BOARD MEETING

MINUTE OF THE MEETING HELD ON

3 June 2026

AT 10.30

R1 SPUR, SAUGHTON HOUSE

Present:

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

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
Ms Mhairi Henderson, Insights and Intelligence Officer
Ms Tracy Johnstone, Learning, Development & Innovation Lead
Mr David Scott, Head of Learning and Engagement
Ms Rebecca Proctor, Business Manager, Board Secretariat **(minutes)**

Apologies:

1. Welcome and Apologies

1.1 The Chair welcomed the Board and CJS team to the meeting. meeting.

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

2.1 The Board did not receive any declarations of interest or changes to the Register of Interests.

3. Minute of Board meeting 8 April 2026.

3.1 Approved with minor amendments to item numbering.

4. Matters arising – action tracker

4.1 The Board reviewed the action tracker. Completed actions were identified and approved for removal. It was agreed that actions not completed by the initial date agreed require to have updated timelines and clearer tracking of the date(s) any extension that was agreed and of the new expected completion date. This will allow members to follow easily a full history from initial date agreed by ARC, HRRC or Board through to the final completion date achieved. The Comments column should indicate reasons for each completion date not being achieved (e.g. due to delay by partner X 'or the reason for delay noted by CJS).

4.2 The Board noted that the risk register remains under development. Further refinement is required to improve clarity and usability. The quarterly reporting cycle is to commence from July. The current risk register is to remains operative pending issue of a revised version to be considered by ARC in July ahead of the Board Meeting in August.

ACTION: Board members to provide feedback on improvements required to the current Risk Register to Ms Proctor ahead of the 22 July ARC meeting. The revised version recommended by ARC will be considered by the Board on 5 August.

5. Chair update

5.1 The Chair updated the Board on the exercise to recruit two new members. 34 applications were received. The person specifications were focused on Lived experience or digital and IT delivery experience across complex delivery systems. The interviews were scheduled for 9 and 11 July. CJS had been advised by the Public Appointments Team that PVG clearance might be required for Board positions. That is being followed up by the Chair to ensure it is clarified ahead of interviews taking place.

Action: The Board Chair will continue with engagement with Ethics Commissioner and Public Appointments Team to ensure inclusive recruitment.

6. Chief Executive update

6.1 The Chief Executive advised on the External Policy Environment including a meeting with she and the Chair have scheduled later in the month with the new Cabinet Secretary who is driving an urgent reform agenda across all Justice delivery partners. The Cabinet Secretary's key focus areas are; Prison population pressures, increasing prevention of offending and increasing use of alternatives to custody. The impact on CJS continues to be increased demand for input across all relevant Government groups (currently all national partners are attending meetings based on Gold/Silver structures). CJS is positioned as a central point for provision of analysis as an improvement partner. The Chief Executive advised that the Public Sector Reform agenda has focus on workforce reductions and organisational consolidation while maintaining and improving delivery outcomes. She has had discussions with the Chair regarding early consideration of potential collaboration/merger opportunities with other organisations and the Board will be updated if any appear appropriate for further consideration. The Chief Executive presented the Diffley Partnership Public Attitudes Research commissioned by CJS in the last quarter of 2025/26which highlighted strong support for rehabilitation approaches, decarceration and use of technology (e.g. GPS monitoring). There were some notable gender differences including women being more supportive of rehabilitation. The Chief Executive advised that these most up to date findings provide a strong evidence base to increase future community justice communications.

7. ARC Meeting

7.1 Mr Spencer presented the draft Minute of the ARC meeting held on 27 May 2026 and requested agreement of the Board to all recommendations and decisions made by ARC.

The Board noted the recommendations and decisions and agreed to all those contained in the Minute.

8. Financial Update

8.1 Ms Ramsay advised that for the financial year (2025–26) there was a total budget of £4.18m with a minor underspend recorded. The Budget for (2026–27) has increased to £4.45m. Internal audit had provided Substantial Assurance (highest rating) on their latest audit of Community Justice Scotland for that year.

DECISION: The Financial outcome for 25/26 was noted and the Substantial Assurance provided by our Internal Auditors welcomed by the Board which congratulated all CJS staff on this achievement.

9. HRRC Meeting

9.1 Ms De Caestecker presented the draft Minute of the HRRC meeting held on 27 May 2026 and requested agreement by the Board to all recommendations and decisions made by HRRC.

The Board noted the recommendations and decisions and agreed all those in the Minute.

10. Performance

10.1 Mr Fitzpatrick advised that the Q4 performance report indicated strong delivery achieving most Objectives and Indicators in year.

The Board noted the performance outcomes and the strong performance by CJS staff.

11. LDIC – Justice Learning Pathway Project

11.1 Ms Johnstone presented a new structured induction and training model which has been developed by CJS for justice social workers. The pilot structure includes three cohorts (approx. 12 participants in each) using a blended learning approach. The objectives are to improve confidence of and retention of these workers and enhance consistency of practice. Some of the risks identified include capacity pressures on the CJS team and social work teams and potential resistance to change from some participants.

The Board thanked Ms Johnstone for her input and asked her to capture and report feedback to the Board following conclusion of the pilot.

12. Residential Rehab Pilots

12.1 Ms Dickson reported that the Pilots are operating across three local authority areas including the new Community Justice to Rehab pathway as well as the original Prison to Rehab programme**.** Early findings indicate operational viability and have shown improved collaboration and referral processes. Challenges included limited residential detox capacity, funding constraints, housing availability post-treatment and low engagement among women. The financial position indicates that the initial funding allocated by SG for all residential rehab (£850k) has been fully utilised. Next steps include scoping expansion of provision by additional local authority areas, refinement if the existing of protocols, introduction of flexible funding approaches, and continuing the evaluation programme (report due 2027). Updates on the Prison to Rehab Grant Management include CJS to assume responsibility for grant administration in that respect as well as the CJ to Rehab programme. Objectives include; development of streamlined processes, improved reporting, reduced administrative burden with a timeline of transition planned for April 2027.

DECISION: The Board thanked Ms Dickson for her input, noted progress, supported the expansions proposed and requested updates on progress ahead of the planned transition in 2027

13. Electronic Monitoring while on Bail (EM Bail)

13.1 A session on EM Bail with all relevant justice system partners was led by Ms Henderson and Mr Gardner on 5 May 2026. The current position on EM Bail is that usage by courts has plateaued at around6–7% of all cases of accused persons appearing from custody and resulted in associated limited impact on reducing the high numbers remanded in custody The session learned of system challenges including lack of communication between justice delivery partners across fragmented multi-agency systems, lack of overall ownership and acknowledgement of process failures by delivery partners including delayed order transmission to G4S, other information gaps such as action to alert G4S following decisions by COPFS to take no further proceedings and particular delays in dealing with management of accused persons' changes of address ..Key Findings confirm that all these issues are systemic rather than simple occasional individual failures. CJS is to pursue acceptance by the delivery partners of a whole-system improvement model including shared understanding, root cause analysis, coordinated delivery and introduction of system metrics.

The Board thanked Ms Henderson for her input, noted the session had been helpful to delivery partners, supported CJS leading the work on the whole system improvement model and requested to be updated further as implementation of that progressed

14. Community Breach Analysis

14.1 Ms Guthrie provided an overview on breaches of Community Payback Orders. There are approximately 29,000 breach hearings before courts annually which involve 40% of community disposals. 10% if hearings result in custody being imposed. Ms Guthrie advised that issues identified are variation across local areas which in turn contributes to prison population pressures. She confirmed that there is a need to strengthen breach processes and improve the credibility of community disposals.

The Board thanked Ms Guthrie for her input, requested further updates on outcomes of actions by partners to strengthen the processes for dealing with alleged breaches and improving credibility of community disposals.

15. Governance and Board Effectiveness

15.1 The Chair noted that the first version of the Board papers for this meeting had included ARC papers without Board paper references attached. A discussion followed on how to ensure clear identification of papers with content previously considered by ARC or HRRC and their decisions or recommendations that require Board noting, decision or approval. The Chair emphasised that appropriate tabulation of papers for audit trail purposes was required along with clarity of all committee actions and specifically recommendations to the Board. The Board agreed to ARC and HRRC continuing to be responsible for initial detailed scrutiny and recommendations to the Board, with the whole Board responsible for strategic oversight and formal approval of decisions which sit with the Board.

DECISION: The Board agreed to continue to improve governance processes and reporting clarity.

16. AOB

16.1 None received.

17. Close

17.1 There was a reminder by the Chair that the Board should consider the note at the bottom of the agenda, “Have all of our decisions today considered an equalities agenda. Are there any risks from this meeting that need to be added to the Corporate Risk Register.” The Board noted that the equalities agenda had been considered where appropriate, particularly in respect to recruitment of two new Board members; and that no risks had been identified that needed to be added to the Corporate Risk Register.

Forthcoming meetings: ARC 22 July 2026 HRRC 22 July 2026
Board 5 August 2026