



## **BOARD MEETING**

**MINUTES OF THE MEETING HELD ON  
THURSDAY 4 MAY 2017 at 10:30 AM  
Y1/8 SPUR, SAUGHTON HOUSE  
EDINBURGH**

Present: Mrs Jean Couper CBE, Chair  
Mr Gerry Bann  
Ms Linda Bendle  
Ms Lillian Cringles  
Mr Gerry McClay  
Ms Glenys Watt

In attendance: Ms Karyn McCluskey, Chief Executive  
Mrs Dorothy Smith, Business Manager (minutes)  
Ms Laura Hoskins, Transition Manager (**Item 6 only**)  
Ms Samantha Whipp, Improvement Lead (**Item 7 only**)  
Mr Dave Scott, Head of Learning, Development & Innovation (**Item 8 only**)

### **1. Welcome and Apologies**

1.1 The Chair welcomed the Board Members to the meeting. There were no apologies.

### **2. Declarations of interest, gifts or hospitality**

2.1 There were no declarations.

### **3. Minutes of Board Meeting held on 6 April 2017**

3.1 The Board approved the minutes of the Board meeting held on 6 April 2017. The minutes were adopted as the version for the Publication Scheme.

#### **4. Matters Arising**

4.1 The Chair informed the meeting that an action tracker had been produced to record the actions and matters arising from each Board meeting. This document would be updated and be a standing item on the Board meeting agenda. The tracker will detail the action, the lead member/official responsible for the action and the status/progress.

#### **5. Chair and Chief Executive updates**

5.1 The Chair reported that she had met with Linda Pollock, SG Deputy Director for Community Justice on 2 May. An item that was discussed was the CJS Corporate Plan and the timings of its publication. The Chair had highlighted with the SG that the schedule was tight for the publication; she reported that it was agreed that CJS would submit its proposed Corporate Plan for agreement by end November 2017. The Board noted that the SG had been invited to give a presentation at the June Board meeting; this presentation would support the Board's further discussion on the Corporate Plan.

5.2 The Chair reported that further Board Members' recruitment is being planned with a focus on the skills and experience required to complement the existing membership.

5.3 The Chair reported that a financial report would be submitted to each Board meeting showing actual spend, cumulative spend year to date, annual budget and cumulative spend as a % of the agreed budget. This will support monitoring of financial performance and decision making regarding necessary adjustments to expenditure plans. The Board agreed to review the proposed format in due course if necessary.

5.4 The Chair reported that a Draft Business Plan would be presented at the June Board meeting for approval.

5.5 The Chair thanked Board Members for providing their availability. The dates of Board meetings were agreed for the rest of 2017.

5.6 Board Members reported that they had undertaken board member induction training. They expressed a wish to visit; prisons, Community based disposal services, the drug court and the problem solving court. Ms Cringles undertook to arrange a visit for members to Dumfries and Galloway to hear more about community based disposals.

5.7 The Board members felt it would be appropriate to adopt common wording when asked to explain CJS and its purpose. Ms Rodgers, Head of Communications to suggest possible wording. The Chief Executive undertook to provide Board Members with a Community Justice leaflet providing useful background information.

5.8 The Chief Executive reported that she had met with John Dunn, Deputy Crown Agent, COPFS; topics of discussion included diversion from prosecution and reduction of reoffending. The Board agreed it would be useful to see the practice of

case marking and asked that this should be arranged. The Board considered this to be an area in which CJS may be able to contribute and should be included in the CJS corporate plan.

5.9 The Chief Executive reported that funding for some community projects was soon to cease and evaluations produced. There was some discussion on whether CJS needs to look to support the continuation of some of these projects that will stop in March 2018. There was further discussion on sources of the necessary funding and whether CJS needs a budget for commissioning. The Board noted that some projects operate only in certain locations, but there is a need to provide similar opportunities for all.

5.10 The Chief Executive reported that an evaluation report on Low Moss Prison had been produced and this would be uploaded onto Diligent for Board Members to view.

5.11 The Chief Executive reported that there are 5 roadshows being arranged around Scotland during May/June to inform of the strategic direction of CJS. There will be a variety of speakers; the target audience will be practitioners and the community are welcome to attend. Mrs Smith undertook to provide Board Members with the dates and venues for the roadshows.

**Action:**

- **Ms Cringles to arrange a date to visit Dumfries and Galloway to learn more about CPOs.**
- **Draft Business Plan to be submitted to June Board meeting.**
- **Ms Rodgers, Head of Communications, to provide wording for the Board on key messages for CJS.**
- **Chief Executive to provide Board with Community Justice information leaflet.**
- **Mrs Smith to arrange for Board Members to see case marking in operation (COPFS).**
- **Mrs Smith to upload the Low Moss Prison evaluation report onto Diligent.**
- **Mrs Smith to provide Board Members with the dates and venues for the roadshows.**

**6. Corporate Plan CJS/2017/10**

6.1 Ms Hoskins provided the Board with some background to her paper on the Community Justice Corporate Plan proposed approach.

6.2 Ms Hoskins advised that the Corporate Plan must include a vision statement. She said there were high expectations and there is a need to consult widely and with SG. It should be high level; the CJS team are working on supplying the detail to the plan and will keep the Board updated on progress. It was noted the proposed timetable would be adjusted to incorporate the additional time agreed with the SG. The Board noted that the Plan is due to be signed off by the November Board meeting allowing time for the SG to comment.

6.3 After discussion the Board agreed the vision should be based upon ‘*Making Scotland a safer place to live by leading and promoting world-leading standards of community justice*’ and asked that further thought be given to the exact wording.

6.4 The Board agreed the phrase “Leading, supporting and promoting effective community justice practice across Scotland” was a good representation of CJS’s purpose and should be used where appropriate.

6.5 It was agreed that both the business and corporate plan should include proposed activities aimed to deliver improvements in the key themes of; prevention of offending, options for management of individuals pre-conviction, use of community disposals, services and support available pre and post-release. Year 1 of the plan would include the business plan with KPIs and how CJS will monitor delivery against these.

6.6 The Chief Executive highlighted the need for justice reinvestment (i.e. redirection of existing resources) and suggested how this could be articulated.

6.7 The Board expressed views on ‘what success would look like’, including:

- Reduced prison population.
- Prevention and early intervention to reduce offending - potentially from early years of life.
- Universal provision of services that deliver.
- Greater focus on diversion and the use of alternatives to remand.
- Reduced stigma for those who have completed their sentence.
- Appropriate focus on the families of those at risk or accused of offending.

## **7. Electronic Monitoring - Scottish Government Consultation – Draft Response CJS/2017/11**

7.1 The Board discussed the proposed draft response to the consultation. The Board considered there was too much emphasis on quoting research results and possible concerns about the practices of implementation of the agreed legislation. The Board agreed changes including greater focus on expressing CJS’s answers and reasonings to the questions posed. After discussion Ms Whipp undertook to redraft the proposed response and circulate it to the Board Members for their further comment by 12 May to enable submission of the organisation’s response to the consultation by 19 May 2017.

**Action: Ms Whipp to provide a redraft of the response to the Electronic Monitoring Consultation to be circulated to the Board for comment by 12 May 2017.**

## **8. Draft Training Needs Analysis proposal CJS/2017/12**

8.1 Mr Scott updated the Board on the CJS progress on the compilation of the Training Needs Analysis (TNA) report, for dealing with training delivery to Criminal

Justice Social Work (CJSW). Mr Scott reported that the funding for the current complement of Training and Development Officers (TDOs) has been extended to April 2018.

8.2 The Board noted that this extension to the funding did not alleviate the uncertainty for those involved and highlighted the risk that this resource, skills and experience may be lost. The Board requested clarification on the employment status of the current TDO's.

8.3 Mr Scott reported that he will undertake a scoping exercise to assess the skills and experience of the TDOs and produce a report for the June Board meeting covering the following:

- Current training timetables up to September 2017.
- Training required for October 2017- April 2018.
- Identified development opportunities in current delivery.
- Long term training opportunities.
- Multi-agency training opportunities.
- Emerging technologies and modularisation.
- Non-training issues.

8.4 The Board agreed that the recruitment of the TDOs should commence sooner rather than later and to progress with an open and transparent recruitment exercise. The Board agreed that Mr Scott should confirm the employment status of each of the current TDOs.

**Action: Mr Scott to provide a draft TNA report for the Board's consideration at the Board meeting on 9 June 2017; and to confirm the employment status of the current TDOs.**

## **9. Draft Report – Evaluation of Community Justice Outcomes Improvement Plans – Miranda Alcock Associates and Becki Lancaster Social Research and Consulting (CJS/2017/13)**

9.1 The Board noted the report from Ms Alcock which provided a review of 8 Community Justice Outcome and Improvement Plans(CJOIPs). The report provided the findings against the criteria as set out in the Outcome Performance Improvement (OPI) framework. The Board noted the lack of a baseline on which to assess progress.

## **10. Corporate Risk Register CJS/2017/14**

10.1 The Board noted the Corporate Risk Register circulated and agreed it required amendment. It was agreed that the Chair would instigate revision and it would be considered at a future Board meeting. It was also noted that the draft risk framework document would be considered by the Board.

### **Action:**

- **The Chair to bring a revised corporate risk register to a future meeting.**
- **The draft risk framework to be considered at a future meeting.**

## **11. Policies for Board agreement CJS/2017/15**

### Management Information Security Incidents

11.1 The Board adopted the protocol for Management Information Security Incidents, with minor amendments.

### Business Continuity Plan

11.2 The Board adopted the Business Continuity Plan noting the requirement for an action plan for loss of CEO.

**Action: Mrs Smith to add an action plan for the loss of CEO to the BCP.**

### FOI publication scheme

11.3 The Board adopted the FOI Publication Scheme.

### Data Protection Policy

11.4 The Board adopted the Data Protection Policy, with minor amendments.

11.5 The Board asked that all policy and procedure documents should have details of the date approved, date revised and proposed review dates added.

**Action: Mrs Smith to add adopted, revised and review dates to all policy and procedure documents.**

## **12. Board Guidance on Fees and Expenses CJS/2017/16**

12.1 The Board noted the fees and expenses guidance and asked that the Travel and Subsistence rates be uploaded to Diligent.

**Action: Mrs Smith undertook to upload the Travel & Subsistence rates to Diligent for Members to view.**

## **13. Any Other Business**

13.1 The Board requested that Wi-Fi be available in the Board meeting room.

13.2 The Board requested the standard facility to comment on papers prior to the Board and share via Diligent.

**Action: Mrs Smith to make enquiries about having Wi-Fi installed in the Board meeting room. Mrs Smith to arrange facility to share annotations on Diligent.**

**9 May 2017**