BOARD MEETING

MINUTE OF THE MEETING HELD ON

5 August 2026

AT 10.30

R1 SPUR, SAUGHTON HOUSE

Present: Ms Catherine Dyer, Chair
Mr Alec Spencer (MS Teams)
Ms Helen Wollaston
Mr Henry Acres
Mr Keith Rosser
Ms Linda de Caestecker
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 Rebecca Proctor, Business Manager **(minutes)**
Ms Rebecca Worrall, Head of Communications
Mr David Scott, Head of LDIC
Ms Laura Hoskins, Head of Improvement
Ms Mairi Clare Rodgers, Interim Head of Communications

Apologies:
Sheriff Kathrine Mackie (Advisor to the Board)

1. Welcome and Apologies

1.1 Apologies were received from Sheriff Kathrine Mackie.

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 amendments to Register of Interests.

3. Minute of Board meeting 3 June 2026.

3.1 Approved.

4. Matters arising – action tracker

4.1 The Board reviewed the previous minutes and action log and agreed that the revised format provided greater clarity by clearly separating discussion, decisions, and actions. Members requested further improvements to the action tracker to include progress status, revised completion dates, and reporting routes back through committees and the Board.

Decision: Previous minutes approved.
Action: Update the Board action tracker to include revised completion dates, status updates, and expected reporting routes.

5. Chair update

5.1 The Chair welcomed members and noted no amendments to the minutes of the Board meeting held on 3 June 2026. Members commented positively on the format and clarity of the minutes and agreed them as an accurate record.
An update was provided on current horizon-scanning activity for the Chair. Key points included:

- Recent engagement with the Cabinet Secretary for Justice.
  Updates from CJS review of Scottish Government and justice delivery partners processes and outcomes in respect of radio frequency electronically monitored bail (RFEM Bail), particularly system ownership, operational responsibilities and monitoring gaps.
- Ongoing discussions regarding Public Services Reform (PSR) and its implications across justice agencies.
- Publication of the Scottish Government consultation on some sentencing and penal policy reforms.
- Continued pressure across the criminal justice system, including prison population challenges and court backlogs.

6. Chief Executive update

6.1 The Chief Executive provided an update on engagement with justice partners, electronic monitoring, sentencing reform, prison pressures, diversion from prosecution, prison to residential rehabilitation and community justice to residential rehabilitation, and wider public service reform. Members considered the Sentencing and Penal Policy Commission consultation, prison population pressures, current rehabilitation programmes, and the emerging agreement within the sector regarding the need for stronger preventative approaches across the justice system noting that has been the documented position of CJS over many papers and reports in previous years. The Chief Executive also provided an update on the progress made in the first ten-years of CJS being undertaken for publication after April 2027 and ongoing bail supervision work:
The Board noted ongoing work relating to; the ten-year review, Bail supervision developments and wider reform activity led by CJS across community justice delivery services.

Decision: The Board noted the update and welcomed the breadth of work being undertaken by the organisation.

Actions:

- **Submit Community Justice Scotland's response to the Sentencing and Penal Policy Commission consultation by 20 August 2026.**
- **Establish clear delivery milestones for electronic monitoring improvements.**
- **Present analysis of community payback order breach cases to the prison population gold group.**
- **Develop an up-to-date high-level paper on a potential national prevention or rehabilitation service.**

7. Communications and Public Confidence Campaign
7.1 The Board received an update on the Serving the Community campaign, designed to increase public awareness of unpaid work and community justice outcomes. Members welcomed the campaign's strong engagement figures, community-based storytelling approach, and plans to expand activity through additional digital channels.
Discussions covered:

- The importance of paid media in reaching wider audiences.
- Opportunities to strengthen partnership working with local authorities and national organisations.
- Potential for further use of human stories and testimonials.
- Opportunities to align activity with Scottish Government communications priorities.

Decision:
The Board noted the update and supported efforts to secure additional campaign investment.

8. Audit and Risk Committee (CJS/2026/16)

8.1 Mr Spencer presented the findings and recommendations from the ARC meeting held on 22 July 2026.
Key matters discussed included:

- Internal audit findings.

- Quarter 1 performance reporting.
- Corporate risk register.
- Policy reviews.
- Financial position and budget monitoring.

The Board noted ARC's view that organisational performance reporting continues to improve and that financial management remains on track.
ARC recommended approval of the revised Corporate Risk Register, subject to further refinement of:

- Stakeholder dependency risk.
- Public Services Reform risk scoring.
- Cyber security reporting.

The Board also considered and endorsed:

- Biodiversity Policy.
- Code of Conduct.
- FOI Model Publication Scheme.

Members noted increasing complexity in FOI requests, including AI-generated submissions.
Decisions:

- **Risk Register approved, subject to the recommended refinements.**
- **Biodiversity Policy approved.**
- **Code of Conduct approved.**
- **FOI Model Publication Scheme approved.**

9. Human Resources and Remuneration Committee Report (CJS/2026/17)
9.1 Ms De Caestecker presented the outcomes of the HRRC meeting.
The Board noted:
Workforce and Recruitment; Strong recruitment activity and a high calibre of applicants. Delays within Scottish Government disclosure processes continue to create operational challenges.
Learning and Development; Development of a workforce skills matrix, Ongoing work to maximise the use of staff skills and experience.
Wellbeing: Continued investment in employee wellbeing and mental health support, Further updates will be provided at future committee meetings.
The Committee reviewed and approved: Display Screen Equipment Policy, Equality and Diversity Policy, Exit Interview Policy, Student Placement Policy
Members agreed that the Equality and Diversity Policy should explicitly include Board members.
HR Dashboard
The Committee reviewed progress on dashboard development and requested additional information before final use for the CJS Board.
Decisions:

- **The Board approved the policies recommended by HRRC.**
- **Board noted progress relating to workforce planning, recruitment and wellbeing activity.**

10. Corporate Plan Development (CJS/2026/18)
10.1 Ms Ramsay and Ms Rodgers introduced the emerging Corporate Plan.
The Board considered the proposed strategic framework developed through engagement with, Board members, Staff, Senior Management Team, and the Scottish Government sponsor team.

Four strategic objectives were proposed:

1. Drive a more preventative and joined-up justice system.
2. Set standards and support improvement across community justice.
3. Build confidence, consensus and a stronger community justice narrative.
4. Strengthen evidence, insight and intelligence across community justice.

The Board supported the proposal for a five-year Corporate Plan (2027-2032), with annual review by the Board.

Discussion focused on:

- Prevention as a central organising principle.
- The role of community justice in wider public service reform.
- Links to health, social care and children's services.
- Diversion, problem-solving approaches and community sentencing.
- Opportunities for stronger language and greater ambition within the final document.
- The distinction between activity directly delivered by CJS and delivery by others influenced through partnership.

Members broadly endorsed the proposed direction and requested revised wording to strengthen ambition and clarity before consultation.

Decision:

The Board approved progression of the draft Corporate Plan for further refinement and presentation at the September Board meeting.

Action:

Board members to provide written comments by 24 August 2026.

11. Board Values Discussion

11.1 The Board and SMT undertook a facilitated session reviewing organisational values: Respect, Compassion, Understanding, Effectiveness, Integrity, Fairness

Discussion concluded that the values remain relevant and appropriate.

Key themes emerging from discussion included:

- Re-emphasising respect, accountability and public service.
- Ensuring fairness reflects equity as well as equality.
- Strengthening practical application of values across the organisation.
- Embedding values through leadership behaviours, communications and staff engagement.
- Increasing visibility of values through recognition and development activities.

Feedback from group discussions will be consolidated and brought back through HRRC.

Decision:

Current values retained, with further work to strengthen implementation and practical application.

12. Board Planning Session

12.1 A private Board-only planning session was held covering: Board composition, effectiveness and efficiency, Succession planning, Induction arrangements for future members.

13. AOB

13.1 No AOB received.

14. Close

14.1 The Chair thanked members and CJS colleagues for their contributions and asked if all decisions had considered an equalities agenda which was confirmed by members. The Chair then closed the meeting.

Forthcoming meetings: HRRC 21 October 2026, ARC 22 October 2026
Board 11 November 2026