



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 10 MARCH 2021, AT 10.00
VIA ZOOM VIDEO CONFERENCING**

Present: Ms Pauline Aylesbury
Ms Linda Bendle
Mr Adam Burley
Ms Linda de Caestecker
Mr Steve Kirkwood
Sheriff Kathrine Mackie (Advisor to the Board)
Mr Graham McNeil Bell
Mr Alec Spencer
Ms Glenys Watt, Deputy Chair

In attendance CJS: Ms Helen Boath, Head of Finance
Mr Bill Fitzpatrick, Director of Operations
Ms Laura Hoskins, Head of Improvement (**Items 9 and 14 only**)
Ms Karyn McCluskey, Chief Executive
Mrs Dorothy Smith, Business Manager (minutes)
Ms Dawn Wheildon, Improvement Lead (**Item 9 only**)
Ms Rebecca Worrall, Head of Communications (**Item 10 only**)

Apologies: Mr Lindsay Montgomery, CBE, Chair

Agenda

1. Welcome and Apologies

1.1 Glenys Watt, Deputy Chair, welcomed the Board Members and staff to the meeting, there were apologies from Lindsay Montgomery, Chair.

2. Declarations of interest, gifts or hospitality

2.1 There were no declarations.

3. Minute of Board meeting 13 January 2021

3.1 The Board minute was agreed. 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 Glenys Watt informed the meeting that she had spoken or received emails about each item on the agenda from the Chair and would feed these in under the relevant items throughout the meeting. She reported that Lindsay Montgomery, Karyn McCluskey, Dorothy Smith and Helen Boath had met to finalise the governance review documentation. The documentation is with Lindsay Montgomery and the ARC for comment. Helen Boath has to finalise the Schedule of Delegation and send to the ARC. The revised governance documentation will come to the May Board meeting for sign off.

4.3 Bill Fitzpatrick reported that the Commissioning Lead post was advertised in a UK wide publication and three candidates have been invited for interview. The Board felt this was a critical role to get right, the individual needs the right skills, and know the Scottish justice system.

4.4 The Chair has the 2021/22 Board planner for sign off.

4.5 The Board Chair is considering the membership of the new Community Justice Advisory Committee and will approach members soon, with a view to having its first meeting mid-end of April.

4.6 In the absence of the Chair, Glenys Watt and Alec Spencer provided a response to the consultation on the Model Code of Conduct for Board Members. The response will be circulated to the Board for information.

Action: Governance review documentation to be submitted to the May Board meeting. Helen Boath to circulate the Schedule of Delegation to the ARC. Lindsay Montgomery to approach members to join the new Community Justice Advisory Committee. Dorothy Smith to circulate to the Board the CJS response to the consultation on the Model Code of Conduct for Board Members.

5. Deputy Chair update

5.1 Glenys Watt informed the Board that a draft Digital Strategy will come to a future Board meeting. Bill Fitzpatrick asked for the Board's guidance on the parameters for the strategy. It was agreed that Graham Bell, Pauline Aylesbury and Lindsay Montgomery will meet to discuss what is required in the strategy.

5.2 Glenys Watt reminded the Board that the Scottish election is in May and government will close down at the end of March. She reported that Lindsay

Montgomery is hoping to meet with Neil Rennick soon to discuss CJS priorities, including the commissioning role.

Action: Graham Bell, Pauline Aylesbury and Lindsay Montgomery to meet to discuss what is required in the digital strategy.

6. Chief Executive update

6.1 Karyn McCluskey presented her update to the Board. She highlighted that a draft of the revised national Standard for Bail Supervision and Support will be available for consultation in March 2021 and CJS have helped producing this.

6.2 The Board thought that linked to some of the items on today's agenda (the two reports and the work on RRT) that we should develop key recommendations/the vision for transformation arising from CJS' work for whoever has the role of justice minister after the election (see action point at 7.2). The Board noted that the review of the national strategy on community justice will also be up for renewal this year.

6.3 The Board asked about the recovery plan for getting back to the office. Bill Fitzpatrick felt we would not re-occupy the office space allocated to CJS as we did before lockdown. Bill Fitzpatrick informed the Board that the business model would include working from home (WFH) contracts. A recovery path will be needed before recovery plan can be finalised.

7. Board Strategy Day follow up

7.1 Glenys Watt felt the strategy day was useful to discuss issues and there was a consensus that the Board are ready to sign up for something more radical. Laura Hoskins had taken a very helpful note of the meeting and it was agreed to circulate to members.

7.2 The Board agreed the strategy day note and the various CJS reports and work on RRT would be the basis for discussion at the new Community Justice Advisory Committee, it would look at what we want to prepare to say to the minister for justice after the election.

Action: Dorothy Smith to circulate the note of the strategy day to the Board.

8. Recover Renew Transform (RRT) update CJS/2021/08

8.1 Karyn McCluskey presented on the RRT. She went on to say that there will be a significant amount of work over the next 2 years and the RRT will move to business as usual for CJS.

8.2 The Board queried the time being spent on RRT and our capacity/resources to undertake this. Karyn McCluskey reported that a business case had been submitted to SG for one lead officer to take forward the RRT work, this funding would be for one year. Resourcing the RRT work had been challenging, CJS can't continue to absorb this work. At present there are four CJS team members dedicated to RRT,

including the Chief Executive. This workgroup is led jointly with SPS, but CJS has taken the biggest load, SPS require to provide additional support/resource to it.

8.3 Bill Fitzpatrick reported that the three new improvement leads will have some involvement in RRT work going forward.

9. 2019/20 Outcome Activity Annual Report – update (CJS/2021/09)

9.1 Dawn Wheildon presented the final draft of the 2019-2020 annual report on outcome activity which was presented to the Board for approval and sign-off.

9.2 Dawn Wheildon reported that the main body of the report was well received and feedback suggested that the content resonated with local area experiences of community justice. Respondents felt that the report accurately reflected the challenges faced over the reporting year and captured the priority areas for improvement.

9.3 The Board felt there was a need to support CJPs with their local model, by having individual meetings and engagement going forward.

2019-20 CPO Annual Report – update CJS/2021/10

9.4 Dawn Wheildon presented the annual summary of local authority CPO returns. The annual report reflects the period 2019/20 and is to be laid in parliament on 15 March 2021.

9.5 The Board felt the layout of the report could be more user friendly with tables and graphs. Dawn reported that CJS inherited the template from SG and there are discussions to improve the template for the future.

9.6 The Board noted that we report CPOs nationally, and we should not comment on the state of play - we are not making an assessment of CPO. To that end, the Board requested some rewording of para 3 and other parts of the foreword. Glenys Watt would consult with the Chair on the rewording of the foreword.

9.7 In general, the Board would like to see a different approach to the report next year, listing what each local CJP has in place. In particular, this year the poor use of the drug treatment and mental health requirements were noted.

Action: Glenys Watt will consult with Lindsay Montgomery on rewording of para 3 of the foreword to finalise it before it is submitted.

10. Communications Strategy 2021-2023 CJS/2021/11

10.1 The communications strategy had been circulated to members and questions sent in advance of today's meeting. Rebecca Worrall provided clarification in her presentation; informing the Board that this would be linked to the engagement strategy.

10.2 Pauline Aylesbury commended Rebecca and her team on what has been achieved so far, on a very small budget. She felt, going forward, in order to make a real impact it would require broadcast space, bigger budget and additional resources.

10.3 Adam Burley suggested that we need to start with early years in order to make a real difference. Karyn McCluskey said, primary schools are difficult to get into on this subject matter - high schools are more inviting mainly through modern studies avenue. Pauline Aylesbury suggested using other campaigns to piggy back, on to. Bill Fitzpatrick did say that CJS has asked for additional funding for comms year on year but none has been forthcoming.

10.4 The Board expressed concern at the size of the potential budget for this work (£67K) in relation to what we have been charged with doing in the Act. It is not possible. We need to flag this up in writing now to the Sponsorship Team so that they are made fully aware of this impossibility.

10.5 In light of the Board comments Rebecca Worrall undertook to redraft the Strategy and send to the Board for comments by end of March, early April, in order to sign it off through circulation among members by end of April.

Action: Rebecca Worrall to redraft the strategy and send to the Board for comments by end March early April. Chair to draft letter to Sponsorship Team setting out the difficulty of achieving what we have been asked to achieve with £67K.

11. Draft Engagement Strategy CJS/2021/12

11.1 Bill Fitzpatrick presented the draft engagement strategy to the Board. The engagement strategy needs to dovetail with the Comms Strategy. The Board thought the purpose of the strategy should be clearer, with stated priorities and showing how it will be resourced. It should show target dates and the intended outcomes and how these will be measured.

11.2 Bill Fitzpatrick undertook to redraft the strategy and circulate to the Board by the end April.

Action: Bill Fitzpatrick to redraft the strategy and circulate to the Board by the end April.

12. Quarter 3 Performance report CJS/2021/13

12.1 Bill Fitzpatrick provided the background to the Q3 performance report. The Board noted the Research Strategy was published but had not come to the Board, Bill explained it had be audited but had not been implemented, due to lack of funds. Bill undertook to circulate the Strategy to the Board for information. The quarter's report also states that the Governance Review is completed but this is not yet the case and the wording should be altered accordingly.

Action: Bill Fitzpatrick to circulate the Research Strategy to the Board for information. Amend wording where it says Governance Review is “completed” to “in progress”.

13. Draft Business Plan 2020/22 CJS/2021/14

13.1 The Board noted the draft Business plan or 2021/22. The Board were invited to send any comments to Bill Fitzpatrick, he will send revised draft to Glenys Watt and Lindsay Montgomery, thereafter to the Board. He confirmed there was not a requirement to consult more widely on the plan.

Action: Bill Fitzpatrick, to send revised draft business plan to Glenys Watt and Lindsay Montgomery, thereafter to the Board.

14. Risk Register (CJS/2021/15)

14.1 Bill Fitzpatrick presented the updated Risk Register. He reported that Members of ARC approved the content of draft Corporate Risk Register.

14.2 The Board noted the Risk Management Strategy reviewed by the ARC at its meeting on 24 February. It agreed to defer discussion on risk appetite to the next ARC meeting and to then add a para on risk appetite to the risk strategy and circulate to the Board in due course.

Action: The Board agreed to defer discussion on risk appetite to the next ARC meeting and a para on risk appetite to be included in the risk strategy. To circulate the revised strategy to the Board in due course.

15. Management Accounts for Period 10 (CJS/2021/16)

15.1 Helen Boath presented the period 10 accounts. She reported that the overall underspend for 2020/21 is projected to be £471,101. It is unlikely that the underspend can be used for other projects to any significant extent this year. Discussions with SG sponsor team and SG Finance have indicated that this position is not unique to CJS and no adverse inference will be drawn from the underspend position in future budget rounds and that as far as is possible they will defend the CJS funding position. The RJ monies for 20/21 have been included in grant and RJ costs have been subsumed into main salary and operational costs. Therefore underspend is likely to be £496,101.

15.2 The Board noted that the paper on the draft budget forecast for 2021/22, required to be reworked and would be available by next week, Helen Boath will circulate to the Board. The Board commented that ideally the budget forecast, even without the final figures, should have been available for this meeting.

Action: Helen Boath to circulate the draft budget forecast for 2021/22 to the Board by 19 March 2021.

16. HRRC draft minute of meeting 3 February 2021 (CJS/2021/17)

16.1 Glenys Watt provided a report of the HRRC meeting held on 3 February 2021.

16.2 The Board approved that the HRRC's annual assessment review of its work, which had been circulated prior to the meeting. The key work of the HRRC has been; a strong focus on staff wellbeing during this Covid year of staff working from home, the establishment of a counselling service for staff members if they require it, revised and newly developed policies, staff survey. The outstanding policy for review is Health and Safety. Bill Fitzpatrick has been appointed as CJS H&S officer and will provide a revised H&S policy at the next HRRC meeting.

17. ARC draft minute of meeting 24 February 2021 (CJS/2021/18)

17.1 Alec Spencer provided a report of the ARC meeting held on 24 February 2021. He reported that the governance review documentation will be reviewed at the next ARC meeting. The ARC will also discuss risk appetite at its next meeting. It will undertake an annual review and report back to the Board in May

Action: Bill Fitzpatrick to provide a revised H&S policy for the next HRRC meeting. ARC to review governance documentation, discuss risk appetite and undertake annual review.

Forthcoming meetings:

ARC meeting	21 April 2021
Board meeting	5 May 2021

11 March 2021