



**BOARD MEETING
MINUTES OF THE MEETING HELD ON
WEDNESDAY 8 JANUARY 2025,
AT 10.30
R1 SPUR, SAUGHTON HOUSE**

- Present: Ms Pauline Aylesbury
Mr Graham Bell
Ms Linda Bendle
Ms Linda de Caestecker **(MS Teams)**
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: Mr Martin Cawston, Learning, Development and Innovation Lead **(Item 10 only)**
Ms Hannah Dickson, Project Lead, Voluntary Throughcare and Commissioning **(MS Teams item 8 only)**
Mr Bill Fitzpatrick, Director of Operations
Ms Karyn McCluskey, Chief Executive
Ms Rebecca Proctor, Tempary Business Manager, **(Observer)**
Ms Hilary Ramsay, Head of Corporate Services **(Items 10 and 11 only)**
Mrs Dorothy Smith, Board Secretary (minutes)

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 There were no amendments to previous declarations of interest and no declarations of gifts or hospitality.

3. Minute of Board meeting 6 November 2024

3.1 The Board minute was agreed and was adopted as the version for the Publication Scheme.

3.2 Ms Watt requested that the actions at paras 13.2 and 14.2 be added to the Board action tracker.

4. Matters arising – action tracker

4.1 The Board noted the status of the actions from the action tracker and updates were provided for outstanding actions.

4.2 Ms Aylesbury suggested that the Comms team liaise with her on action 9 as SG is currently doing some work on misinformation.

Action: Ms Rogers to liaise with Ms Aylesbury on misinformation

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

5.1 The Board noted the following documents:

- Health and Safety Policy
- Lone Working Policy
- Risk Assessment and Risk Matrix Policy
- Reference Policy
- Upholding our Values Policy
- Equality, Diversity and Inclusion Policy

5.2 All were approved as drafted apart from the Upholding our Values the Board agreed that further context should be added to the document which should be retitled as a Briefing Paper rather than a Policy and the CJS values highlighted.

Action: Upholding our Values Briefing Paper; Ms Ramsay to make the changes requested.

6. Chair update

6.1 The Chair reported that she had met with Martin Cawston, Learning, Development and Innovation Lead to discuss the Business planning process for the 2025/26 Business Plan and he would provide an update for the Board later in the meeting.

6.2 Members were reminded by the Chair that at the afternoon session of the Board in November it had been agreed to invite external stakeholders to afternoon sessions of Board meetings in 2025/26 and that a note of invitees and dates of invitation would be circulated by email for approval. She also confirmed that, as also discussed, a list of suggested proposed external outreach sessions, which members could express interest in leading, with local community organisations, such as Regional Equality Councils and Community Councils, would be developed and circulated for agreement.

6.3 The Chair informed the Board that the four new board members recruited at the start of October have not yet been announced, but when this is confirmed and all members for 2025/26 are in post, she will consult with members and agree revised membership of Board committees taking into account skill sets required. Also, appointment by members of a new Deputy Chair, after the sterling service in that capacity by Glenys Watt over the past 8 years.

6.4 The discussion also covered the continuing climate of financial constraint and uncertainty is affecting the service providers who deliver frontline support services to victims of crime, and offenders who have needs that require to be addressed to prevent their further offending. The contribution that CJS leadership and guidance can make to further promoting the Vision for Justice and National Strategy for Community, enhancing confidence in community justice services across Scotland with skilled workforces and increased resilience, to deliver improved justice system outcomes remains crucial.

6.5 Given the impact of public sector spending constraints on CJS, work to reassure our own staff and collaborate on planning adjustments to the way that we work within CJS remain a priority for the Board which will continue to feature throughout 2025/26.

7. Chief Executive update

7.1 Ms McCluskey provided the Board with an update on the Commissioning project.

7.2 The partnership headed by SACRO has been awarded the Scottish Government grant funding to provide throughcare and mentoring by decision of the Cabinet Secretary on the collective unanimous recommendation of the assessment panels who considered the applications.

7.3 The panels considered that the SACRO application had:

- Demonstrated that it met all of the key grant criteria
- Scored highest in terms of both total combined score and average score following final scoring under the Grant Assessment Framework;
- Had a higher average score across the weighted sections of the Grant Assessment Framework;
- Received a clear majority Green RAG rating; and,

- Panellists considered that any outstanding concerns could be satisfactorily resolved through agreed mitigations.

7.4 SACRO will be working to deliver the outputs and outcomes required across Scotland with a number of partners including Access to Industry, Action for Children, Apex Scotland, Barnardo's Scotland, Circle, Families Outside and Turning Point Scotland.

7.5 As agreed previously by the Board, the Commissioning Project was conducted in accordance with the Green Book which contains guidance issued by HM Treasury on how to appraise policies, programmes and projects. It also provides guidance on the design and use of monitoring and evaluation before, during and after implementation. Throughout the project was resourced by CJS staff with expertise in project, programme and commissioning management and also sourced external assistance as required, including a former Audit Scotland Controller of Audit and Director of Performance Audit and Best Value.

7.6 To ensure that CJS retains the valuable corporate learning gained throughout, and to complete the commitment to open scrutiny of the various steps taken in respect of Commissioning, Internal audit will be reviewing the entire commissioning process and a report will come to the Audit & Risk Committee and the full Board later in 2025.

7.7 Ms McCluskey will now meet with SACRO CEO Annie Maughan-Thompson to discuss the transition process and next steps. The unsuccessful applicant has requested, and is being provided with, feedback on their submission.

7.8 Ms McCluskey provided key updates as follows:

- The 2025/26 budget has been confirmed, it will be a challenge to meet all priorities and if the 25/26 pay award is similar to 24/25 this will have a significant impact on the budget. The Board noted that the Caledonian funding has been consolidated in the CJS core budget.
- Ms McCluskey attended a Criminal Justice Data Workshop on 19 December – SCTS, SPS, COPFS also attended. There were discussions around a platform to share data but the priority remains data sharing and the need for data sharing agreements in some instances. Mr Gardner has been tasked by Ms McCluskey with producing a draft data sharing agreement. The Chair advised of an expert contact who may be able to help assist partner organisations with extracting the necessary data.
- Engagement with politicians - with the election next year political parties will be developing their manifestos and looking for information on community justice services. Mr Smith, Learning and Development lead has developed statistics on training and Ms Heffernan, Research Officer has undertaken research and highlighted common themes of interest.
- Sentencing and Penal Policy Commission – Ms McCluskey has not seen the ToR and the Chair has still to be announced. The Board will be updated as information is announced
- Prison numbers are still at record numbers and it is understood that further, early release dates for some categories of offender are planned for February 2025.

8. Commissioning update

8.1 Ms Dickson provided an update for the Board, key points to note included:

- To reflect on the commissioning process for further learning
- There is a set up grant to enable the appointed partnership to meet some service as of 1 April 2025
- There will be a SG public announcement of successful provider on 10 January CJS will contact stakeholders at the same time
- An external provider has been contracted to develop a monitoring and evaluation framework
- Staff will TUPE to SACRO from current service providers as appropriate, there will not be many job losses and caseload will transfer with staff moving to the partnership from existing providers to ensure continuity of service
- CJS' role with the new provider will be collaborative but focused on achievement of appropriate levels of service delivery
- SG will be kept updated on the ongoing performance of the new provider
- CJS management will bring regular performance reports to the Board
- The early release of prisoners from February will coincide with the new service provider taking on the throughcare and mentoring service and it is clear from previous early release this may have an impact on service delivery

9. Corporate Risk Register CJS/2025/02

9.1 Mr Fitzpatrick presented the revised risk register. The following was noted by the Board:

- Risk 4 – There were resource challenges at the end of 2024 and the BCP had been invoked to cover unexpected key staff absence
- Risk 5 – The Caledonian risk has reduced as funding now included in core budget
- Risk 6 - Commissioning risks are to be reviewed once the new service is established and it can be ascertained what is still required of CJS
- Risk 9 - Accommodation – PID in place, Futures Trust to be approached to enquire about accommodation options in the public sector. Project team will communicate with staff on options, discuss staff rights in respect of notice of change of location and transition measures, and undertake a costing exercise. It was noted that CJS has not yet been given notice to leave Saughton House, but as there is a SG review of its estate, it is timely that options should be considered and a review report will be submitted to the Board by June 2025

10. Business Plan 2025/26 timetable CJS/2025/03

10.1 Mr Cawston presented the Board with the timeline for the 2025/26 business plan and process for publication. He presented the process diagram, the three stages plan, and revised timetable. The plan will assist with delivering CJS statutory functions and its priorities going forward. The Board agreed to provide speedy

feedback on the draft plan that will be circulated in February to allow agreement of a final version and to have it in place at the start of the new Financial Year.

Action: Mr Cawston to circulate presentation to the Board.

11. Public Sector Equality Duty

11.1 Ms Ramsay updated the Board on the requirement placed on CJS for the first time from 1 April to meet the public sector equality duty to publish an equality report. She has considered what other public bodies publish in the way of information to comply with the duty. She reported that data from the new Scottish Government oracle software is not reliable in respect of all information, CJS will submit a report in April and thereafter publish updated reports every two years. Ms Ramsay will provide a draft outline of the intended report for the February Board meeting

11.2 The Board will undertake updated EDI training following the Board meeting on 19 February and a separate session will be arranged at a future date for board members and staff who have been unable to attend the two sessions held before March. Ms Ramsay will also issue a diversity survey for the current Board to complete and return by March.

11.3 Ms Ramsay reported that she had requested from SG the diversity data from the recent board member recruitment exercise, this has not been forthcoming and will be requested again.

11.4 Ms Ramsay informed the Board that a report on workforce planning will be submitted to the HRRC on 29 January.

Action: Ms Ramsay to submit a draft outline of the public sector duty return to the Board meeting 19 February. Board members to complete and return diversity survey by March. Ms Ramsay to request equality data from SG and to submit workforce planning report to HRRC 29 January.

12. Strategic Plan

12.1 The Chair said that the SG's Vision for Justice extends to the end of the Parliamentary Term in 2026 and CJS should continue to with the current corporate plan which aligns to that vision but noted that although a new Vision should have been due for publication in April 2026 that is unlikely to emerge given the elections to the Scottish Parliament due in May that year. CJS will therefore continue with the current plan until a new Vision is shared. However the Board should start to forward plan from April 2025 to capture input that can be shared with Scottish Government to assist in development of an ambitious and achievable Vision from 2027/28 onwards. Review of what has been achieved across the life of the current Corporate Plan from April 2023-until March 2026 and identifying what community justice services could look like by 2030 and the financial implications would also accord with advice from Audit Scotland our external auditors on enhancing delivery by improved strategic planning.

13. AOB

13.1 Mr Spencer reported that he had recently attended Caledonian exhibition session on the training provided by CJS which had been held for overseas

professionals interested in the system and found it excellent. He recommended it to other board members interested in attending a future session. The Chair confirmed she had discussed a future session with the Ms Mckinna Head of Caledonian System National Team who will be happy to invite members to a summer session.

Forthcoming meetings ARC and HRRC 29 January, Board meeting 19 February 2025

14 January 2025