and supporting improvements in policy and practice. Each board member, including Observers holds at least one portfolio lead, with the exception of the Chair and Vice Chair whose portfolio is to act as the lead for 'Promoting the work of the AYM with national partners and external organisations, including the media, and engaging with national partners to identify/lobby for required/potential improvements for practice'.

Executive Board meetings are quarterly with the annual general meeting following immediately after one of these each year. The November meeting takes place on the first evening of the Youth Justice Convention each year. Executive Board members and commissioned officers attend the meetings.

Attendance at meetings is required for all meetings and in the exceptional circumstance you cannot attend, you must provide a report (see paragraph below). You will be required to attend at least 50% of board meetings; a register of attendance is maintained to inform the membership. You will be sent an invitation to these meetings by the business support officer.

Reporting to the board is required for each meeting and you will provide an update on your portfolio area, and if you are also a regional representative an update on your work with the region. This reporting is aided by a template which you can complete or use as a prompt for providing a verbal report. The template can be found on the AYM [Sharepoint](#) which you will have been sent a link to. Reports, and if relevant apologies, should be sent to business support in advance of the meeting and copied to the Secretary, so that papers can be sent out to the board:

adminsupport@aym.org.uk and secretary@aym.org.uk

March 2021



Regional Representative Report to the Executive

Name of region
Name: Rep's name

1. Inspections

Note here inspections announced in your region, those in progress and those published since the last Exec meeting.

Recommendation or action proposed (if applicable).

2. Consultations

Responses to consultations taken to the YOTs in the region – are they in agreement with the AYM position for example, have they raised contrary views or additional issues that should be considered by the AYM in its response?

Consultations that the region have raised that the AYM need to consider.

Recommendation or action proposed (if applicable).

3. Pathfinders

If there are pathfinders in the region, is there any news for the AYM to consider or feed into YJSIP

Recommendation or action proposed (if applicable).

4. Issues Impacting on the Region

For example, Is there a merger being considered?
 Are any of the authorities suffering significant issues?
 Are there emerging criminal issues?

Recommendation or action proposed (if applicable).

5. Portfolio lead

Any updates with regard to your portfolio such as developments/emerging practice/ concerns etc.

Recommendation or action proposed (if applicable).

5. Any Other Item

Anything else the regional representative would like the AYM to know about their region.

APPENDIX 5 Portfolio Leads⁶

PORTFOLIO	LEAD OFFICER	PORTFOLIO	LEAD OFFICER
ASB	Jacqui-Belfield-Smith	British Transport Police	Pat Jennings
Child exploitation	Brendan Finegan	National Probation Service	Mike Rees
Children in police custody	Jacqui-Belfield-Smith	Out of Court Disposals	Tom Dooks
Counter terrorism	Mike Rees	Parenting/Troubled Families	Ian Langley
Courtwork	Jessica Edwards	Participation	Celine Gafos*
Custody	Jessica Edwards	Reducing Reoffending	Vacant
Disproportionality	Marie McLaughlin* Charlie Spencer	Restorative Justice	Vacant
ETE	Vacant	Safeguarding and LAC	Vacant
Gangs/serious violence	Brendan Finegan	Sector-led Improvement	Jacqui-Belfield-Smith
Girls and young women	Samantha Matthews	SEND/Speech & Language	Diz Minnitt
Health	Mike Rees	Sport	Vacant
Monitoring & Inspections	Celine Gafos*	Transitions	Vacant

* Denotes Executive Board members who have now resigned their positions.

⁶ As identified on 30.11.21
DATE: 17.12.21