



**BOARD MEETING
MINUTE OF THE MEETING HELD ON
10 December 2025
AT 10.30
R1 SPUR, SAUGHTON HOUSE**

Present:

Ms Catherine Dyer, Chair
Mr Henry Acres
Ms Pauline Aylesbury
Mr Graham Bell
Ms Linda de Caestecker
Ms Lorraine Gillies
Sheriff Kathrine Mackie
Mr Keith Rosser (online)
Mr Alec Spencer (online)
Ms Helen Wollaston

In attendance CJS:

Mr Bill Fitzpatrick, Director of Operations
Ms Hilary Ramsay, Head of Corporate Services
Ms Rebecca Worrall, Head of Communications
Mr Christopher Read **(AI ITEM ONLY)**
Ms Rebecca Proctor, Business Manager **(minutes)**

Apologies:

Ms Karyn McCluskey, Chief Executive

1. Welcome and Apologies

- 1.1 Apologies were received from the Chief Executive who had been delayed returning the day before from a meeting in London as a result of travel disruption caused by extreme weather conditions. In respect of one item that was due to be covered by her at this meeting. The Board requested that a meeting with the Chief Executive regarding the staff survey results and response be arranged before the next Board meeting if possible.

ACTION – B25/26-015: Meeting of Board and CE regarding the results and response to the staff survey to take place before the next Board meeting if possible.

2. Declarations of interest, gifts, or hospitality and any change to Register of Interests

- 2.1 The Board did not receive any declarations and there were no amendments to the Register.

3. Minute of Board meeting 5 November.

- 3.1 Mr Spencer noted that the minutes of the last meeting did not include the approval of the Annual Report and Accounts. The Board noted that approval was agreed and asked that the Minute be revised to indicate that, and that a specific section of next year's ARC and Board minutes should be added to the Minute templates of both for the November meetings each year to ensure approval is formally noted

ACTION – B25/26-016: Secretariat to note for future November meetings of ARC and Board that draft and agreed minute should include a section on approval of the Annual Report and Accounts.

4. Matters arising – action tracker

All completed actions agreed are to be removed from the tracker

ACTION – B25/26-001– Ms Ramsay provided an update on the action of the S26 Dashboards which will be published before the next Board meeting and should be removed from the action tracker.

Mr Rosser raised a question about the “Target Date” column of the action tracker and if the dates reflected when the work was expected to be completed. For clarity the Board secretariat will amend the column to “Board ratification date”.

ACTION – B25/26-017: Ms Proctor to amend the Target Date columns in the action tracker.

5. Papers circulated for information, comment, and approval.

5.1 The paper on RJ was noted and discussed by the Board.

ACTION: Chair to meet with Ms Dickson to discuss the paper and future RJ updates which the Board would like to see.

6. Chair update

6.1 The Chair and Chief Executive met with the Cabinet Secretary on 4 December. The meeting focused on Electronic Monitoring, Home Detention Curfew and the Nudge project work. The meeting highlighted the challenges and opportunities with technology, and the Cabinet Secretary welcomed opportunities to speak further with CJS’ in respect of facilitation of collaboration between statutory partners tasked with delivery and monitoring of community justice services. .

7. Chief Executive update

In the absence of the Chief Executive, Senior Management Team members provided updates. Mr Fitzpatrick provided an update on delivery of services by Upside and informed the Board that Upside colleagues will be meeting with Board members on the 11 February to provide an overview of the Upside partnership delivery of voluntary Throughcare services during the first three quarters of Financial Year 2025/26, since it commenced in April 2025. The working relationships and processes between CJS, Upside, and the Sponsor Team regarding CJS monitoring of delivery against specification of service requirements and quarterly reporting by CJS to Scottish Government prior to SG making payment is well established. The role of CJS is understood and firmly in place. There has been work ongoing around the statutory responsibility of justice social work and where Upside services that is to individuals who request it rather than are mandated to receive it by order of court sits with that. The Board welcomed the forthcoming opportunity to meet with Upside in February and Mr Fitzpatrick then provided an update on the progress of the performance reporting project and shared the successful bidder was Figure 8 Consulting with a planned update to the ARC in January and further to the Board in February. Ms Worrall provided an update on the rehab pathway pilot to the Board. The Board congratulated the team on work well done in a short timeframe with a large number of stakeholders. Ms Aylesbury highlighted that Scottish Government are undertaking communications work on innovation and evidencing impact and evaluation.

8. AI Presentation

8.1 Mr Read provided a presentation on how AI is used within CJS to the Board and demonstrated the practical uses, security, governance and case studies. The Board thanked Mr Read for his presentation.

9. Risk Categories Discussion

8.1 Mr Fitzpatrick provided the Board with a written update on the risk subcommittee's actions leading up to the Board and asked the Board to take a view on the risk categories provided. The Board felt the current three descriptor sections did not provide the Board with enough options to specify the appetite levels. The Board proposed to defer the risk appetite discussion to the next ARC for further advice to be provided at the next Board meeting.

10. AOB

10.1 It was agreed that the Business Plan would be reviewed by correspondence with Board members with submissions for amendments to be proposed by the 7 January. Following further scrutiny at the next ARC a recommendation for the Board would be made by ARC to be considered at the 11 February Board meeting

Forthcoming meetings: ARC/HRRC 28 January 2026
Board 11 February 2026