



BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 14 SEPTEMBER 2022, AT 10.30
R1 SPUR SAUGHTON HOUSE/MS TEAMS(HYBRID)

Present:

- Ms Pauline Aylesbury
- Mr Graham Bell
- Ms Linda Bendle
- Mr Adam Burley(**MS Teams**)
- Ms Linda de Caestecker
- Ms Catherine Dyer, Chair
- Mr Steve Kirkwood(**MS Teams**)
- Mr Fraser McKinlay, Mckinlay consulting (**Item 8 only MS Teams**)
- Sheriff Kathrine Mackie (Advisor to the Board)
- Mr Alec Spencer
- Ms Glenys Watt

In attendance CJS:

- Mr Bill Fitzpatrick, Director of Operations
- Ms Laura Hoskins, Head of Improvement and Policy(**Items 8, 13 and 14 only**)
- Ms Karyn McCluskey, Chief Executive
- Ms Gill McKinna, Head of Caledonian System(**Item 10 only**)
- Ms Claire Penny, Head of Commissioning(**Item 15 only MS Teams**)
- Ms Nina Rogers, Head of People, (**Item 7 only**)
- Mr Richard Thomson, Improvement Lead, (**Item 14 only**)
- Ms Lynne Thornhill, Improvement Lead, (**Item 8 only**)
- Ms Astrid Shearer, Caledonian System(**Item 10 only**)
- Mrs Dorothy Smith, Business Manager (minutes)
- Ms Dawn Wheildon, Improvement Lead, (**Item 8 only**)
- Ms Rebecca Worrall, Head of Communications(**Item 12 only**)

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 Linda Bendle and Sheriff Mackie declared an interest in the CJS Commissioning Strategy in their involvement in third sector organisations that would have an interest in the voluntary throughcare and mentoring contract. This was noted by the Board.

3. Minute of Board meeting 20 July 2022

3.1 The Board minute was agreed and 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 and an update was provided as follows:

Action 3 – The Chair, Chief Executive and Sheriff Mackie are meeting with Crown Office in October. This has been arranged via John Logue, Interim Crown Agent.

Action 5 – Rebecca Worrall and Pauline Aylesbury to meet and discuss ways to increase awareness of community justice, target date to be revised to November 2022. Bill Fitzpatrick undertook to send the mapping exercise to Linda de Caestecker and reported that the prison estate research proposal has yet to be undertaken, the target date to be changed.

5. Chair update

5.1 The Chair provided an update on the finance function and informed the Board that an external accountant had been employed to finalise the 2021/22 Accounts. She highlighted that, although as yet there had been no final pay award agreed by Scottish Government, implementing the 2022/23 pay award regardless of the increase will impact significantly on the budget given it is flat cash in nature.

5.2 The Chair and Chief Executive meeting with the cabinet secretary arranged for September has been postponed and will be rearranged for November.

5.3 The Chair informed the Board that she will be reviewing the Board member appointment tracker with a view to ensuring discussions with the Public Appointments Team regarding future recruitment requirements take place well in advance of any terms of appointment of current members expiring.

5.4 The Chair will undertake the annual performance assessment for members shortly and a diversity survey will be issued to members.

Action: The Chair to undertake review of board members appointments and complete annual performance assessments. Members to be sent diversity survey.

6. Chief Executive update

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

- The ongoing investigation of the finance function
- The 2021/22 Annual Report and Accounts are being finalised by an external accountant. It is anticipated the Accounts will be provided to external audit by the end of the month. The Chair and Alec Spencer (Chair of the ARC) will be regularly updated on progress.
- Re-profiling of current budget has started to best mitigate the impact of the 2022/23 pay award. The funding gap will require to be covered from the operational budget and there may be a need to go back to SG re possible additional funding depending on the final amount of shortfall.
- There is an ongoing review to further prioritise work streams against available budget and identify activities which might be able to be deferred.

6.2 The Board expressed concern regarding the potential impact of the current national cost of living crisis on staff morale and wellbeing and requested that appropriate employee assistance should be available.

7. Trauma aware CJS/2022/33

7.1 Nina Rogers, presented a paper on psychologically informed work environments and what that might look like for CJS, its colleagues and Board members.

7.2 The Board welcomed the idea of introducing such measures. Members asked if the CJS team had been trauma trained and noted that to date, as with most organisations, this had been on the basis of engagements with clients rather than within the workforce. It noted that CJS already has in place requirements for effective dialogue and conversation, respectful engagement practices and working practices but that these could be broadened.

7.3 Linda Bendle recommended a reflective practice session she has used in the past. After discussion the Board agreed there was a need to have further consideration of what CJS could put in place and it was agreed to add to the agenda for the next HRRC meeting. Thereafter more detailed proposals from HRRC should be considered at a future Board meeting.

Action: Psychologically informed work environments to be discussed further and added to the agenda for the next HRRC meeting.

8. OPIF recommendation report CJS/2022/34

8.1 Lynne Thornhill provided an update to the Board on the progress of the OPIF revision project and the OPIF implementation planning project. Board approval was sought for the proposal OPIF submission to SG and the report for successful implementation provided by Fraser McKinlay.

8.2 The Board noted that the full framework document will be submitted to SG on 30 September and agreed that any final revisions will be considered by the CJAC. Some further work will be required by JAS following submission of the proposal in relation to the proposed national indicators.

8.3 Fraser McKinlay presented his implementation plan and informed the Board that key risks have been managed and April 2023 publication of revised framework is on track.

8.4 The Board thanked Lynne, Dawn and Fraser for all the work on this project.

Action: Any final revisions will be considered by the CJAC via correspondence and the framework document will be submitted to SG on 30 September.

9. Management Accounts period 5 CJS/2022/35

9.1 Bill Fitzpatrick provided the Board with a report on the Management Accounts up to the end of Period 5 (August).

9.2 In noting the report the Board requested more work to improve phasing against budget and explanation of variances.

10. Caledonian System Update CJS/2022/36

10.1 Gill McKinna and Astrid Shearer provided a report on the Caledonian system draft outcomes monitoring framework.

10.2 The Board noted that the report was developed jointly with JAS and has highlighted some issues to be resolved.

10.3 The Board agreed that the gathering of such data will be useful but had some concerns about the language used which might not seem trauma informed. Adam Burley will provide feedback.

10.4 Alec Spencer highlighted recent statistics which show that around 20% of women are perpetrators of domestic abuse but there are no current services addressing such behaviours available for female offenders. Karyn McCluskey reported that SAPOR are looking at this area and that it was also the case that there is a need for more research on same sex women relationships.

Action: Adam Burley to liaise with Astrid Shearer on wording for data gathering.

11. Throughcare Assessment for Release on Licence (TARL) CJS/2022/37

11.1 The Board noted the TARL progress paper.

12. Website accessibility project verbal update

12.1 Rebecca Worrall provided the Board with an update on:

CJS website:

- Phase 1 costs have been sourced and approved in principle although are on hold at present pending the outcomes of recent budget discussions.

Communications internal audit:

- An (internal) audit of communications is now complete with substantial assurance. Working through recommendations

Tool kit:

- Continue to evolve and promote the *talking about community justice* resources (the framing toolkit and image library). Attending CJP meetings to deliver the framing workshop, so that local areas can become ambassadors – and embed the toolkit into their own comms. To date, presented to 12 CJPs with another 3 in the diary.

12.2 The Board thanked Rebecca for the very helpful update. Members congratulated all involved in delivering Communications to a standard which resulted in substantial assurance at audit and noted that the Communications strategy will be reviewed in 2023.

13. Link improvement lead update CJS/2022/38

13.1 Richard Thomson provided an update for the Board on the Link Improvement Lead(LIL) pilot. He also presented a case study of two areas, issues which have emerged and how CJS is working with local partners to support improvement.

13.2 The Board noted the positive links that have been made between LILs and local partners and welcomed the potential for targeted support as well as identification of common themes, allowing them to be addressed nationally if needed. The Board welcomed the informative format of update and wish to hear from each LIL regarding the progress of two of their CJP areas as a standard item at each board meeting.

Action: LIL updates to be added to agenda for future board meetings.

14. 2020/21 OAAR approach and timescales CJS/2022/39

14.1 Richard Thomson provided a timeline for the production and delivery of the OAAR for the reporting year 2021/22.

14.2 The Board approved the timeline and requested that approval of the consultation document, due for issue in December, be via correspondence; similarly with regard to approval of changes arising from consultation feedback.

15. Commissioning update - CJS/2022/40

15.1 Claire Penny presented a paper updating the Board on progress of Strategic Commissioning and recent activity undertaken by CJS.

15.2 The Board noted that the roundtable sessions have concluded and IRISS will finalise all reports and a broad analysis of all sessions will be undertaken. An evaluation report will come to the next Board meeting. Claire has updated the commissioning risk register and will forward to the Board for information.

Action : Roundtable sessions evaluation report will come to the next Board meeting. Claire Penny to forward the commissioning risk register to the Board for information.

16. Risk Register - CJS/2022/41

16.1 Bill Fitzpatrick reported that since it was reviewed by the CJS Board the CRR has been reviewed by the Senior Management Team (SMT).

16.2 The Board felt that staff absence maybe a risk with need for actions to support resilience, as there is pressure on the team to change to meet demands of budget reduction in real terms and this needs to be monitored. Bill Fitzpatrick undertook to liaise with Nina Rogers on managing this risk and add to CRR for consideration at the next ARC meeting.

16.3 Linda Bendle reminded the Board that some of the other Boards she is on have an Environmental Risk, it was agreed to bring the CJS Environmental policy to the ARC for consideration.

Action: - Bill Fitzpatrick to consider staff absence and supporting resilience and add environmental risk.

17. CJAC draft minute of meeting 23 August 2022 - CJS/2022/42

17.1 The Board noted the draft minute of the CJAC meeting held on the 23 August 2023.

18. AOB

18.1 Bill Fitzpatrick informed the Board that the drafting of the 2023-2026 Corporate Plan will soon commence.

Forthcoming meetings: ARC meeting 2 November 2022, Board meeting 9 November 2022

23 September 2022