



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 9 FEBRUARY 2022, AT 10.00
VIA ZOOM VIDEO CONFERENCING**

Present: Ms Pauline Aylesbury
Mr Graham Bell
Ms Linda Bendle
Mr Adam Burley (**from Item 6**)
Ms Catherine Dyer, Chair
Mr Steve Kirkwood
Sheriff Kathrine Mackie (Advisor to the Board)
Mr Alec Spencer
Ms Glenys Watt

Apologies: Ms Helen Boath, Head of Finance
Ms Linda de Caestecker

In attendance CJS: Ms Hannah Dickson, Improvement Lead (**Item 7 only**)
Mr Bill Fitzpatrick, Director of Operations
Ms Victoria Guthrie, Projects Officer, (**Item 7 only**)
Ms Laura Hoskins, Head of Improvement and Policy
(**Items 7,8 and 9 only**)
Ms Karyn McCluskey, Chief Executive
Ms Claire Penny, Commissioning Lead (**Item 10 only**)
Mrs Dorothy Smith, Business Manager (minutes)
Mr Richard Thomson, Improvement Lead, (**Item 8 only**)
Ms Lynne Thornhill, Improvement Lead, (**Item 9 only**)

Agenda

1. Welcome and Apologies

1.1 Catherine Dyer, Chair, welcomed the Board Members and staff to her first meeting as Chair of CJS. Apologies were received from Linda de Caestecker and Helen Boath, Head of Finance.

2. Declarations of interest, gifts or hospitality

2.1 There were no declarations.

3. Minute of Board meeting 15 December 2021

3.1 The Board minute was agreed subject to a slight amendment to para 6.1. The minute was adopted as the version for the Publication Scheme.

4. Matters arising – action tracker

4.1 The Board noted the status of the actions from the action tracker.

4.2 Updates were provided for the following actions:

- Action 7 – Revise the target date to 1 March 2022
- Action 13 – Bill Fitzpatrick reported that the CJOIPs had been delayed as we are waiting on SG providing guidance. Glenys Watt asked how we are recording the support given by CJS to partnerships and asked that in future this is reported to the Board
- Action 16 – Bill Fitzpatrick reported that a Reflective Practice session had been scheduled for SMT members following a recommendation from the HRRC
- Action 22 - Restorative Justice to be highlighted on the CJS website – work ongoing

5. Chair update

5.1 Catherine Dyer reported that she had had introductory meetings with board members and many of CJS team and Scottish Government (SG) officials. She and Karyn McCluskey had met with the Cabinet Secretary for Justice and Veterans. She noted there is a wide range of expertise on the Board and we should meet to discuss how we best use the expertise.

6. Chief Executive update and RRT update

6.1 Karyn McCluskey provided an update for the Board; she reported on:

- The analysis of responses to the SG's consultation in relation to a National Care Service (NCS) consultation is due to be published. Final decisions on whether services allied to Community Justice work will be proposed for inclusion in a NCS have still to be made by Scottish Government. The Board noted that there would be inevitable changes affecting Community Justice Partners and CJS in delivering Community Justice whatever the decision with regard to such services. Drafting of the associated Bill is anticipated to be completed by June 2022.
- CJS provided a 'deep dive' presentation to Criminal Justice Board (CJB) on the increasing remand population. The level of remand is sitting at around

30%, the highest ever and we in CJS are now leading work to better understand trial dates and remand time spent – differentiating between men, women and young people

- CJS social media platforms (Twitter, Facebook, Instagram, LinkedIn and YouTube) continued to grow, generating almost half a million (individual) impressions. The number of new Followers also continues to grow steadily, a 17% increase was achieved in Q3.
- The corporate website supported 22,815 users from October to December 2021. The majority of users were driven from CJS social media platforms to key resources including the Scottish justice map and information shared on the corporate news section.

6.2 The Board noted that we are continuing to use the ‘Second Chancers’ social media campaign, which is now over 2 years old and has not had the benefit of recent updated communications approaches. Karyn McCluskey reported that a business case had been submitted to SG to fund a new national campaign but was turned down. The Board suggested resubmitting a business case as the need to invest in the communications campaigns to assist better understanding by the public of the aims of community justice measures, and what these involve, is a recurring theme of recent consultations.

6.3 Bill Fitzpatrick reported that Internal Audit will undertake a review of CJS communications this year. The Board requested that Rebecca Worrall, Head of Communications, be invited to the April Board meeting to provide an update.

Action – Rebecca Worrall, Head of Communications, to be invited to the April Board meeting.

7. Outcome Activity Annual Report (draft consultation) - CJS/2021/61

7.1 Hannah Dickson presented an update paper detailing the consultation process for the 2020-21 Outcome Activity Annual Report (OAAR) and a summary of the consultation responses.

7.2 The Board thanked Hannah and Victoria for all the work and agreed the proposed amendments to the report in response to the consultation feedback.

8. 2020/21 Community Payback Order Annual Report CJS/2022/02

8.1 Richard Thomson presented the draft 2020/21 CPO report. The Board noted that the draft CPO report drew on evidence from 32 local authority reports which were based upon an amended template provided by the Scottish Government.

8.2 Kathrine Mackie felt para 14 of the report could be amended to better emphasise the aims of CPO requirements. Richard undertook to provide some rewording to this para.

Action – Richard Thomson review the wording of para 14 and circulate to the Board for consideration.

9. OPIF update CJS/2022/03

9.1 Lynne Thornhill provided an update to the Board on the progress of the OPIF revision project.

9.2 The Board noted that effective implementation is critical to the success of a revised framework. Although still awaiting Scottish Government decision on the Community Strategy before final decisions on the precise outcomes and performance indicators can be agreed, a distinct OPIF Implementation project has now commenced to scope out what a good implementation would like from the perspective of Community Justice Scotland, Community Justice Partnerships, Scottish Government and the Care Inspectorate. This project is being led by Fraser McKinlay of McKinlay Consulting with internal CJS resource support. Introductions and engagement with key stakeholders have commenced. A flexible approach is being taken to ensure maximum value from the external resource as a result of awaiting finalisation of the Strategy by SG and the effect that will have on OPIF implementation timeframes.

9.3 The Board noted the interdependency of OPIF in relation to the Justice Vision which had been published on 8 February and the still to be drafted Community Justice Strategy significantly impacts on timescales for implementation.

10. Commissioning update - CJS/2022/04

10.1 Claire Penny updated the Board on progress of Strategic Commissioning and recent activity undertaken by CJS.

10.2 The Board noted the update and the importance of the commissioning project commencing before March 2022, to give at least 12 months to complete the work required for CJS to begin commissioning services from April 2023 and risks that required to be mitigated if that timescale was not met by SG.

11. Risk Register - CJS/2022/05

11.1 Bill Fitzpatrick reported that the CRR was reviewed and approved by the CJS Audit and Risk Committee (ARC) at its meeting on 19 January 2022.

11.2 Bill Fitzpatrick highlighted that risks 8 and 10 are joint risks with SG and a copy of the CRR has been sent to the sponsor team for information.

11.3 The Board noted that Comms had been removed from the CRR and that a business case for funding a national campaign should be resubmitted to SG.

12. Q3 Performance report CJS/2022/06

12.1 Bill Fitzpatrick provided the Board with a report on the progress of the CJS Business Plan for Q3, 1 October – 31 December 2021.

12.2 The Board noted that CJS engagement activity was largely confined to on-line and remote platforms, although for a period before the latest Omicron restrictions were applied, more in person engagement took place. Bill Fitzpatrick reported that a

1:1 engagement plan will be developed. He reported that a CJS team day will be held on 3 March 2022 to discuss the 2022/23 business plan and Board input would be welcome. The Board agreed to have a session/s before the end of March 2022 and to thereafter meet with him, Karyn McCluskey and SMT regarding the business plan.

Action: Board Business Plan session to be arranged by end of March 2022

13. Management Accounts Period 10 - CJS/2022/07

13.1 In the absence of Helen Boath, Head of finance, Bill Fitzpatrick presented the Board with additional information regarding the Management Accounts for Periods 1-10 (April to January) of financial year 2021/22.

13.2 The Board noted that reporting on the budget is based on the information contained in the monthly management accounts. The accounts are produced at the end of every period (month) of expenditure. Once the management accounts are produced they are discussed with the Chief Executive, Director of Operations and SMT. Every month there is a monthly return to the Scottish Government Budget Commission that is scrutinised by the Sponsorship Team before submission. The most recent version of the management accounts were presented to the ARC.

13.3 The Board noted the overall projected forecast for the 2021/22 budget is an underspend of £4,980.

14. Draft Board Member Code of Conduct CJS/2022/08

14.1 The Board noted the change to the Code of Conduct and the Register of Interests, the revised code was adopted by the Board.

15. HRRC draft minute of meeting 8 December 2021 - CJS/2022/09

15.1 Glenys Watt provided a report of the HRRC meeting held on 8 December 2021. Keys points from the meeting included:

- There have been staffing pressures – with new posts to be filled in a precarious job market
- Reflective practice session to arranged – helpful in supporting resilience
- The counselling service is being well used by the team and will continue to be offered this year
- Staff survey – internal communications an issue, a strategy to be produced

15.2 Bill Fitzpatrick reported that small numbers of staff have been returning to the office, and the Board agreed that social interaction arising as a result of staff meeting there is very important for the teams' well-being following such prolonged periods of virtual working. The Board requested a copy of the staff survey results.

Action – Nina Rogers to circulate the staff survey results to the Board.

16. ARC draft minute of meeting 19 January 2022 - CJS/2022/10

16.1 Alec Spencer provided a report of the ARC meeting held on 19 January 2022. Keys points from the meeting included:

- SG/CJS Framework document under review CJS comments with SG for consideration
- Scrutiny of accounts - ARC is satisfied with outturn predicted
- Risk appetite session to be scheduled following the team and Board business plan sessions

16.2 Alec Spencer reported on the private meeting with the Internal Auditors.

17. AOB

Justice Vision

17.1 The Board noted the Justice Vision published on 8 February. It was noted that it stated that a Restorative Justice service will be in place by 2023. Bill Fitzpatrick clarified that a roll out project in Edinburgh will be in place by 2023. The Board noted that CJS does not currently have the resources to provide a national service.

Forthcoming meetings:

HRRC 23 February 2022
Special Board meeting 7 March 2022
Board meeting 20 April 2022

15 February 2022