



**BOARD MEETING**  
**MINUTES OF THE MEETING HELD ON**  
**WEDNESDAY 31 JANUARY, AT 10.30**  
**Y1/8 SPUR, SAUGHTON HOUSE,**  
**EDINBURGH**

- Present: Mr Gerry Bann, Acting Chair  
Ms Linda Bendle  
Ms Glenys Watt
- In attendance: Ms Karyn McCluskey, Chief Executive **from item 7**  
Mr Bill Fitzpatrick, Director of Operations  
Mrs Dorothy Smith, Business Manager (minutes)  
Ms Mairi-Clare Rodgers, Head of Communications **Item 7 only**  
Ms Rebecca Worrall, Senior Campaigns Manager **Item 7 only**  
Miss Nina Rogers, Head of HR and Employability **Item 10 only**  
Mr Quentin Fisher, Unit Head, Community Justice, SG  
Mrs Pamela Russell, Sponsorship Manager, SG
- Apologies: Mrs Jean Couper, Chair  
Mr Gerry McClay  
Sheriff Kathrine Mackie

**1. Welcome and Apologies**

1.1 Mr Bann welcomed the Board Members and staff to the meeting. There were apologies from Mrs Jean Couper, Chair. In the absence of the Chair, the Board agreed that Mr Bann would chair the meeting. There were also apologies from Mr Gerry McClay and Sheriff Kathrine Mackie.

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

2.1 There were no declarations.

**3. Minutes of Board Meetings of 24 November 2017**

3.1 The Board approved the minutes of the Board meeting held on 24 November 2017, subject to clarification of para 5.4 and a typo correction at para 6.2. The minutes were adopted as the version for the Publication Scheme.

#### **4. Matters Arising – Action Tracker**

4.1 The Board requested an update on the outstanding actions and agreed revised target dates.

4.2 The CE provided an update on action 1 on the review of the HR shared service. She reported that the SG are currently reviewing all their HR shared services and cannot offer CJS any solutions in terms of cost reduction. The CE felt looking elsewhere for a shared HR service would not be a priority because the costs would be significant and to introduce new systems and resources to tender would cause capacity issues in the short term. The Board agreed to review in 6 months and for the CE to continue to pursue alternatives in the current package and push for flexibility which may reduce costs in future.

4.3 Under action 3 on events/meetings of interest to the Board, it was agreed that Board members would advise the CJS team of any particular areas or subjects of interest to the Board. This is to be kept under review.

4.4 The CE provided an update on action 4 on funding to manage presumption against short term sentences. She reported that this would be discussed with the Cabinet Secretary for Justice when a suitable slot became available in his diary. She reported that the SG were recruiting a team to look at this area of work and CJS would work closely with this team.

4.5 The CE reported on action 5: follow-up on the actions from the academic advisory group. She met with Prof Andrew Coyle and Jackie Coombes, both of whom have a wealth of experience in criminal justice on 'what works well' and what community justice will look like going forward. She has invited them to produce a discussion paper to be submitted by 1 April 2018. The Board welcomed this piece of research and looked forward to considering this in the near future.

4.6 With regard to action 7, on news items of interest, Ms Watt referred to a recent article in the Scotsman newspaper on the presumption against short term sentences and asked if CJS had been invited to comment. Ms Rodgers confirmed that CJS had not been invited to comment on this occasion, but she would inform the Board when CJS make comment and also undertook to circulate items of interest to the Board.

**Action: Chief Executive to update the Board in 6 months on the HR shared service agreement. The CE to follow up meeting with Cabinet Secretary for Justice. Ms Rodgers to circulate news items of interest to the Board.**

## 5. Chair and Chief Executive updates

5.1 In the absence of the Chair, the acting Chair, Mr Bann advised that he was not aware of any new material by way of update.

5.2 Mr Fitzpatrick provided an update on CJS key areas of work., These included:

- A request for evidence from the Justice Committee to explore issues around the use of remand in Scotland and ways in which its use could be reduced, as well as the experience of prisoners held on remand. In particular, the committee will raise questions around the reasons for holding people on remand in custody. The committee have asked for what information about individuals is made available to the court, for example, from criminal justice social work, to inform its decision on whether to hold someone on remand; and for information about the availability across Scotland of alternatives to remand, such as supervised bail. The evidence session will take place on Tuesday 6 February 2018.
- The Community Justice Improvement Plans have been received from all the LAs and feedback has been given.
- The Aberdeen diversion demonstration project is up and running.
- The CJS Resourcing programme for 2018 is underway.
- The LD&I strategy is out for consultation and additional resources have been requested in a business case to SG.

**Action: CE to update the Board on the Aberdeen demonstration project and the LD&I strategy consultation add to the February Board meeting agenda.**

## 6. Process for recruiting New Board Members CJS/2018/01

6.1 Mr Fisher presented a proposal paper to the Board. He informed the Board that the Board appointments are regulated by the Commissioner for Ethical Standards in Public Life in Scotland. He would be the SG lead for this appointment round and there would be a representative from Public Appointments team, as well as a representative from the CJS Board. The Commissioners Office have assigned the appointment round as scrutiny level high and a public appointments adviser (PAA) from the commission will be a full member on the selection panel. The PAA will provide advice, guidance and oversight throughout the process as well as participating in the panels collective decisions making.

6.2 The Board considered the type of skills through which the Board could be strengthened and identified the areas below. The Board agreed it was important to recruit new members who are able to take a strategic approach.

- Practitioners in community justice operating at a strategic level
- Public health remit
- Mental health background
- Social Work

- Lived experience (depending on the individual, may feel comfortable as an adviser to the Board rather than decision maker)
- Housing professional
- Third sector input.

6.3 The Board agreed that this appointment round should aim for 3-4 members with experience and a background in public health, third sector and practitioners in community justice, with social work a key requirement for the Board. The new members will require to think strategically, have ability to influence in their area and be trauma informed. The Board's preference would be for appointees, wherever possible to be Board Members rather than advisors, as this would both allow and require appointees to engage and share in the making of Board decisions.

6.4 With regard to a Board representative to sit on the selection panel, it was agreed that Mr Bann, as Acting Chair for today's meeting would contact the Chair, Mrs Couper for confirmation as to whether she, as Chair of CJS, would be in a position to take up the usual position as Board representative on the selection panel. It was also agreed that, meantime, Board Members would consider a nominee for the selection panel to deal with the contingency of the Chair, Mrs Couper being unavailable and that Mr Bann would contact fellow Board Member, Mr McClay (who was unable to attend today's meeting) for his views on nomination of a Board representative for the selection panel. The Board would aim to inform the sponsor team within one week as to which Board Member would represent the Board on the selection panel.

**Action: Board members to nominate a member to sit on the selection panel and inform the sponsor team by 9 February 2018.**

## **7. Smart Justice campaign (verbal update)**

7.1 Ms Rodgers reported on the smart justice campaign and the recent research survey which provided a useful insight into group to be targeted. The Board requested to see a copy of the research.

7.2 Ms Worrall updated the Board on a recent tender exercise for the provision of creative marketing services. She reported that a contract has been awarded to 'Studio Something', and she undertook to share examples of their work with the Board.

7.3 Ms Worrall updated the Board on the media services tender exercise which was awarded to 'Republic of Media'. The Board was informed that the next step was to organise focus groups to test out research and creative ideas looking at age groups and geographical spread.

7.4 Mr Fitzpatrick reported that the marketing campaign is significant and would not have been possible without the agreement from SG to increase the research budget. He said that the campaign is on-going and funding would be required long term.

7.5 The CE reported that she had met with Chief Social Work Officers and there is an appetite for a national community justice campaign. She reported that a project team will be set up, to undertake a national cleaning up of local beaches. This project would provide evidence of work undertaken and go towards gaining public recognition.

7.6 Ms Bendle requested an update on the national conference to be held on Friday 9 March 2018. Ms Rodgers reported that the speakers secured included Harry Burns, Roza Salik, Darren McGarvey (Loki), Jason Leitch and Mary Hepburn, with Byron Vincent hosting the event. Ms Rodgers expected that the invited speakers would be inspiring and thought provoking.

7.7 The capacity for the venue (Citizens Theatre, Glasgow) is 250 and 170 have signed up. The CE was keen that members of the public are included in the invites and the Ms Watt was keen that young people and students should be invited. Ms Rodgers undertook to review the attendee list to identify any gaps in the targeted audience.

7.8 Ms Rodgers went on to say that the conference will kick-start the CJS engagement programme for 2018 and it will be a continuous campaign.

7.9 In terms of other avenues for promoting awareness of CJS, Mr Bann suggested that it would be worth exploring the potential for an article in the Journal of The Law Society of Scotland, given that that publication is issued to all members of the Scottish legal profession.

**Action: Ms Rodgers to update the Board on the media campaigns at the March Board meeting. Add research results and Studio Something examples on to Diligent. CE to explore potential for an article in the Law Society Journal.**

## **8. Business Plan Quarterly Performance Report – CJS/2018/02**

8.1 Mr Fitzpatrick presented the paper to the Board. The Board noted that the Business Plan had been reviewed in light of the publication of the Corporate Plan. Mr Fitzpatrick reported that the scoping paper for the strategic commissioning framework had been submitted by CJS to SG in January 2018 and that pending discussions with SG and the recruitment of a new Commissioning Lead to replace the outgoing member of staff, it may be necessary to revise the date for the issuing of a consultation document on the strategic commissioning framework.

8.2 The Board requested an update in March.

**Action: Mr Fitzpatrick to update the Board at March Board meeting**

## **9. Finance Report CJS/2018/03**

9.1 Mr Fitzpatrick presented the Business Plan Quarterly Performance Report to 31<sup>st</sup> December 2017. He informed the Board that the 4<sup>th</sup> quarter draw-down had been undertaken.

9.2 Ms Watt noted that the figure in the Report for the total fees paid to Board Members as at 31<sup>st</sup> December 2017 required to be corrected. Mr Fitzpatrick informed the Board that some fee payments have yet to appear on the monthly reconciliation. The Board requested confirmation of the correct, up-to-date figure for fees paid to Board Members at the next Board meeting. Ms Bendle requested a note of the number of days used for this financial year.

**Action: Mr Fitzpatrick to provide an updated Finance Report for the February Board meeting, to include confirmation of board members fees paid and total number of days for each board member.**

## **10. Interim Resourcing Policy CJS/2018/04**

10.1 Miss Rogers presented the paper to the Board. The Board noted that CJS is currently working within the principles set out in the SG resourcing policy and will continue to do this until the formal policy is written after thorough review, noting CJS is not confined by the SG policy. The final policy will be published in 2019.

10.2 The Board agreed the interim policy subject to some minor amendments.

10.3 Ms Russell, SG sponsor team, felt that CJS may wish to share its learning and practice on values based recruitment with public appointment colleagues.

**Action: Miss Rogers to contact public appointments team to share values based recruitment best practice.**

## **11. Any Other Business**

11.1 The CE informed the Board that a visit would be organised to Cornton Vale Prison and dates would be circulated to the Board for members interested in attending.

**Action: Mrs Smith to circulate dates for visit to Cornton Vale Prison.**

Next meeting 28 February 2018

**1 February 2018**