



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 6 NOVEMBER 2024,
AT 10.30
R1 SPUR, SAUGHTON HOUSE**

Present: Ms Pauline Aylesbury
Mr Graham Bell
Ms Linda Bendle
Ms Catherine Dyer, Chair
Mr Graeme Hill, (co-opted member)
Sheriff Kathrine Mackie (Advisor to the Board) **(MS Teams)**
Mr Alec Spencer
Ms Glenys Watt

In attendance CJS: Ms Astrid Aubrey, Caledonian national Data Co-ordinator **(Item 9 only)**
Mr Bill Fitzpatrick, Director of Operations
Ms Karyn McCluskey, Chief Executive
Mr Chris McCully, Policy Improvement Lead **(Item 8 only) (MS Teams)**
Ms Hilary Ramsay, Head of Corporate Services **(from item 10)**
Mr Dave Scott, Head of LDIC **(Item 9 only)**
Mrs Dorothy Smith, Board Secretary (minutes)

Apologies: Ms Linda de Caestecker

Agenda

1. Welcome and Apologies

- 1.1 Catherine Dyer, Chair, welcomed the Board Members and staff to the meeting. There were apologies from Linda de Caestecker.

2. Declarations of interest, gifts, or hospitality

2.1 There were no declarations of gifts or hospitality The Board noted that Linda Bendle continues to declare an interest in the CJS Commissioning Strategy, as a consequence of her involvement in a third sector organisation that has submitted a bid for the voluntary throughcare and mentoring grant. This was noted by the Board and that Linda Bendle would be asked to leave the meeting when the Commissioning update was discussed at item 8 on the agenda.

3. Minute of Board meeting 18 September 2024

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 updates were provided for some outstanding actions.

5. Papers circulated for information, comment, and approval.

5.1 The Board noted the updated Business Travel Policy and the report on CJS actions relative to the Scottish Biodiversity Duty.

5.2 The Board also noted the paper outlining the current organisational structure and reporting lines. Members observed that Caledonian and training are shown separately and RJ and RRT are shown separately from improvement. It is appreciated that to date funding for these three areas of work has been ringfenced by Scottish Government and does not form part of CJS core budget. Funding for Caledonian is due to become mainstreamed into the CJS budget from 2025/26. The Board noted that there is a workforce planning project underway which includes further consideration of CJS structure as further changes occur.

6. Chair update

6.1 The Chair reported that the Board Member recruitment had concluded and a decision would be made on 14 November by the Cabinet Secretary on the successful candidates. Board member induction programme was to be discussed at the afternoon Board session.

6.2 The Chair reported that the justice budget may not be as affected by reductions as many other portfolios but even a flat cash outcome would be challenging given the impact of staff costs and inflationary pressures on all goods and services. Further work on setting priorities will be required as budget allocations for 25/26 become clearer over the coming months.

7. Chief Executive update

7.1 Ms McCluskey provided the Board with an update on matters of note which included:

- CJS staffing challenges – Three members of SMT are currently absent for a variety of reasons and volumes of work remain high.
- She had attended the Citizens Assembly Scottish Parliament - the Assembly members were very knowledgeable about drug and alcohol issues. The output of the Assembly will go to the Justice Committee.
- She had met with James Timpson (Prisons Minister in the UK Parliament)– it was a positive meeting focusing on the importance and effectiveness of community justice interventions. It is anticipated that the CEO will invite the minister to Scotland in the New Year to discuss areas of common interest further.
- Independent Review of Sentencing and Penal Policy– A chair still has to be appointed. Outcomes from the review will require drafting of an implementation plan and there will be costs associated with implementation.
- CJS co-hosted an event around aspects of Community Justice with COSLA on 14 October. It was well attended. Ms de Caestecker delivered an overview on behalf of the Board.
- Work around understanding and improving use of warrants has been ongoing including gathering data on why people do not attend court. It has been challenging to obtain meaningful data from the justice partners but progress is continuing.
- Academic Advisory Group had met on 29 October - Ms Heffernan, CJS researcher, has been working on a literature review around diversion etc. utilising AI and it is hoped that an outcome will be valuable information that can be shared with other researchers and partners.
- Letter from Permanent Secretary had been received - inviting public bodies to come together to collaborate - and to consider support services and shifting resources.

8. Commissioning update

8.1 Linda Bendle left the meeting for this item. Mr McCully provided an update for the Board.

8.2 Mr McCully reported that the recommendation for the preferred partnership had been submitted to SG and will be submitted to the minister by 5 November. SG have confirmed that it will provide a set-up fund to the successful partnership. The Board welcomed the progress and also the provision of the set-up monies although noting the short time left ahead of implementation of the new grant funding commencing in April 2026. It was noted that ahead of the announcement by SG, apart from Mr Bell (who had been the Board representative throughout the life of Commissioning Project) and the Chair, Board members had not been advised of the recommendation which had emerged from the professional stakeholder assessment panel.

8.3 Mr McCully advised that CJS would support the new partnership in transition planning and help produce a business case for the set-up fund. It was agreed that the Chair would meet with Mr McCully to receive further update and details of planning for the transition from existing service providers where that was a necessary outcome.

Action: Chair to meet with Mr McCully to discuss the new throughcare and mentoring partnership set up and transition.

9. Learning, Development & Innovation / Caledonian (LDIC) Strategy and Evaluation Framework CJS/2024/38

9.1 Mr Scott presented the updated LDIC Strategy and the accompanying Evaluation Framework following the Internal Audit report into training provision.

9.2 The Board noted the updated Strategy enables LDIC to deliver high quality learning to as wide a cohort as possible whilst acknowledging that because of overall budget allocation, CJS resources are still below what was identified as necessary in 2017 with an increased portfolio of learning products. It also enables a more flexible approach to delivery to reflect anticipated budget reductions in the foreseeable future.

9.3 LDIC will continue to develop skillsets in the design and delivery of blended and flipped learning whilst utilising the Evaluation Framework to embed the voices of learners and managers within the justice workforce into the further design and delivery.

9.4 Ms Aubrey provided a demonstration of the evaluation framework, already in use with LDIC. The Framework enables LDIC to assess the effectiveness and suitability of course content, the standard of delivery (face to face, blended and flipped) and the outcomes for delegates within the context of their working practices.

9.5 The Board noted :

- The evaluation survey is to be completed by learners immediately following online and face-to-face training and again within 6 months of the training
- Once a year CJS will look at results and provide analysis
- LDIC aiming for a 50% response rate in line with industry standards
- The survey is anonymous
- Evaluation data will monitor closely after implementation to meet internal audit recommendations

9.6 The Board thanked Mr Scott and Ms Aubrey for a very helpful presentation.

10. Annual Report and Accounts 2023/24 CJS/2024/39

10.1 Ms McCluskey presented the 2023/24 Annual Report and Accounts (ARAA). The Board observed that the format this year was a vast improvement on previous years; it is clear and concise and accessible. Part of the process had considered

what absolutely had to be in the report and some of the unnecessary detail had been removed. Clarity and brevity and would be pursued in all future reports.

10.2 The External Auditors issued an unmodified opinion on the accounts. One item raised by the auditors was that there had not been a test of the Business Continuity Plan (BCP) in the last 2 years, Bill Fitzpatrick informed the Board that a test of the BCP had been undertaken on 31 October 2024.

10.3 The Chair of ARC recommended to the Board formal approval of the CJS Annual Report and Accounts for 2023/24 and its subsequent publication. This was agreed by the Board.

11. 2024/25 Q2 Finance report cover paper CJS/2024/40

11.1 Ms Ramsay presented the finance report for Q2. She provided explanations for the main areas of year-to-date underspend. It is still intended for the planned number of RJ test cases to be completed within the year, which would result in full year spend being on budget.

11.2 The revised budget will involve Caledonian expenditure intentionally working to an agreed planned overspend against the Caledonian budget reflecting the original position of the Scottish Government £27k Caledonian funding shortfall. This overspend will be netted off against areas of Core underspend in respect of Salaries, Board fees underspend, and cancellation of in person annual event.

12. Corporate Risk Register CJS/2024/41

12.1 Mr Fitzpatrick presented the revised risk register. The Board noted that risks; 6,7 and 8, all related to the Commissioning of Throughcare. The Board requested that it be sent a copy of the submission of the professional stakeholder panel recommendation to the Minister and the SG announcement when the grant was awarded by SG.

12.2 The Board discussed risk 9 on CJS accommodation, Mr Fitzpatrick informed the Board that a project group is looking at future accommodation options; what CJS need, by when, staff needs and cost of moving as well as new accommodation lease. The Board requested to be kept updated on developments.

12.3 Mr Hill suggested approaching Scottish Futures Trust for identification of suitable public sector shared accommodation.

Action: The Board requested:

- **To be sent a copy of the submission re award of grant for Throughcare services to the Cabinet Secretary and the official announcement when the grant is awarded by SG.**
- **To be kept updated on developments re accommodation.**
- **To be updated on the outcome of an approach to the Scottish Futures Trust for possible public sector shared accommodation.**

13. 2024/25 Q2 Performance report cover paper CJS/2024/42

13.1 Mr Fitzpatrick presented the Q2 performance report. In noting the report the Committee observed that the SMT have reported on the in-year deliverables from the business plan and these are discussed in full at every Senior Management Team meeting when progress is reviewed.

13.2 The Board noted at 1.4 of the report that the Community Support Services Tool has been revised and improved with the support of local and national stakeholders and is now available via the CJS Website. Ms McCluskey advised that the CJS Outcome Activity Annual Report (OAAAR) will highlight further areas for improvement. This report is currently being finalised and will come to the Board in the New Year.

14. Draft minute HRRC meeting held on 23 October 2024 CJS/2024/43

14.1 Ms Watt reported that the HRRC meeting held on 23 October which included discussion on:

- Review of 6 policy documents which would be forwarded for Board approval
- Equality Outcome Reporting
- Workforce planning
- 360-degree feedback for SMT participants

14.2 Ms Ramsay reported that workforce planning has included engaging with staff, convening a planning group to take this forward. The group will provide a draft to Ms McCluskey and Mr Fitzpatrick by December to include next steps and the Board will be kept advised.

14.3 The Chair proposed an equality and diversity and inclusion survey for the Board, to include co-opted member and board advisor and will liaise with Head of Corporate Services on format.

14.4 The Worker Protection Act 2023 was noted by the Board.

Action: The Chair and Ms Ramsay to agree diversity survey for the Board.

15. Draft minute ARC meeting held on 23 October 2024 CJS/2024/44

15. Mr Spencer reported that the ARC meeting held on 23 October included discussion on:

- Review of the 2023/24 ARAA for submission to the Board
- Business Continuity Plan (which has now been tested)
- the good external audit report for 2024

Forthcoming meetings: Board 8 January, ARC and HRRC 29 January 2025

13 November 2024