



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 30 JUNE 2021, AT 10.00
VIA ZOOM VIDEO CONFERENCING**

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

Agenda

1. Welcome and Apologies

1.1 Glenys Watt, Deputy Chair, welcomed the Board Members and staff to the meeting. Apologies were received from Ms Pauline Aylesbury and Ms Linda de Caestecker.

2. Declarations of interest, gifts or hospitality

2.1 There were no declarations.

3. Minute of Board meeting 5 May 2021

3.1 The Board minute was agreed subject to correction of a couple of typos. 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 members that the Digital Strategy parameters were discussed at a meeting held on 7 May, the meeting was attended by, Glenys Watt, Graham Bell and Bill Fitzpatrick. Bill Fitzpatrick undertook to draft the Digital Strategy and a further meeting to be scheduled to include Pauline Aylesbury. The group will report back to the August Board meeting.

Action: Bill Fitzpatrick to draft the Digital Strategy and a further meeting to discuss the strategy to be scheduled to include Pauline Aylesbury. The group to report back to the August Board meeting.

5. Acting Chair update

5.1 Glenys Watt informed the Board that the reappointment of members; Graham Bell, Adam Burley, Steve Kirkwood and Alec Spencer had been approved by the Cabinet Secretary, the re-appointments are for a further 3 years.

5.2 Glenys Watt reported that the Cabinet Secretary had responded to the letter from the Board sent in May and a meeting had been arranged to meet him along with Karyn McCluskey on 8 July.

5.3 Glenys Watt confirmed that she had undertaken the CE's appraisal for 2020/21 after consultation and agreement with the Board and SG have been informed and the pay award implemented.

5.4 Glenys Watt reported that the HRRC had proposed earlier this year that the Board Chair should meet with new staff starting with CJS. There have been 9 appointments in the 8 months and she has now conducted short welcome discussions with each of them. She noted that two of the recent appointees had previously been local CJ coordinators which is positive as they bring with them an understanding of CJ partnership working at a local level. The Board noted that CJS has widened its recruitment pool and now has staff based in a wider geographical spread: this will require some thought if and when CJS return to Saughton House, Edinburgh.

5.5 Glenys Watt reported that she had met with Neil Rennick recently and had been informed that the CJS Board Chair advert is due to be published this week with, hopefully an appointment being made by early November 2021.

6. Chief Executive update and RRT update

6.1 Karyn McCluskey provided an update for the Board. She informed the Board that she had employed a consultant, Fraser McKinlay, to undertake work to support the development of the new monitoring framework for community justice(OPIF) and also to support to build the human and economic case for a radically transformed Community Justice system. Findings from this consultancy work will be brought back to the Board.

6.2 Karyn McCluskey reported that there is also work underway to align support for under 18's currently in custody to ensure wrap-around support is available to reduce this cohort and increase support. The numbers of under 18's in custody is a concern as these children should be in secure residential care.

RRT update

6.3 Karyn McCluskey presented the RRT annual report which highlighted the work and accomplishments of the subgroup to date.

6.4 Karyn McCluskey reported that the RRT Subgroup is shifting its focus to the 'T' of RRT and has begun work on the Transform agenda. A transform document has been created with input from partners in the subgroup and forms the subgroup's aspirations for the work of the group and their combined organisations. This document is still in the development phase.

6.5 The RRT group was informed by SG that the outputs from this group are likely to be audited thoroughly to ensure best value is achieved and has led to CJS team developing a risk register and annual report.

7. OPIF review Phase 1 update CJS/2021/27

7.1 Lynne Thornhill provided an update to the Board on the progress of the OPIF revision project. The Board noted the update paper and accompanying draft OPIF Framework Revision Project Phase 1 Checkpoint Report.

7.2 The Board felt the report brought focus on outcomes and how they will be measured; outcomes require to be measurable and a national data set is required. CJS is liaising with SG Justice Analytical Services (JAS).

7.3 Glenys Watt thanked Lynne Thornhill for the update and all the work already undertaken on this project and the Board look forward to the next update.

8. Performance monitoring for improvement approach CJS/2021/28

8.1 Laura Hoskins presented the paper prepared by Hannah Dickson, Improvement Lead.

8.2 The paper set out a range of Performance Monitoring for Improvement (PMI) activities that CS carries out in order to demonstrate how it discharges its duties

appropriately and proportionately under Section 4(1)(b) of the Community Justice (Scotland) Act 2016.

8.3 The paper identified a number of opportunities to enhance CJS PMI activity and set out some options to strengthen our approach. The Board felt there was a requirement to identify key areas for improvement. It was felt that one option for monitoring activity would be through the engagement strategy.

8.4 The Board expressed thanks to Hannah for her work so far in this area and approved the approach going forward and look forward to next steps in the process.

9. Policy update CJS/2021/29

9.1 Rose McConnachie, Policy Lead, provided the Board with a summary of anticipated policy developments and priorities from Scottish Government Programme for Government, manifesto commitments and the new Parliamentary session.

9.2 The Board noted that developing areas highlighted with potential justice stakeholder interests include: the work of the cross-party steering group on Covid Recovery; the creation of a National Care Service; increasing direct investment in mental health services; continuing work to address drug deaths; development of a plan to tackle social isolation and loneliness; initiating work for the development of a minimum income guarantee; affordable housing, and continued focus on homelessness and rough sleeping; legislation to support Community Wealth Building (support for more local procurement). The Board noted that the National Care review may raise issues for CJS and will watch this with interest.

9.3 Rose McConnachie informed the Board that CJS has contacted the new Criminal Justice Committee offering to come and speak about issues relating to community justice. We await their response.

10. REC and AAG annual reports

10.1 The REC and AAG annual reports had been circulated to the Board in advance - the reports were noted and the Board thanked Samantha Reekie, Improvement Lead, for her work in producing the reports.

11. Risk Register (CJS/2021/30)

11.1 Bill Fitzpatrick presented the updated Risk Register. Since it was approved by the CJS Board at its last meeting, the CRR has been reviewed by the CJS Senior Management Team (SMT).

11.2 Bill Fitzpatrick reported that two risks from the previous register have been removed (previous ref 2 and 6). A new spreadsheet page has been created to record risks that have been removed from the CRR.

11.3 At the Board's request two new risks (ref 4 and 5) had been drafted to more specifically address risks in relation to monitoring and reporting progress in

delivering the national outcomes (S.26 of CJ(S)A 2016) and reporting the progress of local and national improvement recommendations (S29 and 30 of the Act).

11.4 Bill Fitzpatrick proposed that the Communications risk (ref 7) is removed from the CRR as it was assessed to have reached its target score. Following discussion the Board agreed to remove it from CRR but to monitor comms progress via the strategy.

11.5 Bill Fitzpatrick updated the Board on commissioning of throughcare services. Claire Penny, Commissioning Lead, is in post and will come to the next board meeting – she has written to SG to start engagement and is awaiting a response to move forward. Bill Fitzpatrick undertook to follow up with Neil Rennick.

Action: Bill Fitzpatrick to contact Neil Rennick to discuss progress on commissioning.

12. Management Accounts for Period 2 (CJS/2021/31)

12.1 Helen Boath provided the Board with the Management Accounts for Period 2, April and May 2021.

12.2 The Board noted that there is an underspend in staff costs of £18,212. The pay award was implemented and paid in May and is contained within the overall staff costs budget.

12.3 The Board raised a number of questions relating to the accounts including exploring the reasons for variance on the LDI budget and projects. In particular they noted the underspend to end February of £17,811 and asked how this was being managed. Helen Boath stated she will hold monthly meetings to monitor spend; the LDI and Comms, have large budgets and careful monitoring will be in place. Helen reported that all projects have been costed and spend will be monitored closely.

13. CJAC draft minute of meeting 30 April 2021 (CJS/2021/32)

13.1 The Board noted the CJAC minute of meeting held on 30 April 2021.

14. HRRC draft minute of meeting 9 June 2021 (CJS/2021/33)

14.1 The Board noted the HRRC minute of meeting held on 9 June 2021.

14.2 Glenys Watt reported that the Committee had discuss the lifting of the COVID restrictions and potential return to the office. Further consideration will be required on how CJS moves forward on this bearing in mind both the organisation's needs and employees' wishes. A paper will be produced for discussion prior to the November HRRC meeting. It is envisaged that some form of hybrid working will be likely in the immediate future.

14.3 Karyn McCluskey informed the Board that a profiling exercise is underway to look at travel costs for the team, as a result of being able to attend events, training

etc. Travel would normally be calculated from place of work to venue, but as all the team are working from home we do not wish to disadvantage anyone.

Action: Nina Rogers to produce a paper prior to the November HRRC on implications for return to Saughton House.

15. AOB

Training day 24 August 2021

15.1 Glenys reported that for the Board training day there would be inputs from; the sponsor team, Graeme Hill and internal audit. A programme will be drawn up and circulated prior to the event.

Internal Audit 2020/21

15.2 Karyn McCluskey reported that CJS has been assessed as 'reasonable assurance' in the internal audit 2020/21 annual report. IA will present the report at the ARC meeting to be held on 11 August.

Comms

15.3 Karyn McCluskey informed the Board that there are some interesting podcasts being delivered by CJS and links will be sent to the Board in due course:

Gina Miller - Business woman and campaigner

Richard Coles - Musician, journalist and Church of England parish priest

David Martindale – Manager Livingston football club.

Board papers

15.4 Glenys Watt thanked the CJS team for the papers to the Board for this meeting which have been of high quality. She thanked new members of the staff team for their contributions and commended them for having integrated well into the team despite never having met the whole team in person as staff continue to work from home.

Forthcoming meetings:

ARC meeting 11 August

CJAC meeting 12 August

Board training day 24 August

Board meeting 25 August

July 2021