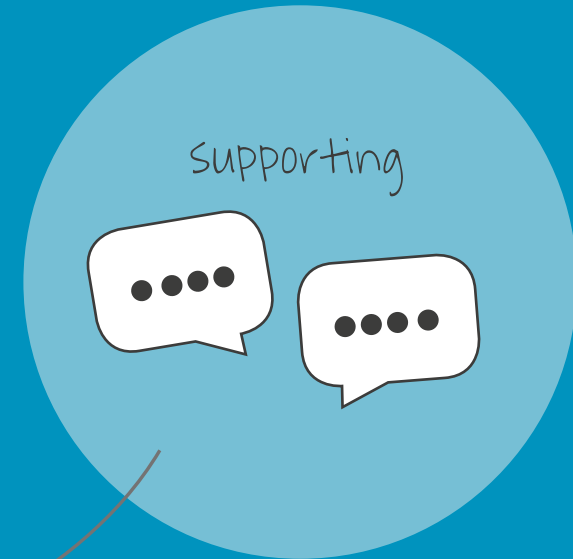


BUSINESS & CORPORATE PARENTING plan



Improving outcomes for
children and young people

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NATIONAL CONVENER'S WELCOME



This, the Year of Young People, marks five years of Children's Hearings Scotland. In the last five years our volunteers have given an amazing 1.76 million hours protecting over 72,000 vulnerable children and young people across Scotland. The commitment and dedication of our volunteer community has remained steadfast and for this I wish to say a huge thank you.

As we look to the year ahead, our ambitious Business & Corporate Parenting Plan will help us focus on our key objectives to recruit, train and support the Children's Hearings Scotland volunteer community.

Using feedback from our Community Survey and through our new training contract, we will look at the training needs of not just Panel Members but our volunteer Area Support Teams, and in particular Panel Practice Advisors who play an important role quality assuring Panel Member practice and decision making. We want everyone to feel supported in their role with Children's Hearings Scotland.

Our Digital Strategy continues to move apace. This strategy plays an important role in our plans to provide the best possible experience for children and young people, including how we can support and increase their participation in hearings. This is a key priority for us.

Alongside training and support, we will also be focused on recruiting 450 new Panel Members through our annual recruitment campaign. This year, the campaign will have a new look and feel to help us maintain recruitment of high quality applicants with a focus on men and young people.

As a proud Corporate Parent we look forward to the development of the new young person's board, Our Hearings Our Voice in 2018. This Board will play an important role in shaping and driving change within the Children's Hearings System. It will also provide valuable input as we look to respond positively to the findings of the Independent Care Review and other policy developments.

Finally, we will continue to work with our partners and the children and young people we are here to support, to ensure that Children's Hearings Scotland and the Children's Hearings System continues to support Scotland's most vulnerable children and young people.

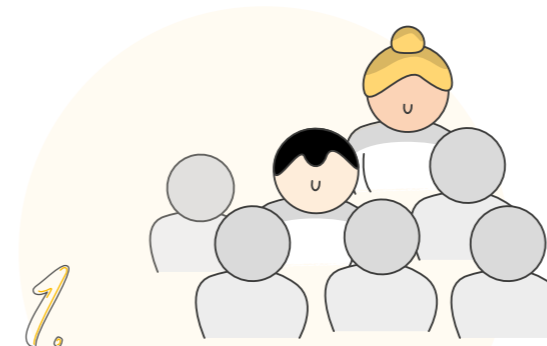


Boyd McAdam
National Convener

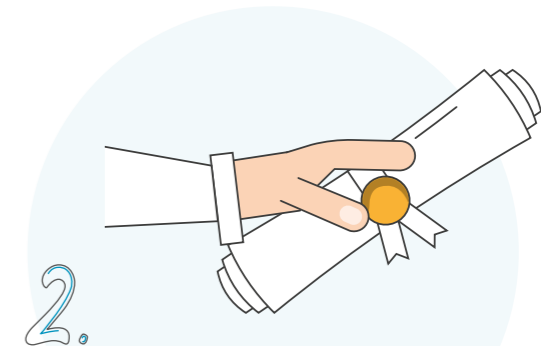
OUR PRIORITIES



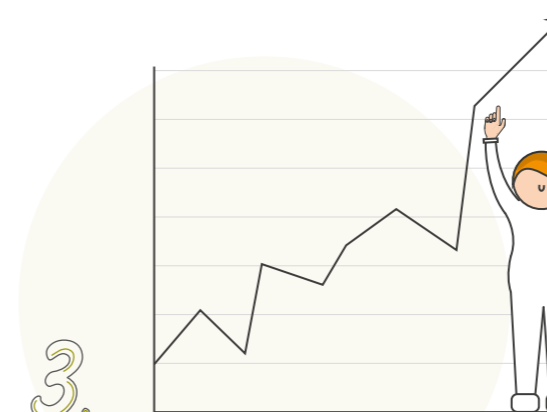
We have **four business objectives for 2018/19 that reflect our core functions.**



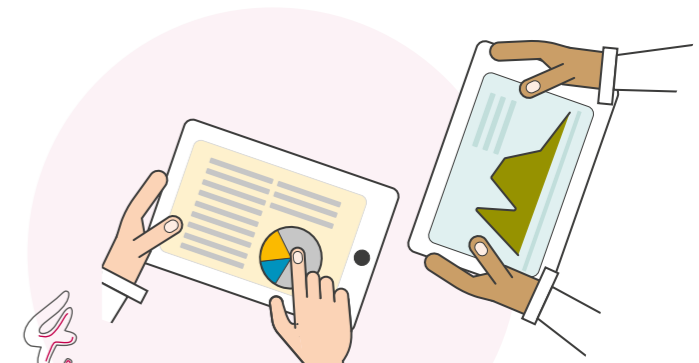
1. To **recruit committed volunteers**, that reflect Scotland's communities, **to make decisions in the best interests of children and young people**



2. To **deliver high quality training to equip our volunteers** with the skills they need to carry out their roles



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



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

Our Business & Corporate Parenting Plan sets out how we, the Children's Hearings Scotland community, will work together to deliver activities that support the outcomes set out in our 2018 - 21 Corporate Plan.

Our Area Support Teams will each develop their own operational plans which set out local activities for the year. This includes: recruitment, reappointment, learning and development, partnership working and recognition.

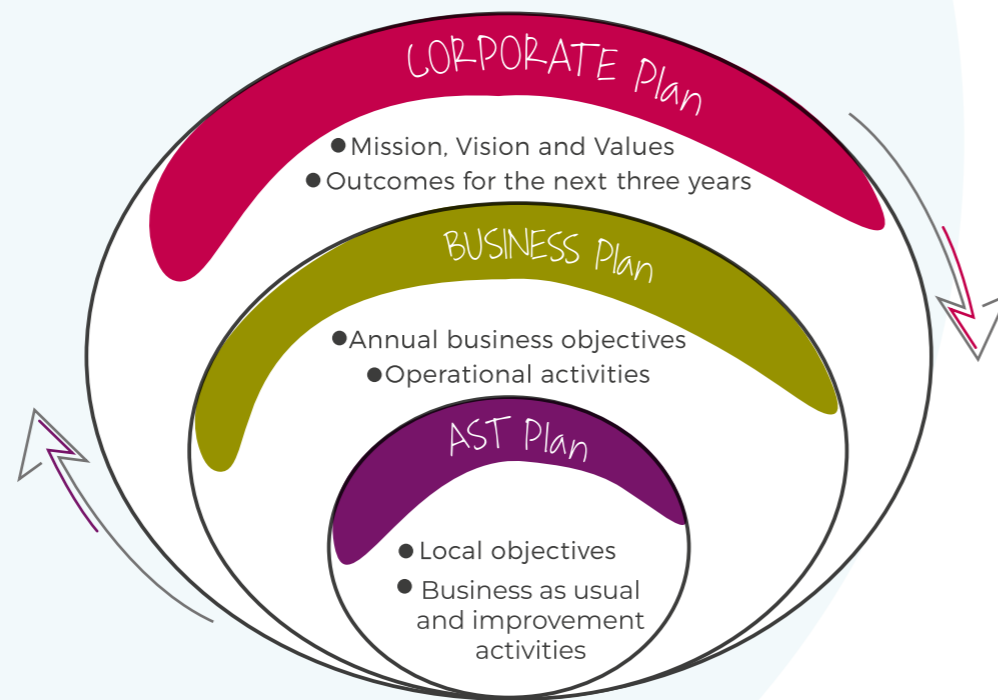
ABOUT THE PLAN



This plan sets out four business objectives for 2018/19 and the activities we will carry out to achieve these.

By delivering our Business Plan objectives we will make progress towards achieving the corporate outcomes we have outlined in our 2018 - 21 Corporate Plan.

This Plan also sets out how we will measure our performance and exercise our statutory functions.



Creating the Business Plan

Our planning cycle works on a programme of three year Corporate Plans and annual Business Plans. This is the first Business Plan of the three year 2018 - 21 Corporate Plan.

To develop this plan we have consulted with our partners and key stakeholders including: the Children's Hearings Scotland community through our Community Survey, our Area Support Team leaders, young people and the Scottish Government.

Messages from our key stakeholder groups helped us to shape what we will prioritise over the next year and how we will carry out our work.

ABOUT THE PLAN



Our strategic environment

Children's Hearings Scotland collaborates with our partners in the Children's Hearings System to deliver better outcomes for children and young people. These partners include: the Scottish Children's Reporter Administration, local authorities, health and Police Scotland.

We are a member of several improvement boards, including the Children's Hearings Improvement Partnership, in which we share knowledge and pull skills and resources to improve services for children and young people.

We work within an ever changing environment, and key policy areas have influenced the shape and content of this Plan. These will impact on the delivery of our work over the next three years and are, amongst others:



MEASURING OUR PERFORMANCE



Children's Hearings Scotland has set a number of key performance indicators to help us monitor how we are progressing towards delivery of the objectives and activities set out in this Business Plan.

We will track and report on our progress through:

- Monthly team meetings where we update on progress to deliver our activities
- Regular one on one meetings between the managers and activity leads
- Updates at our weekly team huddle
- Supervision and guidance with Area Conveners to monitor delivery of Area Support Team plans
- Reports to our monthly Senior Management Team meeting
- Quarterly reports to our Board highlighting activities at risk and how we might redistribute resources to help us deliver
- An annual Impact Report to our Board, the Children's Hearings Scotland community and the Scottish Government.

A key objective for Children's Hearings Scotland over the course of our 2018 - 21 Corporate Plan, is to build new joint digital systems with the Scottish Children's Reporter Administration. These will help us to collect and generate valuable information. Access to this data will allow us to identify trends, inform our targets and make evidenced based decisions. This work stream will begin to deliver in 2019/2020.

In the interim, we have benchmarked our current position as best we can. Where we have access to data from previous years, we have tracked any changes over time and sought to understand the reasons for these trends. This is reflected in the targets we have set.

CORPORATE PARENTING



Our role

As a Corporate Parent it is Children's Hearings Scotlands' role to promote the wellbeing of care and/or hearings experienced children and young people.

To do this we need to understand their lives and listen to their needs, fears and wishes. We will be proactive and determined in our efforts to support and involve them in our work.

Children's Hearings Scotland is designated as a Corporate Parent under Part 9 of the Children and Young People (Scotland) Act 2014.

We do not routinely provide frontline services directly to children and young people. This is what is known as an 'indirect service provider'. As an indirect service provider, we will carry out duties

in relation to the 'collective population of looked after children and care leavers', rather than to any individual child or young person.

Children and young people, subject to Compulsory Supervision Orders, make up about 66% of all looked after children. This group of children and young people are the primary focus for us in our role as a Corporate Parent.

To fulfil our corporate parenting duties as an indirect service provider, we must collaborate. As such, in partnership with the Scottish Children's Reporter Administration, we have set out our shared vision for corporate parenting:

CHILDREN'S HEARINGS SCOTLAND & SCOTTISH CHILDREN'S REPORTER ADMINISTRATION'S SHARED CORPORATE PARENTING VISION

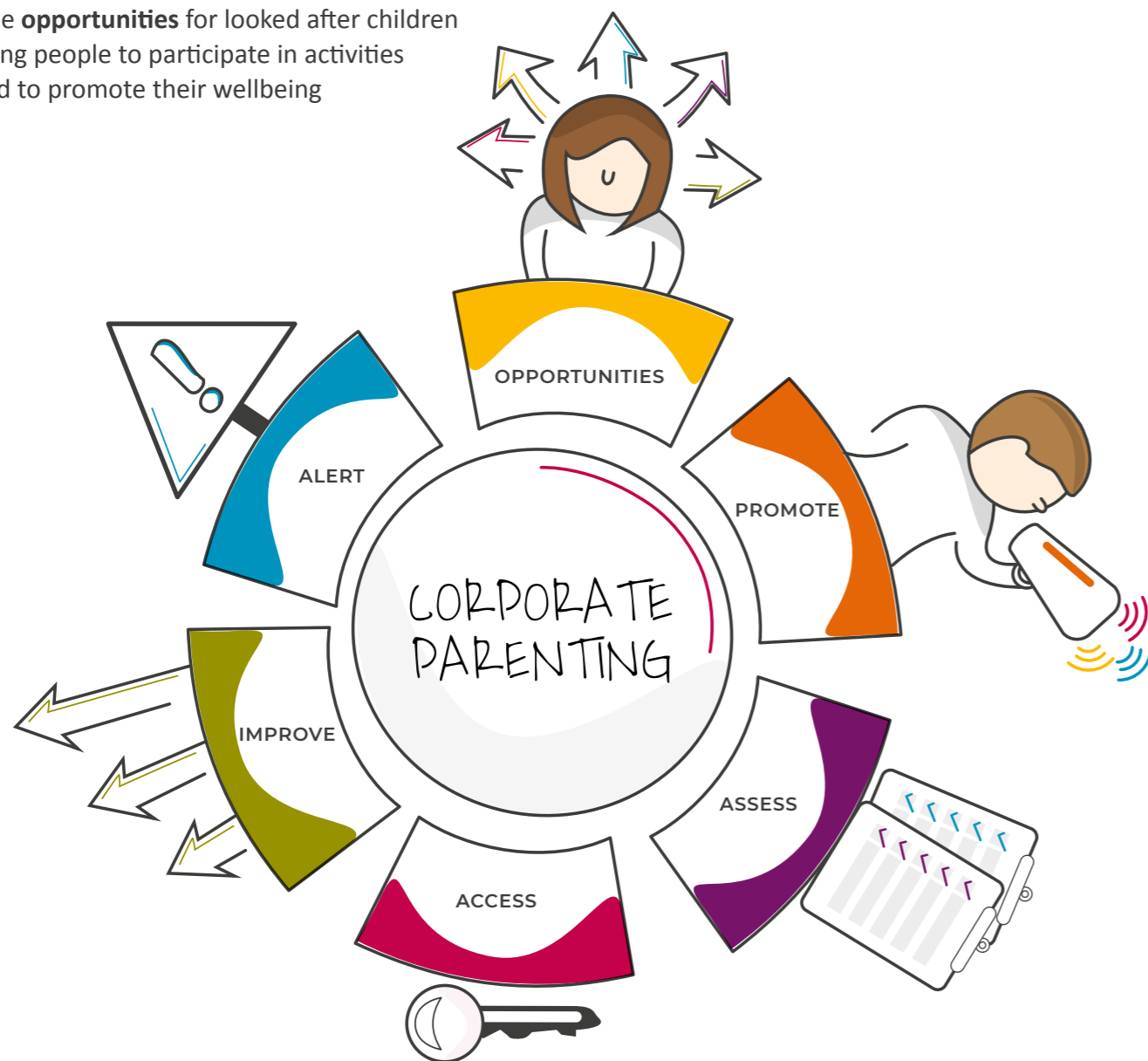
- You are at the centre of the Children's Hearings System and are treated as an individual
- The decisions that affect you are based on sound knowledge, clear evidence and with consideration of your views
- Your Corporate Parents will work together to make the system work better for you
- We will keep asking ourselves if the way that we do things is the best it can be.

For more information: mycorporateparents.co.uk

The Children and Young People (Scotland) Act 2014

The 2014 Act places six duties on every Corporate Parent, requiring them 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 children and young people.



What we are doing

Engaging children and young people in our work is at the heart of what we do:

- **Through our training programme** Panel Members are well trained to ensure that a child or young person can effectively participate in their hearing
- **Through the Training Reference Group** we support children and young people to help shape the design and delivery of pre service Panel Member training
- We have used **feedback from children and young people to shape the services we provide and encourage greater participation** through forums such as our Recruitment and Retention Reference Group.

Children’s Hearings Scotland has embedded corporate parenting into each of its core functions which make up the objectives contained within this Business Plan. This will ensure that the ethos of corporate parenting informs everything we do on a daily basis, and that each of our key processes are held up to the standards of corporate parenting.

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

Reporting on our corporate parenting responsibilities

The 2014 Act places a duty on Corporate Parents to reflect on and evaluate their performance and to continuously strive to do better.

Our progress will be monitored through our existing governance arrangements and reviewed by the Children’s Hearings Scotland Board on a quarterly basis. We will formally report on progress through our Annual Report to the Board, the Scottish Government and the Minister for Childcare and Early Years.

OUR DIGITAL FUTURE

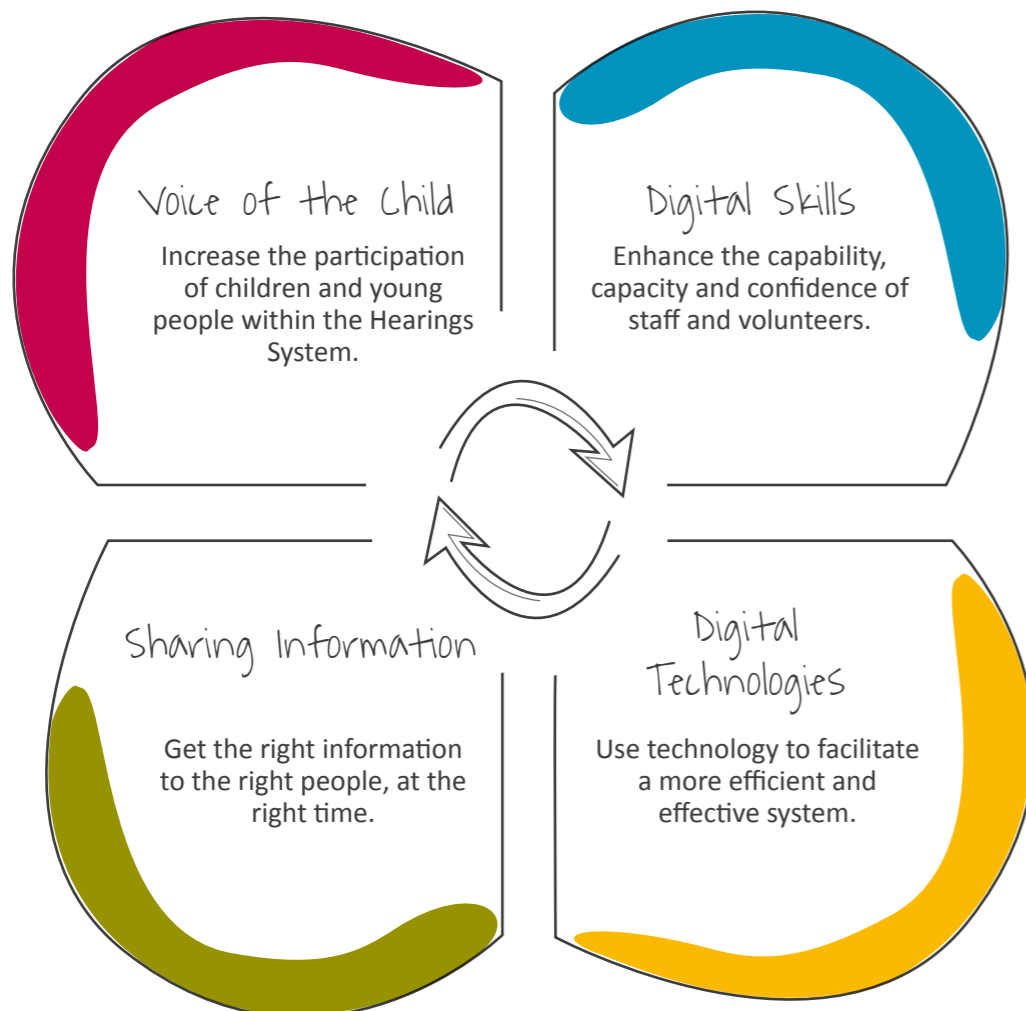


Children’s Hearings Scotland is embracing digital technology. We are transforming how we engage, support and interact with our volunteer community, children and families and our partners.

The Children’s Hearings System Digital Strategy aligns with the Justice Digital Strategy and will support Scotland’s Digital Future. We will work together with partners across other sectors to improve outcomes for children and young people in Scotland. Public bodies in Scotland are collaborating to ensure that services are joined up to meet the needs of service users. Both Children’s Hearings Scotland and the Scottish Children’s Reporter Administration are committed to collaborating with each other to realise the benefits of this approach.

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

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



OUR DIGITAL FUTURE



We will support our volunteer community to develop the digital capability and confidence they need to make use of our improved digital services.

The Digital Strategy will, over time, deliver benefits for all our stakeholders:

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

- Choose how they share their views with others in their hearing
- Communicate more effectively with Panel Members
- Tell us how we are doing
- 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




- The review of their observation reports quickly
- Them 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:

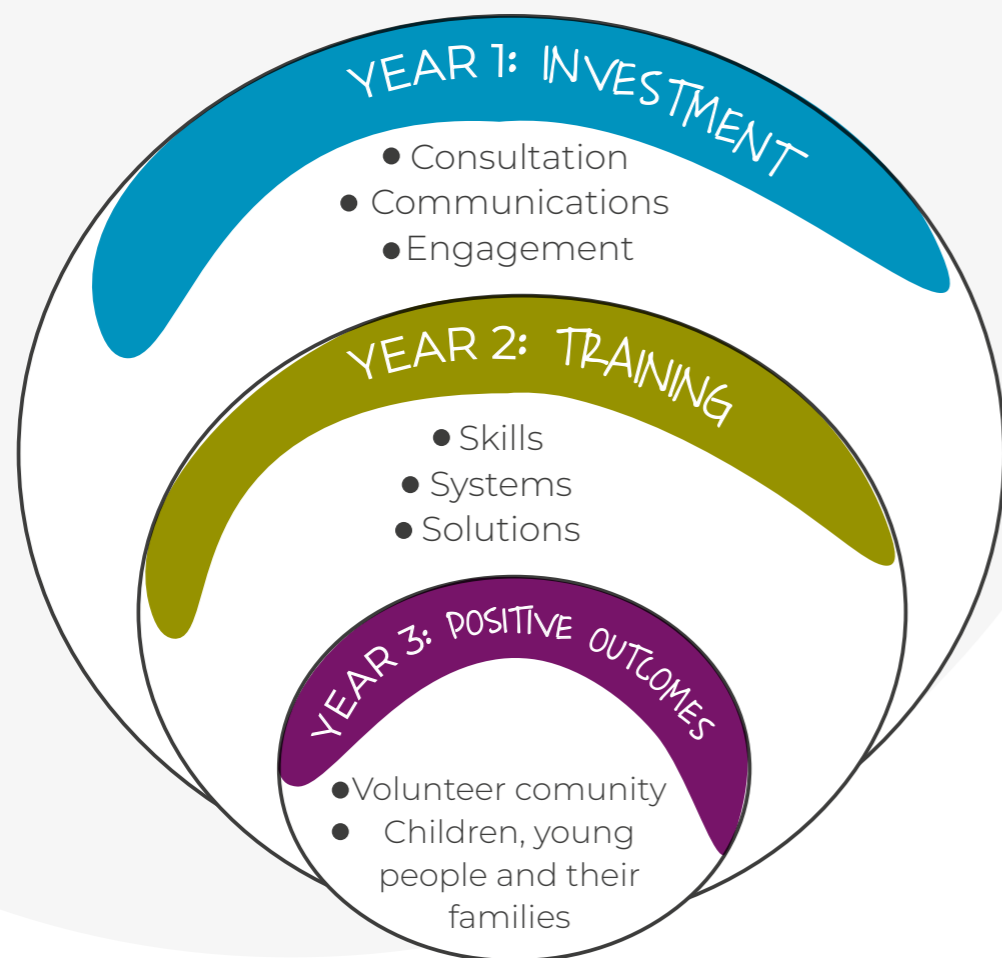
- Allow us to make decisions about the types of support we provide to our volunteer community
- Enable us to tailor solutions to meet the needs of the community to make being a Panel or Area Support Team Member easier
- Ensure that we can recognise the contribution and impact of our volunteer community 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.



We will implement and embed our Digital Strategy over the course of the Corporate Plan period. Our three digital themes include:

-  **Year 1: INVESTMENT** in consultation, communications and engagement
-  **Year 2: TRAINING** in skills, systems and solutions
-  **Year 3: POSITIVE OUTCOMES** for our volunteer community and children, young people and their families

The Children’s Hearings Scotland community will be supported to develop the digital capability and confidence they need to make use of our new digital services. We have established the Children’s Hearings Scotland Community Digital Consultation Bank who will work with us and the Scottish Children’s Reporter Administration to provide feedback on systems that will be used by our volunteer community.



OUR RESOURCES









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

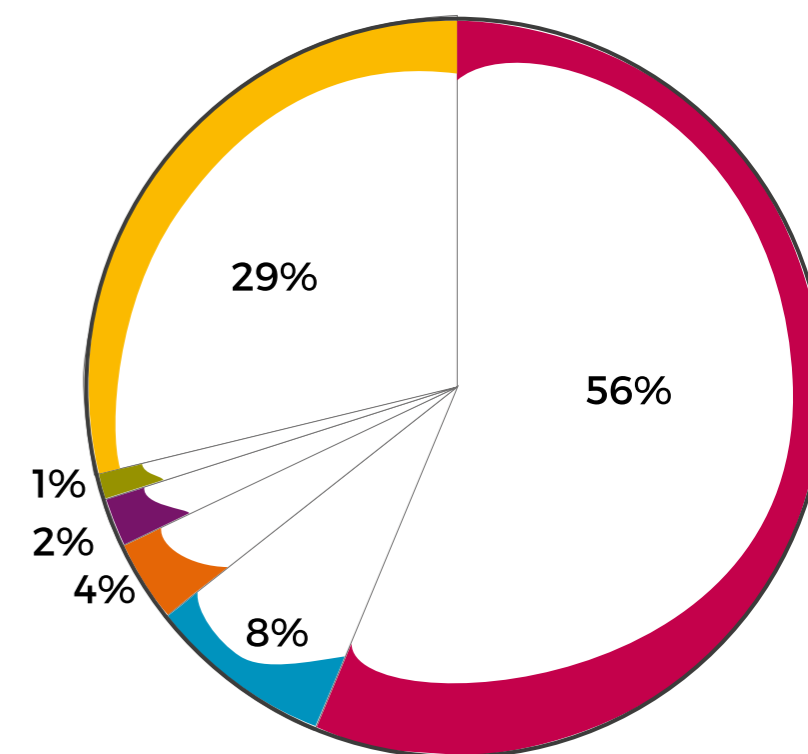
For 2018/19 we have been allocated grant in aid of £3.8 million revenue and £250,000 capital. In addition to this, the Scottish Government has also provided dedicated funding of £2.5 million in support of the Digital Strategy between Children’s Hearings Scotland and the Scottish Children’s Reporter Administration.

The table below reflects how our budget will be allocated across our key business areas in 2018/19.

Our budget is allocated to support the various roles across the Children’s Hearings Scotland community by recruiting, training and supporting our volunteers. To deliver these functions we employ a National Team of 24 permanent staff. Through our collaborative agreements with local authorities we benefit from 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. Our aim is to ensure that we support Panel Members to make good decisions for children and young people remains our central focus.

-  Direct support for volunteers
-  ICT
-  Corporate costs
-  Property
-  Governance
-  Staff



OUR BUSINESS OBJECTIVES



We have set four business objectives for Children’s Hearings Scotland to deliver in 2018/19.

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.




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



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



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



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

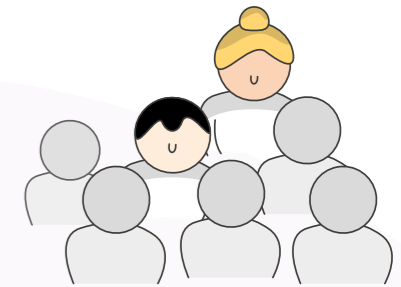
The following tables set out in more detail:

- Our objectives for 2018/19 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, to make decisions in the best interests of children and young people.



No.	ACTIVITY	LEAD	TIMELINE
1	We will strengthen the contribution of hearings experienced young people in the design of our Panel Member recruitment	Recruitment & Retention Lead; Communications & Engagement Lead	April - September
2	We will design, test and launch an innovative new national Panel Member recruitment campaign to attract high quality candidates for our 2018 intake	Recruitment & Retention Lead; Communications & Engagement Lead	April - August
3	We will conduct a recruitment and selection process across Scotland to secure 450 new Panel Members dedicated to supporting their local communities	Recruitment & Retention Lead; Area Support Teams	August - November
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	Community Support Leads	May - June
5	We will recruit high quality volunteers to fulfill our Area Support Team roles to ensure Panel Members are well supported at a local level	Recruitment & Retention Lead	April - March
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.	Recruitment & Retention Lead; Area Support Teams	May - March

MEASURING OUR PERFORMANCE	2017/18 TARGET	2017/18 ACTUAL	2018/19 TARGET
% of 2018/19 new Panel Members appointed aged 25 and under	8%	7%	10%
% of 2018/19 new Panel Members recommended for appointment that are male	33%	34%	38%
% of Panel Members successfully re-appointed.	NEW	71%	75%

BUSINESS OBJECTIVE TWO

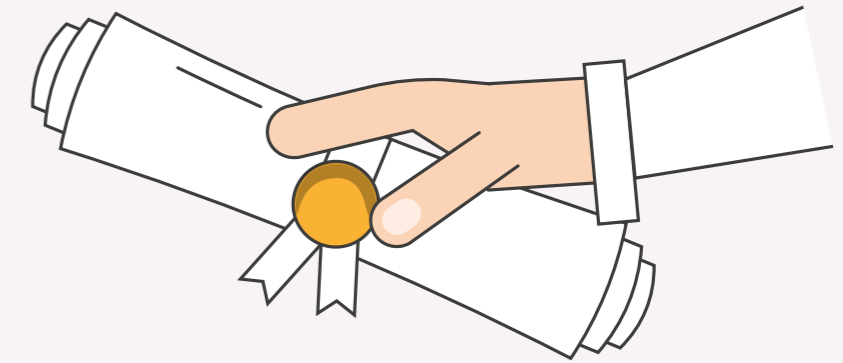


2.

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
7	We will launch the CHS Learning Academy to deliver high quality blended learning to our volunteer community	Operations Manager	October - March
8	We will ensure Panel Members are well trained to encourage the participation of children and young people in their hearings	National Training Lead; Communications & Engagement Lead	April - March
9	We will involve young people in the design and delivery of Panel Member training	National Training Lead; Communications & Engagement Lead	January - March
10	We will design and deliver a bespoke learning programme for Area Support Teams	National Training Lead	December - March
11	We will support the implementation of the Better Hearings Standards across Scotland ensuring a consistent and effective service for children, young people and their families	Communications & Engagement Lead	April - March
12	We will improve and support Panel Member practice through more effective quality assurance with enhanced Panel Practice Advisor tools, resources and support	Community Projects Lead	May - March
13	We will enhance our existing training provision for Panel Practice Advisors through the development of an innovative learning programme	National Training Lead; Community Projects Lead	November - March
14	We will ensure continuous improvement in Panel Member practice by providing regular online practice guidance and support	Practice and Partnerships Lead	April - March
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.	Information Governance Lead	April - March

BUSINESS OBJECTIVE TWO



MEASURING OUR PERFORMANCE	2017/18 TARGET	2017/18 ACTUAL	2018/19 TARGET
% of applicants recruited that successfully complete the required seven day pre-service training	93%	90%	93%
% of eligible Panel Members who successfully complete the Professional Development Award	NEW	NEW	80%
% of positive course evaluation responses received	NEW	96%	97%
% of Panel Members who complete core training by the end of the calendar year	75%	77%	77%
% of children and young people who felt like they were the most important person at their last hearing	N/A	77% (2016)	79%
% of children and young people who gave their views at their hearing	N/A	76% (2016)	78%
% of children and young people who felt listened to at their last hearing.	N/A	74% (2016)	76%

BUSINESS OBJECTIVE THREE



3

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

No.	ACTIVITY	LEAD	TIMELINE
16	We will work collaboratively with the Children's Hearings Improvement Partnership to shape key policy developments which impact the Children's Hearings System	Practice and Partnerships Lead	April - March
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	Senior Management Team	April - March
18	We will work with local authority partners to ensure that our Area Support Teams receive an effective and consistent model of support	Community Support Leads; Local Authority Clerks	April - March
19	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people	Communications & Engagement Lead	June (Volunteers' Week) - March
21	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	Community Support Leads; Quality & Performance Lead	April - May
22	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/OD Lead	April - March
23	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	Deputy Chief Executive; Business Manager	April - July
24	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	Quality & Performance Lead	April - March
25	We will support the work of Our Hearings Our Voice Board to ensure that the views and the experiences of children and young people are embedded in the work of Children's Hearings Scotland	All	April - March
26	We will streamline the procedures for Panel Member continuity to enable timely decision making.	Practice and Partnerships Lead	April - August

BUSINESS OBJECTIVE THREE



MEASURING OUR PERFORMANCE	2017/18 TARGET	2017/18 ACTUAL	2018/19 TARGET
% of (EIR, SAR and FOISA) information requests are responded to within statutory timescales	100%	100%	98%
% of complaints dealt with by the National Team are responded to within SPSO timescales	95%	100%	95%
% of supplier invoices not in dispute paid within 10 working days	95%	79%	85%
% of audit actions implemented within agreed timescales	90%	82%	90%
% Children's Hearings Scotland employee attendance.	97%	92.5%	97%

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
27	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 multi-channel communications	Communications & Engagement Lead	April - March
28	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	Digital Programme Delivery Lead	April - March
29	We will release promotional films to provide support and engage our volunteer community in our digital journey	Communications & Engagement Lead	April - March
30	We will deliver an IT helpdesk that meets the needs of our volunteer community	Operations Manager	April - March
31	We will embed a centralised system of volunteer training records to provide assurance of the knowledge and skills within our community	National Training Lead	April - September
32	We will maximise our potential to generate management information through the adoption of our digital systems	Business Manager	April - March
33	We will continue to consult the Digital Programme Reference Group on our Digital Strategy delivery to ensure we capture the views of our community.	Digital Programme Delivery Lead	April - March

BUSINESS OBJECTIVE FOUR



MEASURING OUR PERFORMANCE	2017/18 TARGET	2017/18 ACTUAL	2018/19 TARGET
% of Area Support Teams using the children’s Hearings Scotland rota management system	NEW	50%	100%
% of our volunteer community who are members of the Children’s Hearings Scotland Community Digital Consultation Bank	NEW	6.5%	10%
% of ICT calls resolved within service level agreement	NEW	NEW	90%

OUR NDBP REPORTING DUTIES



As a non departmental public body (NDPB) we are required to report on our functions across a number of policy areas.



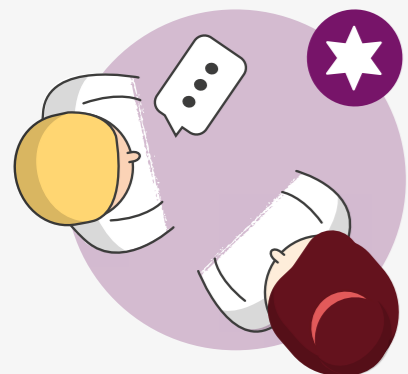
National Outcomes

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 Business & Corporate Parenting Plan each contribute to the National Outcomes contained within the Scottish Government's National Performance Framework.

Children's Hearings Scotland contributes towards a number of the Scottish Government's National Outcomes, both directly and indirectly (you can find a full list in our 2018 - 21 Corporate Plan).

However, the two which are perhaps the most pertinent to our core statutory duties and role as a Corporate Parent, are:

- **We have improved the life chances for children, young people and families at risk**
- **Our public services are high quality, continually improving, efficient and responsive to local people's needs.**



Panel Members are well trained to make high quality decision in the best interest 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 are experiencing neglect, to those who are truanting from school or committing offences.

Through delivery of our core functions, to recruit, train and support **Panel Members make high quality decisions which are likely to improve the wellbeing of children and young people.**

Equalities

In line with our legal equality duties and 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, we produce an Equality Mainstreaming and Outcomes Reports.

Equality has been a core value of the Children's Hearings System since its creation in 1971, where the focus has always been on the needs of the individual whatever their background and circumstances. Our commitment to equality

OUR NDBP REPORTING DUTIES



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 as described in our equality outcomes, acts as a series of commitments to which we will be held to account.

Delivery of the equality outcomes will be overseen by our Senior Management Team who will report routinely to our Board.

Children's Hearings Scotland is due to report on progress this year.



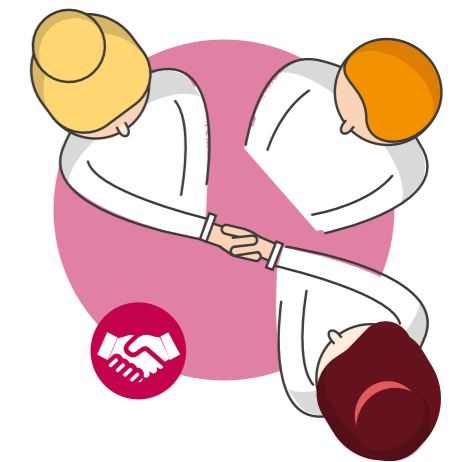
Climate change

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.

This year we will publish a Biodiversity Report reflecting on our performance over the last three years and setting out our future plans.



child centered



fair



respectful



creative



challenging



open



Children's Hearings Scotland

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