

CHS Board Meeting

Tue 22 November 2022, 14:00 - 16:00

Agenda

14:00 - 14:00 1. Declarations of Interests

0 min

Verbal Katharina Kasper

To consider any declarations of interests with regard to agenda items

 1. November Board Agenda v1.pdf (1 pages)

14:00 - 14:00 2. Minutes of Previous Meeting

0 min

Paper Katharina Kasper

To approve the minutes of previous meeting on

 2. CHS-2223-29 Board Minute sept 20th 2022 v2.pdf (11 pages)

14:00 - 14:00 3. Matters Arising

0 min

Verbal Katharina Kasper

Seek assurance that actions from the previous meeting have been progressed

14:00 - 14:00 4. Action Log

0 min

Paper Katharina Kasper

To monitor progress against actions due and agree action where required

 4. CHS-2223-30 Board Action Log 2022.pdf (1 pages)

14:00 - 14:00 5. Chair Update

0 min

Verbal Katharina Kasper

For information and discussion

14:00 - 14:00 6. National Convener/CEO Update

0 min

Paper Elliot Jackson

For consideration and discussion

 6. CHS-2223-31 CHS-2223 NC update Nov Board v1.pdf (4 pages)

14:00 - 14:00 7. Hearing System Working Group Update

0 min

Paper Carol Wassell

For information and discussion

14:00 - 14:00 **8. 2022/23 Financial Forecast Outturn**

0 min

Paper *Ross Mackenzie*

For approval

 08. CHS-2223-33 2022-11-14 Forecast Outurn v1.pdf (3 pages)

14:00 - 14:00 **9. Rights and Inclusion Strategy Annual Report**

0 min

Paper *Christine Mullen*

For approval

 09 CHS-2223-34 2022 Children's Rights and Inclusion_Board v.2.pdf (8 pages)

14:00 - 14:00 **10. Board Standing Orders**

0 min

Paper *Rachel Kavish Wheatley*

For approval

 10. CHS-2223-35 Board Standing Orders for approval.pdf (8 pages)


14:00 - 14:00 **11. Governance Plan 2023**

0 min

Paper *Rachel Kavish Wheatley*

For approval

 11 CHS-2223-36 Board Work Plan 2023 draft.pdf (4 pages)

 11 CHS-2223-36a Governance Calendar 2023 v1.pdf (1 pages)

14:00 - 14:00 **12. Recruitment Report**

0 min

Paper *Christine Mullen*

For information and discussion


 12. CHS-2223-37 Autumn 2022 Panel Member Recruitment Campaign_update.pdf (10 pages)

14:00 - 14:00 **13. Improving Chairing Capacity**

0 min

Paper *Carol Wassell*

For consideration and discussion

 13. CHS-2223-38 Improving Chairing Capacity paper Final.pdf (5 pages)

14:00 - 14:00 **14. AOB**

0 min

AGENDA

CHS BOARD Meeting

22nd November 2022

The Board will meet 14:00 – 16:00 at Thistle House and Virtually via Teams

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-2223-29	To approve the minutes of the previous meeting on
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-2223-30	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	For information and discussion
6	National Convener/ CEO update	EJ	CHS-2223-31	For consideration and discussion
7	Hearing System Working Group Update	CW	CHS-2223-32	For information and discussion
8	2022/23 Financial Forecast Outturn	EM/RM	CHS-2223-33	For approval
9	Rights and Inclusion Strategy Annual Report	CM	CHS-2223-34	For approval
10	Board Standing Orders	RKW	CHS-2223-35	For approval
11	Governance Plan 2023	RKW	CHS-2223-36	For approval
12	Recruitment report	CM	CHS-2223-37	For information and discussion
13	Improving Charing Capacity	CW	CHS-2223-38	For consideration and discussion
14	AOB	KK	Verbal	

Minutes of the Board Meeting of 20th September, 2022

The meeting started at 15:00 at Thistle House / virtually

Present:

Katharina Kasper (KK)	Chair
Sean Austin (SA)	Board Member (virtual attendance)
Henry Robson (HR)	ARMC Chair/Board Member
Beth-Anne Logan	Board Member
Katie Docherty	Board Member (virtual attendance)

Also present:

Elliot Jackson (EJ)	National Convener/Chief Executive (NC/CEO), CHS
Carol Wassell (CW)	Head of Area Support & Community Improvement, CHS
Stephen Bermingham (SB)	Head of Practice and Policy, CHS
Rachel Kavish Wheatley (RKW)	Business Operations and Governance Lead, (minute taker), CHS
Jo O’Leary (JOL)	Acting Head of Strategy and Development, HR/OD, CHS
Pamela Wilson (PW)	Areas Support and Improvement Partner, CHS, agenda item 13

Apologies:

Jo Derrick (JD)	RAC Chair/Board Member
Barbara Neil	Board Member (virtual attendance)
Lynne Harrison	Head of Strategy/development & DCEO, CHS
Christine Mullen (CM)	Head of Learning, CHS

Items	Actions / owner	Time-scales
1 Declaration of interests		
The Chair welcomed everyone to the meeting and presented the apologies as above. There were no declarations of interest to note		
2 Minutes of previous meeting		
The Board approved the minutes of its meeting on 20 June, 2022 pending the correction of a typo on page 2		
3 Matters arising		
There were no matters arising to note		
4 Action log		
The Chair noted the following actions for further discussion;		
<ul style="list-style-type: none"> Action 22/23-26- <i>The Chair to look at immediate spheres of influence and engagement</i> – The Chair noted that work is progressing, particularly with our ongoing involvement in various working groups, and the joint Boards. Propose the action is closed at this stage with the potential to re-open when necessary. 		

Board Decision:			
1. To update the action log as above.			
5	Chair update		
The Chair updated the Board on the following;			
<ul style="list-style-type: none"> The Chair continues to build understanding and relationships as the ‘new’ Chair for CHS. The Chair had a productive meeting with the Children’s Commissioner, Bruce Adamson. Within his work, they are looking at the impacts of Covid and what the pandemic has done to the wider system. He was very interested in engaging with the Board. The Vision piece has now launched. Recognise the importance and impact of change and how important this piece is to support us as we move through change. Encourage the Board to share with other partners and their own spheres. Attended recognition events recently and have been struck by the level of commitment of our community, it is truly humbling, and the Chair wanted to re-iterate her thanks to the CHS volunteer community. Thanks as well to the Board members who have attended local events. 			
Board Decision:			
1. To Note the update from the Chair.			
2. Chair to look at an opportunity to invite the Children’s Commissioner to an upcoming Board meeting or development session.		KK	March 23
6	National Convener/Chief Executive update		
The NC/CEO spoke to the paper shared;			
<u>Recruitment</u>			
<ul style="list-style-type: none"> The Autumn recruitment campaign launched the 1st of September and is scheduled to close the 6th of October. We paused all advertising and media during the national period of mourning, resuming those activities from today. Application numbers are down on previous years, and AST’s have also reported low attendance at local recruitment events. While the numbers are disappointing, it is in line with the wider challenges being faced across the voluntary sector. We are monitoring the situation closely and have a plan in place to release funds for additional targeted media work to promote the campaign in areas with the lowest returns. 			
<u>Recognition events</u>			
<ul style="list-style-type: none"> The NC/CEO gave thanks to the Board members and SMT who have attended local recognition events, and particularly to thank the Area Support Teams who organised the events, and the volunteers these events recognise and honour. Feedback from those who attended the events have been very positive. The Chair extended an invitation to all Board members for the upcoming Glasgow recognition event on the 23rd of November. KK will be presenting the keynote speech and the Minister will be in attendance. 			

	<p><u>Meetings</u></p> <ul style="list-style-type: none"> • CW and the NC/CEO met with Fraser McKinlay, the new CEO of The Promise. Mr. McKinlay is keen to collaborate and work with CHS and build on our established relationships within The Promise. • KK and the NC/CEO met with Professor Brigid Daniel, who is conducting a significant piece of research work to inform the government’s decision on the inclusion of children’s services into National Care Service. <p>Board Discussion:</p> <ul style="list-style-type: none"> • The Board noted the CHS Learning Academy contract extension with WLC covered in the report, and asked for an update on what plans are for the contract after this year. SG procurement have confirmed we are able to extend for one more year for a total of 2 year from now to develop our thinking and planning around this in line with forthcoming changes to the wider system. • The Board commended EJ and KK on the Vision Piece and how authentically they came across in the video. • The Board congratulated the team on achieving Carer Positive employer at the Engaged level. • The Board asked for more information to understand what partners we have engaged with in order to increase our diversity within the recruitment campaign. EJ updated that we work with a number of employers and highlight our diversity needs. As an example – we target football clubs to recruit men however acknowledge that we do not do enough to analysis around effectiveness of these targeted approaches to feed into future campaigns. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. The Board noted the update. 2. To bring to the Board in November a paper the future plans for the CHSLA. 		
7	<p>Hearing System Working Group Update</p>	CM	Nov 22
	<p>CW spoke to the paper shared;</p> <ul style="list-style-type: none"> • The paper presents an updated position on the work of the Hearing System Working Group (HSWG), of which CW and BA-L are members. The main output of the HSWG will be David Mackie’s report, which is due for publication in April. Our work within the HSWG is to shape, inform, and influence that report. We are still uncertain if this report will be a final report, or for debate. • Paper highlights the work of the of 3 co-design teams , as well as the CHS Participation Project. The multi agency co-design groups will wrap-up mid-October and will report finding back to the HSWG. We are still developing what form the output from these groups will take and how they will be shared to support David Mackie’s deliberations. • Sheriff Mackie will be issuing an interim report end of September/October. Likely to be fairly high level without drawing conclusions but will highlight developments of change that are most pertinent to the hearing system. 		

	<ul style="list-style-type: none"> As part of the HSWG, we continue to influence the changes we would like to see in the system. Sheriff Mackie and the HSWG are taking a deeper dive into some of our areas of improvement, engaging with young people with lived experience, and working with other agencies around improving outcomes for infants, such as the NSPCC. We continue to share information with young people with lived experience and how we best utilise Champions Boards, however consultation fatigue and lack of clarity does hinder this. <p>Board discussion:</p> <ul style="list-style-type: none"> The Board noted that there is imminent output, and it feels as if the pace has increased. Looking forward to seeing the results to better understand the direction of travel. <p>Board decision:</p> <ol style="list-style-type: none"> The Board noted the update. The Board requested a copy of the “better meetings” video to be shared with the Board, and to thank the young people involved and provide feedback via a letter after viewing. 	<p>RKW</p>	<p>Nov 22</p>
<p>8</p>	<p>2022/23 Forecast Outturn</p>		
	<p>RM spoke to the paper shared;</p> <ul style="list-style-type: none"> As noted in the audit, Audit Scotland have recommended a reduction in CHS’ cash balance over the next few years in order to reduce draw down, enabling CHS to manage financially via cash reserves. If our underspends are realised as reported, this will enable CHS to take up this recommendation in-year and use our cash reserves. There is still uncertainty around volunteer expenses and the number of recruits we will secure, which will influence the costs of pre-service. <p>Board Discussion:</p> <ul style="list-style-type: none"> SA noted a correction required to the total forecast figure, agreed by finance. The Board asked for more clarity on the Microsoft licenses and what has led to the 200k increase to their costs. RM clarified that we last signed a 3 year agreement for licenses, which ends shortly. Microsoft has since changed their licensing structure and those licences which we currently use for volunteers are no longer suitable which now requires us to move up a class of licence. Originally, SG had secured substantial discounts however these have now changed, also increasing our costs. It is worth noting that though this upgrade is necessary the new licences will offer advantages going forward. The Board noticed that there is no increased training costs within this budget, in line with our additional recruitment campaign. RM noted that we intend to absorb as many of these costs into the current contract. The cost per individual trainee above 550 is £64, which we may have to pay however we anticipate these costs coming from saved AST expenses. 		

<p>Board Decision: 1. The Board approved the outturn report.</p>		
<p>9 Audit & Risk Management Committee</p> <ul style="list-style-type: none"> • ARMC Chair update • Annual Report and Accounts • Appointment of new Chair 		
<p>HR provided the following update on the work of the ARMC;</p> <ul style="list-style-type: none"> • The Committee met on the 23rd of August. • Risk register was reviewed, and a session on risk will be carried out with the Board in November to review our risk appetite and approach to risk. • Sean Austin was nominated to Chair the ARMC with approval sought from the Board. <p>HR spoke to the annual report shared;</p> <ul style="list-style-type: none"> • The report summarises the results of the 21/22 audit. It confirms that Audit Scotland will continue to be the auditors for 22/23. • In terms of accounts, Audit Scotland proposed un-modified opinion. • The audit found 4 main matters arising: <ul style="list-style-type: none"> ○ Development of CSAS system - where they are recommending that arrangements are formalised between CHS and SCRA in relation to the operation, maintenance, and development of the system. ○ Cash balance – noted that the balance at end of March for CHS was high. Recommend that the balance is reviewed and a plan put in place to address this going forward. ○ Policy review - The report noted some policies have not been updated in a timely manner. ○ Reporting - There are some best practices around narrative reporting where there is scope for CHS to improve its performance report in the accounts to make it more easily understood, and a recommendation has been made on this. • All action plans and recommendations have been accepted and agreed by CHS. • One correction was made by the auditors to amend their period of appointment from 5 months to 6. <p>Board Discussion:</p> <ul style="list-style-type: none"> • The Chair formally noted thanks to HR for his work as the Chair of ARMC. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. The Board approved the annual report and accounts for publishing. 2. The Board approved SA as Chair of ARMC for a period of three years. 		
<p>10 Impact Report</p>		
<p>EJ spoke to the paper shared;</p> <ul style="list-style-type: none"> • The Impact Report will be published the 25th of October, along with our Annual Report. • The report covers a wide breadth of our activity, highlighting the main areas of work with an open and honest representation of our efforts. 		

	<p>Board Discussion:</p> <ul style="list-style-type: none"> The Board noted it was a good digest of our work and look forward to seeing the video and interactive elements. The Chair noted that the report currently outlines the activity and effort expanded by the organisation, rather than the impact of this activity. The Chair has encouraged the SMT to consider how the positive impact of CHS' activity could be brought out more in the future, whether through available metrics or more qualitative examples. <p>Board Decision:</p> <ol style="list-style-type: none"> The Board approved the report. To look at the Impact Report and include more details of measurable impacts based on our efforts. Overtime, we should report on more measurable impacts within this report. 	<p>RKW/GCS</p>	<p>Oct 22</p>
<p>11</p>	<p>Q2 Performance Report</p>		
	<p>EJ spoke to the paper shared;</p> <ul style="list-style-type: none"> The paper tracks our performance against our milestones. It also covers the main issues and areas providing us a challenge. Highlight is drawn to KPI 4 – pre-service training – and our target of reducing attrition and retaining 90% of trainees. There is a risk we may not meet this target, though every effort is being put into supporting our trainees via adding more in person sessions and more support via the Learning Academy. <p>Board Discussion:</p> <ul style="list-style-type: none"> The Board asked to clarify if we are over-recruiting to compensate for the anticipated drop. This was confirmed, and we have the data to support this. The Board noted the milestones around quality of decisions and their link to quality assurance, and noted that the Board is looking forward to seeing the work on this coming to the Board next year. <p>Board Decision:</p> <ol style="list-style-type: none"> The Board approved the report. 		
<p>12</p>	<p>CHSLA Draft Prospectus</p>		
	<p>EJ spoke to the paper shared;</p> <ul style="list-style-type: none"> The CHSLA Prospectus is for our academic year, and made up of 5 programmes. It builds on successes in previous years, particularly with our online offering, which is we are building on and improving year on year. Pre-service training has been refined to ensure we pitch it correctly for our new recruits. Chairing qualification via Management of Hearings training is a priority for us this year. CW is developing a working group to look at chairing and how we build capacity in this area. <p>Board Discussion:</p> <ul style="list-style-type: none"> The Board asked if programmes 2-5, which seem to be new programmes, are included in the costs. EJ confirmed the new offerings are part of the 		

<p>same financial envelope and offer better value as they were negotiated as part of the last contract extension negotiation.</p> <p>Board Decision:</p> <p>1. The Board approved the prospectus.</p>		
<p>13</p>	<p>Panel Practice Advisor Report</p>	
<p>PW spoke to the paper shared;</p> <ul style="list-style-type: none"> • There are currently 140 active PPA’s across 21 areas. • 23 new PPA’s have been appointed in the last 5 months, with another 2 ready to start training next week. • Since August 2021: more than 2100 observation reports completed on CSAS • Between April and September : 356 hearing session observed (9.1% of sessions during that period), 867 PMs observed. We currently have an average of 2 PM’s being observed per session. • Any identified training needs and areas of good practice are fed back to ASTs to inform local training and Area Plans. Current data extracted from recent review of observation reports- information has been shared with the CHS Training Lead and supports the existing CHS priorities. • We have looked to support recruitment & retention in several ways: <ol style="list-style-type: none"> 1. <u>Recruitment Pack</u>: one-stop shop for Area Support Teams to access campaign resources for social media & press releases, refreshed role description & interview questions, process map of the different stages in recruitment and who needs to be involved, and when. 2. <u>Induction & Pathway</u>: re-introduced induction sessions with an interactive element, setting the scene for the important role PPA’s play in quality assurance within CHS. An Induction Training Pathway has also been created to ensure all training modules are completed prior to observations starting. 3. <u>CSA2020 workshops</u>: with the introduction of new legislation and changes in the last year we are mindful of the need for PPA’s to be fully aware of these and understand how these are implemented in the hearing room. 3 bespoke CSA2020 workshops , written by PPA’s, for PPA’s, have been developed. 4. <u>Learning Academy</u>: liaising with the Learning Academy to create a new PPA area on the landing site directing PPA’s to relevant training. 5. <u>PPA Forum</u>: is a collaborative, supportive space to share good practice and help improve the role and training of PPA’s. The forum has gotten involved in working party-observation form development & refreshing role description & interview questions. They have been instrumental in testing & implementing new CSAS improvements. • <u>Coming months PPA activity</u>: <ul style="list-style-type: none"> ○ Fully embedding a rolling programme of induction training ○ 2 National Training days along-side more bespoke training workshops throughout the year-community concerns, quality feedback, challenging conversations 		

- New observation form to be created/uploaded on CSAS-will allow us to pull data reports hopefully at local & national levels to drive improvement
- Develop a moderation model-ensuring consistency and shared high standards of written feedback at local & national levels

Board discussion:

- The Board noted and commended the focus being given to this area of work for PPA’s, and seeing this important part of our service up and running again.
- The Board asked for clarity around our how we assess the need and capacity requirement for PPA’s based on the observation requirements. Currently this is a local decision based on a rough equation of 1 PPA to every 20-30 PM’s, however this is very much decided locally on their need and what works within the AST, and this is working well. Observations are carried out twice a year, plus an observation for completion of management of hearings.
- PW noted that there is one area which has not been able to recruit however we are looking at solutions for PPA’s to operate in that area ‘across Borders’.
- The Board asked how do we assess the performance of PPA’s? PW clarified that observation reports are submitted to the Learning Academy, who quality check these reports. AST members can also go in and read PPA reports. We do however need to look at a national and local level at a moderation approach, and how to increase consistency around good quality reports. We will be developing this to better identify what quality observations and reports look like to measure against.
- The Board asked for more clarity to understand where the observation data is held, and where development needs are being recorded, noting only 6% of reports mention this. At the moment there is a box where PPA’s can put in the learning needs and gaps, as well as the instances of good practice. Going forward, we would like to turn this into a drop down within CSAS to help reporting data. CHS is holding two large training days for PPA’s and moderation and reporting will be part of it, looking at how we can use this data to drive improvement.
- The Board asked how difficult is it for someone who has not been through pre-service training to understand the system, such as PPA’s who have not been Panel Members, and if this affects their credibility. This is an area we are looking at addressing by increasing and providing consistency in PPA training, and using feedback from PM’s.

Board decision:

- **The Board noted the report.**

14 Annual Review of Appeals

SB spoke to the paper shared;

- The report is based on last year’s data, 21/22, and report is on the appeals against the decisions made in a hearing, raised by children and their families.

- The figures are relatively consistent with those from previous years, and as expected. There is some disparity between areas in terms of appeals however overall 3% of hearings are appealed, a figure which has remained static over the past 5 years.
- Over 95% of appeals made are in relation to compulsory supervision orders. 45% of appeals are upheld, 55% are rejected.
- We have limited information on why these appeal decisions are made, which raises an issue for us and our learning as this is not routinely reported in an easily accessible way. We would like to do more work to better understand reason for appeals and why they are successful/unsuccessful. We know that reasons and decisions are part of the cause but this is based on our own sampling rather than quantitative data.
- We know that there could be blockers to families raising appeals, such as the short window offered for appeal, a lack of understanding how to appeal, and perhaps a lack of consistency in hearing Chairs giving this information to families and young people.

Board discussion:

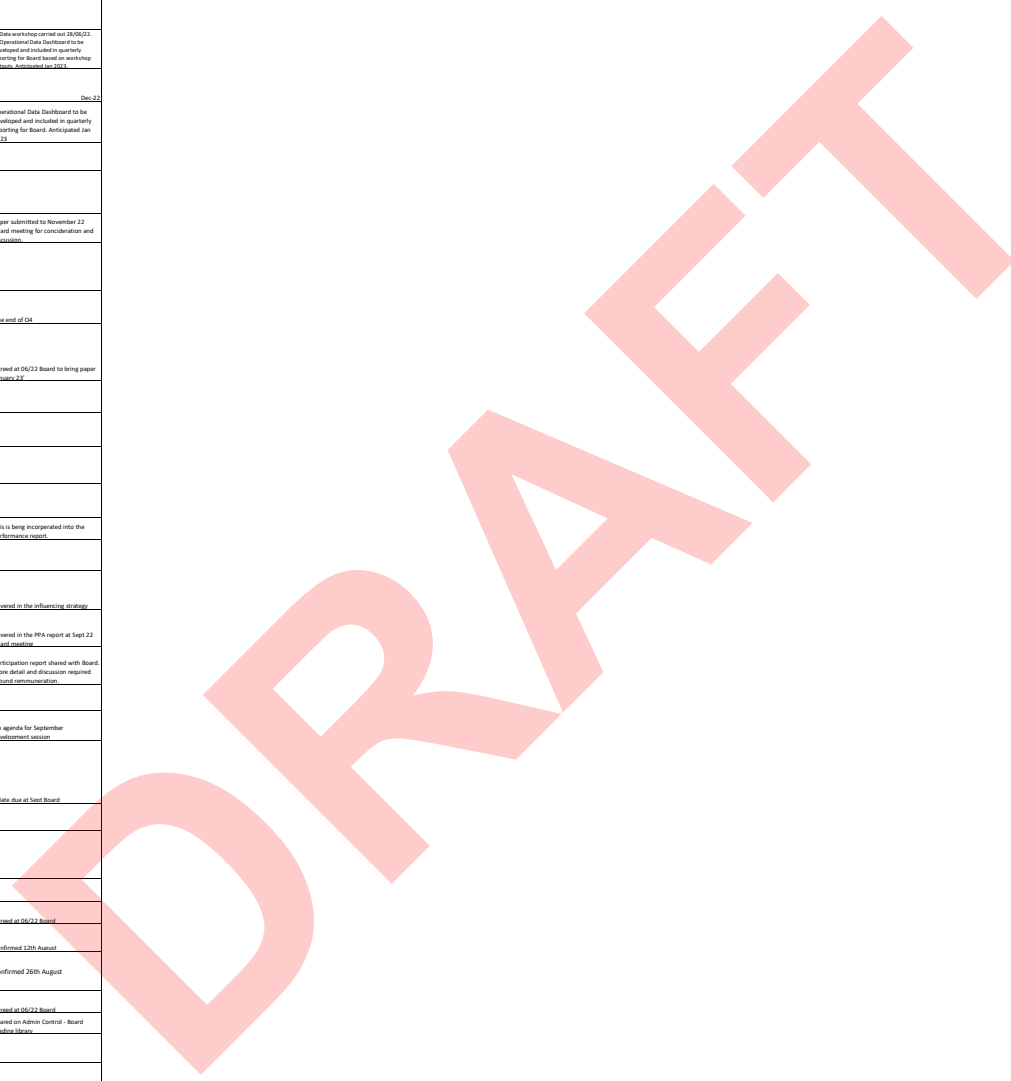
- The Board asked for clarity on the process. SB clarifies that the appeal goes to the Sheriff and then to SCRA to decide if they will defend against the appeal. SCRA can choose to defend some areas and not others, based on the strength of the reasons and decisions.
- The Board noted that there will be some appeals where the success of the appeal has nothing to do with the competency of the PM's however there is likely to be some that are based on errors or omissions of PM's, which can very often be due to PM's not being given the support and time they require to prepare or write up their reports.
- The Board noted that appeals can be a positive thing, offering further opportunities for improvement, and that the figure of 3% seemed low based on the number of hearings.
- The Board questioned if families understand properly how to appeal. It is unclear, and more consistency can be applied in this area such as ensuring families are given information via a leaflet.
- The Board noted that appeals are an opportunity to share learning, and that we should be sharing appeals as 'case studies' with the PM community to draw out good practice and aid learning. The recommendations at the end of this paper should be duly considered.
- CHS is working behind the scenes on the implementation of CSO, and we will need to work with our partners to ensure implementation.
- The Board felt the paper offered a good overview, which sparks interest for more data. However, there is understanding that we are not data owners, and the data sits with SCRA.
- The Board would like to further interrogation of the data around what percentage of CSO's which are issued on an annual basis are appealed against.
- The Board would like to see more data on appeals, who is raising them, and are they being supported, however there is understanding that this data is not collated in an easily accessible way, if at all.

	<ul style="list-style-type: none"> The Board noted the data as broken down by local authority, and the number of hearings in Clackmannanshire, noting it is the smallest mainland area with largest number of hearings. The Board would like further information to better understand why there are more children being referred in Clackmannanshire than anywhere else. <p>Board decision:</p> <ol style="list-style-type: none"> The Board approved the report. Bring more data on appeals to the Board, specifically: <ol style="list-style-type: none"> Further interrogation of the data around CSO, how many have not been appealed and how that compares to other decisions. More data on appeals, who is raising them, and are they being supported. Further information to better understand why there are more children being referred in Clackmannanshire than anywhere else. 	SB	Jan 23
15	Lived Experience in CHS recruitment		
	<p>EJ spoke to the paper shared;</p> <ul style="list-style-type: none"> The Board requested this report to gain a better sense of Lived Experience representation and participation in the CHS recruitment process. The report provides an overview of the participation of people with lived experience in the interview process, how they found it, as well as how those who were interviewed by them found it. The report also includes areas of development and support going forward. <p>Board discussion:</p> <ul style="list-style-type: none"> The Board noted that 100% of those involved would 'recommend participation to others' is gold standard, and a real success story. This is a good example of genuine impact. The Board extended their thanks for this success to all involved. <p>Board decision:</p> <ol style="list-style-type: none"> The Board noted the report and recorded their gratitude to all those who have taken part in the recruitment process and helped to further this work. 		
16	Board Improvement plan 22/23		
	<p>HR & SA spoke to the paper shared;</p> <ul style="list-style-type: none"> At the June 2022 CHS Board meeting, development recommendations made by the former Chair were presented and approved, which included the formation of a working group to lead on Board improvements. Henry Robson, Sean Austin, and Rachel Kavish Wheatley volunteered to sit on this group and review the recommendations in order to develop a Board action plan. The review and recommendations focus on simplifying the process and reduce the amount of details and paperwork coming through. Main areas of change are: <ul style="list-style-type: none"> Tight executive summary reports to accompany reports at Board; Improvements to the agenda layout and structure; 		

	<ul style="list-style-type: none"> ○ Circulation of minutes after meetings for correction and review ahead of approval at next meeting; ○ Sharing of papers off line which are for information only, and do not require Board approval or deliberation; ○ More ownership for subcommittee chairs to offer updates at each Board meeting without the need to share all papers, unless required for overall Board approval; ○ Refining the Board self-assessment process to offer more insight into improvement and objective setting. <p>Board discussion:</p> <ul style="list-style-type: none"> ● The Board agreed with the proposals and the debriefs offered. <p>Board decision:</p> <ol style="list-style-type: none"> 2. The Board approved the improvement plan. 3. To implement changes as outlined in the Board improvement and development proposal. 	RKW	Nov 23
17	AOB		
	<ul style="list-style-type: none"> ● The Chair confirmed there were no additional matters of business to discuss. 		

DRAFT

A/N	Action	Initiated	Start Date	Owner	Progress Update	Status	Comments
22/23-11	To hold a workshop for Board members around the function and background of DNV, what our asks of them might be, and how we ensure we are getting relevant source input into all of our development work.	Jan-22	Jan-23 - Feb-22	LH	Date to be set for Board focus session - participate early in 2023	Completed	
22/23-12	For the Board to receive regular updates on the Promise programme work within CHS as well as that of the ROW and other partners to provide assurance on progress.	Jan-22	Ongoing	CW	Standing agenda item	Ongoing	
22/23-13	Ensure future CSAS developments include the recording of CYP participation numbers in hearings.	Jan-22	Mar-23 - Dec-22	LH	Board developing required data set for assurance reporting	Ongoing	
22/23-14	Develop a data set for the Board for regular reporting - Board to determine what data it requires.	Nov-21	Mar-22	GC	Operational Data Dashboard to be implemented and include quarterly reporting for Board based on working practice. Approved Jan 2022	Completed	
22/23-15	To carry out a development session around Independent Report Writers and their function for the Board for further understanding.	Jan-21	Jan-23	SB	To be shared as a paper for the Board.	Ongoing	Op 22
22/23-16	For the Executive to explore what type of diversity data can be extracted in relation to panel composition and to provide this as a quarterly report on panel characteristics, ideally including lived experience.	Mar-22	Aug-22 - Jan-23	EI	Operational Data Dashboard to be developed and included in quarterly reporting for Board. Anticipated Jan 2023	Ongoing	
22/23-18	To bring to the monthly Board development session in August the remuneration and support package for discussion and approval.	Jan-22	Aug-22	CM		Ongoing	
22/23-19	For the Chair to gain better understanding of the feedback and appraisal process and feed this back to the Board improvement working group.	Jan-22	Nov-22	KE		Ongoing	
22/23-20	Chairing to be added to a development session for discussion.	Jan-22	Nov-22	KE		Ongoing	Paper submitted to November 22 Board meeting for consideration and discussion.
22/23-21	To put in a KPI development process with the Board for more robust KPI development for the business plan going forward.	Jan-22	Jan-23	ROW		Not yet due	
22/23-22	To look at the creation of a child young person friendly complaints policy once the policy has been finalised.	Mar-21	Mar-23	MB		Not yet due	
22/23-23	To look at the creation of a child young person friendly complaints policy once the policy has been finalised.	Nov-18	Jan-23	LH	Impacted due to Covid, will be prioritised in 2023	Not yet due	Out with of CHS
22/23-24	Submit paper evaluating device pilot across the community. To include costs and plans to equip all panel members with devices.	01/06/2020	Jan-23	LH	Take forward into 22/23 Full implementation of RAH prior to evaluation	Not yet due	Agreed at Dec/22 Board to bring paper November 22
22/23-25	OK to look at an opportunity to invite the Children's Commissioner to an upcoming Board meeting or development session.	Jan-21	Mar-23	KT		Not yet due	
22/23-26	To bring to the Board in November a paper the future plans for the CHSA.	Jan-22	Nov-23	CM	Agreed to move this to January	Not yet due	
22/23-27	Bring more data on appeals to the Board, specifically: 1. Further interrogation of the data around CSO, how many have not been appealed and how that compares to other decisions. 2. More data on appeals who is raising them, and are they being high level discussions at CHS joint Board on how we work together on the operational flexibilities and specialist panels or hearings we require or may use.	Jan-22	Jan-23	SB		Not yet due	
22/23-28	The Board has requested a regular update using the capacity data to the Board.	Jan-22	Jan-23	KE		Not yet due	This to bring incorporated into the next Board report.
22/23-29	To look at the Impact Report and include more details of measurable impacts based on our efforts. Question, we should report on more measurable impacts within this report.	Jan-22	Jan-23	ROW		Not yet due	
22/23-30	To have a paper brought to a development session of the Board linking partner work streams and the current landscape to the work of CHS creating an overview of CHS work and its relation to other partner and stakeholder work streams.	Jan-22	Oct-22	LH		Completed	
22/23-31	To compile and compare data around the percentage of observations across ASTL that give cause for concern to PPA's and which lead to recommendations.	Jan-20	Dec-22	CW	Action reviewed at June 22 Board - agreed to report for next meeting in September	Completed	Covered in the PPA report at Sept 22 Board meeting
22/23-32	Bring the 7 levels of participation paper to the RAC and Board for approval in June with draft to be shared with ID and B.A.L to feedback on content and remuneration plans.	Mar-22	Jun-22	CM	Paper approved at Board 6/22 - details of remuneration to be discussed at monthly	Completed	Participation report shared with Board. More detail and discussion required around remuneration.
22/23-33	To bring a PPA report to the September Board meeting.	Jan-22	Jan-22	CW		Completed	
22/23-34	Hearings anticipated (demand) and our PPI community numbers (supply) in order to better understand the scale of the challenge and the number of PPI's needed to mitigate the current capacity.	Jan-22	Jan-22	CW		Completed	On agenda for September development session
22/23-35	The Chair to look at immediate spheres of influence and engagement where she can make an impact and to report this to the Board.	Jan-22	Jan-22	KE	Closed at Sept Board meet	Completed	Update due at Sept Board
22/23-36	For CM to share with the Board report on lived experience within the treatment campaign.	Jan-22	Jan-22	CM		Completed	
22/23-37	Board members to identify the areas they would like to create space for development.	Nov-21	Jan-22	Board		Completed	
22/23-38	Include a timeline in the Legislative Landscape paper of when these policies and changes will come into play for CHS.	Nov-21	Apr-22	SB		Completed	
22/23-39	Review the Board appraisal process with RAC.	Jan-21	Jan-22	JD	Reviewed at RAC 6/22	Completed	Agreed at Dec/22 Board
22/23-40	To arrange a meeting for CW, EI, B.A.L to meet with the new CHS Chair to agree the next agenda details for the joint Board session.	Mar-22	May-22	EI		Completed	Confirmed 23rd August
22/23-41	To propose an additional meeting ahead of the planned October meeting for the joint Board to meet for relationship building and to review the ROW PDI.	Mar-22	May-22	EI	Agreed with SB	Completed	Confirmed 26th August
22/23-42	To create an action plan based on the recommendations from GC on Board improvements.	Mar-22	Jun-22	BKW		Completed	Shared at Dec/22 Board
22/23-43	Working to the Board on region's report on time pressures for which the ASP's were originally recruited, how they are being managed.	March 22	Jun-22	CW	Paper was submitted on Nov 21 and recently	Completed	Shared on Admin Central - Board update 18/06/22
22/23-44	Based on the Legislative Landscape paper, create an influencing strategy including stakeholder map identifying area of overlap and circles of influence.	Nov-21	Jun-22	SB		Completed	
22/23-45	To provide a narrative to the Board for understanding of the Pensioners discretion policy.	Jan-22	Jan-22	LH		Completed	
22/23-46	CM to share with RAC a report on Champions Board's	Jan-22	Jan-22	CM		Completed	
22/23-47	To share with the RAC details on the information security incident which was reported to the ICO on 14/22.	Jan-22	Jan-22	MB		Completed	Email sent 24/06/22
22/23-48	To extend Social Media training to Board members.	Jan-22	Jan-22	LE	Scheduled for 28/06/22	Completed	Training completed 28/06/2022





Agenda Item 6

CHS-2223-31

National Convener / Chief Executive Update

1. Introduction

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

2. UNCRC Incorporation Scotland Bill and children's rights statutory reporting requirements

- 2.1 The Scottish Government is still in negotiation with the UK government in relation to the addressing the ruling of the Supreme Court where they found aspects of the Bill went beyond the legislative competence of the Scottish Parliament. The Government is currently preparing for the Reconsideration Stage of the Bill, which will include lodging amendments to address the issues in respect of legislative competence.
- 2.2 Currently, the Children and Young People (Scotland) Act 2014 places a duty on CHS to retrospectively report on the actions taken over a three year period (2020-23) as soon as practicable after the 1 April 2023. This is a resource intensive reporting requirement – CHS' 2017-2020 children's rights report is available [here](#). If the Incorporation Bill is passed the current reporting requirements will be replaced with new reporting requirements that must include a forward looking plan to give better effect to children's rights, a child friendly version, and direct reporting to Scottish Ministers. CHS is well prepared to comply with the Bill and the new reporting requirements, when they are enacted.

3. Children's Care and Justice Bill

- 3.1 The formal consultation has now been concluded and it is anticipated that the Bill will be introduced to Parliament in mid-December. The key components of the Bill are:
 - Raising the maximum age of referral the Principal Reporter to 18.
 - Information to victims re. children's hearings.
 - Protection for people who have been harmed and preventative measures in the hearings system.
 - Remittal between hearings and the courts.
 - Enhanced framework for consideration of court adaptations for children.
 - Extending presumption of anonymity of children re. court proceedings.
 - Ending statutory routes to placement of children in Young Offenders' Institutions.
 - Routes to secure care and accommodation there post-18.
 - Cross border care placements.
- 3.2 CHS is actively involved in the development of the Bill, in particular working with the Bill Team to factor in the resource implications for CHS. We have presented three separate costed models

ranging from extending the current system, to the development of specialist panels – including provisions for remuneration. Current projections anticipate an increase of 2,415 hearings (based on a cut off of 17 years 6 months) – these figure are subject to change as there are live discussions around the cut-off point at which new referrals can be made. This will remain 18 in the Act but further work is ongoing to address remittals between hearings and courts for situations such as driving offences for young people aged 17.

4. Bairns Hoose Draft Standards

- 4.1 CHS has submitted a consultation response to Health Care Improvement Scotland on the draft standards, our response can be access [here](#). The final standard will be published in February 2023. This is part of the Scottish Government commitment to ensure all eligible children who are victims or witnesses to abuse or violence will have access to a 'Bairns' Hoose' by 2025. In our response we have highlighted the potential benefits of embedding children's rights in a trauma informed way. The bringing together of a well-coordinated team made up of health services, child protection services, judicial or investigative proceedings and therapeutic recovery will helped protect children's rights. The standards currently limit the provision of this service to children aged under 12 (age of criminal responsibility) on offence grounds and CHS has made it clear that access to the service should be made available to all children under 18. In our response we have also made it clear that that implementation of the standards must be aligned on operational issues such as information sharing with CHS and the wider children's hearings system.

5. Practice and Policy Manual (PPM)

- 5.1 An updated version of the PPM was shared with the CHS Community on the 20 October. This was shared via Teams, and by direct email. As well as bringing guidance up to date with current legislation and case law, this update builds on consultation sessions with Panel Members which were held over the summer and which we've worked hard to reflect on. A User Guide up front contains links to video instructions to help with navigation. We've also amended formatting to improve accessibility and reduced the number of acronyms used, alongside an Acronym guide. Key other updates and additions include: updated guidance on non-attendance and excusing the child, minimising attendance in the hearing room, how to approach decisions and reasons, duties around independent reports, non-disclosure decisions and the impact poverty can have on people - amongst other updates. The review is resource intensive and we have received very positive feedback from the CHS community. In addition to the PPM refresher, bespoke practice and policy training has been offered to all Area Support Teams.

6. 2022/23 Panel Member Recruitment Campaign

- 6.1 Our Autumn 2022 Panel Member Recruitment Campaign has closed. Application numbers peaked at 660 and shortlisting and interviewing is now coming to a close. Numbers recommended to go forward to Pre Service training in 2023 will be available before the end of November.
- 6.2 Our Welcome Pack for trainees is ready to go and the CHSLA team are finalising revisions to pre service training based on internal and external feedback. Evaluation of our recruitment campaign is underway and this, along with data analysis on the number of Panel Members

we are likely to require for 2024, will inform our 2023 Panel Member Recruitment Strategy. The next round of recruitment is being planned in for post Summer 2023.

7. Participation, Engagement, and Consultation - Phase 2

- 7.1 The findings of phase 1 of our consultation with our volunteers and teams have now been submitted to the Hearing System Working Group, and will form part of the group's deliberations, leading up to the publication of the group's recommendations in April. We are now moving into a second phase of consultation that asks questions specifically in relation to the role, contribution and support needed by tribunal members with a hearing system that is keeping the promise.
- 7.2 We are offering 6 sessions: 4 in person and 2 online, with capacity to host 200 volunteers and these will begin the week of the 28th November and run for 2 weeks. The face to face sessions will be held in Glasgow and Stirling. Based on previous take up of places for consultation events it was felt that these two locations give the most convenient options for attendance. We have once again partnered with the Lens to deliver this work and a report of findings will be collated and submitted to the HSWG early next year.

8. Business Planning 2023/24

- 8.1 As 2022 draws to a close our attentions turn to Q4, and the new business planning year. As the Board will remember, in 2022 we extended the Corporate Plan cycle from three to four years under Board approval and Scottish Government agreement. The current Corporate Plan cycle will come to an end in march of 2025. We knew at the time that the Hearings System Working Group blueprint project and redesign work would influence our own work and planning, and this remains the case until the publishing of the Hearing System Working Groups culminating report in April of 2023. It is in this context that we are preparing our final one year business plan under the current Corporate Plan.
- 8.2 The approach to planning for the 23/24 plan follows the same broad format as the previous year's with planning aspirations gathered from teams and individuals put through a robust challenge and review process to ensure we can deliver a fully resourced plan allowing for BAU as well as project work.

9. Consultation, Engagement and Influencing

- 9.1 AST/Panel Members Events – Members of the Board and the Senior Team continue to cross the country to attend local AST/Panel Member community events. These events are always well attended and present the opportunity to engage Panel Member colleagues to understand the issues; to promote thinking around The Promise; and to recognise their service and commitment to the Children's Hearings System.
- 9.2 Area Convener Liaison Group (ACLG) - I hosted a very well attended meeting of Area Conveners in November in Edinburgh. These quarterly meetings are rich in content and input from our senior volunteer leaders. In addition to listening and addressing the challenges of the day, we remain focused on planning around the opportunities that 2023 presents.

- 9.3 Strategic Engagement – The Chair and I continue to liaise directly with Sheriff David Mackie and colleagues from the senior civil service to promote transformational change within the Children’s Hearings System.
- 9.4 Children’s Hearings System Redesign - My thanks to over 20 Panel Members and staff for putting themselves forward to participate in these redesign groups, together with our partners, young people and their families. This work has concluded and now the task to consolidate the prototypes and ideas ahead of a formal submission to the Hearings System Working Group in December starts.
- 9.5 Board Strategy Session – The Board and senior team attended a 2-day strategy session in October to further consider what a reformed Children’s Hearings System could look like within the next 5-years.
- 9.5 Strategic Influencing – It is critically important for CHS, the Board and the National Convener to continue to be an important voice in the sector. Most recently, I have had the opportunity to speak at two conferences to promote the role of Children’s Hearings Scotland and our views on the future to deliver better outcomes for children and young people. The Chair also has been invited to be a key note speaker at two events in the coming weeks.

Elliot Jackson
National Convener and Chief Executive Officer
17 November 2022

DRAFT

**Agenda item 7
CHS-2223-32**

Hearing System Working Group Update

Accountable Officer: Head of Area Support and Community Improvement
Report author: Carol Wassell
Recommendation: To note and agree the information

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. Background

1.1 The Hearing System Working Group (HSWG) continues to meet to reach agreement between partners about how best to shape the transformation of the hearing system. CHS, SCRA, The Promise Scotland are all standing members, with the Scottish Government participating in an observatory capacity, the group is chaired by Sheriff David Mackie. The group published the HSWG Issues List in February which put a framework around the routes of inquiry we would pursue to underpin with evidence those things that in the final analysis of redesign we will seek to change.

1.2 In addition to the influence brought to bear in the HSWG, CHS are also leading and/or participating in the three groups that are working with the Office of the Chief Designer to make proposals to the HSWG on the structure, functions and operations of the hearing system. This will cover

- How the hearing system supports early and effective intervention and family support to prevent the need for children to come into the system?
- Ensuring that the hearing is a child and family friendly care and justice space and promotes children’s rights (for those children who require a hearing)
- Creating a service founded on a relational base that, with stakeholders, holds service providers to account for implementing the decisions that are made in a timely manner

2. The Work

2.1 Since the last update the HSWG has met and considered specific issues including:

- An information session with the bill team at Scottish Government about the Children’s Care and Justice Bill
- An information session on the impact on infants when they require the care and protection of the hearing system, with NSPCC and CELCIS
- The role of the reporter in the hearing system, presented by SCRA
- The current role and constraints of the Care Inspectorate in the current system and opportunities for scrutiny and oversight, and

- An interim 'show and tell' session by the 3 redesign teams working with the Office of the Chief Designer
- Presentation from SG on the incorporation of UNCRC into Scottish law, and
- A session on Family Group Decision Making and role it could play in early and effective family support by Children 1st
- A discussion with Social Work Scotland (SWS) to discuss and debate changes that will ensure more seamless working with social work services.

Following on from the SWS session a number of engagement events are being offered to Chief Social Work Officers and Heads of Children's Services to seek their views

2.2 Within CHS the Lens have completed phase 1 of the Participation, Consultation and Engagement project which reached approximately 500 of our volunteer community through online survey, and hosted in person and online sessions. The outputs from this have been sent to the HSWG. Main themes consistent throughout the process were:

- A desire to minimise stress and anxiety for children and their families
- Create opportunities for children's voices to be heard more loudly
- Address the language we use and the way we communicate
- Bring clarity of roles and obligations into systems that are deemed to be too complicated
- Have a greater degree of connectedness with children and stakeholders
- Improve and align continual professional development (CPD), knowledge and training with the aspirations of the Promise

2.3 We have launched phase 2 of the consultation which will focus specifically on the role, function and support needs of tribunal members in a promise keeping hearing system. 6 events (4 face to face, 2 virtual) will be held from the 30th November for 2 weeks with the capacity to engage 200 volunteers.

2.4 This work will be collated, written into a report, and shared with the HSWG in early 2023.

3. Main Milestones

3.1 25th October: HSWG publishes its 'Emerging Themes' interim report. CHS, along with SCRA have contributed to and influenced the content of the report, including a lead in to initial thinking regarding a realignment of the AST function and the need to look at the volunteer model of tribunal deliver, as highlighted by the findings of the Independent Care Review in the Promise. The report will reference the work that was presented from CHS in the 'Tribunal Research and Practice Review Report' but it will not be published at this time, this report will most likely to be include with other reports as an appendix in the final report scheduled for April 23.

3.2 8th November: CHS will share the findings from phase 1 of the Participation, Engagement and Consultation (PEC) project with the HSWG. This report will be circulated to SMT in advance of sharing it with the HSWG. It will also be shared on Teams with the community and referenced in communications that advertise phase 2 of the engagement work.

3.3 During November: Phase 2 of the PEC project will launch engaging in a number of questions about the role and function of a panel member in 2024/25 and beyond.

3.4 25th November: The co-design groups with the Office of the Chief Designer will share their findings with the HSWG.

3.5 November 22- February 23: The HSWG will spend time sifting through information and contributing to the draft version of the final report.

3.6 Feb 23: Depending on progress and findings, testing of some changes may begin within CHS and SCRA, but there are currently no firm proposals from The Promise on this work, as the Project Management Leads for the work of the HSWG.

3.7 April 2024: The HSWG publishes its final report and negotiation begins with government about implementation.

4. Emerging Themes

4.1 There are 3 main emerging themes from the HSWG which are subject to multi agency contribution and scrutiny:

- That to ensure the right to a fair trial (Article 6, ECHR) the grounds function may be separated from the hearing itself, freeing the hearing from starting on what is perceived to be an adversarial footing with children and their families
- The role of the chair in the hearing may be important to provide a safeguarding role for children, and continuity of decision making throughout the child's time in the hearing system
- The responsibility for defending appeals and for ensuring enforcement of orders is a point of debate in so far as there isn't agreement as to whether that should fall to CHS or some other body (including SCRA)

4.2 These key areas are being explored further by the design groups, and also more broadly in the representation made to the HSWG and ongoing deliberations.

5. Further Considerations

As the deliberations of the HSWG begin and the design groups have been presented a series of consultations will be held with SMT and the board to ensure alignment of CHS with the representatives on the group.

6. Recommendation

For the board to note the content of this report and provide any comment.

Agenda Item 8
CHS-2223-33

Finance Report: 2022/23 forecast outturn

Accountable Director: Depute CEO/Head of Strategy and Development
Report authors: Jamie Pool and Ross Mackenzie
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required
 Yes No

1 Background, summary and recommendation

- 1.1 The published revenue grant in aid (GiA) allocation for CHS for 2022/23 is £4.629m, with an acknowledgement from Scottish Government (SG) that CHS is carrying an additional ongoing £0.5m pressure each year. CHS has £0.25m of reserves from prior years, resulting in total available resource of £5.379m. The Board thus approved a revenue budget of £5.379m in March 2022.
- 1.2 CHS' 5 year strategic financial plan identified that, to deliver CHS' statutory duties to recruit, train and support Panel Members, to embed and derive best value from previous SG Digital investment, alongside development and delivery projects to meet the requirements of The Promise Plan 21-24, the revenue resource requirement for 2022/23 was £5.764m revenue at 21/22. The current forecast outturn for 22/23 at period seven is very close at £5.742m.
- 1.3 The published capital GiA allocation for CHS for 2022/23 is £0.4m.
- 1.4 Board members are asked to note the forecast, its associated risks and the approach of SMT in the ongoing management the projected budget overspend.

2 2022/23 Forecast and Year to Date

- 2.1 The year to date (YTD) overspend on core staff will increase on payment of the 22/23 pay award (to be determined). The projected overspend is due to an anticipated award in excess of SG's original pay policy, and operational pressures that have meant that the savings target cannot be met. An income deficit is projected due to the secondees vacating their post in-year.
- 2.2 Staff training, travel and subsistence is anticipated to be underspent this year due to the ongoing impact of the pandemic with activity taking longer to reach anticipated levels. The full year forecast has been adjusted to reflect the anticipated savings.
- 2.3 Property costs are underspent YTD due to the timing of invoices. SG's forward-purchase of electricity means that CHS has little exposure to energy market price rises in 2022/23. We will need to consider this in our next 23/24 budgeting round and provide for increased costs for utilities.
- 2.4 The YTD underspend on ICT is due to the timing of invoices relating to licences and development. CHS entered a new 3-year licences contract, effective 1 October 2022, with costs increasing by £257k per year due to Microsoft restricting their licence cost structure. This will need to be borne in mind when completing our 23/24 budgets.

Finance Report as at 31 October 2022

	Actual YTD Period 7	Variance YTD Period 7	2022/23 Annual Budget	2022/23 Forecast	2022/23 Forecast Variance	2022/23 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	1,510	+13	2,566	2,718	+152	+5.9
Board	24	-5	59	59	+0	+0.0
Training, travel and subsistence	42	+2	86	66	-20	-22.7
Property	31	-30	123	126	+3	+2.4
Other Operating Costs	18	-6	49	35	-14	-28.6
ICT Costs	151	-92	487	622	+135	+27.8
Corporate Costs	159	+143	150	408	+258	+171.9
Panel and AST Expenses	73	-136	417	190	-227	-54.4
Panel and AST Training	516	-9	1,049	1,044	-5	-0.5
Support for hearings	51	-18	162	107	-55	-34.0
Volunteer recruitment	172	+127	180	289	+109	+60.6
PVGs	19	+19	42	42	+0	+0.0
AST Devolved Funding	11	-22	66	56	-10	-15.2
Income	-20	+8	-57	-20	+37	+64.9
Total	2,757	-6	5,379	5,742	+363	+6.7

- 2.5 Corporate costs includes consultancy to support participation, consultation and engagement supporting CHS's contribution to Promise redesign activity. We anticipate additional costs of up to £168k in the second half of the financial year, covering for example a review of the recruitment campaign and other activities. The forecast outturn for Consultants Fees has been increased to reflect this.
- 2.6 Panel and AST Expenses and AST Devolved Funding are underspent in the year to date due to post pandemic activities taking longer to reach anticipated levels. Recognition events are being encouraged to support local work on capacity building and retention, but there is an expectation that Devolved funding may still be underspent.
- 2.7 Volunteer training: The overall training contract cost is now expected to be much in line with budget, reflecting results of the September 2022 recruitment campaign and the Head of Learning's proactive management of the CHSLA's activity.
- 2.8 Support for Hearings is a projected underspend largely due to reduced activity in the first half of the year and is expected to continue well into the second half of this financial year reflecting the slow return to projected levels of activity post pandemic.
- 2.9 Recruitment is overspent YTD due to the scale of the campaign, a media budget overspend of £24k is anticipated, along with a further £85k required to refresh the campaign's creatives (collateral) before the end of March.
- 2.10 The finance team continue working with budget leads to manage the risks raised above.
- 2.11 The DCE and finance manager continue to liaise closely with Sponsor Team to advise on

pressures and savings, and to monitor the potential impact on CHS resource resulting from any budget announcements from Scottish Government.

- 2.12 CHS's capital spend to date is £103k all on CSAS development. CHS is forecasting to spend to its £250k development and £150k devices budgets respectively.
- 2.13 CHS 5 year financial plan 2022/23 – 2027/28 is in development and we are engaging Scottish Government sponsor and finance teams. The plan will be submitted to the January 2023 Board meeting for approval.

3 Conclusion

- 3.1 Board members are asked to note the forecast, its associated risks and the approach of SMT in the ongoing management the projected budget overspend.

DRAFT

Agenda item 9
CHS-2223-34

Children’s Rights and Inclusion Strategy Progress Report

Accountable SMT member:	Head of Learning
Report author:	Jennifer Smith / Christine Mullen
Resources implications:	Within available resources
Purpose:	For consideration and Discussion
Equalities duties:	Equalities Impact Assessment Required

Yes	No
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1. Introduction/Purpose:

The attached report shows progress made on delivering our Children’s Rights and Inclusion Strategy as well as an outline of proposed next steps. The focus of the work has been on participation and in the next phase this will expand to concentrate on embedding capacity to support rights and inclusion across the whole of CHS.

The voice of lived experience is valued across the care and hearings sector and as such, we have been respectful to those who wish to offer their time and energy across many organisations, protecting our participants right to choose how and when they participate. We are expanding the ways in which we are offering meaningful, purposeful participation and engagement across CHS and building strong, supportive relationships with individuals and organisations and would acknowledge the time it takes to build and maintain relationships noting also that participation is a choice and the door to participation at CHS remains open at all times.

2. Recommendation

CHS Board are invited to note the report.

1 Introduction:

A reminder of CHS VISION: CHILDREN'S RIGHTS & INCLUSION:

In our CHS Children's Rights and Inclusion strategy, we stated that we want a children's hearings system that listens, acts and places real value and weight to the views of infants, children and young people. At Children's Hearings Scotland inclusion is central to our core values as an organisation. Expression and inclusion of views will be evident in all that we do and will influence how we work internally and with partners. Infants, children and young people will feel respected, valued, heard and included across all aspects of the children's hearings system.

The three key areas CHS can work on to see our vision for Scotland's children realised are:

- **Children's Hearings:** Children must feel that it is *their* hearing, where they can choose how to share their views about their lives. Panel Members' interaction and communication with children will be as inclusive as possible, recognising and understanding trauma and its impact, as well as being open to the ways that children may choose to share their views.
- **Area Support Teams:** CHS Area Support Teams support the delivery of the National Convenor's functions through providing local support to Panel Members. The working group considered the current ways that the views of people with lived experience of the hearings system contribute to the recruiting and supporting of local volunteers, two vital areas of work.
- **Children's Hearings Scotland:** this relates to the successful functioning operations of CHS as an organisation. CHS will role model and demonstrate the ways in which the methods of consultation, engagement, participation, co-design and co-production can be used to improve our everyday work and practice.¹

2 PROGRESS REPORT

A chronology of work undertaken can be found below:

CRIC - January 2022

This month saw the employment of a new Children's Rights and Inclusion Co-ordinator (CRIC). Building upon the previous work on the Children's Rights and Inclusion Strategy, the CRIC met with the Participation Group (consisting of 4 people with lived experience of Hearings) both individually and in the group setting. The group shared their hopes and priorities for the

¹ CHS Children's rights and inclusion strategy

upcoming year which included opportunities to mentor the National Convenor, possibilities for paid participation and embedding the Participation Standards.

CHS PARTICIPATION GROUP January 2022 - Present

Since January, the group, consisting of people with lived experience of the hearings system, has been able to meet both virtually and in person over this period. Some original members have found that time commitments (due to work or other volunteering roles) have limited their capacity to attend or contribute to the group. We are considering ways to create a platform for communicating the key takeaways from meetings and to have a space where members can contribute regardless of being able to attend. Through the CRIC involvement in supporting Panel Member and AST recruitment and attending networking opportunities, some of the lived experienced recruiters and members of partner organisations were interested in joining the group which led to a wider variety of participants across the country and has enabled the group to continue to progress with meetings. The group has more than doubled in size.

PANEL MEMBER RECRUITMENT January – April 2021

In the recruitment and selection of new Panel Members in Spring 2022, many Area Support Teams continued the relationships they had built with young people and local organisations to involvement of people with lived experience

It was identified that the term 'Lived Experience Recruiter' was preferred as many did not feel that 'young' was an appropriate term.

Reflections were gathered from the bespoke Welcome Sessions (commissioned by CHS, delivered via CHSLA, hosted by WhoCares?Scotland) which were attended by over 50 people with lived experience of Hearings and 80 AST members who would be taking part alongside them in the recruitment activities. Prior to participating in recruitment and selection all of our lived experience participants received training and support from CHS Learning Academy and CRIC, alongside AST members.

ASTs selected a buddy who would be dedicated key contact to support the lived experienced recruiters throughout the training and interview process. To offer support with access to devices, CHS has a library of Chromebooks for lived experienced participants to use on a short-term basis. This process has been redefined for Autumn 2022 recruitment with further planning underway for the next round of recruitment.

In **August 2022**, an updated version of the AST Best Practice Guidance for Involving Lived Experienced Recruiters was created by the CRIC based upon the feedback and evaluations from the Spring 2022 recruitment and this has received positive feedback from Area Conveners, Clerks, the Recruitment, Retention and Retainment Group (RRRG) and the members of ASTs who have undertaken the role of 'buddies' to the lived experienced recruiters.

As the legal and ethical responsibilities of remuneration is currently being explored (see below for further information), gift vouchers to the value of the real living wage were offered to recognise the contribution of time and energy which is dedicated to the selection and recruitment process by our lived experienced recruiters.

A discussion paper produced by CHS Head of Practice prompted dialogue between staff members to identify further ways panel members who have lived experience of care and/or hearings could be supported in their roles. This in an area which could be consulted on to co-design additional resources for ASTs and CHS Learning Academy, with a practical guidance to be produced at a national level with supportive structures implemented throughout a volunteer's journey.

AREA SUPPORT TEAMS January 2022 - Present

Between **June 2022 and August 2022**, the CRIC examined all 22 Area Plans to understand ways in which each area could be supported to achieve their objectives for involving people with lived experience. Most areas were continuing to nurture their relationships with existing contacts and groups and Champions Boards, and some were implementing meaningful ways to engage people with lived experience in their operations at a local level.

A few areas have been considering ways to support the lived experienced participants to improve Hearings and information about these locally in their own area e.g. widening understanding within the education sector.

The CRIC was asked to present guidance and tips for supporting lived experienced recruiters to the Panel Practice Advisor (PPA) forum in August to alleviate any anxiety or uncertainty about this from those who hadn't been involved with young people or those with care experience. The presentation was co-produced by two lived experienced recruiters who were able to share their views about the role and to highlight the mutual benefits which motivated them to become recruiters during the Panel Member recruitment campaigns e.g. training, skills development, influencing change, further opportunities which have arisen since. This input was positively received with PPAs noting they were able to use the tips provided.

CHS PARTICIPATION STANDARDS January 2022 – Present

Building on the foundations since they were created in 2021, the Participation Standards have become the golden thread for ensuring that the voice of lived experience influences, advises and guides the work of CHS. The following areas of work have grown from embedding these via the work of the CRIC

- Participation Framework Development
- Co-Design CHS dedicated Participation Webpage March 2022
- Participation Group Meetings

- Lived experienced selectors, choosing from applications, the community members to be involved in the Hearing Systems Co-design Groups
- Further opportunities for lived experienced recruiters to be involved in interview and selection process for new CHS National Team and AST members

SUPPORT DURING PRE-SERVICE TRAINING April – July 2022

Whilst individuals do not always tell us that they have lived experience we were aware of a number of people, with lived experience of hearings or of the care system, coming forward as trainee panel members this year. CHSLA profiled the availability of additional support and provided optional drop-in sessions outside of training, sharing information on support levels including Health Assured where helpful.

CHS BUSINESS PLAN ANIMATION March 2022

The Participation Group identified that they were frustrated with the fact that reports such as the Corporate Parenting Strategy or the Business Strategy, were written in language that was not attractive or accessible for a variety of people with lived experience of Hearings. Over some days, the group co-produced a script and ideas for the CHS graphic designer to create a simplified animation consisting of the information which they felt was most appropriate and interesting for people with lived experience to find out about the ways in which CHS was meeting their needs within the Business Strategy. This animation was launched in April 2022.

CHILDREN'S RIGHTS IMPACT ASSESSMENTS (CRIA) May 2022 - Present

Under the CHS United Nations Convention on the Rights of the Child (UNCRC) project group, the CRIC has been involved within a working party which have developed guidance and a process to encourage the meaningful use of Impact Assessments (including CRIA, Equality, Data Protection and Island Communities). Information from the Scottish Government and the Scottish Children and Young People's Commissioner aided the production of a screening tool and a Full Impact Assessment which will assist CHS staff members when embarking upon a new, or significant piece of work. The process will be shared with Senior Management Team (SMT) in October for approval and staff will be offered training (between October and December 2022) from the working party about the importance of using the Impact Assessments to plan pieces of work. In October, the CRIC also attended a webinar about involving children and young people when doing a CRIA to ensure that their views and ideas shape the work which may impact them.

PRE- SERVICE TRAINING - April 2022 – July 2022

The CRIC led a collaborative project with a primary school class to create a video, **An Introduction To Children's Rights**, which was then included in Pre-Service Training 2022 to

create foundational knowledge about UNCRC and its role in the hearing room as a pre-cursor for the incorporation of the UNCRC into Scots Law.

UNCRC and Child Friendly Complaints

Work is underway to create a child friendly complaints process which embeds the principles of UNCRC, working alongside CHS' Complaints officer and the CRIC is scoping out the capacity to run a workshop with groups of young people to hear their ideas and solutions to help offer a range of choices for offering feedback or for submitting a complaint.

Work on REMUNERATION

CHS recognises the significance and value of ensuring that its work is influence and informed by those who have lived experience of Hearings. The CRIC has continued to explore the legal requirements as a NDPB and ethical responsibilities as well as practice processes needed to offer remuneration for participatory roles (such as ensuring support and advice is taken regarding the impact this may have to an individual's income or benefits). This has included:

- researching paid participation policies and procedures undertaken by 3rd sector organisations in the UK and globally
- gathering information from the guidance about remuneration for participation from NHS and the Scottish Human Rights Commission
- contributing to forums such as the Participation Network and a planned co-production meeting in November with representatives from organisations to discuss remuneration
- individual discussions with organisations such as the Scottish Learning Disability Commission, CELCIS and CYCJ
- making connections for further guidance with individuals from the Scottish Government, Resilience Learning Partnership and Aberlour.
- Checking in with the CHS Participation Group to gather their views

With the information gathered and potential processes for supporting paid participation are being scoped out, a policy will be developed to ensure that CHS are doing the right thing in this regard. There is currently no uniform approach across stakeholder organisations.

NETWORKING AND PARTNERSHIP WORKING January 2022 - Present

The CRIC has joined a variety of networks which promote and share good practice in Participation, particularly around the care sector e.g. the Participation Network, the CoPro Scotland Network.

The relationship between CHS and Our Hearings, Our Voice has continued to strengthen with the CRIC and the OHOV Development Officer meeting often to share ideas for joint working and to offer opportunities and feedback. CHS have engaged with OHOV Board members by

attending Board meetings and seeking out the Board Members views for consultations (e.g., the Mixed Gender Requirement and The CHS Vision Piece) and involving a Board Member in the co-design of the upcoming Participation webpage.

The most recent engagement has been undertaken by CHS colleagues involved in the CHS Promise Programme work which feeds into the Hearings System Working Group as OHOV support Sheriff David Mackie and members of the Promise Scotland team in the work to redesign the Hearings System. The 40 Calls to Action are embedded within CHS Pre-Service training and the CRIC is arranging a workshop with OHOV and the Voice and Inclusion Project to create a training module focussing on the key messages which the groups would like to share with the CHS community. The CRIC will be creating a mapping document for OHOV to show alignment between the 40 Calls and the work at CHS and this will be shared in a feedback session to OHOV early in January 2023.

Working relationships have been continued and formed with the following organisations:

- WhoCares? Scotland
- Children’s Parliament
- Dean&Cauvin Trust
- Voice and Inclusion Project
- Kibble
- Resilience Learning Partnership
- CELCIS
- The Promise Scotland
- CYCJ
- National Leadership Network which emerged from the Life Changes Trust. Our Hearings, Our Voice
- SCRA

3 FORWARD PLANS - HIGHLIGHTS OF OUR NEXT PHASE

- **November 2022 – Dedicated webpage for Participation – ‘The Participation Station’ will involve**
 - An update from the group about opportunities and benefits linked to motivations to participate
 - Building content for The Participation Station during Co-Production Week 2022
 - Information about children’s rights, projects, hearings system redesign, the vision and opportunities to participate will be shared
 - A “get involved” option

- **November 2022 Co-Pro Week Scotland**
 - An event with co-production workshops being scoped out and may include topics such as
 - UNCRC
 - 40 Calls In Action Training Module
 - Child-Friendly Complaints
 - CHS Participation Web page content
- **November – April 2023** Remuneration Policy finalised and policy and appropriate structural support live
- **January 2023 – Continuing with The Participation Framework**
 - Implementation of the next level
 - A mutual mentoring pilot programme supported by a specialist organisation offered to approx. 6 people with lived experience and 6 members of CHS National Team/AST member
- **April 2023 - Capacity Building**
 - Potential for Modern Apprenticeship, building up the capacity of the CHS national team

DRAFT



**Agenda Item 10
CHS-2223-35**

Board Standing Orders

Accountable Officer: Head of Strategy, Development and DCE
Report author: Rachel Kavish Wheatley
Recommendation: To approve
Resources implications: N/A

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. Background

The Board of CHS last reviewed and approved its Standing Orders (SO) at its meeting in November 2021. Significant amendments to the Standing Orders have been made over time.

- 1.1 All changes have been made via “track changes” pending approval.
- 1.2 The SO will be subject to further review in November 2023.

2. Recommendation

The Board is asked to consider and approve the Standing Orders.

CHILDREN'S HEARINGS SCOTLAND BOARD STANDING ORDERS

General

The Board has made the following arrangements for the discharge of its functions; these arrangements are to be referred to as the Standing Orders of the Board.

These Standing Orders take effect until further notice and supersede all prior Standing Orders.

The Standing Orders apply to the Board and its standing committees and unless the Board specifies to the contrary, to any other committees, or sub-committees which may be set up by the Board from time to time but do not apply to working parties or groups.

Standing Orders may be suspended at any meeting of the Board at which the majority of the members present are in favour. Unless expressly agreed otherwise by these members, such suspension have effect only for the item of business immediately following, and Standing Orders come into force again immediately afterwards. A meeting in which standing orders are suspended must be quorate.

1 The Role of the Board and responsibilities of Members

1.1 The Board – The principal role of the CHS' Board is to add value to the organisation through the exercise of strong leadership and control, including:

- Setting the organisation's strategic direction;
- Establishing and upholding the organisation's governance and accountability framework, including its values and standards of behaviour;
- Ensuring delivery of the organisation's aims and objectives through effective challenge and scrutiny of the CHS' performance across all areas of activity.

1.2 The Chair is responsible for the effective operation of the Board, chairing Board meetings when present, and ensuring that all Board business is conducted in accordance with these Standing Orders. The Chair works with the Chief Executive/National Convener and, supported by the Business Support Lead Operations and Governance Lead, ensures that key and appropriate issues are discussed by the Board in a timely manner with all the necessary information and advice being made available to the Board to inform the debate and ultimate resolutions.

1.3 The Deputy Chair deputises for the Chair in their absence for any reason, and will do so until either the existing Chair resumes their duties or a new chair is appointed. In fulfilling this part of the role, the Deputy Chair, when carrying out the functions of the Chair has all functions and authority of the Chair. If the Chair and Deputy Chair are both absent, the members present at the meeting may appoint from among themselves a member to act as a Chair for the purpose of chairing that meeting.

1.4 Board members are collectively responsible for:

- Ensuring that CHS complies with legislation;
- Ensuring that the purposes of CHS' Mission, Vision and Values remain appropriate;

- Agreeing the over-arching strategy for achieving the mission;
- Approving policy, priorities and key performance measures and evaluating the organisation's performance against those measures on a regular basis;
- Ensuring that systems are in place so that the organisation operates within the financial resources available to it;
- Satisfying themselves that financial control systems, including regular reviews of performance against budget, are in place;
- Satisfying themselves that systems to ensure the welfare (including health and safety), appraisal and good management of staff are in place and are observed;
- Assessing the risks associated with activities and practices; ensuring that the risks are acceptable; and ensuring that appropriate processes, including an annual risk review, are in place to manage risk;
- Supporting the Senior Management Team and holding them to account through the CEO/ NC;
- Individually and collectively representing CHS as appropriate and as agreed with the CEO/ NC and the Chair.

2 Board Meetings

2.1 The Board decides the dates, times and places of its meetings and meets formally at least four times a year.

2.2 Board meetings are held in public except where the Board decides to hold all or part of a meeting in private. Reasons may include but are not limited to—

- Discussing confidential material in connection with a third party;
- Commercially sensitive discussions;
- Facilitating the achievement of consensus and preventing media focus on preliminary conclusions which may not feature in the final policies/reports;
- Matters relating to individual staff;
- Private discussions with Ministers including confidential advice from or to Ministers via their officials;
- Areas where CHS would not be required legally to disclose information.

2.3 The Board of CHS may wish to convene joint meetings with the Board(s) from one or several organisation(s) as appropriate. At joint meetings, CHS Board should be individually quorate, that is at least half of the currently serving members of the Board must be present. The Chairs of the Boards involved should agree who chairs the joint meeting.

2.4 Meetings of the Board can be held through electronic mode which includes but is not limited to video conferencing or audio visual/ telephone means.

3 Notice of Meetings

3.1 The Business ~~Support Lead~~Operations and Governance Lead notifies members of all Board meetings and issues the agenda, minutes and papers seven calendar days before the meeting.

3.2 Members may propose items for the agenda to the Chair and should send those to the Business Operations and Governance Lead ~~Business Support Lead~~ no later than twenty calendar days before the meeting.

3.3 If sufficient notice is not given for an item of business to be included on the agenda, it may be dealt with at the meeting if the Chair rules that there are reasons why it is urgent and gives those reasons. If the Chair rules that the matter is not urgent, it may be included as an item for the next meeting, unless it is withdrawn or dealt with in some other way before then.

3.4 Late papers may be discussed at meetings with the permission of the Chair. If papers cannot be issued due to lack of available time, they may be tabled at the meeting.

3.5 Lack of service of the notice to any member does not affect the validity of a meeting.

4 Special Meetings of the Board to deal with Exceptional or Urgent Business

4.1 The Business Operations and Governance Lead ~~Business Support Lead~~ arranges for a meeting of the Board to be called if:

- ◆ required by the Chair;
- ◆ a request by the CEO/NC and approved by the Chair;
- ◆ a request signed by one third of the Board members is made in writing to the Governance Lead for that purpose. At least three calendar days' notice should be given of any special meeting and of the business proposed for that meeting. No business is to be transacted beyond that specified in the request which called for that special meeting.

5 Quorum

5.1 At least half of the currently serving members of the Board must be present to allow the Board to hold a formal meeting. If less than half of the Board members are in attendance at a Board meeting, the Board can discuss any items of business but cannot make formal decisions or vote on those items.

5.2 The quorum of any Board/Committee is determined by the Board as part of agreeing the Board/Committee remit.

5.3 A member may be present at a Board meeting, count towards the quorum and participate fully by means of video conference or telephone conference call.

6 Sub judice

6.1 A Board member may not make reference in a public Board meeting to any matter in which legal proceedings are active (as defined in section 2 of the Contempt of Court Act 1981).

If a member raises an issue which, in the view of the Chair is, or may be, sub judice the Chair should require the member to cease discussion of the issue.

7 Conflict of Interest

7.1 All Board and Committee agendas include a standing item at the start of the meeting inviting Board Members to declare any:

- (a) financial interests;
- (b) non-financial interests or;
- (c) the interests, financial or non-financial, of other persons.

7.2 If a member declares a financial interest, the member must abstain from participating in the discussion of the relevant item until it is concluded. If a non-financial interest is declared, the member must decide whether to participate in the discussion and decision.

7.3 The Board has established a register of members' interests and maintains a regular review of it.

7.4 The Register of Interests is published on CHS website.

8 Adjournment of Meeting

8.1 A meeting of the Board or of a committee of the Board may be adjourned by the Chair to any other hour, day or place. Unless the time and place are specified in the motion for adjournment, the adjournment continues until the next scheduled meeting.

9 Voting

9.1 A meeting may make a decision unanimously or by a majority of the members present. In the latter case, a vote of the members may be taken orally, in writing or by a show of hands at the Chair's discretion. The Chair has a casting vote.

9.2 When a decision is agreed to by a majority of the members, the minutes record a unanimous decision. A member dissenting from a majority decision may ask for their dissent to be recorded in the minutes.

9.3 A member not present at a meeting at which a decision is taken from which he or she dissents may raise his or her concerns with the Chair. Such a decision is normally implemented. However, it is within the discretion of the Chair to defer that the matter appears as an item on the next agenda of the Board or committee or arise through the minutes.

10 Ruling

10.1 The ruling of the Chair on the conduct of the meeting and the application of Standing Orders is final.

11 Admission of the Public to Board Meetings

11.1 Board meetings are open to be observed by members of the public. The dates of such meetings will be advertised on the CHS website.

11.2 All meetings which allow public access are held ~~in~~ virtually or in venues that are accessible to people with disabilities.

11.3 Any members of the public attending these meetings may, upon request, receive a copy of the papers for that meeting.

11.4 A member of the public who disrupts the business of the meeting may be required to leave the meeting after due warning has been given by the Chair. Re-admission to that, or other, public meetings held by the Board is at the discretion of the Chair.

12 Minutes

12.1 The names of members present at a meeting of the Board or of a Committee of the Board are recorded in the minutes.

12.2 The minutes record all the items of business considered at Board meetings, the results of any decisions taken and of any divisions and elections which took place.

12.3 When the Board holds all or part of a meeting in private, minutes record the items of business taken and any decisions reached during the private items. The papers considered and the details of the Board discussions remain confidential.

12.4 Minutes are drawn up and circulated within ten working days to the Chair for approval, and shared with the rest of the Board for comment. and Deputy of the Minutes are Board ~~and~~ submitted to the next Board meeting for approval. The minutes are published ~~on CHS' webpage no later than the next working day after they have been approved. within the following Board papers pack 5 days before the next Board meeting.~~

12.5 Minutes and other public papers may be circulated to such non-members of the Board on such conditions as the Board may determine. In addition, papers are available under the Freedom of Information (Scotland) Act and in accordance with the CHS publication scheme. Board paper packs are published on the CHS website 5 days prior to a Board meeting which include the previous minutes and all papers for consideration and/or approval by the Board.

13 Committees

13.1 The Board may appoint committees to exercise functions on its behalf. Such Committees may also appoint sub-committees.

13.2 Where functions are being carried out by committees or sub-committees, their members act on behalf of the Board.

13.3 Where a question arises about whether it is competent for a committee/sub-committee of the Board to consider a particular matter – that is, whether the matter is within the committee'/sub-committee's Terms of Reference, it is for the Board, after consultation with CHS Senior Management Team as appropriate, to decide.

13.4 The Board appoints the Chair of committees and, after recommendation from a committee, its Deputy Chair.

13.5 In the absence of the Chair at a committee meeting, his/her Deputy chairs the meeting.

13.6 Committees and sub-committees may co-opt members with relevant expertise and knowledge who are not members of the Board. Co-opted members should not make up more than half the membership of committees and sub-committees.

13.7 Co-opted members of committees and sub-committees who are not members of the Board may claim certain travelling and other allowances but are not remunerated.

13.8 Committees and sub-committees may choose to appoint substitutes drawn from the membership of the Board. The Chair of the Board cannot be a substitute of the Remuneration and Appointments committee.

13.9 Approved minutes of committees and sub-committees meetings are submitted to the Board for noting as soon as practical.

13.10 The Board has set up the following Standing Committees—

- ◆ Audit and Risks Management Committee
- ◆ Remuneration and Appointments Committee

13.11 The numbers and names of the Standing Committees, their membership and the matters remitted to them may be varied by the Board from time to time.

14 Working Parties or Groups

14.1 Working parties or groups may be set up from time to time by the Board.

14.2 Working parties or groups need not contain Board members. Where the conclusions of any working party or group require the authority of the Board or a committee before they can be implemented, the working party or group submits a report to the Board or the relevant committee setting forth its recommendations. Working parties or groups should have a Chair, maintain minutes of proceedings and report no less frequently than quarterly to the Board or appropriate standing committee. These reports may be in writing or verbal.

15 Exceptional circumstances where Board business may be dealt with by correspondence

15.1 Where there is urgent business of the Board and it is not practicable to convene a special meeting, the Chair may under exceptional circumstances deal with the matter(s) by correspondence.

15.2 In these exceptional circumstances, relevant papers and recommendations are circulated by email ~~and~~ or by post. Every effort should be made to contact Board members, accepting that this may not be possible. The normal rules and procedures apply to special meetings of the Board and decisions are agreed to by a majority of members. The actions/decisions arising from such exceptional circumstances are reported to the subsequent Board meeting.

16 Collective Responsibility and Confidentiality

16.1 The Board and committees operate on the basis of collective responsibility for decisions. Members are therefore expected, if questioned on a matter where the Board or a committee has taken a view, to support the position reached.

16.2 If members are questioned on matters that fall within the remit of CHS but on which a Board or committee view has not been taken, they may give a personal view but should stress that it does not necessarily reflect the view of CHS. Before doing so, they are advised to consult with the Chair.

16.3 All members must maintain confidentiality as detailed in the CHS Code of Conduct and any guidance to that code provided.

16.4 All members must fulfil their responsibilities as set out in their terms and conditions of appointment. Any issues in relation to non-performance are addressed as part of the appraisal process for Board members.

17 Review of the Standing Orders

17.1 The Board reviews its Standing Orders annually.

**Agenda item 11
CHS-2122-36**

Board Annual Work Plan 2022/23

Accountable Officer: Head of Strategy, Development and DCE
Report author: Rachel Kavish Wheatley
Recommendation: To approve
Resources implications: N/A

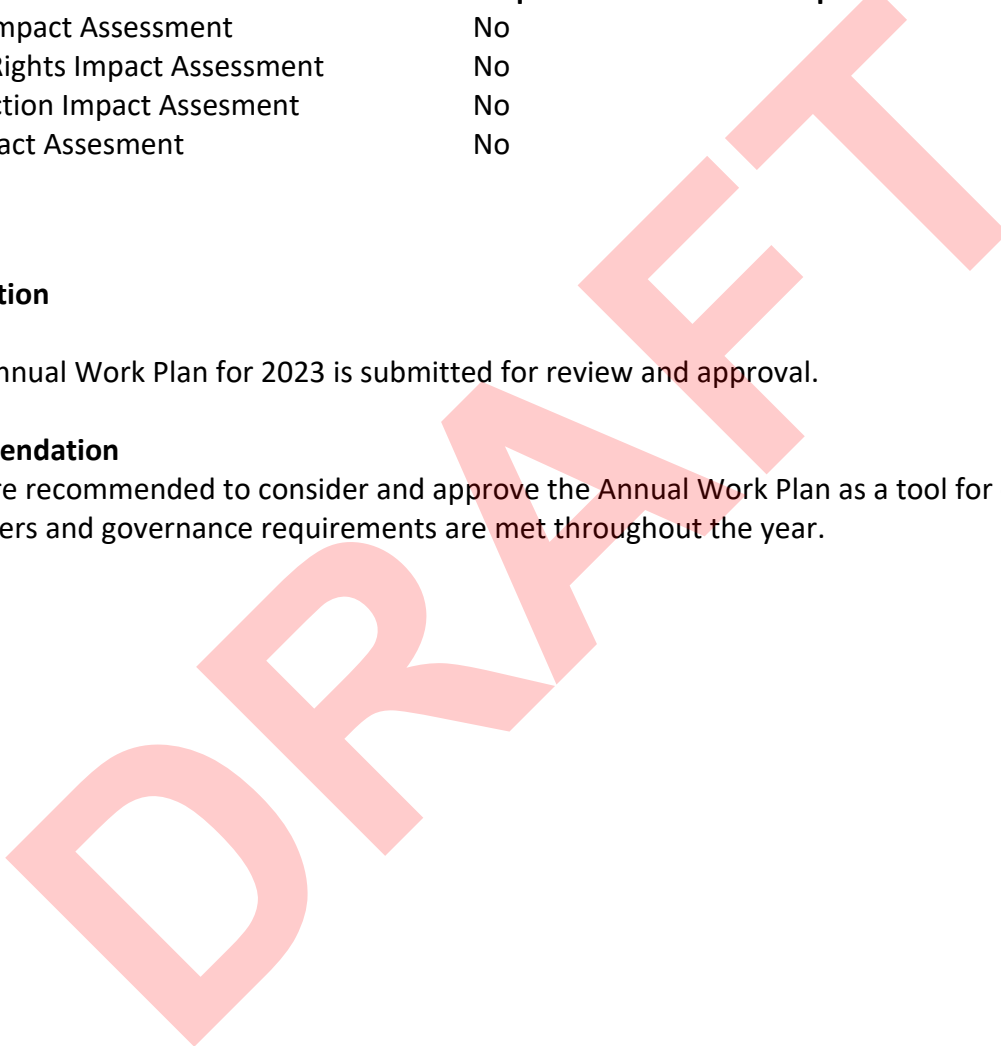
Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assesment	No	
Islands Impact Assesment	No	

1. Introduction

The Board Annual Work Plan for 2023 is submitted for review and approval.

2. Recommendation

The Board are recommended to consider and approve the Annual Work Plan as a tool for ensuring standing orders and governance requirements are met throughout the year.





Children's Hearings Scotland

Board Work Plan 2023

1. **Public Board Meeting – 05 (31st January 2023)**

Corporate

Financial Forecast Outturn
Draft Budget 22/23
Draft Business Plan
Q3 Performance Report

Policy/ governance

RAC annual work plan
ARMC annual work plan

2. **Board Development Session (February 17th 2023)**

Board independent meetings
Review of effectiveness
Board objective setting

3. **Joint Board CHS/SCRA (14th March 2023)**

4. **Public Board meeting - 06 (28th March 2023)**

Corporate

Financial Forecast Outturn
Budget approval 2023/24
Business Plan 2023-2024 (Approval)
Feedback Loop (Approval)
Q4 Performance Report
Financial Regulations (ARMC)
Accounting Policies (ARMC)
Annual Pay Award Review (RAC)

Policy/ governance

Board Review of own effectiveness
ARMC ToR
RAC ToR

5. **Board Development Session (28th April 2023)**

TBC

6. **Board Strategy Weekend (26th/27th May 2023)**

An opportunity for the Board to focus on development and strategic themes

7. Joint Board CHS/SCRA Development Session (2nd June 2023)

8. Public Board Meeting – 01 (20th June 2023)

Corporate

Financial Forecast Outturn
Capital Spending 2023/24
Q1 Performance Report
Recruitment update (2022)
Equalities outcomes reporting (RAC)

Policy/ governance

ARMC Annual Report
RAC Annual Report

9. Board Development Session (25th August 2023)

TBC

10. Public Board Meeting – 02 (26th September 2023)

Corporate

Financial Forecast Outturn
Q2 performance report
Annual Report
Annual Accounts
CHSLA Prospectus

Policy/ Governance

Impact Report
Annual Review of Appeals
Feedback loop
Review of SG Framework (every 2-3 years – next review 2023)

11. Board Strategy Weekend (6th/7th October 2023)

An opportunity for the Board to focus on development and strategic themes

12. Joint Board CHS/SCRA (14th November 2023)

13. Public Board Meeting 03 (28th November 2023)

Corporate

Financial Forecast Outturn
5 Year Financial Plan Update

Policy/ Governance

Board Standing Orders
Governance Plan 2022
Rights and Inclusion Strategy Annual Report
Biodiversity Report 21-23
UNCRC 20-23 Report Planning

Board Work Plan	31/01/23	28/03/23	20/06/23	26/09/23	28/11/23
Policy/Governance					
UNCRC Report 2017-2020 (triannual report cycle - next report 2020-2023 for approval 2024)	<input type="checkbox"/> Draft (2024)	<input type="checkbox"/> Final (2024)			
Accounting Policies		<input type="checkbox"/>			
Gender Pay Report (every 2 years – next report 2024)			<input type="checkbox"/>		
Equalities Outcome Report – Annual update (5 yearly report cycle – next report 2025)		<input type="checkbox"/>			
Impact Report				<input type="checkbox"/>	
Feedback Loop				<input type="checkbox"/>	
Annual review of appeals				<input type="checkbox"/>	
Rights and Inclusion Strategy Annual Update					<input type="checkbox"/>
Rights and Inclusion Strategy (every 3 years – next review 2024)				<input type="checkbox"/> Draft (2024)	<input type="checkbox"/> Final (2024)
SG Framework Document (every 2 – 3 years – next review 2023)				<input type="checkbox"/> (2023)	
Biodiversity Report (triannual report cycle - next report -01/01/2021—31/12/2023)					<input type="checkbox"/> (2023)
RAC & ARMC Work Plans	<input type="checkbox"/>				
RAC & ARMC Annual Reports			<input type="checkbox"/>		
RAC & ARMC ToR		<input type="checkbox"/>			
Corporate					
Business and Corporate Parenting Plan	<input type="checkbox"/> Draft	<input type="checkbox"/> Final			
CHS Financial Regulations Review		<input type="checkbox"/>			
Financial Forecast Outturn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHS Budget planning and reporting	<input type="checkbox"/>	<input type="checkbox"/>			
CHS 5 Year Financial Plan - update	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly Reports	<input type="checkbox"/> Q3	<input type="checkbox"/> Q4	<input type="checkbox"/> Q1	<input type="checkbox"/> Q2	
Annual Accounts				<input type="checkbox"/>	
Annual Report				<input type="checkbox"/>	
Other					
CHSLA Prospectus				<input type="checkbox"/>	
Governance & Board Work Plan					<input type="checkbox"/>
Board Standing Orders Review					<input type="checkbox"/>
Promise Oversight/Working group update (standing board item)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CHS Governance Plan 2023

	Q4		Q1			Q2		Q3		Q4		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
CHS & SCRA Joint Boards			14 th 10:00- 12:00			2 nd Development 10:00 – 14:00					14 th 13:00 – 15:00	
Board Monthly Development Sessions (virtual)	13 th 9:15-10:15 virtual	10 th 9:15-10:15 virtual	10 th 9:15-10:15 virtual	14 th 9:15-10:15 virtual	12 th 9:15-10:15 virtual	9 th 9:15-10:15 virtual		11 th 9:15-10:15 virtual	8 th 9:15-10:15 virtual	13 th 9:15-10:15 virtual	10 th 9:15-10:15 virtual	8 th 9:15-10:15 virtual
Board	31 st Public Board -DRAFT planning Business & Corporate Parenting Plan -DRAFT budget panning -Q3 reports	Board Development 17 th - Board independent meetings -review of effectiveness -Board objective setting	28 th Public Board -Budget approval 23/24 -Approve Business & Corporate Parenting Plan - review of effectiveness -ARMC: Accounting Policies & Financial Regulations -Pay award RAC	Development 28 th Board Development day 10:00 – 16:00 Agenda TBC	Development 26 th /27 th Board Strategy weekend Agenda TBC	20 th Public Board -Q1 reports -RAC Equality Outcomes Annual Report -RAC Annual Report -ARMC Annual Report		Development 25 th Board Development day 10:00 – 16:00 Agenda TBC	26 th Public Board -Annual Report & Accounts -Impact Report -Feedback loop -CHSLA Prospectus -Annual review of Appeals -Q2 reports	Development 6 th /7 th Board Strategy weekend Agenda TBC	28 th Public Board -Governance Plan -Board Standing Orders -Rights and Inclusion Strategy Annual Report - Biodiversity report 21-23 -UNCRC 20-23 reporting plan	
ARMC		28 th -Accounting Policies -Financial Regulations -Review ToR -Q3 reports (complaints/IG) - -Review of own effectiveness			16 th : -CHS Governance Statement -Annual Compliance Statement -Draft accounts -Internal/External Audit Work Plans -ARMC Annual Report -Q4 reports (complaints/IG) -BCP Review -Risk policy review		22 nd : Annual Report & Accounts -Q1 reports (complaints/IG)				21 st -Annual Fraud Report Annual Fraud policy review -Annual Work Plan -Q2 reports (complaints/IG)	
RAC			21 st -2023/24 Pay Award -Review ToR -Annual Equality report -Review of own effectiveness		23 rd : -CEO Appraisal & Objectives 2023/24 -2023/24 Pay Award update -RAC Annual Report -Equality Reporting -Annual Report				19 th -Annual report on outcomes of staff appraisals -Staff survey report -Mid-year review CEO Appraisal & Objectives 2023/24			19 th -Policies for approval -Annual Work Plan - Equality, Diversity, and Inclusion Annual Strategy Review



Agenda Item 12
CHS-2223-37

Autumn 2022 Panel Member Recruitment Campaign

Accountable Head of:	Head of Learning
Report author:	Anwen Dobson / Catherine Goodfellow / Elaine Grey
Recommendation:	For information and decision
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required: Equalities Impact Assessment

1. Introduction

1.1 The Autumn 2022 Panel Member Recruitment campaign was held from 1 September with an original closing date of 6 October 2022. In light of an unforeseen period of mourning due to the death of Queen Elizabeth II and taking into account much lower application numbers than in previous years, the campaign was extended to the end of October 16th 2022.

1.2 At close of play on October 16, the campaign attracted 660 applications. Area Support Teams are now shortlisting and interviewing applicants for training. Pre service training will take place from January to March 2023 with those trainees successfully completing Pre Service Training being appointed by April 2023. This is a faster transition to Panel Membership than in previous years to take into account CHS' capacity challenges and CHS' commitment to continue to provide sufficient competent Panel Members as well as effective learning pathways.

2. Purpose of Paper

The purpose of this paper is to:

- 2.1 Provide an overview of the 2022 campaign and activities
- 2.2 Provide an initial assessment of the successes and challenges the campaign brought

3. 2022 Autumn Panel Member Recruitment Campaign

The aim of the campaign was to recruit as many adults as possible from diverse groups across Scotland to become Volunteer Panel members to top up our existing team. The recruitment campaign activities are outlined in **Appendix 1**.

The purpose of the campaign was to recruit as per previously stated targets c. 800 new effective and empathetic Panel Members though this has been presented to our ASTs as every AST recruiting as many new Panel Members as possible. At the time of planning this campaign, our available data highlighted that by Spring 2023 the number of Panel Members would be at its lowest level since 2019 and that CHS would need a large intake of new Panel Members to meet the demands of the Care and Justice Bill to introduce 16- and 17-year-olds into the Children's Hearings system. CHS worked on several assumptions to inform the campaign including the entry of 16- and 17-year-olds into the hearings system and a return to pre pandemic hearing numbers.

- CHS have now revised the estimated number of new Panel Members required by 2023 incorporating lower and upper Hearings and sessions estimates. Our Data and Evidence Officer has identified that there may be a range of acceptable numbers from c. 370 as a lower figure (should Hearings not go above 25,000) and c. 740 as an upper desirable figure (should Hearings increase to 28,000). We will continue to refine these figures based on available information.

CHS' original assumptions on the number of new Panel Members required included:

- That capacity to deliver hearings would continue to be challenging due to Panel Member availability, some inactivity, retention rates, and an increase in the number of hearings and sessions taking place
- that the introduction of the new Care and Justice Bill planned for 2024 would require an increase in the overall number of children's hearings across Scotland to enable tribunal decisions to be made for any 16 and 17 years olds entering the system.
- CHS have now revised the estimated number of new Panel Members required and continue to refine this data.

4. Outcome of the campaign

Evaluation of the recruitment campaign both internal and external is underway. Initial analysis suggests that our campaign is driving people to our recruitment website but that the high numbers interested do not convert fully into applications. As an example, as part of internal evaluation, people who did not complete the application form have been contacted with the opportunity to tell us more. Around 90 people have responded so far. Results will be collated, and key themes and any proposed actions shared with the Board. The external evaluation will focus on key aspects:

- Evaluation of the externally delivered promotional campaign designed to attract new Panel members
- Evaluation of the effectiveness of CHS' Recruitment website and digital system (this system supports the online application process in relation to applications and selection)

The work will include consideration of including how well the targeting in the campaign worked, campaign collateral, cost analysis (value for money), digital barrier as well as

feedback from potential applicants, our Area Support Teams and our lived experience recruiters. in the

- Recommendations for future approaches / actions will be developed in the context of The Promise and the Hearings System Working Group.

Although, the Autumn 2022 campaign faced a number of challenges from societal to the death of the monarch there are many positives in that people have continued to respond to our campaign arriving at our recruitment web site to find out more. CHS has recruited twice in 2022 and nearly 700 applications is a success. The response from businesses & partnership organisations has been really positive in the way they shared our messages to their teams and social media. We created new partnerships with e.g. The Open University. Our social media results through Media Shop and through our own advertising was really positive as measured through the high number of click through rates to the recruitment website

The death of the monarch did play a role in a slow start to the campaign due to a 4-day national mourning during which the Media Shop campaign paused, CHS social media activity was muted and work with our partnerships was placed on hold. We were flexible to encourage more applications deciding to extend the closing date from 6th October to 16th October to give potential applicants more time to apply and for the CHS communications team to re-establish links with partners and social media messaging to build up again. There was a marked increase in the number of applications as the final deadline approached. The final days of the campaign focused on digital activity only, our own CHS social media used for targeted posts in poorer performing geographical areas, and continued targeting of the business sector. Resource was reallocated throughout the campaign to target promotional activity to those areas attracting less applicants and local knowledge was used to use alternative methods such as local radio stations and print media.

In brief, we received 660 applications by close of play 16th October, 78.35% Female and 21.64% male. We also saw an increase in applications from the 35-44 age group. Circa 5% of applications were from people who declared that they had lived experience of hearings and / or the care system. Where people approached us citing problems with application completion once started – we continued to process these fully behind the scenes.

Overview

Initial findings show that although application numbers were low in comparison to previous campaigns, numbers to the website, both organic and paid, remained healthy (shown in **Appendix 1**). The communications team are now scrutinising the campaign to establish what worked, what might be improved/removed r future campaigns, how we can increase conversion rates, and how poorer performing areas might be targeted.

5. Recommendation

CHS Board are invited to note this report.

Appendix 1: Campaign overview Autumn 2022

Background	
1	The recruitment campaign ran from 1 st September – midnight 16 th October. (Expression of Interest group will have access a day early to apply). The campaign was recruit as many new panel members as possible. The campaign used a number of different avenues to reach out nationally and locally.
2	Campaign overview
	<p>Media Shop:</p> <p>TV</p> <ul style="list-style-type: none"> • STV Player • ITV 2 • Sky regional • Sky on demand <p>Radio</p> <ul style="list-style-type: none"> • Bauer (local radio stations) • Aswaz • Global • Capital • Spotify • Podcasts <p>Social Media</p> <ul style="list-style-type: none"> • Adverts to all platforms (Twitter, Tik Tok*, Facebook, Instagram, Youtube) to cover all of Scotland**. • All demographics will be covered but segmented into different groups for better analysis of which groups are responding positively to the campaign (see results section 3 for this). <p><small>*Tik Tok wasn't producing any 'real' activity so our adverts were pulled from this platform in order to target higher performing platforms such as Facebook and Instagram.</small></p> <p>Online promotion</p> <ul style="list-style-type: none"> • Google Pay Per Click • Daily Record – Advertorial and advert placed • Website advertising –key words targeted

	<p>In-House Communications</p> <p>CHS social media</p> <p>Organic Posts on all CHS Channels</p> <p>Paid advertising to promote poor performing areas (Orkney, Shetland, Dumfries & Galloway, Argyll & Bute, Inverclyde, West Dunbartonshire)</p> <p>Paid advertising for the national Information Session</p> <p>Press Activity</p> <p>Press release sent out to all national and local titles</p> <p>NC Elliot Jackson was interviewed for ‘That’s TV’ which went out on Thursday 29th September</p> <p>Localised Advertising</p> <p>Community Advertiser –West Dunbartonshire (paid)</p> <p>Orcadian – Orkney (Paid)</p> <p>Crosshouse Hospital Radio – Ayrshire</p> <p>Community Magazine – Bearsden, Milngavie & Helensburgh</p> <p>Business Connections</p> <p>Over 300 national and local businesses contacted to spread the word.</p> <p>Expression of Interest Emails</p> <p>Emails distributed throughout the campaign to those who had registered interest</p> <p>In-draft Emails</p> <p>Follow up emails were sent to those who had started to apply but hadn’t submitted throughout the campaign</p> <p>National Information Session</p> <p>An Information session was held during the extension period to help provide information to those interested in becoming a panel member.</p>
	<p>External Communications</p> <p>Approx 25%* of businesses contacted got involved with the campaign including Scot Gov, Open University, Robert Gordon University, Local Authorities, SSE and Scottish Power.</p> <p>*these are the businesses that have contacted us to say they would push out the activity or we tracked through social media. I believe there may be more but can’t confirm.</p>

3 Results of the Campaign

Media Shop Top Line results

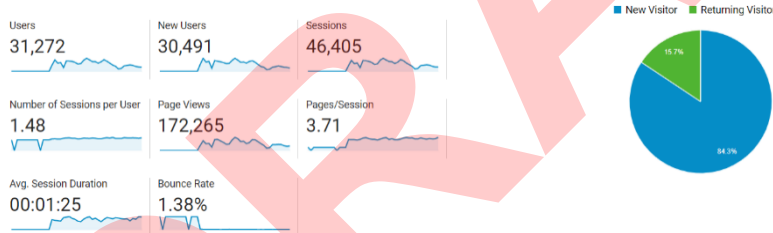
The Sep - Oct 2022 Recruitment Campaign went live on the 1st of September and was extended to run until the 16th of October. Activity is live across TV, Radio, Digital Audio, Programmatic Display, VOD, Daily Record, Facebook & Instagram, Twitter, YouTube, TikTok and Google PPC.

As at the 18th of October, the campaign has delivered 4.86M impressions, 38.88K clicks to the website, with an overall CTR of 0.41%. In terms of Application Button Clicks, we have delivered a total of 6,697 (up from 6,105), since the 1st of September. Which can be broken down by following platforms:

- Programmatic Display - Blended Formats: 2,127 Application Start Button Clicks
- Facebook & Instagram: 2,131 Application Start Button Clicks
- Google PPC: 1,693 Application Start Button Clicks
- Programmatic Display - HPTO: 630 Application Start Button Clicks
- Twitter: 75 Application Start Button Clicks
- YouTube: 41 Application Start Button Clicks

Please note: TV and radio figures won't be available until 2 November.

CHS Website Results



Page	Page Views	% Page Views
1. /volunteering-with-us/panel-members/	53,271	30.92%
2. /	33,148	19.24%
3. /volunteering-with-us/	7,692	4.47%
4. /about-us/	3,563	2.07%
5. /volunteering-with-us/faqs/	2,456	1.43%
6. /volunteering-with-us/area-support-teams/vacancies/	2,083	1.21%
7. /volunteering-with-us/hear-from-our-volunteers/	1,928	1.12%
8. /about-us/the-children-s-hearings-system/	1,713	0.99%
9. /volunteering-with-us/panel-members/glasgow/	1,664	0.97%
10. /volunteering-with-us/area-support-teams/	1,494	0.87%

Press results

A selection of some press clippings.



Social Media

Twitter results:

TWEET HIGHLIGHTS

Top Tweet earned 26.4K impressions

Applications are Now Open to become a volunteer Panel Member! We are looking for brand new Panel Members to help make important decisions with & for infants, children & young people. Apply today & visit bit.ly/3RhDUqS #volunteer #makearealdifference #community pic.twitter.com/32bMYHwIV7

Top mention earned 144 engagements

Gillian @gill_tart27 - Sep 7

As a panel member of two years today was my first face to face out the covid bubble the hearing system is not a punishment it's a supportive intervention in a child's life! What an amazing young person I met today @CHSElliott @CHSScotland @Wall50

Top media Tweet earned 4,777 impressions

Are you interested in becoming a Panel Member? Then come along to one of our info sessions! Held virtually and/or face to face, these sessions are a great way to ask questions & hear more about what we do!

SEP 2022 SUMMARY

Tweets	30	Tweet impressions	1.05M
Profile visits	14K	Mentions	256
New followers	73		

Facebook and Instagram results

Reach

Facebook Page reach ⓘ

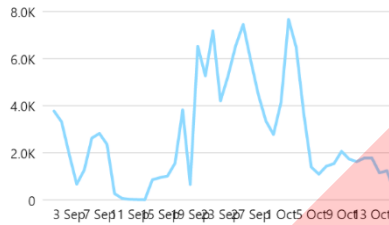
547,090 ↑ 9.7K%



Export ▾

Instagram reach ⓘ

57,010 ↑ 10.5K%



LinkedIn Results

Visitor highlights ⓘ

550
Page views
▲ 79.7%

207
Unique visitors
▲ 56.8%

4
Custom button clicks
▼ 55.6%

DRRAFT

Partner Messages

Sample of Partner engagements

Inverclyde Council @inverclyde · Oct 16
Apply now to become a volunteer panel member.
@CHScotland is looking for panel members to help make important decisions with and for infants, children and young people. Apply before midnight tonight at bit.ly/3RhDUqS
#volunteer #makearealdifference #community

children's hearings scotland
Apply Now!

Shetland Islands Council @ShetlandsCIL · Oct 10
Have you ever thought of joining the @CHScotland Panel? Panel Members are volunteers who listen and make legal decisions with and for infants, children and young people 🗣️ We need more Panel Members in #Shetland 🇸🇨 Find out more at: chscotland.gov.uk/volunteering-w...

Children's Hearings Scotland @CHScotland · Oct 4
It's been a big couple of weeks & we wanted to make sure as many people as possible had a chance to apply to be a panel member, so we've extended the application deadline for our volunteer panel member roles. If you are interested, please visit our website chscotland.gov.uk

children's hearings scotland
DEADLINE EXTENSION
Applications for volunteer panel member roles have

Who Cares? Scotland @whocarescot · Oct 9
There's still time to apply to be a panel member for @CHScotland. Find out more through the link in the post

Children's Hearings Scotland @CHScotland · Oct 4
It's been a big couple of weeks & we wanted to make sure as many people as possible had a chance to apply to be a panel member, so we've extended the application deadline for our volunteer panel member roles. If you are interested, please visit our website chscotland.gov.uk

PATH (Scotland) @PathScotland · Sep 29
@CHScotland are #recruiting and looking for enthusiastic people to become Panel Members. Interested in volunteering? Want to make a real difference? Find out more about the role - and Children's Hearings Scotland - here: chscotland.gov.uk

children's hearings scotland
LISTENING.
Qualities you use every day make a real difference in your community. Find out more at CHSCOTLAND.GOV.UK

Reply Reply All Forward IM

Haire, Jennifer <jennifer.haire@sse.com> on behalf of SSE Resourcing Team <SSE...> Wed 12/10
RE: Children's Hearings Scotland recruitment campaign

Hi Elliot,

Thank you for sending this on.

I can confirm that this has been posted on our internal social media page for all colleagues and also under our volunteering and charity page.

Kind regards,

Jennifer Haire || Resourcing Administrator

SSE plc
Inveralmond House
200 Dunkeld Road
Perth, PH1 3AQ
T: +44 (0)1738 344353

Please note my working hours are Monday-Thursday, 07:00-16:45

Reply Reply All Forward IM

Elder, Mairi <Mairi.Elder@ScottishPower.com> Dobson A (Anwen); Sturgeon, Andy - Wed 12/10
FW: Children's Hearings Scotland recruitment campaign

Internal Use


Hi Anwen,

Sarah has shared on your email and asked if we can share your communication with staff in Scotland. I am happy to inform you that this has now been shared across our internal communications channel.

I wish you luck with your volunteer recruitment in Scotland.

Best regards

Mairi


SCOTTISHPOWER

Mairi Elder
Social Projects and Sector Education Manager / Corporate / HR

DRAFT

**Agenda Item 13
CHS-2223-38**

Improving Chairing Capacity Report

Accountable Officer:	Head of Area Support and Community Improvement
Report author:	Carol Wassell
Recommendation:	To note and agree the information
Resources implications:	Requires action of ASTs and CHSLA
Equalities duties:	Equalities Impact Assessment Required
	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Introduction

1.1 This report is intended to further update the Board on the capacity within CHS to ensure we have enough panel members to deliver hearings specifically in relation to chairing capacity across all AST areas.

2. Background

2.1 Chairing is a core responsibility of panel members. The current policy states that:

‘All new panel members should satisfactorily complete the Management of Hearings [MOH] training module within two years of appointment. After completing the training, every panel member must chair children’s hearings and be observed by a Panel Practice Adviser, in order to receive the PDA award. On successful completion of the PDA, panel members are required to participate fully in local rotas including as a panel chair.’

2.2 Additional time was given to accommodate panel members as a result of the extenuating circumstances of the pandemic which for most panel members led to a reduction in available hearings and a move to online hearings. Added to this was the complication of an inability to be observed by PPAs to complete the requirements of the SQA Accredited Professional Development Award (PDA). Final completion of the award through the achievement of a successful PPA observation does not preclude people from chairing. Once the MOH course has been successfully completed people can and should be put on the rota to chair.

2.3 Along with a more general reduction in capacity caused by numbers of panel members exiting the system and a reduction in availability, chairing capacity has also reduced. It is estimated that of those leaving in 2021-22, 40% were chair qualified.

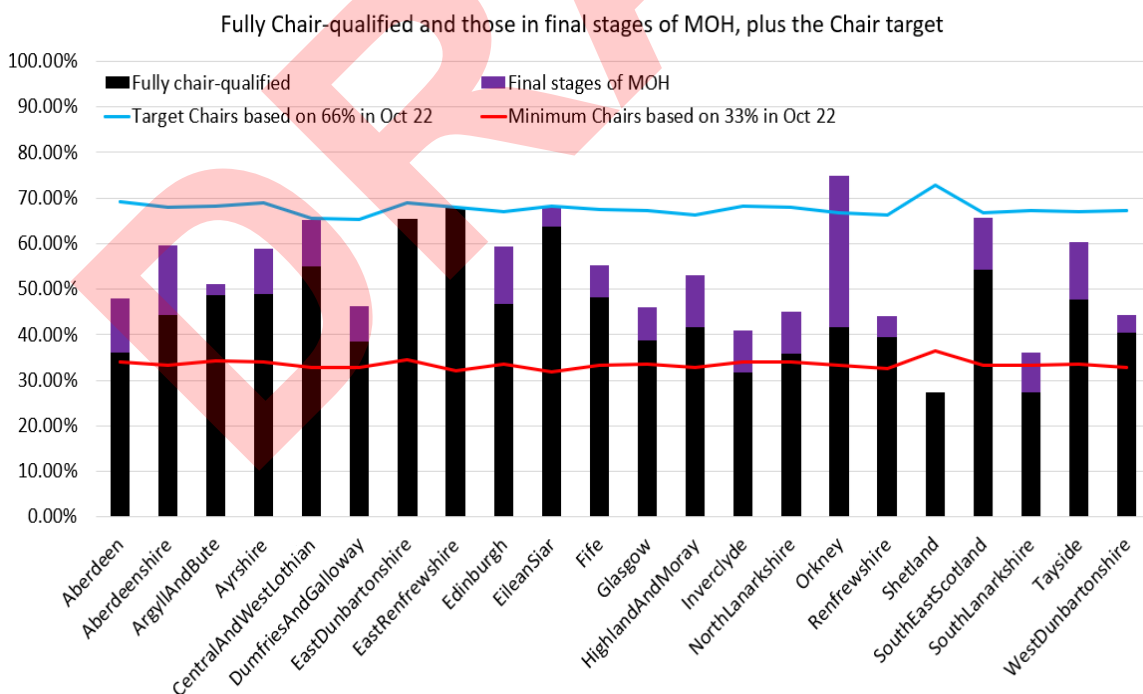
2.4 In addition there appears to be greater reluctance to taking up chairing roles, and while this isn't fully understood, anecdotally we know that some people lack confidence possibly due to the change in the nature of online hearings during covid, but also because of the increased complexity of managing a hearing. The eligibility criteria for training isn't consistently applied across ASTs, and lack of understanding of timescales for the completion of different modules may also be an element.

3. Data

3.1 Modelling based on pre pandemic numbers estimates that for there to be sufficient chairs to share the workload in a hearing session, each AST needs 66% of its panel members to be chair qualified and this is the aim we are working towards. If an area falls below 33% it's considered to be a significant operational issue, which at best will rely on one panel member chairing all hearings in a session. In the event of insufficient chairs being available in an AST area we would engage with other ASTs who do have capacity to support hearings. We are also monitoring the impact that the removal of the need for gender balance has on capacity in chairing and more widely.

3.2 Below is a graph that shows the current % per AST of panel members who are fully chair qualified (as defined by the Learning Academy) and those in the final stages of MOH who can now chair (but are still waiting to be observed by a Panel Practice Advisor), along with target and minimum chair numbers, based on the number of panel members in each AST in October 2022 (data correct as at 03.11.22):

Fig.1



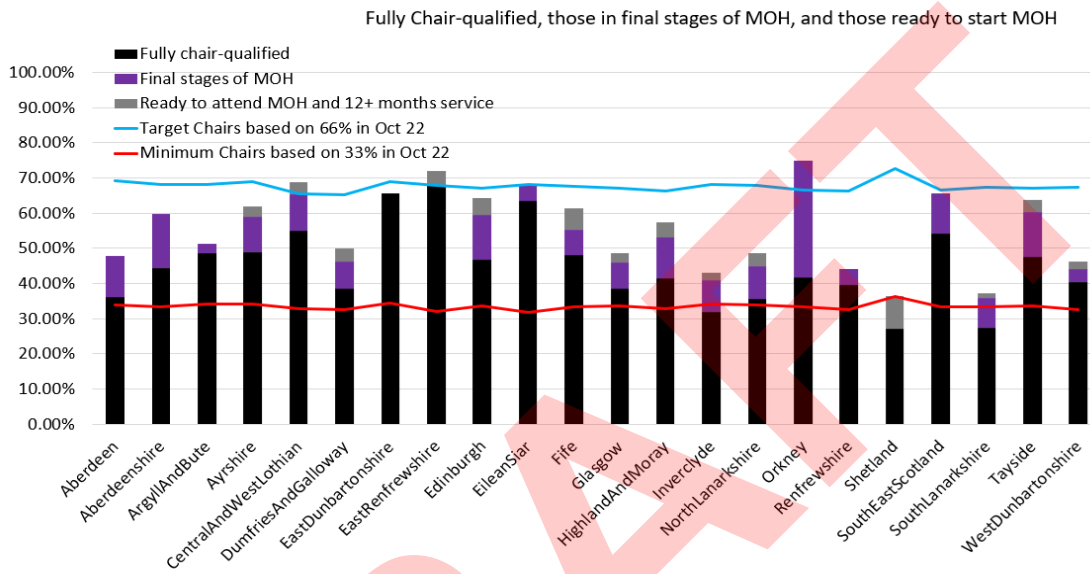
3.3 It should be noted that this table does not reflect panel members who:

- may not be active at all in system, but are chair trained; or
- panel members who are active, and who are chair-qualified but do not chair.

3.4 Findings show that there is very little difference made in the overall picture, or in individual ASTs, when counting those who are inactive. For the purpose of the modelling, a panel member is considered to be inactive if they have not been on rota for three months, and have no up and coming hearings.

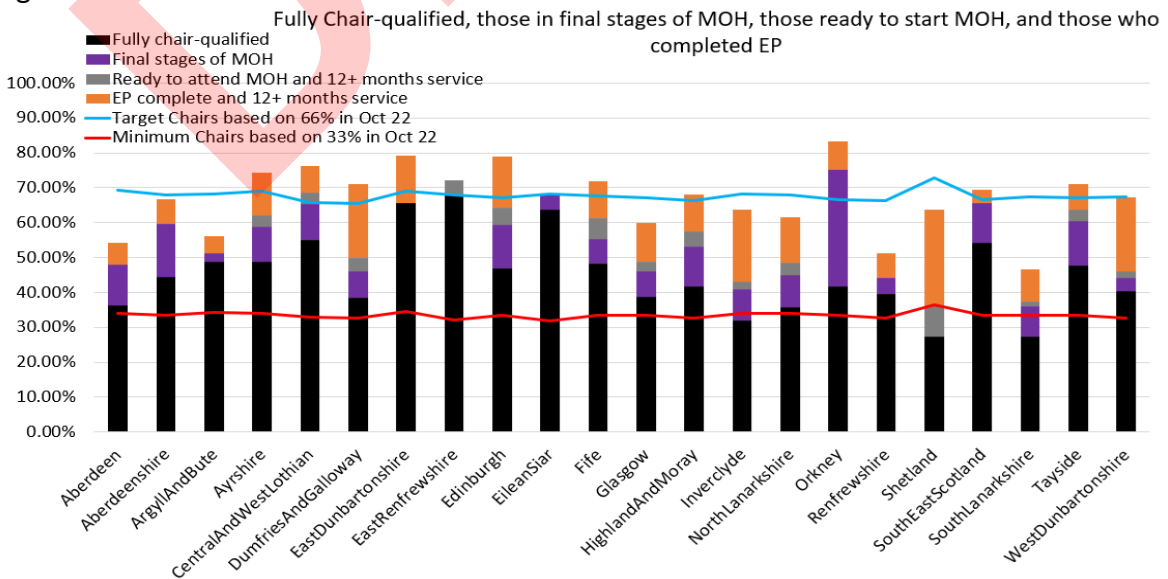
3.5 The following graph shows the number of chairs that would be available if all panel members who are ready to start MOH training in each AST did so to the required standard (data correct as of 03/11/22):

Fig.2



3.6 The following graph shows the number of chairs that would be available if all panel members who are ready to start MOH training and those who have completed Enhanced Practice (EP) training in each AST did so to the required standard (data correct as of 03/11/22), (EP currently is required to be completed to then launch panel members into MOH):

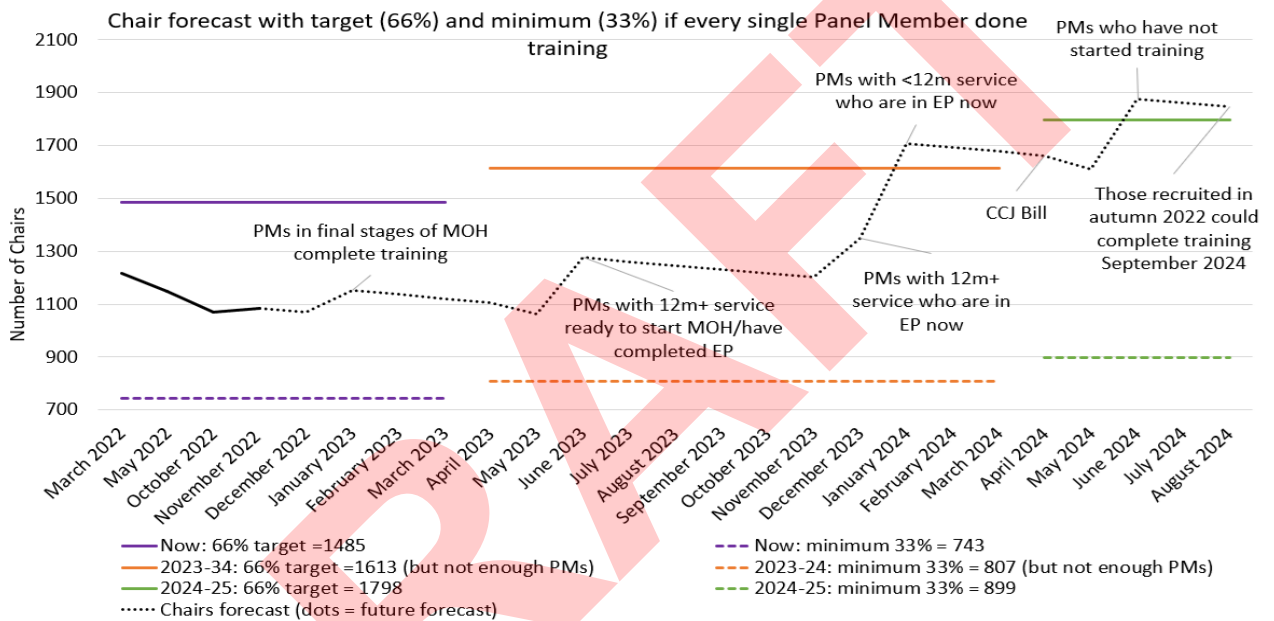
Fig.3



3.7 It is clear in the above bar chart that even if all panel members who have completed EP continue on to do MOH and serve as chairs, every AST still wouldn't reach the 66% aim overall. This is because it takes around 18 months to become chair-qualified, but 38% of panel members have been with us for less than 18 months and 12.58% (280 panel members) have not started any chair-training. However bringing on those panel members who could chair but who currently don't would increase significantly the capacity in the system compared to the current position.

3.8 The following graph shows the number of chairs that would be available if every current Panel Member completed MOH training in the timescales we currently see (around 18 months) (data correct as of 03/11/22):

Fig.4



4. Actions being taken

4.1 To increase chairing capacity in the system we:

1) Bring more people into the system who can chair by changing eligibility criteria:

Over the last two years most panel members have been given 12 - 18 months in service before they need to complete the MOH training. This was waived during covid to prioritise delivering virtual hearings and essential virtual training programmes. Historically there has been a trigger by which at 6 months panel members would complete EP (a refresher course regardless of how many hearings have been sat on) and approximately 12 months later would complete MOH. These time scales have been fluid during the pandemic. Returning to the pre pandemic eligibility criteria for training would increase chairs by 20% (or 458 people). There is a concern that reducing this time-served criteria any further would have too great an impact on people having the necessary experience to complete the modules so attention to experience will be important.

2) Ensure those who are currently eligible complete training:

The Digital Team will be upskilling the CHSLA team so that they are able to provide accurate data from CSAS and update CSAS to show ASTs which panel members have completed training and are ready to chair. Streamline communication between CHSLA, the CHS learning team and ASTs will ensure clarity of accurate information for avoidance of duplication and accuracy. The Welcome Pack for trainee panel members has been updated to present chairing training as a stage that everyone moves forward to and that takes place as soon as possible after pre service training

3) Shorten the path way for completion of EP and MOH:

Work is underway to streamline EP and MOH courses to offer newly trained panel members chairing training from April 2023 onwards. Pathways to chairing will be offered whilst retaining the integrity of competence and confidence for new chairs.

4) Offer more opportunities and increase the availability of MOH training sessions:

As well as offering additional EP and MOH courses before the end of 2022, CHSLA will be delivering additional courses during 2023 Pre service training. There will be six additional EP and seven MOH courses between January and the end of March. This will provide an additional 160 places on EP, and 224 on MOHs in 2023.

5) Ask existing chairs to cover more hearings:

Reducing expectation of the number of people who need to be chair training and increasing expectation of chairing responsibilities on those who already chairing has been considered but is problematic to deliver in a volunteering environment. It has the potential to be divisive and implies existing chairs have more to give than they currently do.

Chairs are already rewarded by obtaining a PDA award, but consideration is being given to local recognition and a communication strategy that focuses on the important role of chairing to the high quality delivery of hearings for children.

5. Recommendation

The Board are asked to agree the strategy and actions set out in this report.