



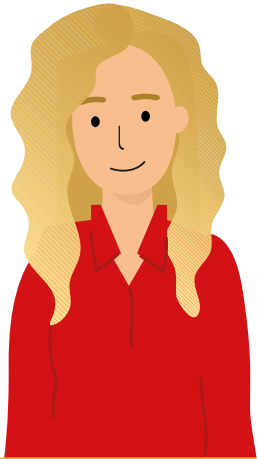
Children's Hearings Scotland Strategic Outlook

2024-2027

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Foreword From Our Chair



Katharina Kasper
Chair of the Board

It gives me great pleasure to write a foreword from the perspective of the Board, to this Strategic Outlook 2024-27. I have a profound sense of responsibility as Chair of the Board of Children's Hearings Scotland: there can be few more important roles than protecting infants, children and young people who need our help across Scotland.

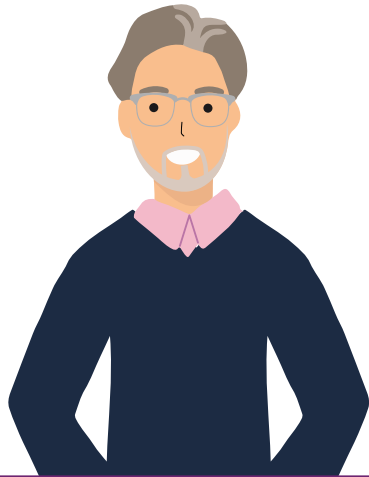
But this plan shows why none of us should be daunted by this responsibility. We have a powerful route map for continuing our journey to make Scotland the best place in the world to grow up.

Within this Strategic Outlook you will find our direction for the next three years laid out, and I am confident we have the right people and plans across the organisation to continue our ambitious journey of growth and improvement.

We have a courageous and purposeful vision, three key strategic themes and an impactful set of organisational values which are a reflection of the values lived by our people, including Panel Members, the National Team and my Board colleagues.

So, just as it is with pride that I talk about my involvement with CHS, it is with pride that I welcome you to this Strategic Outlook. I hope that you feel the same when reading it.

Introduction From Our National Convener and CEO



Elliot Jackson

National Convener & Chief Executive

Clarity of strategy is important to any organisation, preferably to the point of simplicity, and I'm delighted as National Convener operating in a complex system that our priorities can be encapsulated by three clear and simple Strategic Themes set out in this document:

- Delivering Positive Outcomes
- Valuing Our People
- Driving Transformation

Achieving positive outcomes for the children, young people and families involved in the Children's Hearings System is at the very heart of our purpose. We have divided our objectives under this theme into three focus areas: learning, quality and children's rights. As you'll read in this Strategic Outlook, there will be significant work in each of these areas, ensuring that we deliver those positive outcomes.

Where the first Strategic Theme reflects our very purpose, the second, Valuing Our People, comes down to the concrete reason we exist, as the organisation that recruits, trains and supports Panel Members across Scotland.

In each of the three years covered by this Strategic Outlook, our Panel Community will make many thousands of difficult decisions that will profoundly affect the lives of infants, children and young people, and no matter what changes the hearings system goes through in that period, there are children and families who require the skills of our Panel Members today, tomorrow and the next day.

Our objectives under Valuing Our People relate to everyone across CHS. Our National Team and Panel Community set the course of our culture shaped by our values. But for children, young people and their families, it is Panel Members who are the most important, and so to come back to the clear and simple: they are who we are here to support.

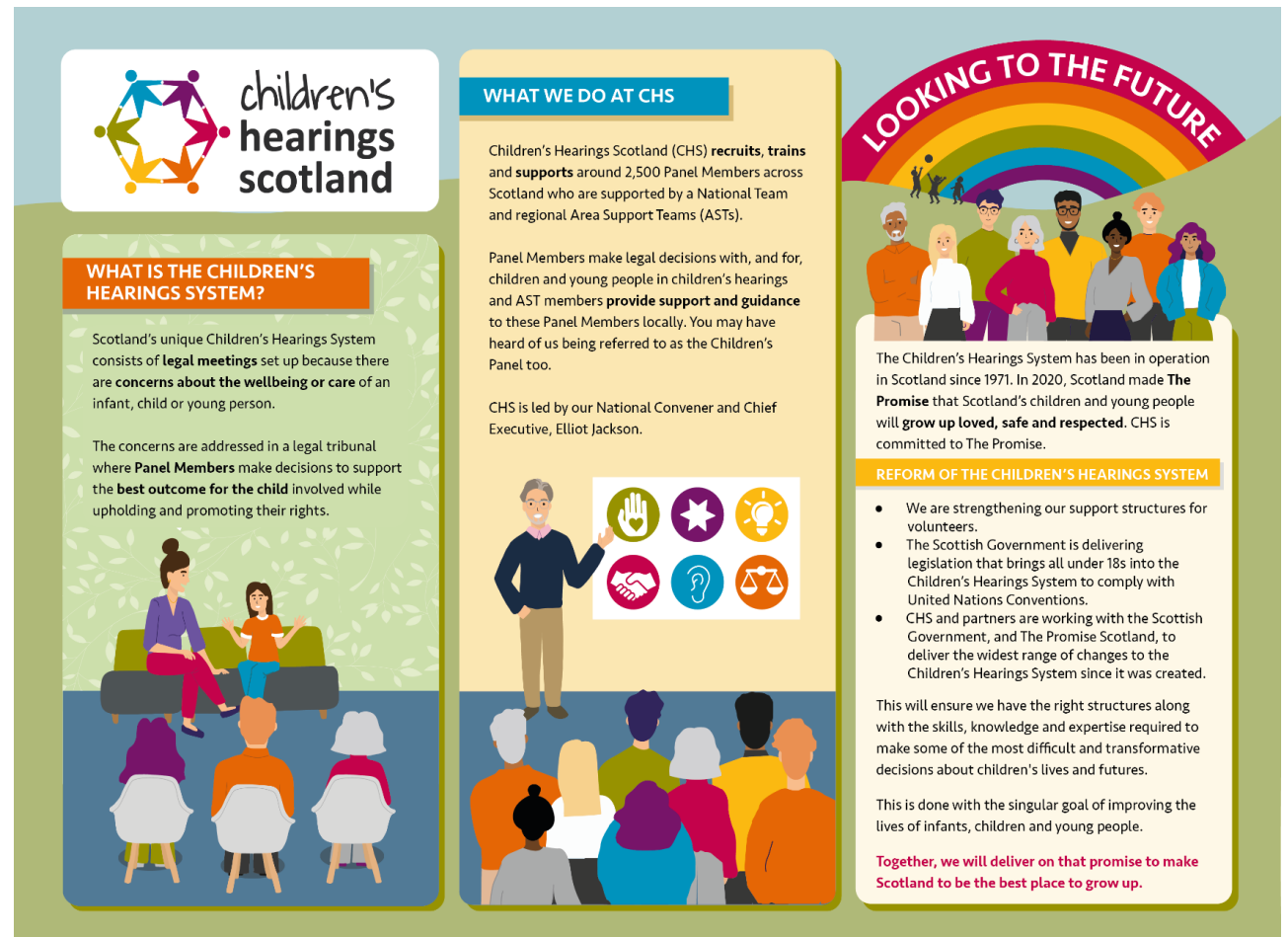
Transformation and opportunity are words I have been using a lot recently, and our third Strategic Theme reflects the level of change the hearings system, and CHS in particular, will go through over the next three years and beyond. I am proud of the contribution that the Panel Community, people with lived experience of hearings, and the CHS National Team have made to shape and inform many of the changes that are now being considered. We will continue to lead and manage reform collaboratively and at the right pace.

I hope this Strategic Outlook reflects the ambition, compassion and determination of the CHS Community who protect children and young people every day across Scotland that I'm privileged to lead.

About Children's Hearings Scotland

Children's Hearings Scotland (CHS) is one of several organisations that work within the Children's Hearings System, Scotland's unique care and justice system that exists to ensure the safety and wellbeing of infants, children and young people in Scotland. We work to a set of National Standards, and we are focused on ensuring that our vision, purpose and values are upheld and visible in everything we do.

We support volunteer Panel Members who sit on tribunals and make decisions in children's hearings. We have around 2,500 volunteers in our Community, supported by a team of over 70 dedicated colleagues operating on a national level, all led by the National Convener and Chief Executive. The National Convener is responsible for the recruitment, training, retention and support of Panel Members. The whole CHS Community's primary focus is to provide high quality hearings and positive outcomes for all infants, children and young people who experience the hearings system.



The infographic is divided into three main sections. The top left section features the CHS logo and the text 'children's hearings scotland'. The middle section, titled 'WHAT IS THE CHILDREN'S HEARINGS SYSTEM?', explains that the system consists of legal meetings for the wellbeing or care of a child, where panel members make decisions to support the best outcome for the child. It includes an illustration of a panel member and a child sitting on a sofa. The right section, titled 'WHAT WE DO AT CHS', describes the recruitment and training of 2,500 panel members across Scotland, supported by a national team and regional Area Support Teams (ASTs). It also mentions that panel members make legal decisions and provide support and guidance. This section includes an illustration of a man presenting to a group of people, with a grid of icons representing various aspects of the system. The bottom right section, titled 'LOOKING TO THE FUTURE', features a rainbow graphic and discusses the reform of the system, including strengthening support for volunteers and delivering legislation to bring all under 18s into the system. It concludes with the statement: 'Together, we will deliver on that promise to make Scotland to be the best place to grow up.'

children's hearings scotland

WHAT IS THE CHILDREN'S HEARINGS SYSTEM?

Scotland's unique Children's Hearings System consists of **legal meetings** set up because there are **concerns about the wellbeing or care** of an infant, child or young person.

The concerns are addressed in a legal tribunal where **Panel Members** make decisions to support the **best outcome for the child** involved while upholding and promoting their rights.

WHAT WE DO AT CHS

Children's Hearings Scotland (CHS) **recruits, trains and supports** around 2,500 Panel Members across Scotland who are supported by a National Team and regional Area Support Teams (ASTs).

Panel Members make legal decisions with, and for, children and young people in children's hearings and AST members **provide support and guidance** to these Panel Members locally. You may have heard of us being referred to as the Children's Panel too.

CHS is led by our National Convener and Chief Executive, Elliot Jackson.

LOOKING TO THE FUTURE

REFORM OF THE CHILDREN'S HEARINGS SYSTEM

- We are strengthening our support structures for volunteers.
- The Scottish Government is delivering legislation that brings all under 18s into the Children's Hearings System to comply with United Nations Conventions.
- CHS and partners are working with the Scottish Government, and The Promise Scotland, to deliver the widest range of changes to the Children's Hearings System since it was created.

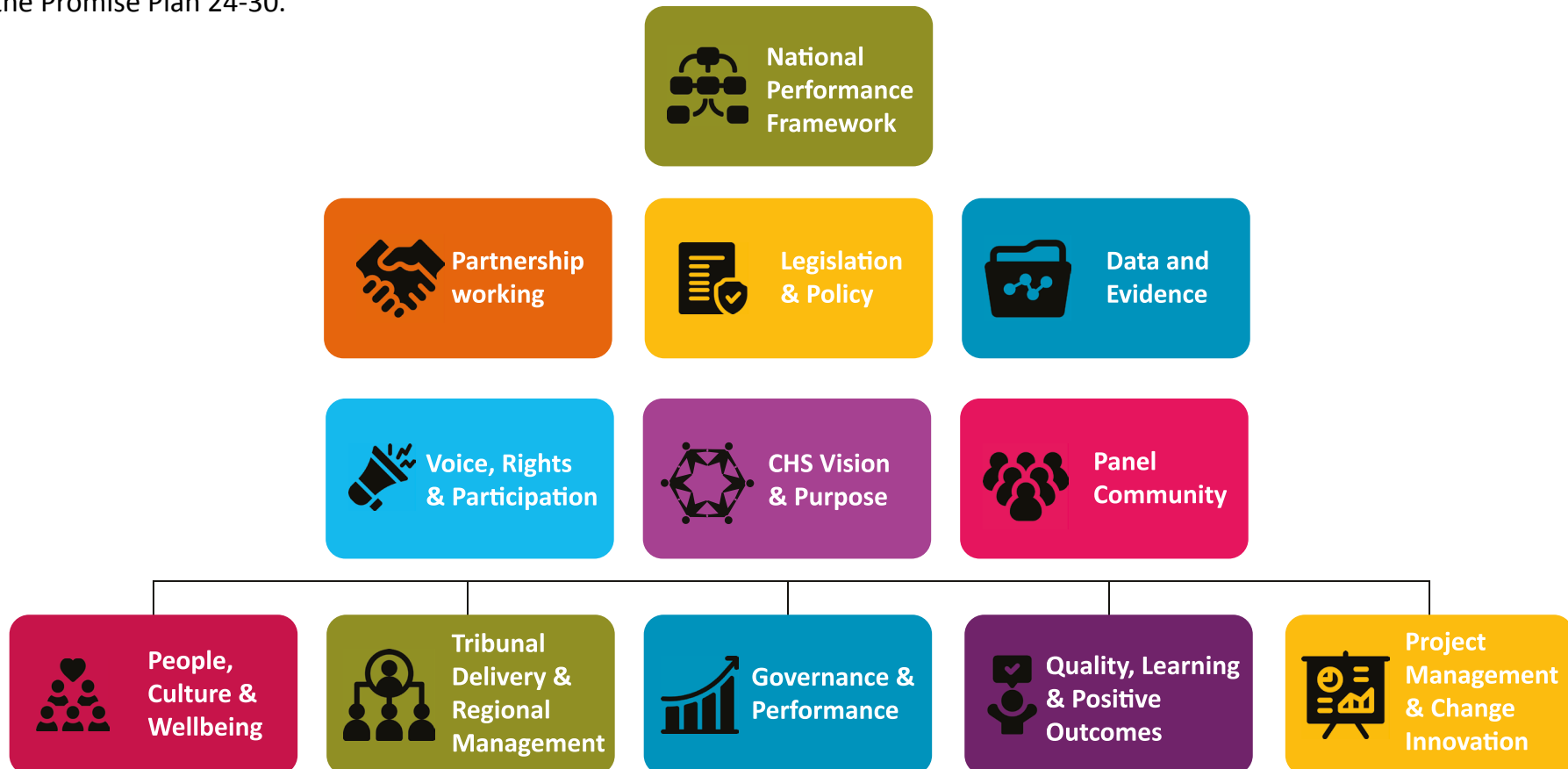
This will ensure we have the right structures along with the skills, knowledge and expertise required to make some of the most difficult and transformative decisions about children's lives and futures.

This is done with the singular goal of improving the lives of infants, children and young people.

Together, we will deliver on that promise to make Scotland to be the best place to grow up.

Our Operating and Strategic Environments

CHS is one of many organisations involved in the Children’s Hearings System. We work closely with partners, projects and groups at both a national and local level to improve children’s hearings and to consider how the wider system can best support the wellbeing of infants, children and young people. We operate within an ever-changing, complex environment, and a wide range of internal and external drivers have influenced the shape and content of this Plan and will impact on the delivery of our work over the next three years. Those drivers include the Children (Care and Justice) (Scotland) Bill, the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024, the Hearings Redesign Board, the Children’s Hearings Improvement Partnership, the Youth Justice Improvement Partnership, and the Promise Plan 24-30.



Our Strategic Framework

Our **purpose** is to ensure our hearings make child-centred decisions which respect and protect children's rights and support them to thrive.

Our **vision** is for all infants, children, young people and their families to be safe, loved, and supported to realise their full potential.

Our strategic themes will deliver our vision through strong principled leadership, resilient systems, effective partnerships and organisational efficacy, all underpinned by our unwavering commitment to our values and delivering our contribution to Scotland's National Outcomes.

All infants, children, young people and their families are safe, loved, and supported to realise their full potential

Delivering Positive Outcomes

Valuing Our People

Driving Transformation

Children & Young People

Health

Communities

Education

Poverty

Human Rights

Everything we do is underpinned by our values and we will continue to improve our capability, build our capacity and nurture our culture. We will uphold children’s rights without fear or prejudice. We will demonstrate independence and integrity by promoting openness, transparency and accountability in all our interactions. We will make decisions based on evidence and we will be honest and transparent about the reasons for them.



CHALLENGING

Not being complacent, but questioning ourselves and others to help us improve.



CREATIVE

Considering innovative and imaginative ways of approaching the issues we face in the work we do.



CHILD CENTRED

Making sure everything we do is in the best interests of children and young people.



RESPECTFUL

Treating children, young people, their families, partners and each other with care and consideration.



FAIR

Making sure that everyone is treated with dignity and according to their individual needs; that our information and services are accessible to all; that we provide a consistent level of service to all.

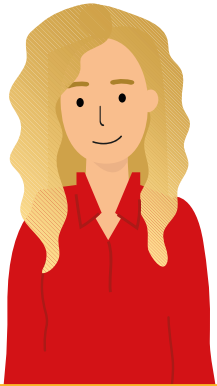


OPEN

Listening, responding to and learning from feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.

CHS Board

CHS is a non-departmental public body (NDPB) supported by an independent Board, appointed by Ministers, whose membership is drawn from a broad range of experience, including lived experience of the hearings and care systems. Our Board are passionate about reducing inequalities in our communities and ensuring that all children and young people have the best possible start in life.



Katharina Kasper
Chair of the Board

Hi, I am Katharina and I am delighted to be appointed as the CHS Board Chair at a time of significant transformational change. I am passionate about reducing inequalities in our communities and ensuring that all children and young people have the best possible start in life.

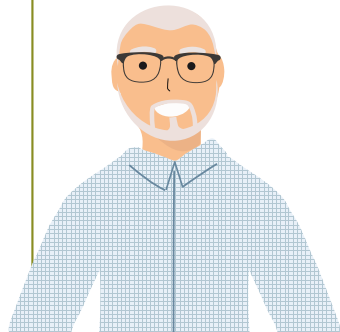
Together with its partners, CHS has a unique opportunity to improve the experiences and outcomes for children, young people, and families attending hearings, and help make Scotland the best place for children to grow up in.

Hi, I'm Henry, and I am the Vice Chair of the Children's Hearings Scotland Board and have served as Chair of our Audit and Risk Management Committee. Following senior management roles in SFHA and Law Society of Scotland, I bring significant experience of organisational change and governance to CHS.

I knew very little about the Children's Panel system when I was appointed, but have come to love the work I do on behalf of the children and young people CHS helps and supports and I hope my passion and belief in the importance and relevance of the work CHS and our panel community comes through in the contributions I make at our Board and in other ways.



Henry Robson
Vice Chair



Sean Austin

Board Member and
Chair of Audit and Risk
Management Sub-committee

“Hello, I’m Sean and I am a Board Member here at Children’s Hearings Scotland. I also chair the Audit and Risk Committee.

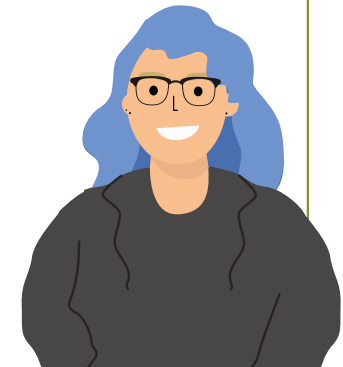
I have significant leadership and governance experience, including as a Chair of Governors at a large primary school. Prior to joining the CHS Board, I was a Chairing Panel Member in Stirling for 6 years, where I saw at first-hand what a difference the right support, at the right time, can make to infants, children and young people and their families.

Every child in Scotland should grow up happy, healthy, safe and above all, loved! CHS has a huge and important role in making this ambition a reality, and I will strive to use my experience and expertise to support the whole CHS Team and Panel Members to play their part in making this happen.”

“Hi, I’m Beth and I’m a board Member here at Children’s Hearings Scotland. I joined the board because I have a fierce passion for ensuring every child in Scotland has what they need to be safe, happy and healthy.

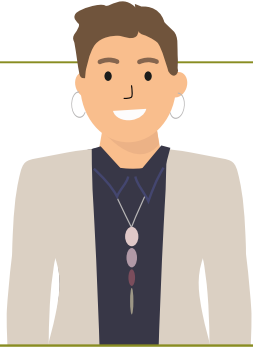
I grew up in care with my first children’s hearing being when I was just 6 weeks old. I’ve attended hundreds of children’s hearings over the years and as I got older and my confidence grew I began to own the hearing as my space to have influence over decisions that Panel Members were making about my life.

I want every child in Scotland who attends hearings to have that same confidence to shape, own and design their own future alongside Panel Members because I believe it can be done, and it does make a difference. This is your space and I want to help you own it.”



Beth-Anne Logan

Board Member

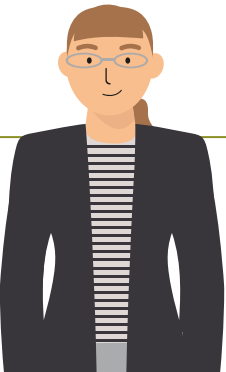


Jo Derrick

Board Member and
Chair of People and Culture
Sub-committee

“I first got involved in fostering and children’s services in 2003 and have been involved ever since.

I firmly believe that any system that is intended to support children and young people should be the best that it can be, and I am committed to upholding this principle as a Board Member for Children’s Hearings Scotland through committing to The Promise from the Independent Care Review recommendations (Feb 2020) and amplifying the voices of children and young people at the heart of decision-making.”

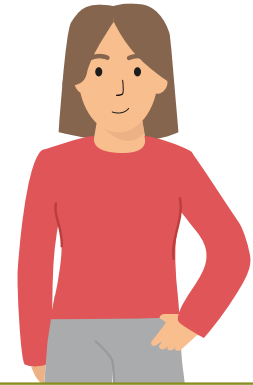


Barbara Neil

Board Member

“I became a Board Member with CHS because I wanted the voice of the child to be heard and being care experienced myself, I am passionate about facilitating conversations that allow this to happen.

This is a system that I think is vital to children and young people to ensure they have the best opportunities throughout their lives. I am so proud to be part of Children’s Hearings Scotland where I can see the hard work and dedication from everyone involved, striving to ensure the best outcomes are achieved for our young people.”



Katie Docherty

Board Member

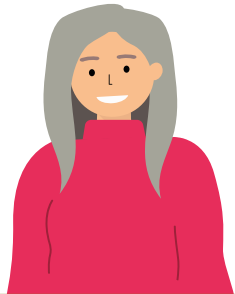
“Hi I am Katie and I am a Board member because I passionately believe it’s crucial that children’s hearings and the decisions made, are centred on the best interests of infants, children and young people.

I have been a Panel Member for three years and it has been one of the most rewarding experiences I have had. I know how important it is to encourage young people attending a hearing to feel welcome and safe to participate.

I believe that together we can make a difference and keep The Promise that every child grows up loved, safe and respected - able to realise their full potential.”

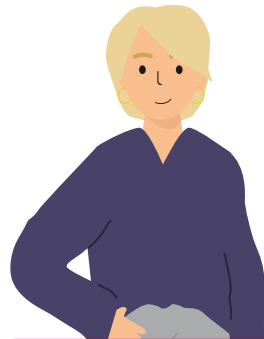
CHS Senior Leadership Team

Day-to-day management responsibility for the colleagues and operation of CHS and the volunteer Panel Community is delegated to the National Convener and Chief Executive who is supported by four directors who are responsible for operational and corporate delivery.



Carol Wassell

Director of Positive Outcomes



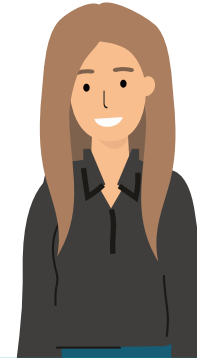
Lynne Harrison

Director of Tribunal Delivery /
Deputy Chief Executive



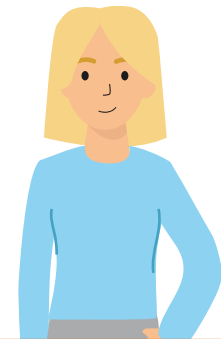
Elliot Jackson

National Convener & Chief Executive



Jessica MacDonald

Director of Business & Finance



Joanne O'Leary

Director of People & Culture



As a Senior Leadership Team we are committed to supporting and enabling our people to deliver positive outcomes for the infants, children, young people and the communities we serve. We are excited to deliver our ambitions for the next three years with our colleagues across the sector, enabling real change and improvement to the hearings system.



CHS Organisation

The year 2023 brought about significant change to the way CHS operates. CHS has grown and is undergoing an essential restructure to streamline our processes and deliver organisational efficacy as well as improving and enhancing our operational delivery model to derive consistency in quality and standards across the regions of Scotland. The result will be an enhanced, quality-led and efficiency-driven Children's Hearings System with children and young people front and centre of our work.



CHS is divided into four directorates: Positive Outcomes, People and Culture, Tribunal Delivery, and Business and Finance. It is supported and led by a dedicated and professional National Team which provides leadership, guidance, quality standards and operational support for people across all areas of our work. Children's Hearings Scotland would not function without our dedicated volunteer Panel Members: the people who make the decisions in the hearings. All functions work together to deliver excellence in the Children's Hearings System.

CHS delivers change through its change architecture, cutting across the directorates and delivering programmes containing multiple projects. Change is governed and monitored through the Programme Management Office and the Change Board.

Positive Outcomes

With responsibility for participation, quality, practice, policy, standards and learning, the Positive Outcomes Directorate provides a cohesive approach to how we deliver hearings in a trauma-responsive and rights-upholding way consistently across Scotland. The function provides CHS and external partners with assurance about the outcomes that are achieved for our infants, children and young people and drives improvement where we need to change.

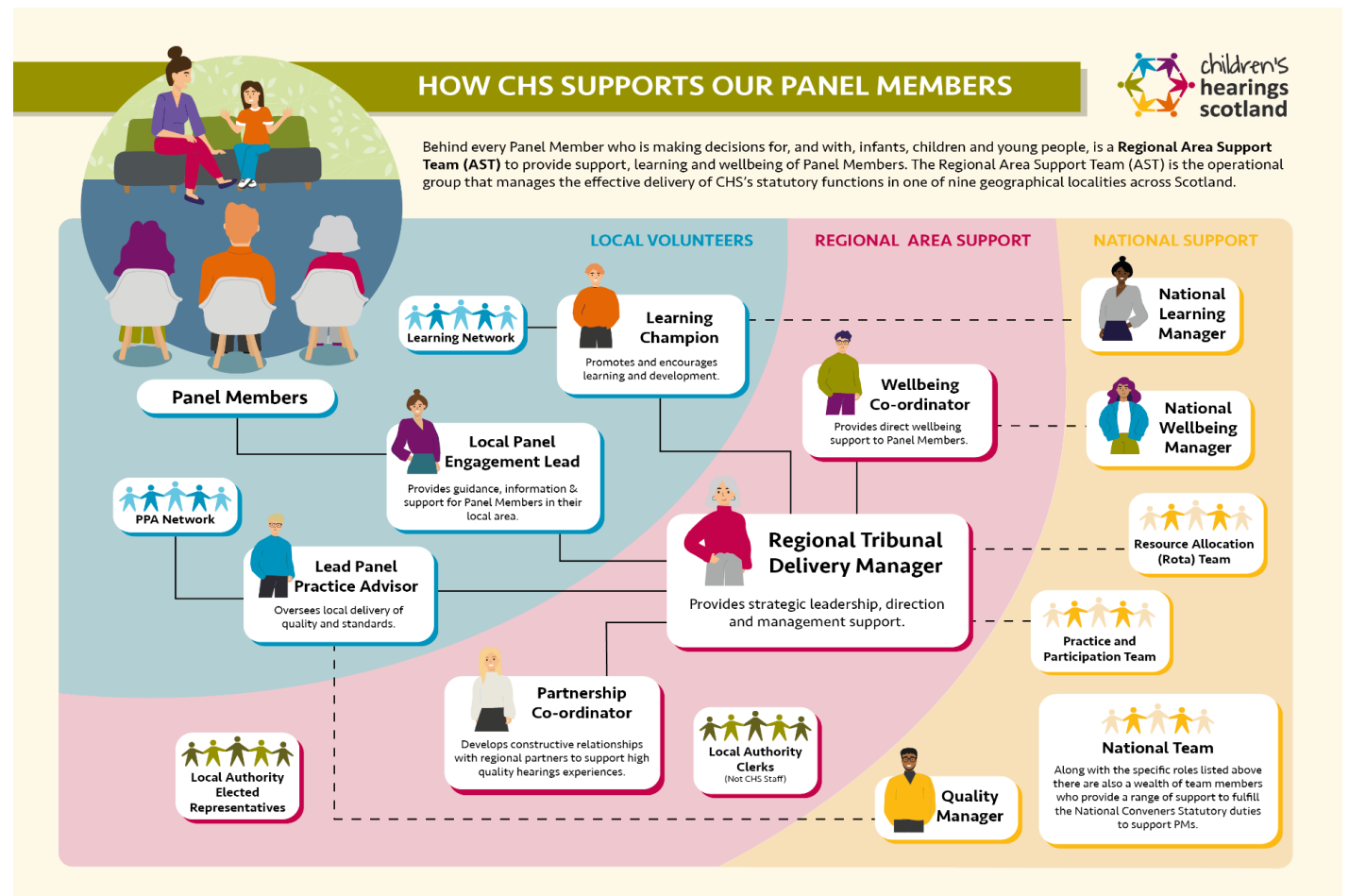
People and Culture

The People and Culture function plays a key role in supporting the organisation's most valuable asset – our people – by providing guidance, support and resources across the organisation. The team has overall responsibility for driving forward an organisational culture for colleagues and the Panel Community which is fair, inclusive and transformative and one that promotes diversity, equality, inclusion and wellbeing aligned with our CHS values and objectives.

The Tribunal Delivery Model

Children's Hearings Scotland is implementing a sustainable Tribunal Support Model that delivers support for our Panel Members and ultimately improves the outcomes for children and young people. This new operating model is aligned to SCRA localities, providing connection with our key hearings system partner.

The model takes away some of the burdens on our volunteers while continuing to provide fulfilling, sustainable volunteer opportunities beyond Panel Membership. It provides a centralised, fair and consistent



approach to resource allocation that maximises our opportunities to fulfil hearings; an enhanced support structure to Panel Members that will be consistent across the country; and a strong foundation to support and enable our Panel Community to deliver quality decision and take on new responsibilities derived from the Care and Justice Bill and any recommendations the Scottish Government takes forward from the Hearings for Children report.

Business and Finance

The Business and Finance function is a central corporate service that provides excellent governance, change assurance, data insight, digital infrastructure and financial management to support CHS to deliver its statutory functions and to achieve its ambitious transformation strategy and its long-term vision.



Commitment to partnership working between CHS and SCRA

CHS and SCRA are committed to working in partnership to combine our respective strengths, resources and expertise to achieve positive outcomes for infants, children and young people in the hearings system. This means we will commit to:

- Open and transparent communication of intentions around issues, policies and legislation that impact our organisations.
- Ensuring that decisions affecting both partners will be discussed openly and will be made in the interests of the infants, children and young people who experience our hearings system.
- Sharing data and information, in compliance with the law, required by our partners to deliver their services in pursuit of continuous and systematic improvement.
- Resolving conflicts or disagreements informally through constructive dialogue.
- Conduct regular reviews to assess the partnership's performance, effectiveness and relevance to evolving needs and priorities.



Strategic Themes

Our Strategic Themes focus on three central tenets within which we can provide the most impact. The corporate outcomes set out in this plan are our strategic priorities and will guide our work for the next three years. Each outcome is supported by pieces of work and detailed plans within our annual Business and Corporate Parenting Plan.



STRATEGIC THEME 1: Deliver Positive Outcomes

Infants, children, young people and their families are at the heart of what we do, and we believe in a Scotland where they are all safe, loved and supported in order that they can fulfil their potential in all areas of life. We are committed to delivering positive outcomes for all those who enter the hearings system by adopting a trauma-responsive and rights-driven approach in all we do. We will equip Panel Members with knowledge to uphold those rights and the means to support children and young people to participate in their hearing.

What is our objective?	How will we deliver it?	What will progress look like?
<p>Develop a 5-year learning strategy to maximise learning impact across CHS</p>	<p>We will ensure our Community has support to develop and enhance their skills, knowledge and competencies to meet the needs of decision-making for infants, children and young people in an increasingly complex legislative and policy environment.</p> <p>We will deliver the Learning Strategy alongside a highly skilled and effective learning team, using the most up to date adult learning theory and tools.</p> <p>We will refine and invest in our learning offer to ensure maximum impact and value for money.</p> <p>We will continue to build on core subject areas for learning such as trauma, relational working, and upholding children’s rights through knowledge of legislation and practice.</p>	<p>A range of learning solutions will be available to increase accessibility and provide a great learning experience. It will be designed to maximise capacity, engagement and quality.</p> <p>We will deliver cutting edge content which is based on the most up to date research and evidence.</p> <p>We will have a highly skilled learning team who make use of best practice and emerging developments in learning to deliver engaging content and meaningful development opportunities for our community.</p> <p>Our Community has access to targeted learning support and opportunities when and how they need it. Positive outcomes for children, and the decisions that need to be made to support them, will be at the heart of what is delivered.</p>

Quality will be the cornerstone of our hearings system

We will be able to clearly articulate what quality looks like in the work we do and put in place Quality Frameworks that help us to measure this and share the learning.

Building on the work of our Panel Practice Advisors, we will ensure that our Panel Members get feedback on their performance, and on the impact of the decisions they make.

We will embed Quality Assurance across the organisation and demonstrate how we are using this data and evidence for management information leading to improvement.

We will use data to evidence the impact of decisions and make this widely available to those who need it across the organisation.

We will use our quality assurance work to measure the things that children have told us are important to them which will inform and drive areas for change and improvement.

We will be able to evidence that our community is making high quality decisions that lead to positive outcomes, and address through learning and improvement any areas where that is not the case.

Clear processes will be in place for effective feedback loops, and our Communications and Engagement Strategy will support our credibility and reputation through promoting what we do well.

Upholding and promoting children's rights is at the forefront of what we do, and those rights are well understood by our people

We will ensure policy and practice leadership and advice to our Community is current and up to date. Through it we will embed all the relevant articles of the UNCRC into our work.

We will measure and assess adherence to policy and practice through our Quality Strategy.

We will measure ourselves as a rights-respecting organisation through the decisions we make, the complaints and feedback we receive, and the outcomes we achieve.

We will clearly set out, through our Participation Strategy, our commitment to working with people with lived experience of care to shape and influence our strategic, policy and operational work.

We will have a framework for decision-making that articulates how we make rights real for infants, children and young people.

Our learning offer will teach and test for knowledge and skills that demonstrate our people are making rights-respecting decisions through a trauma-informed lens. It will equip our people with the knowledge they need to better understand the landscape of wider social and economic circumstances that impact on families.

The voice of people with lived experience will be visible in our work, with clearly defined structures whereby people can participate in rewarding and meaningful ways.

Strategic Theme 2: Valuing Our People

We want to make Children’s Hearings Scotland the best place to work and volunteer. We are committed to fostering a culture where colleagues and volunteers feel valued and supported. We will ensure that our people are empowered to perform at their best, understand the contribution they make and have those contributions recognised and celebrated. We want everyone at CHS to thrive and flourish.

What is our objective?	How will we deliver it?	What will progress look like?
<p>Implement a three-year People Strategy that attracts and retains top talent and committed individuals, and drives the success and sustainability of the organisation</p>	<p>Through aligning our strategic people themes with our overall strategic goals, we will foster a motivated and committed workforce.</p> <p>We will incorporate all the key principles behind a healthy, happy organisation including EDI, Wellbeing, Recruitment and Retention, Learning and Development, and Reward and Recognition.</p> <p>We will build a culture of engagement and wellbeing across all levels of the organisation.</p> <p>We will remain committed to our values, our ambitions and our promises.</p>	<p>Colleagues and the wider CHS Community will see how their contributions help us to deliver our organisational commitments through clear communication and engagement.</p> <p>Our volunteer community will feel fully integrated into CHS with their voices heard and contributions valued.</p> <p>Our retention rates and experience of our valued and committed volunteers and colleagues will improve.</p> <p>An appropriate suite of resources – including policies, procedures and tools – will be available to support our people, demonstrate expectations and agreed ways of working, and support effective and transparent leadership and management practices.</p> <p>We will have a positive reputation as an inclusive, supportive place to work and volunteer, where our people enjoy an open, rich and diverse culture.</p>

<p>Our organisational design remains agile, adaptable and responsive to support ongoing organisational transformation</p>	<p>We will articulate and embed effective colleague and volunteer planning practices supported by excellent financial planning and modelling to deliver on our capacity and demand requirements.</p> <p>We will ensure roles and responsibilities are clearly defined to facilitate effective skills-sharing, decision-making and promotion of accountability.</p> <p>We will deploy flexible and adaptable approaches to how we work to respond to evolving organisational needs.</p>	<p>Our organisation’s structure reflects and reinforces our culture and our values and promotes a positive work environment at all levels of CHS.</p> <p>Our colleagues understand and engage in our workforce planning processes.</p> <p>We plan for our future needs identifying potential skills and knowledge gaps by proactively ensuring we have the right people in the right roles and actively share skills of our valued community.</p> <p>We have effective communication and collaboration across the organisation and community, both locally and nationally.</p> <p>We actively promote knowledge-sharing and cross-functional problem solving across the organisation.</p>
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<p>To become a more inclusive and diverse organisation and create a culture where everyone feels valued, included and engaged.</p>	<p>We will develop and implement programmes and people initiatives that foster a diverse and inclusive environment and ensure that all colleagues and volunteers feel valued and respected.</p> <p>We will implement policies and practices that support the physical, emotional and mental well-being of colleagues and volunteers.</p> <p>We will implement strategies to ensure open, transparent communication throughout the organisation.</p> <p>We will work in collaboration with senior leaders and managers to build and maintain a workforce plan aligned to our organisational and Panel Community needs.</p>	<p>Our values are front and centre of our work and considered at all stages of our recruitment lifecycle and decision-making process involving colleagues and volunteers.</p> <p>Our culture and work environment are inclusive and caring, with a focus on the wellbeing and experience of our CHS people.</p> <p>We will be an employer of choice with a reputation as an excellent place to work and volunteer.</p>
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<p>To develop our people capabilities</p>	<p>We will promote and nurture inspirational leadership and management capability, promoting a culture of collective delivery and individual accountability at all levels.</p> <p>We will develop learning pathways to support long term development, progression and succession planning.</p> <p>We will provide ongoing opportunities for colleagues and volunteers to enhance their skills, knowledge and expertise, and support growth through learning and development, mentorship and leadership-development programmes.</p> <p>We will establish mechanisms to acknowledge and reward outstanding performance, contributions and achievements by fostering a culture of appreciation and recognition.</p>	<p>Colleagues are able and feel supported to build the skills they need in order to support their ongoing career development and personal growth.</p> <p>Colleagues and volunteers are empowered to speak up and learn within a reflective culture.</p> <p>Priorities and expectations are clear and understood.</p> <p>Compassionate and inclusive leadership is demonstrated within and outwith the hearing room.</p> <p>We continue to attract high-quality colleagues and volunteers, by offering dynamic, challenging and rewarding opportunities.</p>
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Strategic Theme 3: Driving Transformation

We believe in the power of transformation to effect meaningful change in ourselves, our partners and the lives of the children and communities we serve. Children’s Hearings Scotland is embracing a period of reform and transformation as it responds to the government-supported recommendations in the Hearings for Children report. We are committed to delivering the best possible hearings system for our children and young people and will work in partnership with them, our Panel Community and our strategic partners to drive forward our ambitious change agenda.

What is our objective?	How will we deliver it?	What will progress look like?
<p>Work with partners and stakeholders to lead and influence change.</p>	<p>We will help lead the Hearings Redesign Board to ensure best outcomes for infants, children and young people.</p> <p>We will be courageous in our thinking to improve the hearings system across Scotland. We will equip our people with the skills and knowledge they need and empower them to try new things to deliver better outcomes.</p> <p>We will remain agile in our planning and delivery models, able to pivot when the need arises.</p> <p>We will develop productive and trusting partnerships with our key stakeholders to plan and implement cross-sector change.</p> <p>We will encourage a culture of innovation to drive creative problem-solving and product and service enhancements.</p>	<p>Needs for change are identified, planned and implemented in a structured and timely manner through regular corporate and business planning and performance monitoring.</p> <p>Changes and improvements to the hearings system will be visible and welcomed by all stakeholders and partners.</p>

<p>We will become a data-informed and data-driven organisation.</p>	<p>We will make data-driven decisions that use evidence to drive change and progress.</p> <p>We will create and communicate new insights derived from data-based evidence.</p> <p>We will establish a robust data analytics framework to support informed decision-making and strategic planning.</p> <p>We will implement key performance indicators (KPIs) to monitor and measure progress towards organisational excellence.</p>	<p>Our data will demonstrate the positive impacts of the changes we make to our organisation and its ways of working.</p> <p>We will be able to tell engaging and compelling stories to support our direction of travel.</p> <p>We have the capacity and skills required to be a data-driven organisation.</p> <p>We will have excellent baseline data to demonstrate progress and improvement over time.</p>
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<p>We will make effective use of technology, capitalising on its potential for enhancing performance and delivering efficiency.</p>	<p>We will adopt agile practices for continuous improvement to our digital systems and processes.</p> <p>We will work with our strategic partners on joint digital ventures to improve the service we offer.</p> <p>We will embed the 'digital-first' approach to our work to enhance and streamline our services.</p> <p>We will create efficiencies through effective use of technology.</p>	<p>There will be a mature and proactive continuous improvement structure which serves the whole organisation.</p> <p>Our Change Action Board will be an example of excellence in collaboration, delivering successful change across two organisations.</p> <p>We will use digital solutions when they are considered the best option.</p> <p>Our digital infrastructure is intuitive and easy to use and saves us time and energy when we use digital services.</p>
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Critical Enablers for Strategic Success

CHS has an ambitious vision for the future of the hearings system in Scotland. Our strategic enablers are the capabilities and resources required to support our operational effectiveness and organisational excellence and to facilitate our strategic ambition.

We live our values

We keep children at the heart of everything we do, respecting their rights and listening to their voice. We are creative and innovative, serving others with great care and compassion.

We are committed to transformation

We are committed to delivering better outcomes for children and young people by improving how we operate, setting high expectations to achieve results while delivering our mission and purpose.

We value our relationships

We are committed to working collaboratively and purposefully with all our partners, recognising that we are not an island but are one part of a complex network dedicated to improving the hearings system.

We manage change well

We continuously improve how we work and manage



change and we respond to change in a flexible and agile way ensuring that we remain informed and communicate what we are doing and how we are doing it.

We are courageous, influential and impactful

We are not afraid to try new ways of working, to make the necessary changes to the system or to speak out when others can't. We are accountable and we take responsibility for our actions.

We measure the important

We see the value of data to drive our decisions and to measure our impact, so we source, collect and analyse our data with care and precision and use it to navigate our path, to recognise our successes and to know when to pivot.

National Outcomes



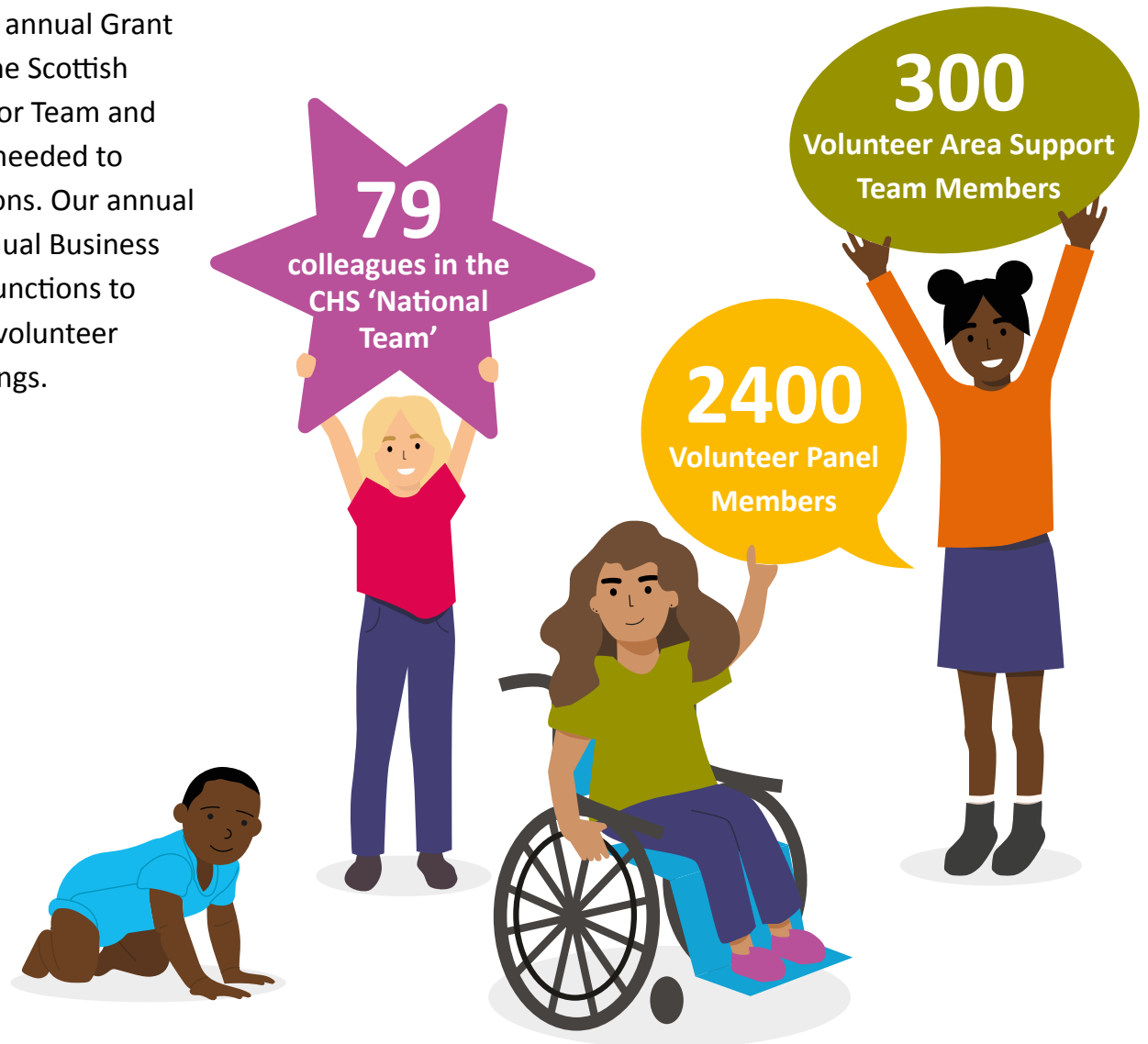
National Outcome	Strategic Themes	Our contributions
<p><u>Children and Young People</u> We grow up loved, safe and respected so that we realise our full potential</p>	<p>Positive Outcomes</p>	<p>Progressing and upholding children’s rights and wellbeing as paramount when making decisions in children’s hearings as measured by our annual Impact Report and UNCRC reporting duties.</p>
<p><u>Communities</u> We live in communities that are inclusive, empowered, resilient and safe</p>	<p>Positive Outcomes, Valuing Our People</p>	<p>We provide positive and meaningful volunteer opportunities that are valued by our communities and provide a service to Scotland. This is measured via KPI’s within our business plans around recruitment and retention of volunteers.</p>
<p><u>Culture</u> We are creative and our vibrant and diverse cultures are expressed and enjoyed widely</p>	<p>Valuing Our People</p>	<p>We have an inclusive culture which values and looks to increase the diversity of our colleagues and volunteers. This is measured via our annual Equality Outcomes reporting.</p>
<p><u>Economy</u> We have a globally competitive, entrepreneurial, inclusive and sustainable economy</p>	<p>Driving Transformation</p>	<p>As an NDPB, we are committed to providing value for money in our transactions and adhering to the principles of Public Service Reform. This is measured via our annual accounts and PSR statements.</p>
<p><u>Education</u> We are well educated, skilled and able to contribute to society</p>	<p>Positive Outcomes, Valuing Our People</p>	<p>We continue to work towards a hearing system which reduces stigma and minimises disruption to children’s and young people’s education. We provide quality, accredited learning for our volunteers which enable them to contribute to Scotland through their service in our Panel Community. This is measured via KPI’s within our business plans around learning completion and satisfaction.</p>

<p><u>Fair Work and Business</u> We have thriving and innovative businesses, with quality jobs and fair work for everyone</p>	<p>Valuing Our People</p>	<p>We value our people by offering quality employment opportunities that are paid fairly and adhere to the principles of Fair Work First.</p>
<p><u>Human Rights</u> We respect, protect and fulfil human rights and live free from discrimination</p>	<p>Positive Outcomes, Valuing Our People</p>	<p>We uphold and progress children’s rights through our adherence to and promotion of The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024. This is measured via our annual Impact Report and UNCRC reporting duties.</p>
<p><u>International</u> We are open, connected and make a positive contribution internationally</p>	<p>Driving Transformation</p>	<p>We deliver a world class legal tribunal for the Children’s Hearing System in Scotland which is an exemplar internationally for upholding and promoting the rights of children.</p>
<p><u>Poverty</u> We tackle poverty by sharing opportunities, wealth and power more equally</p>	<p>Positive Outcomes, Driving Transformation</p>	<p>Through the implementation of National Convener functions, we work with our partners and local authorities to remove barriers and drive support for children and their families.</p>

Our corporate plan is aligned to the Scottish Government’s National Outcomes. We share Scotland’s vision for all children and young people to be safe, healthy, achieving, nurtured, active, respected, responsible and included. As a non-departmental public body (NDPB) CHS plays a role in delivering the Scottish Government’s overall purpose, strategic objectives and national outcomes.

Our Resources

Children's Hearings Scotland is funded through an annual Grant in Aid (GiA) under a framework agreement with the Scottish Government. Annually, CHS works with our Sponsor Team and Government colleagues to identify the resources needed to deliver our statutory functions and reform ambitions. Our annual budget and Grant in Aid is outlined within our annual Business Plan. These resources are allocated across CHS's functions to ensure that we can recruit, train and support our volunteer community while delivering the best quality hearings.





3rd Floor Thistle House | 91 Haymarket Terrace | Edinburgh | EH12 5HE
t: 0131 244 4743 | www.chscotland.gov.uk



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