



**BOARD MEETING
DRAFT MINUTES OF THE MEETING HELD ON
WEDNESDAY 11 JANUARY 2023, AT 10.00
R1 SPUR SAUGHTON HOUSE/MSTEAMS(HYBRID)**

Present:

- Ms Pauline Aylesbury
- Mr Graham Bell
- Ms Linda Bendle
- Mr Adam Burley (**MS Teams**)
- Ms Linda de Caestecker
- Ms Cat Dalrymple, DD, CommunityJustice, SG (**MS Teams Item 7 only**)
- Ms Catherine Dyer, Chair
- Mr Steve Kirkwood
- Sheriff Kathrine Mackie (Advisor to the Board)
- Mr Alec Spencer
- Ms Glenys Watt
- Ms Amy Wilson, Head of JAS analytical services, SG (**Item 7 only**)

In attendance CJS:

- Ms Hannah Dickson, Improvement Lead (**Item 13 only**)
- Mr Bill Fitzpatrick, Director of Operations
- Ms Laura Hoskins, Head of Improvement, and Policy (**Items 7,13,14**)
- Ms Karyn McCluskey, Chief Executive
- Mrs Dorothy Smith, Business Manager (minutes)
- Ms Dawn Wheildon, Improvement Lead, (**Items 7 and 14 only**)
- Ms Rebecca Worrall, Head of Comms (**Item 9 only**)

Agenda

1. Welcome and Apologies

1.1 Catherine Dyer, Chair, welcomed the Board Members and staff to the meeting there were no apologies.

2. Declarations of interest, gifts, or hospitality

2.1 Catherine Dyer declared that a charity she is a trustee of, has reported a potential safeguarding issue with the Charities Commissioner. – The Charity has also invited the appropriate safeguarding regulatory body to carry out an unscheduled immediate full audit of all aspects of matters which the regulator considers relevant. The Chair advised the Board that she would keep the Board updated and while, at present, there does not appear to be any conflict with her role as Chair of CJS, if that were to change for any reason, she would of course make further appropriate declarations.

3. Minute of Board meeting 9 November 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.

5. Chair update

5.1 The Chair reported that she had approached the SG Public Appointments team requesting the diversity data of the current Board and the request was declined due to the small numbers involved which might lead to potential for identification of individuals. This is standard in most data of this sort where the numbers that can be considered for statistical purposes are small. It does however make it difficult to comply with the intention for transparency around Board member diversity. The Chair suggested that in the meantime when CJS undertake an anonymous survey of CJS staff in that respect it should also include the Board. It was noted that Nina Rogers, Head of People is on SG subgroup for Race and Equality.

5.2 The Chair reported that she, Karyn McCluskey, and Kathrine Mackie had attended a meeting with COPFS to discuss ongoing implementation of actions by all partners working in the Criminal Justice System to meet the aims and objectives of the Justice Vision and National Strategy for Community Justice which were published last year. The discussion was around COPFS policies and processes and what CJS could assist CJS partners in order to better identify and remove any barriers to optimising the use of diversion from prosecution in appropriate cases.

Action: Nina Rogers to develop a diversity background survey for CJS staff and Board.

6. Chief Executive update

6.1 Karyn McCluskey provided an update for the Board. She focused on the recent letter from DG for Justice and Education on public service reform and that public bodies will need to deliver all efficiency savings as part of their reform plans, to sustain the delivery of public services within budget allocations for both 2023-24, and into future years. Karyn informed the Board that the SMT were meeting later that

day to discuss key themes and consider where savings, improved performance and improved service delivery can be achieved by working together, some initial thoughts include:

- Review CJS structure
- Review the CJS Finance function
- Improve digital capacity
- Generate income i.e., market CJS training packages
- Merging potential – with other justice partners/bodies
- Produce a timeline for transition

6.2 The DG letter was circulated to the Board and Karyn requested that comments be sent to her by Monday 16 January.

6.3 Karyn informed the Board that planning for a stakeholder survey has commenced and it is hoped that it will be undertaken soon. When the format is finalised, it will be circulated to the Board for information.

Action: Board to provide comments on the DG letter by 16 January. Karyn McCluskey to circulate the stakeholder survey questions to the Board.

7. SG OPIF discussion

7.1 The Chair welcomed Cat Dalrymple and Amy Wilson to the meeting. Cat thanked CJS for the draft revised OPIF which had been submitted to SG in September 2022. She noted the detailed local indicators that had been co-created with statutory partners across the sector and which set the requirements CJS considered necessary to underpin the national indicators in the revised OPIF. She reminded the Board that in the 2021 report on delivery of Community Justice by all partners, Audit Scotland had considered that there was a lack of suitable outcome data.

7.2 The Scottish Government (SG) were agreed that focus must be on robust data and were also seeking to publish an OPIF which was concise and focussed. Scottish Government wished the revised OPIF to demonstrate progress and shift towards the Strategy aims and priority actions using a small number of high-level outcomes and indicators. The revised OPIF is to be published on 1 April 2023 and SG is requesting comments from stakeholders by late January with an in-person event with COSLA in February.

7.3 Amy Wilson reported that data will be sourced from frontline delivery partners. The national indicators will highlight what the performance is in that area, without the need to focus on local information. JAS will liaise with CJS on how best to ask the questions via the OPIF.

7.4 The Chair noted that in approaching the revision CJS had ensured that all appropriate considerations were taken into account and had made use of the services of Fraser McKinley, formerly of Audit Scotland, to advise on the CJS approach to data selection and information gathering required at local level to create the local indicators that CJS considered essential to support national indicators.

7.5 The Board expressed concern that given the complex interactions involved in delivering effective Community Justice Outcomes focussing on reporting only high level outcomes and bald numbers will not explain whether something going up or down is good, or actually achieving improvement; the Board considered that there was a need to avoid a mere tick box exercise as to whether a Community Justice Partnership had services in place – the real data that was needed was around if the necessary services were actually delivered when needed by an individual and how effective they were. The Board also considered that local indicators play a crucial part in providing supporting evidence to allow informed consideration of national outcomes.

7.6 It was agreed that qualitative information such as that suggested in the local indicators drafted by CJS in consultation with CJP partnerships gives the necessary detail and local context which is crucial to examine to ascertain if progress is being made for outcomes.

7.7 There was discussion suggesting that the OPIF could be a living document. While legislation indicates that it can be reviewed from time to time by CJS and any suggested revisions will be considered, decided upon and published by SG, this will be only the second OPIF with the first being drafted by SG around the commencement of the 2016 Act. Practice since had identified that having an OPIF which remained unaltered for 5 years while the whole justice landscape and public sector delivery environment continued to move at pace was not ideal. SG is considering how future updates might be achieved without the need to revise the whole contents of an OPIF in future years.

7.8 The Chair thanked Cat and Amy for a useful discussion and looked forward to finding a compromise to ensure the qualitative data was able to be collected and considered. Dialogue between SG and CJS would continue with the next step to be Dawn Wheildon and Laura Hoskins to respond to SG by 12 January on proposed indicators.

Action: Dawn Wheildon and Laura Hoskins to respond to SG on proposed indicators by 12 January.

8. 2023-26 Corporate Plan draft outline CJS/2023/01

8.1 The Board noted the draft corporate plan outline and comments were invited from the Board to be submitted prior to the joint Board SMT day on 7 February.

Action: Board invited to provide comments on the draft corporate plan outline by 7 February 2023

9. Verbal update – Website and National event

9.1 Rebecca Worrall provided an update of the CJS website refresh. The company undertaking the refresh will present at the next Board meeting. A survey has been sent to the Board seeking their views on the look and content of the website.

9.2 Rebecca also updated the Board on the CJS national event. Because of necessary budget alterations in-year due to the need to implement the SG pay award in-year there had been a pause in planning the event until it was clear what revised amount would be available. As a result, planning activity had been constrained and it had been decided to move the event from its usual March date to later in 2023. This change has been discussed with the sponsor team. In discussion the Board identified September as a potential month for the event to take place. A project group will meet to start the planning for the event and will start by seeking an inspirational speaker, the Board were invited to forward any suggestions to Rebecca Worrall.

Action: Board to send comments on the website content and format of the CJS national event to Rebecca Worrall.

10. Q3 performance report CJS/2023/02

10.1 The Board noted the report on the delivery of the CJS Business Plan 2022/23, in the period October – December 2022 (Q3).

11. Management Accounts period 8 CJS/2023/03

11.1 Vicky Woolf provided the Board with a report on the Management Accounts up to the end of Period 8 (November). She reported that work is currently underway to establish a monthly monitoring process which will enable full year forecast figures to be included for each line within the management accounts in future periods.

11.2 Vicky Woolf provided a report on the proposed changes to the 2022/23 budget. The Board approved the proposed amendments to the revised budget.

12. Strategic Commissioning update - CJS/2023/04

12.1 The Board noted the update report on the progress of the strategic commissioning and recent activity undertaken by CJS.

13. Link improvement lead update CJS/2023/05

13.1 Hannah Dickson presented a case study of two areas, issues which have emerged and how CJS is collaborating with local partners to support improvement.

13.2 The presentation included some contextual information about the area, a summary of the locally identified community justice priorities, and some initial observations about how the partners are working together to deliver community justice.

13.3 The Board thanked Hannah for an informative presentation.

14. DRAFT CPO Report CJS/2023/06

14.1 Dawn Wheildon presented the first draft of the CPO annual report for 2021-22. She reported that the CJS Comms will liaise with SG re publication of the report on 31 March 2023.

14.2 The Board noted that a number of CPO placements had disappeared during the pandemic and some areas are working hard to build up a range of opportunities that were available pre-pandemic.

14.3 The Board suggested some rewording to the infographics on page 3 of the report and Dawn requested any further comments to her by 20 January.

Action: Board to forward comments on the draft report to Dawn Wheildon by 20 January.

15. Risk Register - CJS/2023/07

15.1 Bill Fitzpatrick reported that since it was reviewed by the CJS Board the CRR has been reviewed by the Senior Management Team.

15.2 The Board noted the updated CRR.

16. HRRC draft minute of meeting 7 December 2022 - CJS/2023/08

16.1 The Board noted the draft minute of the HRRC meeting held on the 7 December 2022.

16.2 Glenys Watt reported keys points from the meeting as follows:

- Psychological workplace safety – the Committee agreed the proposals from the document produced by Nina Rogers and requested that any actions, learning, or changes introduced as part of the process be recorded.
- The HR shared service project is progressing. However, to facilitate the pension records a new interface will need to be created and the new payroll provider would be required to test this with MyCSP, and the testing has an estimated cost of £21k.

16.3 The Board suggested exploring the option of CJS using the services of another public body who have MyCSP.

17. AOB

17.1 Karyn McCluskey updated the Board on the finance resource position.

Forthcoming meetings: Joint Board/SMT Strategy Day 7 February, ARC meeting 22 February, HRRC meeting 6 March 2023.

16 January 2023