



children's
hearings
scotland

Business and Corporate Parenting Plan

2022 - 2023

Contents

Introduction	3
2021 - 22 In Review	4
Our Strategic Themes 2020-23	5
Strategic Themes: An Overview	6
Our Context: Corporate Parenting	7
Our Context: 'The Promise'	8
Our Context: The OHOV Calls To Action	10
Contributing To Our Context	11
Our Plans - Theme 1	12
Our Plans - Theme 2	14
Our Plans - Theme 3	16
Our Plans - Theme 4	18
Our Plans	20
Monitoring Our Business Plan	21
Monitoring Our Work: KPIs	22
Our Resources For 2022 - 23	23
CHS And The National Performance Framework	24
Glossary	25

Introduction

A word from Elliot Jackson, CEO

We are entering an exciting period of transformational change in the children's hearings system. One that will see the views and perspectives of those 5,500 infants, children, young people and families who took part in the Independent Care Review, realised.

Collaborating with our partners, including The Promise Scotland team, we will redesign the hearings system.

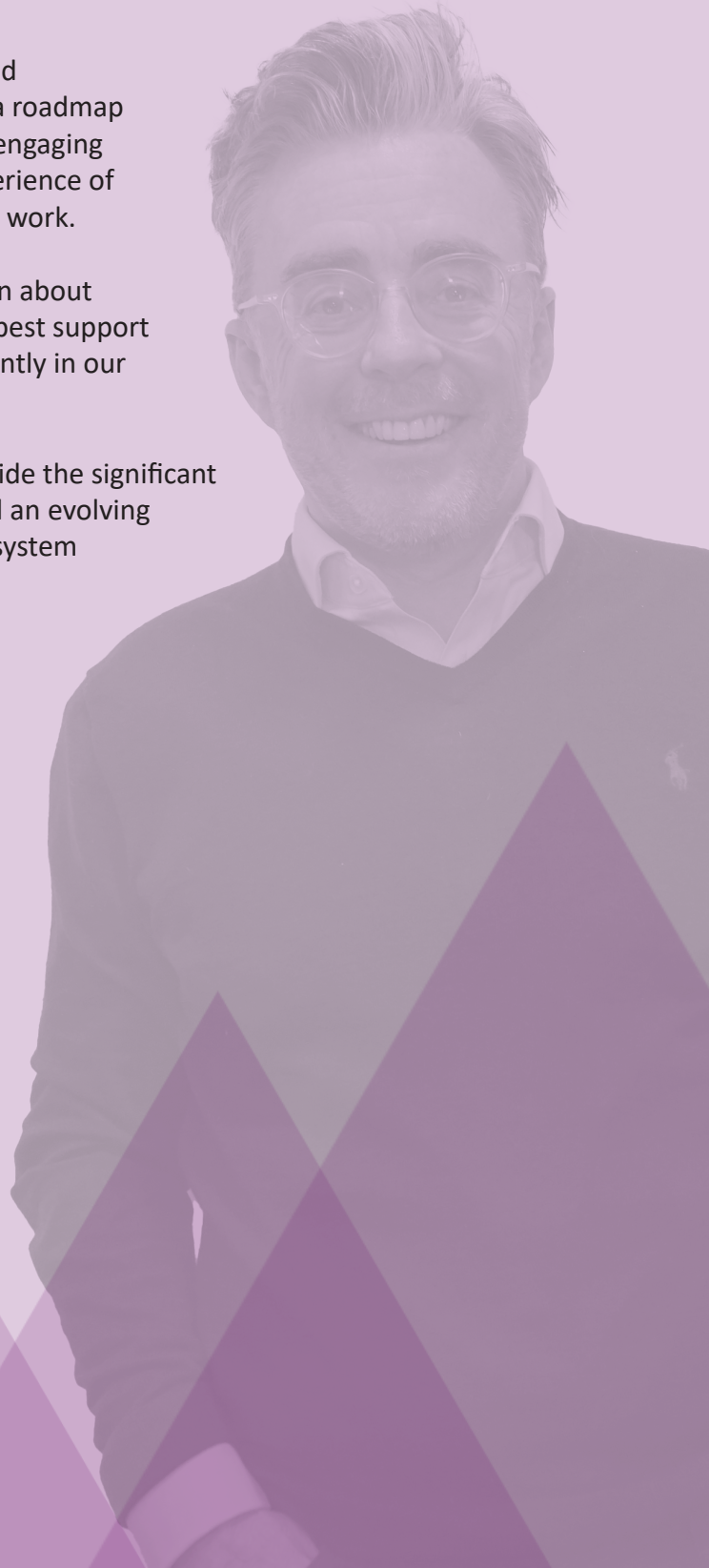
At Children's Hearings Scotland this means researching and understanding best practice in tribunal delivery, creating a roadmap for change in the hearings system, and collaborating and engaging with our volunteer community and people with lived experience of the hearings system, to shape our thinking and our future work.

Awareness of the impact of trauma, engaging in discussion about emerging legislation, consideration of what structures to best support our people, and children's rights will also feature prominently in our plans this year.

This transformation work will need to be delivered alongside the significant responsibility of operating within the hearings system and an evolving environment. It is our responsibility not just to keep that system going, but continually improve it too.

Our Panel and Area Support Team Members continue to fulfil their roles in a way that cannot fail to impress. Day in, day out, they are keeping children and young people at the centre of their thinking and at the heart of their decision-making. I would like to thank them for their on-going contribution and commitment.

And, as we look to the year ahead and years to come, we are focused on the children and young people attending hearings in Scotland. We must create a children's hearings system with their voice at its heart and children's rights at its very core.



2021 - 22 In Review

In another challenging and changeable year, we have been able to deliver work that not only continued to respond to COVID but also strengthened our ambitions for impact on the lives of children and young people that the hearing's system can have. Some major achievements from the year included:

- Launching our first set of Participation Standards, developed by a working group of people with lived experience and our Children's Rights and Inclusion Coordinator.
- Starting the redesign of the hearings system through our engagement in the Hearings System Working Group.
- Publishing a new Equality Diversity & Inclusion Strategy.
- Continuing to respond to the pressures and changes of COVID by developing new guidance for our volunteers, working with the Children's Hearings COVID Recovery Group, and providing support and training to volunteers on using digital platforms and devices.
- In collaboration with the Scottish Children's Reporter Administration (SCRA), rolling out a new virtual hearings platform across all areas of the country.
- Undertaking a series of local improvement projects across Scotland focussed on participation, preventing delays, and improving decision-making.
- Following an award-winning recruitment campaign, completing our largest ever Panel Member pre-service training, delivered online to over 550 new Panel Members.
- Celebrating and thanking our volunteer community in Volunteers Week, including a message from Clare Haughey MSP, Minister for Children and Young People.
- Responding to consultations on the National Care Service, Getting It Right For Every Child practice guidance, cross-border placements of children and young people into residential care in Scotland and new data protection regulation proposals.
- Reappointing over 260 Panel Members for a further three years.
- Supporting Panel Member decision-making by updating our Practice & Procedure Manual to reflect new legislation and hearings practices.
- Creating an open access learning module covering the Children (Scotland) Act 2020, including the rights of siblings.



Our Strategic Themes 2020-23

In Our Strategic Outlook 2020-2023, we set out what our priorities for the next three years will be. We call these 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:

- 1. Better protect and uphold the rights of children**
- 2. Deliver consistently high-quality hearings**
- 3. Continue to build an effective, empathetic panel, that is well-supported**
- 4. Be well-informed and influential in our environment and communities**

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 United Nations Convention on the Rights of the Child (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 in 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 promote dignity and avoid stigma.

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 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, research, but also from what we are told by people with experience of hearings - to under-pin 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 an ambitious future for Children's Hearings Scotland (CHS), children's hearings, and those who come in to contact with hearings. We are committed to working with partners, and with the implementation structures of the Independent Care Review, to see them realised.

Pages 11-20 of this Business Plan outline the actions we are taking in 2022-23 to make progress toward achieving these Themes.

The milestones are planned across four operational quarters -

Q1 = April – June;

Q2 = July – September;

Q3 = October – December;

Q4 = January – March.

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 upholding the rights, safeguarding, 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:

-  **A** **Be alert** to matters which might adversely affect the wellbeing of looked after children and young people.
-  **B** **Assess** the needs of looked after children and young people for the services and support we provide.
-  **C** **Promote** the interests of looked after children and young people.
-  **D** **Provide opportunities** for looked after children and young people to participate in activities designed to promote their wellbeing.
-  **E** Take appropriate action to ensure looked after children and young people **access** these opportunities and make use of our services and support.
-  **F** 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 Context: 'The Promise'

CHS is fully committed to keeping 'The Promise' to Scotland's children. As the legal tribunal for children in Scotland, our vision is that the hearing system delivers child and family friendly care and justice, upholding children's rights and putting participation at its heart.



The Hearing System Working Group, of which we are a key partner, is leading the work that needs to be done over the next year for us to achieve our vision. By the end of March 2022, we aim to have created a contextual map, both visually and in text, that sets out the instructions for those things we need to do to make this change, keeping the best of what we do, and changing where we need to.



Working alongside the Office of the Chief Designer at Scottish Government, The Promise Scotland and SCRA, we will create a blueprint of a reimagined hearing system. We will engage widely with our stakeholders to do this and ensure that our starting point is what children, families and carers have told us should be different.

The decisions taken in children's hearings are often complex and difficult. The most important thing, is to ensure that children's rights are at the heart of the decision-making process. Sometimes, this can mean that not everyone involved gets a decision they want. While children and their carers may sometimes disagree with what is decided by a hearing, the space in which those decisions are made needs to ensure that they feel heard, are able to fully and meaningfully participate and their rights are upheld.



EQUALITY, DIVERSITY AND INCLUSION STRATEGY 2021 – 2023



We have already done much to implement The Promise and meet this challenge. During 2021/22 we have introduced a Children's Rights and Inclusion Strategy with Participation Standards and an Equality, Inclusion and Diversity Strategy. We have also implemented the Children Scotland Act, where relationships with brother and sisters, and other people who are important to children, are at the heart of our considerations during decision making. We are embarking on a wide ranging project that will see CHS becoming a trauma-responsive organisation and, while waiting for the UNCRC to pass fully into Scots Law, we are working to ensure that we are applying its principles across our work.

In addition, the work of the blueprint design will consider from the perspective of children and their carers' points of view and from the other participants involved in protecting and promoting the wellbeing of infants, children and young people, how we need relationships to work, what behaviours we expect to see, how people are supported and prepared, how we share information and what legislation is needed to underpin this change.

PARTICIPATION STANDARDS



4 The role of lived experience and influencing will be fully understood across the Children's Hearings Scotland community.



PARTICIPATION STANDARDS



1 Children's Hearings Scotland will be guided by the voice of lived experience providing a welcoming, person centered participation package.



To ensure we can drive change and evidence the impact on children and young people in their children's hearings in a coordinated and consistent way, we established the CHS Promise Programme in 2021.

Our Context: The OHOV Calls To Action

In 2020, Our Hearings Our Voice (OHOV), an independent board of children and young people from across Scotland who have experience of the children's hearings system, published their Zine.

The Zine contains 40 'Calls to Action', identifying changes and improvements within the Children's Hearings System.

These Calls to Action include improvements such as:

"All adults and hearings centres must be trauma informed to make sure I am comfortable and safe"

"Involve us in all aspects of recruiting and training Panel Members"

"All adults in the children's hearings system must know about children's rights and respect, protect and fulfil them"

"When Panel Members make decisions (recommendations) at my Hearing, they must happen"

"Respect my voice by listening, believing, valuing and including me when deciding what happens in my life"

CHS has made the commitment to make the Calls to Actions a reality. On the next page, we have identified which of our plans for this year are making this happen.

Contributing To Our Context

Here, we look at each of the Objectives featured in this Business Plan, and identify those we think are contributing to our context – by delivering on our Corporate Parenting duties; by helping us keep The Promise; and by answering the OHOV Calls to Action.

Corporate Parenting:

- Objective 1 – Training on children’s rights
- Objective 2 – Embedding siblings’ rights
- Objective 3 – Improving participation of children and young people in our work
- Objective 4 – Improving participation of children and young people in our work
- Objective 5 – Improving participation of children and young people in our work
- Objective 6 – Child-friendly complaints systems
- Objective 7 – Training on the impact of trauma
- Objective 21 – Involving young people in recruitment of Panel Members
- Objective 31 – Engaging with emerging research
- Objective 32 – Gathering and understanding experiences of hearings



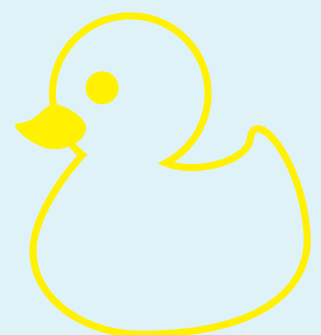
Keeping The Promise:

- Objective 1 – Training on children’s rights
- Objective 2 – Embedding siblings’ rights
- Objective 3 – Improving participation of children and young people in our work
- Objective 4 – Improving participation of children and young people in our work
- Objective 5 – Improving participation of children and young people in our work
- Objective 6 – Child-friendly complaints systems
- Objective 7 – Training on the impact of trauma
- Objective 8 – Re-designing the hearings system
- Objective 16 – How to best support the people in the hearings system
- Objective 26 – Gathering and understanding experiences of hearings
- Objective 27 – Working with partners on system change
- Objective 33 – How legislation can deliver best outcomes



OHOV Calls to Action:

- Objective 1 – Training on children’s rights
- Objective 6 – Child-friendly complaints systems
- Objective 7 – Training on the impact of trauma
- Objective 12 – Looking at how reasons and decisions are recorded
- Objective 17 – Involving young people in training Panel Members
- Objective 21 – Involving young people in recruitment of Panel Members
- Objective 26 – Gathering and understanding experiences of hearings
- Objective 32 - Gathering and understanding experiences of hearings



Our Plans - Theme 1

Better Protect and Uphold the Right of Children

Objective, Lead Function; and (Main Support Function)	Milestones / Activities	Timescales / Targets
1 As part of the CHS Promise Programme , carry out activities to give further effect to the UNCRC in our work – <i>Practice & Policy</i>	Develop and deliver a UNCRC training plan for our volunteer community and staff	Progress to end Q4
	Carry out work to embed Children’s Rights Impact Assessments in our work	Progress to end Q4
2 As part of the CHS Promise Programme , continue to embed the Children (Scotland) Act 2020 in hearings practice and assess its impact through our “ Children (Scotland) Act 2020 Phase 2 Project ” – <i>Practice & Policy</i>	Utilise the Practice & Policy Bank to gain feedback on experiences and practice of the Children (Scotland) Act 2020	Complete by end Q2
	Host regional multi-agency workshops to demonstrate how Panel Members and professionals can make siblings rights real, using case studies	Complete by end Q2
	Evidence the impact of CHS’s implementation of the Children (Scotland) Act 2020	Complete by end Q4
3 Embed best practice in participation throughout our work by rolling out the CHS Participation Standards – Rights & Inclusion	Deliver a communications programme sharing information about the standards	Complete by end Q3
	Co-design and launch a Participation Standards Reflection Toolkit	Complete by end Q3
	Gather feedback on the Participation Standards Reflection Toolkit	Complete by end Q4
4 Enable CHS staff to collaborate with people with lived experience on emerging improvements and projects through a new Mutual Mentoring programme – <i>Rights & Inclusion</i>	Launch the programme, with the first mentoring pairing	Complete by end of Q1
	Work with the mentors to share the programme externally	Complete by end of Q3
	Evaluate the programme and consider expansion further within the CHS staff team	Complete by end of Q4

5	Create effective systems and processes for accessible and consistent participation opportunities – <i>Rights & Inclusion</i>	Develop a Participation Hub on the CHS website to advertise and define our participation opportunities	Complete by end of Q1
		Create co-designed opportunities for the people with lived experience who work with us to collaborate and identify areas of interest within CHS	Complete by end Q4
6	Ensure our feedback mechanisms are accessible by developing child-friendly complaints processes – <i>Practice & Policy</i>	Work with the Scottish Public Services Ombudsman and a children’s rights partner organisation to develop new processes and procedures	Complete by end Q4

Our Plans - Theme 2

Deliver Consistently High-Quality Hearings

	Objective, Lead Function; and (Main Support Function)	Milestones / Activities	Timescales / Targets
7	As part of the CHS Promise Programme , carry out activities to improve the extent to which hearings and our work is trauma-informed , through our “Trauma Responsive Practice Project” – <i>Area Support; (Training)</i>	<p>CHS Learning Academy to embed learning on trauma in all relevant courses</p> <p>All CHS volunteers complete base-line training on trauma</p> <p>Initial evaluation of the impact of base-line learning on Panel Member practice</p> <p>Develop a plan for phase 2 of the project based on pilot learning</p>	<p>TBC – dependant on Learning Academy timescales</p> <p>Complete by end Q4</p> <p>Complete by end Q4</p> <p>Complete by end Q4</p>
8	As part of the CHS Promise Programme , lead on, and contribute to, the development of a multi-agency plan for the transformational redesign of the hearings system through the “ CHS Blueprint Project ” – <i>Area Support</i>	Define change priorities for children for before, during and after their hearings, using the Hearing System Working Group’s (HSWG) issues list as the key terms of reference	Complete by end Q2
		Create and release a collaborative Programme Plan for the redesign work, utilising the Scottish Approach to Service Design	Complete by end Q3
		Agree the final hearings model to be pursued (“the blueprint”) and release to the HSWG for approval	Complete by end Q3
9	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>	Evidence the collaboration between CHS, SCRA, the HSWG, The Promise, people with lived experience, and the wider CHS community	Complete by end Q4
		Issue and update guidance focussed on good quality hearings and decision-making	Progress up to Q4
10	Collaborate as a key partner in locally-driven projects to improve hearings environments and experiences– <i>Area Support</i>	Attendance and involvement in groups and projects as appropriate	Progress to end Q4
11	Ensure our quality management mechanisms are operating effectively, through Panel Practice Advisor (PPA) support and observation delivery – <i>Area Support</i>	Carry out improvements to PPA digital tools and support	Complete by end Q1
		Develop and deliver engagement work focussed on PPAs	Progress to end Q4

12	Improve the quality of recorded reasons and decisions – <i>Practice & Policy</i>	Develop a quality assurance tool to assess reasons and decisions	Complete by end Q3
		Conduct national sampling of records of proceedings	Complete by end Q4
		Scope out pilot improvements to the ways reasons are delivered	Progress to end Q4
13	Continue to ensure Panel Members receive relevant information for decision-making by developing the Independent Reports function – <i>Practice & Policy</i>	Reappoint existing report writers and recruit additional experts to maintain a robust bank for the next 2 years	Complete by end Q1
		Implement a quality management framework	Complete by end Q4
14	Involve our volunteer community in the discussion around emerging practice areas through a Practice Bank – <i>Practice & Policy</i>	Grow the Practice Bank to ensure at least 20% of volunteer community are involved	Complete by end Q2
		Consult on areas for development, implementation of legislation, and policy changes	Progress to 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
15	Promote the contribution of our volunteers through a dedicated volunteer recognition campaign - Communications	Volunteer recognition campaign during Volunteers Week (1st - 7th June)	Complete by end Q1
16	Ensure CHS has appropriate and sustainable structures in place to effectively support the people needed to deliver a re-designed hearings system – Strategy & Development	Work with staff, Area Conveners and the CHS community to identify structures to deliver redesign outcomes	Complete by end Q4
17	Equip new Panel Members with the skills and knowledge they need to start making effective decision in hearings - Training	Delivery of Pre-service training, including involvement of children and young people	Complete by end Q1
18	Continue to deliver learning and development via the Learning Academy to offer innovative solutions for learning - Training	Delivery and ongoing development of training for current Panel Members	Progress to end Q2 initially
		Delivery and ongoing development of training for current AST Members	Progress to end Q2 initially
19	Keep our community up-to-date with developments and thinking in the sector by giving them access to the views of specialists - Training	Deliver two 'Learn from the Experts' activities	Complete by end Q4
20	Work with our community to implement Area Plans that identify key activities for each area based on national and local priorities – Area Support; (Info & Performance)	Support ASTs to develop local Area Plans	Complete by end Q1
		Support ASTs to monitor and review the plans	Progress to end Q4
21	Understand recruitment activities needed that respond to recovery and longer-term requirements of hearings– Recruitment & Retention	Monitor the changing capacity of Panel Members and identify what recruitment activities are needed	Progress to end Q2
		Undertake recruitment as necessary, involving children and young people in the process	As required / identified

22	Retain Panel Members by ensuring they are reappointed in an efficient and effective way – Recruitment & Retention	Carry out necessary reappointment processes	Complete by end Q1
23	Retain AST Members by ensuring they are reappointed in an efficient and effective way - Recruitment & Retention	Carry out necessary reappointment processes	Progress up to Q4
24	Ensure we have a digitally enabled and supported volunteer community – Digital; Business Support	Provision of devices to trainees	Complete by end Q1
		Provide on-going community support including frontline response, user guides and training.	Progress to end Q4
25	Make improvements to our volunteer support systems by reviewing our 'community concerns' model – Practice & Policy	Consult with the community on new policy and procedures	Complete by end Q3

Our Plans - Theme 4

Be Well-Informed and Influential in our Environment and Communities

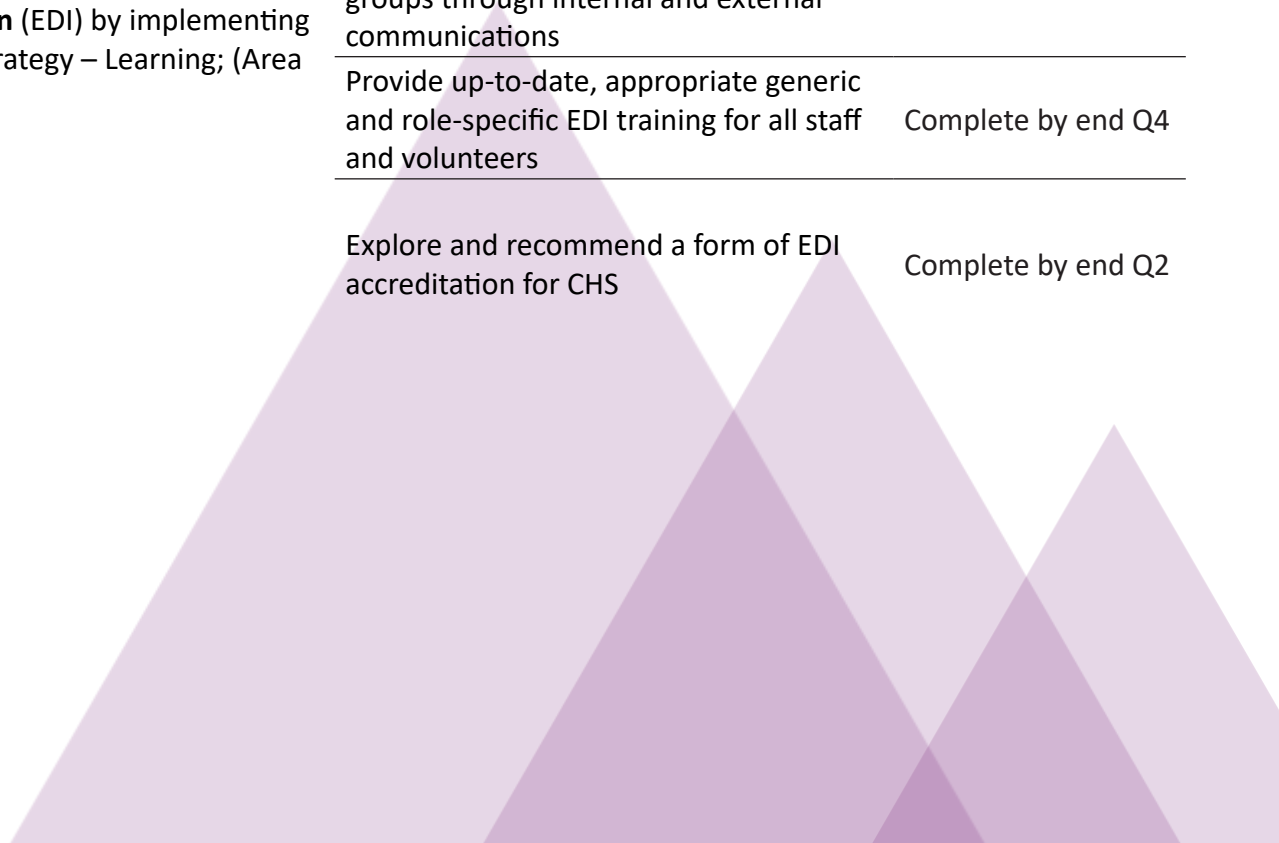
Objective, Lead Function; and (Main Support Function)	Milestones / Activities	Timescales / Targets
<p>26 As part of the CHS Promise Programme, enhance our participation, engagement and consultation activities internally and externally, including with people with lived experience, through our “Participation, Engagement & Consultation Project” – Area Support</p>	<p>Develop accessible opportunities for people with lived experience, the CHS community and key external stakeholders to participate, engage and consult on plans for creation of the ‘blueprint’ and redesign of the hearings system</p>	<p>Complete by end Q2</p>
	<p>Progress with trialled and tested participation, engagement and consultation platforms by developing processes at a local and national level for use in projects across the organisation</p>	<p>Complete by end Q3</p>
	<p>Development of a reference group of stakeholders who have experience of hearings to critically evaluate what works well and areas for improvement</p>	<p>Progress to end Q4</p>
	<p>Evidence the participation and engagement of people with lived experience, key stakeholders (OHOV; The Promise; SCRA, Children’s Hearings Improvement Partnership) and the CHS community</p>	<p>Progress to end Q4</p>
<p>27 Continue to lead change in the sector and hearings system through on-going collaboration with national partners – Area Support</p>	<p>Membership of the Hearings System Working Group.</p>	<p>Progress to end Q4</p>
<p>28 Active contribution to the improvement and recovery of the sector through strategic and advisory groups – Area Support</p>	<p>Involvement with key national strategic groups e.g. Children’s Hearings Improvement Partnership; Children’s Hearings COVID Recovery Group</p>	<p>Progress to end Q4</p>
	<p>Involvement with key local groups e.g. Corporate Parenting boards; GIRFEC groups</p>	<p>Progress to end Q4</p>

29	Embed our digital systems across our community and identify on-going improvements and developments to support the needs of CHS volunteers and staff - Digital	Make technical improvements to our system through a series of development projects	Progress to end Q4
		Improve our digital capacity and the support we have and can offer	Progress to end Q4
		Better understand the quality of our digital operational resilience, and undertake improvements where required	Progress to end Q4
		Improve our user engagement approach to digital development, that increases response of user needs	Progress to end Q4
30	Enhance our understanding of the CHS volunteer community and how we deliver our functions through the development of new Management Information reporting – Info & Performance; (Digital)	Agree main reporting formats and structures	Complete by end Q1
		Begin to build and roll out reports across volunteers and staff	Progress to end Q4
31	Connect with, and influence, knowledge development in the sector by being involved in, including initiating where appropriate, research – Practice & Policy; (Info & Performance)	Engage with emerging research in the sector, including participation in external research advisory groups as appropriate	Progress up to end Q4
		Develop and influence research recruitment opportunities with partners and the CHS community	Progress up to end Q4
32	Ensure our work is informed and improved by views from a range of sources – Practice & Policy	Development of strategic intelligence and feedback frameworks and functions to influence practice and policy	Progress up to end Q4
33	Influence and engage in the development of emerging legislation that can improve outcomes for children and young people through the hearings system – Practice & Policy	Work with Scottish Government and partners to support legislative improvements	Progress up to end Q4

Our Plans

Organisational Effectiveness and Staff Support

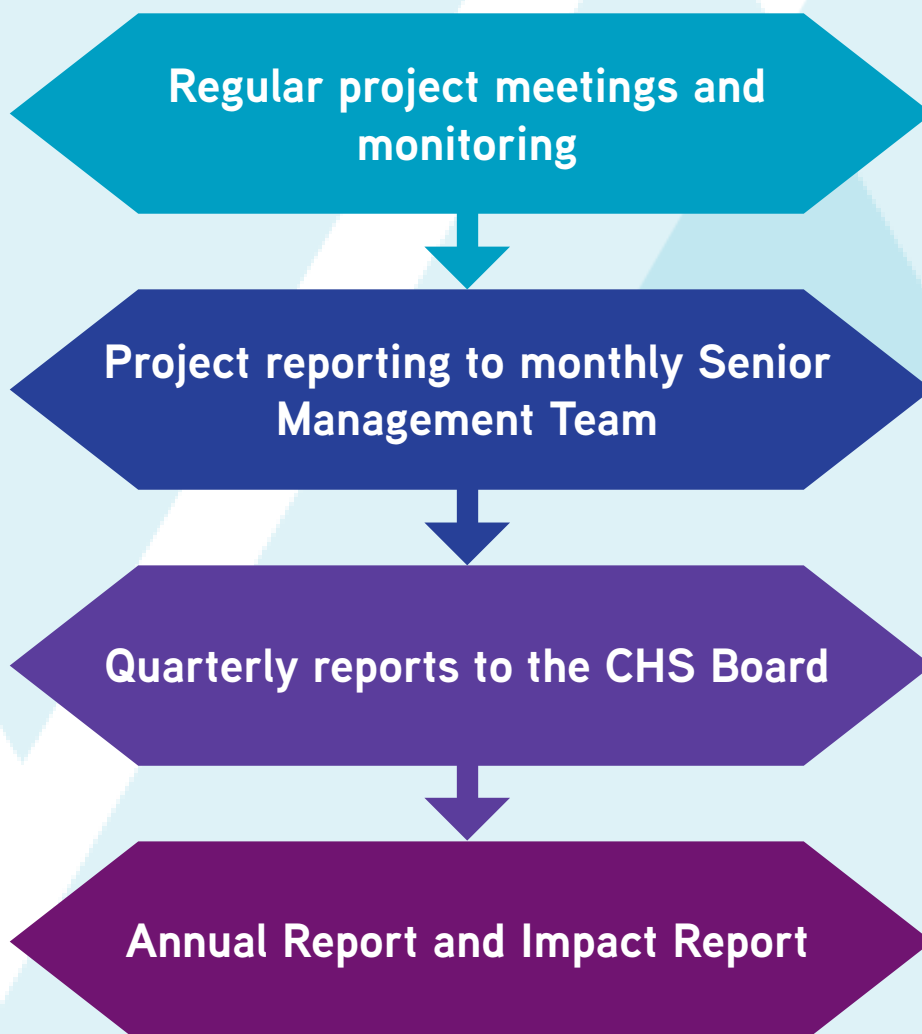
Objective, Lead Function; and (Main Support Function)	Activities / Milestones	Timescales / Targets
34 Consult with, and understand the needs of staff on a range of issues through a staff survey – HR&OD	Design and launch the survey	Complete by end Q1
	Analyse and communicate the results	Complete by end Q1
35 Support staff knowledge and wellbeing through staff learning and development – HR&OD	Deliver a staff training and learning programme throughout the year	Progress to end Q4
	Deliver wellbeing and engagement activities throughout the year	Progress to end Q4
	Deliver a management development programme	Complete by end Q3
36 Continue to deliver on our commitments to Equality, Diversity & Inclusion (EDI) by implementing our EDI Strategy – Learning; (Area Support)	Set up an EDI group to shape the work of CHS	Complete by end Q2
	Develop and deliver an agreed Diversity Calendar to celebrate and raise awareness of different equalities groups through internal and external communications	Complete by end Q2
	Provide up-to-date, appropriate generic and role-specific EDI training for all staff and volunteers	Complete by end Q4
	Explore and recommend a form of EDI accreditation for CHS	Complete by end Q2



Monitoring Our Business Plan

The environment in which we deliver our work continues to be highly changeable and fast-moving. Each of the activities, milestones and deliverables above have 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 in to 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	Performance Measure	Baseline	2022/23 Target
1 – Rights	% practice bank members who evidence familiarity with children’s rights	New Measure	20% (new baseline measure)
2 - Hearings	% of hearings sessions observed during the year	New Measure	20%
3 - Panel	% of pre-service trainees who felt that the learning objectives were met	2019/20: 98%	99%
3 - Panel	% of applicants put forward for preservice training who complete the full training	2018/19: 92% 2019/20: 61% 2020/21: 87%	90%
3 - Panel	% of Panel Members successfully reappointed	2017/18: 83% 2018/19: 68%	60%
3 - Panel	% of Panel Members retained during the year	2021/22: 86% (target)	80%
4 - Evidence and Influence	% volunteer community involved in the Practice & Policy bank	New Measure	20%
Organisational Operations	% of complaints resolved within SPSO guidelines	2018/19: 92% 2019/20: 100% 2020/21: 99%	95%
Organisational Operations	% CHS employee attendance	2018/19: 95% 2019/20: 97% 2020/21: 99%	99%
Organisational Operations	% invoices not in dispute paid within 10 working days, during normal operations	2018/19: 92% 2019/20: 85% 2020/21: 85%	95%
Organisational Operations	% positive staff survey feedback on opportunities for learning and development	2018/19: 33% 2019/20: 52% 2020/21: 65%	80%

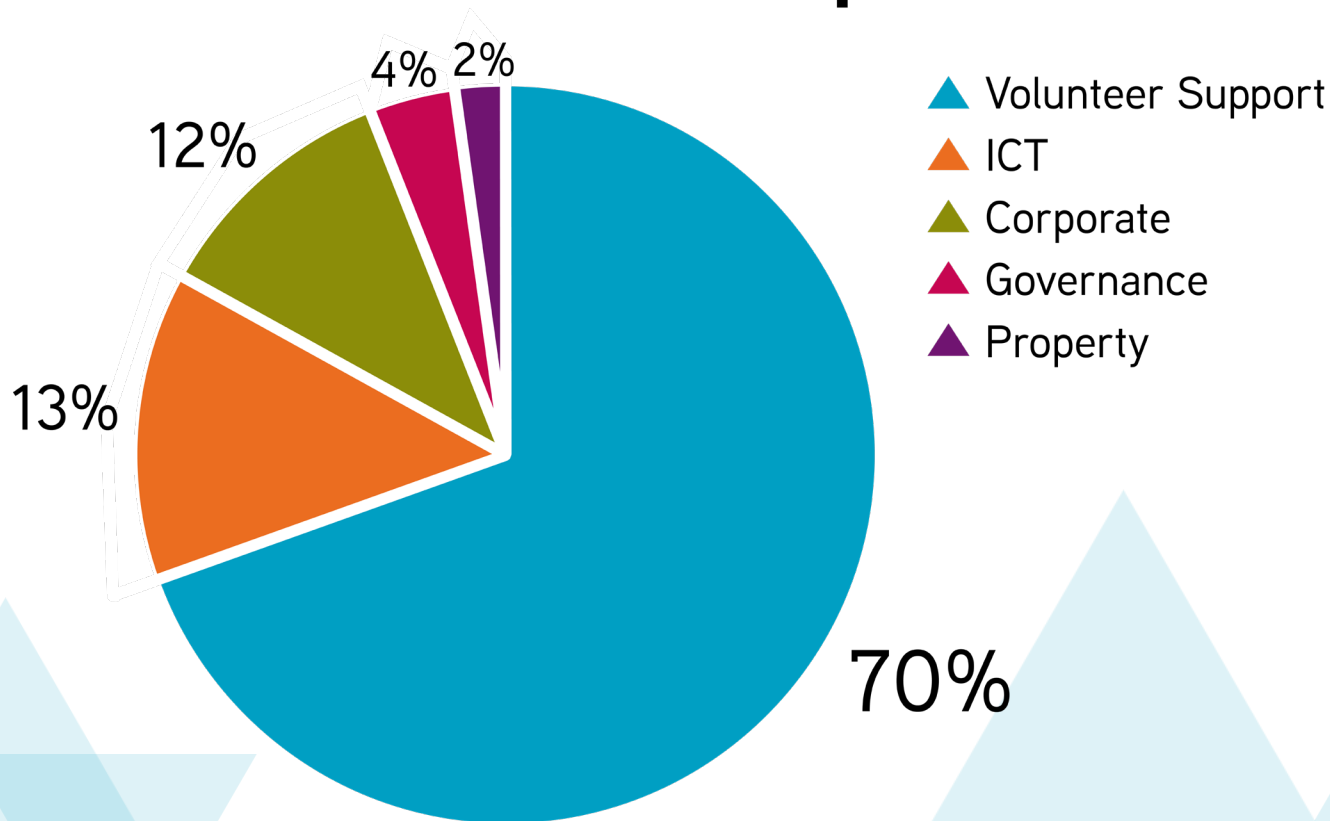
Our Resources For 2022 - 23

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

For 2022/23, our budget is £5.359m, made up of revenue and capital costs. These resources are allocated across CHS' functions to ensure that we can recruit, train and support our volunteers.



Our 2022/23 Expenditure



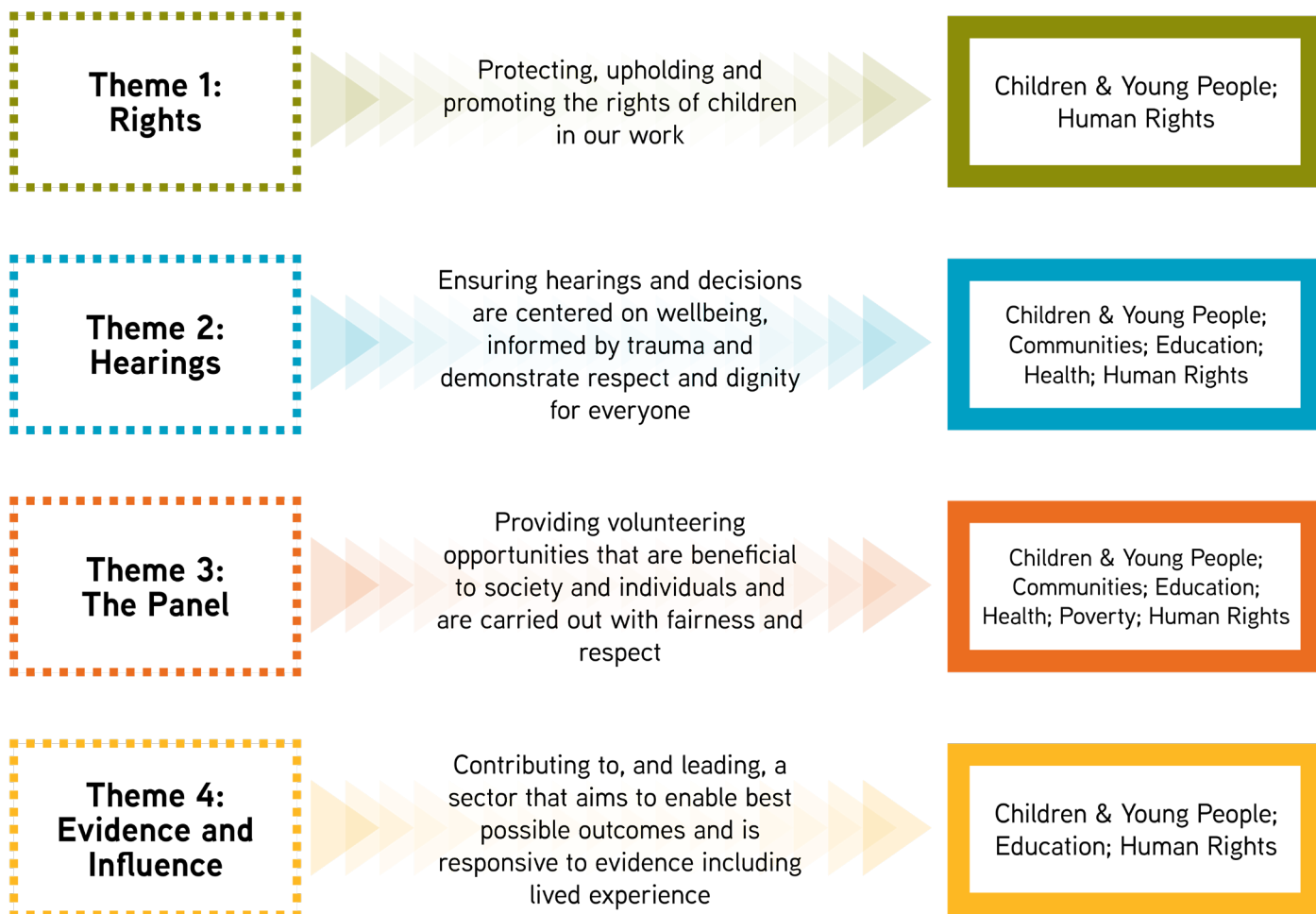
CHS And The National Performance Framework

In our 2020-23 Corporate Plan, we set out how our Strategic Themes are aligned to Scotland's National Performance Framework.

A summary is given below:

Strategic Theme

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

Independent Reports

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 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 hearing and send all the necessary papers out.

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.



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