



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
FRIDAY 24 NOVEMBER AT 10:30 AM
Y1/8 SPUR, SAUGHTON HOUSE,
EDINBURGH**

Present: Ms Linda Bendle
Mr Gerry McClay
Ms Glenys Watt, Acting Chair

In attendance: Ms Karyn McCluskey, Chief Executive
Mr Bill Fitzpatrick, Director of Operations
Mrs Dorothy Smith, Business Manager (minutes)
Ms Laura Hoskins, Transition Manager
Mr Charles Burke, Commissioning Lead, **Item 6 only**
Ms Mairi-Clare Rodgers, Head of Communications, **Item 8 only**
Mr Dave Scott, Head of Learning, Development and Innovation. **Item 10 only**

Observer: Ms Gabrielle Cahen, CJS fast stream

Apologies: Mrs Jean Couper, Chair
Mr Gerry Bann

1. Welcome and Apologies

1.1 Ms Watt welcomed the Board Members and staff to the meeting. There were apologies from Mrs Jean Couper, Chair. In the absence of the Chair, the Board agreed that Ms Watt would chair the meeting. There were apologies also from Mr Gerry Bann. Ms Watt welcomed Ms Cahen, CJS fast stream, to the meeting as an observer.

2. Declarations of interest, gifts or hospitality

2.1 Ms Bendle declared that she has taken up two positions:

- As Operations manager with Heavy Sound working with young people to deliver music and arts projects.

- With Streetwork supporting people who are homeless or at risk of homelessness.

2.2 There were no more declarations.

3. Minutes of Board Meetings of 25 October 2017

3.1 The Board approved the minutes of the Board meeting held on 25 October 2017, subject to a typo correction at para 2.1 and rewording of para 11.5 The minutes were adopted as the version for the Publication Scheme.

4. Matters Arising – Action Tracker

4.1 The Board requested an update on action 10 from the Action Tracker on the CJS HR policies. The Chief Executive reported that as CJS has adopted the SG HR policies and these are not published on its website the recommendation was not to publish on the CJS website. The Chief Executive reminded the Board that CJS has a shared service agreement with the SG for HR services. She reported that it is now six months into the shared agreement and undertook to review the agreement and report back to the Board.

4.2 The Board agreed a page should be added to the website to include a preface to the HR policies.

4.3 With regard to action 7, the Board requested a note of the events/meetings attended by the CJS team.

4.4 Mrs Smith confirmed that the September Board meeting minutes had been published on the website.

Action: Chief Executive to review the HR shared service agreement and report back to the Board. Mrs Smith to provide a note of the events/meetings attended by the CJS team. Mrs Smith to arrange for preface to be added to the website re HR policies.

5. Chair and Chief Executive updates

5.1 In the absence of the Chair, the acting Chair Ms Watt advised that she was not aware of any new material by way of update.

5.2 The CE provided feedback following the Academic Advisory Group meeting held on 20 November 2017. She reported that Professor Andrew Coyle and Linda Coombs have vast experience in this area she suggested Andrew Coyle be invited to write a discussion paper. There was a willingness to help and a broad range of debate in the group. The CE felt the CJS should Commission some research around what has been learned and alternatives to prison. She reported that Fergus McNeil has written a paper on what is happening in England and she undertook to copy this to Board members.

5.3 The CE felt there was a requirement to engage with sheriffs and summary sheriffs. She suggested holding an event or possibly having a slot at a sheriff association event.

5.4 The CE undertook to circulate to the Board links to articles in the press that CJS have contributed to.

Action: The CE to:

- **Contact the Cabinet Secretary for Justice and report back to the Board.**
- **Approach Prof Andrew Coyle to provide a discussion paper on what has been learnt from the past in this area.**
- **Circulate Fergus McNeil's paper to the Board.**
- **Arrange for links to news articles to be circulated to the Board.**

6. Commissioning - Presentation CJS/2017/41

6.1 Mr Charles Burke, Commissioning Lead, presented to the Board. He provided a definition of the Commissioning Process, as defined by the Cabinet office, which is "the cycle of assessing the needs of people in an area, designing and then achieving appropriate outcomes" and "the service may be delivered by the public, private or civil society sectors". In the context of the Community Justice landscape in Scotland, SC will therefore be undertaken to contribute to the achievement of commitments set out in the Scottish Government's *National Strategy for Community Justice* and the realisation of Community Justice Scotland's vision of making Scotland the Safest Country in the world through innovation, partnership working and breaking the cycle of reoffending.

6.2 The Board felt that there should be provision included for a proper evaluation of commissioning. There appeared to be no incentive to do it regularly, clarity of outcomes difficult to evidence. There is no provision for assessment of current services therefore producing a framework that will allow to assess the service is required.

6.4 Mr Burke reported that NHS England had done the most strategic commissioning and suggested that CJS look at how they have been successful.

6.5 Ms Watt thanked Mr Burke for his presentation, it was very informative and the Board looked forward to seeing the framework in due course.

7. Corporate Plan CJS/2017/42

7.1 The Board noted the changes to the corporate plan following the consultation close on 10 November. The Board approved the plan subject to some minor changes.

7.2 Ms Hoskins reported that the next steps are:

- The business plan will be reviewed in light of the corporate plan and actions updated.
- To bring the business plan to January Board meeting.
- Corporate plan to the Cabinet Secretary by 30 November to be laid before parliament prior to the Christmas recess.
- Corporate plan to APS printers for final layout and design. The Board agreed that Ms Watt would sign off the design on behalf of the Board.

8. Communications Strategy – Research and Campaign CJS/2017/43

8.1 Mr Fitzpatrick informed the Board that following approval of the communications strategy CJS intends to deliver a national information campaign. The campaign supports the aim of increasing understanding and confidence in community justice.

8.2 Ms Rodgers reported that the procurement exercise had commenced with a view to awarding the contract by 1 Feb 2018. What will be produced will be allowed to be used locally.

8.3 The Board noted the timeline of the project and the associated cost of delivery.

9. Responses to consultations – protocol CJS/2017/44

9.1 Mr Fitzpatrick presented the Response to Consultations protocol to the Board. In noting the protocol the Board expressed concern that the protocol did not include the requirement to justify why CJS were not responding to a consultation only the reason for responding.

9.2 The Board felt the protocol should include that the Policy Team should review the list of consultations produce by the SG and forward to the Director of Operations to decide if a response is required . It was agreed that if CJS has the expertise it will respond without referring to the Board, noting that sometimes a letter will suffice. The Board will be notified of responses that CJS has done and will be for information only. A deadline should be included in the process for referring to the CE.

Action: Mr Fitzpatrick undertook to amend the protocol and circulate to the Board by email.

10. Learning, Development and Innovation Strategy CJS/2017/45

10.1 Mr Scott provided the Board with a proposed outline and content of the Learning, Development and Innovation Strategy. He reminded the Board that section 32 of the Community Justice (Scotland) Act 2016 sets out the requirement for production of a strategy for learning. The Act also states that consultation on the strategy must take place.

10.2 The Board noted the consultation was due to be launched on 18 December 2017 and agreed that it would give any comments by email.

10.3 It was noted that the legislation states that the strategy should be reviewed in 5 years, Mr Scott recommended this be done after the first year, the Board agreed this proposal.

10.4 Mr Scott reported that a business case was being finalised for funding for an additional 4 TDOs and admin support this will be submitted to the SG. He undertook to keep the Board updated on developments.

Action: Mr Scott to circulate draft consultation to the Board for comment and to update the Board on business case for additional funding for 4 TDOs and admin support.

11. Any Other Business

Board Meeting

11.1 The Board agreed to cancel the Board meeting scheduled for 15 December. The next Board meeting is Wed 31 January 2018. The CE suggested the next meeting should be held in the Community and she proposed holding it in Dalmarnock Community Hub and to invite local people to give a presentation. The Board agreed to this proposal.

Diligent

11.2 Ms Watt requested an update on the issue with Diligent Boards. Mrs Smith reported that the SG IT has blocked the software and had referred it to the systems integration team for validation. Mrs Smith undertook to keep the Board updated on developments.

Board member recruitment

11.3 Mr McClay raised the issue of only having 3 board members in attendance at today's meeting, making it just quorate. The Board agreed that recruitment of Board members is now a priority. The Board considered whether there was a requirement to co-opt more board members in the meantime. The Chief Executive undertook to raise this with Neil Rennick Director for justice.

Accommodation

11.4 Mr McClay requested an update on the accommodation issue. Mr Fitzpatrick reported that he had approached SG regarding the option to move CJS outwith the SG Estate. The response from SG was that this requires to be supported by the Board and a business case to be submitted and depending on the costs attached to this move, it may need to be a formal case which would be subject to ministerial approval. There may also be significant financial constraints depending on the associated costs. If this was to fall into 2018-19 there may be limitations in respect of available budgets, there is on-going discussion around future funding pressures which all form part of the Spending Review. This would need to include a strong case on why the SG Estate is not an option. The Board agreed that the business

case to move to larger accommodation within the SG estate should proceed and a move outwith should be put on hold for the foreseeable future.

Diversion schemes

11.5 Mr McClay recalled the recent visit to the case marking exercise and seeing the list of diversion schemes. He thought consideration should be given to undertaking research into the effectiveness at reducing offending, he noted this would be a major piece of work to take on board. The CE reported that the budget did not allow for areas of innovation she suggested an approach to local authority coordinators; asking what is working in their area with regard to diversion. It was agreed to circulate the list of schemes to the Board for information.

Action :

- **Mrs Smith to make arrangements to hold the January Board meeting in Dalmarnock community hub.**
- **Mrs Smith to update the Board on developments with Diligent software.**
- **CE to raise board member recruitment with Nell Rennick Director of Justice.**
- **Mrs Smith to circulate list diversion schemes to the Board.**

27 November 2017