



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 20 JULY 2022, AT 10.00
R1 SPUR SAUGHTON HOUSE/MS TEAMS(HYBRID)**

Present: Ms Pauline Aylesbury(**MS Teams- from Item 7 onwards**)
Mr Graham Bell
Ms Linda Bendle
Ms Linda de Caestecker(**MS Teams**)
Ms Catherine Dyer, Chair
Mr Steve Kirkwood
Mr Alec Spencer
Ms Glenys Watt

In attendance CJS: Ms Helen Boath, Head of Finance, (**Item 7 only**)
Mr Bill Fitzpatrick, Director of Operations
Mrs Dorothy Smith, Business Manager (minutes)
Mr Chris McCully, Improvement Lead, (**Item 11 only**)
Ms Lynne Thornhill, Improvement Lead, (**Item 10 only**)
Ms Dawn Wheildon, Improvement Lead, (**Item 10 only**)

Apologies: Mr Adam Burley Sheriff Kathrine Mackie (Advisor to the Board), Karyn McCluskey

Observer: Ms Gill McKinna, Head of Caledonian System

Agenda

1. Welcome and Apologies

1.1 Catherine Dyer, Chair, welcomed the Board Members and staff to the meeting there were apologies from Adam Burley, Sheriff Kathrine Mackie and Karyn McCluskey. The Chair advised that Gill McKinna would be attending as an observer after item 7. Gill will be submitting an update paper to the September Board meeting on Caledonian system.

1.2 The Chair reported that there was a discussion at the July HRRC meeting on the format of CJS meetings and ways in which this could be improved so as to ensure members and staff were more trauma aware internally. One suggestion was that members and staff attending should be reassured that they were free to leave the Board meeting temporarily if there was a topic they found uncomfortable as a result of their own lived experience and did not wish to participate in Board discussions around that. The Chair would also at the end of an item, ask members who had remained present but not participated in discussion around any topic, if they wished to add anything to ensure that all felt included in the discussion and reaching of the Board view. Ms Rogers has been asked to provide a summary document for circulation to the HRRC and to prepare a paper for the September Board meeting, the paper will provide background for further discussion.

Action: Ms Rogers to provide a paper for the September Board meeting on trauma aware format to improve CJS internal meetings.

2. Declarations of interest, gifts or hospitality

2.1 Linda Bendle declared an interest in the CJS Commissioning Strategy in her role as an employee of a third sector organisation that would have an interest in the voluntary throughcare and mentoring contract.

3. Minute of Board meeting 25 May 2022

3.1 The Board minute was agreed and 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 and an update was provided as follows:

- Governance documents review to be considered by the ARC and if required submitted the Board for sign off.
- CJAC membership to remain unchanged with 3 meetings to be arranged for remainder of 2022/23, the first being in respect of the new OPIF.
- Action 14 – HRRC - Circulate outcome of staff survey on counselling service, is complete.
- Action 15 – SG framework to be followed up with SG - Bill Fitzpatrick undertook to contact sponsor team

Action: Bill Fitzpatrick to follow up the Framework Document with sponsor team.

5. Chair update

5.1 The Chair reported that she and Karyn McCluskey met with the Cabinet Secretary on 18 June, it was a positive meeting and dialogue continues around community justice.

5.2 The Chair reported that, as Chairing members of the PIRC Audit & Accountability Committee and CJS ARC respectively, she and Alec Spencer attend quarterly meetings of the Scottish Government Audit Committee Chairs' Network. The facilitator of the network is a recommended provider of audit training which may be suitable for the CJS ARC members.

5.3 The Chair informed the Board that she had decided that the CJAC membership will remain unchanged, she will contact the members to confirm their continued membership and proposed that 3 meetings should be arranged for 2022/23. A meeting will be held in August to discuss the draft new OPIF and implementation, before the team meet with CJP Chairs at the end of August. Other topics to be discussed by CJAC at future meetings will include, PMI, Commissioning and CJS restructure.

5.4 The Chair informed the Board that she had met with the Crown Office to discuss its strategy for its business area 'Local Courts' which also covers Community Justice. A further meeting is to be arranged for CE and Chair to meet in September to take forward community justice.

Action: Dorothy Smith to:

- **Follow up with Brian Baverstock on training for ARC members**
- **Arrange CJAC meeting for August to discuss implementation of the OPIF**
- **Arrange meeting for CE and Chair to meet with the Crown Office in September**

6. Chief Executive update

6.1 Bill Fitzpatrick provided an update for the Board on behalf of the CE. He reported on:

- Work promoting the Community Justice Strategy by CJS following its publication. A short life working group has been set up to progress this.
- CJS restructure – a start has been made with a Business Operations Team(BOT) being created bringing HR/Finance/Business teams together, the CJS function has changed since established in 2017 there is now a need to look at the structure; management time needs to be aligned to resources, CJAC will review the restructure exercise at appropriate points.
- The OPIF revision and implementation work continues following the publication of SG's Community Justice Strategy on 30 June.
- Electronic Monitoring for Bail went live (for those areas who could facilitate this) on 17th May. Early indications are that there is a slow take-up of this option. The SG-led EM Implementation Group (on which CJS is represented) is monitoring the stats in respect of this and continues to iron out some teething issues that have emerged.

7. Q1 Management Accounts CJS/2022/25

7.1 Helen Boath provided the CJS Board with information on the Management Accounts for Periods 1-3 (April to June 2022). She notified the Board of corrections to figures in para 3 of the report circulated to the Board.

7.2 She also reported that the BAM letter had just been received from SG confirming CJS budgets and will be circulated to the Board. She informed the Board that the 2022/23 pay award had not yet been agreed. The Board noted that the next 5 years will be a flat cash budget, Helen Boath undertook to provide detail on how this will impact on CJS and will report back to the Board.

7.3 The Board noted that the additional funding for Caledonian, RJ , Commissioning and RRT is ring fenced. The Board noted that the Digital Officer post will require to be funded from existing budget.

7.4 The Management Accounts showed a £41,000 underspend. The Board were advised that this was due to phasing, with invoices being awaited that had been expected in June and inability to proceed with some recruitment while awaiting confirmation of the budget allocation for FY 2022/23. There was discussion around the fact that delays in SG confirming the CJS allocated budget from all sources, until the Budget Allocation and Monitoring letter, which was dated 18 July, caused challenges with regard to allocating spend in the first quarter. Receipt of ring fenced budgets was not confirmed until late in the first quarter. Helen Boath advised there will be a review of spend with all budget holders to ensure that all spending in respect of projects with ring fenced allocation are shown against these budgets. The next update to the Board will re-profile as necessary to fully reflect spend against ring fenced budgets and spend against core budget.

7.5 Helen Boath reported that the new Purchase Order system will go some way to help better manage spend forecasting. The new Finance Officer is in post and actively looking at CJS processes and is implementing improvements.

Action: Helen Boath to circulate the BAM letter to the Board and provide a report on the impact on CJS of a 5-year flat cash budget.

8. Q1 Performance Report CJS/2022/26

8.1 Bill Fitzpatrick provided the Board with a report on the progress of the Business Plan 2022/23 for the period April – June 2022 (Q1).

8.2 The Board noted the pilot under way with Improvement Leads linked to a nominated local CJP area and meetings offered to support improvement.

8.3 The Board noted that the Caledonian system expansion may need to be amended. Gill Mckinna is meeting with sponsor team next week, hopefully to get a definitive answer with regard to further expansion.

8.4 The Board discussed the roll out of the CJS toolkit noting that it is for wide ranging audiences. Information on effectiveness and use by various audience groups would be helpful, together with collating results on how CJS is increasing awareness.

Pauline Aylesbury undertook to email Rebecca Worrall with her thoughts on focussing awareness raising with emphasis on audience, purpose, and aim.

8.5 Bill Fitzpatrick reported that CJS communications was currently being audited by Internal Audit who will have an informed view on CJS resources allocated to communication and resulting engagement and awareness raising performance.

8.6 The Board noted that the budget allocated for 2022/23 did not allow for expansion of any new national targeted campaigns by CJS the Board also noted that funds will be needed to refresh the website and that no additional funding for that purpose had been allocated in the BAM letter. There was discussion about different ways in which CJS could make use of current resources it had and also ensuring that the work of CJS was highlighted by being appropriately referenced, including by display of the CJS logo on national campaigns involving partners when appropriate. Also that many SG national campaigns could be referenced by CJS – examples include SG campaigns on the impact of Domestic Abuse and recognising addiction as a health issue rather than stigmatising those affected.

8.7 Linda de Caestecker requested and received further details on Restorative Justice priority activities on the business plan:

3.3 A mapping exercise on RJ provision and development was completed in the test project area between June and July. This utilised a survey and consultation events. Results will be published in July 2022 and inform service design, capacity and additional resourcing needs

3.4 The team plan to visit and engage with those currently serving a prison sentence and are liaising with SPS who will coordinate, resource and support the team to carry out this piece of work across the SPS prison estate. They also hope to visit and engage, with one of the private prisons in the same way to enable them to identify differences or comparisons.

8.8 Bill Fitzpatrick undertook to speak the leads for priority activities at 3.3 and 3.4 and report back to the Board. He also reported that KPIs were with the SMT for consultation.

Action: Pauline Aylesbury undertook to email Rebecca Worrall with her thoughts how CJS could further increase awareness of community justice and evidence that. Bill Fitzpatrick to obtain further details on 3.3 and 3.4 on business plan and report back to the Board.

9. Performance Monitoring for Improvement (PMI) CJS/2022/27

9.1 Bill Fitzpatrick spoke to some of Community Justice Scotland's performance monitoring for improvement (PMI) activities.

9.2 The Board noted that some elements of the PMI spreadsheet will require to be reviewed on publication of the new Outcome Performance and Improvement Framework (OPIF).

9.3 The Board had some observations on the PMI, these included:

- The Board wants to see information setting out information in respect of each community justice partnership with regard to improvement in respect of essential outcomes such as bail supervision, provision of community justice services and to hear how such information links in with tableau.
- Standards need to be articulated clearly for CJPs, along with explanations of how CJS will report on them.
- CJS is not an inspectorate, but our statutory authority is to monitor CJP performance, promote successful Community Justice Outcomes and support CJPs to achieve these.
- The Board is looking for regular quarterly updates on progress of the PMI activities and outcomes. It was suggested that may be useful to receive on an exception reporting basis once baselines have been achieved but this can be subject to further discussion as PMI proceeds.

9.4 Bill Fitzpatrick requested that further comments on the PMI be forwarded to him and Hannah Dickson, the lead on PMI. The Board agreed with the recommendation in the accompanying paper that if there was requirement for a national improvement notice the Board should be notified in advance and if local improvement then CJS will take forward but notify the Chair before issue of any notice.

Action: Bill Fitzpatrick requested that further comments on the PMI be forwarded to him and Hannah Dickson, the lead on PMI.

10. OPIF update CJS/2022/28

10.1 Lynne Thornhill provided an update to the Board on the progress of the OPIF revision project and the OPIF implementation planning project.

10.2 Lynne Thornhill reported that the team understood from discussions with SG colleagues that there was some suggestion that the OPIF needs to contain 'a few' outcomes, with a maximum of 10 indicators in total. SG expressed concern about local area capacity to implement more outcomes and indicators and had advised of their desire to reduce demand on community justice partners. Work continues to refine the OPIF in line with the project plan. A meeting will be held with SG on 21 July to talk through proposals. Lynne Thornhill undertook to report back to the Board following the meeting and to forward the iteration of the OPIF that the team were taking to that meeting (proposed 11 outcomes and 35 indicators).

Action: Lynne Thornhill to report back on the SG meeting to be held on 21 July and to forward the proposed 11 outcomes and 35 indicators to the Board.

11. National Care Service update CJS/2022/29

11.1 Chris McCully provided an update on the Scottish Government proposals to establish a National Care Service, as introduced by the National Care Service

(Scotland) ill, addressing some of the implications for community justice and the approach being taken by CJS in response to this.

11.2 It was noted that the Health Social Care and Sport Committee have requested a call for evidence by 2 September 2022. The Criminal Justice Committee have not requested a call for evidence at this stage of the Bill.

11.3 Chris McCully felt the impact for CJS will be; a need to amend the Community Justice Scotland Act, there may be a funding change and this may also impact on the CJ local model,

11.4 Graham Bell declared a conflict as he is on the Argyll and Bute Integration Joint Board and the creation of NCS would have an impact on the remit of the joint Board, this was noted by the Board.

12. Commissioning update - CJS/2022/30

12.1 Bill Fitzpatrick presented a paper from Claire Penny updating the Board on progress of Strategic Commissioning and recent activity undertaken by CJS. This was noted by the Board.

13. Risk Register - CJS/2022/31

13.1 Bill Fitzpatrick reported that since it was reviewed by the CJS Board the CRR has been reviewed by the Senior Management Team (SMT). The Board asked whether risk 2 needed to be reviewed as COVID restrictions have lifted, following discussion the Board agreed to leave for the time being.

13.2 Linda Bendle reported that some of the other Boards she is on have an Environmental Risk, it was agreed to bring the CJS Environmental policy to the ARC for consideration.

13.3 Risk 9 - LDI resourcing has reduced, Bill Fitzpatrick to review this risk.

Action: - Bill Fitzpatrick to review risk 9 on resourcing

14. HRRC draft minute of meeting 6 July 2022 - CJS/2022/32

14.1 Glenys Watt provided a report of the HRRC meeting held on 6 July 2022. Keys points from the meeting included:

- Returning to the office - monitor until November needs of the individual and business
- Outsourcing of HR service - SLCC identified external supplier and CJS will liaise with them will come back to the Board
- Being trauma informed internally at meetings etc. Nina will provide a paper for September Board.

Forthcoming meetings: ARC meeting 17 August 2022, Board meeting 14 September 2022

29 July 2022