



Business and Corporate Parenting Plan

2023–2024

Contents

Introduction	3
2022-23 In Review	4
Our Context: Keeping The Promise	5
Our Context: The Care and Justice Bill	6
Our Context: Corporate Parenting	7
Our Commitments for 2023-24	8
Our Strategic Themes 2020-24	9
Strategic Themes – An Overview	10
Our Plans – Theme 1	11
Our Plans – Theme 2	12
Our Plans – Theme 3	13
Our Plans – Theme 4	15
Our Plans	17
Monitoring Our Business Plan	18
Monitoring Our Work: KPIs	19
Our Resources for 2023-24	21
CHS and The National Performance Framework	22
Glossary	23

Introduction

A word from Elliot Jackson, CEO

The first children's hearing was held in Scotland on 15 April 1971. As we publish this Business Plan this year, we will mark 52 years of children's hearings, and in June we will mark the 10th anniversary of the creation of Children's Hearings Scotland (CHS).

We are immensely proud of the contribution we, alongside our volunteer community, have made over the past 10 years in protecting infants, children and young people in Scotland's communities. While reflecting upon the phenomenal impact of the work of the CHS Community, we also look forward to a new business year that will see CHS make a step change in the way that we support our volunteers across Scotland. New and inclusive support roles and structures will take the workload burden off our Area Support Team (AST) volunteer workforce.

This year will also see the publication of the Sheriff David Mackie-led Hearings System Working Group (HSWG) report. This report around the redesign of the Children's Hearings System promises to set out a transformational future for the way that we can further support infants, children, young people and their families.

Demand on the Children's Hearings System continues to rise and, while not back to pre-Covid levels, my key priority is to lead and support the CHS Community. We need to ensure that we continue to listen to children and young people and make decisions with and for them that result in an outcome that keeps them safe and allows them to flourish.

My four thematic priorities for 2023-24 are to:

- better protect and uphold the rights of children
- deliver consistently high-quality hearings
- continue to build an effective and empathetic panel that is well supported
- be well informed and influential in our environment and communities

My role will be to deliver on these themes and continue to build our resilience, capacity and agility around children's hearings while considering how we, as a CHS Community, embrace and deliver the reforms set out by the Hearings System Working Group.

2022–23 In Review

Three years on from the start of the Covid pandemic we continue to face challenges and changes we never could have anticipated before. The ingenuity, flexibility and resolve we have developed through this experience has enabled us to realise tangible improvements to the hearings system and our impact on the lives of children and young people. Major achievements from the year included:

- Ensuring that our Area Support Teams who recruited new Panel Members did so alongside young people with lived experience, not once but twice! Both our recruitment campaigns in 2022 saw **lived experienced recruiters** conduct interviews alongside members of the Area Support Team.
- Delivering **collaborative proposals** for the redesign of the Children’s Hearings System, with input from our community and lived experience, for deliberation by the **Hearings System Working Group**.
- Developing our **Child Friendly Complaints Process** to ensure that children have an accessible way to provide feedback about their experiences at hearings to us.
- Responding to our changing society and the ongoing pressures of Covid by influencing **legislative changes** that help support us to deliver hearings, developing new guidance for our Panel Members, and improving our digital platforms.
- Launching our **CHS: #KeepingThePromise** webpage to report on our projects and progress under our Promise Programme of work.
- Undertaking a series of **local improvement projects** across Scotland focused on participation, preventing delays and improving decision-making.
- Further embedding the United Nations Convention on the Rights of the Child (UNCRC) in all our work by launching our **Children’s Rights Impact Assessment Tool** to ensure all our projects and work uphold the rights of children.
- Working with The Lens to create **consultation and engagement** opportunities for all our community across Scotland on the future needs of children, families and Tribunal Members to inform our support structures.
- Celebrating and thanking our community during **Volunteers’ Week**.
- **Reappointing** over 700 Panel Members for a further three years.
- Supporting Panel Member decision-making by updating our **Practice and Procedure Manual** and **Virtual Hearings Guidance** to reflect new legislation and hearings practices.
- Making available open access learning modules covering **baseline Trauma Informed Practice** and hearing specific resources.

Our Context: Keeping The Promise

CHS remains committed to keeping The Promise to Scotland's children. Two years ago we launched our Promise Programme of work which has seen us embed the Children (Scotland) 2020 Act into our practice. Since that time, we have made great strides to incorporate UNCRC and Trauma Informed Practice into everything we do.



the
promise

We have consulted and engaged with our community on the future needs of the Children's Hearings System and its Tribunal Members, and we have collaborated with partners as part of the Hearings System Working Group (HSWG).

As part of the HSWG, we have been researching, consulting and deliberating on the changes needed to deliver the improvements children, families and carers have told us are needed. As collaborative design partners, we have engaged widely with our stakeholders and reimagined the Children's Hearings System. In early May 2023 the HSWG report will be published recommending for Ministerial approval reforms which have the potential to transform the Children's Hearings System as we know it.

We recognise that the HSWG report is only part of the Children's Hearings System reform journey. In order to continue implementing improvements, and ready ourselves for the potential changes to come, it is critical that we prepare. During 2023-24 we will work to fortify our community support structures by ensuring Panel Members are as equipped and supported as possible to make compassionate and fair decisions, based on legally sound advice and evidence. We will implement a new Tribunal Support Model for our community through a forward-looking approach which will strive to bring more consistency and quality to all hearings and deliver the best outcomes and experiences for children, young people and their families.

Our Context: The Care and Justice Bill

We welcome the introduction of the Children (Care and Justice) (Scotland) Bill, which was introduced in Parliament in December 2022.

This legislation will enable young people up to the age of 18 to be supported and protected by children's hearings acknowledging the importance of safeguarding young people within the youth justice system. Our system recognises that when children and young people come into contact or conflict with the law, it is often as a result of their circumstances and environment. Extending the Children's Hearings System will ensure that when children come into contact with the law they are given access to an age appropriate support that will help address the causes and the challenges they experience.

We see the introduction of this Bill as an endorsement of the rights-based approach that children's hearings afford our young people and an important step in Scotland's commitment to the United Nations Convention on the Rights of the Child. We look forward to working constructively with others to implement the legislation and continue to make decisions at children's hearings that have positive outcomes for children – and those who love and care for them.

Throughout the 2023-24 business plan cycle we will be ensuring that Panel Members, AST members and staff are equipped with the skills and knowledge needed to make decisions to support all children under 18, and are able to uphold the principles of justice, fairness, compassion and the best interest of the child, always.

Our Context: Corporate Parenting

As Corporate Parents under the Children and Young People (Scotland) Act 2014, CHS and the National Convener have responsibilities to make sure our attention and resources are focused on safeguarding, upholding the rights of and promoting the wellbeing of Scotland's looked after children and care leavers. CHS and the National Convener plan, deliver and monitor these duties together.

The specific duties on Corporate Parents are 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.



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.

We monitor our Corporate Parenting actions as part of our in-year performance management and report on our progress against these actions in our annual Impact Report.

Our Commitments for 2023-24

Commitment 1: Voice

- Incorporate the voice of lived experience in our work through co-design and consultation opportunities via our Participation Hub
- Promote and grow our Participation Hub with our partners and stakeholders
- Continue to work with Our Hearings Our Voice to deliver on the 40 Calls to Action
- Continue to work with the Better Meetings project in Highland and Moray and our colleagues at Who Cares? Scotland to improve the experience of children and young people in hearings

Commitment 2: Participation and engagement

- Gather the critically important views of our community to inform our reform work
- Ensure our communications and engagement strategies meet the needs of our organisation and its stakeholders
- Streamline and refine our ways of communicating with our community and stakeholders

Commitment 3: Working with Partners

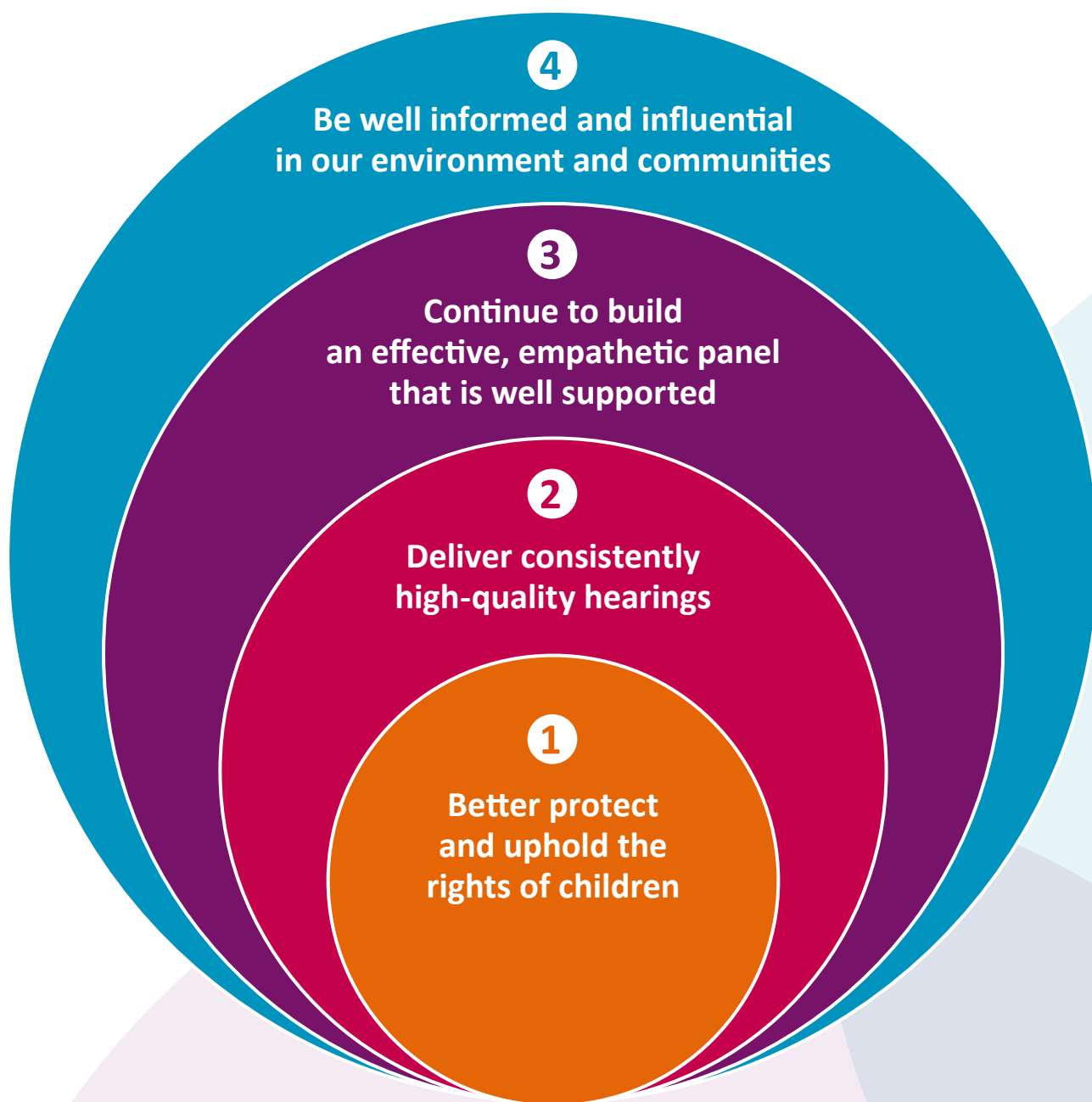
- Improve the Management Information reports available to us and how we can use our digital system to improve our knowledge sharing with the CHS Learning Academy and SCRA
- Continue to drive improvements through collaboration with our partners in the sector such as SCRA, The Promise, Social Work Scotland, COSLA, CELSIS, CYPCJ and other partners

Commitment 4: Strategic Leadership and involvement

- Continue to provide leadership as part of the Hearings System Working Group
- Continue to provide leadership through involvement with key national strategic groups e.g. Children's Hearings Improvement Partnership, Child Protection Leadership Group and other national groups

Our Strategic Themes 2020-24

In *Our Strategic Outlook 2020-2023*, we set out what our priorities for the next three years will be. We will continue to deliver on those same themes in 2023-24. We call these priorities our Strategic Themes and together they set out an ambitious, improvement-driven direction for CHS that places children's rights at its centre. Our Strategic Themes are:



Strategic Themes – An Overview

Theme 1 Better protect and uphold the rights of children

Rights-based working is built in to Scotland's Children's Hearings System. Decisions are required to be made in the best interests of the child, and children and young people have the right to have a say in decisions about them. But we recognise that we have a growing responsibility to integrate the obligations of the UNCRC into our work and this will form a major strand of our efforts over the coming years.

Theme 2 Deliver consistently high-quality hearings

We want the hearings experience to be the best it can be and produce sound decisions which move infants, children, young people and their families forward, positively, in their journey. We want children's hearings to be seen as an exemplar of empathetic, loving and respectful practice that promotes dignity, avoids stigma and provides consistent practice with legally sound and robust decision making.

Theme 3 Continue to build an effective and empathetic panel that is well supported

Central to the quality of hearings is Scotland's Children's Panel. Its members must be child and family focused, knowledgeable and skilled to undertake their role and understand the range of experiences that infants, children and young people may have and the impact of those experiences. To do this, the Children's Panel must be supported not only with the technical aspect of their role, but also with the personal aspects of making significant decisions.

Theme 4 Be well informed and influential in our environment and communities

Over the coming years, we want to develop not only hearings, but also how we deliver our work and how we operate within the wider system and sector. We want the experience of participation in hearings to be one part of seamless, targeted services that are driven by the needs and promotion of wellbeing for children and their families. We will look to evidence – from data and research, but also from what we are told by people with experience of hearings – to underpin our decision making and adopt structured approaches to pilots and innovations. We will also look for opportunities to lead change within the care system and engage actively with our partners.

These Themes represent both our current programme of continuous improvement and our ambitions for the future for CHS, children's hearings and those who come in to contact with hearings. We are committed to working with partners, and with the Hearings System Working Group and The Promise Scotland, to realise our vision that the Children's Hearings System will be a place that upholds and promotes children's rights, provides a child and family friendly justice space and puts children's voice at its heart.

Pages 11-19 of this Business Plan outline the actions we are taking in 2023-24 to make progress toward achieving these Themes. The milestones are planned across 4 operational quarters: Q1 = April–June; Q2 = July–September; Q3 = October–December; Q4 = January–March. We will review and revise our milestones at the end of quarter two, in order to better align and respond to the reform proposals in the Hearings System Working Group report.

Our Plans – Theme 1

Better Protect and Uphold the Rights of Children

Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
1 Continue to embed and give further effect to the UNCRC in our work – <i>Practice & Policy (Learning)</i>	Deliver UNCRC training to all CHS staff	Complete by end Q1
	Report on CHS’s work to incorporate UNCRC during 2020-23	Progress to end Q4
	Revise our Children’s Rights and Inclusion Strategy	Progress to end Q4
2 Prepare for the implementation of the Care And Justice Bill in children’s hearings – <i>Practice & Policy (Learning)</i>	Identify, develop and secure training programme for Tribunal Members	Complete by end Q3
3 Enable collaboration with people with lived experience on emerging improvements and projects through our Mutual Mentoring programme – <i>Rights & Inclusion</i>	Work with the mentors to share the programme externally	Complete by end Q3
	Evaluate the programme and consider expansion further within the CHS staff team	Complete by end Q4
4 Involve young people with lived experience in our work by creating co-design opportunities – <i>Rights & Inclusion</i>	Promote opportunities for those with lived experience through our participation hub	Complete by end Q4
	Recruit young people through the participation hub on CHS website	Complete by end Q4
5 Encourage hearing experienced feedback by young people through the provision of our child-friendly complaints and feedback processes – <i>Practice & Policy</i>	Evidence improvements in response to feedback and complaints from children and young people including the development of a feedback loop	Progress to end Q4
	Improve our feedback systems and complaints process by reflecting best practice from the SPSO Child Friendly Complaints Guidance for public bodies in Scotland	Progress to end Q4

Our Plans – Theme 2

Deliver Consistently High-Quality Hearings

Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
6 Improve the extent to which hearings and our work is trauma-informed – <i>Area Support (Learning)</i>	Roll out Trauma training modules and resources through CHS Learning Academy to all volunteers	Complete by end Q2
	All CHS volunteers and staff complete baseline training on trauma	Complete by end Q4
	Develop and launch the Language in the hearing room advisory pack for PMs	Complete by end Q4
7 Develop an implementation plan for the agreed reforms arising from the Hearings System Working Group report – <i>Area Support</i>	<i>To be confirmed post the publication of the HSWG report and government response</i>	Review by end Q2
8 Keep Panel Members equipped with accurate, up-to-date information and advice to be able to make effective and timely decisions – <i>Practice & Policy</i>	Issue and update practice guidance focused on high-quality hearings and decision-making	Progress up to Q4
9 Ensure our quality management mechanisms are operating effectively – <i>Area Support</i>	Continue to support PPAs to observe, quality assure, and improve practice in hearings	Complete by end Q4
	Develop and deliver engagement work focused on quality assurance	Progress to end Q4
10 Ensure Panel Members have access to a high quality Independent Report Writers function to support effective decision making – <i>Practice & Policy</i>	Review the effectiveness of the Independent Report function through audit and identify any areas for improvement	Progress to end Q3
11 Use management information/data available to inform business planning and improvement work through operational delivery – <i>Area Support (Info & Performance)</i>	Implement access to data dashboard for AST	Complete by end Q2
	Implement a management information reporting structure to the Board, SMT and national team	Progress through end Q4

Our Plans – Theme 3

Continue to Build an Effective, Empathetic Panel that Is Well Supported

	Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
12	Promote the contribution of our volunteers through a dedicated volunteer recognition campaign – <i>Communications</i>	Volunteer recognition campaign during Volunteers’ Week (1-7 June)	Complete by end Q1
13	Ensure CHS has appropriate and sustainable structures in place to effectively support the people needed to deliver a redesigned hearings system through a refreshed Tribunal Support Model – <i>Strategy & Development</i>	Work with staff, Area Conveners and the CHS community to deliver the first phase implementation of our Tribunal Support Model	Complete by end Q4
		Ensure digital infrastructure is in place to support the new model	Complete by end Q4
		Ensure there are facilities in place to support new and existing Panel Members’ wellbeing	Progress through end Q4
		Work with our community to improve rota management process to support sustainability and capacity	Complete by end Q4
14	Equip new Panel Members with the skills and knowledge they need to start making effective decisions in hearings – <i>Learning</i>	Delivery of pre-service training which provides understanding of the legislative context in which Panel Members must make decisions, the care and development needs of children, the balancing of rights in a hearings context as well as the need to adopt a trauma informed approach at all points	Complete by end Q4

Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
15 Continue to deliver learning and development via the Learning Academy to offer innovative solutions for learning – <i>Learning (Practice & Policy)</i>	Support chairing capacity through the promotion of Enhanced Practice, Management Of Hearings and ongoing development training	Progress to end Q4 initially
	Design and deliver a high quality training programme and resources with subject matter experts in preparation for the implementation of the new requirements of the Care and Justice Bill	Progress to end Q4
	Revise CHS Learning and Development Strategy with consideration of the impacts from the HSWG report and proposed reforms	Q2 initially
16 Work with our community to implement Area Plans that identify key activities for each area based on national and local priorities – <i>Area Support (Info & Performance)</i>	Support ASTs to develop local Improvement Area Plans	Complete by end Q1
	Support ASTs to monitor and review improvement plans	Progress to end Q4
17 Undertake recruitment activities to ensure capacity to meet hearing demand – <i>Recruitment & Retention</i>	Co-produce a refreshed recruitment creative with children and young people with lived experience	Progress to end Q2
	Undertake national Panel Member recruitment campaign with lived experience recruiters	Complete by end Q3
18 Retain Panel Members by ensuring they are reappointed in an efficient and effective way – <i>Recruitment & Retention</i>	Carry out necessary reappointment processes	Complete by end Q1
19 Retain AST Members by ensuring they are reappointed in an efficient and effective way – <i>Recruitment & Retention</i>	Carry out necessary reappointment processes	Progress up to Q4
20 Ensure we have a digitally enabled and supported volunteer community – <i>Digital (Business Support)</i>	Provision of devices to trainees	Complete by end Q4
	Provide ongoing community support including frontline response, user guides and training	Progress to end Q4

Our Plans – Theme 4

Be Well Informed And Influential In Our Environment And Communities

Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
21 Create a programme of engagement that informs and engages our community and stakeholders as we enter a period of reform and change – <i>Area Support (Communications & Engagement)</i>	<i>To be developed post the publication of the HSWG report and government response</i>	Q2 initially
22 Continue to lead change in the sector and hearings system through on-going collaboration with national partners – <i>Area Support</i>	Continued leadership with the Hearings System Working Group	Progress to end Q1 initially
	Involvement with key national strategic groups e.g. Children’s Hearings Improvement Partnership; Child Protection Leadership group and other national forums	Progress to end Q4
	Involvement and influence with key local groups e.g. Corporate Parenting Boards; GIRFEC groups	Progress to end Q4
23 Continue to embed our digital systems across our community and identify on-going improvements and developments to support the needs of CHS volunteers and staff – <i>Digital</i>	Transfer Learning Academy (LA) data into CSAS and ensure LA data is regularly uploaded and accessible	Progress to end Q4
	Put in place processes for data validation, cleansing, and maintenance of CHS data	Complete by end Q1
	Begin to roll out the cleansing and validation process for all CHS’s data	Progress to end Q4
	Improve our user engagement approach to digital development, that increases response of user needs	Progress to end Q4

	Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
24	Continue to work with partners to lead on the implementation of the Care and Justice Bill – <i>Practice & Policy</i>	Continue to work closely with partners to feed into the development of the Bill	Complete by end Q3
25	Influence and engage in the development of emerging legislation that can improve outcomes for children and young people through the hearings system – <i>Practice & Policy</i>	<i>To be developed post the publication of the HSWG report and government response</i>	Progress up to end Q4
26	Collaborate as a key partner in hearing system reform projects to improve hearings environments and experiences – <i>Area Support</i>	<i>To be confirmed post the publication of the HSWG report and government response</i>	Progress up to end Q4

Our Plans

Organisational Effectiveness And Colleague Support

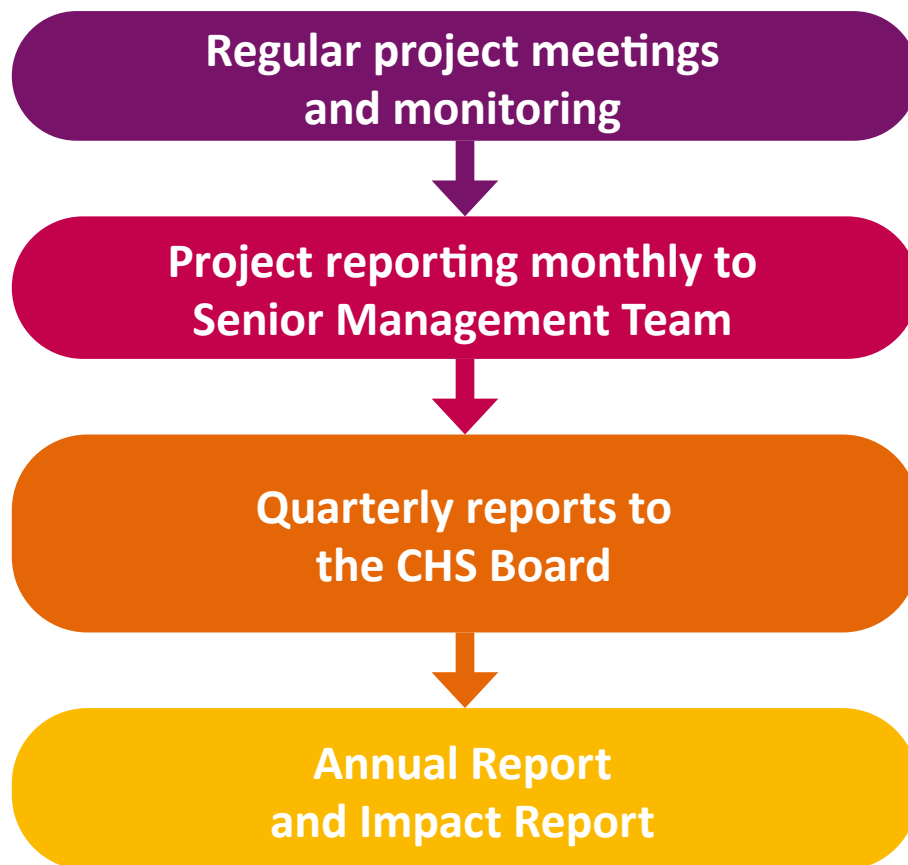
	Objective, Lead Function and (Main Support Function)	Milestones / Activities	Timescales / Targets
27	Ensure CHS has the right skills and capacity needed to implement changes to the systems and the tribunal support model – <i>HR & OD</i>	Identify critical roles needed within the organisation through a revised organisational structure	Progress to end Q2
		Introduce an organisation wide development programme to upskill and support our team to operate efficiently as part of our broader change programme	Progress to end Q4
28	Continue to build a culture of engagement and wellbeing across the organisation through a programme of structured activities – <i>HR & OD</i>	Implement a programme of pulse surveys across 2023-24 to engage with colleagues and inform staff development opportunities	Progress to end Q4
		Launch a Wellness Programme (Be Well, Work Well) focused on building resilience, helping our colleagues to feel valued, motivated and part of the wider change process	Progress to end Q4
29	Continue to deliver on our commitments to Equality, Diversity & Inclusion (EDI) – <i>Learning (Area Support)</i>	Continue supporting the EDI group to shape the work of CHS including the consideration of our new strategic outlook	Progress to end Q4
30	Ensure CHS has a future focused communications strategy in place – <i>Communications</i>	Implementation of short term communication strategy and plan	Through end Q1
		Revise the CHS Communications strategy to effectively promote and support CHS through reform and change	TBC post the HSWG report
31	Continue to ensure CHS has policies and practices in place to effectively manage our information – <i>Information Governance</i>	Review, revise and implement a more future focused records management plan	Progress to end Q4
32	Continue to improve our feedback and complaints processes to ensure we maximise the opportunities for organisational learning – <i>Practice & Policy (Learning)</i>	Continuous improvement plan based on lessons learned to be developed and operationalised	Progress through end Q2
		Feedback and complaints report to include full set of new KPIs compliant with SPSO requirements to be published quarterly	Progress through end Q4

Monitoring Our Business Plan

The environment in which we deliver our work continues to be highly changeable and fast-moving. We anticipate 2023-24 to see recommendations of change to the hearings system not seen since Kilbrandon. In recognition of our shifting landscape, we intend to review our business plan mid-year to re-align our objectives and activities with the recommendations from the HSWG report.

Each of the activities, milestones and deliverables above has been assigned a timescale in which, to the best of our current knowledge, we anticipate they will be completed, or a target specific to that activity. As we monitor the delivery of our work through the year, the Business and Corporate Parenting Plan will remain under regular review and will adapt to our environment as necessary.

To manage this process, CHS operates a well-established process of monitoring and reporting:



Our quarterly performance reviews to the CHS Board will take into account work delivered in the past quarter and also reflect on upcoming work and whether alterations will be required (e.g. change of timescales or change of scope of work) in order to adapt to the environment at the time.

Monitoring Our Work: KPIs

To monitor the performance of the organisation through the year, we have set the following Key Performance Indicators:

Strategic Theme	Objective	Performance Measure	Baseline	2023-24 Target
1 – Rights	1	% staff complete UNCRC training	New measure	100%
1 – Rights	3	# of participants actively engaged in our Mutual Mentoring Programme	New measure	4 participants
1 – Rights	4	# of young people with lived experience taking part/recruited via Participation Hub	New measure	6 participants
1 – Rights	5	# of submissions made through the child friendly feedback complaints portal	New measure	No set target – monitor number submitted through portal to evidence use and awareness of child friendly feedback and complaints
2 – Hearings	6	% of PMs and staff completed Trauma Informed training	New measure	100%
2 – Hearings	9	% of active and eligible Panel Members observed during the year	New measure (formerly % of hearing sessions observed)	100%
3 – Panel	14	% of pre-service trainees who felt that the learning objectives were met	2019/20: 98% 2020/21: 98% 2021/22: 99% 2022/23: 98%	99%

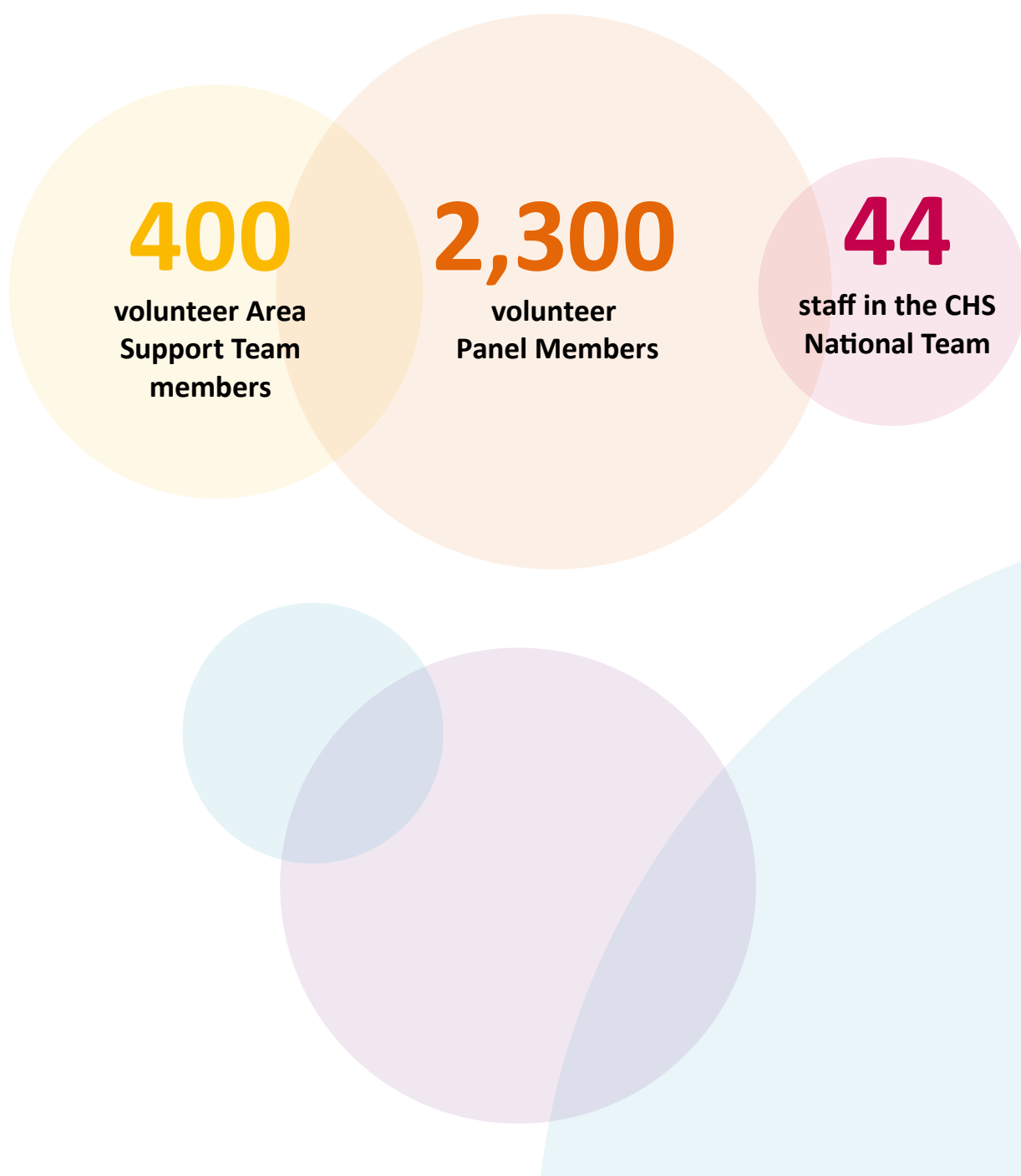
Strategic Theme	Objective	Performance Measure	Baseline	2023-24 Target
3 – Panel	14	% of applicants put forward for preservice training who complete the full training	2018/19: 92% 2019/20: 61% 2020/21: 87% 2021/22: 87% 2022/23: 83%	90%
3 – Panel	15	% of eligible PMs completed Enhanced Practice and Management of Hearings training	New measure	70%
3 – Panel	17	% of areas recruiting do so with lived experience recruiters	New Measure	100%
3 – Panel	18	% of Panel Members successfully reappointed	2017/18: 83% 2018/19: 68% 2020/21: 79% 2021/22: 62% 2022/23: 70%	60%
3 – Panel	New measure	% of Panel Members retained during the year	2021/22: 86% 2022/23: 78.5%	80%
Organisational Operations		% CHS employee attendance	2018/19: 95% 2019/20: 97% 2020/21: 99% 2021/22: 85% 2022/23: 97%	99%
Organisational Operations		% invoices not in dispute paid within 10 working days, during normal operations	2018/19: 92% 2019/20: 85% 2020/21: 85% 2021/22: 85% 2022/23: 83%	95%
Organisational Operations		% positive staff survey feedback on opportunities for learning and development	2018/19: 33% 2019/20: 52% 2020/21: 65% 2021/22: NA 2022/23: 70%	80%

Our Resources for 2023-24

We are funded through an annual grant in aid under a framework agreement with Scottish Government.

CHS has an identifiable resource need supported by Government in development of the reform ambitions outlined within our Business Plan.

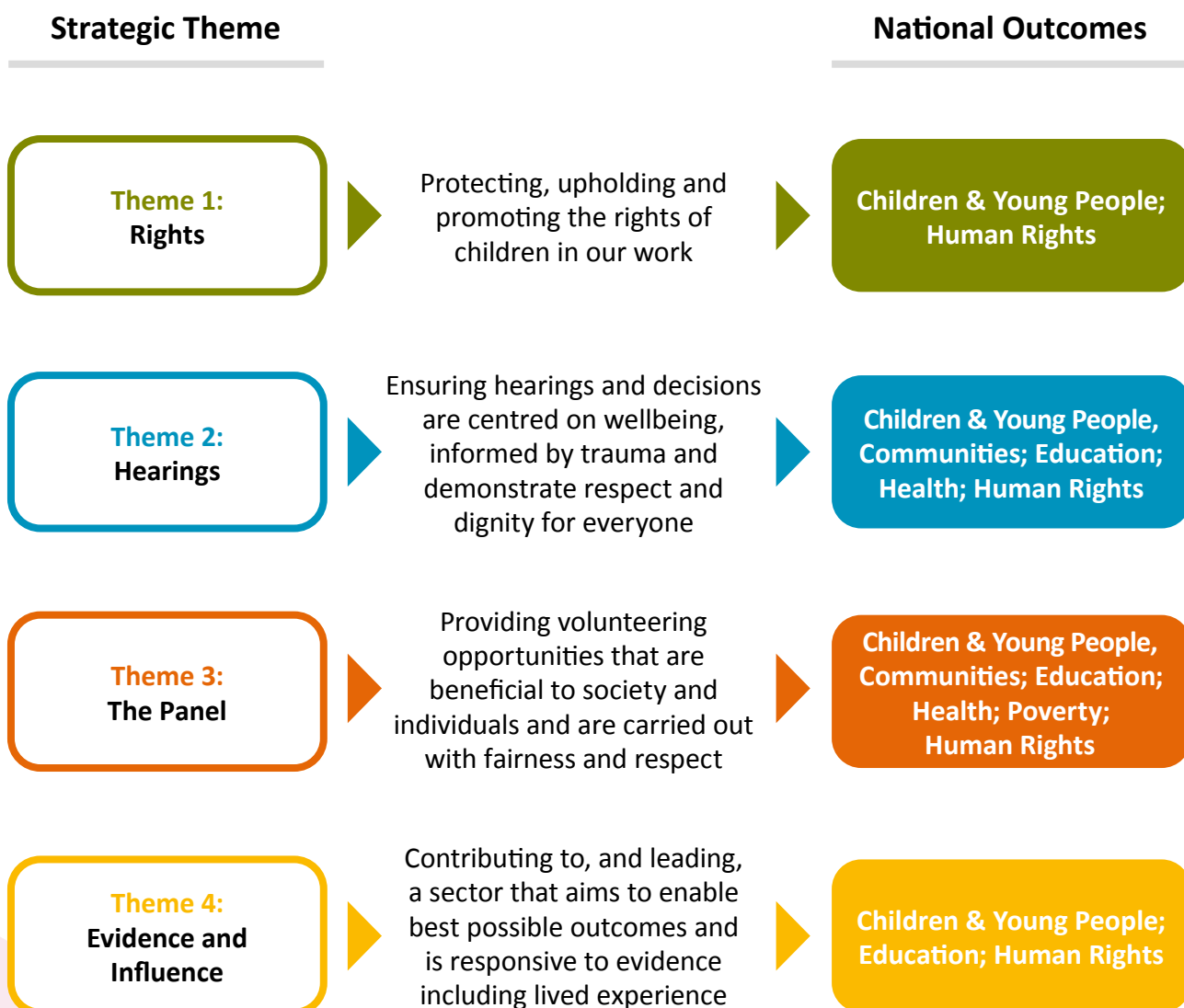
For 2023-24, our published Grant in Aid is £4,629m, with a further £500k allocated to capital costs. These resources are allocated across CHS's functions to ensure that we can recruit, train and support our volunteer community whilst delivering the best quality hearings.



CHS and The National Performance Framework

In our 2020-23 Corporate Plan, we set out how our Strategic Themes are aligned to Scotland's National Performance Framework. This remains the same for 2023-24 as we extend our strategic themes for an additional year.

CHS Strategic Themes alignment with National Outcomes:



Glossary

Area Support Teams (ASTs)

Teams who provide support and guidance to Panel Members at the local level. There are 22 of these across Scotland, with 400 volunteer members.

Children's Hearings Improvement Partnership

Group that brings together partners in the hearings system to identify and drive improvements.

Corporate Parent

An organisation or person that has specific responsibilities and duties to people with care experience and their wellbeing. These responsibilities are defined in Part 9 of the Children and Young People (Scotland) Act 2014.

GIRFEC

'Getting it Right for Every Child' is the way for families to work together with people who can support them such as teachers or nurses.

Grant In Aid

A payment made by a government department to finance all or part of the costs of a public body.

Hearings System Working Group (HSWG)

Group made up of partners from the hearings system established to facilitate the redesign of the hearings system. It is chaired by an independent chair.

Independent Report

A specialist report, requested by Panel Members, answering specific questions about a child and young person's circumstances, that is produced by someone not involved in the child's case.

Learning Academy

Provides a range of training to ensure our volunteer community's learning is current and relevant for the role.

National Convener

This role leads and oversees the Children's Panel. They are responsible for recruiting people to serve as Panel Members across Scotland, and making sure they have the right training and support to make sound decisions in the best interests of infants, children and young people. The current National Convener is Elliot Jackson.

National Performance Framework

The strategic framework that sets out the vision, values and outcomes for Scotland as a whole.

Our Hearings Our Voice (OHOV)

An independent board for children and young people from across Scotland who have experience of the Children's Hearings System. OHOV works to ensure that these children and young people have a decision-making role in the design and improvement of the hearings system.

Panel Members

People who take part in children's hearings and make legal decisions about the care and protection of infants, children and young people. There are around 2,500 Panel Members in Scotland. Three Panel Members sit on each hearing.

Panel Practice Advisors (PPAs)

Specially trained volunteers responsible for observing Panel Members at hearings to ensure they are following correct practice and are providing a high quality experience to children and families.

Participation Standards

The principles that define our approach to, and best practice for, the participation of people with lived experience across CHS's work.

Practice & Policy Bank

An opt-in consultation group from the CHS Community who provide feedback and suggestions related to children's hearings practice and policy.

Promise Programme

CHS's structured programme of work that delivers on the findings of the Independent Care Review.

Scottish Approach to Service Design

A defined approach to designing public services that has the needs of the people who access and use services as its main focus.

Scottish Children's Reporter Administration (SCRA)

The Children's Reporter works for SCRA; they decide if a child might need a children's hearing, arrange children's hearings and provide all the necessary papers.

The Scottish Public Services Ombudsman (SPSO)

The SPSO is the organisation that provides the final stage of review of complaints about public bodies such as Children's Hearings Scotland.

United Nations Convention on the Rights of the Child (UNCRC)

An international convention that sets out articles defining rights that are specifically held by children.



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

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.