



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 5 MAY 2021, AT 10.00
VIA ZOOM VIDEO CONFERENCING**

Present:

- Ms Pauline Aylesbury
- Mr Graham Bell
- Ms Linda Bendle
- Mr Adam Burley
- Ms Linda de Caestecker
- Mr Steve Kirkwood
- Sheriff Kathrine Mackie (Advisor to the Board)
- Mr Alec Spencer
- Ms Glenys Watt, Deputy Chair

In attendance CJS:

- Ms Helen Boath, Head of Finance
- Mr Bill Fitzpatrick, Director of Operations
- Ms Laura Hoskins, Head of Improvement **(Item 8 only)**
- Mr Rory Macrae, National Lead for Caledonian **(Item 11 only)**
- Ms Karyn McCluskey, Chief Executive
- Mr Dave Scott, Head of LDI, **(Item 10 only)**
- Mrs Dorothy Smith, Business Manager (minutes)
- Ms Lynne Thornhill, Improvement Lead **(Item 8 only)**
- Ms Dawn Wheildon, Improvement Lead **(Item 8 only)**
- Ms Rebecca Worrall, Head of Communications **(Item 7 only)**

Agenda

1. Welcome and Apologies

1.1 Glenys Watt, Deputy Chair, welcomed the Board Members and staff to the meeting. Glenys Watt reported that as a result of Lindsay Montgomery's resignation as Chair on health grounds she would step into the role of Acting Chair and Alec Spencer will take on role of Deputy Chair, the Board agreed these roles. A recruitment round to appoint a new Chair will commence following the election at the end of May 2021. The Board wished to thank Lindsay Montgomery, for his contribution as Chair of CJS and in particular his role in the governance review.

2. Declarations of interest, gifts or hospitality

2.1 There were no declarations.

3. Minute of Board meeting 10 March 2021

3.1 The Board minute was agreed. The minute was adopted as the version for the Publication Scheme.

4. Matters arising – action tracker

4.1 The Board noted the status of the actions from the action tracker.

4.2 Glenys Watt thanked members for their comments on the revised communications strategy which was now formally approved by the Board.

4.3 Glenys Watt informed members that the Digital Strategy parameters would be discussed at a meeting scheduled for 7 May; Glenys Watt, Pauline Aylesbury and Bill Fitzpatrick were invited to attend.

4.4 It was agreed that action 5 on the tracker be amended to indicate the source of the action was from the HRRC meeting held on 3 February 2021.

Action: Dorothy Smith to amend typo for action 5 on the action tracker.

5. Acting Chair update

5.1 Glenys Watt informed the Board that the Community Justice Advisory Committee (CJAC) met on 30 April. The meeting focussed on taking forward the thinking from the Board's strategy day, held in January 2021 and the work on Recover Renew Transform (RRT) that the CJS team has been engaged in. It was agreed that the Committee would aim to draft a letter for whoever is the Cabinet Secretary for Justice after the May 2021 election, to put forward the Board's views on the strategic direction for the community justice agenda.

5.2 Glenys Watt reported that the letter was drafted and she would circulate it to the members for further comment/edits. The aim would be to send the letter to the Cabinet Secretary about a week after their appointment is announced.

5.3 Glenys Watt reported that the doodle poll for a board training day had not identified a date that suited all members, therefore more dates would be identified and a doodle poll re-issued.

5.4 Glenys Watt reported that she had attended a recent CP Chairs meeting which had been very positive including the feedback on progress so far on the OPIF review.

Action: Glenys Watt to circulate to members the draft letter to the Cabinet Secretary for Justice. Dorothy Smith to circulate revised doodle poll to identify Board training day.

6. Chief Executive update and RRT update

6.1 Karyn McCluskey presented her update to the Board. She reported that the RRT subgroup is now moving from the Recovery phase to the Transform phase. The latest tasks have been centred on creating data analytics to shift to support the Local Authority Areas in their planning and to aid in their response to the ever-changing justice landscape. This work has been supported through the close working relationship with the SPS analytical team and CJS who co-chair the group. Remand remains a significant concern and the data to understand the reasons for remand is unclear, and there is a level of confusion around reasons and some of the challenges of reducing remand.

6.2 The Board had a discussion on the issues surrounding remand and agreed that further research was required on the remand population. It was agreed that Karyn McCluskey and Kathrine Mackie would meet to discuss further.

Action: Karyn McCluskey and Kathrine Mackie to meet to discuss remand population.

7. Public Attitude Survey – Presentation

7.1 Rebecca Worrall presented to the Board, the results of a public attitude survey. She reported that CJS is currently in the process of developing a new social marketing campaign to improve the visibility of community justice at a local level. The CJS Comms Team aim to underpin all campaign work with a robust evidence base. To that end, CJS was keen to establish what the public knew about community justice in their local areas. An independent research agency, Progressive, conducted research with residents across the six sheriffdoms to measure awareness of local community justice projects.

Survey results

7.2 Awareness and knowledge -

- Awareness of Community Justice was low (30%) and knowledge is very limited. Men and those aged 35-54 years old were more likely to be aware.
- As a result awareness of local UPW projects was low. The main types of projects cited spontaneously were landscaping and gardening but very few gave specific details of the projects.
- Just over a quarter, when prompted, were aware of a local project in their area, with the older age group more likely to be aware.
- Those aware of community justice were more likely to be aware of projects; however the qualitative findings suggested that most didn't know the projects were run by community justice.

Benefits of community justice -

- Main benefit to the community is it improves the look of the community and allows them to get work done unpaid. It also creates spaces for people to enjoy and repairs the harm caused. Very few felt it didn't give any benefit.
- In a similar vein the main benefit to the individual was that it provides an opportunity to pay back the community.
- Qualitative findings suggested that projects involving woodwork or helping the vulnerable through food deliveries etc. would be the most beneficial to both the community and the individual.

Other support -

- It was felt that tackling the root cause and providing support with other aspects of their life should be a high priority when working with those who have committed a crime. Again, women and ABC1s were more likely to state these aspects as being a high priority.
- The qualitative findings further supported this as it was felt that the wrap around services are just as important, if not more, as the CPOs for the whole process to succeed.
- Mental health and substance misuse services were considered to be failing people and need improved.

7.3 The Board acknowledged that public awareness of community justice had decreased from when first surveyed, there is a lack of understanding. Pauline Aylesbury felt public information is the way forward to raise awareness. Also a rebrand of CJS would help understanding of what our role is in Community Justice. The Board agreed that the language needed to change and funding for comms increased, this could be considered a risk.

7.4 Rebecca Worrall felt the key communications challenges are:

- Limited awareness and knowledge across all locations.
- There is confusion around the term community justice, community service and community payback.
- There is an appetite for information on community justice services and local UPW projects.
- Mixed views on whether it should be obvious that the people carrying out the project are on a CPO with some stating this will help the public realise that something is done about these crimes, but others believing that those undertaking the work don't need to be put on show and an announcement on completion of the project would be sufficient.
- There is also a need to ensure that public safety is not jeopardised when running projects, particularly when related to young children or the vulnerable.
- There is also some appetite for local crime statistics incl. reoffending rates.

- Local social media pages, websites, local press, magazines and word of mouth were all cited as sources of information used to find out about their local community

7.5 The Board thanked Rebecca Worrall for her presentation and she undertook to circulate the PowerPoint to the Board.

Action: Rebecca Worrall to circulate the PowerPoint presentation to the Board.

8. OPIF review update CJS/2021/19

8.1 Lynne Thornhill provided an update to the Board on the progress of the OPIF revision project. The CJS led OPIF revision project has been established to work towards fully discharging the statutory duty in relation to the specific OPIF revisions required. It is anticipated that this will be achieved by November 2021.

8.2 Early and ongoing stakeholder engagement is central to development and joint governance with SG is in place.

8.3 The CJS resource demand is significant both in leading the OPIF Revision project and as the primary contributor to date with regard to content drafting. It is acknowledged that CJS involvement is critical post February/March 2022 to support implementation and ensure confidence in and local application of the revised framework to ensure its success as part of a continuous improvement cycle.

8.4 The Board thanked Lynne Thornhill for the update. They commented that in undertaking the OPIF revision it may be helpful to comment on whether the national outcomes (which are contained in the National Strategy, due for revision this year by the Scottish Government) are appropriate. The emphasis should be to keep the revised OPIF simple to enable measurement across the country and help towards improvement.

9. Monitoring and Reporting Strategy parameters – discussion

9.1 Glenys Watt opened the discussion on the direction for CJS on the monitoring of performance in relation to community justice outcomes and section 26 of the Community Justice Scotland Act. There was some discussion on whether the outcome activity annual report provided the monitoring on the outcomes, under s26 of the act and if there was a requirement for separate monitoring and reporting to the Partnerships directly.

9.2 It was noted s26 requires; *CJS to monitor performance in the achievement of outcomes in each local authority area, using the relevant indicators. CJS must also from time to time report to the community justice partners for the area of each local authority on its assessment of their performance. CJS may direct community justice partners to publish the report, or information within it. Community justice partners must also, within a specified timescale, comply with a direction to inform CJS of the actions the partners have taken or plan to take, in order to respond to the report.*

Where they do not intend to take action in response to the report, they must notify CJS of that fact.

9.3 Following a full discussion the Board felt the strategy could be developed following the OPIF and national strategy review and the resulting developments of minimum standards. The Board requested that a draft strategy be submitted at the at the December 2021 Board meeting.

Action: Dorothy Smith to add draft monitoring and reporting strategy to December 2021 Board meeting agenda.

10. Draft Interim LDIC Strategy CJS/2021/20

10.1 Dave Scott presented the draft Interim LDIC Strategy, this was submitted following consultation and amendments made as per discussions with stakeholders.

10.2 The Board approved the strategy subject to some comments to be provided from Adam Burley and Alec Spencer.

Action: Adam Burley and Alec Spencer to send comments on strategy to Dave Scott.

11. Caledonian annual progress report - presentation

11.1 Rory Macrae provided the Board with an annual progress report of the Caledonian system. He reported that an Interim Process Review on the Caledonian System has recently been undertaken.

11.2 The interim review found that overall the Caledonian system was considered to be successful and positive. It achieved the aims it set out in the majority of cases and programme participants, both men and women, praise the system for impacting on their lives in a positive way. Women felt safer, felt more in control of their lives and felt like they can move on. Men have developed an understanding of their behaviour and how to control it. This was illustrated by the quality and strength of the comments made by both men and women. The monitoring data, although limited, further supports this by indicating that improvements have been made in men's behaviour and in women feeling less vulnerable. There were a number of suggested developments identified throughout the report. Rory Macrae undertook to send the report to the Board for information. The Board thanked Rory for his helpful presentation and for all the work he and the team have been undertaking.

Action: Rory Macrae to circulate the interim process review on the Caledonian system to the Board.

12. Risk Register (CJS/2021/21)

12.1 Bill Fitzpatrick presented the updated Risk Register. He reported that Members of ARC had approved the content of draft Corporate Risk Register.

12.2 The Board requested that risks 2 and 6 be removed as the governance review had concluded and a new Head of Commissioning had been appointed.

12.3 The Board requested that risk 5: Monitoring and Reporting be split in two section 26 and 27 of the act refers.

Action: Bill Fitzpatrick to update the risk register following comments from the Board.

13. 2020/21 Q4 performance report CJS/2021/22

13.1 Bill Fitzpatrick provided the Board with a report on the organisation's performance in respect of delivering the activities specified in the business plan at the end of Q4 of 2020/21.

13.2 Bill Fitzpatrick informed the Board that the Project Support Group will review the project list and decide which projects will roll forward to the 2021/22 business plan. He reported that RRT has a dedicated improvement lead and a backfill is being recruited. He also informed the Board that Marie Clare Rodgers, Head of Comms, was successful in gaining a permanent post with 'The Promise' and her post will be advertised later in the year, it is currently being filled on temp promotion by Rebecca Worrall. The Board wished to thank Marie Clare for all her work with CJS and wished her well for the future.

14. Draft Business Plan 2021/22 CJS/2021/23

14.1 Bill Fitzpatrick provided the Board with a report on draft Business Plan 2021/22.

14.2 The draft Business Plan has previously been considered by the Board and has been developed further in line with its comments and by the Chief Executive and Chair of the Board. The draft has also been sent to SG sponsor team for their comments.

14.3 Bill Fitzpatrick reported that KPIs are being developed and he will send to the Board in due course. The Board requested an update on the Comms strategy in 6 months' time.

14.4 The Board approved the 2021/22 business plan subject to some correction of typos and formatting.

Action: Bill Fitzpatrick to send KPIs to the Board and finalise the Business plan for publication. Dorothy Smith to add comms strategy update to the agenda for the December 2021 Board meeting.

15. Management Accounts for Period 12 (CJS/2021/24)

15.1 Helen Boath provided the Board with the Management Accounts for Period 12, April 2020-March 2021.

15.2 Helen Boath reported that the underspend for 2020/21 will be £597,793.

15.3 Helen Boath informed the Board that she plans to provide more detailed reporting on spend for 2021/22 and to ensure that the budget is on track and thus avoid any underspend this year.

16. ARC draft minute of meeting 21 April 2021 (CJS/2021/25)

16.1 Alec Spencer provided a report of the ARC meeting held on 21 April 2021.

Governance Handbook and appendices

16.2 The Board approved the Governance Handbook and the appendices, subject to some rewording of para 5.2 'open board meetings'. The Board thanked Dorothy Smith and Helen Boath for their work in producing these documents.

16.3 Alec Spencer informed members that up to three appendices from the list, that are due for review, will be considered by the ARC on a quarterly basis. The Board thanked the ARC members for their work in completing this review.

ARC annual report and assessment

16.4 The ARC annual report for 2020/21 was noted by the Board.

Action: Dorothy Smith to amend para 5.2 of the Governance Handbook and add ARC review dates to the list of appendices.

17. Engagement and Research Strategies – for Board sign off

Engagement strategy

17.1 Bill Fitzpatrick presented the engagement strategy, this was approved by the Board.

Research Strategy

17.2 Bill Fitzpatrick informed the Board that there were no plans to undertake paid research this year, it was noted CJS does have an in-house researcher and she will continue to undertake research work to support the CJS team. He reported that commissioning of external research will be revisited at some point in the future. The Board felt that we should explore options to collaborate with others who undertake research such as IRISS.

17.3 The Board requested that the research strategy should make reference to working with vulnerable groups and adopting a trauma informed approach. The ToR should mention vulnerable group. The board asked if someone is not happy with the research who do they contact, if it was a complaint refer to complaints procedure - Bill Fitzpatrick undertook to revise the strategy and send final version to the Board.

Action: Bill Fitzpatrick to amend the strategy and circulate to the Board.

Forthcoming meetings:

Digital strategy meeting 7 May
HRRC meeting 9 June 2021
Board meeting 30 June 2021

10 May 2021