

Youth Justice Sector Improvement Partnership Governance



The Youth Justice Sector Improvement Partnership (YJSIP) is a tripartite partnership between the Youth Justice Board for England and Wales (YJB), the Association of YJS Managers (AYM) and senior youth justice leaders. **The Partnership provides improvement support *for the sector, by the sector and always with the sector.***

Stakeholders

Primary stakeholders to YJSIP are those party to the tripartite arrangement - youth justice services in England and Wales, the Youth Justice Board for England and Wales, and the Association of YJS Managers (AYM Ltd.).

National stakeholders include the Youth Custody Service (YCS), HM Inspectorate of Probation (HMIP), Local Government Association (LGA), Association of Directors of Children's Services (ADCS), Association of Police and Crime Commissioners (APCC).

Local and regional stakeholders reflect the range of those relevant for youth offending services and include, YJS Management Boards, Safeguarding Children Partnerships (SCP), and Community Safety Partnerships (CSP).

Governance Arrangements

Diagram 1 below shows the relationship of each partner to one another and to the partnership, in order to design and deliver sector led improvement.

Diagram 2 shows the shows the elements of each partner in relation to the mechanism for ensuring governance of the partnership in delivering the work of sector-led improvement. The YJSIP Board arrangements mirror those of the AYM in terms of structure and the adoption of portfolio leads for specific workstreams. The terms of reference of the YJSIP Board outline the expectations of the board and appendices detail the job specifications for chair and sector representatives of the board, and commissioned roles.

Diagram 1.

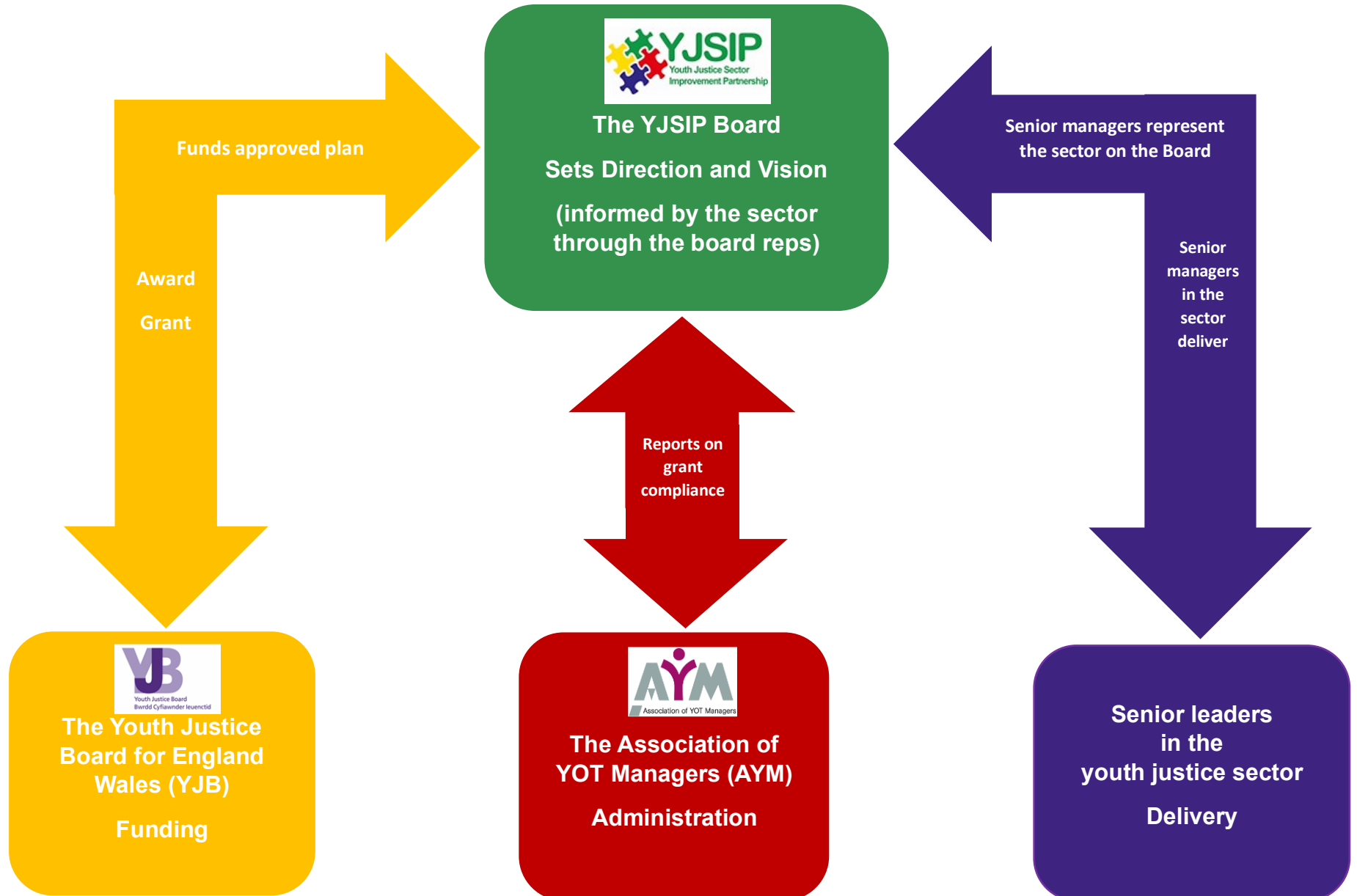
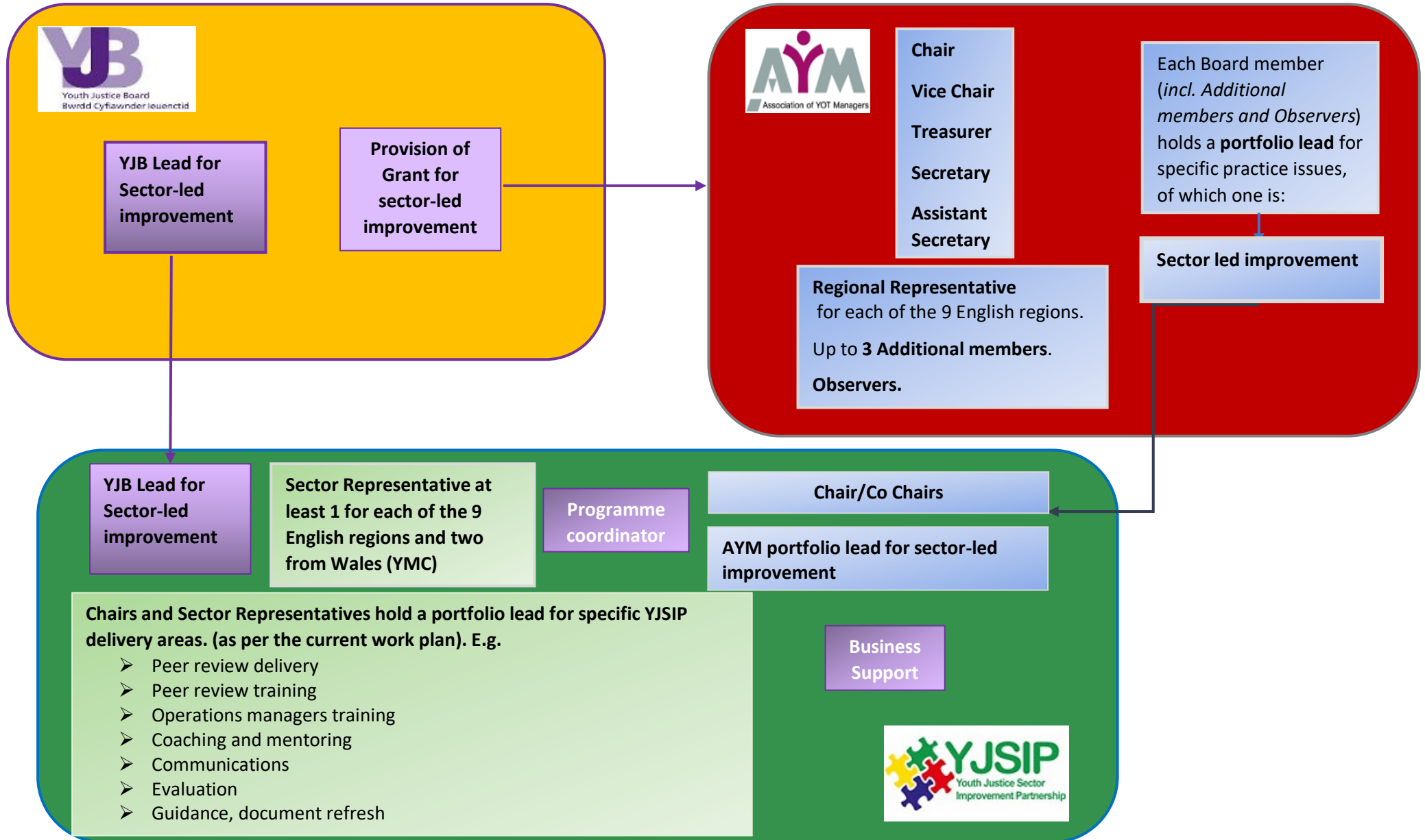


Diagram 2.



Terms of Reference

1. Membership of the YJSIP Board

- 1.1 The membership of the YJSIP Board will be representative of the tripartite partnership it represents and consist of:
- One (at least) YJS representative of each region of England and two (at least) YJS representatives of Wales: all of whom will be YJS Managers, Heads of Service with strategic responsibility for their Service,
 - The AYM portfolio lead for sector-led improvement,
 - The nominated YJB lead for sector-led improvement.

2. Role of YJSIP Board Members

- 2.1 The Chair(s) of the YJSIP Board will be nominated by the YJSIP Board. The nominated AYM portfolio lead for sector-led improvement will be a member of the YJSIP Board and will work closely with the Chair or Chairs to set direction. Responsibilities of the Chair(s) are detailed in *Appendix 1* of this document. When the Chair or if applicable either of the Co-Chairs are absent or unavailable, one of the sector representatives will be nominated to deputise to ensure all associated responsibilities are met.
- 2.2 The YJB Lead for sector led improvement will be identified by the YJB and will provide liaison between the YJB and the YJSIP.
- 2.3 Sector Representatives of the YJSIP will be nominated by their region, or in the case of Wales the YJS in Wales. Responsibilities of Sector Representatives are detailed in *Appendix 2* of this document.
- 2.4 Business support for YJSIP will be funded by grant and commissioned by the AYM. Responsibilities of the business support officer are detailed in *Appendix 3*.
- 2.4 A programme Coordinator will be commissioned by the AYM and funded by the YJB through the grant. Responsibilities of the Programme Coordinator are detailed in *Appendix 4*.
- 2.5 The time of the Chairs, the representatives from the sector, AYM and YJB will be in kind contributions to the tripartite agreement.

3. Role of AYM board member of YJSIP

- 3.1 Receive and administer the grant for YJSIP work in accordance with the YJB terms and conditions of grant
- 3.2 Provide annual returns to the YJB in accordance with the Grant Terms and Conditions
- 3.3 Provide evidence to support future grant awards
- 3.4 Review the risk management plan to support the YJSIP and enable resilience of the partnership and sector-led improvement
- 3.5 Act as the lead commissioner for YJSIP-related activities

- 3.6 Provide a portfolio lead from the AYM Executive to sit on the YJSIP Board
- 3.7 Provide a report on the spend to date and financial position of YJSIP to the YJSIP Board
- 3.8 Provide a Comms function to promote the work of the YJSIP through the AYM Bulletin, website and other related forums
- 3.9 Work with YJSIP to provide a central portal for document storage
- 3.10 Provide feedback to AYM about YJSIP activity

4. Role of YJB board member of YJSIP

- 4.1 Support to sector improvement programme
- 4.2 Collaboratively set direction and vision, informed by the sector
- 4.3 Monitoring YJSIP delivery milestones
- 4.4 Monitoring and supporting evaluation activity
- 4.5 Grant spend checkpoint reviews
- 4.6 Dissemination support
- 4.7 Enable communication between the YJB Senior Responsible Officer and the YJSIP board
- 4.8 Provide feedback to the YJB about YJSIP activity

5. YJSIP Meetings

- 5.1 The YJSIP Board will meet at least quarterly, and dates will be identified annually for the following 12 months
- 5.2 The primary focus of the meetings will be the continuing development of high-quality sector lead improvement
- 5.3 Meetings will focus on action to ensure that there is a clear exchange of information to assist in the formulation of a delivery plan, and that elements of that plan are actioned to completion
- 5.4 The delivery plan must be affordable and be delivered within the grant allocated
- 5.5 The board will oversee the spend, ensuring delivery aligns with the costed plan/grant conditions Any other business will be identified at the start of meetings to manage the available time effectively
- 5.6 Members should submit meeting objectives to the chair, at least 2 weeks in advance
- 5.7 All objectives of the meetings must be solution and outcome focused
- 5.8 There will be a record of attendance and apologies
- 5.9 Decisions will be recorded by way of action points with identified owners
- 5.10 Detailed work will be undertaken by “Task & Finish” groups, to which expertise from outside the normal membership may be co-opted from time to time, to maximise success and benefits of the piece of work
- 5.11 Task & Finish group activity should be recorded, and progress reports presented to the Board
- 5.12 Minutes and actions should be circulated within 10 working days of the date of the meeting

6. Annual Plan

- 6.1 YJSIP board will have an annual development day to review the current year's delivery and activities as well as to set direction and plan for the following year

APPENDIX 1

Responsibilities of Chair(s) of the YJSIP Board

The Chair or Co Chairs will be nominated from the membership of the YJSIP board. This will be reviewed on a bi-yearly basis, or sooner as required. The YJSIP Board is responsible for the following:

The chair or co-chairs will lead and oversee the work of the YJSIP Board. Chairs will be nominated by YJSIP Board members. The YJSIP Board is responsible for the following:

Overseeing the work of the Programme Coordinator and Business Support

- Oversee the work needed to fulfil the tasks listed below
- Agree priorities for the work as agreed in the delivery plan
- Ensure the different workstreams are coordinated
- Managing the spend of the grant in accordance with the T&Cs
- Financial oversight and liaison with AYM Treasurer regarding spend to date and forecasting

Providing information to the AYM Executive Board to:

- Ensure quarterly and annual information is provided in a timely manner to the AYM, for the AYM to monitor compliance and report against the YJB grant for YJSIP activity (minimum details for this are found within the YJSIP Communications Plan)

Facilitating the YJSIP Board by:

- Ensuring the YJSIP Delivery Plan is formulated and effectively monitored at each meeting
- Ensuring all YJSIP sector representative roles are filled
- Setting the agenda of each board meeting and approving the resultant minutes
- Effectively chairing board meetings, enabling full participation of all members
- Holding a portfolio lead for an identified sector-led activity.

Delivery of Sector-led Improvement:

- Ensuring the activities within the YJSIP Delivery Plan are achieved
- Participating in at least one of YJSIP activities per year, including:
 - Peer review
 - Peer challenge
 - Coaching or mentoring
 - Training

Development of YJSIP:

- Engagement with national partners to identify required/potential improvements for practice
- Incorporation of learning from regional effective practice

*Providing improvement support **for the sector, by the sector and always with the sector.***

- Ongoing internal evaluation of YJSIP activity
- Ongoing independent evaluation of benefits, as identified within the delivery plan
- Research to identify potential developments and expansion of YJSIP activity
- Commitment to continuous improvement.

Promotion of YJSIP:

- Providing articles for publication on positive outcomes from YJSIP activity
- Delivering presentations to stakeholders or interested parties on the work and benefits of YJSIP activity (a presentation for this purpose is available).

The YJSIP Board and Chairs will be supported by the commissioned YJSIP Programme Coordinator and Business support in the delivery of the above.

APPENDIX 2

Responsibilities of Sector Representatives of the YJSIP Board

Sector representatives are nominated by the local (regional, or Welsh) youth justice services, and for the purpose of the YJSIP board will represent:

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

Providing information to the Heads of Service and YJ Partnerships: It is the responsibility of sector representatives to ensure that Heads of Service:

- Are aware of the benefits of YJSIP (a presentation for this purpose is available)
- Are advised and consulted on developments of YJSIP
- Newly appointed to their role, are introduced to the work of YJSIP

Providing information to the YJSIP Board: To ensure appropriate representation of and to their region, sector representatives are required to attend at least 50% of all YJSIP board meetings each year. If unable to attend a meeting, a report will be provided in writing.

It is the responsibility of sector representatives to ensure that issues of concern or interest are brought to the attention of the YJSIP board, including (but not exclusively):

- Current and emerging youth justice policy, which is likely to effect sector led improvement
- Developments locally that can inform sector led improvement
- Resourcing restrictions/changes, and
- Other issues related to sector led improvement

Engaging with YJSIP activity: Sector representatives are required to participate in the delivery of one of YJSIP activities per year. ***Each representative will hold a portfolio lead (or deputy lead) for at least one YJSIP activity.***

Promoting the work of YJSIP

Sector representatives will promote the work of YJSIP by:

- Providing positive case studies resulting from YJSIP activity in your region
- Providing articles for publication on positive outcomes from YJSIP activity
- Delivering presentations to stakeholders or interested parties (a presentation for this purpose is available).

APPENDIX 3

Responsibilities of the Business Support to the YJSIP Board

Business Support is responsible for providing administrative support to the YJSIP Board to support the delivery of sector-led activity. This includes:

- Servicing the YJSIP meetings, including, circulation of venue/video conferencing details, final agenda and papers
- Minuting of YJSIP meetings and the subsequent distribution of the minutes and supporting documentation, following approval from the chairSupport to YJSIP portfolio leads to enable sector-led activities to be conducted:
 - Booking venues for training
 - Booking accommodation for training events
 - Co-ordination of participants engaging with YJSIP activities
 - Co-ordination of expenses, subsistence and other programme finance
- Updating of the YJSIP pages of the AYM website and YJB Resource Hub.

Appendix 4

YJSIP Programme Coordination support tasks

Support to Board

- Agree agenda with Chairs
- Collate and send out papers
- Follow up and chase outstanding actions prior to the meetings
- To maintain the online files – minutes from meetings, work plan, financial forecast, previous peer review (PR) reports and presentations, paperwork to support PRs – guidance and templates
- Maintain and review all relevant frameworks and policies
- Prepare communications e.g. articles, for agreement by the chairs and board

Support to PR process

- Keep an up to date list of trained Peer Reviewers, including roles and potential leads
- Coordinate the forming of the PR team, being mindful of focus of review, experience in team etc.
- Support the lead peer reviewers through the scoping process, ensuring everything is covered
- Liaise with the host youth justice service (YJS) to facilitate the completion of the pre-PR questionnaire, and to collate the responses
- Liaison with the host YJS and PR lead to ensure timetable and arrangements are all in place and adequate
- Liaise with host YJS to obtain the evaluation
- Escalate any issues to the YJSIP chairs for resolution

Support to work streams

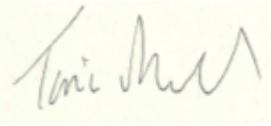
- Write up and update the YJSIP work plan (in consultation with the chairs)
- (current workstreams: peer review training/delivery, operational managers, coaching and mentoring, communications, evaluation)
- To update the financial forecast following discussion with chairs and the board
- Link in with all of the identified areas of work/contributors, to coordinate the work and support as appropriate
- Highlight any potential barriers to the delivery of the plan to the chairs and board members

Support to training

- To coordinate the training events
- To attend training events to support the coordination and to contribute as appropriate
- To allocate spaces, ensuring national spread of offer, and attendees fit the criteria
- To collate evaluation

A handwritten signature in black ink that reads 'Angie Fuller'.

Angie Fuller, YJSIP Co-chair

A handwritten signature in black ink that reads 'Tania Riedel'.

Tania Riedel, YJSIP Co-chair

A handwritten signature in black ink that reads 'Jacqui'.

Jacqui Bellfield-Smith, AYM Representative

A handwritten signature in black ink that reads 'D Daley'.

Dominic Daley, YJB Senior Representative

Date: 10.06.2022