



BOARD MEETING
DRAFT MINUTES OF THE MEETING HELD ON
WEDNESDAY 8 MARCH 2023, AT 10.00
R1 SPUR SAUGHTON HOUSE/MSTEAMS(HYBRID)

- Present:
- Ms Pauline Aylesbury
 - Mr Graham Bell
 - Ms Linda Bendle
 - Mr Adam Burley
 - Ms Linda de Caestecker
 - Ms Catherine Dyer, Chair
 - Sheriff Kathrine Mackie (Advisor to the Board) **(MS Teams)**
 - Ms Nelly Miller, Senior Account Manager, The Gate **(Item 7 only)**
 - Mr Alec Spencer **(MS Teams)**
 - Ms Glenys Watt
- In attendance CJS:
- Ms Maria Croce, Senior Communications Manager **(Item 7 only)**
 - Mr Bill Fitzpatrick, Director of Operations **(MS Teams)**
 - Ms Emily Gilloran, Improvement Lead **(MS Teams item 12 only)**
 - Ms Laura Hoskins, Head of Improvement, and Policy **(MS Teams items 12,13,14,15)**
 - Ms Claire Penny, Head of Commissioning, **(MS Teams item 11 only)**
 - Mrs Dorothy Smith, Business Manager (minutes)
 - Ms Dawn Wheildon, Improvement Lead, **(MS Teams items 13 and 14 only)**
 - Ms Vicky Woolf, Finance Officer, **(Item 9 only)**
 - Ms Rebecca Worrall, Head of Comms **(Item 7 only)**
- Apologies:
- Mr Steve Kirkwood and Ms Karyn McCluskey

Agenda

1. Welcome and Apologies

1.1 Catherine Dyer, Chair, welcomed the Board Members and staff to the meeting apologies were received from Steve Kirkwood and Karyn McCluskey.

2. Declarations of interest, gifts, or hospitality

2.1 Linda Bendle and Kathrine Mackie declared an interest in the CJS Commissioning Strategy, with their involvement in third sector organisations that would have an interest in the voluntary throughcare and mentoring contract. This was noted by the Board but did not require further action at this stage.

3. Minute of Board meeting 11 January 2023

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.

4.2 For action 4 on the stakeholder survey, Bill Fitzpatrick reported that the survey had been issued and undertook to circulate to the Board for information. The Chair reported that action 12 was complete, the CE, Chair and Kathrine Mackie had met with the Crown Office in January and plan to meet again in June 2023.

Action: Bill Fitzpatrick to forward the stakeholder survey to the Board for information. Dorothy Smith to arrange a meeting for the CE, Chair and Kathrine Mackie with COPFS for June 2023.

5. Chair update

5.1 The Chair indicated that as the agenda for the meeting was full there should be a separate Board Planning Day in April to primarily focus on the 2023/24 Business Plan but also other suggested topics for discussion to include; Board members to link with a Local Improvement Lead (LIL) to help support improvement and meet with CJs; Keith Gardner is the CJS safeguarding officer and it is appropriate to have a board member to lead on safeguarding: she asked for anyone who might like to take this on to indicate their interest to her. Also, to look at planning discussion topics for the CJAC for the following year, perhaps having two cohorts of members as there were a number of topics in 2023/2024 which would require fuller consideration than would be possible within normal Board meetings. The members of the Board who considered matters in more depth at the CJAC could assist the full Board by reporting back. One example would be commissioning of throughcare.

5.2 It was also agreed that Board meetings should be planned from the start of the year to allow two pertinent topics to be presented on and discussed in more depth than previous agenda had allowed; with updates for noting being circulated in

advance and noting confirmed at the meeting, but not requiring attendance of relevant staff at the meeting unless notice was given by any member of the need for discussion by the full Board.

Action: Dorothy Smith to identify date in April for Board planning day. Chair to identify a Board member to take on safeguarding role.

6. Chief Executive update

6.1 Bill Fitzpatrick in the absence of CE spoke to the update. The Board noted the update and agreed that in future the CE update should be shorter with key highlights and topics not already covered on the agenda.

Action: CE to review format of CE update report to achieve shorter version with key highlights.

7. Website Refresh – Presentation from The Gate

7.1 Nelly Miller, Senior Account Manager, from the Gate an MSQ agency, presented the findings of the Gate review of the CJS website. It was recognised that it could be an extremely powerful tool for educating everyone - the general public and practitioners - on the purpose of CJS and aims of community justice. The Gate noted that CJS have a unique opportunity to combine a wealth of information - factual descriptions and definitions, educational tools and resources, presentation of real-life stories to name but three - in one place. No other organisation or website does this currently in respect of community justice. By presenting content in a more creative and accessible way, and ensuring that it is easier to find, a very wide audience can not only be reached, but retained.

7.2 The Board thanked Nelly for the very helpful presentation and agreed that there was a need to determine the purpose of the site and the audience; a mapping exercise should be undertaken, and recommendations reported to the Board. The Board noted that accessibility needed updated, and language used in current CJS documents e.g., corporate plan etc should be reflected in the website narrative.

7.3 The Board suggested pop-up alerts would be helpful for the reader; leading them to other areas of the website that maybe of interest and prove more helpful for interaction.

7.4 Rebecca Worrall undertook to provide a proposition paper for the May Board meeting and confirmed that it could be circulated prior to that meeting to the Board agenda for the Planning Day in April. Rebecca also undertook to forward the Gate's PowerPoint presentation to the Board.

Action: Rebecca Worrall to provide a proposition paper for the May Board meeting. Dorothy Smith to add website refresh to agenda for Board planning day in April and to forward the PowerPoint presentation to the Board.

8. 2023-26 Corporate Plan draft update CJS/2023/09

8.1 The Board noted the updated draft corporate plan. The Board suggested some changes to wording and agreed that Appendix 2 could be referenced in a link

rather than on the face of the Plan. The Board felt the 'Community First' statement needed more explanation and Adam Burley and Linda Bendle undertook to provide revised wording. Bill Fitzpatrick invited the Board to submit any further comments amendments to him.

Action: 'Community First' explanation to be amended by Adam Burley and Linda Bendle. Further comments in the draft Plan to be provided by Monday 13 March 2023.

9. Management Accounts period 10 CJS/2023/10

9.1 Vicky Woolf spoke to the Management Accounts up to the end of Period 10 (January). She reported that core salaries and Board fees will have an anticipated underspend of £37,000. The period 11 accounts are looking similar to period 10. She informed the Board that she will revise format of the report, to include an additional column showing year end forecast. Vicky reported that there will be £30k of the operational budget at risk of not being spent as the learning hub project may not be delivered by 31 March, she undertook to keep the Board updated on this risk.

9.2 Vicky informed the Board that Board fees for 2023/24 will be estimated on known/planned meetings etc and she will ascertain if it is possible to separate board travel and subsistence from fees in the budget forecast.

Action: Vicky Woolf to revise format of the management accounts reports to the Board, to include an additional column showing year end forecast. She will also keep the Board updated on the potential underspend in the operational budget.

10. Corporate Risk Register - CJS/2023/11

10.1 Bill Fitzpatrick reported that since it was reviewed by the ARC the CRR has been reviewed by the Senior Management Team.

10.2 The Board noted the updated CRR and the three proposed new risks for inclusion in the draft CRR, these relate to Environmental, CJS finance function and Caledonian system training. The Board felt the risk around the finance function could be reworded and also suggested some rewording to the Caledonian risk.

Risk Appetite

10.3 The Board noted the risk appetite paper and Bill Fitzpatrick reported that the ARC had discussed risk appetite at a previous meeting. The Board discussed where risks could be taken, e.g., the website, could be bolder in debunking myths about community justice delivery that sometimes appeared in the media and could undermine confidence in the very good work and outcomes being delivered by the community justice workforce across Scotland.

10.4 Bill Fitzpatrick undertook to produce a horizon scanning paper twice yearly for the Board.

Action: Bill Fitzpatrick to reword sections discussed in the CRR and produce a risk horizon scanning paper twice yearly for the Board.

11. Strategic Commissioning update - CJS/2023/12

11.1 The Board noted the update report on the progress of the strategic commissioning project and that there has been a gap in the research programme which was due to sick leave. Claire Penny undertook to circulate the research time management document to the Board for information.

11.2 Claire Reported that the project team will lead a session on Wednesday the 22nd of March 2023 with the CJVSF members and wider 3rd sector, to provide a project update and allow for discussion around some of the scenario planning topics and undertook to send the Board an invitation.

Action: Claire Penny to circulate the research time management document to the Board for info and to send an invitation to the session on Wednesday the 22 March 2023 with the CJVSF to the Board.

12. Local Improvement lead update CJS/2023/13

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

12.2 The presentation included some contextual information about each 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.

12.3 The Board thanked Emily for an informative presentation.

13. 2021/22 DRAFT CPO Report CJS/2023/14

13.1 Dawn Wheildon presented the CPO annual report for 2021-22. The Board approved the report and Dawn will liaise with Rebecca Worrall on the publication by 31 March 2023.

14. OPIF CJS/2023/15

14.1 Dawn Wheildon presented:

- a draft of the OPIF (as presented by SG), and
- a draft of the CJS improvement tool which will provide guidance to local areas on the role of local supporting evidence in understanding progress towards national outcomes.

14.2 Dawn Wheildon informed the Board that SG have renamed the OPIF to Community Justice Performance Framework (CJPF), separating performance and improvement which will be addressed by the CJS Improvement Tool. She informed the Board that she is waiting on the content of the delivery plan from SG and CJS will hold 4 workshops to go present the improvement tool to partners.

15. 2021/22 Draft OAAR CJS/2023/16

15.1 Laura Hoskins presented the 2021/22 Outcome Activity Across Scotland Annual Report, which was approved by the Board. The Board was invited to send any further comments to Richard Thomson by 10 March 2023.

Action: The Board to submit any further comments on the OAAR to Richard Thomson by 10 March 2023.

16. ARC draft minute of meeting 22 February 2023 - CJS/2023/17

16.1 The Board noted the draft minute of the ARC meeting held on 22 February 2023.

16.2 Alec Spencer reported key points from the meeting as follows:

- Christopher Gardner, Audit Scotland, attended the ARC meeting, and said the meeting gave him a better insight into the CJS finance process, and he was invited to attend the Board meeting in May.
- The finance function was discussed but it was acknowledged that developing new arrangements should be put on hold.
- The Committee reviewed the policies dealing with anti-bribery and scheme of delegation.

16.3 Alec Spencer asked if policies reviewed by the ARC required to be signed off by the Board. It was agreed that these did but could be signed off via email and that the adoption of amended policies would then be confirmed by noting at the next Board meeting. The ARC would review policies on a planned basis as required and forward with recommendations to the Board throughout each year.

Action: Dorothy Smith to email reviewed policies to the Board for sign off and adoption of amended policies to be noted at the Board meeting following Board approval.

17. Verbal update of HRRC meeting 6 March 2023

17.1 The Board noted the verbal update from Glenys Watt of the HRRC meeting held on the 6 March 2023.

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

- There has been quite a bit of movement in the CJS team; people leaving, temporary appointments coming to an end, and this has put a lot of additional pressure on the team.
- The safeguarding policy was discussed, and Keith Gardner has been appointed the safeguarding officer and it was suggested that the Board may wish to have a Board member to take on the role of safeguarding lead for the Board. The guidance drafted by Keith to be shared with the Board.

- HR shared service was discussed, and it was agreed that a full business case would be required although in principle the Board understood from HR team that changing provider would provide better information than the current system and cost considerably less in the long-term. However, there will be costs incurred to transfer to another provider, as a result of the Civil Service Pension scheme requirements.
- Staff survey – very positive results and good response rate, however there was some concern on the two questions around bullying and management of challenging behaviour and the Board considered further work would be required to ascertain what was being referred to. It was not clear from the way the questions were posed if either involved colleagues, managers or external contacts but in any event the Board wished further exploration and an update later in the year regarding further conclusions.

17.3 Bill Fitzpatrick informed the Board that, although costs of a new HR system might cost less, it was not a given that CJS could utilise the benefit as Scottish Government might reduce overall funding accordingly. There are no funds budgeted for in the new financial year to support the transition costs for the HR shared service.

17.4 With regard to the staff survey results the Board felt that the “psychological safety at work” project being undertaken by Nina Rogers may address the management of challenging behaviour, but it was felt that there is a real need to drill down on the two less positive results and to consider rephrasing the questions in future.

Action: Nina Rogers to:

- **Produce a business case and detail what options have been explored in the contracting out of HR Shared Services.**
- **Advise the Board as to additional steps being taken with regard to obtain better information as to causes leading to the results in respect of these two sections of the staff survey.**
- **To share the guidance drafted by Keith on safeguarding with the Board.**

Forthcoming meetings: Board Planning Day April tbc, Board meeting 10 May

13 March 2023