

Public Board Meeting January 2025

Tue 21 January 2025, 13:00 - 15:00

Conference Room 2, Thistle House, Edinburgh/Microsoft Teams

Agenda

13:00 - 13:00 **1. Welcome & Apologies**

0 min

Verbal *Chair*

To update

 0. Board Meeting Agenda JAN 25 FINAL.pdf (1 pages)

13:00 - 13:05 **2. Declarations of Interest**

5 min

verbal *Chair*

To update

13:05 - 13:10 **3. Approval of the Minute from the Meeting on 26 November 2024**

5 min

Paper *Chair*

To approve

 3. CHS-2425-31 CHS Board DRAFT Minute 26.11.24.pdf (5 pages)

13:10 - 13:10 **4. Action Log Update**

0 min

Verbal *Chair*

To update

 4. CHS-2425-32 Board Action Log - November 2024.pdf (1 pages)

4.1.

13:10 - 13:20 **5. Chair Update**

10 min

Verbal *Chair*

To update

13:20 - 13:30 **6. ARC Chair Update**

10 min

Verbal *Sean Austin*

To update

13:30 - 13:40 **7. PaCC Chair Update**

10 min

Verbal *Jo Derrick*

To update

13:40 - 13:55 8. National Convener/CEO Update

15 min

Paper *Elliot Jackson*

 8. CHS-2425-33 National Convener CEO Update.pdf (5 pages)

ITEMS FOR NOTING

13:55 - 14:25 9. Finance Report

30 min

Paper *Jessica MacDonald*

To note

 9. CHS-2425-34 Finance Report.pdf (4 pages)

14:25 - 14:35 10. Quarter 3 Data Summary Report

10 min

Paper *Jessica MacDonald*

To note

 10a. CHS-2425-35 Q3 Data Summary Report 2024-25.pdf (5 pages)

 10b. CHS-2425-35 Q3 Board v3.pdf (1 pages)

14:35 - 14:45 11. Quarter 3 Performance Report

10 min

Paper *Jessica MacDonald*

To note

 11. CHS-2425-36 Q3 Performance report 2425 Board Cover Paper.pdf (3 pages)

ITEMS FOR APPROVAL

14:45 - 14:50 12. ARC Workplan 2025

5 min

Paper *Sean Austin*

For approval

 12. CHS-2425-37 ARC Work plan 2025.pdf (2 pages)

14:50 - 15:00 13. AOB

10 min

Verbal *Chair*

To update

15:00 - 15:00 14. Date of Next Meeting

0 min

Verbal

25th March 2025, 10am – 12pm, Conference Room 2, Thistle House, Edinburgh

BOARD MEETING
21st January 2025
1.00pm – 3.00pm, Thistle House/Teams Virtual
AGENDA

	Timings	Item	Lead	Paper Number	Purpose
1.	13:00	Welcome & Apologies	Chair	Verbal	
2.	13:00	Declarations of Interest	Chair	verbal	To update
3.	13:05	Approval of the Minute from the Meeting on 26 November 2024	Chair	CHS-2425-31	To approve
4.	13:10	Action Log Update	Chair	CHS-2425-32	To update
5.	13:10	Chair Update	Chair	verbal	To update
		<ul style="list-style-type: none"> • New Board Member Recruitment Update 			
6.	13:20	ARC Chair Update	SA	Verbal	To update
7.	13:30	PaCC Chair Update	JD	verbal	To update
8.	13:40	National Convener/CEO Update	EJ	CHS-2425-33	To update
ITEMS FOR NOTING					
9.	13:55	Finance Report	JMac	CHS-2425-34	To note
		<ul style="list-style-type: none"> • 24/25 Financial & Funding Position 			
		<ul style="list-style-type: none"> • 24/25 P8 Update 			
		<ul style="list-style-type: none"> • 2025/6 Budget Position and SG Published Budget 			
10.	14:25	Quarter 3 Data Summary Report	JMac	CHS-2425-35	To note
11.	14:35	Quarter 3 Performance Report	JMac	CHS-2425-36	To note
ITEMS FOR APPROVAL					
12.	14:45	ARC Workplan 2025	SA	CHS-2425-37	To approve
13.	14:50	AOB	Chair	verbal	To update
14.	15:00	Date of Next Meeting			
		25 th March 2025, 10am – 12pm, Conference Room 2, Thistle House, Edinburgh			

**Board Meeting
3rd Meeting 2024/25
26th November 2024 at Thistle House, Edinburgh 10:15 – 12:00**

DRAFT MINUTE

Present	Katharina Kasper (KK)	Chair
	Henry Robson (HR)	Depute Chair/Board Member
	Jo Derrick (JD)	PaCC Chair/Board Member (via Teams)
	Sean Austin (SA)	ARC Chair/Board Member
	Beth-Anne McDowall (BM)	Board Member
	Katie Docherty (KD)	Board Member (via Teams)
	Barbara Neil (BN)	Board Member
In Attendance:	Elliot Jackson (EJ)	CEO/National Convener, CHS
	Jessica MacDonald (JMac)	Director of Business and Finance, CHS
	Lynne Harrison (LH)	Director of Tribunal Delivery, CHS
	Carol Wassell (CW)	Director of Positive Outcomes, CHS
	Taiba Ali (TA)	Children's Hearings Sponsor Team, Legislation and Policy Leader, SG (via Teams)
	Frieda Cadogan (FC)	Executive Assistant/Governance Officer – Note Taker
	Klaus Berchtenbreiter (KB)	Finance Manager, CHS
Apologies:	Joanne O'Leary (JO)	Director of People and Culture, CHS
	Nick Rougvie (NR)	Children's Hearings Sponsor Team Lead, SG (via Teams)

	Item	
1.	Welcome & Apologies	
	<ul style="list-style-type: none"> • The Chair welcomed everyone to the meeting. • Apologies received from JO and NR. • Taiba Ali joining the meeting at 10.30am. 	
2.	Declaration of Interests	
	<ul style="list-style-type: none"> • Nothing noted. 	
3.	Approval of Minute from Meeting on 17 September 2024	
	<ul style="list-style-type: none"> • Minute from the meeting on 17 September 2024 was approved as an accurate record. 	
4.	Action Log Update	
	<ul style="list-style-type: none"> • Updated on separate document. All actions now complete. 	
5.	Chair Update	
	<ul style="list-style-type: none"> • Any relevant updates will be included in the National Conveners Update later in the agenda. 	
6.	PaCC Chair Update	
	<p>JD provided the Board with a verbal update:</p> <ul style="list-style-type: none"> • The previous meeting of the Committee was on 10th September and the next meeting is on 17th December. • The Whistleblowing Policy was approved at the September meeting. • Changes in Board tenure will be acknowledged at the next meeting on 17th December. This will be the last meeting as Chair for JD. The last PaCC meeting for BM will be March 2025, prior to end of tenure in June 2025. • A handover will be done with KK and JD and new Chair confirmed. KK offered 	

	<p>assurance to the Board that the public appointment process is well underway for the new Board members. KK will provide a more in-depth update at the January Board meeting. Not everyone will be recruited prior to people standing down, however there are plans in place to manage this in the interim.</p>	
7.	ARC Chair Update	
	<p>SA provided the Board with a verbal update:</p> <ul style="list-style-type: none"> • The previous meeting of the Committee was on 19th November. Received assurance from auditors, an update on feedback and complaints and discussed risk in terms of capacity. • Committee was presented with the new Driving for Work Policy which was well received due to this being the biggest risk of work-related fatalities. The Committee asked for consideration of the guidelines for Board members and volunteers, which will be taken forward. • The Terms of Reference was approved for the Stage Gate Process internal audit. • The Annual Fraud Report was noted which has robust controls in place. • The Committees annual workplan was approved for 2025. • Business continuity testing was discussed, with positive assurance received of controls in place and actions to strengthen plan. • The Committee endorsed the SLT recommendations to move to Windows devices which should better support our volunteer community. • The Whistleblowing Policy was back to the Committee following approval at the PaCC. Scenario testing will be done to evaluate the effectiveness of the policy in practice. An action has been taken to embed this into management training and induction. • The Chair thanked SA for the update. 	
8.	National Convener/CEO Update	
	<p>EJ introduced the paper to the Board:</p> <ul style="list-style-type: none"> • Children's Hearings Redesign Consultation – this will be part of the Board development session and next steps will be discussed. The significant work that has been undertaken to inform our response is detailed. Thank you to CW and team for all the work done on this. A formal response from the Scottish Government is expected in the new year. • Experts by Experience – Currently have seventy-eight applications across different age groups. Thirty-five of those will be taken forward for interview before the new year with an aim to start in March 2025. Applications have been received from every local authority area in Scotland. Those who are not successful in securing roles will be offered an opportunity to participate in the 'Voice Bank' which is highlighted in the paper. • Business and Financial Planning – The Board development session in January will be on this topic, prior to Board approval in March. • Town Hall Meetings – The fourth meeting in the series was well attended and feedback received was incredibly positive, especially from the young people who attended. <p>A discussion took place around the topics being discussed at each session and these being familiar issues and are these still relevant to the new generation of young people. Agreed that if this is being raised consistently by the young</p>	

	<p>people, then this is still an issue for them. Would be good to measure improvements in this area. Agreed also that it would be good to get a fresh perspective but that this should be captured through the Experts by Experience programme.</p> <ul style="list-style-type: none"> • A point was highlighted about the importance of signposting the younger people as they get older to be involved in other organisations to still have a voice. EJ and CW can look at how we feed recruiting in safeguarding and training into Committee. • TA joined the meeting via Microsoft Teams. 	
9.	Finance Outturn Report 24/25	
	<p>KB joined the meeting via Microsoft Teams to talk to the paper:</p> <ul style="list-style-type: none"> • A question was raised around the strategic decision to move to Windows devices as 'spend to save' and when we might realise some of these savings. This will be done on a phased basis but should see savings in year three. This change will be cash neutral over five years. • EJ thanked the Directors and staff for their participation in the savings made over the past year which has been difficult at times. This includes changing the staff conference to online this year. It was noted however the benefits of getting staff together to discuss aims in person. The organisation is in a positive position in respond to Scottish Government savings ask. • The Board asked if the reduction in budget has impacted delivery and if so, in what way. It was advised that this has not impacted delivery as budget has not been taken away from essential key business deliverables. Budget restrictions have delayed progression in some areas of development. • Another question was raised around the impact of savings which may have an impact in future delivery due to delays and how significant the delays are. It was advised that recruitment will commence in some key areas in the new year with a view to start in the new financial year in April. Working with the Scottish Government on the release of £500k of reserves and should see some pension savings for investment. The Board was encouraged by this update. • A final question was raised around the 10% savings that have been requested to be returned to the Scottish Government and their understanding of where this has had to come from, and the budget needed going forward for delivery. It was advised that CHS have been working closely with Scottish Government colleagues on this throughout the year and have a clear understanding of this and the difficulties. • The Board commended the organisation on the critical forward thinking that has been seen, around the tribunal model, which has reduced the challenges around this. This is a good example of the strength of the organisation. 	
10.	5 Year Financial Plan 2025-26 Update	
	<p>JMac introduced the paper to the Board:</p> <ul style="list-style-type: none"> • EJ and JMac met with Andrew Watson on 22nd October in which there was a clear understanding on our ask and strategic outlook, along with the key risks and challenges, which was accounted for in funding. All other areas of public sector have been asked to look at workforce, however as CHS is in the growth phase following a process of transformation, we are excluded from this. The freeze on recruitment that has been in place this year will continue within the next financial year budget. 	

	<ul style="list-style-type: none"> • It was also highlighted at the meeting with Andrew Watson, the difficulties with the ongoing issue of Grant-in-Aid and the pressures around this. Andrew Watson will be invited to the Board meeting on 21st January for an update position on this going forward. • EJ advised that CHS have a clear target for savings, looking ahead. More will be known once reform details are known in the new year. • The Board asked for assurance that there is confidence that the funding that is needed within the 5-year plan will be achievable. EJ reassured the Board that based on the knowns at this time, there is confidence in this. • KB left the meeting. 	
11.	Recruitment and Capacity Planning	
	<p>LH introduced the paper to the Board:</p> <ul style="list-style-type: none"> • The Board welcomed the work that has been done and is ongoing to increase capacity and liked that regional teams and learning teams are working together on learning and induction for improvements. • SA, as Chair of ARC, wrote formally to KK as Chair of CHS to highlight concerns around capacity to emphasise the strategic risk however that remains. The letter will be circulated to the Board for information and included in Board meeting pack. • There are still concerns around the number of Panel Chairs that we will be able to recruit. Data from a questionnaire, sent to panel members highlighted that only 43% felt that they should be able to chair. Discussing options on what more can be done to attract more panel chairs, along with the support from the Wellbeing Co-ordinators. Consideration is being given to a move to a national panel to give more flexibility. • KK thanked SA for the letter and agreed that the strategic risk does remain too high. There has been an increase in panel number, however this is not sufficient to be able to reduce the risk scoring and our ability to meet our statutory duties remains fragile. • SA commended the team on all the hard work to try and mitigate this risk and acknowledge the national challenges throughout the volunteering community. The Audit and Risk Committee are not concerned about the effort of the team but recognition of risk remaining one below the maximum score with no change over the past year. The likelihood of not meeting the strategic aims is extremely high. • EJ welcome the Boards acknowledgement of all the work that has been done to make improvements. This will be raised at the accountability meeting with the Scottish Government where the Board concerns will be highlighted and will collaborate with them on an alternative plan. 	FC
12.	Board Standing Orders	
	<ul style="list-style-type: none"> • The Board approved the Standing Orders that was presented. 	
13.	Board Workplan 2025 Draft	
	<ul style="list-style-type: none"> • The Board approved the workplan for 2025. • Item 1.2 from plan on topic for Board Development Session in January is to be updated to say, 'Business Planning.' 	FC
14.	AOB	
	<ul style="list-style-type: none"> • JMac updated the Board on the enquiry previously raised on branding. The project is now complete and there is now a new branding toolkit available. 	

	<p>This can be circulated to the Board if required.</p> <ul style="list-style-type: none"> • JMac advised that an offer has been made, and accepted, for the new Corporate Governance Manager who should start in the new year. • SA highlighted that the CHS Tribunal Support Model was entered for the 2024 Public Sector Awards and has been shortlisted. Thanks was offered to SA and Sarah Young (Areas Convener) for the support in this. • It was suggested that the Care and Justice Development Session due for the Board in January should be moved back due to the delay in the Care and Justice Bill. The workplan and schedule will be reviewed to identify a different topic. • The Board are content to close the action from the action log on capacity, following previous discussion under item 11. 	FC
15.	Date of Future Meetings	
	21 st January 2025, 1pm – 3pm, Conference Room 2, Thistle House/Microsoft Teams.	

CHS Board Action Log - November 2024

A/A	Action	Initiated	Target date	Owner	Progress Update	Status	Comments

National Convener / Chief Executive Update

1. Introduction

- 1.1 This report captures a range of organisational activity between the last Board meeting in November 2024 to now. It provides bite sized updates that can be expanded upon during the Board meeting.

2. Children's Hearings Redesign Consultation

- 2.1 Children's Hearings Scotland (CHS) submitted its response to the Scottish Government's Hearings Redesign Consultation at the end of October 2024. The Scottish Government are now considering the 100+ submissions and will formally respond to the consultation in February 2025. We will provide detailed briefings to the CHS Community after we have fully analysed the impact of the recommendations for reform.
- 2.2 Our colleagues at the Scottish Government have been clear with us that the window for any new Promise Bill/Act is tight within this Parliament, therefore CHS has made provision to stand-up teams to support this critical reform work.

3. Scottish Public Services Awards 2024

- 3.1 I am delighted that CHS have been awarded the Project and Programme Management Award for the Tribunal Support Model Programme. The award celebrates a team, or individual, demonstrating excellent practice in project, programme, and portfolio management, which has led to positive change for good.
- 3.2 This was a whole organisation and volunteer community effort, and my thanks and congratulations go to our Area Conveners and Area Support Team volunteers who collaborated with our new teams to develop and embed the new model.

4. Business and Financial Planning for 2025/26

- 4.1 Business and financial Planning for 2025/26 commenced in October 2024. Each Director, working across the organisation, was accountable for submitting final draft departmental business plans, linked to our 3-year strategic outlook, in December 2024. Jessica MacDonald, Director of Business and Finance will provide a verbal update to the Board in January 2025, ahead of its final submission for approval to the March 2025 Board.
- 4.2 Discussions are ongoing, and positive, with senior officials at the Scottish Government over the CHS Grant in Aid (GiA) provision for 2025/26 to meet our statutory obligations.

5. Panel Member Recruitment 2025

- 5.1 In order to continue to build capacity for the implementation of the Children's Care & Justice (Scotland) Act in early 2026 we will be conducting an additional in year recruitment campaign in early 2025. This will be a targeted campaign focussed against areas which

Agenda Item 8. Paper Number CHS-2425-33

require additional Panel Member capacity. The campaign will run from 27th January 2025 until the end of February 2025, and shortlisting and selection will take place during March 2025. Pre-service will begin in May and successful trainees will be appointed to the Panel through summer 2025. Panel Member Recruitment involves our entire community and my thanks to our Regional Area Support Teams, Panel Practice Advisers and Clerks who play a critical role in ensuring the process runs smoothly across Scotland and applicants receive a positive experience throughout application and selection. And of course, to the Children's Hearings Scotland Learning Academy who support successful applicants through their pre-service journey and ensure they are ready to serve within their communities.

6. Pre-Service Training

- 6.1 In January 2025, we expect to welcome 421 trainees into pre-service. This year, trainees will leave pre-service training with the ability to fulfil all roles required to deliver high quality hearings, including knowledge of the chairing role. The training will be delivered over 7 days, and we have re-structured the training to allow more practice time for trainees. This also means more opportunity for the Learning Academy Trainers to assess capability and confidence in the role. Trainees will be assessed against both Panel Member & Chairing Member Competencies.
- 6.2 Only those who consistently demonstrate our chairing competencies, will leave pre-service and be added to the rota as a fully qualified Panel Member, with the skills and knowledge to chair hearings. They will be supported to transition into the role by experienced Chairs as well as check-ins with a member of the regional team at three and six months. Trainees who do not meet our Chairing competencies but still demonstrate our Panel Member competencies will serve as Panel Members to begin with, so they can gain experience and confidence. They will also have a check-in with a member of the regional team at three and six months, at which point they will attend a one-day workshop to refresh their knowledge and be re-assessed by a trainer against the Chairing competencies. If successful they will then begin the transition into the Chairing role.

7. Participation Update

- 7.1 The revised Children's Participation and Rights Strategy was signed off by the Board in June 2024. The strategy was co-designed with young people from Our Hearings Our Voice (OHOV), The Good Shepherd Centre and Today Not Tomorrow (TNT) Champs Board. The strategy was launched on World Children's Day – 20 November 2024. We worked with comms to create an internal and external plan to share the strategy and messaging. We have received positive feedback on the strategy from the young people involved as well as the adults supporting them. The implementation plan is being delivered with an annual evaluation planned for presentation to the Senior Leadership Team and CHS Board in June 2025. Highlights so far include:

Agenda Item 8. Paper Number CHS-2425-33

7.2 Expert by Experience

7.2.1 We received over 100 expressions of interest and interviewed all applicants who met the criteria, we have now made offers to nine applicants. We have secured a wide geographical spread based on our regional structure. This also includes representation from the Islands, Secure Care and Residential Care. Opportunities for the Experts to work regionally will be developed as the group becomes more established. A remuneration framework and process has been agreed and Disclosure checks are in progress. The members, once appointed by the end of January 2025, will then begin a full induction programme, including development days to enable them to shape their own brand as well as define the aims and objectives of the group. We are planning the first formal meeting of the Board in April 2025. The group will be supported to shape and support the work of CHS and look forward to connecting with the Board early in the summer.

7.3 Work with Our Hearings, Our Voice Board (OHOV)

7.3.1 CHS staff have built excellent working relationships with OHOV staff and Board Members, starting with the creation of the Articulate Animation and official launch, in partnership with Language Leaders. OHOV also contributed to the CHS and SCRA Language in the hearing room guides and led a Town Hall event with the panel community on language in the hearing room.

7.3.2 Participated in interview panels for CHS staff including the National Convenor reappointment, presented at and attended a CHS all staff team day, helped develop the Responding to the Needs of Older Children in the Hearing Room learning module and practice guide and, provided the scenario question for the recent Panel Member recruitment campaign as well as helping develop the interview training and one board member sat on Panel Member interviews as a Lived Experience Recruiter.

7.4 Next steps

7.4.1 We are holding an Expert by Experience Q & A Ideas Clinic in January 2025 inviting all CHS staff to attend, to find out more about the group and how to complete a Participation Request Form, should they seek views of young people in any of their projects.

7.4.2 Creation of an online Voice Bank for children and young people and professionals to engage with. This will be designed in partnership with Experts by Experience and will ensure we stay connected to wider networks of young people and share opportunities for how they can be involved with CHS.

7.4.3 Creation and development of a mentoring scheme at CHS where CHS staff mentor young people with lived experience of the hearing system. First steps are to complete training with the Scottish Mentoring Network and offer all Experts by Experience a CHS Mentor. OHOV have also expressed interest in having a CHS Mentor.

Agenda Item 8. Paper Number CHS-2425-33

- 7.4.4 Regular engagement with, and create opportunities for, young people to feedback. This will ensure we deliver against the strategy and are accountable for feeding back what we do with the information they tell us.

8. Children's Care and Justice Act (2024) – Supporting Implementation

- 8.1 CHS has been preparing for the introduction of the Children Care and Justice Act (2024) implementation. The first stage was working with the Children and Young Peoples Centre for Justice at Strathclyde University on a practice guide and training module on Supporting the Needs of Older Children in the Hearing System. Part 1 was launched to the panel community in May 2024 at the Townhall event. The Practice Guide for Part 2 is now complete and will form the basis of the mandatory training requirements for the Act. The learning function is working with the Learning Academy to have the mandatory e-learning module completed in anticipation of implementation by the end of March 2025. In addition to the mandatory training offer a comprehensive learning offer will run throughout the implementation stages of the Act to ensure that all Panel Members have the required competencies to respond to the requirements of the Act.
- 8.2 Part 1 of the Act is due to go live in early 2026, this is when new referrals for 16- and 17-year-olds will come into the hearing system. We continue to engage with the Legislation Manager, and partners, to clarify the specific 'go live' date. We have assurances that as a key partner our system readiness, crucially volunteer capacity, will be a key factor in informing the decision for when Part 1 of the Act will commence. The lead in time for the mandatory training is approximately six months. Further updates will be reported as soon as they become available.

9. Child Friendly Feedback

- 9.1 Creation of a joint plan with Feedback and Complaints that has improved the way CHS gathers and act on feedback from young people attending hearings.
- 9.2 Outreach workshop planning in partnership with our new CHS Young Advisors (a few young people in residential and secure care have been offered volunteer positions to collaborate with us based on their Experts by Experience interviews). We will trial this and build on it if successful.

10. Outgoing Board Members

- 10.1 I would like to place on record my thanks to Henry Robson and Jo Derrick for their immense contribution to CHS throughout their tenure as Board Members with CHS. Their insight, challenge, support, wise counsel and of course laser like focus on improving outcomes for infants, children and young people and their families has been the hallmark of their service.

Agenda Item 8. Paper Number CHS-2425-33

11. Scottish Covid 19 Enquiry

- 11.1 The Scottish COVID-19 Inquiry is investigating the devolved strategic response to the coronavirus pandemic in Scotland from 1 January 2020 to 31 December 2022. The findings and recommendations will be made to Scottish Ministers. [Scottish COVID-19 Inquiry](#)
- 11.2 I met with the enquiry team with colleagues from the Senior Leadership Team in November 2024 and have provided an organisational statement to the enquiry. To capture more detail on the impact of the frontline experience on our volunteers and children and families taking part in hearings, a roundtable discussion also took place with a sample of Area Conveners who were in post at the time. A further roundtable with Panel Members will take place during January 2025.
- 11.3 I would like to offer my thanks to all those volunteers who contributed to recording and understanding this unique time in Scottish public life. This important work I believe will reflect that the hearings system responded well to ensure we continued to protect Scotland's infants, children, and young people and that our CHS volunteers were a credit to Scotland.

Elliot Jackson

National Convener and Chief Executive Officer

January 2025

Finance Report

Accountable Officer: Director of Business and Finance
Report author: Finance Manager
Recommendation: To note and feedback
Resources implications: Within available resources

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1 24/25 Financial & Funding Position

The published revenue grant in aid (GiA) allocation for CHS for 24/25 is £4,575k, with an acknowledgement from Scottish Government (SG) that CHS is carrying an additional ongoing pressure against the board approved budget of £10,299k. A formal letter of assurance from SG was received which clarified SG’s commitment to meet CHS pressures. Following SG announcement of significant funding pressures across SG budget, spending restrictions were issued across SG as well as to all NDPBs. In response to this savings challenge and active expenditure management CHS was able to reduce pressures by a further £199k.

24/25 P8 update

CHS forecast has not changed from the last report shared with the board and remains static. We have reduced our revenue forecast at SBR from £9,800k to £9,073, but increased our capital requirements from £529k to £1,100k. The increase in capital will be funded by CHS cash reserve release of £571k towards capital spend and the remaining £14k to support revenue spend. Please see above table for detail. This strategic approach to moving to windows devices will allow CHS to better support our volunteer community and help towards closing the still existing pressures to £1,984k; resulting in a reduced cash request of £199k.

2 2024/25 Forecast and Year to Date

Children's Hearings Scotland					strategic change to Windows devices	
Report as at November 2024						
	2024/25 Annual Budget	budget past ABR	savings proposal against ABR agreed budget	2024/25 Budget forecast after SG restrictions and active pressure management	new forecast	variance to last forecast
	£000	£000	£000	£000	'£000	'£000
Staff	5,878	5,378	-166	5,212	4,999	-213
+ Board	66	66	0	66	66	0
+ Training, travel and subsistence	121	121	-5	116	125	9
+ Property	139	139	0	139	139	0
+ Other Operating Costs	197	197	-15	182	160	-22
+ ICT Costs	845	845	211	1,056	999	-57
+ Corporate Costs	27	27	0	27	100	73
+ Panel and AST Expenses	540	540	-250	290	290	0
+ Panel and AST Training	1,222	1,222	24	1,246	1,391	145
+ Support for hearings	430	430	0	430	319	-111
+ Volunteer recruitment	380	380	25	405	405	0
+ PVGs	0	0	0	0		0
+ AST Devolved Funding	454	455	-111	344	80	-264
Income				0		0
Capital Financing						0
= Total	10,299	9,800	-287	9,513	9,073	-440
+ Capital	529	529	330	859	1,100	241
= Budget requirements	10,828	10,329	43	10,372	10,173	
+ cash reserves			-585	-585	-585	
= CHS generated reduction in cash requirement after ABR			-542			
GiA after SG requested spending review and cash reserve release				9,787	9,588	-199
				GiA funding position @P6 24	GiA funding position for SBR	
ABR agreed cash drawdown for revenue & capital	10,329			9,787	9,588	
- confirmed resources	7604			7,604	7,604	
existing pressure	2,725			2,183	1,984	-199

3 2025/26 Budget position and SG published budget

Following the publication of the SG budget (please see table below), we can confirm that we have been awarded budget as ‘flat cash’ for revenue, £4.576k (cash) and an increase to our capital budget which is now £803k (this includes cash and non-cash elements). This results in CHS having a funding gap on revenue, but capital will be fully funded, the difference between our capital need of £750k and the awarded £803k is the recognition of Thistle House rent via IFRS 16 as a non-cash element.

In a subsequent meeting with the sponsor team and Andrew Watson, CHS has started the conversation on the resulting pressures and the required mechanisms to obtain confirmation from SG to support the full established financial need for the budget 2025/26 of CHS. Andrew Watson gave high level assurances on the signalled willingness to support the proposed budget with a view to resolve the funding gap earlier than in previous years. On 20th December CHS received a letter from Andrew Watson that recognises pressures on the CHS budget and confirms SG is committed to working with us to manage the budgets in year. A defined structure of meetings between now and the new financial year are in place to ratify our financial position for the financial year 2025/26.

CHS Extract of SG published budget

Education and Skills	2025-26 Fiscal Resource £million	2025-26 Non-cash £million	2025-26 Capital £million	2025-26 Financial Transaction s £million	2025-26 UK Funded AME £million	2025-26 Scottish Budget £million
Learning						
Children's Rights, Protection and Justice						
Children's Hearings Scotland (CHS) - Resource	4.576	0.510	-	-	-	5.086
Children's Hearings Scotland (CHS) - Indirect Capital	-	-	0.803	-	-	0.803

CHS 2025/26 budget

	2025/26 established need £000
= Staff Total	6,230
+ Volunteer training	1,444
+ Volunteer expenses	540
+ Volunteer recruitment	665
+ Volunteer support (inc PVGs, DVF, Participation CYP, Staff training)	359
+ Volunteer support: IT	1,079
+ Corporate (inc staff T&S/recruit, Board)	425
+ Property	146
= CHS Core Business	10,888
+ Tribunal Support Model	288
+ Children's Care & Justice Bill	198
= Revenue total	11,374
+ Capital	750
= TOTAL	12,124

Quarter 3 Data Summary Report 24/25 for Board

Accountable Officer: Director of Business and Finance
Report author: Data & Performance Analyst
Recommendation: To note
Resources implications: Within available

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

Contents

1. Introduction and background	1
2. Volunteer data	1
3. Trends and Performance.....	2
4. Panel Member Forecast	3
5. Chair Forecast	3
6. Compulsory Supervision Order Implementation Breaches.....	5

1. Introduction and background

1.1 The quarterly data summary details key capacity and operational data from the last quarter alongside changes since the previous quarter. It also includes Panel Member and Chair trends and forecasts. Dates in relation to the data are provided in the data summary.

2. Volunteer data

2.1 **Panel Members:** The number of Panel Members at Q3-end was 1,979 (-89 since Q2-end) and the number of active Panel Members was 1,715 (-87 since Q2-end). The percentage of active Panel Members = 86.7% (-0.5%). The number of ends of service seen in Q3 was as expected. Panel Member trends can be seen in Figure 1 in the Board Data Summary. The number of Panel Members will decrease until April 2025 when the next cohort is due to be appointed. Capacity continues to be carefully monitored through the capacity programme with strategies to aid retention.

2.2 **Chairs:** The number of Chairs was 1,210, which is a decrease of 5 from Q2-end. The number of active Chairs was 1,120 (-1 since Q2-end). The percentage of active Chairs = 92.6% (+0.3%). Chair trends can be seen in Figure 1 in the Board Data Summary.

2.3 **PPAs:** There were 124 PPAs at Q3-end, a decrease of 5 since Q2-end, and 82 active PPAs, a decrease of 11. The percentage of active PPAs = 66.1% (-6.0%). The decrease in active PPAs may be due to their time being spent on the recruitment campaign in late 2024.

2.4 **Demographics:** There were slight changes in the volunteer demographic information this quarter, likely due to ends of service and volunteers joining. Length of service and age increased as expected with time. There were small changes in gender ratios and lived experience.

3. Trends and Performance

3.1 **Hearings:** The number of Hearings and sessions remains similar to 23/24 and is mostly stable with seasonal fluctuations. Session trends can be seen in Figure 1 in the Board Data Summary; note, Q3 sessions data are unavailable at this time.

3.2 **Panel Member targets:** Note, the appointed Panel Member target and the available Panel Member target has been updated since Q2. The new targets are based on newly available data and calculations from work carried out in December 2024. The new Panel Member target is 2,086 (a decrease of 48) and the new available Panel Member target is 1,790 (a decrease of 1).

At Q3-end, the number of appointed Panel Members against the target was 94.9% (-2.0% since Q2-end). This will decrease as the year goes on and Panel Members end service. The number of available Panel Members (those who state they are available to sit on sessions in the month) against the target was 90.2% (-3.4% since Q2-end). The percentages are quite high but may not reflect how easy rota allocation is due to some areas having more Panel Members than the target suggests is required.

3.3 **Chair targets:** The Chair targets have not been updated since Q2. This is due to the changes that will happen in Q4 and through 25/26 as the new Chairing policy is implemented and all new trainees will complete Chair training in pre-service and all current Panel Members will be encouraged to complete training. The target will be updated in Q4.

At Q3-end, the number of appointed Chairs against the target was 85.9% (-0.4% since Q2-end). The number of available Chairs (Chairs who state they are available to sit on sessions in the month) against the target was 89.1% (+1.4% since Q2-end). These percentages should increase as the year goes on and Panel Members attend training, as per the new Chairing policy.

3.4 **Observations target:** The number of Panel Members observed this year (to 31/12/24) is 71.4% against our target of 100% (active and eligible) Panel Members being observed, an increase of 13.1% from Q2-end. This percentage will increase as the year goes on and more Panel Members are observed, but there is a risk that the 100% target will not be met. This is due in part to the additional recruitment campaign in Q4, which many PPAs will be involved with, as well as the priority for trainee Panel Members to observe sessions in Q4, rather than PPAs, meaning over Q4, fewer observations are expected. The percentage of observations at the end of this Q3 is 10.7% higher than at the end of Q3 in 23/24.

4. Panel Member Forecast

- 4.1 The Panel Member forecast can be seen in Figure 2 of the Board Data Summary. As noted earlier, it was last updated in December 2024. The new calculations include data from the autumn 2024 campaign, which, based on previous appointment rates, is expected to result in 362 new Panel Members being appointed (typical rate seen in last two campaigns). The calculations also include new rota data, including information on how available Panel Members are, how many sessions they can do a month, and how many are allocated to the rota schedule each month. This resulted in a new target of 2,086 Panel Members and a target of 2,444 in 2026 when the Care and Justice Act Hearings start to be scheduled. These targets may change as new data and trends become available.
- 4.2 Figure 2 plots an estimate of 400 appointments following the spring 2025 campaign (appointments in autumn 2025), but it should be noted that there is no set target or upper limit for this campaign; this is an estimate only. Figure 2 also plots an estimate for the autumn 2025 campaign (appointments in spring 2026), and this has been set as 600. It should be noted that no decisions have been made on the autumn 2025 campaign as yet or the target appointments, however, this estimate is the likely minimum needed if CHS sees the upper limit of the Hearings as a result of the Care and Justice Act. In total, it is estimated that at least 1,000 Panel Members will need to be appointed by spring 2026.
- 4.3 The decreases in Panel Members are due to both monthly resignations and individuals leaving at their reappointment period when their three-year term ends. May to July 2025 is the largest reappointment period for CHS and we anticipate a higher number of ends of service. Further reappointment periods occur in March and June 2026, so again, we anticipate a higher than usual ends of service rates.
- 4.4 The Panel Member forecast indicates that we are currently below target and will be until May 2025 when appointments occur. By July, following the reappointment period, we are likely to be below target again, but likely still able to fulfil the rota without issue, especially since in autumn 2025, the next cohort of Panel Members will be appointed. This period, however, coincides with the increased Panel Member target, as the Senior Leadership Team's aim is to have enough Panel Members in September 2025, in anticipation of the Care and Justice Act, but it results in us being below target until April 2026, when the next cohort are appointed. Between April 2026 and March 2027, for around half of the year, we will be below target once again. All of this is dependent on the forecast being realised and appointing 362, 400, and 600 in the recruitment campaigns, as estimated.
- 4.5 The Panel Member forecast is anticipated to undergo revisions in Q4 into Q1 to include current trainee appointment data and data gathered following the spring 2025 recruitment campaign; this will be shared when available.

5. Chair Forecast

- 5.1 The Chair forecast can be seen in Figure 3 of the Board Data Summary. As noted earlier, it was not updated in line with the Panel Member forecast due to the

changes in the Chairing policy. The new Chairing policy will see all Panel Members encouraged to complete training over the next six months and all new trainees completing training during pre-service, transitioning to an experienced Chair who independently chairs hearings over six to 12 months (depending on individual circumstances).

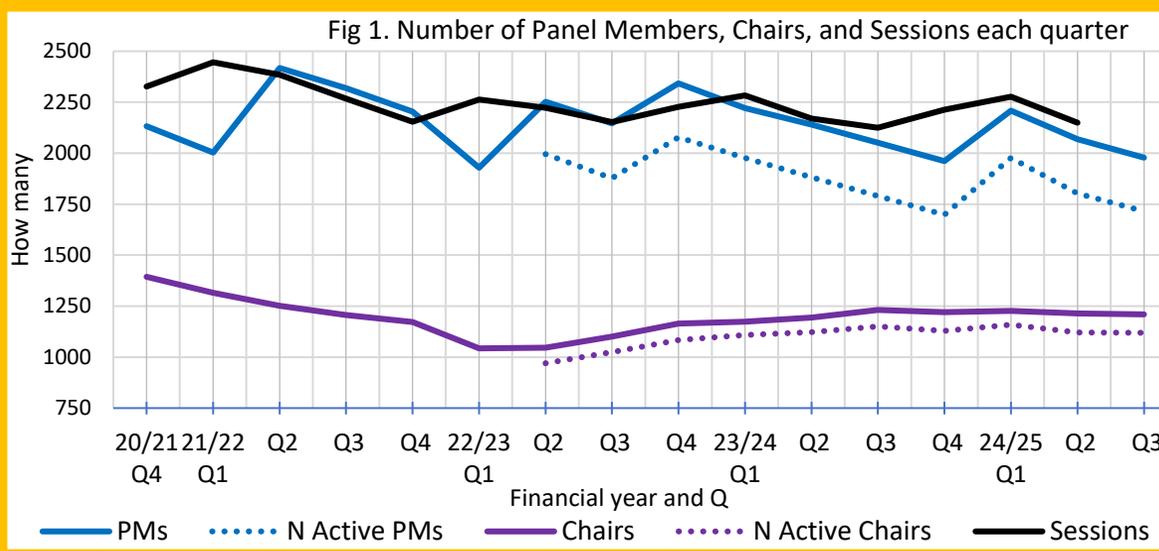
- 5.2 The ambitious Chair target is therefore for CHS to have 100% of eligible Panel Members Chair-qualified (ineligibility comes from the appointment of new trainees and a small number of exemptions). The target fluctuates through the year as Panel Members end service (and the total number of Panel Members declines) and as new trainees are appointed and become Chair-qualified. It should be noted that this is the target, based on CHS' Chairing policy, and the target has been modelled as a stepped approach – seeing a steady incline in the target (explained further below), rather than a sudden increase despite policy change. The forecast has also taken a stepped approach (explained further below) and is based on a view of how the number of Chairs needs to increase in order to reach the target; it is not a concrete vision of what is expected to happen. The forecast is only until December 2025 due to the lack of data on how the Chairing policy will be taken up by current Panel Members and how trainees will adapt to the new training programme. The number of current and new Panel Members becoming Chair-qualified will be monitored over the year to assess how likely we are, and when, to reach the target and to continue to monitor capacity.
- 5.3 The Chair forecast plots the estimated number of people who need to complete Chair training in order to meet the target. As it stands, there are around 725 current Panel Members who CHS hopes will complete Chair-training (not accounting for the small number of exemptions). It should be noted that the Chairing policy indicates current Panel Members should be Chair-qualified by 25/26 Q1-end, but considering the number of Panel Members currently booked into training, this target is unlikely to be met by then. Therefore, the target has accounted for additional training until October, in case required; it has also accounted for the maximum number of Panel Members who can complete training based on course capacity. Course uptake continues to be monitored by the Learning team.
- 5.4 Chair target: The target has been plotted to increase by 50 each month, from the current target of 1,409, over the next six months, until July 2025 when all current Panel Members could be Chair-qualified (the discrepancy in numbers comes from the typical monthly ends of service (including Chairs leaving) and the large reappointment period in May to July 2025 when a higher than usual number of Panel Members are anticipated to end service, all of which will likely be Chairs). Between July and October 2025, around 1,600-1,650 of the current Panel Members are expected to still be in service and therefore Chair-qualified by the end of that period. The Chair target then increases from November 2025 when new trainees should start to become Chair-qualified, adding on a proportion of the cohort over the next six months. This will repeat with every new cohort: the hope would be existing Panel Members are Chair-qualified or actively continuing their training, with 100% of eligible Panel Members becoming Chairs.

- 5.5 Forecast: The forecast is an estimate of how many Panel Members need to complete training for CHS to continue to strive towards its Chair policy target. The forecast plots an additional 50 current Panel Members becoming Chair-qualified between February and October. After each new cohort is appointed, the new Panel Members are forecasted to become Chairs in the six to twelve months afterwards, to account for those who do not feel ready to start Chairing after six months. This new training programme means there is no data to indicate how this will be received, so careful monitoring and updating of the forecast will take place over the coming year. Note, it is assumed inactive Panel Members are to complete Chair-training and so are included in the target; in practice, if a Panel Member is inactive, they are likely not expected to complete training until they become active again.
- 5.6 What the forecast shows: The forecast indicates that over the course of 2025, it will remain a challenge to meet the Chair target, even if every space on every training course is filled. The challenges come from starting with a low number of Chairs, the large reappointment period in May to July 2025, Chairs continuing to end service every month, and the incremental addition of new Chairs from the current cohort of trainees, likely from November. Should the forecast be realised, by December 2025, CHS should have a more robust number of Chairs. However, realising the forecast is dependent on there being enough training courses and places available on dates and in locations suitable for Panel Members, on Panel Members booking into and completing Chair-training, and on when new trainees feel ready to start Chairing independently. As already noted, the number of Panel Members becoming Chairs will be carefully monitored and the Chair forecast will be updated in collaboration with the Learning team as needed, likely in Q4 into Q1 as more data becomes available; this will be shared when ready.
- 6. Compulsory Supervision Order Implementation Breaches**
- 6.1 1 Compulsory Supervision Order implementation breach was reported in Q3 (totalling 1 in 24/25).

Volunteer data 31/12/24

	PMs	Active PMs	Chairs	Active Chairs	PPAs	Active PPAs
Total	1979	1,715	1,210	1,120	124	82
Change vs. Q2 end	-89	-87	-5	-1	-5	-11
Demographics 31/12/24		PMs	Change	PPAs	Change	
Mean length of service (yrs)	6.4	+0.4	3.6	+0.3		
Median length of service (yrs)	3.5	+0.3	2.7	+0.2		
% Female	72.2%	-0.6%	60.5%	+0.8%		
% Male	26.9%	+0.6%	27.4%	-1.3%		
% Other genders or no data	0.9%	-0.1%	12.1%	+0.5%		
Mean age (yrs)	54.6	+0.3	57.7	+0.4		
Median age (yrs)	56.7	+0.4	60.3	+0.7		
% Lived experience (at least)	3.2%	0.0%	3.2%	-0.7%		

Trends over time to 31/12/24



Performance overview 31/12/24

Appointed PMs (1,979) against target (2,086)	94.9% -2.0%
Available PMs (1,615) against target (1,790)	90.2% -3.4%
Chairs (1,210) against target (1,409)	85.9% -0.4%
Available Chairs (1,054) against target (1,183)	89.1% +1.4%
PMs observed (1,194) against target (1,672)	71.4% +13.1%

Trends: Volunteer Numbers

Demographics have changed only slightly. Average length of service has increased for PMs and PPAs. Gender %s have changed slightly from PMs and PPAs ending service and PPAs joining. PM and PPA age has increased slightly. % who state they have lived experience of the hearing system is similar.

Panel Member numbers decreased by 89 in Q3. Active PMs decreased by 87. PMs will decline until April/May 2025.

Chair numbers decreased by 5 in Q3. Active Chairs decreased by 1.

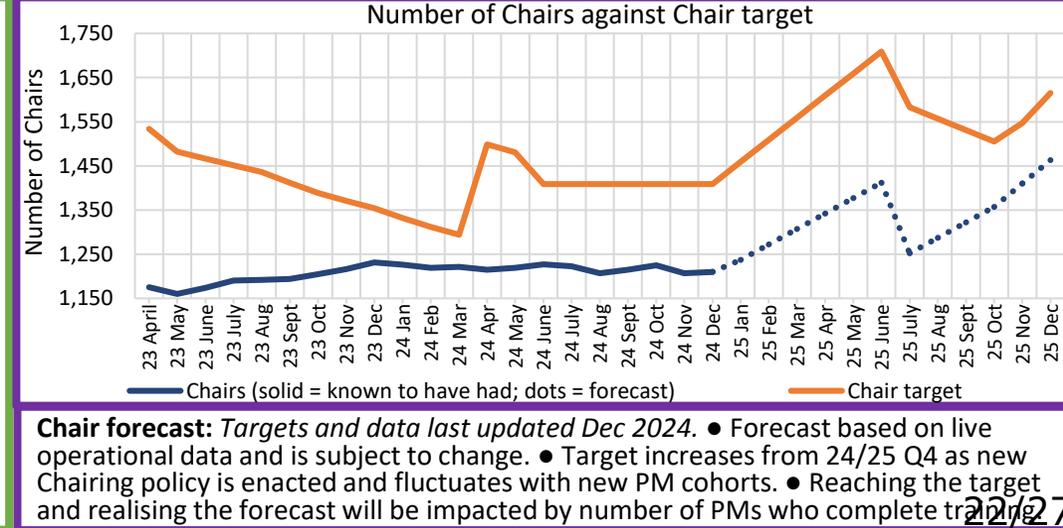
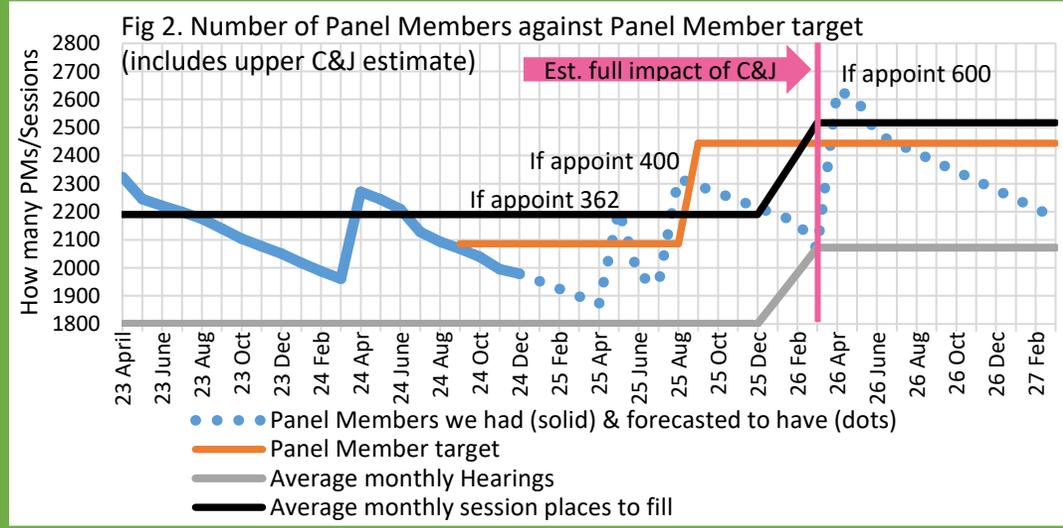
PPA numbers decreased by 5 in Q3. Active PPAs decreased by 11.

CSO breaches
1 breach reported in Q3; resolved at Stage 1.

Definition
Active = rota'd on in the last 3 months or in future.

Hearings & Sessions
Hearings and session numbers look similar to 23/24 with continued seasonal fluctuation.

Panel Member forecast:
Targets and data last updated Dec 2024. ● Forecast based on live operational data and is subject to change. ● Care & Justice Act sessions (upper estimate) modelled from Jan 2026 with full impact by April 2026. ● PM target expected to reduce following rota optimisation. ● Estimated to need at least ~1,000 PMs by March 2026. ● We continue to closely monitor capacity and risk; risk is dependent on ends of service, inactive rate, number of sessions PMs can do, rota optimisation, and change in number of sessions.





Quarter 3 2024-25 Performance Report

Accountable Director	Director of Business & Finance
Report author(s)	Business Support & Governance Manger / Data and Performance Analyst / Data and Evidence Officer
Resources implications	Within available resources
Approvals sought	The Board are asked to consider and note the Performance Report The Board are asked to approve the de-scoping of one milestone

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1. Introduction

- 1.1 This paper includes the Quarter 3 Performance Report 2024-25, and covering note highlighting completion, retiming and any delays to milestones.
- 1.2 The Performance Report is designed to allow the Board, on a quarterly basis, to monitor the delivery of the objectives in CHS’ Business Plan and scrutinise the overall performance of the organisation.

2. Mid-Year Business & Corporate Parenting Plan review

- 2.1 As in previous years, CHS committed to review its business plan mid-year to ensure business objectives remain relevant and in line with current priorities.
- 2.2 The Senior Leadership Team have reviewed the business plan objectives and milestones, which remain relevant to current priorities therefore there is no need for a mid-year business plan update beyond any amendments within the performance report.

3. Performance during Quarter 3

- 3.1 A selection of activities that have been completed during Q3 included:
 - **Objective 4.1 – Deliver the first module of Children’s Care and Justice Act Learning to better enable our panel community to understand the specific needs and impact of trauma on older young people and to influence the decisions they make –** Module one on supporting the needs of older children in the hearing system and practice guidance produced in partnership with CYCJ was launched following the town hall event on 30th May. Now measuring uptake and preparing module two.

Detailed practice guide for module 1 and 2 completed in partnership with CYP Centre for Justice.

- **Objective 6.1 – Implement a clearly defined national approach to joint feedback and complaints for CHS and SCRA** – Joint Feedback and Complaints handling approach now in place.
- **Objective 6.3 – Review and collaborate on complaints policies and procedures to provide cross-organisational learning and feedback loop** - Delivered a session on complaints and feedback to Delivery Managers and staff which will help to ensure that local complaints are dealt with appropriately and recorded. Follow up session planned in Q4
- **Objective 7 – Drive Panel Member Recruitment** - The recruitment website and user journey has been improved with clearer communications and user journeys to application. The application process has been simplified to minimise possible digital complications. Work to transform the digital application process is being undertaken through joint development work with SCRA and will be in place for Autumn 2025 campaign.

Regional colleagues *in situ* to promote the national campaign and engage with local partners, agencies, employers and within communities to increase the messaging about the work of Children’s Hearings Scotland and the volunteer opportunity – a key recommendation from the external evaluation. With support from media buying agency, widening our reach to attract audiences through out of home options (ie lower rear of buses, rail sheets in railway stations. Through the commissioning of an agency,) building relationships with retail, ethnically diverse communities, universities/colleges to promote the Panel Member role to employees, membership, customers and students.

Website project completed, refreshing content, enhancing functionality and improving the user experience. Communications colleagues produced a new promotional short film with the voice of Panel Members and influenced by lived experience of the hearings system. Increased promotion in the lead up to the upcoming campaign through social media, raising the profile of the opportunity to volunteer as a Panel Member supported by a summer series of virtual Information Sessions.

- **Objective 10 – Review and Refresh the way the learning is delivered at CHS by producing a 5 year Learning Strategy and Implementation Plan**
Learning strategy & related implementation plan produced and signed off by the Board/Change Board.
- **Objective 20.1 – Ensure the governance and smooth delivery of the TSM Programme - The TSM programme formally closed at the July Change Board.**
Planning is underway for a TSM programme retrospective, an internal audit is underway (Update 16-12-2024 from JA: TSM programme has successfully closed)

3.2 Two milestones have been descoped during Q3:

Objective 22.2 – Launch a revised approach to communications and engagement which provides a clear and consistent voice to our organisational brand for all our audiences and stakeholders – The Audit and Risk Committee (ARC) approved bringing the communications

Agenda Item 11: CHS-2425-36

audit forward from the following year so this will now take place in Q4. The audit will be an advisory one therefore a decision has been taken to await the outcome of the recommendations prior to developing an implementation plan. Moved to reporting year 2025/26.

Objective 22.3 – Develop an internal colleague intranet to complement our community intranet for sharing key information - The development of an internal staff intranet has been descoped as it now sits in the Digital Lab and will be subject to Lab prioritisation. It is not expected to meet the threshold to bring in-flight this year.

- 3.3 Three milestones have been graded as Amber, Objective at risk of not being delivered on time:

Objective 1.1 and 1.2 – Develop a 5-year Quality Strategy which informs and drives our areas for change and improvement - Development work is on track. Quality Strategy setting out ambitions and approach published on website and promoted. Work is currently underway to develop an implementation plan setting out how we will develop necessary tools, frameworks, mechanisms and associated measures, including how we will agree relevant KPI's and identify areas for improvement. Robust design work and further exploration before tools and measures can be finalised.

Objective 24.1 – Gain a better understanding of CHS data maturity by engaging with sector experts and the National Team to assess our use, need, and understanding of data across the organisation - Progress awaiting Corporate Governance manager appointment in January 2025.

- 3.3 No milestones have been retimed in Q3 and all other milestones are on track.

4. Board Actions:

- 4.1 The Board are asked to note the content of report and make any comments.
- 4.2 The Board are asked to approve the descoping of milestone.

Audit & Risk Committee (ARC) Work Plan 2025 DRAFT

1. Winter meeting - 04 (25th February 2025)

- Risks
 - Review of the performance of CHS' strategic risk register – *to approve*
- Audit
 - External Audit general update report
 - External Audit Annual Plan 2025/2026 – *to approve*
 - Internal Audit Annual Plan 2025/2026 – *to approve*
 - Consider any reports from Internal Audit and management responses
- Policy/ governance
 - Information Governance Report Q3 – *to note*
 - Feedback and Complaints Report Q3 – *to note*
 - Digital update – *to note*
 - Accounting Policies - Review and consider continued appropriateness of CHS accounting policies for approval by the Board
 - Financial Regulations - Review of financial regulations – *to approve*
 - ARC ToR - Review of the committee's Terms of Reference – *to approve*

2. Spring meeting - 01 (15th May 2025)

- Risks
 - Review of the performance of CHS' strategic risk register – *to approve*
- Audit
 - External Audit general update report – *to note*
 - External Audit Annual Plan Update 2025/2026 – *to approve*
 - Internal Audit Annual Report 2024/2025 – *to approve*
 - Internal Audit Follow-up 2024/2025 – *to approve*
 - Internal Audit Plan 2025/2026 Update – *to approve*
 - Consider any reports from Internal Audit and management responses
- Policy/ governance
 - Information Governance Report Q4 – *to note*
 - Feedback and Complaints Report Q4 – *to note*
 - Digital update – *to note*
 - Governance Statement - Review CHS draft Governance Statement and provide advice to the Accountable Officer on its contents
 - ARC Annual Report – Consider and review Committee's activities to present to the Board and Accountable Officer
 - Business Continuity Plan - Review CHS Business Continuity Plan – *to approve*
 - CHS Risk Management Policy Review – *to approve*
 - Review of the committee's own effectiveness – *to approve*
- Corporate
 - Draft Annual accounts 2024/2025 – *to approve*
 - Annual Compliance Report - Review annual compliance on Health & Safety, Data Protection Act, Freedom of Information and other compliance issues – *to approve*

3. Summer meeting - 02 (26th August 2025)

- Risks
 - Review of the performance of CHS' strategic risk register – *to approve*
- Audit
 - External Audit general update report - – *to note*
 - External Audit Annual Report (AAR) – *to approve*
 - Internal Audit Update - consider any reports from Internal Audit, management responses and outstanding Internal Audit recommendations – *to approve*
 - Chair/Auditors Private meeting
- Policy/ governance
 - Information Governance Report Q1 – *to note*
 - Feedback and Complaints Report Q1 – *to note*
 - Digital update – *to note*
 - Review and consider the draft 2024/25 Annual Report and Accounts Statements
 - Annual Audit Report to Board members and the Auditor General for Scotland (ISA 260)
 - Review of the Letter of Representation – *to approve*
- Corporate
 - Annual Report Covering Letter and Letter of Representation – *to approve*
 - Annual Report and Accounts 2024/25– *to approve*

4. Autumn meeting - 03 (18th November 2025)

- Risks
 - Review of the performance of CHS' strategic risk register – *to approve*
- Audit
 - External Audit general update report – *to note*
 - Consider any reports from Internal Audit and management responses – *to approve*
 - Summary progress on Internal Audit recommendations (*date to be confirmed with Internal Auditors*)
- Policy/ governance
 - Information Governance Report Q2 – *to note*
 - Feedback and Complaints Report Q2 – *to note*
 - Digital update – *to note*
 - Annual Fraud Report – *to approve*
 - Review committee's work plan for 2026 – *to approve*