

## Minutes of the Board meeting of 29<sup>th</sup> January 2019

The meeting started at 13:15.

**Present:**

Marian Martin (Chair)  
 John Anderson  
 Henry Robson  
 Beth-Anne Logan

**Also present:**

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS  
 Elliot Jackson, Depute Chief Executive (DCE), CHS  
 Ed Morrison, Head of Finance, SCRA/CHS  
 Lynne Harrison, Business Manager, CHS  
 Nicola MacLaren, Governance Lead, CHS  
 Christine Mullen, Operational Manager, CHS  
 Susan Deery, Head of Human Resources, SCRA/ CHS

**Apologies:**

Garry Coutts.

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time-scales
<b>1</b>	<b>Declaration of interests</b>	
	None.	
<b>2</b>	<b>Minutes of previous meeting</b>	
	No amendments required, minutes reviewed.  <b>2. Decision—</b>  <b>The Board agreed to approve the minutes.</b>	
<b>3</b>	<b>Matters arising</b>	

	<p>BMcA highlighted the digital programme review took place with the OCIO and progress to resolve the issues surrounding the D1 standards assessment is well underway.</p> <p>HR has asked for a short concise presentation for the new board members on digital.</p> <p>The Kilbrandon again video 'Trouble' is to be distributed amongst the board for review. Feedback will be given regarding the video – as perceptions given are not reflective of CHS as an organisation.</p>		
4	<b>Action log</b>		
	<ul style="list-style-type: none"> <li>• BMcA updated the board on his reply to Area conveners and highlighted that the update was given fully in private.</li> </ul>		
5	<b>Chair update</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• MM had no additional updates.</li> <li>• GC has met the new SCRA Chair Michelle Miller and it was suggested that dates are looked at for the next joint board.</li> </ul> <p><b>2. Decision—</b></p> <p><b>No matters were raised to the chair.</b></p>		
6	<b>Chief Executive update</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <p>The National Convener/ CEO (NC/CEO) spoke to the CE Update. Key elements were:</p> <ul style="list-style-type: none"> <li>• IROC was discussed and BMcA highlighted that the group is still making progress and regular meetings still take place.</li> <li>• The minimum age of criminal responsibility was discussed and it was noted that CHS had supplied evidence to the Equalities commission to explore increasing beyond the current recommendation of 12 years to 14 years.</li> <li>• The sort life working group on Charing have come to a view on policy and this will be shared with ACLG to enable their input.</li> <li>• Other points are covered in the agenda.</li> </ul>		

	<p><b>2. Decisions—</b></p> <p><b>The Board agreed—</b></p> <ul style="list-style-type: none"> <li>• <b>To note the updates.</b></li> </ul>		
7	<b>Finance Update</b>		
	<p><b>18/19 Finance Forecast</b></p> <p><b>1)Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The figures shown are to end December 2018.</li> <li>• Operating costs are increased due to furniture expenditure for the property move.</li> <li>• There is an anticipated £50k reduction in volunteer expenses, in line with previous years.</li> <li>• Digital spend is on track and contingency will be carried over next year.</li> <li>• The forecast underspend of £42k above, coupled with the additional £53k carried forward from 2017/18 suggests a potential year-end underspend of £95k. SMT are targeting an underspend of £75k to alleviate 2019/20 budget pressures and accelerating spends from 2019/20 into the current financial year where achievable, including: website development; CELCIS development of quality model; further spend on chairing training; volunteer management consultancy support.</li> </ul> <p><b>2. Decision—</b></p> <p><b>The board agreed to note the update.</b></p> <p><b>19/20 draft budget</b></p> <p><b>1)Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• There is currently a slight over spend forecast of £168k which is subject to challenge and review to balance the budget prior to Board approval, including the following areas: Increasing the vacancy savings target within the staffing line; Applying a savings target to other areas of spend, such as the training contract.</li> <li>• Microsoft licensing costs have increased and are being closely monitored across both CHS and SCRA this year.</li> <li>• The budget for panel member expenses is to remain the same in 19/20 as volunteers will continue to be encouraged to claim.</li> <li>• The final budget will be presented to the board for approval in March.</li> </ul> <p><b>2) Decisions –</b></p>		

<p>The board agreed to note the update.</p>		
<p>8</p>	<p><b>Quarterly Performance Report Q3 2018/19</b></p>	
<p><b>Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• A generally positive report overall.</li> <li>• Better hearings implementation remains challenging, plans are in place to better support this during 2019/20.</li> <li>• Internal Audit recommendations are slightly behind agreed implementation dates but should be in train by year end.</li> <li>• LH talked through the progress of the OHOV board.</li> </ul> <p><b>2. Decisions—</b></p> <p>The report was noted.</p>		
<p>9</p>	<p><b>Business and Corporate Parenting Plans</b></p>	
<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• DRAFT shared.</li> <li>• There has been significant consultations with partners this year.</li> <li>• A 4<sup>th</sup> objective – ‘We will lead change to modernise the Children’s Hearing System to deliver better outcomes for Children and Young People’ has been identified.</li> <li>• The final draft will come to the board in March for approval.</li> </ul> <p><b>2. Decisions—</b></p> <p>The board gave their approval to proceed with the proposed format.</p>		
<p>10</p>	<p><b>Panel Member Recruitment Update</b></p>	
<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• 516 trainee panel members have been confirmed.</li> <li>• Despite the challenges encountered with the campaign the quotas set out have been met.</li> <li>• Quality of applicants was very high and made screening difficult.</li> </ul>		

	<ul style="list-style-type: none"> <li>• 2 ASTs did not require new members this year.</li> <li>• The average age of the panel member cohort for 2018 is 41 years – the youngest it’s ever been.</li> <li>• Male recruitment remains challenging and this will be looked at for the 2019 campaign.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The board agreed to note the report.</b></p>		
11	<b>Quality Model/PPA Update</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• A Terms of Reference has been agreed with PPAs and the 1<sup>st</sup> 2 meetings of the group have taken place.</li> <li>• The new learning academy includes significant PPA programme including a 7 day PPA training course.</li> <li>• There is lots of work taking place on quality and consistency across each of the areas.</li> <li>• A few quick wins have been actioned where minor policy changes could take place without consultations, however there are 5 points in particular that will be discussed with ACLG in February and with the PPAs before any policy decision is made.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The board agreed to note the report and await the final policy decisions that are still requiring agreement.</b></p>		
12	<b>Learning Academy Programme</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The new Learning Academy will launch on the 31<sup>st</sup> January.</li> <li>• Testing has been completed and any changes required are being actioned.</li> <li>• The comms plans have been prepared and are ready to go on launch day.</li> <li>• Content will be adapted over time to reflect the changes in the system.</li> <li>• There is a clear 3 year plan for the Learning Academy.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The Board agreed to note the update and await access to the Learning Academy to view.</b></p>		

13	<b>ACLG February Planning</b>		
<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• EJ talked through the agenda for the ACLG February Weekend that will take place at Stirling Court Hotel.</li> <li>• There will be a number of sessions covering practice and policy, Volunteer sustainability and time for networking amongst ASTs.</li> <li>• All ASTs will be represented with a number of board members in attendance.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>Agreed to note the update and await further reflections.</b></p>			
<p>The Chair thanked everyone for their contribution.</p> <p>The next Board meeting will be on 19<sup>th</sup> March 2019, Edinburgh. The meeting closed at 14.34.</p>			

DRAFT

**BOARD MEETING****AGENDA****4th meeting, 2018/19****29<sup>th</sup> January 2019**

The Board will meet at 13.30, CHS, Ladywell House, Edinburgh.

<b>Item</b>	<b>Topic</b>	<b>Lead Person</b>	<b>Paper Number</b>	<b>Purpose</b>
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-1819-42	To approve the minutes of the meeting of 19 June 2018
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1819-43	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	To note
6	National Convener/ CEO update	BMcA	CHS-1819-44	To note
7	Finance update: <ul style="list-style-type: none"> <li>• 18/19 forecast</li> <li>• 19/20 draft budget</li> </ul>	EM	CHS-1819-45.1	To note

			CHS-1819-45.2	
8	Quarterly Performance Report Q3 18/19	LH	CHS-1819-46	To approve
9	Business and Corporate Parenting Plan Draft Business Plan 19/20	LH	CHS-1819-47.1 CHS-1819-47.2	To note
10	Panel Member Recruitment Update	EJ	CHS-1819-48	To note
11	Quality Model/PPA Update	LH	CHS-1819-49	To note
12	Learning Academy Programme	CM	CHS-1819- 50	To note
13	ACLG February Programme	EJ	CHS-1819- 51	To approve

**Next Board meeting – 19<sup>th</sup> March 2019, Edinburgh**



## Minutes of the Board meeting of 27<sup>th</sup> November 2018

The meeting started at 13:01.

**Present:**

Garry Coutts (Chair)  
 John Anderson  
 Henry Robson  
 Marian Martin,  
 Beth-Anne Logan

**Also present:**

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS  
 Elliot Jackson, Depute Chief Executive (DCE), CHS  
 Ed Morrison, Head of Finance, SCRA/CHS  
 Lynne Harrison, Business Manager, CHS  
 Nicola MacLaren, Governance Lead, CHS

**Apologies:**

Christine Mullen, Operational Manager, CHS  
 Susan Deery, Head of Human Resources, SCRA/ CHS

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time- scales
<b>1</b> <b>Declaration of interests</b>		
None.		
<b>2</b> <b>Minutes of previous meeting</b>		
No amendments required, minutes reviewed.  <b>2. Decision—</b>  <b>The Board agreed to approve the minutes.</b>		
<b>3</b> <b>Matters arising</b>		

EJ updated the board on the redaction functionality progress for digital. That a solution has been found and testing is under way.		
<b>4</b>	<b>Action log</b>	
<ul style="list-style-type: none"> <li>• BMcA updated the board on his reply to Area conveners. A copy of the letter will be circulated for the board's information.</li> </ul>	NMc	asap
<b>5</b>	<b>Chair update</b>	
<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• Most recent activity has been around board member recruitment, 2 new members will be appointed and announced by January 2019.</li> <li>• A meeting will take place on 7<sup>th</sup> December to meet the new Chair at SCRA and agree ways of working going forward.</li> </ul> <p><b>2. Decision—</b></p> <p><b>No matters were raised to the chair.</b></p>		
<b>6</b>	<b>Chief Executive update</b>	
<p><b>1. Summary of discussion and/or issues raised—</b></p> <p>The National Convener/ CEO (NC/CEO) introduced the new formatted paper. Key elements were:</p> <ul style="list-style-type: none"> <li>• Davie McMillan has resigned from Dumfries and Galloway and has been replaced by the newly appointed Richard Oxley.</li> <li>• Area Convener for Highland and Moray has resigned and a new vacancy will follow.</li> <li>• Advanced copies of the new Kilbrandon again report were circulated for review.</li> <li>• BMcA highlighted that while attending a Renfrewshire event, a presentation was made about the importance of maintaining CSOs in place, where appropriate, as young people transitioned to the adult system. The existence of a CSO strengthened access to necessary adult support.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The Board agreed—</b></p>		

	<ul style="list-style-type: none"> <li>• The new format and this will be used going forward.</li> <li>• That in the January development session a review of the Kilbrandon Again report takes place as well as a discussion around the emerging messages from IROC and other external influences.</li> </ul>	BMcA	Jan board
7	<b>Finance Update</b>		
	<p><b>Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The underspend was highlighted as approximately £75k which has been provisionally allocated to additional Practice support, technology refresh, the CHS Learning Academy infomercial, consultancy support and furniture and IT cabling costs at Thistle House resulting in a potential overspend of £7k.</li> <li>• There is still no detailed understanding of how much of an underspend there will be from volunteer expenses.</li> <li>• It was queried how accurate the property move costings are – it was advised that these are very much an estimate however final costings are due in the coming weeks and will be circulated in due course.</li> <li>• MM queried the incremental costs of the CHIRP accounts. The costs are associated with the Microsoft licences and the increase in cost for these. Licences are revised regularly.</li> </ul> <p><b>2. Decision—</b></p> <p><b>The board agreed to note the update.</b></p>		
8	<b>Panel Member Expenses</b>		
	<p><b>Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• It was discussed that the new second generation digital platform should give a more detailed analysis that isn't currently available.</li> <li>• There is a 6% decrease in expenses since 2014/15 but this is in line with a reduction in hearings.</li> <li>• Travel expenses are the largest proportion of claims. It was highlighted that there are a number of panel members who don't claim – there are a number of reasons for this found through anecdotal feedback.</li> <li>• The recommendation is to keep the budget the same and regularly monitor the claims until a more detailed report can be provided.</li> <li>• MM queried the differences in the figures as there are some fluctuations in the year on year. EJ highlighted that some of the areas haven't completed as much learning and development hence the potential discrepancies.</li> </ul>		

	<p><b>2. Decisions—</b></p> <p><b>The Board agreed to note the update and to look at further options on how CHS increase panel members claiming over the coming years.</b></p>		
<b>9</b>	<b>Board Strategy day Follow up &amp; 2019/20 Business Planning</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The board priorities have been distilled into objectives and actions for 2019/20.</li> <li>• Meeting took place with IROC stop go team to understand what plans or actions they believe we should be considering into 2019.</li> <li>• Board asked for ambition from the objectives. We have 3 objectives that continue to support us in 2019/20 however EJ will come back to the board in January where an objective will be presented detailing the modernisation and highlights the reform for CHS giving the 4<sup>th</sup> objective.</li> <li>• Planning is currently very agile due to the unknowns of the business case, which has resulted in a number of planning options which can be mobilised depending on the outcomes.</li> <li>• MM queried where continuous improvement would be built in. It was discussed that the new training academy as well as the planned approach to a new quality model would feed into this.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The board agreed to note the updates and revisit strategy in the January development session with full updates. With a particular focus on our legislative requirements including the reasons how our objectives feed into these.</b></p>	EJ/LH	Jan board
<b>10</b>	<b>Audit and Risk Management committee meeting update</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• Committee discussed the risks around the training contract and business case. However the bulk of discussions were around Digital First Standards.</li> <li>• Pensions update was helpful but requires a further detailed analysis.</li> <li>• Complaints were again looked at and further analysis was presented</li> <li>• The annual fraud report was presented – showing no incidences of fraud for CHS.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The board agreed to note the updates.</b></p>		

11	<b>Property Update</b>	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• LH discussed the details of the tender process and where in the process we were with procuring a contractor. Closing date of 30<sup>th</sup> November – with 1 current contractor in the running as the other pulled out due to time constraints.</li> <li>• Building warrant is outstanding which presents a potential risk to start date. This has been discussed at length and a decision will be taken at the next steering group in December.</li> <li>• There is a timeline of activities that impact staff being undertaken over the coming months such as contract amendments, smarter working changes. There is joint business and operations meeting on 12<sup>th</sup> December where a full update full update will be given covering all aspects of the relocation.</li> <li>• There are plans to utilise the new training room for various training events in the future.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The board agreed to note the updates.</b></p>		
12	<b>Panel member continuity</b>	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• Continuity has been a topic of discussion for a number of months now.</li> <li>• Currently requests for continuity are meant to come into CHS for approval by the NC. Research found that this didn't always happen and was quite often dealt with at a local level.</li> <li>• It has been decided that this will now be the new stance in which CHS will take and that all requests for continuity will take place within the localities. Albeit with the NC having a view of reports from each area when required.</li> <li>• Going forward continuity should no longer be granted under exceptional circumstances but should be granted based on the right thing for the child or young person.</li> <li>• There are a number of external research that suggest continuity has a positive approach with the hearing room.</li> <li>• The process will be reviewed and monitored regularly.</li> <li>• This will be discussed at ACLG on 6<sup>th</sup> December.</li> <li>• The Chair highlighted his concerns that there were major inconsistencies across the country and therefore welcomes the proposed changes.</li> </ul>		

	<p><b>2. Decisions—</b></p> <p><b>The Board agreed to approve the report.</b></p>		
13	<b>LA Partnership Agreements</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• EJ discussed the details of the new partnership agreement that has been created with Glasgow City Council.</li> <li>• It now reflects the NC’s new powers as per the 2014 act. There is also greater clarity on what CHS is responsible for but equally what the LAs are responsible for.</li> <li>• This is an ongoing commitment with a 2 year rolling agreement.</li> <li>• This will be sent in the coming weeks to all LAs to get them to sign up to the new changes. Each area will also be offered a meeting with the NC to get clarity on any points if required.</li> <li>• The changes will come into effect from the 1<sup>st</sup> April 2109.</li> <li>• The full details will be discussed at the February AST planning weekend.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The Board agreed to approve the update. The Chair gave his appreciation to EJ and BMcA for getting this approved. It was agreed there would be a feedback exercise 6-9months after implementation.</b></p>	EJ	Early 2020
14	<b>Digital Updates</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• BMcA highlighted the concerns around the Digital First Standards. This is being worked through by the digital team and will be reviewed in January.</li> <li>• ICIO meeting will take place in the coming month and outputs will be fed to the board.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The board agreed to note the update.</b></p>		
15	<b>Feedback Loop</b>		

	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• Section 181 of the 2011 act stipulates that a report must be provided giving details of the feedback loop.</li> <li>• This has been reviewed over the years to provide a more meaningful report. However a new approach is being sought out to gain a more readily accessible data. This involved discussions with OLM.</li> <li>• The proposal states that a case sampling model is approached initially rather than a blanket national process.</li> <li>• 2 years is required in order to produce a substantive report. BMcA proposed keeping continuity with the current method for the next 2 year's. The proposed approach will work to enhance the report in 2 years' time. GC suggested that a front page detailed explanation of what we are doing as well the future plans to prevent any queries.</li> <li>• BL proposed potentially getting some research students to complete some of the research.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The Board agreed to approve the report.</b></p>		
16	<b>CHS Learning Academy Programme</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• MJ joined to discuss the new Training Academy programme. The prospectus was reviewed and will be available in paper copy in the coming weeks.</li> <li>• The programme has gone from 2 to 5 modules. And a number of additional seminars, online courses to be made available during the course of the year.</li> <li>• MJ revealed the new Training Academy logo to the board detailing the process by the young people for creating this. It was noted that LH has worked with a lawyer and now has the logo trademarked.</li> <li>• The Chair highlighted his pleasure at seeing a new PPA course which has been a hot topic for some time.</li> </ul> <p><b>2. Decision—</b></p> <p><b>The Board agreed to note the report.</b>  <b>It was agreed that board members would attend a training session in the summer and give feedback on the new content.</b></p>		
17	<b>Governance Plan 2019</b>		

<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The plan for board dates up until March 2020 was presented. It was highlighted that this was retro fitted around operational activities and milestones to ensure an adequate flow of information.</li> </ul> <p><b>2. Decision—</b></p> <p><b>The Board agreed to note the report.</b></p>		
18	<b>Board Standing Orders</b>	
<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The board standing orders were due for review. No real changes to previous editions – however there was the addition of clause 2.4 which allows board meetings to be held via Video/tele conference if required.</li> <li>• There was a request to remove clause 13.5 in relation to the individual who chairs the Remuneration and Appointment committee.</li> </ul> <p><b>2. Decision—</b></p> <p><b>The Board agreed to approve the report based on the above amendments.</b></p>	NMc	asap
The Chair thanked everyone for their contribution.		
The next Board meeting will be on 29 <sup>th</sup> January 2019, Edinburgh. The meeting closed at 14.48.		



## Agenda item 4

### Children's Hearings Scotland Board Action Log Updated on 23 January 2019

No.	Action(s)	Source	Target date	Owner	Status
1	<ul style="list-style-type: none"> <li>Reasons for Appeals - comprehensive report</li> </ul>	28.11.17	Early/mid 2019	BMcA	Not due yet
2	<ul style="list-style-type: none"> <li>Review the Framework document once revised Scottish Government National Outcomes have been published following their review in September</li> </ul>	20.03.18	Late 2018/early 2019	LH	Not due yet
3	<ul style="list-style-type: none"> <li>Formal response to ACs letter of concern.</li> </ul>	18.09.18	Nov. 2018 – follow up Jan 19	BMcA	Verbal update
4	<ul style="list-style-type: none"> <li>Recruitment Lessons Learned (including geographical profile)</li> </ul>	18.09.18	Jan 2019	EJ	On agenda
6	<ul style="list-style-type: none"> <li>Training contract PIR</li> </ul>	03.09.18	Mar 2019	EJ	Not due yet
7	<ul style="list-style-type: none"> <li>AST plans/Support Feedback</li> </ul>	18.09.18	Mid 2019	LH/EJ	Not due yet
8	<ul style="list-style-type: none"> <li>January Development session to include - review of Kilbrandon again, IROC and other external influences update &amp; business planning and strategy</li> </ul>	27.11.18	Jan 2019	BMcA	Private board agenda item
9	<ul style="list-style-type: none"> <li>Progress of LA Partnership agreements</li> </ul>	27.11.18	Feb/Mar 2020	EJ	Not due yet



## Agenda Item 6 , CHS-1819-44

### National Convener / Chief Executive update

I set out in this paper a summary of our core activities and some narrative on the wider high level policy/ partnership agenda since the end November meeting. With the intervening Festive period the report is lighter than normal but the issues covered still have substance.

#### 1. HEADLINES

**1.1 Re-appointment:** This spring, ASTs will be concluding their interviews with the approximately 1100 panel members who are due for re-appointment at the end of their current 3 year period in either May or June. This reflects the large cohort that were originally appointed under CHS in 2013. We will also have a number of AST appointments to review/ refresh. The toolkit on panel member re-appointment, to assist ASTs in the next stages of the process has been issued.

**1.2 Training:** The CHS Learning Academy is launched in January, with CHS bespoke modules, a ‘knowledge hub’ of relevant generic online content and the full learning programme for the whole community available within our bespoke ‘Learning Academy online’. A Pre-service training for new panel members is now underway with all applicants having completed Day 1. As every year, some applicants have withdrawn before the start of training. The numbers this year 27 out of 520 are at a lower rate compared to previous years. Full figures shall come within the next update, once all data for those who didn’t attend day 1 have be produced.

**1.3 Support:** 1:1s with Area Conveners continue. The Area Convener Liaison Group (ACLG) met on 2 December and covered a range of issues such as chairing; PPA support and training; Our Hearings Our Voice; and took time to shape the next leadership event at the start of February. We continue in dialogue with the Scottish Government over how best to support the volunteer management structure and partnership working that the ASTs provide.

#### 2. OTHER ISSUES

**2.1 Chairing:** the short life working group has met twice since the last Board and has begun to refine and, to date, reaffirm the policy on chair training and on chairing hearings. ACLG will discuss this further at the leadership event. Once agreed, the new policy will be promoted and explained. Panel members will as necessary be afforded time to adjust to any new requirements. Further information will follow in my report to the next Board.

**2.2 Age of Criminal Responsibility (ACR):** the Equality and Human Rights Committee of the Scottish Parliament called for further evidence as part of their stage 2 proceedings. The intention of the ACR Bill is to raise the age from 8 – 12 but the Committee wished further information on raising it further to 14 or 16. As the Board is aware, CHS submitted written evidence and we issued my views on increasing the age is available on CHIRP. The core message is that we believe panel members are able to take the necessary decisions at

whatever age the Parliament agrees: but clarification is needed on a number of issues such as the service provision available; what may arise at age 18 if continuing measure of supervision may be necessary; and how victims are supported. A key aim is that public reassurance can be given. The Committee continues to hear evidence.

2.3 **Continuity:** The guidance on continuity is being finalised to streamline to procedures for confirming continuity and removing from the guidance that advice that approval should only be in exceptional circumstances.

2.4 **Property Move:** the move of CHS' offices from Ladywell House has been approved and work is now underway to ready the location for early April. The new office space, with added conference capacity, is at Thistle House, 2 minutes' walk from Haymarket Station in Edinburgh. Further details about the move will be issued nearer the time.

### 3. **WIDER LANDSCAPE**

3.4 The **Kilbrandon Again** report appeared on 28 November focussing on the older age group of young people in the hearings system and the Age of Criminal Responsibility. Our comment on publication is available in CHIRP.

3.5 We continue dialogue with the **review of care** who also presented at the **Children's Hearings Improvement Partnership (CHIP)**. With our partners at CHIP we reaffirmed our commitment to effect change across the system. For CHS – and SCRA and Social Work Scotland – the implementation of Better Hearings remains a priority to deliver much of what will help.

3.7 The **Education and Skills Committee** of the Scottish Parliament has requested an update on their Taking Stock report. With SCRA we are contributing to the Scottish Government response. I will address specifically the issues around the **feedback loop** when the next report is published.

**Boyd McAdam NC/ CEO, 22 January 2019**

## Agenda item 7, CHS-1819-45.1

### Finance Report for the 9 months ending 31 December 2018

**Accountable Director:** Head of Finance & Resources  
**Report author:** Ross Mackenzie  
**Resources implications:** Within available resources  
**Equalities duties:** Equalities Impact Assessment Required  
 Yes  No

#### 1 Background and Recommendation

- 1.1 The resource grant in aid (GIA) allocation for CHS for 2018/19 is £3.8m. The CHS Board approved the original 2018/19 budget of £3.864m at their meeting on 20 March 2018, anticipating availability of £64k of carried-forward resource underspend from 2017/18.
- 1.2 The final outturn for 2017/18 was a spend of £3,640k compared to available core resource, including carry-forward underspend, of £3,757k. Thus the resource available for spend in 2018/19 is £3.8m GIA plus £117k carry forward, £3.917m.
- 1.3 Members are asked to note the forecast for 2018/19 and SMT's plans for managing expenditure to target a £75k underspend.

#### 2 Summary 2018/19 Financial Position

	Actual YTD Period 9	Variance YTD Period 9	2018/19 Annual Budget	2018/19 Forecast	2018/19 Forecast Variance	2018/19 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	826	+24	1,069	1,066	-3	-0.3
Board	36	+10	40	43	+3	+7.5
Training, travel and subsistence	27	+0	37	38	+1	+2.7
Property	35	+1	69	70	+1	+0.7
Other Operating Costs	28	+7	53	85	+32	+60.5
ICT Costs	249	+49	341	327	-14	-4.3
Corporate Costs	16	+7	86	78	-8	-9.3
Panel and AST Expenses	209	-31	600	550	-50	-8.3
Panel and AST Training	637	-101	1,177	1,184	+7	+0.6
Support for hearings	17	+1	32	25	-7	-21.6
Volunteer recruitment	231	-25	266	276	+10	+3.8
PVGs	26	+2	29	29	+0	+0.0
AST Devolved Funding	13	-13	66	51	-15	-22.7
Income	0	+1	-1	0	+1	+70.0
<b>Total</b>	<b>2,350</b>	<b>-68</b>	<b>3,864</b>	<b>3,822</b>	<b>-42</b>	<b>-1.1</b>

- 2.1 Staffing spend is slightly underbudget, having met the £25k savings target through vacancies and churn throughout the year. These savings have also enabled the recruitment and extension of key posts to support CHS's objectives and the opportunity to start 2019/20 with close to a full complement of staff.
- 2.2 Other Operating Costs spend is forecast to be £32k higher than budget. The additional spend is furniture for the National Team's new office in Haymarket and a modest technology refresh of AST devices.
- 2.3 The ICT budget is showing a £14k underspend overall. As previously reported, an underspend on CHIRP development is being used to meet additional CHIRP licence costs following a price rise in July.
- 2.4 The £50k forecast underspend on volunteer expenses is an estimate based on previous years' experiences, but is always potentially volatile due to being demand-led, and a final figure will not be known until after the end of March.
- 2.5 SMT remain confident that core training contract spend will be on budget this year. Underspends on other lines are being used to fund the development of a 3-minute infomercial promoting the CHS Learning Academy (approximately £7k). Costs for training including venue costs will be closely monitored until the end of the business year to understand the financial impact of the extended Prospectus offered by the CHS Learning Academy.
- 2.6 This year's Panel Member recruitment campaign costs are under-budget by around £8k, with the unforecast expense of changing the 2018 creatives being met from contingency. The £10k overall overspend reflects the refresh of the creatives ready for 2019 being accelerated from 2019/20, with the bulk of costs being met from an underspend on AST recruitment costs.
- 2.7 The underspend of £15k on AST Devolved Funding is an estimate based on information from ASTs and previous years' experiences.
- 2.8 The table of expenditure excludes all spend that is being funded from the joint digital delivery resource (£2.5m), initially aligned to Scottish Children's Reporter Administration (SCRA) at the start of the year.
- A transfer of £92k revenue resource has been agreed with SG to fund the Head of IT's employment costs and an extension to the Brightwire contract;
  - A transfer of £35k capital resource has also been agreed, to fund some user training and analysis work (both staff and volunteers) and device research ahead of the new digital system.
- 2.9 At this stage, digital expenditure is still in line with the approved budget. This position will be updated once the Alpha End Stage Report is signed off and any resulting Change Control Notes approved.

- 2.10 There is £250k of capital grant in aid available to accomplish the property move to Thistle House in Haymarket from Ladywell House in Corstorphine. SMT have identified costs (largely furniture) of £25k to be met from CHS's revenue GIA (section 2.2 above), in line with CHS's current capitalisation policy in order to keep the capital element of the project within the £250k resource envelope.
- 2.11 The forecast underspend of £42k above, coupled with the additional £53k carried forward from 2017/18 suggests a potential year-end underspend of £95k. SMT are targeting an underspend of £75k to alleviate 2019/20 budget pressures and accelerating spends from 2019/20 into the current financial year where achievable, including:
- website development;
  - CELCIS development of quality model;
  - further spend with West Lothian College on chairing training;
  - volunteer management consultancy support.

### **3 Conclusion and recommendation**

- 3.1 Members are asked to note the forecast for 2018/19 and SMT's plans for managing expenditure to target a £75k underspend.

## Agenda item 7, CHS-1819-45.2

### Draft 2019/20 Budget

<b>Accountable Director:</b>	Director of Finance
<b>Report author:</b>	Ross Mackenzie
<b>Reason for the item to be private:</b>	To facilitate the achievement of consensus on sensitive financial matters which may not feature in the final policies/reports
<b>Recommendation(s):</b>	To discuss the report and specifically comment on options in section 3.15
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

#### 1 Background

- 1.1 CHS's grant in aid (GIA) in 2018/19 was £3.8m revenue and £0.25m capital. In June 2018, CHS submitted a detailed business case to the Scottish Government (SG) supporting an additional £1.5m resource for 2019/20. Following a meeting with the Director of Children and Families in September, a scaled option of this business case totalling £1.2m was submitted.
- 1.2 The Senior Management Team (SMT) expects to be informed of CHS's funding before the end of January. Pending this information, SMT has drafted the 2019/20 budget on the presumption of no change to revenue funding (also known as "flat cash"). There is also a presumption of no capital funding, given that the 2018/19 capital funding was solely to enable the move of the National Team to Haymarket from Corstorphine.
- 1.3 The Digital Programme for which CHS and SCRA are jointly responsible has funding in 2019/20 of £2m capital and £0.5m revenue.

#### 2 Recommendation

- 2.1 Board members are asked to comment on options to achieve £168k of 2019/20 budget reductions as set out in section 3.15 while minimising the risk of adversely impacting the achievability of CHS's corporate priorities.

#### 3 Draft 2019/20 budget consolidation

- 3.1 The following draft 2019/20 budget consolidation is being scrutinised this month by the individual SMT members responsible for each line.

Draft 2019/20 budget consolidation					
	2017/18 Full Year Actuals	2018/19 Original Budget	2018/19 Forecast Spend	2019/20 Draft Budget	Increase from 18/19 budget
	£000	£000	£000	£000	£000
Staff	1,166	1,069	1,066	1,230	+161
Board	45	40	43	45	+5
Training, travel and subsistence	28	37	38	65	+28
Property (excluding capital)	70	69	70	107	+38
Other Operating Costs	72	53	85	53	0
ICT Costs	280	341	327	338	-3
Corporate Costs	87	86	78	76	-10
Panel and AST Expenses	540	600	550	600	0
Panel and AST Training	1,156	1,177	1,184	1,219	+42
Support for hearings	11	32	25	32	0
Recruitment of volunteers	354	266	276	182	-84
PVGs	39	29	29	30	+1
AST Devolved Funding	50	66	51	66	0
Income	-2	-1	0	0	+1
<b>Total</b>	<b>3,896</b>	<b>3,864</b>	<b>3,822</b>	<b>4,043</b>	<b>+179</b>

- 3.2 The **staffing** budget presumes a headcount of 27 FTE.
- As in 2018/19, this excludes the Head of IT, whose employment costs are anticipated to be met from the joint Digital Delivery funding.
  - The budget reflects the agreed 2019/20 pay award.
  - As in 2018/19, the budget anticipates £25k in-year savings arising from vacancies, churn and absence.
  - The 2019/20 budget includes two Community Project Lead posts and one Recruitment and Retention Assistant post, all currently filled on a temporary basis.
  - The 2019/20 budget also includes two new posts of Communications Officer and Graphic Designer as part of the approach to volunteer recruitment in 2019. This money has been directly transferred from the Recruitment budget, so the overall change to the campaign budget is cost-neutral.
- 3.3 The **board** budget presumes a full complement of members.
- 3.4 **Training, travel and subsistence** has increased by £28k largely due to the NC/CEO recruitment exercise costs, and the anticipated Organisation Relocation Allowance payable to staff.
- 3.5 The **Property** budget presumes a full year of Thistle House costs and no Ladywell House costs. Up to 22 training events and meetings will be held in the new premises between June and December 2019, saving over £20k in venue costs.
- 3.6 **Other Operating Costs** are anticipated to be managed within the current budget.



- 3.7 Provisional **ICT** requirements reflect the 30% increase in Microsoft licence costs (£50k) and a continuation of the Leidos support contract agreed in 2017 (£60k). Reduced development on CHIRP means these increases are offset.
- 3.8 **Corporate costs** comprises audit, shared services (including SMT joint posts) and corporate legal and actuarial fees. The £10k decrease reflects a reduction in the support required from SCRA as part of shared services due to more skills being available in-house.
- 3.9 Proactive encouragement of volunteers to claim expenses is expected to increase the number of claimants within the CHS Community. Therefore, despite the reduction in forecast spend within 2018/19, the **panel and AST expenses** budget has been kept at £600k.
- 3.10 The **panel and AST training** budget has been increased by £42k to £1,219k to reflect the new contract and the increase in provision therein.
- 3.11 **Support for Hearings** comprises reference groups and networks, Area Convener liaison, any national events, specific participation and engagement including children and young people not related to recruitment, and independent legal advice relating to practice. This budget has been held largely static to cover the business as usual community engagement: however, this is expected to reduce through usage of Thistle House.
- 3.12 **Volunteer recruitment** nominally breaks down as £172k dedicated to the annual panel member recruitment campaign, plus £10k for AST recruitment. The £84k reduction from 2018/19 is a £20k reduction in AST recruitment, with the balance being transferred to the staff budget as explained in 3.2. The National Team is consolidating the evolutionary work on the current campaign by 31 March 2019: therefore no further spend on the campaign essentials is anticipated in 2019/20.
- 3.13 **PVGs** are anticipated to continue to cost £59 for each of 500 new volunteers.
- 3.14 **AST devolved funding** has been kept static at an average of £3k per AST, although the distribution of this across ASTs may be reviewed in light of different areas' requirements and spending patterns.
- 3.15 SMT is targeting a 2018/19 revenue underspend of around £75k, which would mean available resource of £3,875k in 2019/20. The current draft budget expenditure is £168k higher than this. SMT are considering a number of options to achieve the required £168k of net reductions in order to balance the budget prior to Board approval, including:
- Increasing the vacancy savings target within the staffing line;
  - Remove up to 3 FTE from the staffing budget (currently on temporary contracts);
  - Applying a savings target to other areas of spend, such as the training contract.

## Digital Strategy

3.16 The Digital budget profile presented to Scottish Government identified a requirement for £0.5m revenue and £2.0m capital to support the third year of the joint Digital Strategy. The contract for development of new core systems was signed in December 2017 and the main focus of activity and spend in 2018/19 is the Alpha and Beta phases of system development. The Beta phase will continue into 2019/20 as the Minimum Viable Product is delivered by autumn 2019/20.

3.17 The latest expenditure profile developed by the Programme SRO is shown below. The capital/revenue split is a best estimate at this stage.

Project title	Forecast 18/19		2019/20		2020/21	
	Capital £000	Revenue £000	Capital £000	Revenue £000	Capital £000	Revenue £000
Aim One - Core Systems Development	1,632	408	1,608	402	624	156
Aim One - Core Systems Development Contingency	245	61	242	60	75	19
Aim Two – Panel Community Projects	18	5	22	6	15	3
Aim Three – Digital Hearing Room Projects	12	3	15	4	10	3
Aim Four – CHS\SCRA Business Digital Activity	93	23	113	28	76	19
<b>TOTAL</b>	<b>2,000</b>	<b>500</b>	<b>2,000</b>	<b>500</b>	<b>800</b>	<b>200</b>

## 4 Next steps

- 4.1 SMT will further review the draft 2019/20 budget at a “Challenge and Review” session on 5 February, in order to close the budget gap of £168k.
- 4.2 On 5 March SMT plan to sign off on the formal budget for presentation to the Board on 19 March.

## 5 Conclusion

- 5.1 Each area of the draft budget is being reviewed by the members of SMT individually responsible, with due reference to the areas considered a priority by SMT as a whole and the Board.
- 5.2 Notwithstanding the provision of any additional funding to support the business case, SMT will close the £168k gap at Challenge and Review.
- 5.3 Board members are asked to comment on opportunities to achieve £168k of 2019/20 budget reductions as listed in paragraph 3.15 while minimising the risk of adversely impacting the achievability of CHS’s corporate priorities.

**Agenda Item 8 CHS-1819-46**  
**Performance Report**  
**Quarter 3**

(October, November and December 2018)



*The Children's Panel – life changing.*



# Contents

**Business objective one – Recruit**

**Business objective two - Train**

**Business objective three - Support**

**Business objective four – Digital**

## Key:

DCE - Deputy Chief Executive

BM – Business Manager

OM – Operations Manager

R&RL - Recruitment and Retention Lead

CSL – Community Support Lead

NTL - National Training Lead

AST - Area Support Team

P&PL - Practice and Policy Lead

Q&PL - Quality and Performance Lead

C&EL - Communications and Engagement Lead

ITL - IT Lead

DPDL - Digital Programme Delivery Lead

IGL - Information Governance and Complaints Lead

HR/ODL - Human Resources and Organisational Development Lead

DA – Database Administrator

F&SA – Finance & Support Assistant

## Summary



**Corporate Parenting Activity**

### Activities

**84% achieved/good progress made**

**12% at risk/partly achieved**




**3% significant problems/not achieved**





### KPIs

- **28% achieved**
- **17% not achieved**
- **44% not yet due**
- **11% data outstanding**

## Business objective 1

**To recruit committed volunteers, that reflect Scotland's communities, to make decisions in the best interests of children and young people**

No.	Activity	Lead	Timeline	Status	Update
1	We will strengthen the contribution of hearings experienced young people in the design of our Panel Member recruitment	R&RL, C&EL	April-September		Young people were involved in the design of recruitment materials and consulted on final products. Care and hearings experienced children and young people contributed to both the development of creative concepts and the testing of ideas which informed final concept selection. With the Union we have reflected on the process and involvement of young people and have started discussions about co-design of future campaign creatives.
2	We will design, test and launch an innovative new national Panel Member recruitment campaign to attract high quality candidates for our 2018 intake	R&R, C&EL	April - August		A new campaign was developed with a creative theme selected, focusing on individual volunteers and the impact they make on the lives of children and young people. Taking account of the feedback from the soft launch of the materials, the campaign evolved and the creative was refreshed. Applications – 1500 (1592 in 2017), 500 (512 in 2017) people have been put forward to begin pre-service training. Anecdotaly the quality of applicants has been high.
3	We will conduct a recruitment and selection process across Scotland to secure 450 new Panel Members dedicated to supporting their local communities	R&RL, ASTs	August - November		The application process ran for 40 days and 1500 applications were received (against 1592 applications received in 2017). 500 people have been put forward to begin pre-service training. We are monitoring the target of 450 new panel members. Over the past five years we have experienced an average drop out rate of 11% between day one or pre-service training and appointment as a panel member (WLC stats). Based on this we may lose approx. 55 panel members through pre-service programme.









No.	Activity	Lead	Timeline	Status	Update
4	We will reappoint over 300 Panel and Area Support Team Members across Scotland ensuring that they have the skills, qualities and knowledge to serve as Children's Hearings Scotland volunteers	CSLs	May - June		279 panel members were due for reappointment in May and June 2018. Over the course of the reappointment process, 45 panel member resigned mid term or at point of reappointment, 10 were not recommended for reappointment and 17 were not seeking reappointment. 16 were reappointed subject to completing additional training. This is being monitored.
5	We will recruit high quality volunteers to fulfil our Area Support Team roles to ensure Panel Members are well supported at a local level	R&RL	April - March		We have appointed 69 AST members since 1 April 2018 and reappointed 29 AST members.
6	 We will recognise and retain Panel and Area Support Team Members to ensure that they continue to support Scotland's most vulnerable children and young people	R&RL, ASTs	May - March		CHS conducted a social media based recognition campaign during volunteers week which was supported by both Nicola Sturgeon, First Minister and Maree Todd Minister for Childcare and Early Years. The RRRG has started to consider a strategic approach to retention of volunteer panel members and this will continue to be an agenda item across the coming year. Locally ASTs carry out a recognition event once a year.

Target	Lead	Achieved	Update
10% of the 2018/19 new panel members appointed are aged 25 and under	R&RL and ASTs	Not yet due	As an early indication, 11% of the 500 trainees due to start pre-service training on 9 January 2019 are aged 25 or less. The 2018/19 cohort are starting pre-service training in January 2019 and will be appointed in May 2019.





38% of the 2018/19 new panel members recommended for appointment are male	R&RL and ASTs	Not achieved	As an early indication, 31% of the 500 trainees due to start pre-service training on 9 January 2019 are male. The 2018/19 cohort are starting pre-service training in January 2019 and will be appointed in May 2019.
75% of panel members are successfully reappointed	R&RL and ASTs	Not achieved (68%)	279 panel members were due for reappointment in May and June 2018. Over the course of the reappointment process, 45 panel member resigned mid term or at point of reappointment, 10 were not recommended for reappointment and 17 were not seeking reappointment. 16 were reappointed subject to completing additional training. In 2017 71% of panel members eligible for reappointment were reappointed.


## Business objective 2

To deliver high quality training to equip our volunteers with the skills and knowledge they need to carry out their roles

No.	Activity	Lead	Timeline	Status	Update
7	We will launch the CHS Learning Academy to deliver high quality blended learning to our volunteer community	OM	October – March		The Children's Hearing Scotland Training Academy title has been successfully trademarked. A logo has been developed in conjunction with young people and is in the process of being trademarked. West Lothian College were successful in securing the contract, for training delivery as part of the learning academy for the next three years. We have developed an extensive programme for all four courses programmes and the launch of the online platform and prospectus for the academy will be in January 2019.
8	 We will ensure Panel Members are well trained to encourage the participation of children and young people in their hearings	NTL, C&EL	April – March		Courses focusing on managing conflict within hearings and ensuring importance of decisions & reasons given delivered. Both these courses have aspects that focus on the participation of children & young people within their hearings.
9	 We will involve young people in the design and delivery of Panel Member training	NTL, C&EL	January – March		Pre service training day 5 has been revamped to enhance further the contribution by care and hearings experienced young people – supported by Who Cares? Scotland.
10	We will design and deliver a bespoke learning programme for Area Support Teams	NTL	December - March		This is part of the new training contract and all courses have been developed and scheduled within the 2019 prospectus.
11	 We will support the implementation of the Better	P&PL	April – March		All ASTs are continuing to implement the Better Hearings standards through pilots, improvement programmes and multi-agency working including panel



No.	Activity	Lead	Timeline	Status	Update
	Hearings Standards across Scotland ensuring a consistent and effective service for children, young people and their families				<p>member profiles, guidance on preparing a child for a hearing and a child-friendly hearing checklist.</p> <p>This activity will carry forward to 2019/20 where a coordinated approach will be adopted to the roll out of Better Hearings.</p>
12	 <p>We will improve and support Panel Member practice through more effective quality assurance with enhanced Panel Practice Advisor tools, resources and support</p>	CPL	May – March		A PPA Forum has now been established and has membership from across the 22 ASTs. Since its instigation in 2018, two meetings have already taken place. A terms of reference has been agreed which will now see three scheduled meetings in any given year. One of its primary aims is to provide an opportunity whereby PPAs can share best practice and allow support structures to develop across the ASTs. Some early outcomes have related to training aspirations and opportunities which have been shaped into some aspects of the new CHS Learning Academy Training programme. Work is also on-going to consider the most appropriate quality assurance approaches which can assist PPAs to assess PM practice, which will form part of a QA framework and be submitted to the Board in March.
13	We will enhance our existing training provision for Panel Practice Advisors through the development of an innovative learning programme	NTL, CPO	November – March		We have successfully developed a PPA training programme, both for new PPAs to train alongside trainees PMs. In addition we have a 7 course programme for existing PPAs.
14	We will ensure continuous improvement in Panel Member practice by providing regular online practice guidance and support	P&PL	April – March		Practice queries from panel members and ASTs are responded to directly as required. Practice Development Assistant recruited and Rosie Megginson will be in post from 8 <sup>th</sup> January. Briefing on recent significant appeal cases, and information about national reviews and conferences has been posted on CHIRP and circulated to panel membership. National policy and practice guidance on management of hearings in development overseen by Short Life Working Group which will report to ACLG in February 2019. Draft guidance to




No.	Activity	Lead	Timeline	Status	Update
					be issued to wider CHS community for consultation on general principles in March 2019.
15	We will deliver GDPR compliant information governance training to the Children's Hearings Scotland community to ensure that we process all personal information securely and safely.	IGL	April – March		The National team undertook GDPR training and DPIA training in April. GDPR and Information Governance training is rolled out to the CHS volunteer community via online learning platform – Moodle – on rolling basis depending on appointment date. GDPR-compliant Data Protection is embedded in pre-service training for all new panel members.





Target	Lead	Current figure	Update
93% of applicants recruited that successfully complete the required seven day pre-service training	NTL	Not yet due	The 2018/19 cohort will be recruited in autumn 2018, begin training in January 2019 and will be appointed in Spring 2019.
80% of eligible Panel Members who successfully complete the Professional Development Award	NTL	Achieved	82% of eligible panel members have completed their PDA.
97% of positive course evaluation responses received	NTL	Not yet due	NTL continues to work with training provider to review learning outcomes met and evaluation results. Booking underway for 2018 core training courses.
77% of Panel Members who complete core training by the end of the calendar year	NTL	Awaiting data	Awaiting data.
79% of children and young people who felt like they were the most important person at their last hearing	QPL	Not yet due	SCRA have postponed their Children and Families Survey. This KPI will be reviewed for 2019/20.
78% of children and young people who gave their views at their hearing	QPL	Not yet due	SCRA have postponed their Children and Families Survey. This KPI will be reviewed for 2019/20.







76% of children and young people who felt listened to at their last hearing	QPL	Not yet due	SCRA have postponed their Children and Families Survey. This KPI will be reviewed for 2019/20.
---	-----	-------------	--



## Business objective 3

To invest in our volunteer community and National Team to deliver sustainable national and local volunteering support

No.	Activity	Lead	Timeline	Status	Update
16	 We will work collaboratively with partners in the Children's Hearings Improvement Partnership to shape key policy developments which impact the Children's Hearings System	P&PL	April - March		We continue to support the work of the CHIP and are contributing fully to the reconfiguration of CHIP. The work of the CHIP Learning and Development sub group in which we were involved – will now be incorporated into the main CHIP agenda. PPL has had strategy discussions with Scottish Government, Social Work Scotland, SCRA and Our Hearings Our Voice and contributed to panel discussion at CHIP seminar in December 2018.
17	We will support Area Conveners to carry out their leadership role to a high and consistent standard through a programme of regular one to one and group meetings	SMT	April - March		An ACLG development session was held over 2 days in June. All ASTs were represented. This was attended by care and hearings experienced young people, The Independent Review of Care and Maree Todd, MSP for Early Years and Childcare. Feedback from attendees was very positive in particular in relation to the ability for peer to peer networking. To inform future planning, 2 workshops have been held with ACs to explore volunteer support models. A further development and planning weekend has been scheduled for February 2019.

No.	Activity	Lead	Timeline	Status	Update
					<p>ACLG took place on 5<sup>th</sup> December and was well attended. Chairing, continuity, CHS Learning Academy amongst the topics covered.</p> <p>SMT have taken responsibility for 1:1s with an identified sub group of ACs. 16 1-1s took place in Q3 as follows: Lynne 6 out of 7, Boyd 6 of 7, Elliot 4 of 5.</p>
18	We will work with local authority partners to ensure that our Area Support Teams receive an effective and consistent model of support	CSLs, LA Clerks	April - March		<p>Clerks network meeting was held on 23<sup>rd</sup> November covering a range of updates and planning discussions related to the work of the clerks in support of ASTs.</p> <p>The partnership agreements have been issued to all local authorities with a start date of 1 April 2019.</p>
19	 We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people	C&EL	June (Volunteers' Week) - March		<p>Following the success of volunteers week, CHS expanded social media into both facebook and Instagram. The recruitment campaign was actively promoted through these channels.</p> <p>A number of volunteer case studies have been promoted to national and local media and are being picked up in some areas.</p> <p>The role of the PPA has been a key focus in Q3 on both Facebook &amp; Twitter, to drive applications in Renfrewshire and Ayrshire.</p>
20	We will support and empower our Area Support Teams to lead and manage Panel Members through the implementation of a sustainable model of Area Support Team planning	CSLs, QPL	April - May		<p>All ASTs have operational plans. The new plans outline AST business as usual activity and identify improvement activities for the year. The plans are used by the CSLs to monitor progress and provide tailored support. The plans are also used by the ASTs to track progress and manage resources.</p> <p>We have undertaken a review of all plans and they are being used by SMT to structure AC 1-1s. We will review the use of</p>

No.	Activity	Lead	Timeline	Status	Update
					plans at ACLG in February and how we can build on their use in 2019/20.
21	We will continue to mainstream our equalities duties across all aspects of our work by publishing equality information to demonstrate our compliance in meeting the general and specific public sector equality duties in the Equality Act 2010	HR/ODL	July - September		In the most recent development with CHS's equality outcome action plan, as approved by Board in September 2018, CHS signed up to the Disability Confident Committed badge, which is valid for 12 months until 06/12/2019.
22	We will explore options for the relocation of the Children's Hearings Scotland National Team office, ensuring that it meets the needs of our community for the next five years	DCE, BM, HR/OD	July - September		CHS high level business case has been approved by the CHS Board and SG Sponsor Team. Following a procurement exercise a contractor has been appointed to undertake the construction work which will commence in January 2019. Due diligence work continued during this quarter with ongoing support from SFT, having a particular focus on what 'smart' working offices look and feel like. Staff are transitioning to hot desking whilst in LWH through a series of structured activities led by CHS HR/OD Lead. Engagement on our potential relocation with staff began in September and staff were formally updated in December 2018. Further engagement is planned for Q4.
23	 We will publish a report on the implementation of hearing decisions by local authorities and work with partners to develop an approach to evidence impact	QPL	April - March		The feedback loop collection for data from 2016/17 is now closed. Data will be analysed by SCRA and a report published in quarter four. CHS are pursuing a refreshed feedback loop strategy which will begin in 2019/20.
24	 We will support the work of Our Hearings Our Voice Board to ensure that the views and the experiences of children and	All	April - March		CHS Business Manager and Communications and Engagement Lead are members of the OHOV Operational Group. During the summer Our Hearings Our Voice worked

No.	Activity	Lead	Timeline	Status	Update
	young people are embedded in the work of Children's Hearings Scotland				with young people with lived experience to create application packs and communications for its first ever recruitment campaign. The recruitment drive ran from 3 <sup>rd</sup> September to 1 <sup>st</sup> October and had a great response from young people across Scotland. In November, a 'Let's Get Started' event took place in Glasgow. Eleven of the young people who applied to be board members attended the event, along with their trusted adults, which aimed to give them more information about being an Our Hearings Our Voice board member. The next meeting is in early February at which the young people will look at developing a logo and brand for Our Hearings Our Voice.
25 	We will streamline the procedures for Panel Member continuity to enable timely decision making.	P&PL	April - August		An improved streamlined process will go live on 28 <sup>th</sup> January which will reduce workload for panel members and SCRA staff while giving Area Conveners operational oversight of continuity in their area. Promotion of the benefits of continuity will commence in Q4 once the process is fully embedded.



Target	Lead	Current figure	Update
98% of (EIR, SAR and FOISA) information requests are responded to within statutory timescales	IGL	100% Achieved	2 FOISA requests and 2 SARs in quarter three. All information requests were responded to on time.
95% of complaints dealt with by the National Team are responded to within SPSO timescales	IGL	100% Achieved	There were 17 complaints received in quarter three. 15 were issued to ASTs to resolve. Three were handled internally by





			National Team. Of these three, 100% were dealt with in line with SPSO timescales.
85% of supplier invoices not in dispute paid within 10 working days	F&SA	92.1% Achieved	On target for 2018/19. The Business Manager continues to coordinate increased use of credit cards for payments in order to pay more suppliers more quickly and reduce the administrative burden to CHS. Additionally, reduced reliance on wet/physical signatures enables remote invoice authorization and hence faster approvals and payments. <i>(Calculations are as 10 December.)</i>
90% of audit actions implemented within agreed timescales	GL	Not achieved this quarter (59%)	There are 39 audit actions due for implementation over 2018/19. 59% of audit actions have been completed. 13% of actions are not yet due and 28% have missed the set our deadline. However it is anticipated that these actions will be completed in 2018/19.
97% Children's Hearings Scotland employee attendance	HR/ODL	Achieved  99% short term absence  95% long term absence	The figures for this quarter are calculated are up to 18 December 2018. We now provide both our short and long term absence figures ( 4+weeks) as two separate and more meaningful calculations. We had 13% of staff on long term absence during this quarter but as of w/c 10 December, all employees have returned to work under supported phased return to work plans.




## Business objective four

**To prepare our systems and communities, in partnership with the Scottish Children's Reporter Administration, for our joint digital future**

No.	Activity	Lead	Timeline	Status	Update
26	We will inform and support our volunteer community to prepare them for the introduction of our new digital systems through digital skills e-learning material and regular multichannel communications	C&EL	April – March		<p>We launched an informercial profiling our digital plans. Six E Learning modules are ready for roll out over the coming months. Hosted on Virtual Learning Environment Moodle two modules are live: CHS Digital Systems and Using CHS Systems and the Hearing Room Laptop. See also 32.</p> <p>Each Business Owner has developed an engagement plan for stakeholders in their area to both inform development of the digital systems and inform more widely about digital plans moving forward. In addition a broadcast communications plan has been created for communication to the CHS community about our joint digital strategy with SCRA. This Plan will be aligned with SCRA's plan.</p>
27	We will grow the Children's Hearings Scotland Community Digital Consultation Bank to work with us and the Scottish Children's Reporter Administration to provide feedback on IT systems that will be used by our volunteer community	DPDL	April – March		<p>The Bank continues to be publicised at various events, e.g. the ACLG, with all members of the CHS Community being encouraged to get involved. The Bank currently has 185 members (representing just</p>

No.	Activity	Lead	Timeline	Status	Update
					under 7% of our volunteer Community). The Bank have been heavily involved in various activities across the Digital Delivery Programme, including remote and in-person user testing, and feedback surveys on digital communications. When the 2018/19 recruits begin their training it is hoped that a high percentage of them will be interested in joining the Bank.
28	We will release promotional films to provide support and engage our volunteer community in our digital journey	C&EL	April – March		Complete. Films have been released and well received – see also 32.
29	We will deliver an IT helpdesk that meets the needs of our volunteer community	OM	April – March		Helpdesk launched at the beginning of May delivered by Leidos and supported by CHS business support team. Has been well received to date and in depth management information will be available going forward
30	We will embed a centralised system of volunteer training records to provide assurance of the knowledge and skills within our community	NTL	April – September		Improvements have been made to PanelPal and processing and policy being developed in relation to all local and national training from 2013 being uploaded onto PanelPal by end Feb 2019. All training from Feb '19 onwards will be inputted directly into PanelPal.
31	We will maximise our potential to generate management information through the adoption of our digital systems	BM	April – March		We have implemented a Business Owner model in CHS and staff are responsible for the inputting into the development of CHS service areas. Each service area will contain a wealth of new management information which can be extracted from the system. A Business Owner has been appointed to assist in the development of a reporting tool.

No.	Activity	Lead	Timeline	Status	Update
32	We will continue to consult the Digital Programme Reference Group on our Digital Strategy delivery to ensure we capture the views of our community	DPDL	April – March		The Digital Programme Reference Group met on 2 <sup>nd</sup> July and had a productive and lively meeting. The next meeting is planned for January 2019.

Target	Lead	Current figure	Update
100% of Area Support Teams using the children's Hearings Scotland rota management system	DA	59% to date (not yet due)	14 out of 22 ASTs are currently using CHS' rota management system. We are actively following up with the remaining ASTs to ensure they are using rota management by end of March. 20 out of 22 ASTs have received training, with Eilean Siar booked for February.
10% of our volunteer community who are members of the Children's Hearings Scotland Community Digital Consultation Bank	DPDL	6.6% (not yet due)	16 people have joined the Bank since 1 <sup>st</sup> April 2018. There are 185 people in the bank at present.
90% of ICT calls resolved within service level agreement	ITL	Data outstanding	Data outstanding – expected ahead of Board on 29/01. In Q2 97% of calls were resolved within SLA and it is anticipated we will have met the target of 90% of Q3.

## Children's Hearings Scotland

Area 2/1/1 Ladywell House | Ladywell Road | Edinburgh | EH12 7TB

t: 0131 244 3696 | [www.chscotland.gov.uk](http://www.chscotland.gov.uk)

 **Follow** @CHScotland



*The Children's Panel – life changing.*



This publication has not been printed to save paper. However, if you require a printed copy or a copy in an alternative format and/or language, please contact us to discuss your needs.



## Agenda Item 9, CHS-1819-47.1

# Business and Corporate Parenting Plan 2019/20

### 1. Introduction

This report seeks the Board's consideration and feedback ahead of the final submission in March 2019, of the **draft** Business and Corporate Parenting Plan .

### 2. Background

The Business and Corporate Parenting Plan 2019/20 is the second in a suite of three plans which will sit beneath the Corporate Plan 2018-21, outlining our operational objectives and activities.

Consultation on the Business and Corporate Parenting Plan 2019/20 has been undertaken with the Board, the National Convener and CHS National Team and our Scottish Government policy colleagues and Sponsor Department. We will work with our Area Conveners on the AST development weekend in February. The views of our CHS Community were captured in the Community Survey 2017 and have been incorporated into the development plan objectives. Consultation with young people will be undertaken in February 2018, with support from Young Scot and we have incorporated the findings of the Better Hearings research into the plan.

Corporate Parenting remains part of our established business planning and reporting cycle. Corporate Parenting activities have been fully integrated into the plan in a 'pop out' section.

An addition to this year's plan is our reporting against the Scottish Government's National Outcomes. These outcomes were refreshed by Scottish Government in July 2018, after the publication of our Corporate Plan 2018-21. As such they have been included in this plan to allow the Minister to note our proposed actions to deliver the new outcomes.

### 3. Financial context for 2019/20 planning

Development of this plan began in autumn 2018 and at this point we submitted a business case for additional funding to support the following areas:

- Volunteer support
- Quality assurance and improvement
- Participation of children and young people
- Learning Academy – development of new management of hearings training programme

With the financial position unknown, this plan has been developed on the basis of a standstill budget, focusing on the successful delivery of our core functions – to recruit, train and support children's panel members.

In January 2019, the provisional grant in aid allocation for CHS for 2019/20 was confirmed as £3.8m, subject to parliamentary approval.

#### **4. Business Plan draft objectives**

CHS present the following draft business plan objectives to the Board for consideration:

- Business objective one: To recruit committed volunteers, that reflect Scotland's communities, who make robust decisions in the best interests of children and young people
- Business objective two: To ensure that volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people
- Business objective three: To invest in a volunteer community and National Team that supports a quality hearing system for children and young people
- Business objective four: We will lead change to modernise the Children's Hearings System to deliver better outcomes and experiences for children and young people

#### **5. Key Performance Indicators**

A new suite of KPIs was developed for the 2018/19 Business and Corporate Parenting Plan. These are in the process of being reviewed and, for the most part will be carried forward into 2019/20 to provide an on-going performance assessment against the baseline.

We will however develop additional key performance indicators in a number of key areas, the including Learning Academy, implementation of digital systems and diversity of our recruitment campaign applicants. This will provide a richer evidence base and inform our continuous improvement strategy.

As we progress through this business year, and things become increasingly measureable as a result of digital developments, it is likely that the management team will propose further indicators in quarter three.

#### **6. Next Steps**

The following process for completion of the business plan is proposed:

- February – consultation with our volunteer leaders at ACLG
- February – design of the plan
- February – further submission to Sponsor Team for final comments
- February/March – work with SMT and the National Team to finalise the plans in light of Board, ACLG and Sponsor Team feedback and budget confirmation
- March – presentation of the Business and Corporate Parenting Plan 2019/20 to the Board along with a reconciled budget

#### **7. Recommendation**

The Board is asked to note progress made and provide feedback on the draft Business and Corporate

Parenting Plan.

# Children's Hearings Scotland Draft Business Plan 2019/20





## Contents

National Convener's welcome	Page 3
Creating the plan	Page 4
Our strategic environment	Page 5
Measuring our performance	Page 7
Our digital future	Page 8
Our resources	Page 10
Our priorities	Page 11
Business objective one	Page 12
Business objective two	Page 14
Business objective three	Page 16
Business objective four	Page 18
Corporate Parenting	Page 20
Our NDPB reporting duties	Page 22

**National Convener's welcome**

DRAFT

## Creating the plan

**We have set four objectives for Children’s Hearings Scotland to achieve together over the next year.**

These objectives reflect our core functions to recruit, train and support our panel and Area Support Team (AST) members to make decisions in the best interests of children and young people going to a hearing.

Our planning cycle works on a programme of three year Corporate Plans and annual Business and Corporate Parenting Plans. This is the second Business and Corporate Parenting Plan and sets out how we will work collectively to deliver activities that support the outcomes set out in our 2018 - 21 Corporate Plan.

This plan also describes how we will measure our performance and meet our statutory obligations.

Each of our 22 Area Support Teams develop supporting operational plans which set out the extensive activities carried out locally, including recruitment, reappointment, learning and development, partnership working and recognition.

### EXAMPLE IMAGE



## Our strategic environment

From our new National Team hub in central Edinburgh, we will broaden and deepen our links with children and young people and our partners to lead the modernisation of the Children's Hearings System.

We work within an ever changing environment. By collaborating with our partners to influence key policy, and through the transformation of our digital systems, we will drive positive change for children and young people in the hearings system.

### EXAMPLE IMAGE

Add ACR, remove YoYP, remove Public Sector Reform, add UNCRC, add National Child Protection Guidance review, add SCRA Home CSO research



We are a listening and responsive organisation. To develop this plan we have sought the views of our community, partners and key stakeholders including: our volunteers through our Community Survey; our Area Support Team leaders; young people with Children's

## Agenda Item 9, CHS-1819-47.2

Hearings experience through the Better Hearings report and our Scottish Government policy colleagues. The voices of these groups have helped us shape what we will prioritise over the next year and how we will carry out our work.

We sit on several improvement boards, including the Children's Hearings Improvement Partnership, Youth Justice Improvement Board and the **Secure Care Board**. We share our knowledge and expertise with our partners and pool skills and resources to help improve Children's Hearings experiences and outcomes for children and young people.

DRAFT

## Measuring our performance

We have set a number of key performance indicators to help us monitor how we are progressing towards the delivery of the objectives and activities set out in this plan and to continuously improve our service.

We will track and report on our progress through: (bullets below to be represented pictorially)

- Quarterly reports to our Board highlighting activities at risk and how we might redistribute resources to help us deliver
- Our annual Impact Report to our Board, the Children's Hearings Scotland community and the Scottish Government
- Support and Guidance with Area Conveners to monitor delivery of Area Support Team plans
- Reports to our monthly Senior Management Team meeting
- Monthly team meetings where we update on progress to deliver our activities
- Regular project management meetings between project sponsors and project managers
- Our CHS Community Survey and SCRA's Children and Families Survey

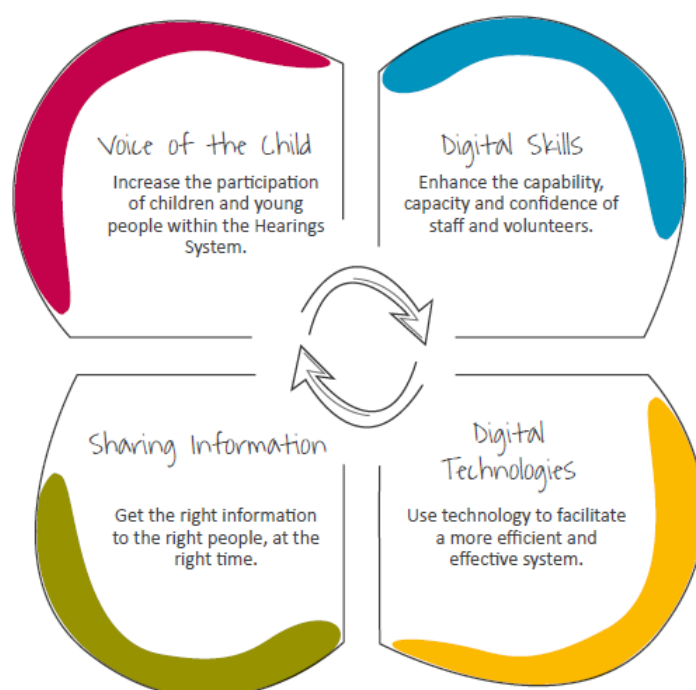
We are excited to launch our new digital systems in the course of this Business Plan (read more about this on page 8). This will help us to collect and generate valuable management information to support how we deliver our objectives. This information will allow us to set and monitor our targets, identify trends and make evidenced based decisions. In the interim, we have benchmarked our current position and where we have access to data from previous years and tracked any changes over time. We use this information to understand the reasons for these trends and to continuously improve. This is reflected in the targets we have set.

## Our digital future

Through the use of digital technology Children's Hearings Scotland is transforming the way we engage with and support our volunteer community, children, young people and their families and our partners.

Our vision is a child centred Children's Hearings System with digitally enabled volunteers and employees, who confidently use digital tools and technologies to improve experiences for children and young people in Scotland.

The Digital Strategy for the Children's Hearings System sets out four core objectives and priorities:



The Digital Strategy will, over time, deliver benefits for everyone in the Children's Hearings System:

**For children and young people and their families,** digital technology will allow them to:

- Communicate more easily with Panel Members
- Tell us how we are doing – including feedback to the National Team and deepening our understanding of the experience of a hearing for children and young people
- Keep up to date on each stage of their journey through the Children's Hearings System
- Explore how they could attend a hearing virtually using video conference technology.

**For our volunteer community,** digital technology will support:

- More opportunities for online training, including the ability to book training online
- Volunteers to communicate, collaborate and share knowledge and information
- The claiming of expenses quickly and easily

## Agenda Item 9, CHS-1819-47.2

- The review of their observation reports quickly
- In monitoring and charting their hearings experience and contribution to the Children's Hearings System.

**For the Children's Hearings Scotland National Team,** digital technology will:

- Allow us to make decisions about the types of support we provide to our volunteer community, to make being a Panel or Area Support Team member more rewarding and sustainable
- Collect and analyse evidence about the impact the Children's Hearings System makes to the lives of children and young people who come to hearings
- Ensure that we can recognise the contribution and impact of our volunteer community in protecting Scotland's most vulnerable children and young people more accurately
- Help us work with employers across Scotland to ensure that they actively support our volunteer community and recognise the transferable skills that membership brings.

DRAFT



## Our resources

Children’s Hearings Scotland is funded through an annual grant in aid under a framework agreement with the Scottish Government.

For 2019/20 we have been allocated grant in aid of 3.8 million revenue.

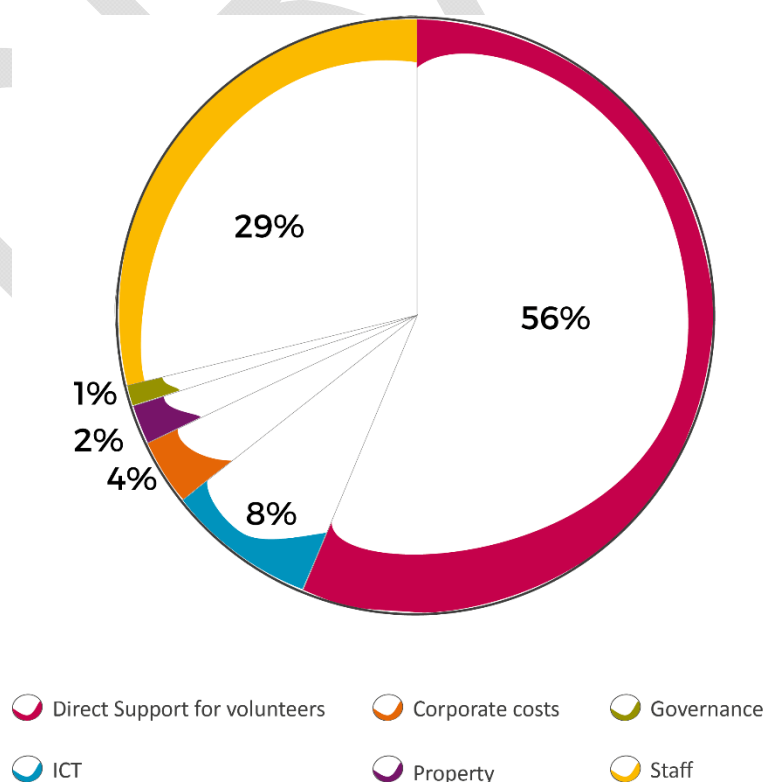
In addition to this, the Scottish Government has also provided dedicated funding of £2.5 million in support of the Digital Strategy between Children’s Hearings Scotland and the Scottish Children’s Reporter Administration.

CHS allocates these resources across the Children’s Hearings Scotland community to recruit, train and support our volunteers. To deliver these functions we employ a National Team of 24 permanent staff. Through our collaborative agreements with local authorities we gain invaluable local administrative support for our volunteer community.

We will work with our Area Support Team leaders across Scotland to make choices about how we deliver this Plan within our budget and resources, ensuring that the focus remains on supporting panel members to make the best decisions for children and young people at a hearing.

The table below reflects how our budget will be allocated across our key business areas in 2019/20.

**EXAMPLE IMAGE**



## Our priorities

EXAMPLE IMAGE - will be updated to reflect 2019/20 objectives (image from 2018/19 plan)

# OUR BUSINESS OBJECTIVES



We have set four business objectives for Children's Hearings Scotland to deliver in

Our objectives reflect our core functions to recruit, train and support our volunteer community to make high quality decisions in the best interests of vulnerable children and young people.



The following tables set out in more detail:

- Our objectives for \_\_\_\_\_ and what we will do to deliver them
- Who will lead on the activities and when they will be carried out
- How we will monitor our performance.

## Business objective one

***To recruit committed volunteers, that reflect Scotland’s communities, who make robust decisions in the best interests of children and young people***

Activity	Lead	Timescales
We will work with young people with experience of children’s hearings to co-produce refreshed recruitment campaign creatives which attract diverse and committed volunteers	Recruitment and Retention Lead & Communications and Engagement Lead	April 2019 – August 2019
We will review our recruitment processes and carry out a panel member recruitment and selection process to appoint around 450 new panel members	Recruitment and Retention Lead & Communications and Engagement Lead	Pre – campaign – April 2019– August 2019 Campaign - August 2019 – September 2019
We will review our recruitment process for Area Support Team members dedicated to supporting children and families in their local communities, seeking to fill all vacant volunteer posts are filled within 4 months of advertising	Recruitment and Retention Lead & Communications and Engagement Lead	April 2019 to March 2019
We will expand the involvement of young people in the recruitment of volunteers in our ASTs by developing supportive relationships with children and young people in their local area	Recruitment and Retention Lead & Communications and Engagement Lead	June 2019 - November 2019
We will seek to reappoint around 975 Panel and Area Support Team Members across Scotland ensuring that they continue to have the skills and qualities to serve as Children’s Hearings Scotland volunteers	Recruitment and Retention Lead	April 2019 to June 2019
We will continue to work with our CHS Community to recognise and value the contribution of our volunteers in protecting Scotland’s most vulnerable children and young people	Recruitment and Retention Lead	April 2019 to March 2019

### Key performance indicators (to be developed)

Measuring our performance	2017/18 actual	2018/19 target	2018/19 actual	2019/20 target
% of new Panel Members appointed aged 25 and under	7%	10%	13.6%	15%

Agenda Item 9, CHS-1819-47.2

% of new Panel Members appointed that are male	34%	38%	31%	34%
% of Panel Members successfully re-appointed	71%	75%	68%	75%
<i>BAME, disability</i>				

DRAFT

## Business objective two

***To ensure that volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people***

All Learning Academy activities will be branded with the Learning Academy logo

Activity	Lead	Timescales
We will deliver, through our Learning Academy, a Professional Development Award to our trainee panel members – <i>Children’s Hearings in Scotland: Panel members - SCQF level 7</i> – through a blended learning approach	National Training Lead	January – December
We will deliver a new programme of continuous professional development for our panel members	National Training Lead	January – December
We will deliver a broad programme of skills development training tailored for AST members	National Training Lead	January – December
We will deliver two masterclass learning events, drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector	National Training Lead	May – December
We will implement a new online Knowledge Hub for the CHS Community to facilitate access to up to date learning materials	National Training Lead	January – December
We will deliver an expanded programme of Panel Practice Advisor training to enhance our approach to quality and national consistency	National Training Lead	January – December
We will partner with local Learning and Development Coordinators to complement national training through the roll out of a consistent programme of local learning and development	National Training Lead	April – March
We will redesign the Practice and Procedure Manual (PPM) to provide a comprehensive and accurate online resource which can be rapidly updated with emerging policy, good practice and legislation so that our panel members have easy access to authoritative and current advice	Practice and Partnerships Lead	April - September

**Key performance indicators (to be developed)**

<b>Measuring our performance</b>	<b>2017/18 actual</b>	<b>2018/19 target</b>	<b>2018/19 actual</b>	<b>2019/20 target</b>
% of applicants recruited that successfully complete the required seven day pre-service training	90%	93%		
% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	NEW	80%		
% of positive course evaluation responses received for AST training	96%	97%		
% of positive national training course evaluation	96%	97%		
% of positive course evaluation responses received for masterclass events	N/A	N/A	N/A	
% of CHS Community Survey respondents who believe they have the skills and knowledge to carry out their role	98%	N/A	N/A	99%
% of panel members successfully completing Management of Hearings training				
% of children and young people who felt like they were the most important person at their last hearing	77% (2016)	N/A	N/A	79%
% of children and young people who gave their views at their hearing	76% (2016)	N/A	N/A	78%
% of children and young people who felt listened to at their last hearing	74% (2016)	N/A	N/A	76%
<i>Build in CHS Community survey KPIs</i>				
<i>Build in Panel Practice Observation data from digital system launch</i>				
<i>Enhanced leadership course KPI</i>				
<i>Access to Knowledge Hub stats</i>				
<i>KPI Training stats</i>				

## Business objective three

***To invest in a volunteer community and National Team that supports a quality hearing system for children and young people***

Activity	Lead	Timescales
We will implement a new integrated volunteer support model across Scotland to ensure high quality, consistent and sustainable support for our volunteers <i>OR</i> We will review our volunteer support model to identify new ways of delivering high quality support to our ASTs within existing resources *	SMT and Community Engagement Leads	April – March
We will drive up quality and consistency in the delivery of our key objectives by developing a quality improvement framework across the CHS Community	Performance and Quality Lead	May - March
We will listen and respond to the views and experiences of our volunteers through the delivery and reporting of our biennial Community Survey	Performance and Quality Lead	July – September
We will drive consistency in panel member practice through an enhanced programme of observation and feedback	Community Projects Lead	May - March
We will support Area Support Teams to work with local partners to deliver a nationally consistent approach to embedding Better Hearings standards, Corporate Parenting and Children’s Services Planning	Community Support Leads	April – March
We will put in place a code of conduct for the CHS community which will improve standards and maintain the integrity of a skilled and effective national Children’s Panel	Practice and Partnerships Lead and Community Support Leads	April – March
We will launch a programme of volunteer communications and engagement, including: <ul style="list-style-type: none"> <li>• refresh of our corporate website content</li> <li>• launch of a new monthly newsletter</li> <li>• delivery of our biennial Community Survey</li> <li>• increase our use of social media platforms</li> </ul>	Communications and Engagement Lead and	July – September
We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people	Communications and Engagement Lead	Volunteers week – July
We will invest in the CHS National Team to ensure we are equipped with the skills to lead and deliver the modernisation and digital agenda	HR/Organisational Development Lead	March – April

- resource dependent

**Key performance indicators (to be confirmed)**

Measuring our performance	2017/18 actual	2018/19 actual	2019/20 target
% of (EIR, SAR and FOISA) information requests	100%		
% of complaints dealt with by the National Team are responded to within SPSO timescales	100%		
% of supplier invoices not in dispute paid within 10 working days	79%		
% of audit actions implemented within agreed timescales	82%		
% Children's Hearings Scotland employee attendance	93%		
<i>Build in CHS Community survey KPIs</i>			
Increase click through on CHS Newsletter by X%			

DRAFT



## Business objective four

***We will lead change to modernise the Children’s Hearings System to deliver better experiences and outcomes for children and young people***

Activity	Lead	Timescales
We will seek to improve how hearings are conducted by: <ul style="list-style-type: none"> <li>• further developing and fully implementing CHS policy on the management of hearings</li> <li>• preparing new practice guidance</li> <li>• strengthening training for panel chairs</li> </ul>	Practice and Partnerships Lead	April – June
We will commission and work with <i>Our Hearings, Our Voice</i> to promote child-centred practice within hearings	Practice and Partnerships Lead	April – March
We will design intuitive, user focussed digital systems that enhance our volunteering experience	Digital Programme Delivery Lead	April – November
We will ensure our National Team and communities are equipped and ready for CHS digital systems through delivery of our business readiness programme	Business Manager	April - March
We will launch our second generation digital systems	Joint Digital Programme Director	November – March
We will drive forward continuous improvement by reviewing National Standards to enhance panel member performance	Practice and Partnerships Lead	April – March
We will work collaboratively with the Independent Care Review to implement initiatives to improve the experience of children and young people attending hearings	Practice and Partnerships Lead	April - September
We will work in partnership with SCRA to monitor the number of upheld appeals against children’s hearings and implement an improvement plan	Performance and Quality Lead	April - March
We will publish a report on the implementation of hearing decisions by local authorities and work with partners to develop an approach to evidence impact <i>Or</i> We will scope and deliver two research projects to deliver information on: <ul style="list-style-type: none"> <li>• the implementation of CSOs</li> <li>• the wellbeing of children and young people on a CSO</li> </ul>	Performance and Quality Lead	April – March

Agenda Item 9, CHS-1819-47.2

<p>We will provide advice to government and other partners on:</p> <ul style="list-style-type: none"> <li>• implementation of UNCRC principles in relation to youth justice and the children’s hearing system</li> <li>• raising the age of criminal responsibility</li> </ul>	<p>Practice and Partnerships Lead</p>	<p>Subject to Parliamentary timetable</p>
<p>We will reshape the community digital portal CHIRP to provide high quality information and resources to support panel members’ role as decision-makers</p>	<p>Practice and Partnerships Lead</p>	<p>April – May</p>
<p>We will develop a CHS strategy for inclusion with a first focus on black and ethnic minority communities, in consultation with our panel members and minority community interests</p>	<p>Practice and Partnerships Lead</p>	<p>April – March</p>

**Key performance indicators (to be confirmed)**

<p><b>Measuring our performance</b></p>	<p><b>2017/18 actual</b></p>	<p><b>2018/19 actual</b></p>	<p><b>2019/20 target</b></p>
<p>% of ICT calls resolved within service level agreement</p>	<p>NEW</p>		

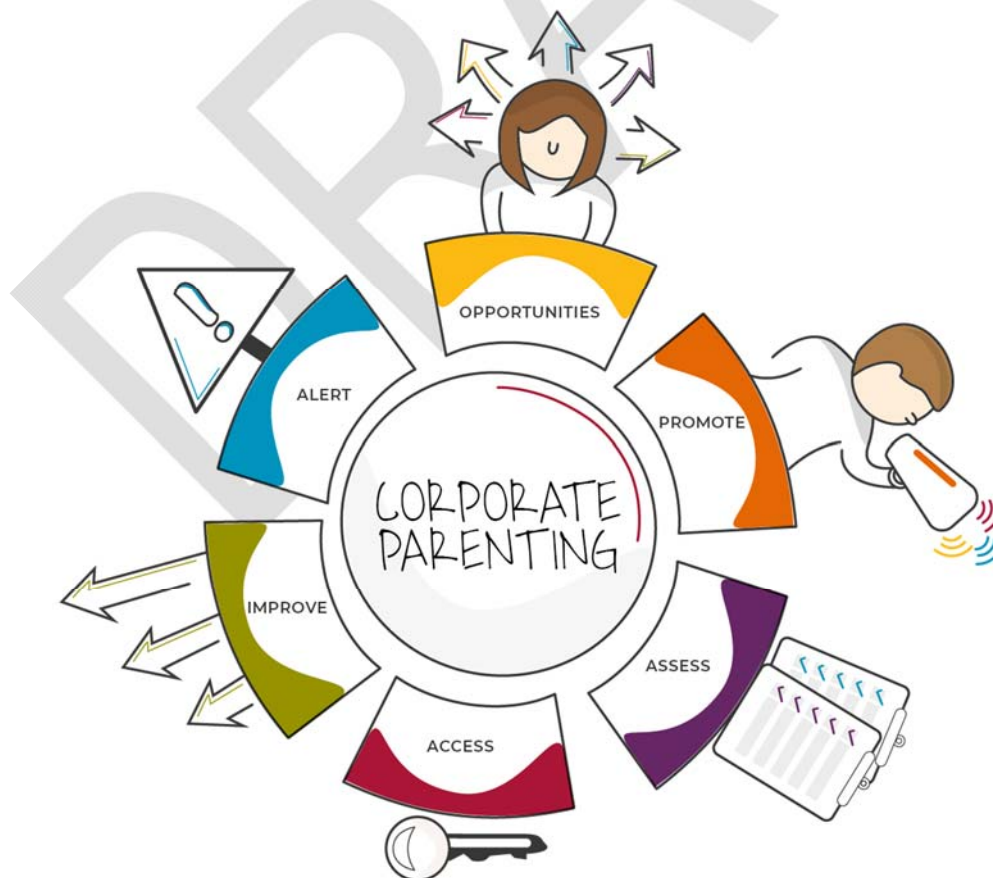
## Corporate Parenting *(\*pop out section – different colour)*

We are proud to be a Corporate Parent!

As a Corporate Parent under the Children and Young People (Scotland) Act 2014, it is our role to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of Scotland's looked after children and care leavers.

The 2014 Act places six duties on Children's Hearings Scotland as a Corporate Parent to:

- Be alert to matters which might adversely affect the wellbeing of looked after children and young people
- Assess the needs of looked after children and young people for the services and support we provide
- Promote the interests of looked after children and young people
- Provide opportunities for looked after children and young people to participate in activities designed to promote their wellbeing
- Take appropriate action to ensure looked after children and young people access these opportunities and make use of our services and support
- Take any other action appropriate to improve our functions to meet the needs of looked after

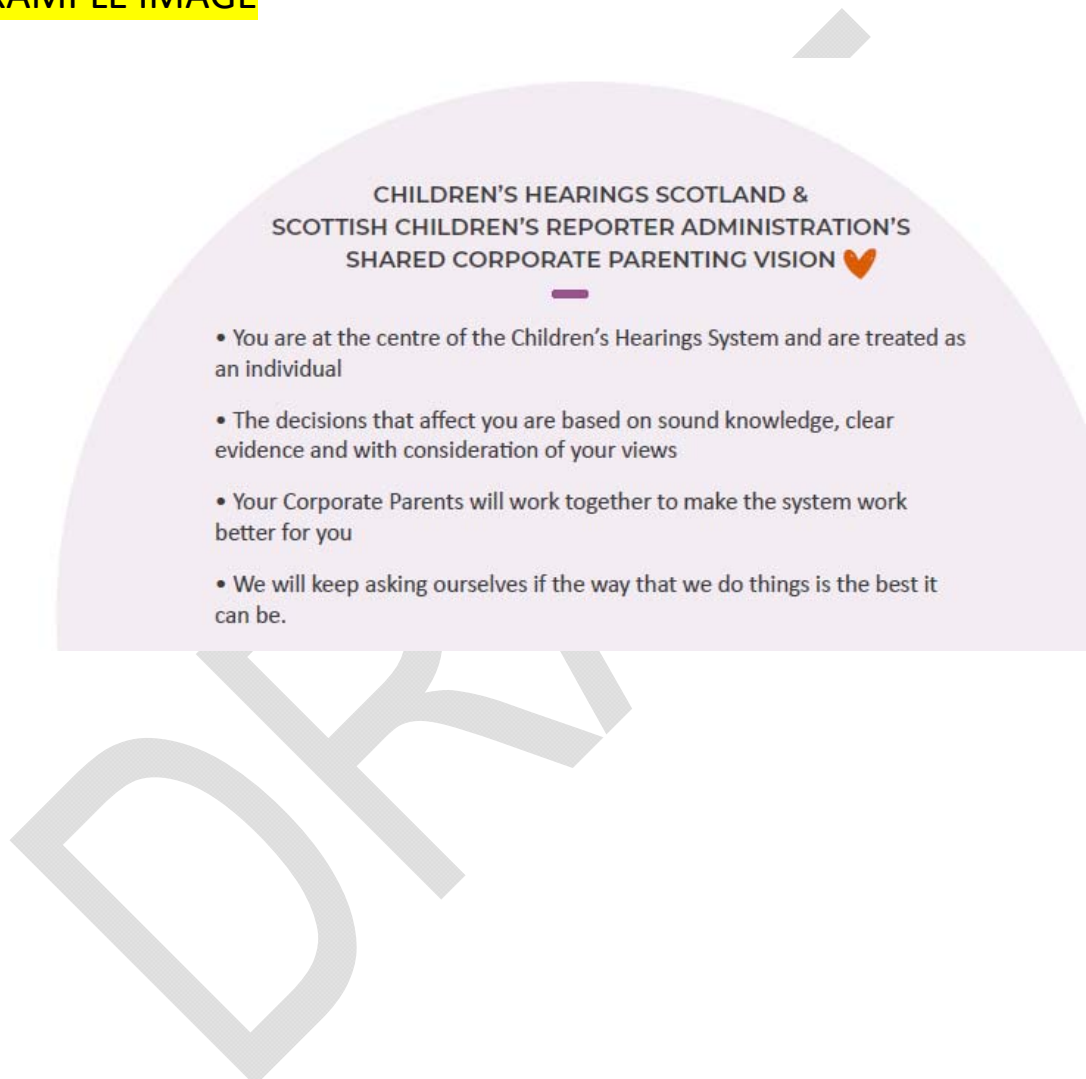


## Agenda Item 9, CHS-1819-47.2

Through our work with the new Our Hearings Our Voice Board we will join forces with children and young people with experience of children's hearings to continually improve the Children's Hearings System, putting children and young people at the heart of decision making about them.

To fulfil our corporate parenting role, we work collaborate with other organisations, including the Scottish Children's Reporter Administration (SCRA). Together with SCRA we have set out our shared vision for corporate parenting:

### EXAMPLE IMAGE



**Our corporate parenting commitments for 2019/20**

In 2019/20 we make following commitments to children and young people:

The box below will be represented in an image

We will..	To..
...build strong and cooperative relationships with Our Hearings Our Voice Board	...to amplify the voices of children and young people in our work
...implement the standards for Better Hearings across our Area Support Team areas	...to ensure that we deliver a nationally consistent, quality hearings experience for children and young people
... co-produce a recruitment campaign with children and young people with lived experience of children’s hearings	... to attract diverse and committed volunteers who can relate to children and young people who go to hearings
... expand the involvement of children and young people in the recruitment of volunteers	... make sure that our trainees understand how their decisions affect the lives of children and young people
... seek the views and experiences of children and young people through the Scottish Children’s Reporter Administration Children and Families Survey	...to identify improvements which will make going to a hearing a better experience for children and young people
... implement a new national policy on Chairing	... make sure children and young people can meaningfully participate in their own hearing
... roll out our new Panel Member continuity policy	... to provide a consistent and reassuring panel member presence at hearings for children and young people
... work collaboratively with the Independent Care Review to implement emerging recommendations	...improve the experience of children and young people attending hearings
...we will roll out Panel Member profiles* across Scotland	...to make the hearing experience more child friendly and put children and young people at ease

To make these key activities easier to identify within this Plan, we have highlighted them in **ORANGE**.

*\* A panel member profile is a photo or bitmoji of a panel member, with a brief description of who they are*

**Reporting on our corporate parenting responsibilities**

We regularly reflect on how we are doing so we know what we could do better.

Agenda Item 9, CHS-1819-47.2

We will check on our progress through our performance arrangements, outlined on page 7, and reviewed by the Children's Hearings Scotland Board on a quarterly basis. We will also report on progress through our Impact Report.

DRAFT

## Our NDBP reporting duties

As a non-departmental public body (NDPB) we must report on our functions across a number of different policy areas.

### National Outcomes

Children’s Hearings Scotland plays a role in delivering the Scottish Government’s overall purpose, strategic objectives and national outcomes. The objectives and activities set out within this plan contribute to the National Outcomes contained within the Scottish Government’s National Performance Framework launched in 2018.

Our Panel Members are well trained to make high quality decision in the best interests of vulnerable children and young people.

Panel Members make decisions for over 14,000 children and young people a year. The children and young people our Panel Members meet at children’s hearings range from babies to teenagers who experience neglect, to those who are truanting from school or have committed an offence. Through delivery of our core functions, to recruit, train and support Panel Members to make high quality decisions, we aim to improve the life chances and wellbeing of children and young people.

Scottish Government National Outcomes	What we are doing to help deliver them
We grow up loved, safe and respected so that we realise our full potential	<ul style="list-style-type: none"> <li>• Our panel members make decisions for vulnerable children and young people to help support them to grow up nurtured, loved, happy and healthy</li> <li>• We work with our partners in the Children’s Hearings System to ensure that children and young people move through the system with minimum delay, to ensure all children are safe and settled as soon as possible</li> <li>• We will work with partners towards evidencing the impact of hearings</li> </ul>
We respect, protect and fulfil human rights and live free from discrimination	<ul style="list-style-type: none"> <li>• The Children’s Hearings System holds the UNCRC at its heart and Children’s Hearings Scotland upholds the rights of all children and young people who attend hearings</li> <li>• Our volunteers treat the children, young people and families who attend hearings with dignity and respect</li> <li>• Our panel members are highly trained to make robust decisions with and for children and young people, which adhere to their rights</li> <li>• Panel Members make decisions which support children and young people who have offended, are at risk of offending or have been offended against.</li> </ul>

<p>We live in communities that are inclusive, empowered, resilient and safe</p>	<ul style="list-style-type: none"> <li>• Our recruitment campaign and selection process attracts volunteers from the local communities they live and work in</li> <li>• The Children’s Hearings System empowers local communities by promoting local decision making and, involving children, young people and their families in the decision making process.</li> </ul>
<p>We are well educated, skilled and able to contribute to society</p>	<ul style="list-style-type: none"> <li>• We provide training, support and volunteering experiences to around 3000 people in Scotland</li> <li>• We work locally with employers to communicate the workplace and personal skills gained through volunteering with Children’s Hearings Scotland</li> <li>• We are proactive and determined in our collective efforts to support and involve children and young people in the work of CHS</li> <li>• We offer opportunities for care experienced young people to work with us through internships.</li> </ul>
<p>We have thriving and innovative businesses, with quality jobs and fair work for everyone</p>	<ul style="list-style-type: none"> <li>• We are working towards a 50:50 gender split on our Board by 2020</li> <li>• We meet our responsibilities to our staff under the Equalities Act 2010</li> </ul>

### Equalities

We produce Equality Mainstreaming and Outcomes Reports as a statement of our commitment to fully embed equality in our organisation and the services that we provide to children, young people and their families.

Our commitment to equality is enshrined in our general duty to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

We are committed to supporting the Scottish Government’s National Outcome of Tackling Inequality. This programme of work acts as a series of commitments to which we will be held to account. Delivery of the equality outcomes is overseen by our Senior Management Team who report routinely to our Board. Children’s Hearings Scotland is due to report on progress this year.

### Climate change

We are committed to meeting the public bodies duties set out in Part 4 of the Climate Change (Scotland) Act 2009. Children’s Hearings Scotland reports on its environmental performance through its Annual Report. Over the course of this Plan we will explore ways in which we can enhance our climate change reporting.



**Biodiversity**

As a non-departmental public body we have a responsibility to work in a way which contributes to biodiversity conservation.

We published our Biodiversity Report in 2018 reflecting on our performance over the last three years and setting out our future plans.

DRAFT

## Agenda Item 10 CHS-1819-48

### 2018 Recruitment Campaign: Panel Members - Update

<b>Accountable Director:</b>	DCE
<b>Report author:</b>	Catherine Goodfellow, Recruitment & Retention Louise Farmer, Communications & Engagement
<b>Recommendation:</b>	To note for information
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

#### 1. Background

- 1.1 This paper provides an update on the 2018 Panel Member recruitment campaign summarising the applications received, resulting in the confirmation of 516 trainee Panel Members.
- 1.2 The aim of the annual recruitment campaign is to attract members of the general public to apply to become volunteer Panel Members. It is essential to attract those who will make the best decisions for children and young people.
- 1.3 The 2018 recruitment campaign used the #Forceforgood concept imagery. This campaign replaced the previous 'Barrier' campaign that had been used for four-years previously.

#### 2. Campaign

- 2.1 The recruitment campaign aims to attract volunteers from a wide range of communities, to ensure a diverse panel community in terms of gender, age and socio-economic profile. The campaign specifically targeted men, young people (18-25 years) and black and ethnic minority groups – all which are presently under-represented.
- 2.2 Similar to the 2017 campaign, this campaign set out to recruit over 500 Panel Members. To help achieve this, more targeted marketing was commissioned focusing on young people through various social media channels and more digital advertising, posters displaying men as volunteer Panel Members and partnership events with employers who traditionally employ more men. The creative images also presented representatives from BME communities.
- 2.3 In order to reach new audiences, this year's campaign focused upon the multiple social media channels and platforms rather than printed media.
- 2.4 The campaign was to launch in two stages: a soft launch w/c 13 August 2018 and then a full launch on 17 August 2018. During the soft launch CHS promoted a small selection of campaign images on social media, on approximately 300 phone box sides and at four cinema locations across Scotland.

It was during the soft launch that CHS received criticism for language used within the campaign. Around 60 people criticised the campaign language on social media over the course of 24 to 48 hours and CHS took the decisions to reflect on the language used within the campaign, and eventually to evolve it.

A separate report on lessons learned will be submitted to the Board.

- 2.5 The campaign ran from 17 August until 24 September 2018. As the Board will acknowledge, the campaign evolved from its original messaging resulting in a pause for two working days at the beginning of the campaign.
- 2.6 Online applications for 2018 closed on 24 September, having been open for 40 days. 1,514 applications were received for the 20 AST areas that were recruiting. This compares favourably with the 1,593 applications received in 2017 over a period of 45 days.
- 2.7 A review of the 2018 campaign was carried out by the CHS team together with our media partners. A high level summary of the lessons learned is provided below.

### **3. Applications in 2018**

- 2.1 There were 1,514 applications in total, slightly less than the 1,593 applications received in 2017. Notwithstanding the small drop in applications, the 2018 campaign outperformed similar campaigns in previous years.
- 2.2 In 2017, 27% of applicants received were males; this year, 24% applications received were from men. This converted to 31% of trainee Panel Members as male in 2018 compared to 36% in 2017.
- 2.3 There was an increase in the number of young people applying this year with under 25s accounting for 13.6% of applicants compared to 10.6% last year. This reflects the make-up of the population which has 12.5% of young people. The age profile of applicants as a whole is younger than previous years and the average age of applicants this year was 41 years.
- 2.4 Our media partners have assessed the most effective marketing sources as radio and online sources were the most effective, and were collectively responsible for recruiting around 80% of all applications.

### **4. Recommendation**

- 4.1 Board members are asked to note this update and will be advised of final numbers appointed as Panel Members in May 2019.

## Agenda Item 11, CHS-1819-49

### PPA Project (Update)

<b>Accountable Director:</b>	DCE.
<b>Report author:</b>	Ian Campbell: Community Projects Lead.
<b>Recommendation:</b>	To note the update
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

#### 1. Introduction

- 1.1. This report is to provide an update on the associated activity that has been ongoing in relation to the PPA improvement activity since the last report was presented to the CHS Board in 2018.

#### 2. Background

- 2.1 As this work makes progress it is evident that key parts of this improvement approach is very much aligned and mutually dependant on large parts of the change activity that is currently taking place within CHS. It is therefore important to align the various decision points to ensure that the improvement work produces value in a composite sense. The project lead is fully aware of these associated timescales and has taken a staged approach to parts of this activity so that it can feed into the various stages of this larger on-going work. The following few paragraphs gives a high level summation of what has taken place since the last update that was provided to the Board.

#### 3. Key activity.

- 3.1 The PPA forum has now been established and a Terms of reference (TOR) agreed. The forum had its first two meetings on the 28<sup>th</sup> of September and the 14<sup>th</sup> of December 2018. Membership is drawn from each of the ASTs. As per the TOR, 3 meetings will take place in any 12-month period. The meeting schedule has been aligned to the CHS governance calendar to ensure that the forum can report any substantive matters into both the Senior Management Team and the CHS Board as required. The first two meetings deliberately focused on setting the vision and examining the aspirations/needs around PPA training and on mapping the variance of PPA practice across the country.

- 3.2 The training discussion feed into the design of the training courses now being delivered by the CHS Learning Academy. This can be seen within Programme 3 which delivers an integrated element to panel member pre-service and PPA training. It also contains a number of specific face to face courses for PPAs which were not previously available. This is designed to ensure that Panel Members and PPAs understand, not only the distinct elements of their own roles and responsibilities, but that they are able to foster a more engaged and reflective dialogue.
- 3.3 The new CHS Learning Academy programme also now contains a specific element in relation to quality assurance. This new course will see a new focus on what quality assurance means for PPAs and explains the wider context of how this will operate across the CHS community. Following some PPA forum feedback, a number of discussions took place with the training provider to incorporate this into the training programme. These discussions also involved the CHS Quality assurance lead who is currently scoping a new quality assurance framework; this ensures that the training needs and operational delivery is aligned to the future strategic direction.
- 3.4 Work has been progressed in terms of process mapping the PPA observation journey. This resulted in a number of key questions being asked of Area Conveners around how the information and data captured within the completed PPA observation and feedback record was being used to improve practice delivery. This work resulted in the formulation of a refined Information Governance policy statement, which was agreed by the DCE and presented to the last ACLG in December 2018. (see **Appendix 1**).
- 3.5 The last few months also involved a small PPA reference group looking at the current design of the PPA observation record. Feedback from the PPA community indicated that the current format was not fit for purpose and was unable to sufficiently comment on the core competencies needed for assessment. The review was conscious of the work ongoing in the CHS Digital programme and sought to design a digital template that could improve our quality assurance function. The intention being that the digital format will allow access to some granular detail, which can draw out both the individual competencies and see the PPA comments attached to these. Renfrewshire and Tayside ASTs have agreed to test the draft template and evaluate if any other amendments are needed. These pilots will commence in February 2019 and run for a period of 6 weeks.

3.6 The PPA process mapping work has also indicated that clear policy statements are needed in relation to the below areas. Following some early discussion with a number of Area Conveners and PPAs, draft statements have been formulated which are currently being considered.

1. Notification of PPA Rota.
2. Confirming that the Hearing/Hearing Session is taking place.
3. Preparation for the Hearing.
4. Principle of Observation.
5. Value of Observation History.
6. Providing Feedback at the end of a Hearing.

#### **4 Recommendations.**

4.1 Board members are asked to note this update.

DRAFT

## Appendix 1

### **PPA Observation Reports – Sharing and use of reports after the hearing.**

1. CHS requires that, wherever possible, PPAs communicate these forms electronically, to the Panel Member, Clerk and DAC (or the delegated PPA lead for observation reports) at the same time. The Panel Member is to be encouraged to provide reflective feedback on the report. This provides an opportunity to reinforce the supportive and mentoring role that PPAs have in assuring effective practice delivery. The emphasis will always be on improvement and panel member development, but equally to quality assure the skills and behaviours evident in a Hearing. It is expected that the observation report will be e-mailed back to the PPA, Clerk and DAC, and the e-mail will be considered an electronic signature. AST's should be encouraged to have at least one designated observations lead who is available to work closely with the DAC.

2. For the purposes of training and development, observation reports can be used for a number of purposes. When data is compiled from multiple reports, and no individual person can be identified from the final data set, this is no longer classed as personal data. Therefore any activities which use aggregated data or trends identified from multiple reports individuals are acceptable. Such uses include the identification of trends or training needs. The aggregation of this data can be done by the DAC, who also reserves the right to delegate this task to a member of the AST. CHS considers this approach to be good practice and there is an expectation that AST's ensure this takes place. It will also allow good practice to be identified and shared.

3. With regards to the remediation of particular issues, CHS believes that it would be advisable for the AC or DAC, Designated Observation Lead, LDC and LPR to meet at regular intervals to discuss any instances where additional training needs have been identified for individuals within the AST. Such meetings would allow for informal updates and decisions to be made. ASTs should record the actions taken to resolve any matters and reference them during reappointment or other necessary discussions. This structure would provide for a useful learning cycle to reflect on the evidence recorded. In this instance, CHS does not believe that this arrangement constitutes a new use of panel member data. It is not necessary to gather an individual's consent to share this information, but it is recommended that ASTs communicate that this activity is occurring.

## Agenda Item 12, CHS-1819-50

### CHS: Learning Academy Update

<b>Accountable Director:</b>	Elliot Jackson
<b>Report author:</b>	Christine Mullen
<b>Recommendation:</b>	To note
<b>Resources implications:</b>	[None/ within available resources]
<b>Equalities duties:</b>	Equalities Impact Assessment Required: <b>No</b> Equalities Impact Assessment Carried out: <b>No</b>

#### 1. INTRODUCTION

1.1 This short paper outlines key messages and gives a brief overview of plans for the launch of the Children's Hearings Scotland Learning Academy on January 31<sup>st</sup> 2019.

#### 2. BACKGROUND

2.1 The Learning Academy is the entity under which all national training and learning for members of the CHS volunteer community will be carried out. The Academy is already operating and this update covers the official launch.

#### 3. RECOMMENDATION(S)

3.1 The Board is asked to note this report.

#### Children's Hearings Scotland

Area 2/1/1 Ladywell House | Ladywell Road | Edinburgh | EH12 7TB  
t: 0131 244 3696 | [www.chscotland.gov.uk](http://www.chscotland.gov.uk) |  Follow @CHScotland



This publication has not been printed to save paper. However, if you require a printed copy or a copy in an alternative format and/or language, please contact us to discuss your needs.





# CHS

## LEARNING ACADEMY LAUNCH

### 1 INTRODUCTION

1.1 This paper provides a short update on the current position in relation to the launch of the CHS Learning Academy: the Learning Academy. The Learning Academy will be launched officially on Tuesday January 31<sup>st</sup> 2019. This launch is both internal to the CHS volunteer community, and external to partnership organisations and others.

### 2 LAUNCH MESSAGES: SELECTED HIGHLIGHTS

2.1 Internal: Key messages to the CHS volunteer community include:

- The Learning Academy puts quality learning at its heart to ensure that Panel Members are fully supported to make the best decisions for children and young people, and that AST members are equipped to carry out their respective roles
- The Learning Academy has been developed in partnership with the Childrens Hearings Scotland volunteer community
- The Learning Academy offers a range of bespoke learning programmes and a variety of ways to learn with access to a range of supporting resources including a new knowledge hub online
- The Learning Academy Prospectus is now live.

2.2 External: Key messages to CHS Partner organisations:

- National Convener Boyd McAdam is delighted to announce the launch of the new CHS Learning Academy
- The Learning Academy puts quality learning at its heart to ensure that Panel Members are fully supported to make the best decisions for children and young people, and that AST members are equipped to carry out their respective roles
- The Learning Academy supports our 3000 volunteers in their learning to ensure they are equipped to carry out their respective roles to the highest of standards

#### Children's Hearings Scotland

Area 2/1/1 Ladywell House | Ladywell Road | Edinburgh | EH12 7TB  
t: 0131 244 3696 | [www.chscotland.gov.uk](http://www.chscotland.gov.uk) |  Follow @CHScotland



This publication has not been printed to save paper. However, if you require a printed copy or a copy in an alternative format and/or language, please contact us to discuss your needs.



*The Childrens Panel – life changing.*

A short overview of what the Learning Academy offers will be included in this key messaging and will note that Partner Organisations will be invited to a bespoke launch event later in the year to find out more.

### 3 SUMMARY OF LAUNCH COMMUNICATION PLANS

3.1 A brief overview of key actions and timescales is given below.

3.2 Prior to launch day:

- Email out to Area Conveners and Local Authority Clerks with key messages and to let them know that the Learning Academy will launch on 31.01.2019
- Short briefing note to CHS Board members
- Information to CHS staff team and Learning Academy staff.

3.2 On launch day: internal

- MailChimp email to CHS community profiling the launch of new CHS Learning Academy online platform and the Learning Academy Prospectus
- CHIRP banner and article showing launch information
- Current Learning Academy page on CHIRP updated with key messages and links to the new online platform and Learning Academy Prospectus.

3.3 On launch day: external

- MailChimp email from Boyd to key partners and stakeholders to profile the launch of the new Learning Academy with associated key facts
- CHS corporate website news article about the Academy
- Social media activity including social media films to run throughout the week alongside key Learning Academy information. Three of these films will align with the following three key words: 'Challenging', 'Aspirational' and 'Connect'. These words were developed in the participative session which developed the Learning Academy logo.

### 4 PROGRESS UPDATE

4.1 Will be given at the Board meeting on January 29<sup>th</sup> 2019.

#### Children's Hearings Scotland

Area 2/1/1 Ladywell House | Ladywell Road | Edinburgh | EH12 7TB  
t: 0131 244 3696 | [www.chscotland.gov.uk](http://www.chscotland.gov.uk) |  Follow @CHScotland



This publication has not been printed to save paper. However, if you require a printed copy or a copy in an alternative format and/or language, please contact us to discuss your needs.



*The Children's Panel – life changing.*



## **Area Convener Liaison Group** *'Leading from the front'*

**Friday 1 - Saturday 2 February 2019**  
**Stirling Court Hotel, Stirling University Campus FK9 4LA**

### **Proposed Programme:**

#### **Friday 1 February 2019**

**1000 hours**

#### **Arrival & Morning Refreshments**

*Registration, networking and opportunity to visit the 'market place' with CHS staff.*

**1030 hours**

#### **Welcome and Introductions**

*Boyd McAdam, National Convener, will welcome AC colleagues and Board members to the 2019 ACLG planning weekend.*

#### **Overview and Purpose of the Event**

*The National Convener will offer a reflection on the previous 12 months and look forward to working together throughout 2019 to benefit the Children's Hearings system.*

*This ACLG event will consider our leadership challenges and galvanise us all as advocates/ambassadors of CHS to ensure we proactively are leading from the front.*

**1100 hours**

#### **Practice and Policy Session**

*Led by Jackie McRae, Practice and Partnership Lead, Rosie Megginson, Practice Assistant, and Ian Campbell, Community Projects Officer, this session will look with you at development, changes and decisions on practice and policy on:*

- *Chairing;*
- *Continuity;*
- *The role of Panel Practice Advisers; and the*

- *Practice & Policy Manual.*

***Refreshments will be available***

**1300 hours** ***Lunch in restaurant, providing a quarterly opportunity to meet with fellow Area Conveners, Board members and to seek support from National Team in the market place.***

**1400 hours** **Sustainable Volunteering Support/Session**

*Building upon feedback from Area Conveners as drivers for change, this session will consider and clarify the next steps in supporting and adding value to Area Conveners as custodians of this unique lay tribunal as we prepare to enter the next decade.*

**1700-1715 hours** **Reflections before close of business of day**

*The National Convener will summarise – option for first hand feedback/comments from ACs??*

**1715-1845 hours** **Networking, reflection and free time**

**1845 hours** ***Pre Dinner Drinks***

**1930 hours** ***Dinner & Post Dinner Activities in Abbey Craig Restaurant***

**Saturday 2 February 2019**

**0800 hours** ***Breakfast***

**0930 hours** **Reflection and Feedback from Day One**

**1030 hours** **Session 3 – Overview [DRAFT]**

- *Influencing – How do we do it together?*
- *Promote CHS & how it supports the CH system.*
- *CHS/AST Shared Priorities for 2019/20*
- *Change mgmt.*

**1130 hours** **Planning and prioritising for 2019**

***(Digital, Learning Academy, Continuity, Chairing policy, Reappointment, Recruitment)***

**1200 hours** **Summary, Action Planning, Key Messaging & Close of Session**

**1215 hours** ***Finger buffet lunch***

Note:

- A full ACLG pack will be issued to all attendees on Friday 25 January 2019
- Rooms have been secured for Board members who have confirmed their attendance

DRAFT