

Minutes of the Board meeting of 11 June 2019

The meeting started at 13:00.

In Attendance		
	CHS Board:	
	Garry Coutts John Anderson Henry Robson Beth-Anne Logan Jo Derrick Barbara Neil	Chair ARMC Chair RAC Chair
	CHS Executive Team:	
	Boyd McAdam Elliot Jackson Ed Morrison Christine Mullen Franck David	National Convener/Chief Executive (NC/CEO), (CHS) Depute Chief Executive (DCE), (CHS) Head of Finance (HoF), (SCRA/CHS) Operational Manager (OM), (CHS) Business Support (minutes taker), (CHS)
Apologies		
	CHS Board:	
	None	
	CHS Executive Team:	
	Lynne Harrison Nicola MacLaren	Business Manager (BM), (CHS) Governance Lead (GL), (CHS)

The Chair welcomed everyone to the meeting.

Items		Actions / owner	Time-scales
1	Declaration of interests		
	None.		
2	Minutes of previous meeting		
	The Board reviewed the minutes of the meeting of 19 th March 2019. Board Decisions: The Board agreed to approve the minutes of the meeting of 19th March 2019		
3	Matters Arising		

<p>The Chair confirmed that there were no Matters Arising that were not captured within the Agenda.</p>		
<p>4</p>	<p>Action log</p>	
<p><u>Local Authority (LA) Partnership agreements.</u> CHS DCE reported that:</p> <ul style="list-style-type: none"> – The Master Partnership Agreement has been developed with the support of SOLACE. – The majority of agreements had now been signed and work is ongoing to secure agreement from the remaining Local Authorities. – Requests for amendment to the agreement to meet individual Local Authority specific requirements will be incorporated as addendums to the agreed Master agreement. <p>The Board welcomed the progress and encouraged the senior team to press for conclusions with those authorities outstanding.</p> <p>The Chair confirmed that all other Actions due were covered within the Agenda items to be discussed.</p>		
<p>5</p>	<p>Chair update</p>	
<p>The Chair reported that:</p> <p><u>NC/CEO Recruitment:</u></p> <ul style="list-style-type: none"> – All CHS Board members had taken part in the recruitment process for the new NC/CEO. – The robust recruitment process, which consisted of a series of Panel Interviews and a Presentation set over 2 consecutive days, also involved representatives from Partner agencies and Children & Young people including from the Our Hearings Our Voice Board. – The Panel had appointed Elliot Jackson, currently CHS Depute Chief Executive who would take up post in October following BMcA's retirement. – The Chair noted that he did not feel that the CEO remuneration package was fully reflective of the size and scope of the post in the context that CHS has a 3,000 strong volunteer community to Recruit, Train & Support in addition to a salaried National Team of approx. 35. <p><u>Board Discussion:</u> The Board welcomed the level of participation by all Board members and by young people and noted that the recruitment process had been useful in assessing all candidates against the criteria for the post. The Board discussed CEO remuneration and concurred that in other contexts the size and scope of the organisation would attract a higher salary.</p> <p>Board Decisions:</p> <p>1. To congratulate Elliot Jackson on his appointment to the post of NC/CEO.</p>		
	<p>CHAIR</p>	<p>Aug '19</p>

<p>2. To take forward discussion regarding the CHS CEO remuneration with the Scottish Government Sponsor Team.</p> <p>3. To record thanks to everyone who had contributed to this activity in particular the Young People and representatives from Partner agencies.</p> <p><u>CHS Office Opening:</u></p> <ul style="list-style-type: none"> – The Chair was delighted to host the official opening of the CHS offices at Thistle House on 6th June and welcome Maree Todd MSP, Minister for Children and Young People, volunteers and partner agencies to the new space – The new space and location at Haymarket works well for staff and volunteers in terms of access for meetings and training. – The Chair was pleased to report that he had received requests from external teams/ individuals who are keen to hot desk in the space or use the meeting facilities which was positive in relation to CHS’ commitment to partnership working. <p><u>Board Discussion:</u></p> <p>The Board agreed that the new space was welcoming, fit for purpose and would enable opportunities for the CHS National Team to become more connected to the volunteer community and partner agencies. The Board also saw opportunities for Board members to hot desk at Thistle House.</p> <p>Board Decisions:</p> <p>4. To congratulate the CHS Team for a successful move and launch event</p> <p>5. To note the Chair’s update.</p>		
<p>6</p>	<p>National Convener/Chief Executive update</p>	
<p>The National Convener/CEO (NC/CEO) spoke to the NC/CEO Update paper which had been previously shared:</p> <p><u>Area Support & Improvement Partner Recruitment:</u></p> <ul style="list-style-type: none"> – The recruitment and selection process for the Area Support & Improvement Partner posts took place over April and May and has been a significant undertaking for the CHS Senior Management Team, Area Conveners & ASTs. – 225 applications were received and included many from within the CHS volunteer community. – 8 out of the 9 posts have been appointed with a decision to re-advertise Tayside and Fife for which interviews are expected to be held on 20 May. – Induction will take place w/c 24 June and will include opportunity for engagement with Area Conveners and members of the CHS Board. <p><u>Board Discussion:</u></p> <p>The Board noted that the investment from Scottish Government to enable these posts is welcomed and represents a step change in the capacity of the organisation to both ensure local volunteering is sustainable and ensure consistent high quality hearings experiences for children and young people.</p>		

The Board sought clarification of the plans to knit both the new staff together as a team and to integrate them with existing staff as well as the relevant ASTs

Board Decisions:

- 6. To congratulate the Senior Management Team on implementing recruitment and appointment so promptly to maximise the impact from investment during 2019/20.**

Panel Member Recruitment:

- 430 new panel members were appointed on 18 May following completion of pre-service training. These new Panel Members will be on rota from June 2019.

Board Decisions:

- 7. The Board welcomed the new Panel Members to the CHS Community and noted that the development of the recruitment campaign for future cohorts of panel members would draw on the experience of the current new recruits.**

CHS Learning Academy (CHSLA):

- CHSLA launched on 31st January 2019.
- The panel community has embraced the Learning Academy with a considerable uptake of the eLearning opportunities: The two latest bespoke modules are 1) Introduction to Adverse Childhood Experiences (ACEs) in the hearing room and 2) Neglect.

Board Discussion:

The Board noted that they were pleased that uptake of the e-learning opportunities developed had been so considerable. The Board was interested to learn in due course about future developments and the work being undertaken through the Learning Academy to enhance quality and increasing participation of children and young people.

Partnership Working:

CHIP:

- There is a desire to review the operation of the CHIP particularly in relation to the youth justice agenda; how data is collected and issues reported on; 16-17 year olds.
- The Scottish Government has been working with the 32 Community Planning Partnerships specifically looking at children services planning. Key feedback is that the Government is asking for too many reports that are not coordinated and not integrated.
- The Chief Social Work Adviser is hosting a meeting shortly to report on the exercise and recommend how data and information may be better streamlined.

Board Discussion:

The Board welcomed the review of CHIP.

	<p>The Board noted that they would be interested to receive the output recommendations regarding streamlining: the issue of reporting on outcomes had been a regular concern of the Board.</p> <p><u>HMG:</u></p> <ul style="list-style-type: none"> – CHS have initiated a review of the scope and membership of the Hearings Management Group partly due to a number of key individuals leaving and/or joining the group. – New Terms of Reference are likely to be discussed and agreed in September. <p><u>Board Discussion:</u></p> <p>The Board welcomed the review of HMG and looked forward to receiving an update in due course. The Board commented that this was a key forum between CHS, SCRA and the community to agree practice improvement in hearings to the ultimate benefit of children and young people.</p> <p><u>Scottish Tribunal Forum:</u></p> <ul style="list-style-type: none"> – W/C 17 June, the NC/CEO will make a presentation to the Scottish Tribunal Forum about the issues that both CHS and the Forum share e.g. quality, appointment, conduct, etc. <p><u>Miscellaneous:</u></p> <ul style="list-style-type: none"> – Nicola Maclaren (CHS Governance Lead) has taken up the fixed term post of Digital Business Readiness Project Manager. – Nicola will maintain oversight of Governance during initial transition until the Governance post will be backfilled. <p>Board Decisions:</p> <p>8. To note the NC/CEO update.</p>		
7	Finance report – 2018-19 outturn, Accounts and 2019-20 budget		
	<p>The HoF spoke to the Finance Report which had been previously distributed:</p> <p><u>2018-19 outturn</u></p> <ul style="list-style-type: none"> – The revenue grant in aid allocation for CHS for 2018/19 was £3.8m. The capital grant in aid allocation for 2018/19 was £0.25m. A further £35k was allocated from the joint digital programme. – The provisional spend in 2018/19 is £3,807k, that is, £46k less than previously forecast and £110k less than available resource of £3,917k. The underspend is higher than anticipated and is being analysed. – ICT costs are provisionally £35k higher than forecast. These costs are subject to a review of allocations from the digital programme. – Volunteer training expenditure is £66k lower than forecast. SMT have prioritised an investigation into expenditure profiles with West Lothian College to confirm that robust controls are in place and ensure more accurate forecasting throughout 2019/20. 		

- Volunteer expenses are £15k lower than forecast. It is anticipated that the total value of volunteer expenses claimed will increase once the new online expense system is launched in 2020/21.

2019-20 budget:

- Spend has now been profiled across the 12 months of the year and allocated against nominated budget leads as follows: the Operations Manager (OM), the Business Manager (BM) and the Depute Chief Executive (DCE).

Board Discussion:

The Board explored the reasons for the change in the level of projected underspend compared to the previous report. While the analysis had yet to be concluded they confirmed they understood the rationale for the financial position reported. The Board welcomed and noted the importance of the review of training expenditure to ensure close monitoring of expenditure to ensure the potential for maximising in year expenditure moving forward.

Annual Accounts 2018-19:

- External auditors are currently conducting the SCRA accounts and will start CHS' on 24 June. The draft audited accounts will be presented to the Audit and Risk Management Committee (ARMC) and the Board in August and September this year for publication in October.
- CHS' external auditors, Audit Scotland, have carried out their interim audit visit and whilst they concluded overall, that appropriate and effective internal controls were in place for those systems they reviewed, they did identify some areas where controls could be strengthened.
- The Finance Team will discuss these points with Audit Scotland during the final audit visit and thereafter draft a Management response which will be presented to ARMC after summer.

Board Discussion:

The Board appreciated the overall good report on internal controls in the organisation and looked forward in due course to ARMC's report on the Management response.

Digital Delivery:

- The 2018/19 outturn position is an underspend of £2,445k.
- The underspend is mainly related to the unused Aim 1 contingency and is expected to be fully used in 2019-20 as the project moves to the implementation of the new systems.

Board Discussion:

The Board noted the progress on the digital programme and the pressures arising as the programme moved into the final phases.

Board Decisions:

	<p>9. To note the provisional carry-forward underspend of £110k (higher than the anticipated underspend of £75k which will carry £35k additional resources in 2019/20).</p> <p>10. To note the Finance Report</p>		
8	Quarter 1 Performance Report		
	<p>The DCE spoke to the Performance Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The report has been refreshed to enable more meaningful understanding of progress against Business Objectives through e.g. addition of a “completed” category, better description of categories and, overall, greater clarity. – There are two amber activities: <ul style="list-style-type: none"> ○ Delivery of two “learn from the experts” events – only one event will be delivered this year due to prioritisation of work embedding the new Learning Academy. ○ Review CHS National Standards – The aim is to integrate CHS national standards and the Better Hearings ones which has proved more complex than anticipated. <p><u>Board Discussion:</u> The Board welcomed the new report format and noted it would be useful to discuss reporting options with the new Quality & Performance Lead. The Board requested the addition of a column to check objectives and their progress year-by-year.</p> <p>Board Decisions:</p> <p>11. To meet with the National Quality and Performance Lead to discuss ideas and options on reporting.</p> <p>12. To request future reports include year on year reporting</p> <p>13. To note the report.</p>	<p>DCE</p> <p>DCE</p>	<p>Sept '19</p> <p>Sept '19</p>
9	Volunteers' Week – reflections		
	<p>The DCE reported:</p> <ul style="list-style-type: none"> – CHS ran a very good online campaign through various media channels such as Facebook, LinkedIn, YouTube. The highest engagement rate was on Facebook with over 5,000 engagements in one week. Twitter saw the highest total reach and impressions with 61,300 individuals. – The online campaign, run internally by CHS staff, saved a significant amount of money compared with last year. – Feedback from volunteers about volunteers' week is that they felt a sense of value and contribution. <p><u>Board Discussion:</u> The Board agreed that increasing CHS' online presence in a more sustained and systematic way as had been demonstrated over the past year has reaped</p>		

	<p>results and seems to have increased awareness of CHS particularly amongst partner organisations.</p> <p>The Board discussed whether, even when strong, this effect would be long-lasting or be demonstrated to present tangible value for money and recognition in the long term.</p> <p>Board Decisions: 14. To maintain a significant online presence and to review it periodically. 15. To note the report.</p>	DCE	June '20
10	Digital Business Readiness		
	<p>The DCE spoke to the Digital Business Readiness Report which had been previously distributed:</p> <ul style="list-style-type: none"> – Lynne Harrison (BM) is focussing three days a week on Digital Business Readiness with the support of a Digital Business Readiness project Manager. – User engagement is a key focus for both product development and business readiness and a key focus will be to demonstrate to the panel community the direct benefits the digital programme will deliver e.g. online observations, expenses, training, diary etc. <p><u>Board Discussion:</u> The Board discussed the risk of having to rely on third parties as part of this very large project i.e. the cooperation between local authorities and clerks is outwith CHS' direct control, particularly in terms of providing the time to do data migration. However, it was noted that the migration of data is one of the topics regularly discussed at the Clerks network meetings and overall, clerks are positive and provide a valuable and sustained contribution.</p> <p>Board Decisions: 16. To include Digital Business Readiness as a standard Board agenda item. 17. To note the report</p>	GL	Sept' 19
11	National Training Contract Update		
	<p>The OM spoke to the Training Contract Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The paper provides an update on the mobilisation and early impact of the CHS National Training contract as delivered through the CHS Learning Academy. – CHSLA launched at the end of January and has been well received with both the concept and the content of the Academy portal receiving positive feedback. – 100s of volunteers every month have taken online modules and this has worked well for pre-service training. – An online forum for CHS Learning & Development Co-ordinators has been created and this has encouraged and developed participation with trainees and sharing ideas. 		

<ul style="list-style-type: none"> – 13 further online modules are currently being reviewed including one on cyber security which will align with CHS’ digital programme and information governance. – The two new courses: Leadership in the Hearing Room and Quality Assurance have been well received. – Feedback from volunteers re. attending training at Thistle House is that the venue is fit for purpose & they feel closer to the national team. <p><u>Board Discussion:</u> The Board welcomed the update and the positive reception and interaction with CHSLA. Quality of training was discussed. The National Quality and Performance Lead has been considering Quality Assurance of CHS activities and has been working with the National Training Lead in considering training activity. The Board noted they would welcome further opportunity for discussion of this topic at the September Board Development Session. The Chair encouraged all Board members to attend training events (Leadership in Hearing Room, Management of hearings, complaints, quality assurance, etc.) between June and September to inform discussion in September.</p> <p>Board Decisions:</p> <p>18. To take opportunities to attend CHSLA training between June and September 2019.</p> <p>19. To engage in a more detailed discussion about quality assurance at the September Board Development Session.</p> <p>20. To note the report</p>		
<p>12 Audit and Risk Management Committee (ARMC) meeting – minutes of the meeting of 7 May 2019 & Annual Report 2018/19</p>		
<p>The ARMC Chair spoke to the ARMC minute which had been previously distributed:</p> <ul style="list-style-type: none"> – At the request of the Digital Team and with the agreement of the SCRA Audit Committee and CHS’ ARMC, BDO are conducting an Internal Audit (funded by SCRA) of governance arrangements including the scrutiny and oversight of the digital programme. – This is to ensure that all reports to both organisations’ audit committees on progress, spend and challenges are sufficiently accurate and detailed to allow members to influence future activities within the programme should it be required. – The Annual Report captured the committee’s activities over the last 12 months and no issues arose. <p><u>Board Discussion:</u> The Board welcomed the inclusion of an Internal Audit to support Digital Governance. The Board welcomed the Annual Report and thanked the Committee for supporting CHS Governance in 2018/19.</p>		

Board Decisions: 21. To note the ARMC Minute			
13	Remuneration and Appointments (RAC) Committee – Annual Report		
The RAC Chair spoke to the RAC Annual Report which had been previously distributed:			
<u>Board Discussion:</u> The Board welcomed the Annual Report and thanked the Committee for supporting CHS organisational development in 2018/19.			
Board Decisions: 22. To note the RAC Annual Report			
14	AOB		
The Chair congratulated the NC/CEO for receiving an OBE in recognition for his many years of service to young people. Julia Lorrain-Smith, also received an MBE for her 42 years of service to the Children’s Hearings System in Scotland and to the community in Midlothian.			

The next Board meeting will be on 17th September 2019, Thistle House Edinburgh. The meeting closed at 14.10.

BOARD MEETING

AGENDA

1st Meeting 2019/20

11th June 2019

The Board will meet at 13.00-14:30, CHS, Thistle House, Edinburgh.

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-1920-01	To approve the minutes of the meeting of 19 March 2019
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1920-02	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	To note
6	National Convener/ CEO update	BMcA	CHS-1920-03	To note

7	Finance update: <ul style="list-style-type: none"> Finance 18/19 outturn & 19/20 profile 	EM	CHS-1920-04	To approve
8	CHS Performance Report Q1 Forecast	CM/MB	CHS-1920-05	To approve
9	Volunteer Week review-reflections	LF/NH	verbal	To note
10	Digital Business Readiness	LH	CHS-1920-06	To approve
11	Training contract post implementation review	CM	CHS-1920-07	To approve
12	ARMC <ul style="list-style-type: none"> Minutes of last meeting Annual report 	EJ	CHS-1920-08 CHS-1920-09	To approve
13	RAC <ul style="list-style-type: none"> Annual report 	EJ	CHS-1920-10	To approve

Next meeting date: 17th September 2019.

Minutes of the Board meeting of 19th March 2019

The meeting started at 13:00.

Present:

Garry Coutts (Chair)
 Marian Martin
 John Anderson
 Henry Robson
 Beth-Anne Logan
 Jo Derrick
 Barbara Neil

Also present:

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS
 Elliot Jackson, Depute Chief Executive (DCE), CHS
 Lynne Harrison, Business Manager, CHS
 Nicola MacLaren, Governance Lead, CHS
 Christine Mullen, Operational Manager, CHS
 Iain Fitheridge, Sponsor Team, Scottish Government.

Apologies:

Ed Morrison, Head of Finance, SCRA/CHS
 Susan Deery, Head of Human Resources, SCRA/ CHS

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time-scales
1	Declaration of interests	
	As part of this year’s recruitment campaign, CHS have commenced research support from the with the Robertson Trust – it was noted that Garry Coutts CHS Chair also sits on the board at the Robertson Trust.	
2	Minutes of previous meeting	
	No amendments required, minutes reviewed.	
	2. Decision—	
	The Board agreed to approve the minutes.	
3	Matters arising	
	None	

4	Action log	
<ul style="list-style-type: none"> • There were no points to raise that weren't already on the agenda. 		
5	Chair update	
<p>1. Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • Nothing pressing to highlight. However it was acknowledged by the Chair that there is a huge amount of work ongoing into the Volunteer Support structure that is taking up a large amount of time and resource from the Senior team. • The ambition and future planning of CHS has been recognised by Scottish government. <p>2. Decision—</p> <p>No matters were raised to the chair.</p>		
6	Chief Executive update	
<p>1. Summary of discussion and/or issues raised—</p> <p>The National Convener/ CEO (NC/CEO) spoke to the CE Update. Key elements were:</p> <ul style="list-style-type: none"> • The grant in aid letter has been confirmed and allow CHS to press ahead with the future plans to recruit additional volunteer support posts. • MM is departing as CHS board member at the end of the month. • Sara Crawford has left the Quality and Performance lead post. • Two new board members have been appointed. Barbara Neil and Jo Derrick have been approved for 3 and 5 years respectively. • There are 2 new staff members in CHS – Sehar Masood, Information and complaints officer and Sophie-Elise Anker, Information Governance Records Officer. A new Graphic Designer is due to join the team later in the month. • Scott Leiper has officially been appointed as the new AC for Aberdeen City. Highland & Moray AC position remains vacant. • IG training is underway for all staff and the CHS community. Any members of the community who haven't completed this have been removed from the rota. <p>2. Decisions—</p> <p>The Board agreed—</p> <ul style="list-style-type: none"> • To note the updates. 		
7	Finance Update	

18/19 Finance Forecast

1) Summary of discussion and/or issues raised—

- Available resources set out in section 1. of the finance report. No change since last report
- Issues to highlight in section 2 include staffing, volunteer expenses, Digital and the Thistle House project.
- Staffing – positive 1.3% variance with savings target met and resources allocated to extension of key posts.
- Volunteer expenses - £50k underspend expected based on year to date and previous years' experience.
- Digital – underspend of around £80k on the contingency budget expected which will be carried forward to 2019/20 subject to approvals.
- AST devolved funding requires some further investigations to understand the underspend.
- Thistle House project – estimated costs have increased since last report to the Board. My summary of the main areas of change since the original budget (September Board report) is shown below:

Building costs	201	225	24
Furniture	38	92	54
IT costs	15	13	-2
Re-location costs	5		-5
Training room technology		26	26
Total	259	356	97

- In relation to Thistle House move highlight good outcome to dilapidation negotiations and a 0 dilapidations has been agreed at Thistle House.
- Finally in section 2, the £29k forecast capital overspend in section 2.13 will be met from 2019/20 capital allocation of £75k.
- In conclusion SMT targeting £75k revenue underspend to support 2019/20 budget plans.

2. Decision—

The board agreed to note the update.

2019/20 draft budget

1) Summary of discussion and/or issues raised—

- Additional funding of £700k now confirmed in GIA letter to support sustainable volunteering.
- Revenue budget proposals are set out in table in section 3 which also shows changes from 2018/19 budget.
- Key budget changes are in staffing which are set out in detail in section 3.1. Most significant staffing increase is 10 months of costs for 10 new volunteer management posts.
- Training, travel and subsistence includes first year office relocation allowance and one off recruitment costs.

	<ul style="list-style-type: none"> • Property budget reflects full year costs of Thistle House. • Recruitment budget is lower offsetting some of the staffing increases set out in section 3.1. • All other budgets are forecast to be close to current year budget levels. • Digital funding will be £2.5m and CHS will receive £75k of capital funding in 2019/20. • Sections 3.16 – 3.18 set out how the 2019/20 budget plans will be changed going into 2020/21 should CHS face standstill revenue funding. • The Business Manager has confirmed that the resources to support the key activities included in the draft 2019/20 Business Plan are in place. • PVG for reappointments is no longer required. There is an ongoing exercise with SCRA to look at when panel members fall out of the process and therefore is there a later point in the journey that the PVG can be completed and save some money. <p>2) Decisions –</p> <p>The board agreed to approve the report.</p>		
8	ACLG February Reflections		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • The ACLG planning weekend was held on 1st & 2nd February 2019 at the Stirling Court Hotel. • Attendance was excellent across the areas as well as from the board. • Feedback regarding the documents being submitted in advance was very positive. • The market place was seen as a great idea however could have been utilised further next year. <p>2) Decisions—</p> <p>The board agreed to note the updates.</p>		
9	Panel Member Recruitment		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • Currently on year 2 of the 3 year ‘force for good’ creative campaign. • It is proposed that the volunteer focus and Force for Good creative concept is maintained for 2019 and a further 2/3 years. • A 3 phased approach will be used this year: research and insight gathering, engagement/development day and a campaign consultancy panel will take place prior to the creative development. • A 1 day creation workshop with key stakeholders will take place and input from the Frameworks Institute and the Union, a recognised and respected research group who are currently active within the Scottish care experienced sector. MM will attend as a board representative. • For the 2019 campaign there is some work required on the language used within the campaign and the number of characters featured within the campaign. This work will remain with the Union. 		

	<ul style="list-style-type: none"> • CHS has also engaged the Frameworks Institute to work on this campaign. The Frameworks Institute is a research body that is currently working with the Robertson Trust and Celcis on a large scale messaging project aimed at redefining and framing public perceptions of those with lived care experience. A research paper will be given to CHS and the union on where they believe the campaign should be going. They will also do regular frame checks throughout the process to review the language to ensure the campaign is on the right track. • There have been more consultations points built into the campaign with the board and other key players to ensure a more diverse approach. • There will be a high social media presence during the campaign to allow young people to be involved and feel like they can input to the campaign. • Creative testing will be done by the union but also by an independent research agency to allow to any missing pieces to be picked up. <p>2. Decisions—</p> <p>The board gave their approval to proceed with the proposed format.</p>		
10	Business Plan 2019/20		
	<p>1. Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • The proposal will go to ministers for approval in March for publishing in April. This is year 2 of the 3 year plan. • There is a 4th new objective this year ‘We will lead change to modernise the Children’s Hearings System to deliver better experiences and outcomes for children and young people’. In addition to recruit, train & support. • The wording on objective 2 needs to be updated to state consultation with C&YP. • The target percentage of panel members under 25 needs to be amended to be greater than last year’s target of 12%. • Very positive feedback on the plan and the progress on previous years. • BN and JD will review the plan and feedback on any points they may have. <p>2. Decisions—</p> <p>The board agreed to approve the report.</p>	LH	asap
11	Q4 Performance Report		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • Overall good performance this quarter. • It was agreed to changed recruitment from red to amber. • Panel practice input has improved over the last few months with the JMcR and RM now fully integrated into the team. • PPA forum is progressing well with key decisions being made and regular meetings taking place. • The relationship with OHOV required some work but is underway. 	LH	asap

	<p>2) Decisions—</p> <p>The board agreed to approve the report.</p>		
12	LA Partnership agreements progress		
	<p>1) Summary of discussion and/or issues raised –</p> <ul style="list-style-type: none"> • 17 agreements have now been returned. There have been some queries from the outstanding areas which should now all be resolved and the remaining areas are expected to return by the 1st April. <p>2) Decisions—</p> <p>The Board agreed to note the update.</p>		
13	Property		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • The move to thistle house is progressing well and on track for completion on 31st March. • Flexiform will facilitate the move from ladywell house to thistle house on the 4th of April moving all the monitors and crates of belongings. • Staff are all very well informed of the progress and have been engaged and consulted on the arrangement. • The overall finish and quality of the work we have seen on the MWC side of the office has been outstanding. <p>2) Decisions—</p> <p>The Board agreed to note the update.</p>		
14	ARMC		
	<p>- Work Plan</p> <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • The work plan for ARMC has previously been approved by the committee but final board approval is required. • There was a level of discussion and scrutiny to ensure the plan fits with the annual audit plan. <p>2) Decisions—</p> <p>Agreed to approve the plan.</p> <p>- Terms of Reference</p> <p>Summary of discussion and/or issues raised—</p>		

	<ul style="list-style-type: none"> The TOR have been reviewed and it was noted that Beth-Anne Logan should be removed from the committee members list as she does not sit on ARMC. <p>2) Decisions—</p> <p>Agreed to approve the TOR.</p> <p>- Minutes of previous meeting</p> <ul style="list-style-type: none"> The minutes were reviewed for any discrepancies. <p>2) Decisions—</p> <p>The Board agreed to approve the minutes.</p>		
15	RAC		
	<p>- Work Plan</p> <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> The work plan for RAC has previously been approved by the committee but final board approval is required. There was a level of discussion and scrutiny to ensure the plan fits with the NC objectives review and departure of BMCA. <p>2) Decisions—</p> <p>The Board agreed to approve the workplan.</p> <p>- Minutes of previous meeting</p> <ul style="list-style-type: none"> The minutes were reviewed for any discrepancies. <p>2) Decisions—</p> <p>The board agreed to approve the minutes</p>		
16	AOB		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> DDOC has met since the last digital update. Any issues that arose out of the D1 standards assessment have been rectified and the Board have approved the restart of the programme Timelines has been revised and with a good wind all will fall back on track. Assurances have been given from the OCIO on how onerous and disproportionate their assessment was on the size and scale of the project. The Chair thanked Marian Martin for all her help and contribution over the years and wished her all the best from CHS in the future. 		

2) Decisions— The Board agreed to note the update.		
---	--	--

The Chair thanked everyone for their contribution. The Chair thanked Marian Martin for all her help and contribution over the years and wished her all the best from CHS in the future.

The next Board meeting will be on 11th June 2019, Thistle House Edinburgh. The meeting closed at 14.34.

DRAFT

Agenda item 4

Children's Hearings Scotland Board Action Log Updated on 1 May 2019

No.	Action(s)	Source	Target date	Owner	Status
1	<ul style="list-style-type: none">Reasons for Appeals - comprehensive report	28.11.17	September 2019	BMcA	Not due yet
2	<ul style="list-style-type: none">Review the Framework document once revised Scottish Government National Outcomes have been published following their review in September	20.03.18	September 2019	LH	Not due yet
3	<ul style="list-style-type: none">Training contract PIR	03.09.18	June 2019	CM	On agenda
4	<ul style="list-style-type: none">AST plans/Support Feedback	18.09.18	September 2019	LH/EJ	Not due yet
5	<ul style="list-style-type: none">Progress of LA Partnership agreements	27.11.18	June 2019	EJ	In boyds update
6	<ul style="list-style-type: none">Development session – training academy future look ahead	29.01.19	September 2019	EJ/CM	Not due yet
7	<ul style="list-style-type: none">Present a proposal for a programme of reviews over the next few years with internal audit with an external review to be conducted in one of those.	09.05.19	September 2019	EJ/BMcA	Not due yet



Agenda Item 6, CHS-1920-03

National Convener / Chief Executive update

I set out in this paper a summary of our high level activities since the March meeting.

1. COMINGS AND GOINGS

1.1 It was a great pleasure to welcome Maree Todd MSP, the Minister for Children and Young People to Thistle House last night to perform the formal opening of the offices – and to have so many young people, partners and representatives of the CHS community present. Our move to the new offices passed off smoothly thanks to all the planning and preparation. There will be opportunities for the national team to come together and engage with the team members based at Thistle House.

1.2 I am also delighted that the Board were able to announce at the opening that they have appointed Elliot Jackson as my successor as National Convener. He will take on an expanded team to provide the necessary support to our volunteers – and to ensure we as an organisation can help effectively to lead change within the children’s hearings system. I wish him every success for CHS. Elliot will take up post on my retirement in early October.

2. HEADLINES

2.1 **Recruit:** Plans are progressing for the recruitment campaign for 2019. The development day with young people, partners and representatives of the CHS Community went well with lots of ideas and comments submitted which are being factored into the new campaign ahead of testing. 430 new panel members were appointed following pre-service training and they will come on rota from June. We welcome them into the Community. Recruitment The position of Area Convener in Highland and Moray is underway and we will shortly be advertising the post of Area Convener for West Dunbartonshire following Maureen McGlinchey’s decision to retire.

2.2 **Training:** Since our launch on the 31st January our community have embraced the Learning Academy, with a considerable uptake on our newest component of eLearning. The two latest bespoke modules: Introduction to Adverse Childhood Experiences (ACEs) in the hearing room and our 2nd module on Neglect. These modules were the first we launched to complement and support CHS practice, knowledge and skills bases. These modules have been accessed and completed by 3213 of our CHS community. We will be developing and launching 4 more bespoke modules this year based on need and competencies of various roles and responsibilities within the CHS community.

2.3 **Support:** The Area Convener Liaison Group (ACLG) meets again on 19 June where we will take stock on the progress of practice and policy issues and on the Area Support Improvement Partners (ASIP) team.

2.4 The recruitment and selection process for the ASIP posts took place over April and May. From the 225 applicants we have made offers of appointment to 8 of the 9 posts, with a decision to re advertise Tayside and Fife for which interviews are expected be held on 20 May. Once all the relevant checks have been made we will be able to publicise the names, however, we can tell everyone that we are excited with the calibre and passion of the prospective appointees, their fit with the existing national team and with the Area Conveners and ASTs.

2.5 We are extremely grateful for the generous role Area Conveners played in the recruitment process, from co-production of design, shortlisting, leading the 'chemistry' sessions with their ASTs, and in the competency based interviews. We may not have been able to achieve the success of this process without them. We also received a high level of interest in the posts from the panel community and are delighted that they are well represented in the ASIP appointments.

2.6 Most significantly, thanks go to Dylan Duff who was able to participate in the first week of interviews and who contributed the 'killer' questions for all interviewees, across the two weeks.

2.7 We are now in the process of organising the ASIPs corporate induction which will take place from the 24th to 28th June 2019, though formal start dates will vary. This will be an ambitious and dynamic week at which members of the Board, Area Conveners, and key partners will be invited to participate. The leads within the national team are helping SMT shape the induction and will play a key role alongside the ASIPs, going forward.

2.8 Separately, a constructive meeting was held with the Clerks today. Comprehensive discussions covered recruitment planning, digital roll-out and the role, induction and integration of the ASIPs.

3. **WIDER LANDSCAPE**

3.1 **CHIP** will next meet on 10 June and I will provide an update at the Board meeting along with activity in the key reference groups.

3.2 **Volunteers week.** It has been hugely encouraging to see both the social media presence of CHS in highlighting the activities of the volunteers in the CHS community and the diversity of their backgrounds and skills. The support from those commenting has also been very welcome and my thanks go to the team who pulled together all of the material for promoting our volunteers. The Minister's contribution is scheduled to issue this evening.

3.6 **Out and about:** June is a key time for AST events to welcome new panel members and other volunteers and to recognise those who have contributed to the National Panel either because they have reached a milestone or have decided to move on.

I am happy to expand on any of the above or other issues at the Board.

Boyd McAdam NC/ CEO 7 June 2019

Agenda Item 7 – CHS-1920-04

Finance Report: 2018/19 outturn, Accounts update and 2019/20 Budget profile

Accountable Director: Director of Finance
Report author: Ross Mackenzie
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required
 Yes No

1 2018/19 outturn

- 1.1 The revenue grant in aid allocation for CHS for 2018/19 was £3.8m, excluding £92k provided in respect of the joint digital programme with SCRA. The Board approved a balanced revenue budget based on £3.864m on 20 March 2018, anticipating £64k of carried-forward resource underspend from 2017/18. The actual carry-forward from 2017/18 was £117k, meaning the resource available to spend in 2018/19 was £3.917m.
- 1.2 The capital grant in aid allocation for CHS for 2018/19 was £0.25m. A further £35k was allocated from the joint digital programme.
- 1.3 This paper summarises the anticipated 2018/19 financial outturn and resource implications into 2019/20, in advance of external audit starting on 17 June 2019. This paper also summarises the 2019/20 budget as devolved to SMT members, and profiled to reflect CHS's anticipated timing of spend.

2 Recommendation

- 2.1 Board members are asked to note the provisional carry-forward underspend of £110k subject to confirmation of digital spend. The 2019/20 budget was predicated on a £75k underspend carrying forward from 2018/19. There is therefore provisionally £35k additional resources in 2019/20. SMT will propose allocation of this resource to the Board in September 2019.

3 Summary 2018/19 Financial Position

- 3.1 The pre-audit provisional outturn, excluding capital expenditure, year end adjustments required for reporting in the statutory accounts, and expenditure funded from digital resource shared with SCRA, is below.

Finance Report as at 31 March 2019						
	Actual YTD Period 12	Variance YTD Period 12	2018/19 Annual Budget	2018/19 Forecast	2018/19 Forecast Variance	2018/19 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	1,045	-24	1,069	1,055	-14	-1.3
Board	46	+6	40	43	+3	+7.5
Training, travel and subsistence	37	+0	37	38	+1	+2.7
Property	69	+0	69	70	+1	+0.7
Other Operating Costs	134	+80	53	120	+67	+126.2
ICT Costs	370	+29	341	335	-6	-1.9
Corporate Costs	79	-7	86	77	-9	-10.4
Panel and AST Expenses	535	-64	600	550	-50	-8.3
Panel and AST Training	1,118	-59	1,177	1,184	+7	+0.6
Support for hearings	19	-13	32	25	-7	-21.6
Volunteer recruitment	282	+16	266	276	+10	+3.8
PVGs	31	+2	29	29	+0	+0.0
AST Devolved Funding	42	-24	66	51	-15	-22.7
Income	0	+1	-1	0	+1	+70.0
Total	3,807	-57	3,864	3,853	-11	-0.3

- 3.2 The provisional spend in 2018/19 is £3,807k. This is £46k less than previously forecast and £110k less than available resource of £3,917k.
- 3.3 Other operating costs spend is £14k more than forecast due to additional spend on furniture for Thistle House. This was approved by SMT after the previous report to the Board.
- 3.4 ICT costs are provisionally £35k higher than forecast. These costs are subject to a review of digital spending.
- 3.5 Volunteer expenses are £15k lower than forecast. The expenditure is volatile and unpredictable, based as it is on the timeliness of claims by those volunteers who wish to claim and claims being in arrears.
- 3.6 Volunteer training spend is £66k lower than forecast. SMT have prioritised an investigation into spend with West Lothian College to confirm that controls are in place and ensure more accurate forecasting throughout 2019/20.
- 3.7 The above table excludes all spend that is being funded from the joint digital delivery resource, initially assigned to Scottish Children's Reporter Administration (SCRA) at the start of the year. Any variances from the CHS digital budget will be reported in the first Budget report for 2019/20.

4 Annual Accounts 2018/19

- 4.1 The final sum to be carried down and factored into 2019/20 plans will not be known until the conclusion of external audit fieldwork on 21 June. The three weeks prior to that are set aside for senior manager review of the Management Accounts and Statutory (Financial) Accounts.
- 4.2 The audited draft accounts will be presented to Audit and Risk Management Committee on 27 August, for Board approval in September and publication in October.
- 4.3 CHS's external auditors, Audit Scotland, have carried out their interim audit visit and whilst they concluded overall, that appropriate and effective internal controls were in place for those systems they reviewed, they did identify some areas where controls could be strengthened. These areas included
 - reconciliations (a period between September 2018 and January 2019 when reconciliations were not completed timeously)
 - general ledger access (some existing staff members have access rights that are inappropriate for their role)
 - payroll (exception reporting and validation) and
 - trade payables (record of supplier bank detail changes).

The Finance Team will discuss these points with Audit Scotland during the final audit visit and thereafter draft Management Responses for inclusion in a final Management Letter.

5 2019/20 Budget

- 5.1 The Board approved the 2019/20 budget in March, on the basis of revenue grant in aid from Scottish Government of £4.5m and £75k of 2018/19 revenue underspend.
- 5.2 Spend has now been profiled across the 12 months of the year and allocated against nominated budget leads as below: the Operations Manager (OM), the Business Manager (BM) and the Depute Chief Executive (DCE).

	2019/20 Budget £000	Budget Lead	Profile description
Staff	1,790	see 5.3	see Appendix
Board	45	DCE	one month in arrears
Staff training, travel and subsistence	80	see 5.4	see Appendix
Property (excluding capital)	107	BM	quarterly in arrears
Other Operating Costs	63	BM	see Appendix
ICT Costs	355	OM	see Appendix
Corporate Costs	76	BM	see Appendix
Panel and AST Expenses	575	BM	see Appendix
Panel and AST Training	1,174	OM	see Appendix
Support for hearings	32	OM	quarterly in arrears
Recruitment of volunteers	182	OM	see Appendix
PVGs	30	BM	see Appendix
AST Devolved Funding	66	OM	see Appendix
Total	4,575		

- 5.3 The DCE will lead on achievement of the £28k savings target included within the staff line. Staff costs are aligned to the Business Manager or the Operations Manager according to where each post sits within the organogram.
- 5.4 The staff training budget is aligned to the Operations Manager, with travel and subsistence split between the Operations and Business Managers according to the current estimated usage of the budget by each Manager's staff.
- 5.5 The resulting profile of spend is below, showing how much of CHS's expenditure is anticipated towards the end of the financial year.

	Revenue Expenditure £000	YTD Revenue Expenditure % of total	Revenue Grant in aid £000
Period 1: April	169	3.7	112
Period 2: May	237	8.9	442
Period 3: June	370	17.0	309
Period 4: July	372	25.1	268
Period 5: August	395	33.7	576
Period 6: September	345	41.3	286
Period 7: October	272	47.2	320
Period 8: November	451	57.1	328
Period 9: December	361	65.0	346
Period 10: January	467	75.2	354
Period 11: February	326	82.3	383
Period 12: March	810	100.0	776
Total	4,575		4,500

- 5.6 CHS has £75k capital grant in aid. The DCE is leading on this spend. Expenditure has been profiled in May and March to reflect the last spend on Thistle House and equipment later in the year. The capital grant in aid is identically profiled.
- 5.7 £2m capital and £500k revenue grant has been aligned to SCRA in respect of Year 3 of the joint Digital Programme in 2019/20. As in 2017/18 and 2018/19, any spend directly to the sole benefit of CHS will be re-aligned in-year through discussions with Sponsor Team.

6 Digital Delivery

- 6.1 The Head of IT developed an updated Digital Delivery Plan which covers the period 2018/19 to 2020/21. Net expenditure in the period to March 2019 is £2,445k. Details of the budgets, actual spend and forecast are as follows:

Programme Aims	Budget 2018/19 £k	Actual 2018/19 £k	Variance 2018/19 £k
Aim 1 – Core Systems Development	2,398	2,342	(56)
Aim 2 – Panel Community Projects	15	16	1
Aim 3 – Digital Hearing Room Projects	10	10	0
Aim 4 – CHS/SCRA Business Digital Activity	77	77	0
Total	2,500	2,445	(55)

- 6.2 Aim 1 was focused on the Alpha phase of development of the new delivery platform for the hearings system (CSAS). The current underspend of £55k relates mainly to unused Aim 1 contingency which will be carried forward to 2019/20 when activity significantly increases resulting in implementation of new systems by March 2020.
- 6.3 The capital/revenue split is under review by the SCRA Finance Team and as with last year the digital budget for spends solely focused on CHS activities has been transferred from SCRA to CHS.

7 Conclusion

- 7.1 Board members are asked to note the provisional carry-forward underspend of £110k. The 2019/20 budget was predicated on a £75k underspend carrying forward from 2018/19, therefore there is £35k additional resources in 2019/20. SMT will propose allocation of this resource to the Board in September 2019.

The **staff** budget, including the £28k savings target, is split in equal twelfths throughout the year, with the exception of the ASIP posts which are presumed to start in June.

Staff **travel and subsistence** costs are profiled one month in arrears, with other staff costs such as training and recruitment in equal twelfths. The recruitment costs for the incoming National Convener are spread from July to October.

The **Operating Costs** profile varies by account, largely in arrears and based on the actual spend profile of 2017/18.

The **ICT budget** is broadly based on actual spend profile of 2017/18 spend profile:

- the SCOTS charge is anticipated in December;
- website costs were paid in April;
- Office365 licences are expected to peak in August and from November onwards as new trainees on-board;
- System development spend falling in March 2020, after accounting for the monthly ongoing support contract.

Corporate Costs are phased at the end of the year for external audit and shared services, and based of 2017/18 actual profile for internal audit.

Based on previous experience, **Panel and AST expenses** are profiled 3 months in arrears, with lighter months in October and December. This means 44% of budget is profiled for March 2020, reflecting the large value of expenses that are accrued at year-end. **AST devolved funding** has been similarly profiled to reflect the National Team's aspirations to bring forward ASTs' spend from the end of the year and spread local learning, recognition and development more evenly throughout the year.

Panel and AST Training spend is profiled according to 2018/19 actual spends known at the time of budget-setting.

In **volunteer recruitment**, Panel member recruitment spend is profiled across June to November based on 2017/18 actual spend. AST recruitment is phased one month in arrears throughout the year to reflect its more continuous nature.

PVG spend is profiled on the basis of 2017/18 actuals.

Quarter 1 Performance Report

Accountable SMT member:	Operations Manager
Report author:	Michael Beardmore, National Quality & Performance Lead
Resources implications:	Within available resources
Purpose:	For note
Equalities duties:	Equalities Impact Assessment Required

Yes

No

1. Introduction / Purpose:

This paper collates progress updates on 2019-2020 Business Activities and KPIs for Quarter 1, provided by accountable individuals.

2. Changes To Previous Reports:

The format of the report has some minor alterations from previous versions:

(1) 2 new colour indicators have been added – BLUE for actions that are completed and WHITE for actions that are not due to have started or be reported on. The purpose of this change is to more easily distinguish between on-going, completed, and not yet begun actions.

(2) Introduction of activity and KPI summary table (p.2). The purpose of this change is to provide a snapshot overview of the state of the activities and KPIs, aligned to the Business Objectives, enabling targeted scrutiny of the Objectives.

(3) Colour Status of each action will now be shown both for the current quarter and the past quarters of the year. The purpose of this change is to improve the function of the Performance Report as a activity tracking document over time, and thus aid the identification of performance issues or successes.

3. Recommendation

The board are asked to review the aforementioned changed and approve the report with these amendments going forward.

Performance Report 2019-2020

Quarter 1

(April, May and June 2019)








children's
hearings
scotland







The Children's Panel — life changing.



Quarter 1 Organisational Summary

	# of Business Activities					# of KPIs		
						Currently Achieving	Currently Not Achieving	Not Yet Due
1. Modernise	0	7	1	0	3	0	1	2
2. Recruit	0	5	0	0	1	0	0	5
3. Train	2	4	1	0	1	0	0	9
4. Support	0	5	0	0	4	4	0	1
TOTAL	2	21	4	0	8	4	1	17

Key:

-  Completed
-  On track to be delivered on time and on budget
-  At risk of not being delivered on time and on budget; corrective action in place
-  At serious risk of not being / has not been delivered on time and on budget
-  Work not yet due to be reported on
-  Corporate Parenting Activity

Abbreviations:






- AST - Area Support Team
- BM – Business Manager
- CPL – Community Project Lead
- CSL – Community Support Lead
- C&EL - Communications and Engagement Lead
- DA – Database Administrator
- DCE - Deputy Chief Executive
- DPDL - Digital Programme Delivery Lead
- HR/ODL - Human Resources and Organisational Development Lead
- IGL - Information Governance and Complaints Lead
- JDPD – Joint Digital Programme Director
- NTL - National Training Lead
- P&PL - Practice and Policy Lead
- Q&PL - Quality and Performance Lead
- R&RL - Recruitment and Retention Lead

Business Objective 1

We will lead change to modernise the Children’s Hearings System to deliver better experiences and outcomes for children and young people.



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
1	We will improve how children’s hearings are conducted by: - Developing and implementing policy on management of hearings - Preparing new practice guidance - Strengthening training for panel chairs	P&PL	April - June	●				<ul style="list-style-type: none"> Short Life Working Group chaired by National Convener (Nov 2018 – Feb 2019) prepared national policy endorsed by ACLG. Draft practice guidance circulated to ACs and revised in response to comment. Policy and guidance issued to community on 16 April 2019 Conditional reappointments applying policy made in May 2019 First Leadership training course delivered 18th May and rolling out nationally over 2019 Initial impact to be reviewed in August 2019
2	We will promote child-centred practice in hearings through <i>Our Hearings, Our Voice</i>	P&PL	April - March	○				<ul style="list-style-type: none"> PPL met with Project Lead and visited OHOV new premises Planning scheduled to discuss future options
3	We will design intuitive, user focused digital systems that enhance our volunteering experience.	DPDL	April - November	●				The CHS Community Portal will consist of 9 services. MVP has been delivered for Expenses and Training & Events. MVS for Concerns & Rota Management with a plan for development of all services by end December 2019.
4	We will ensure that the CHS community is equipped and ready for our new digital systems through a business readiness programme.	BM	April – March	●				Business Readiness resources have been secured internally with a full time Project Manager now in place and BR Lead at 0.6 fte. Plans to secure resource to support ongoing engagement, training and familiarization of the volunteer community are being progressed. A masterplan is in place to

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
								direct business readiness activities across all services. Business Owners for each service being developed have identified stakeholders, training approaches and policy and process impact for the organization. The MVP for Expenses and Training & Events & MVS for concerns have been delivered and is being tested. A digital training strategy has been approved to support digital confidence within the community and will be expanded to include training on the new systems as they become available. Plans for data migration of Training data and PanelPal are in progress.
5	We will review our National Standards to drive improvement and enhance Panel Member performance.	P&PL	April – March					CHS national standards, Better Hearings standards and CHS competencies need to be integrated into single standards framework.
6	We will collaborate with the Independent Care Review to implement initiatives that improve the experience of children and young people attending hearings.	P&PL	April – September					<ul style="list-style-type: none"> • PPL is member of Care and Justice Journey Group, meeting on monthly basis. • CHS and SCRA jointly delivered workshop session on the children’s hearing system to Journey Group in April 2019 • PPL co-opted to participate in ICR group on siblings to look at separation and contact issues.
7	We will work with SCRA to monitor the number of upheld appeals against hearings and implement an improvement plan.	Q&PL	April- March					New Q&PL now in post to take up this task. Assessment of current situation needed.
8	We will publish a report on the implementation on hearing decisions by local authorities, and work with partners to evidence impact.	Q&PL	April- March					New Q&PL now in post to take up this task. Assessment of current situation needed.
9	We will ensure that high quality information and resources	P&PL	April- March					First practice update newsletter issued to all Panel members directly and posted on CHIRP on 16 April with details of






No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
	are available on CHIRP, that support Panel Member's decisions making role.							practice changes including (i) revised policy on continuity and (ii) use of standard measure in Compulsory Supervision Orders and (iii) practice guidance on chairing hearings.
10	We will develop a strategy for inclusion, with a focus on BME communities, to ensure the Children's Panel reflects the diversity of children and young people involved in the hearing system	P&PL	April-March	●				<ul style="list-style-type: none"> Attendance at BME working group involving SCRA and community partners. Development of practice guidance on Minimising Barriers in Hearings with first areas of content on 'inclusive language', working with people who have autistic spectrum condition. Preparing survey of CHS community to identify panel members needs and seek community involvement.
11	We will improve the volunteering experience for the CHS community through the launch of our new digital systems.	JDPD	November - March	○				Systems not yet due for launch.
12	We will provide advice to government and other partners on: <ul style="list-style-type: none"> - implementation of UNCRC principles in relation to youth justice and the Children's Hearing System - raising the age of criminal responsibility. 	P&PL	Subject to Parliament timetable	●				<ul style="list-style-type: none"> CHS submission to Equalities and Human Rights Committee at Stage 2 of ACR Bill National Convener and PPL met with Conservative MSP jointly with SCRA to discuss amendment to Bill PPL participating in implementation process (CHS to host implementation group at Thistle House in June) Practice team participation in Whole System Approach implementation group. CHS and CYCJ joint position statement on WSA included in practice guidance.

KPI	Target	Lead	Achieved To Date	Update
% of ICT calls resolved within service level agreement	90%	BM	84%	87 incidents raised.
% of positive Community Survey feedback on online practice support	55%	Q&PL	Not Yet Due	Community survey closes 2 nd June
% of positive user feedback on new digital systems	80%	BM	Not Yet Due	New systems not yet due for launch.

Business Objective 2

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
13	We will work with young people who have lived experience of children's hearings to co-produce refreshed recruitment creatives which attract diverse and committed volunteers.	R&RL C&EL	April – August	●				Throughout the first quarter of this year, we have been organising a development day, which involved young people with experience of the hearings system, Panel Members and colleagues from across the sector in generating ideas for our next recruitment campaign. This development day took place on Friday 3 May 2019. Young people will continue to be involved in the creative development process via an advisory team and through Basecamp updates.
14	We will review our recruitment processes, and carry out a Panel Member recruitment and selection process to appoint around 450 new Panel Members.	R&RL C&EL	April- October	●				Planning has started; first RRRG meeting of 2019/20 held at end of May; campaign development underway with contracted creative agency.
15	We will review our recruitment processes for AST members, seeking to fill all vacant volunteer posts within four months of advertising.	R&RL C&EL	April – March	●				Reactive approach depending upon vacancy and challenging depending upon role. Discussions underway how to widen the reach for recruiting such roles. Identified need to proactively plan and implement the strategy to fulfil the need for the specific role of PPAs.
16	We will expand the involvement of young people in the recruitment of volunteers in our ASTs by developing supportive relationships with children and young people in their local areas.	R&RL C&EL	June – November	○				ASTs being asked to complete their recruitment plans for 7 June. Many have already identified how they will involve young people in the process. ASIPs roles will support this activity.





No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
17	We will seek to reappoint approximately 975 Panel and AST members across Scotland, ensuring that they continue to have the skills and qualities to be CHS volunteers.	R&RL	April - June	May:  June: 				To date, 218 Panel Members reappointed in May 2019. Reappointment based on achieving Professional Development Award, or having undertaken the Management of Hearings/Leadership in the Hearing Room, introduced in 2019. Over, 1000 Panel Members due for reappointment in June 2019.
18	We will continue to work with the CHS community to recognise and value the contribution of our volunteers in protecting Scotland's most vulnerable children and young people.	R&RL	April - March					Many local recognition events underway, supported by CHS through devolved funding, in many instances. Recognition through social media channels.

KPI	Target	Lead	Achieved	Update
% of new Panel Members appointed aged 25 and under (September 2019 cohort)	12%	R&RL	Not Yet Due	
% of new Panel Members appointed that are male (September 2019 cohort)	38%	R&RL	Not Yet Due	
% of volunteer posts filled within 4 months of advertisement	90%	R&RL	Not yet due	
No. of ASTs involving young people in recruitment	100%	R&RL ?	Not Yet Due	Will be linked to Activity 16 later in the year.
% of CHS Community members who feel the contribution they make to CHS is valued.	78%	R&RL / Q&PL	Not Yet Due	Community Survey closes 2 nd June

Business Objective 3

To ensure that volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people.

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
19	We will deliver, through our Learning Academy, a Professional Development Award to our trainee Panel Members through a blended learning approach.	NTL	December-March	○				435 trainees have successfully completed pre service and are on track to continue their journey through their PDA
20	We will deliver, through our CHS Learning Academy, our new Panel Member Learning programme, linking learning and practice together based on CHS values, National Standards and competencies.	NTL	May-November	●				In the first quarter we have developed, designed and launched four training courses; 2 online – ACEs & Neglect and two f2f; Improving outcomes for C&YP and the new mandatory course Leadership in the hearing room.
21	We will deliver our new AST Learning programme to induct and develop new and existing AST members in all aspects of their roles.	NTL	April – October	●				In the first quarter we have delivered a combined pre service PPA course to 17 new PPAs.
22	We will deliver two 'learn from the experts' events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	NTL	April and December	● A				We are confident that one 'learn from the experts' will be delivered this year.





No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
23	We will implement a new online Knowledge Hub through the CHS Learning Academy to host flexible learning opportunities and resources.	NTL	April – March					This is now launched and delivered, with generic courses being uploaded on a timely basis. Currently there are 10 quality assured courses uploaded with new cyber security to be the next identified cohort. We have two bespoke courses launched with 500 of the community having accessed and completed these 2 modules.
24	We will deliver an expanded programme of PPA training to enhance our approach to quality and national consistency.	NTL	April – March					QA course developed and launched. Uptake of places has been identified as a risk and mechanisms put in place, such as communication from NC requesting attendance, to address this risk.
25	We will partner with local Learning and Development Coordinators to complement national training through the roll out of a consistent programme of local learning and development.	NTL	April – March					LDC forum has been established and used as a channel to develop an overview of local L&D events and which streamline with national courses. Course 'Improving outcomes for C&YP' has been piloted as a model of developing national course at a local level.
26	We will launch an online Practice and Procedure Manual which provides Panel Members with access to current policy, good practice and legislation.	P&PL	April-September					<ul style="list-style-type: none"> Established advisory working group of users which met in March and April. First draft of online PPM completed and trailed with key users. Feedback very positive. Digital design options developed and chosen. Planned launch on 1st September.

KPI	Target	Lead	Achieved	Update
% of applicants recruited that successfully complete our seven day pre-service training	95%	NTL	Not Yet Due	This refers to completion rates amongst the Summer 2019 cohort of Panel Members.
% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	85%	NTL	Not Yet Due	

% of positive course evaluation responses received for AST training	97%	NTL	Not Yet Due	
% of positive course evaluation responses received for national training	97%	NTL	Not Yet Due	
% of positive course evaluation responses for masterclass events	90%	NTL	Not Yet Due	
% of CHS Community Survey respondents who believe they have the skills and knowledge to carry out their role	98%	NTL / Q&PL	Not Yet Due	Community Survey closes 2 nd June.
% of panel members successfully completing Leadership in the Hearing Room	90%	NTL	Not Yet Due	
% of CHS Community survey respondents who feel well trained to carry out their role.	92%	NTL / Q&PL	Not Yet Due	Community Survey closes 2 nd June.
% of Pre-service trainees who felt that the learning objectives were met.	95%	NTL	Not Yet Due	

Business Objective 4

To invest in a volunteer community and National Team that support a quality Children's Hearings System for children and young people.

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
27	We will implement a new integrated volunteer support model across Scotland to ensure high quality, consistent and sustainable support for our volunteers	SMT; ACs	April – March					The role of Area Support & Improvement Partner has been created. The Job Description has been developed in conjunction with the National and Volunteer Leadership Teams. A recruitment and selection process has taken place concluding with 8/9 posts being offered. The remaining post is being re-advertised end May 2019. It is hoped the majority of postholders will take up positions end June 2019. An induction and implementation plan is currently being developed.
28	We will drive up quality and consistency in our key objectives through the design and delivery and report of our biennial Community Survey	Q&PL	May – March					Community survey currently running on track – opened March 3 rd , closes June 2 nd .
29	We will listen and respond to the views and experiences of our volunteers through the delivery and reporting of our biennial Community Survey.	Q&PL	July – September					Community survey closes 2 nd June.
30	We will drive consistency in Panel Member practice through an enhanced programme of observation and feedback.	CPLs	May – March					Following some detailed work involving the National Training Lead, the Quality and Performance Lead and the CHS Learning Academy, a new course; “ASTLP Course 7 - Quality Assurance at CHS” has been developed. This has been designed specifically for PPAs and the course content will cover : The purpose and process of QA at CHS; The PPA role and responsibility within CHS' QA process; An overview of



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
								information governance; An overview of the Learning Academy prospectus; An understanding of what and how information should be recorded and also the purpose and process of feedback.
31	We will support ASTs to work with local partners to deliver a nationally consistent approach to embedding Better Hearings standards, Corporate Parenting and Children's Services Planning.	CSLs	April – March	○				National Team Leads work with ASTs to implement improvements to support Better Hearings in their areas. In Q1 this has included the continued roll out of Panel Member Profiles and efficiencies in the management of continuity requests.
32	We will put in place a code of conduct for the CHS community which will improve standard and maintain the integrity of a skilled and effective national Panel.	P&PL; CSLs	April – March	●				<ul style="list-style-type: none"> 13 May - PPL and IGL met with staff in Judicial Office to discuss application of codes of conduct and complaints handling to legal decision-makers First draft of Code of Conduct in preparation for review with ACLG in June 2019
33	We will launch a programme of volunteer communications and engagement including refreshing the corporate website, launching of monthly newsletter, Community Survey, and social media.	C&EL Q&PL	July – September	○				<p>Planning and kick off meetings for a refresh of the corporate website have taken place. This will be a long term project that is likely to continue into Q4.</p> <p>A monthly e-newsletter was approved by SMT in April and will launch in July 2019.</p> <p>We now have a Communications Officer in post who will develop communications via CHS social media channels. We will continue to track progress in terms of audience reach.</p>
34	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people.	C&EL	1-7 June	●				Planning for Volunteers' Week began in Q1 and will involve a series of short films, quotes and photos of our volunteer community that will showcase who they are as people, and the impact they make on the lives of vulnerable children and young people.
35	We will invest in the CHS national team to ensure we are equipped with the skills to lead and deliver	HR/ ODL	April - March	○				An IT Training supplier has been identified to support the CHS National Team Learning & Development. Development of a training needs analysis is underway which will inform training plans throughout 2019/20

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
	the modernisation and digital agenda.							

KPI	Target	Lead	Achieved	Update
% of (EIR, SAR and FOISA) information requests responded to within statutory timescales	100%	IGL	100%	We responded to 2 FOISA requests and 4 SAR requests.
% of complaints managed by the National Team responded to within SPSO timescales	100%	IGL	100%	The National Team received 9 complaints in Q1, and no community concerns.
% of supplier invoices not in dispute paid within 10 working days	90%	Business Support	96.8%	CHS continues to explore smart ways of working to minimise the delay in paying suppliers, and anticipates to be on target for 2019/20
% of CHS employee attendance	93%	Business Support	Short Term : 99.9% Long Term : 96.2 %	
% positive staff survey feedback on opportunities for learning and development	50%	HR/ODL	Not Yet Due	

Agenda item 10, CHS-1920-06

CHS Business Readiness Update 2019 - 2020

Accountable Director:	Lynne Harrison, Business Manager
Report author:	Lynne Harrison, Business Manager
Recommendation(s):	To approve the plan.
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required

Yes

No

This provides an update on CHS Business Readiness Activity to end May 2019.

A CHS Digital Project Manager (N Maclaren) is now in post. The post of Digital Business Readiness Support remains vacant pending separate resourcing discussions taking place.

Policy & Process Development:

Business Owners have undertaken a Policy and Process mapping exercise to identify where policy updates are required to support new digital functionality. This is being worked up into a policy approvals plan to enable a timely and steady flow of approval requests through 2019 to SMT to support Digital launch.

Migration:

Volunteer training data from 2014 onwards will be migrated to the new system. Currently data from Jan 2014 to December 2018 will be populated into PanelPal from June 2019 by Clerks. Data from January 2019 onwards will be directly input into PanelPal again by Clerks. A final input timeline will be agreed with Clerks at the meeting on June 7th. It has been identified that data from Glasgow which utilises a bespoke booking system, has not been scoped into this work. An update on migration of core PanelPal information will be provided in the June summary.

Training:

A training matrix for Community Portal training has been developed for each service comprising learning resources such as online, manuals, face to face and e learning modules for each service, tools being developed being dependent on complexity and stakeholder needs. CHSLA will support development of e learning materials in line with current contractual arrangements. A non scots laptop and software have been purchased to enable short in house screen shot based videos to be developed for each service to support extended testing and post launch take up.

Engagement:

Business Owners have identified named stakeholders for their core testing requirements. Expenses approver functionality has been extensively tested by 2 experienced clerks within their LA base. This has identified a potential issue with access to the test environment due to

local firewalls which will be looked into further. This will be expanded to the clerks network on 7th June where they will be provided log ins to enable each of them to undertake testing in their own locality. Each Clerk will also be asked to support testing of the expenses module with a small number of local panel members.

Training & Events National Events Manager has been tested with CHSLA admin staff. This has identified that further understanding of how trainee panel members will be hosted in the system is required to best support approaches to the development of pre service training booking. Extensive testing has taken place of the Local Event Manager functionality with 3 LDCs and will be completed by a further 8 remotely during early June.

Digital Hearing Information Pack (HIP):

Initial user engagement has taken place, including volunteers and Rosie Megginson, Business Owner. Rosie has looked into best practice requirements for using online papers to inform this work. Rosie and Nik are completing a process mapping exercise to begin to unpick how we can best support volunteers to work with papers in a digital format. Current Practice thinking indicates that volunteers would not be expected to use digital papers in the hearing itself as that may detract from the hearings experience for all involved and that a paper copy would be available at the hearing for reference if required. Engagement with SCRA colleagues has taken place to explore how the new systems may impact the hearing itself which has raised questions about how the SCRA/CHS systems will interact to enable update for the ROP and recording of hearings and decisions. This is being followed through with the Product Orchestration Team. The BDO Business Case on digital support for the volunteer community will further inform the readiness approach to this aspect of development.

Services:

An exception identifies an activity identified on the readiness masterplan that has not been completed to the timeline identified.

Expenses: MVP Delivered.

Extended Testing remains an exception.

Key stakeholder testing has commenced with a core group of CHS Clerks. This will be expanded at the Clerks network on 7th June in Thistle House. This will be followed by local exposure and testing amongst Panel Members. A training matrix has been created to complete the training needs analysis. Final updates of the service user guide will be made post extended testing.

Training and Events: MVP Delivered

Extended Testing will be raised as an exception.

Delivery of the MVP has been made to the Business Readiness and the first POT Handover complete. Key stakeholder testing has commenced with a core group of National Events Managers (CHSLA) and Local Learning Development Co-ordinators. This will be followed by local exposure and testing amongst Panel Members. A training matrix has been created to complete the training needs analysis. Final updates of the service user guide will be made post extended testing.

Concerns: MVS Delivered

No exceptions. Progressing as per plan

The handshake document has been completed. A training matrix has been created to complete the training needs analysis with user guides drafts created. Awaiting delivery of MVP.

Collaboration

Exceptions around MVP delivery/Extended testing due to on going licensing discussions Business Readiness awaiting service release pending licencing/architecture discussions. A training matrix has been created to complete the training needs analysis.

Rota Management

No exceptions. Progressing as per plan

Observations

No exceptions. Progressing as per plan

Volunteer Management

Handshake sign off in progress.

Complaints

Handshake sign off complete.

Recruitment

Handshake sign off in progress.

CHS Learning Academy: National Training Contract Update

Accountable SMT member:	Operations Manager
Report authors:	Christine Mullen / Meggan Jameson
Resources implications:	Within available resources
Recommendation	To note
Equalities duties:	Equalities Impact Assessment Required - No

1. Introduction:

1.1 This paper provides an update on the mobilisation and early impact of the CHS National Training contract as delivered through the CHS Learning Academy.

2. Background:

2.1 Between October 1st and December 31st 2018 CHS worked to mobilise the CHS Learning Academy Contract.

2.2 West Lothian College began delivering the contract from October 1st with the CHS Learning Academy being launched to the CHS community, CHS Staff and Board members and others on January 31st 2019.

2.3 The Learning Academy has now been operating for just over 4 months.

3. Mobilisation period: Approach

3.1 The mobilisation period included the following:

- Final negotiation of contract deliverables including additional face to face training, a number of new content development days, and the provision of new training and resources to underpin our Digital strategy particularly in relation to our new Digital systems for use by the CHS volunteer community.
- Planning and design of the CHS Learning Academy portal, including identification of the first content to be released to the whole of the CHS Community, the CHS volunteers, staff on board to access the online Academy and the generation of a Prospectus of training covering the whole of 2019.
- Continuity with regards to the pre service training of prospective Panel Members – with all content and venues agreed and arranged
- Confirmation of contract management arrangements. The contract is being managed in a variety of ways to ensure high quality learning experiences and resources, contract compliance and planned developmental learning pathways.
- A supplier management approach is being taken to ensure the contract is delivered to the standard required with requisite penalties in place where the supplier, West Lothian College, does not meet requirements.

- There are 4 strategic contract meetings being held annually with operational contract meetings taking place in each of the intervening months. I.e. there is a minimum of 12 formal face to face meetings between relevant CHS and West Lothian College staff per year. These are the key meetings for identification of progress made, planning and generation of solutions to emerging problems within an overall framework designed to hold the supplier to account.
- Alongside contract management meetings, National Training Lead Meggan Jameson works with the Learning Academy training team to manage outputs and the day to day working relationship between CHS staff and the Academy team. For example, a planned approach for the development of new content was designed in the mobilisation period, in which CHS staff are content partners contributing knowledge from their areas of work e.g. in Panel Member practice development, and the recruitment and retention of Panel members. CEO Elliot Jackson and National Training Lead Meggan Jameson led a session with the CHS Academy staff team to set out expectations of the contract, to confirm the role of the Academy team and to generate pride in and commitment to the Learning Academy. The whole Learning Academy team are visiting Thistle House on June 27th 2019.

4 CHS Learning Academy Progress

4.1 The Learning Academy launched to the CHS Community, staff and board on January 31st 2019. It was also profiled to a wide range of CHS partner organisations including members of the Childrens Hearings Improvement Partnership on the same day. The Academy has been well received with both the concept and the content of the Academy portal being praised. Several organisations including Children 1st, CELCIS, and Scottish Women’s Aid have expressed an interest in contributing to the Academy going forward.

4.2 CHS Learning Academy Community and content update:

- By the end of March, 460 of the panel community had completed the first two bespoke online courses linked to Panel Member practice: Neglect, and Adverse Childhood Experiences (ACEs). These course are optional but there are steady completion rates each month
- Online learning module completions for February totalled 917 people - 450 trainee Panel members plus 467 existing Panel and AST members
- In March 1326 people completed modules - 446 trainee Panel Members plus 880 existing Panel and AST members
- In April 814 people completed online learning - 438 trainees Panel Members plus 376 existing panel and AST members
- May online statistics will be available at the June Board meeting
- The first 2 new face to face courses for the Panel Member Learning Programme have been developed, created and are now being delivered: Leadership in the Hearing Room and Improving Outcomes for Children and Young People
- The first 2 new face to face courses for the Area Support Team Learning Programme have been developed, created, and are now being delivered. These cover Complaints Handling and Quality Assurance.

- 11 generic online courses hosted in the Academy Knowledge Hub were quality assured by CHS staff and launched and profiled to the CHS Community. These courses are optional but cover valuable development topics e.g. Assertiveness and Conflict Management– **see Appendix 1.**
- The Learning Academy also hosts a new forum for Learning and Development Coordinators.

5.2 Communications: On the day of the Academy launch CHS Facebook posts reached 2,500 of our community, with 752 people engaging directly with it. Our Twitter feed attracted 354 likes and 142 retweets. The CHS Corporate website attracted 170 views and engagements by partners whilst the email bulletin profiling the Academy to Partner Organisations was accessed over 60% of those targeted with the top viewers being: CYCPS, CELCIS and the Care Review.

Appendix 1

Knowledge Hub Topics

Personal Development

- Creative Problem Solving
- Managing Stress
- Be Assertive in the Right Way
- Developing Resilience
- Emotional Intelligence
- Communicating Effectively

Leading Others

- Decision Making Excellence
- Coaching Skills
- Conflict Management
- Negotiation and Influencing People

Information Technology

- Office 365 Basic

Bespoke Learning Academy content includes:

- Pre Service Training – part of Professional Development Award for Panel Members
- Management of Hearings – part of Professional Development Award for Panel Members
- Adverse Childhood Experiences (ACEs)
- Neglect
- Information Governance

The next online content launch will be on Cyber Security Essentials.

Volunteers' Week, Summary of Activity

1.0. Aim:

To say thank you to our volunteers and showcase the diversity of the volunteering community. This was an entirely digital campaign and all results shown are organic (free).

1.1. Platforms:


The video content was housed on YouTube (with subtitles to increase accessibility), and pushed out on CHS social media channels. Other content was sourced directly from the volunteering community, as well as a thank you directly from the National Team.


1.2. Content:


Our main aim was to create seven short films in total in order to release one each day of Volunteers' Week so that we could maintain engagement throughout the week. There were six shorter-form films (under 2:30 mins) that showcase the unique voices of six separate CHS volunteers. We approached a mix of men and women of various ages and volunteering roles, to showcase how diverse our community really is.


The final video was filmed with Maree Todd, Minister for Children and Young People, and released on the last day. This video was a direct message from the Minister to our community, with the sole target audience being our volunteers.


The reasoning behind the length of the films is grounded in research on the attention span of individuals on social media. These were created in-house, produced by Nathalie Helene, filmed and edited by David Taylor.


- 1  **Volunteers' Week 2019 - Meet Danielle**
Children's Hearings Scotland
2:35


- 2  **Volunteers' Week 2019 - Meet Scott**
Children's Hearings Scotland
2:06

- 3  **Volunteers' Week 2019 - Meet Liam**
Children's Hearings Scotland
1:56

- 4  **Volunteers' Week 2019 - Meet Anne**
Children's Hearings Scotland
2:05

- 5  **Volunteers' Week 2019 - Meet Chris**
Children's Hearings Scotland
1:47

- 6  **Volunteers' Week 2019 - Meet Alison**
Children's Hearings Scotland
1:57

- 7  **A Thank You From Maree Todd, Minister for Children and Young People**
Children's Hearings Scotland
2:18

The Volunteers' Week organisation supplied all partners with 'I volunteer' frames (see below), which were handed out to a large group of volunteers at the Fife recognition event. These were created so that we could showcase the voice of the volunteer and their motivations for being involved. These were filled in by numerous volunteers and used throughout the week, publishing about two per day.



We were also in touch directly with various volunteers and Clerks to source quotes and images directly from them, with an emphasis on why they have chosen to volunteer with/why they love CHS. There were used throughout the week, approximately one posted per day. Most of this content came from men with the goal to engage the target audience for the upcoming recruitment campaign.



2.0 Analytics:

In order to measure the success of Volunteers' Week and gain an insight into the how our content performed, we pulled analytics from our main digital platforms: Mailchimp (e-newsletters), Facebook, Twitter, Instagram, YouTube, and LinkedIn.

Key:

- **Impressions** is the total number of times that your content is displayed in the news feed of anyone, any number of times on Facebook/Twitter/etc.
- **Reach** is the total number of people that saw that content.
- **Engagement** refers to the number of interactions people have with your content, such as likes, comments, shares or retweets.
- **Watch Time** refers to the length of time, in minutes, that a video has been watched.
- **Total Views** refers to the total number of times someone played a video.
- **Followers** on Instagram and Twitter is the same as **Likes** on Facebook



2.1. E-newsletter:

The feedback from last year's Volunteers' Week campaign was to reduce the frequency of e-newsletter mailings to the CHS volunteer community. 2018 saw one newsletter sent per day, and in 2019 we sent two; one at the start of the week and one at the end.

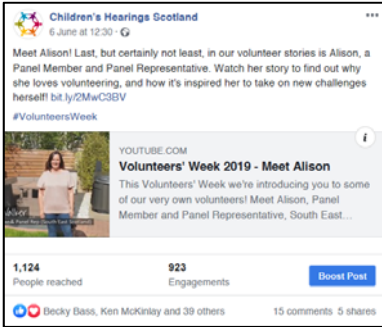



- E-newsletter 1 (1 June): 525 opened, 17.5% open-rate (the average is 23%).
- E-newsletter 2 (7 June): 647 opened, 21.5% open-rate (the average is 23%).

The lower than average open-rate can be attributed to the overall infrequency of CHS newsletters. Our volunteers are not actively opening their CHS emails and so it is more likely these will end up in spam, or just ignored. This behaviour will hopefully change with the implementation of a monthly e-newsletter.





2.2. Instagram:

	Instagram 1 – 7 June	Instagram - No Comparison -
Total Engagements	41	Instagram analytics are only presented as weekly reports that disappear after the week is over.
Total Reach	239	
Total Impressions	4,354 (+2,794)	
Profile Visits/Page Views	41 (+13)	
Total Page Followers	312	
New Page Followers	2	
Most Engaged With Post 18 likes, 3 comments		
Most Viewed Post 216 views		



2.3. Facebook:

	Facebook 1 – 7 June	Facebook week before - Comparison -
Total Engagements	5,051	479
Total Reach	18,509	3,701
Total Impressions	46,906	7,045
Profile Visits/Page Views	270	86
Total Page Followers	1,633	1,592
New Page Followers	41	7
Total Page Likes	1,609	1,569
New Page Likes	44	8
Most Engaged With Post	 <p>923 Total</p>	 <p>172 total</p>
Most Viewed Post	 <p>3,555 Views</p>	 <p>1,487 views</p>
Messages asking for more information about volunteering	2	0





2.4. Twitter:

	Twitter 1 – 7 June	Twitter month before - Comparison -
Total Engagements	1,250	283
Total Reach	61,300	73,000
Total Impressions	61,300	73,000
Profile Visits/Page Views	1,544	2,286
Total Page Followers	3,263	3,221
New Page Followers	42	79
Most Engaged With Post	 <p>From the National Team</p> <p>305 Total</p>	 <p>172 Total</p>
Most Viewed Post	 <p>From the National Team</p> <p>5,635 Views</p>	 <p>3,200 Views</p>

2.5. LinkedIn:

	LinkedIn 1 – 7 June	LinkedIn week before - Comparison -
Total Engagements	114	1
Total Reach	1,643	27
Total Impressions	1,643	27
Profile Visits/Page Views	53	8
Total Page Followers	484	480
New Page Followers	4	1
Most Engaged With Post 65 total engagements		N/A - no posts
Most Viewed Post 942 views		N/A - no posts

2.6. YouTube:

	YouTube 1 – 7 June	YouTube week before - Comparison -
Total Watch Time	1,552 minutes	26 minutes
Total Views	992	36
Total Engagements	22	5
Highest Watch Time	 <p>401 minutes</p>	 <p>16 minutes</p>
Most Viewed	 <p>253 total views</p>	 <p>10 total views</p>
Total Subscribers	22	17
New Subscribers	5	0

2.6.1. YouTube, full video details:

	Total Views	Minutes Watched	Top Engagement Ranking
Danielle	209	357	2
Scott	102	133	6
Liam	183	265	3
Anne	69	80	7
Chris	118	153	5
Alison	269	412	1
Maree Todd	140	194	4

3.0. Learnings:

- Highest engagement rate exists on Facebook, over 5,000 engagements in one week.
- Twitter saw the highest total reach and impressions with 61,300 individuals, which accurately represents the way in which users engage with Twitter content.
- The most page views came from Twitter as well with 1,544 unique visitors.
- Twitter and Facebook saw 42 and 41 new followers/likes respectively, proving that the conversion rate for these pages is approximately the same.
- Across the channels, the National Team thank you post saw the most engagement and views. This could be attributed to the fact that many of our followers are volunteers and so this content resonated with them on an emotional level. It also featured familiar faces and this also usually increases engagement.

In terms of video content, the films were purposefully not embedded directly onto the respective social media channels as we wanted a clear indication of engagement with our YouTube channel. This didn't prove very fruitful in comparison to other channels with only 5 new subscribers, and so for any future video content these will be directly embedded into the posts themselves.

Each of our social media channels appeals to, and is engaged with, a different type of audience. Due to this, and given the engagement/new followers/impressions on each channel, it can be strongly argued that each platform is vital but Children's Hearings Scotland receives the best and broadest reach and engagement when all are used in unison and targeted based on their audiences.