



**BOARD MEETING  
MINUTES OF THE MEETING HELD ON  
WEDNESDAY 15 DECEMBER 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  
Mr Fraser McKinaly, McKinlay Consulting (**Presentation only**)  
Sheriff Kathrine Mackie (Advisor to the Board)  
Mr Alec Spencer  
Ms Glenys Watt, Acting Chair
- Apologies: Ms Karyn McCluskey, Chief Executive
- In attendance CJS: Ms Helen Boath, Head of Finance  
Ms Hannah Dickson, Improvement Lead (**Item 7 only**)  
Mr Bill Fitzpatrick, Director of Operations  
Ms Gemma Fraser, SRO RRT (**Item 9 only**)  
Mr Keith Gardner, Social Work Advisor, (**Item 8 only**)  
Ms Victoria Guthrie, Projects Officer, (**Item 7 only**)  
Ms Laura Hoskins, Head of Improvement and Policy (**Items 7,8 and 9 only**)  
Ms Claire Penny, Commissioning Lead (**Item 11 only**)  
Mrs Dorothy Smith, Business Manager (minutes)  
Mr Pete White, Lead on Community Support Services info (**Item 10 only**)  
Ms Rebecca Worrall, Head of Comms (**Item 10 only**)

**Presentation:** Fraser Mckinlay was invited today to provide the Board with initial findings on the review of the OPIF.

Glenys Watt thanked Fraser for his very helpful presentation and the Board looks forward to further updates at the implementation stage.

## **Agenda**

### **1. Welcome and Apologies**

1.1 Glenys Watt, Acting Chair, welcomed the Board Members and staff to the meeting. Apologies were received from Karyn McCluskey, Chief Executive.

### **2. Declarations of interest, gifts or hospitality**

2.1 There were no declarations.

### **3. Minute of Board meeting 27 October 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 reported that at a recent meeting of the HRRC it was agreed that an internal communications strategy should be produced.

**Action: Production of an internal communications strategy to be added to the action tracker.**

### **5. Acting Chair update**

5.1 Glenys Watt reported that she had met with Catherine Dyer, the newly appointed Chair of CJS, who has much experience of working within the justice sector, Catherine will contact members individually to introduce herself.

5.2 Glenys Watt reported that CJS had advertised for a project officer to support the implementation of the OPIF; regrettably, the recruitment process did not result in finding a suitable candidate. Given the pressure of time to fill this role an approach was made to Fraser McKinlay, McKinlay Consulting, and a paper was circulated to the Board setting out the business case, the actions required and recommending him as a sole supplier. The proposal is for 20 days work at a total cost of £25k (including VAT) to keep within budget.

5.3 Following consideration the Board felt Mr McKinlay had the knowledge and expertise to undertake this work and agreed the appointment and the procurement process should commence as early as possible.

### **6. Chief Executive update and RRT update**

6.1 In the absence of the Chief Executive Bill Fitzpatrick provided an update for the Board; he reported:

- RRT continues to be maintained, there is a transition to a more defined role
- Broader stakeholder engagement has picked up
- Improvement letters were issued to one local authority's statutory partners , and CJS is providing ongoing support to help this authority with its improvement plan
- Work continues on the finalisation of the CJS Data and Information Strategy, final report to be circulated to the Board
- Recruitment to CJS, is proving difficult at the moment, due to the unpredictable environment and market pressures.

6.2 Bill Fitzpatrick reported that the team are under pressure having worked from home for the last 20 months. CJS is investing in its managers to help support the team through this journey.

**Action – Bill Fitzpatrick to circulate final Data and Information Strategy to Board**

**7. Outcome Activity Annual Report (draft consultation) - CJS/2021/61**

7.1 Hannah Dickson presented a paper on the draft OAAR report to be circulated to partners as part of the consultation process.

7.2 The Board thanked Hannah and Victoria for all the work in producing the report and agreed the report for consultation. They approved the timeline and agreed to hold back the slides and to issue instead a standalone executive summary.

7.3 The Board felt it would be helpful to see at a glance how partnerships were performing and requested a spreadsheet with the data collated.

**Action: Hannah Dickson to provide the Board with a spreadsheet with the partnerships' performance collated**

**8. Scottish Government consultation on Bail and Remand CJS/2021/62**

8.1 Keith Gardner informed the Board of the recent publication of a Scottish Government consultation on Bail and Remand and to consider the preliminary draft CJS response and agree the final sign-off arrangements. The final version is due by 7 February 2022.

8.2 The Board felt this consultation was an opportunity for CJS to encourage cultural change and to keep in mind public interest versus risk to the public.

8.3 Following discussion the Board felt the response should include:

- Bail supervision to be flagged as part of the process
- Restorative justice a key area to highlight
- HDC – seek clarification on who decides on HDC after custody is imposed?
- Release from prison – the release day can impact on the support available, therefore weekend release dates should be avoided

8.4 The Board agreed the initial draft response with some rewording, Kathrine Mackie to liaise with Keith Gardner on the next iteration to be circulated to the Board including the new Chair by 15 January 2022.

**Action: Kathrine Mackie to liaise with Keith Gardner on next draft response to be circulated to the Board by 15 January 2022**

## **9. Restorative Justice - National Hub CJS/2021/63**

9.1 Gemma Fraser provided an overview of the Scottish Government proposal that CJS host the RJ National Hub for the delivery of the Sherifffdom model, achieving consistent RJ across Scotland by 2023.

9.2 The Board agreed that CJS should progress towards hosting the RJ National Hub Team on behalf of Scottish Government, providing that funding is forthcoming for the proposed team structure.

## **10. Community Support Services – local area information - CJS/2021/64**

10.1 Pete White, reported that he had received all the completed templates for the local authorities on community justice services for their area. The next stage is to collate all the info provided and put on the CJS website ensuring it is accessible and testing has been undertaken.

10.2 Rebecca Worrall reported that local authorities will be sent a final version of the info on the website to agree before the launch in early January 2022.

10.3 The second phase will be to create and design the info to make it more visual 'bring to life'. The Board will be briefed when it is complete and it will be evaluated and digital analytics produced.

**Action – Rebecca Worrall to brief the Board on the second phase of the community support services info on the CJS website**

## **11. Commissioning update - CJS/2021/65**

11.1 Claire Penny updated the Board on progress of Strategic Commissioning and recent activity undertaken by CJS.

11.2 Claire reported that she met with SG on Tuesday 14th December to discuss joint comms and next steps. She reported that she is awaiting clarification on a couple of points and will update the Board in due course.

11.3 Claire informed the Board that a temp project officer will join CJS in January 2022, they have public sector knowledge and will support her to progress the commissioning of throughcare and mentoring services.

**Action – Claire Penny to update the Board following meeting with SG on 14 December 2021**

## **12. Digital Strategy - CJS/2021/66**

12.1 Bill Fitzpatrick provided an update for the Board on the development of the CJS Digital Strategy.

12.2 He reported that CJS is moving to create digital capacity and capability in key areas where we need to deliver services now (communications and training) but it still needs an overarching role that will look at the approach that the whole organisation needs to take to its digital transformation.

12.3 The strategy in its current form provides a basis for CJS moving forward, it does however need to be built upon and it is recommended that further development is deferred until a dedicated, suitably qualified resource is recruited and added to the CJS staff or funding is found to commission the necessary work. The Board agreed this proposal.

**Action: Bill Fitzpatrick to circulate the latest version of the Digital Strategy to the Board.**

## **13. Risk Register - CJS/2021/67**

13.1 Bill Fitzpatrick reported that the draft CRR was reviewed by the CJS Board at its last meeting on 27 October 2021. Since then it has been reviewed by the CJS Senior Management Team (SMT).

13.2 The next scheduled Audit and Risk Committee (ARC) will take place on the 19 January 2022, when it will consider a new draft CRR.

13.3 There have been no substantial changes to the risks reviewed by the Board in October.

13.4 The Board agreed that attempted cyber-attack is more frequent and to consider adding to CRR.

**Action: Bill Fitzpatrick to consider adding cyber security to the CRR**

## **14. Corporate plan 2020-23 exception report CJS/2021/68**

14.1 Bill Fitzpatrick provided the Board with a report on the delivery of the CJS Corporate Plan 2020-23.

14.2 The Board noted the least progress has been made in relation to the Engagement Strategy. This is in part due to Covid and the need to devote agency resources to other operational priorities. Similarly, support for local improvement work has been hampered, again by Covid and by the need to deliver RRT, OPIF and the Annual Reports, this year (2021/22). Electronic Monitoring training has been delayed by a lack of clarity about the role out and the nature and content of the training support CJS is expected to provide.

14.3 The Board noted the comments on the CJOIPs and asked if we are recording when we are providing feedback, Bill undertook to clarify with the improvement team. He reported that with regard to financial planning, he, the Chief Executive and Head of Finance meet regularly to discuss the forward planning budget.

**Action: Bill Fitzpatrick to clarify with the Improvement team the recording of feedback on CJOIPs.**

## **15. Management Accounts Period 7 - CJS/2021/69**

15.1 Helen Boath provided the Board with the Management Accounts for Period 7, April to October, for financial year 2021/22.

15.2 She reported that the actual forecasted underspend now is £21,200. As underspends in staffing costs can be used to fund operational costs an additional £3,000 has been allocated to Health and Wellbeing budget. The balance will remain in staff costs and allocated accordingly.

## **16. CJAC draft minute of meeting 25 November 2021 - CJS/2021/70**

16.1 The Board noted the CJAC minute of meeting 25 November 2021 and that the Community Justice framing narrative was the main focus of the meeting. The Board agreed the final wording of the narrative.

## **17. AOB**

### Board meetings

17.1 The Board meeting in February has been changed to the 9<sup>th</sup>. The extra meeting to sign off the OAAR and CPO reports has been changed to 7 March. The date for the April Board meeting is yet to be confirmed, Board members expressed a wish to keep meetings to a Wednesday the preferred day for most members.

### Thank you

17.2 Glenys Watt attended her last meeting as Acting Chair and she thanked Alec Spencer, as acting Deputy Chair, for all his support over the last year. She also thanked the CJS team for an exceptional year, with high quality of work and wished everyone a good festive break.

17.3 The Board thanked Glenys for taking on the role as acting chair, over a very difficult time, in terms of COVID, the sudden and unexpected loss of the Chair, and all agreed she has provided exceptional leadership.

**Action: Dorothy Smith to identify date for April 2022 Board meeting**

**Forthcoming meetings:**

**ARC 19 January 2022**

**Board meeting 9 February 2022**

**21 December 2021**