



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 20 APRIL 2022, AT 10.00
R1 SPUR SAUGHTON HOUSE/MS TEAMS(HYBRID)**

- Present:
- Ms Pauline Aylesbury(**MS Teams**)
 - Mr Graham Bell
 - Ms Linda Bendle(**MS Teams**)
 - Mr Adam Burley
 - Ms Linda de Caestecker(**MS Teams**)
 - Ms Catherine Dyer, Chair
 - Mr Steve Kirkwood(**MS Teams**)
 - Sheriff Kathrine Mackie (Advisor to the Board) (**MS Teams**)
 - Mr Alec Spencer(**MS Teams**)
 - Ms Glenys Watt
- In attendance CJS:
- Ms Helen Boath, Head of Finance (MS Teams)
 - Ms Gael Cochrane, Training Lead, (**Item 11 only MS Teams**)
 - Mr Bill Fitzpatrick, Director of Operations
 - Ms Laura Hoskins, Head of Improvement and Policy (**Items 8 and 9 only MS Teams**)
 - Ms Karyn McCluskey, Chief Executive
 - Ms Rose McConnachie, Improvement Lead, (**Item 8 only MS Teams**)
 - Ms Claire Penny, Commissioning Lead (**Item 10 only MS Teams**)
 - Mr David Scott, Head of Training, (**Item 11 only MS Teams**)
 - Mrs Dorothy Smith, Business Manager (minutes)
 - Ms Lynne Thornhill, Improvement Lead, (**Item 9 only MS Teams**)
 - Ms Dawn Wheildon, Improvement Lead, (**Item 9 only MS Teams**)
 - Rebecca Worrall, Head of Communications, (**Item 7 only MS Teams**)

Agenda

1. Welcome and Apologies

1.1 Catherine Dyer, Chair, welcomed the Board Members and staff to the meeting there were no apologies.

2. Declarations of interest, gifts or hospitality

2.1 There were no declarations.

3. Minute of Board meeting 9 February 2022

3.1 The Board minute was agreed subject to a slight amendment to para 6.2. 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 An update was provided for action 25 – CJAC terms of reference to be reviewed in May 2022. The Board requested that the dates for pending actions be revised.

Action: Dorothy Smith to review the dates for the actions pending.

5. Chair update

5.1 Catherine Dyer reported that the recent Board and SMT sessions on business planning had proved helpful in setting priorities for the coming year.

6. Chief Executive update and RRT update

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

- Continued work with local partnerships on specific issues, providing feedback on SNSAs (Strategic Needs and Strengths Assessments) and to attend virtual CJP meetings where appropriate. Also developed a pilot for Local Improvement Lead proactive engagement with CJPs to support delivery of our Performance Monitoring for Improvement (PMI) approach and also to identify areas where further dedicated general or specific improvement support may be required. A CJP Thematic Engagement Session will be held via MS Teams on 6 June focusing on data and information issues.
- CJS national event 2022 held on Thursday 17 March, which was well received.
- In house sessions held for; new to management – introducing a coaching style (ran this as a pilot, and the group requested more sessions like this),

- Workshops held on embedding the internal comms strategy.
- An action learning set for SMT peers undertaken.
- Digital lead recruitment has not proved successful in attracting good caliber applicants and will be re-advertised

6.2 The Board requested that it be given more notice on the format and content of the national event to be better informed in advance and to help promote the event to members' networks.

7. Communications Update – 2022 National Event Evaluation CJS/2022/11

7.1 Rebecca Worrall provided an update for the Board, she reported that the learning hub and framing tool have been well received. The CJS Tik Tok platform launched in March and image library have had positive feedback.

7.2 Rebecca Worrall felt the CJS website is in need of a refresh, the accessibility requires updating, it was noted that funding would be required for the refresh and a business case would be submitted.

7.3 Rebecca Worrall reported on the national event:

- 77% of delegates were satisfied or very satisfied with the CJS annual event 2022.
- Of the survey respondents who said they would change something, it was Mostly a wish to attend an in-person event and for a longer Q&A session.

7.4 The Board noted the total spend for the event was £6,941 and a breakdown will be provided for the ARC for noting.

7.5 The Board requested advanced notice of future events on the focus and format and to better enable promotion of the event and participation by members. The Board suggested a focus on RJ for next year's event and possibly add some narrative on the website in advance linking explicitly with the aims of CJS and CJ outcomes.

7.6 There was further discussion on the severe limitations on communications activity as a result of the allocated budget. The Board provided very positive feedback about the work that the Comms Team had delivered across FY2021-22. Notably, the framing toolkit and images. There was a discussion around the fact that CJS has a mandate to 'promote' to the public but insufficient funds are allocated to enable this in any meaningful way nationally. The Board acknowledged that this was not a new conversation and that the same funding pressures were discussed (and agreed) with Cabinet Secretary, then Mr Yousaf, at the Board meeting in November 2020 and in subsequent meetings including around the time of the 2021 Audit Scotland report.

7.7 Rebecca provided the Board with more detail on:

- The corporate TikTok account – the platform and its mechanisms including opportunities for a long-term strategy, the positive feedback received, trends and some of the comments made on the post(s) re: unpaid work.
- The framing toolkit – its successes and plans for FY2022-23, pending the publication of the Business Plan 2022-2023 and budget allocation.

7.8 Alec Spencer requested indicative costs to revamp the CJS website in line with accessibility standards. The Board members agreed that, subject to budget allocation, they are keen that this project is delivered in FY2022-23.

Action: Rebecca Worrall to forward a breakdown of the national event costs and indicative costs to revamp the CJS website to the Chair of the ARC.

8. Policy Updates – CJS/2022/12 and CJS/2022/13

National Strategy Consultation

8.1 Rose McConnachie informed the Board of developments relating to the revision of the National Strategy for Community Justice, and proposed key points for potential inclusion in the CJS response to the consultation. The Consultation opened on 13 April 2022, and closes on 25 May 2022.

8.2 A CJS Policy Forum on this topic will be held at 10 am on Wednesday 11 May 2022 on MS Teams, which will include input from Scottish Government on the proposals followed by Q&A and open discussion with a number of community justice Stakeholders. An invitation to attend to be circulated to Board in due course.

8.3 Due to challenging timescales, the Policy Team will draft a response for consideration via correspondence and approval by the Chief Executive and Chair.

NCS consultation

8.4 Rose McConnachie informed the Board of her team's collation of justice stakeholder perspectives on the inclusion of justice social work within a National Care Service. This was noted by the Board.

Action: Rose McConnachie to send invite to the Board to the Policy Forum to be held on 11 May. A draft response to the consultation to be sent to the CE and Chair for approval and submitted by the deadline of 25 May 2022.

9. OPIF update CJS/2022/14

9.1 Dawn Wheildon provided an update to the Board on the progress of the OPIF revision project and the OPIF implementation planning project.

9.2 The Board thanked Dawn and Lynne for the update and acknowledged that the OPIF will drive improvement but outcomes will not be realised in the short term.

10. Commissioning update - CJS/2022/15

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

10.2 In noting the update the Board requested a note of the statutory provision for the Board with regards to commissioning.

10.3 Claire Penny informed the Board that a launch event will be held on 11 May 2022 for all key partners and stakeholders to discuss project scope and future approach in more detail. The event will be led by CJS, supported by SG and facilitated by IRISS, Claire will include the Board in the invite.

Action: Claire Penny to provide the Board with a note of the statutory provision for commissioning. Claire to invite the Board to the launch event to be held on 11 May 2022.

11. Restorative Justice training and activities CJS/2022/16

11.1 Gael Cochrane informed the Board of the progress made in delivering training to stakeholders in Restorative Justice (RJ) since the inception of the Learning, Development & Innovation/Caledonian (LDIC) team in 2018.

11.2 The Board noted that Gael has met with existing training providers to see if they were interested in collaborating with CJS on training for Justice Social Workers. She also spoke with as many individuals in Scotland that she could identify who were RJ facilitators or had been part of an RJ service.

11.3 Gael Cochrane reported that those that have been trained have not been able to shadow as yet. Accreditation of the training has been considered and discussed with SG and stakeholder group. The Board thanked Gael for the update.

12. Risk Register - CJS/2022/17

12.1 Bill Fitzpatrick reported that since it was reviewed by the CJS Board the CRR has been reviewed by the Senior Management Team (SMT). The register has no new risks. No risks have increased, four have reduced, with one of these having reached its target score and six have remained unchanged. The CRR was reviewed and approved by the CJS Audit and Risk Committee (ARC) at its meeting on 19 January 2022.

12.2 The Board noted the updated risk register and felt NCS could be a future risk and could impact on risks 4,5,6.

Risk Appetite

12.3 The Board noted the risk appetite document and the need for further discussion perhaps at a themed Board meeting to explore some topics in greater depths than general agenda allow

13. Q4 Performance report CJS/2022/18

13.1 Bill Fitzpatrick provided the Board with a report on the progress of the CJS Business Plan for Q4. The Board noted the challenges to planning and service delivery eased during the period although some COVID related restrictions did apply.

13.2 The report comprised of activities associated with the statutory duties that apply to CJS, a number of COVID -19 related activities and activities that advance the outcomes specified in the Corporate Plan 2020-23. The Board noted that good progress was made in Q4.

13.3 Bill Fitzpatrick informed the Board that the Q4 report will form the basis for reporting on CJS activities in the 2021/22 Annual Report and Accounts.

13.4 Bill Fitzpatrick reported that he is in the process of drafting the 2022/23 business plan. The PMI strategy is being drafted and will come to the May Board meeting.

Action: Draft PMI strategy to come to May Board meeting

14. Management Accounts Period 12 - CJS/2022/19

14.1 Helen Boath reported the current position to March (Periods 1-12) is that there is - expenditure of £3,171,967 against a budget of £3,174,000 an underspend of £2,033. The expenditure is based on actual expenditure for Period 12 and any outstanding invoices expected for the financial year 2021/22. The cut-off date for invoices to be paid for financial year 2021/22 is 19 April 2022.

Draft Budget 2022-23

14.2 Helen Boath reported that the budget for 2022-23 has been agreed but not yet finalised. From discussions with SG Finance and the Sponsorship Team the baseline budget will be £2,924,000:

The allocation of the baseline budget is as follows :

Salary £2,349,662

Operations £ 574,338

14.3 Additional funding has been mainly agreed and is not included within the baseline budget. The Board noted and approved the baseline budget and expressed concern that SG had not yet confirmed the additional funding for Caledonian, RJ , RRT and Commissioning.

15. HRRC draft minute of meeting 23 February 2022 - CJS/2022/20

15.1 Glenys Watt provided a report of the HRRC meeting held on 23 February 2022. Keys points from the meeting included:

- The counselling service – to survey those that used the service – Nina Rogers to consider what data can be shared while also protecting anonymity of staff. This may be challenging because of the relative numbers involved
- Staff survey – the results on two questions were considered to need further exploration: Management Team lead a positive work culture (40%) and challenge inappropriate behaviour in the workplace (50%). Further information is needed to know what lies beneath these responses and to consider how to improve/resolve them. Further work using the external resource which conducted the survey is being commissioned to explore these.
- Internal communications strategy developed and workshops to be held by Nina Rogers.

Forthcoming meetings:

ARC 27 April 2022

Board meeting 25 May 2022

27 April 2022