



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

Present:

Ms Catherine Dyer, Chair
Mr Henry Acres
Ms Pauline Aylesbury
Ms Linda de Caestecker
Ms Lorraine Gillies
Mr Alec Spencer
Ms Helen Wollaston
Mr Keith Rosser
Sheriff Kathrine Mackie (Advisor to the Board)

In attendance CJS:

Ms Karyn McCluskey, Chief Executive
Mr Bill Fitzpatrick, Director of Operations
Ms Hilary Ramsay, Head of Corporate Services
Ms Victoria Guthrie, Improvement Lead (ITEM 8 ONLY)
Mr Chris McCully, Head of (ITEM 11 ONLY)
Ms Rebecca Proctor, Business Manager/Board
Secretariat (**minutes**)

Apologies:

Mr Graham Bell

1. Welcome and Apologies

- 1.1 Apologies were received from Graham Bell.

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

- 2.1 The Board did not receive any amendments to the declarations of interest. The register of the Chair is to be updated to refer to her role as a Commissioner on the Sentencing & Penal Policy Commission until December 2025.

3. Minute of Board meeting 8 April 2025.

- 3.1 Approved.

4. Matters arising – action tracker

- 4.1 The Board Chair asked that the action tracker be maintained as up to date as possible. Actions that have concluded successfully between Board meetings and have been assessed as complete should be highlighted as proposed for removal by the Board at the next meeting.

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

- 5.1 The ARC Chair (Mr Spencer) invited all members of the Board to attend future ARCs as observers. Mr Spencer shared that the auditors had advised CJS that the Chair need not always be present as an observer and the Chair confirmed that she had attended most in view of changes that had been required over the past years from her appointment in 2022 but, in view of the current steady position which had been maintained over the past year, she will not attend all ARC meetings in future.
- 5.2 Mr Spencer drew the attention of the Board to the substantial assurance received by CJS in the internal audit report which the Board confirmed should be celebrated. Mr Spencer reminded the Board that the budget was ratified at the last Board meeting and has since been scrutinized by the ARC and has now been confirmed at this meeting. Mr Spencer asked the Board to note that the Annual Report and Accounts is ahead of schedule compared to previous years and is now sitting with the Sponsorship team for approval before going to design and finally out to our auditors. The Board Chair thanked Ms Ramsay and Ms Woolf for their great efforts to settle the Annual Report and Accounts in such a short amount of time. Mr Rosser queried the length, content and measures of the current performance report and the process which this document goes through. Mr Fitzpatrick advised the Board of the

process of the current performance reporting and advised the Board that CJS will launch a project on Performance Measures and reporting which will include a revamp of the performance reporting.

6. Chair update

- 6.1 The Chair discussed the changing financial and political environment and the opportunities and challenges these brought.
- 6.2 The Chair advised the meeting she and the Chief Executive meeting were to have with the Cabinet Secretary for Justice has moved to the 11th of June. The CJS team will work with the Chair to ensure that the added value, improved use of preventative measures to reduce crime and reoffending as well as efficiencies CJS provide to the justice system, including reduction in unnecessary custody either on remand or sentencing is discussed with the Cabinet Secretary.
- 6.3 The Chair enquired when the staff survey for CJS closes. Ms. Ramsay advised that CJS internally will receive a preliminary report by 6th June for review. The Chair asked that the Board receive an update at the July Board meeting. The Chair complemented the work SMT and staff have undertaken in the past year to improve their engagement and understanding of what was needed to allow successful change in a complex environment and asked for this to be shared with the wider team.

Action: Ms Ramsay to prepare a report on the on emerging conclusions from the staff survey and comparisons with the last two surveys for the 30 July Board meeting.

7. Chief Executive update

- 7.1 The Chief Executive advised that the Programme for Government had been published and shared relevant details shared for information.
- 7.2 The Chief Executive thanked the Board for their support of the Prison to Rehab model and confirmed that funding and start up process were in place. The Chief Executive shared the challenges faced by the team and mitigations necessary for the project in respect of the holding of personal data. The Chief Executive advised that £700k funding available to local authorities engaged on the project accounts for 60-70 places that will start again next year. This project will make use of failure analysis in assessing outcomes and presents a new way of Scotland investing in prevention.
- 7.3 The Chief Executive shared with the Board she has been involved with work with the BBC and other media speaking about young people and prevention. The Chief Executive observed that Scotland needs to refocus effort on the youth sector as the funding and resources have been dwindling.

8. Bail Assessments – Verbal Update, Ms Guthrie

- 8.1 Ms Guthrie shared the in-depth work on the Bail Assessment 'Deep Dive' and methods for further research to support this work in order to further share the valuable information it provides with local authority areas and other stakeholders. The Board thanked Ms Guthrie for her presentation and discussed potential future use of this data, research and dashboard. The Board asked for Ms Guthrie to return to the next Board meeting with an update.

Action: Ms Guthrie to return to the 30 July Board meeting to share updates on the Bail assessment work.

9. Workforce Planning Update

- 9.1 Ms Ramsay shared the details of the workforce planning group's work. It has developed four concepts that brigade staff for optimum operational delivery and will realize savings and efficiencies across the staff team. CJS has grown organically, and this work seeks to arrange teams to better deliver the core functions of CJS with current staffing. Ms Ramsay advised that this is a test year and further work will be informed by reviews over the year. The Chair asked about staff involvement and reaction to the changes. Ms Ramsay advised the project team invited CJS team members to take part in a number of change management sessions. CJS also created a culture group to look at how this work affects all and the CJS unions have been involved to support employees through these changes. Mr Fitzpatrick added that interviews with key posts have been held to implement this work. The Chair anticipated that there would be feedback available from staff in the staff survey results.

Action: Ms Ramsay to return to the 30 July Board meeting with a report on the Staff survey results.

10. Throughcare Delivery Update (CJS/2025/18)

- 10.1 This paper was noted.

11. CJS response to the Call for Evidence by the Sentencing and Penal Policy Commission

- 11.1 Mr McCully provided the Board with the methodology behind compiling the information for the request. He indicated the response had taken key approaches from existing CJS communications including the pre-budget scrutiny response and key thematic emerging priority areas. It had a strong focus on prevention and following up actions from past government reports and justice commissions (45 in total). Mr McCully indicated that the response was being reviewed to ensure utility in future communications work and was balanced between being readable, accessible and incorporating enough information and direction to inform the audience. Mr McCully shared the next steps after submission including publishing on the CJS website,

using for briefings and to inform our Corporate Plan for next year. Mr McCully will share the submitted submission with the Board

Action: Mr McCully to share the submitted response with the Board members.

12. Finance System Update (CJS/2025/19)

- 12.1 Ms Ramsay advised that the Finance system proposal had already been to the Board which requested it return to the ARC for scrutiny. The 14th of May ARC had recommended approval of the new financial system after scrutiny and the Board then ratified this decision. The new financial system is now approved, and the project will progress.

13. Risk Register (CJS/2025/20)

- 13.1 Mr Fitzpatrick shared the risk strategy and process with the Board. Mr Fitzpatrick shared that the Senior Management Team has created a risk subgroup to further review CJS' approach to risk management, sequencing and escalation processes. There will be a focus on the controls and mitigation practices that are written into the risk register and a strategic focus on the sequencing and version controls of the process. The Board agreed to the removal of three risks suggested by the ARC.

14. AOB

- 14.1 None received.

**Forthcoming meetings: ARC/HRRC 23 July 2025
Board 30 July 2025**

28 May 2025