

BOARD MEETING

AGENDA

2nd Meeting 2020/21

22nd September 2020

The Board will meet at 1.00 pm, virtually via Teams.

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-2021-15	To approve the minutes of the previous meeting on 17 th of March 2020
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-2021-16	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	For information & discussion
6	National Convener/ CEO update	EJ	CHS-2021-17	For consideration and discussion
7	Resilience and Recovery	CW	CHS-2021-18	Information and discussion
8	2020/21 Financial Forecast Outturn	EM/LH	CHS-2021-19	For consideration and approval
9	CHS 5 Year financial Plan - DRAFT	EM/LH	CHS-2021-20	For consideration and approval
10	ARMC <ul style="list-style-type: none"> • Audited Annual Accounts 2019/20 <ul style="list-style-type: none"> ○ Letter of Representation Minutes of last meeting	EM	CHS-2021-21 CHS-2021-22	For consideration and approval For consideration and assurance
11	RAC Minute of last meeting	JD	CHS-2021-23	For consideration and assurance
12	Quarter 2 Performance Report	LH/MB	CHS-2021-24	For consideration and assurance
13	Report on Appeals	EJ	CHS-2021-25	For consideration and discussion
14	Digital Programme:			

	<ul style="list-style-type: none"> • DDOC Update • Digital Launch Update 	HR LH	Verbal CHS-2021-26	For consideration and discussion For consideration and discussion
15	CHS Impact Report 2019/20	LH/MB	CHS-2021-27	For consideration and approval
16	Connecting our Community - Overview	EJ	CHS-2021-28	For consideration and discussion
17	CHS Learning Academy Prospectus 2020/21	EJ	CHS-2021-29	For consideration and approval

Next meeting date: 13th October - Board Strategy Day

Agenda item 2 CHS-2021-15

Minutes of the Board meeting of 23rd June 2020

The meeting started at 12:50.

Present:

Garry Coutts (GC)	Chair
John Anderson (JA)	Board Member
Henry Robson (HR)	ARMC Chair/Board Member
Beth-Anne Logan (B-AL)	Board Member
Jo Derrick (JD)	RAC Chair/Board Member

Also present:

Elliot Jackson (EJ)	National Convener/Chief Executive (NC/CEO), CHS
Lynne Harrison (LH)	Head of Strategy/development & Depute Chief Executive (DCEO), CHS
Carol Wassell (CW)	Head of Area Support & Community Improvement, CHS
Christine Mullen (CM)	Head of Practice and Learning, CHS
Ed Morrison (EM)	Director of Finance, CHS
Iain Fitheridge	Head of Children's Hearings Team
Tom McNamara	Head of Youth Justice and Children's Hearings
Simone Ledraw (SL)	(minute taker), CHS

Apologies:

Barbara Neil (BN)	Board Member
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Items	Actions / owner	Time-scales
1 Declaration of interests BL declared an interest in item 16 JD declared an interest in item 9		
None.	N/A	N/A
The Chair welcomed everyone to the meeting.	N/A	N/A
2 Minutes of previous meeting		

The Board agreed to approve the minutes of its meeting on 17 th March 2020.		N/A	N/A
3	Matters arising		
The Chair confirmed that there were no Matters Arising			
4	Action log		
The Chair confirmed that all items were on the Agenda for discussion.			
5	Chair update		
The Chair thanked the National Team for the continued work over the last three months to keep the organisation running and ensuring the welfare of the community has been taken care of.			
6	Chief Executive update		
<p>CEO thanked the Chair for his words of thanks and will ensure this is passed to the National Team.</p> <p>The CEO reported that the last quarter has consisted of a response to COVID-19. Initially moving to virtual hearings which we mobilised within the first two to three weeks. Currently planning a return to face to face hearings.</p> <p>The CEO noted that his report talks about the next challenge which is to manage the outstanding hearings and some initial numbers have been provided. In light of the challenge it is suggested that things are done differently. This challenge requires a more joined up approach with a sectoral response. It is important that the children and young people's voices are placed at the heart.</p> <p>The Board agreed there is a requirement for a sectorial response.</p> <p>JD ask for some clarity around 2.1 in reference to still been able to seek the views of children and young people to inform their decisions, and asked are young people engaging in the virtual environment. The CEO responded to advice that CELCIS are carrying out research with CHS and SCRA who are seeking the views of children and young people on their experiences which is due the end of July, early August. Panel Members are however, saying they are not convinced children and young people are fully aware of virtual hearings arrangements, which causes some concern for us regarding virtual hearings and how we are engaging.</p> <p>The Chair recognised this is not something we can fix, there is a requirement for the whole system to work together.</p>			

	<p>TM commented the immediate focus this week is on the recovery of face to face hearings and ensuring we have assurance on clear health protection Scotland risk assessments alongside the practical considerations that may accompany that. The CEO has made contact to ensure consecutively SG are pulling together a task force to resource and practically address the outstanding obligations to children and young people, and have noted the NC appetite for this and that partners match that level of ambition. It was noted that although we want to get hearing numbers up it is about the quality and ensuring we are safeguarding children.</p> <p>The Chair wanted to acknowledge and recognise the amount of work that has taken place to ensure the virtual hearings take place and the work that is going on to move towards face to face hearings which has taken a huge amount of effort that should be acknowledged.</p> <p>The Chair noted the Boards concern that we are not in a place where we can return to full face to face hearings. Therefore we must ensure that we can find a system that will allow us to fulfil the obligations to the children and young people that are in the system.</p> <p>The Board acknowledge that we do not believe that this is something we can tackle alone but are calling for a concerted effort from everyone involved in the system including representatives groups of children and young people, the Care review or its successor, and advocacy groups to work collectively with CHS, SCRA and Social work Scotland to work out the new future that we can be confident and assured that the child’s voice will be heard when decisions are been made about their future, in whatever way that will be.</p> <p>The Chair would like these views to be shared in discussions and through publication of Board papers and asked that the NC seek reassurance from Scottish Government that such a group will come together.</p> <p>The CEO noted that he, NH and TM are meeting with the Minister later this week to look at next steps, and will ask the Minister to support this approach.</p> <p>The Chair asked the CEO to report the view of the Board to give assurance that this is not something CHS are ignoring and just looking at the immediate work, this will take place to ensure hearings continue, but this is not all we will do and must look to work in a different way, which we are now working on.</p> <p>Board decision:</p> <ol style="list-style-type: none"> 1. To note the NC/CEO update. 2. CEO to work with SG on recovery planning. 	EJ	Ongoing
7	Resilience		

The Chair noted this paper covers some of the discussion that has just taken place and asked CW to talk to the points on the paper that have not been discussed.

CW Thanked LH for the work she had done in support of this paper and as part of the Resilience Group prior to CW joining.

- In relation to return to face to face hearings we are running a questionnaire with all panel members to find out their availability to prepare us to return to a physical hearing space. Returns have been very high and with a high percentage of panel members prepared to return to face to face hearings providing health and safety permits. SCRA are working with Health Protection Scotland and we will carry out our own work around this prior to return to face to face hearings.
- CW wanted to highlight that due to the low numbers, the return to face to face hearings may not have any impact on capacity. Therefore the earlier discussion in terms of how we manage the obligations to children and young people is correct and required.
- Pastoral support is now being provided to panel members who have access to a support line during COVID-19 and we will work to see how we continue this moving forward.
- We are working to ensure trainee panel members and PPA's are continuing to remain skilled during the pandemic as they are not able to attend virtual hearings currently. Discussions are ongoing with SCRA in relation to the platform they are using and if that will continue given the challenges.
- The research CELCIS is conducting will provide some good information on the views of children and young people attending virtual hearings. We are currently hearing anecdotally, that children on supervision orders at home prefer to be in the virtual environment and that it is less stressful. However, there are concerns in relation to their vulnerability and the risks of pressure placed on them in specific situation for example domestic violence. There have also been reports that some children do not like been online as it feels like an invasion of personal space that they use with friends. Therefore there will be a need to manage risk versus preference when we move back in to blended hearings.

Board Discussion:

There is a need for assurance systems in place so we can be assured that children and young people's voices are being heard. COVID-19 has highlighted the need to have sufficient quality assurance systems in place to ensure the voice of the child is heard. These should be considered for re-instatement as soon as is practicable.

The Board agreed—

- 1. To note the Resilience Report.**

8	2020/21 Financial Forecast Outturn	
	<p>The HFR spoke to the Finance Report which had been previously circulated:</p> <ul style="list-style-type: none"> - The Board approved a revenue budget of £4.575m in March 2019, with an anticipated carry forward of £75k - A revenue underspend of £93k to budget, resulting in a potential carry forward underspend of £152k, some or all of which will be recouped by SG. - A number of high cost depreciation non-cash areas, in particular pension depreciation. - The Staff costs fell short of forecast by £38k. This variance is due to additional strategic support, forecast in this line, being spent within Corporate Costs where consultancy is reported in the statutory accounts. It also arose due to vacancies within the Business Support Team that were not recruited to as promptly as forecast. - There is an underspend in the staff forecast due to vacancies that were not filled in the expected timescale. - Volunteer expenses with Clerks accessing information due to COVID-19 lockdown. - Senior team members are meeting with SG Sponsor team every month to review the impact of COVID-19 on finance and resources. It is recognise that there will likely be savings on volunteer expenses and volunteer training. However, there is a possible surge in expenses later in the year and a potential surge in training costs when face-to-face training restarts after lockdown. - Digital shows a slight underspend which is due to user training not going ahead as planned. <p>Decision:</p> <p>1. The Board agreed to approve the Report.</p>	
9	2020/21 Capital Spending Plan	
	<p>LH spoke to the Capital Spending Plan which had been previously circulated:</p> <ul style="list-style-type: none"> - CHS Capital budget in 2020/21 is anticipated to be £130k. - The Board have approved a volunteer devices business case pilot, committing £40k expenditure, leaving a balance of £90k. - Additional allocation of £500k GIA following submission of a business case. - A request to expand the device pilot to the community at a cost of £140k, this is to increase the initial pilot approved by the Board. This will support the continuation of virtual hearings which will continue in some format for a period of time to come. 	

- National Team tech refresh as a follow up to the bulk refresh which was completed at the end of 2019/20. A number of devices are coming to the end of their three year life span and will need to be replaced mid-year at a cost of £5k
- There is a potential need for devices for PPA's who have a digital commitment in terms of observations concerns and complaints and recruitment. This is currently secondary to the requirement of the panel member community, it is important we ensure they have the requirements to fulfil their role and ensure we have the management information required, this is a cost of £70k.
- This total spend identified is £125k over allocation.
- CHS' grant in aid (GIA) in 2020/21 is £4,629k revenue and £50k capital. Lesley Sheppard's letter of 20 March 2020 noted "that an in year pressure of up to £500,000, not currently authorised as Grant in Aid has been recorded."
- Requirement for the additional £500k granted included provision of £186k funding to support Panel Member device support premised on a contribution model. This model has since been identified as not meeting HMRC requirements, therefore identifying the only viable digital support member for our volunteer community being direct device provision.
- CHS are in receipt of additional £500k GIA. All spends are in line with the CHS Corporate and Business Plan aims and objectives, which focuses on improvement planning. Areas of focus are partnerships, governance and leadership. Trauma training looking at recruitment and attracting individuals with lived experience which will require a bespoke approach. Ensuring we have a fully informed trauma informed community through training. Pastoral support for panel community in particular in response to COVID-19.
- SMT are looking at how these plans are developed and deployed with close financial management.

Board Discussion

The Chair spoke about the compensation model and the difficulties for panel members having an additional device in their homes. However it was acknowledged that this is not a model that HMRC will allow and CHS are clear this option is not available for panel members. There is an advantage in term so of all panel community having a consistent device ensures CHS are able to fully support them with the knowledge of the hardware and software they are using. It was acknowledged that there will be training for AST's to highlight the value of lived experience and are prepared for recruitment.

Decision:

1. **The Board agreed to approve the Capital Budget for 2020/21**
2. **The Board noted the indicative spend plan for GIA.**

10	Digital Programme	
	<p>DDOC Update</p> <p>HR updated the Board stating the Digital Oversight Committee met on 26th May and received an update from Lawrie and joint support from SCRA And CHS for a revised timeline to go live quicker than originally planned. None of committee objected and it was clear should this not proceed as early as possible the current SCRA system would not be able to manage the future work ahead. As CHS are ready to go and have a bespoke support proposal this will not cause CHS any difficulty.</p> <p>LH clarified that CHS are in strong position to launch the next stage. The advent of virtual hearings has made individuals feel they are very capable and has caused some excitement in terms of a new system.</p> <ul style="list-style-type: none"> - The Launch is a vanguard approach, with Edinburgh, Aberdeen, Fife and Shetland. The process will start next week with the National Team having access at the system at the end of next week and the AST's starting 6th July 2020. - Final meetings taking place with Leidos and digital team to ensure we are ready to go. - ASTs are ready for launch. The remaining AST's will launch throughout August which is well planned. - The launch will be a proactive support model through workshops via Teams. The workshops will be delivered by our digital champions who are volunteers within the community, CHSLA trainers and also we have a partnership with the Scottish Tech Army, which was a link shared with us by IF, this is a COVID response from Scottish Government, which furloughed tech specialists looking to volunteer to support public and third sector services. They will help run the workshops and also provide one to one telephone support after the workshops. This means we are in control and gives us confidence having a structure in place. - In year one we will create a Digital Programme Board to enable internal governance and strategic oversight of backlog and pipeline development for CHS Tenancy and CSAS platforms. Reporting directly in to SMT will enable CHS to take forward strategic recommendations for development/improvement to the CHS Tenancy and for CSAS functional areas to the Digital Delivery Board for wider governance consideration. - HR clarified that there has not yet been any detailed proposal as to what might supersede oversight committee. There would be a requirement for both organisation to have clear approval and oversight of expenditure going forward and maybe benefit on some joint view. LH clarified that SCRA will not be fully live until the end of September which will allow for a transition phase and then decisions can be taken. <p><u>Board discussion:</u></p> <p>It was acknowledged that the Audit committee should continue to receive reports to monitor on behalf of CHS</p>	

<p>The Chair noted the work to date is excellent however, the test is how it is used and utilised and to get quality reporting on that. There is a need for some kind of management governance grouping to look at problem solving and can report in to the board. The Audit committee should be kept updated and ensure a link with HR.</p>		
<p>Decisions:</p> <ol style="list-style-type: none"> 1. The Board agreed to approve the digital launch plans 2. EJ and LH to consider digital governance moving forward. 3. LH to provide update on the Vanguard launch off line 	<p>LH /EJ LH</p>	<p>Sept 20 Aug 20</p>
<p>Digital Device Business Case</p> <p>LH spoke to the digital device pilot paper which had previously been circulated.</p> <ul style="list-style-type: none"> - In May 2020 the Board approved Digital Devices Business Case pilot to provide devices to 100 Panel Members to support virtual hearings activity and to enable rigorously test digital Hearing Information Packs (HIP) and the deployment model offered by XMA the framework provider. - The route map phasing of easing restrictions requires that virtual attendance at hearings will need to be in place for the medium to long term, even with the move to re-instate an element of face to face participation. - We anticipate a significant uplift in hearing activity in the autumn of 2020 which will require careful management with SCRA to resource. We will need a fully capable and resourced virtual and face to face panel at this time to meet the anticipated demand. - In order to go from equipping 4% of the panel community, which is not sufficient to meet the expected demand we would like to equip 20% of the panel community in order to build capacity and robustly test the model. - Virtual hearings places a digital expectation on panel members, requiring them to have a suitable digital device to fulfil their volunteering role. To date a core number of volunteers have been able to participate in virtual hearings. However with the need to increase capacity to manage the expected increase in the volume of hearings there is a need to provide devices to maintain sustainability. - A questionnaire is currently in the field to help us identify how best to allocate devices to our community looking at those who are unable to access a device as a priority followed by those who have access to a device but that may just a smartphone or be old technology. - Chromebooks have been selected from the Scottish Government Framework Agreements based on their low cost and the ability for remote management of all devices from one location. The devices have been tested on the CSAS test environment, Vscene and Objective Connect and meet the technical specification required by each. XMA are the Framework supplier for Chromebooks. - This proposition is within CHS' overall 2020/21 GIA revenue settlement due to the additional award of £500k revenue in year. This additional 		

<p>award was premised on CHS' 5 year financial plan in which £186k had been identified as a requirement for digital support to the Panel Community. The Scottish Government have indicated their support of the pilot expansion and costs involved as being within available resource and acknowledge that this may require capitalisation of revenue funds in year.</p> <p><u>Board discussion:</u></p> <p>It was felt this looks like a very good value over three years with all the support and security.</p> <p>LH thanked the SG Sponsor Team for their support.</p> <p>Decisions:</p> <p>1. The Board agreed to approve the Digital Device Pilot Expansion</p>		
<p>11. 2020 – 22 Equalities outcomes</p>		
<p>CM spoke to the Equalities outcome report which had been previously circulated.</p> <ul style="list-style-type: none"> - Previous report from 2018 – 2020 has been reported on. In 2022 a further four year plan will be prepared. - This plan is much wider than previous plans as it now includes the whole community rather than just employees and have added a tenth characteristic of care experienced. The outcomes will complement the rights and inclusion work. - An Area Convener has been involved in the development of the plan and would like to open up involvement in the future it to the wider community. - This document is about embedding our equalities work in a more substantial way. <p><u>Board Discussion:</u></p> <p>The Chair noted the real value of this document and acknowledged this is a powerful tool. A typo was highlighted in the jargon buster in that the tenth characteristic is missing. The Board wanted to thank the equality group for their excellent work.</p> <p>Decision—</p> <p>1. The Board agreed to approve the 2020 – 22 Equalities outcomes</p> <p>2. Update the jargon buster to include the tenth characteristic</p>	<p>CM</p>	<p>June 2020</p>
<p>12. Quarter 1 Performance Report</p>		
<p>LH spoke to the Quarter 1 report that had previously been circulated.</p>		

<ul style="list-style-type: none"> - A number of changes have been made over the last year to improve their transparency, clarity and make it easier to track progress. Specifically: <ol style="list-style-type: none"> 1. 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. 2. Introduction of activity summary table on the front page. 3. Colour Status of each action shown both for the current quarter and the past quarters of the year. 4. Past performance of KPIs included in the report. - The 2020/21 Business and Corporate Parenting Plan introduced milestones to our organisational planning. The quarterly reports now include specific progress reports against the milestones, and the overall Business Objective is given a RAG status based on the progress of the milestones and the likelihood of delivering the entire Objective. This approach to reporting will be kept under review and improvements and refinements made where necessary. - Given the current challenges the team are working very hard and are achieving as per quarter 1 report shows. <p><u>Board Discussion</u></p> <p>It was agreed the style of reporting is very effective and easy to see any areas of concern. It is good to see the reporting has measurable success and time lines built in to the report and gives a clear picture of how the work is progressing. It is great to see we are in a good situation given the current climate.</p> <p>Decision— The Board agreed to the new style of the report The Board agreed to note the contents of the report</p>		
<p>13. Independent Reports Implementation</p>		
<p>CM spoke to the paper on the implementation of independent reports which was previously circulated.</p> <ul style="list-style-type: none"> - We have recruited and selected 21 individuals who will be appointed to the bank for a period of two years with the option of renewal at the end of the appointment period. - There are still some issues to be resolve around information governance and a response is being awaited from the ICO. - An update to the Practice and Procedure Manual (PPM) was planned for Q1 which would have included updated information on requesting independent reports. Due to COVID-19, this was overtaken by the need to produce a Coronavirus Practice Guide therefore a full PPM update is not expected until Q2/3. - Internal guidance which governs independent report requests is been fully updated and will provide the process for the Independent Report Co- 		

<p>ordinator to manage the function. This will cover all internal processes such as communications, commissions, payments and fees. A process for future recruitment and reappointment will also be included.</p> <ul style="list-style-type: none"> - Additional work ongoing with SCRA around the Memorandum of Understanding <p><u>Board Discussion</u></p> <p>Clarity was sought around registration of professional bodies. The Chair noted it would be useful to report back if there are any gaps in regulation as this is an issue that government would be interested in as we try to ensure this type of professional is registered appropriately. Clarity was given around the fee structure, which is a scale depending on expertise required and the type of report with a ceiling and anything above will go to CM for sign off.</p> <p>1) Decision- The Board agreed to approve the Independent Reports Implementation</p>		
<p>14. Recruitment</p>		
<p>CM spoke to the recruitment paper which had been previously circulated.</p> <ul style="list-style-type: none"> - The purpose of our annual Panel Member recruitment campaign is to recruit empathetic and committed volunteers who reflect Scotland’s communities to make high quality decisions for our infants, children and young people and their families - Since 2013 this campaign has been held between Augusts until November attracting almost three times the number of volunteers required. - Trainees Panel Members are normally appointed in November to undertake a 14 week Pre Service Training course, delivered by the CHS Learning Academy between December and April with appointments made in May. New Panel Members are then included on the hearings rota early in June. - In determining whether CHS should proceed with a high-profile, nationwide campaign for new Children’s Panel Members in autumn 2020, the current landscape and environment has been closely reviewed including the impact of COVID over the last three months and over the next nine to twelve months, the impact of emergency legislation, impact of a high profile national recruitment campaign and the adherence to Scottish Government directives. - Consideration was also given to AST capacity and readiness, Financial and budgetary implications, CHS strategic outlook, our contribution to the promise and the finding form the Independent Care Review, the operation of hearings and the expectations of CHSLA. - Discussions and consultation has taken place with AST’s on delaying the Panel Member Recruitment campaign until January 2021 and has accepted this delay. 		

<p><u>Board discussion</u></p> <p>The Chair noted the element of unknown but wanted reassurance that should things change significantly we could act quickly and accordingly. It was noted in terms of current situation we will not be at our lowest number until April 2022 and we have in previous year's undertaken additional recruitment for one or two areas. It was noted this is an opportunity to improve the learning and moving to online learning and ensuring we are meeting the Care Review outcomes.</p> <p>Decisions:</p> <p>1. The Board approved the change to the National Recruitment Campaign to January 2021.</p>		
<p>15. Volunteer Well-being Programme</p>		
<p>NC/CEO spoke on the report which had previously been circulated.</p> <ul style="list-style-type: none"> - Coronavirus has changed life as we know it. Health and safety has never been more essential, and we're committed to putting wellbeing at the heart of our support to the community. - Feedback via AC conference calls and Area Partners we're aware some of our community are battling hard-hitting life issues e.g. financial uncertainty, social isolation, family and personal stresses, loss, additional caring responsibilities and more. - It's important that we invest and adopt a proactive approach to wellbeing and ensure we're supporting our community as much as possible, particularly during a time that will continue to be strenuous on their mental health. It is the ethical thing to do as an organisation, to actively care for the emotional, physical and social wellbeing of our volunteers. - there are a number of factors that may deter our community to access support locally through an AST or nationally, including stigma and negative perceptions surrounding mental health and help-seeking, the LPR (usually point of contact for support) doesn't have the training to provide support; panel members not fully aware of LPR offering other than e.g. rota management, an absence or lack of information on what wellbeing support and resources are available and concern about confidentiality or trust. - Research has identified Health Assured as the provider that would best meet CHS current requirements <p><u>Board Discussion</u></p> <p>It was agreed this is a well received area of work which is long overdue and is very welcomed.</p> <p>Decision-</p> <p>The Board agreed to approve the paper and recommendation</p>		

16	Children's Rights and Inclusion Strategy		
<p>B-AL left the meeting</p> <p>CW spoke to the paper which had previously been circulated.</p> <ul style="list-style-type: none"> - The Children's Rights and Inclusion Strategy links closely with the new corporate plan in which we have been ambitious, forward thinking and this strategy just adds to the inclusion and collaboration we are seeking to deliver over the next 3 years. - The strategy aims to ensure that voice is centred and evident in all that we do. The strategy has been written following consultation with a number of people with lived experience of the hearings system, representatives from the panel community and invited experts in participation and engagement. - There are five principles of inclusion which are consultation, engagement, participation, co-design and co-production, which will be central to all CHS do. - The experience of those with lived experience we have developed six pillars of inclusion, having ownership of their rights and include voice, choice, relationships, communication, action and space. These will be what we check against when working with people with lived experience and when making improvements. - All are inked to the four themes of corporate plan each theme of the corporate plan will ask how has inclusion been developed and ensure we hear the voice of lived experience. Improvement programme this will run through each and every aim. <p><u>Board discussion</u></p> <p>It was acknowledged the supported consultation. It is recognised this strategy is not tokenistic but a robust strategy. There are measurable objectives and we are able to produce evidence. It is logical and tells a story which holds together</p> <p>The Chair asked if we had a plan to ensure this is implemented and worked on in AST's</p> <p>CW clarified there is an Improvement programme with aims against the Corporate Plan and the Partners have a key role to work with national aims which is delivered at a local level.</p> <p>It was agreed this strategy must be embedded and not a project.</p> <p>Decision:</p> <p>1. The Board agreed to approve the strategy</p> <p>The Chair requested a Board catch up session in four weeks time.</p> <p>JD acknowledged the updates between Board meetings have been very helpful and appreciated. Can we consider a cover document for papers given the</p>		LH	September 2020

<p>amount of documents that we have coming to board and could this be considered off line.</p> <p>JD wanted to highlight the significant increase in online sexual exploitation and the need to ensure we are teaching strategies and safety. The Chair asked if there is an opportunity to look at how we support children and families and ensure security.</p>		
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The next Board meeting will be on 22nd September 2020

The meeting closed at 14:15

**Children’s Hearings Scotland Board Action Log
Updated September 2020**

No.	Action(s)	Source	Target date	Owner	Status
1	To support the NC/CEO’s approach on Feedback Loop and to seek Ministers and Parliament’s views on the new approach outlined in the report.	Sept	Nov 19	EJ	On the Agenda
3	Annual Review of Appeals	Sept	Sept 20	CM	On the Agenda
4	Look to arrange a development session with OHOV Board in 2020	November 19	Before November 20	LH	Impacted by Covid, consider for Q4
5	To look at the creation of a child/young person friendly complaints policy once the policy has been finalised	November 19	September 20	LH	Awaiting completion of Complaints Policy, revised date March ‘21
6	Update on progress of implementation and impact of ASIP role and provide a report on quality improvement	November 19	March 20	CW	On Agenda
7	To consider numbers put forward for the 2020 campaign when they become available	Jan 2020	Aug 2020	CM	January 21 (revised recruitment timeline)
8	To monitor the percentage of care experienced people who apply to ensure adequate support is provided if/when required.	Jan 2020	Oct 2020	CM	March 21 (revised recruitment timeline)
9	To compile and compare data around the percentage of observations across ASTs that give cause for concern to PPAs and which lead to recommendations.	Jan 2020	March 2020	CM	Impacted by Covid - March 2021
12	To humanise the Feedback Loop report	March 2020	October 20	EJ & BAL	On the Agenda
14	To provide a framework to build DDOC in to the Governance structure	June 2020	September 2020	EJ/LH	In line with expected end of transition to live - January 21
17	Review how we support children and families to ensure online security	June 2020	January 2020	EJ	Not Yet Due



Agenda Item 06, CHS-2021-17

National Convener / Chief Executive update

1. Introduction

- 1.1 The period between the last Board meeting in June to now, has seen the National Team and the CHS Community settle into what has become a new normal of working from home and trying to increase the number of Hearings. Staff and volunteer wellbeing remains paramount and supports that have been introduced are being recognised as helpful and valuable.
- 1.2 We continue to ramp up our recovery plans. The fast pace has remained and working with the CHS Community to keep them updated with the latest guidance; to seek their views on next steps; and of course, to keep them safe, has remained our top priority.
- 1.2 This agenda and reports for the September Board meeting demonstrates the breadth and volume of activity currently going on across the National team.

2. Resilience and Recovery

- 2.1 The separate report presented to the Board for the September Board meeting carries significant detail on our resilience and recovery activities. I'd however like to highlight the two key areas of Panel Member engagement and the Children and Young People's backlog of cases.

2.2 Panel Member Engagement

- 2.2.1 All members of the National Team are working incredibly hard to maintain high-levels of communications and engagement with the CHS Community. Our Area Conveners report that the level of 'active' Panel Members who can sit on the three different modes of Hearings (virtual, blended or face to face) ranges from between 40% and 80%. This is a significant organisational risk for us as we move into the recovery phase where Hearing numbers will ramp up across Scotland from October. Plans are advanced with Area Conveners for them to reach out to Panel Members beyond their geographical boundaries to exploit the National Panel and for permission to use the emergency legislation to host Hearings with less than three Panel Members.
- 2.2.2 I would like to pay tribute to the Panel Members for their support and commitment to undertaking Hearings. Virtual or blended Hearings can be difficult balancing the technological issues, with deep knowledge of the new guidance together with the skills necessary to engage the child or young person virtually. I would also like to recognise our AST colleagues, and specifically the 22 Area Conveners across Scotland. Their commitment and leadership in ensuring that we fulfil the rota has been outstanding.

2.3 Children and Young People’s Backlog of Cases

2.3.1 The data that has been shared with CHS from SCRA sets out a challenging picture to ensure that we protect children and young people. The number of existing cases, coupled with the likely rise in Referrals to the Reporter means that the recovery plan for children and young people in the Hearings system could take until November 2021 to complete.

2.3.2 There has been an escalation in partnership working across the Children’s Hearings system in recent weeks to discuss and generate ideas on how a multi-agency approach could be formed to assist the recovery plan deliver before the projected November timeline. These discussions have also involved the Chairs of CHS and SCRA.

2.4 Meeting with the Minister for Children and Young People

2.4.1 My next scheduled meeting with the Minister is scheduled for early October. The Minister has taken an active oversight role in our resilience and recovery plans and it will be timely to update her on our work following the Board meeting.

3. **National Convener / Area Convener Leadership – Preparing for Change**

3.1 CHS is already engaged in significant change. Factors such as; the introduction of the Area Support and Improvement Partner role and wider improvement focus, the digital step-change, the work and findings of the Care Review, changes to Learning and development, the review into the Area Convener leadership role and the rapid responses to the Coronavirus pandemic all mean the organisation is already in a different place from 18 months ago.

3.2 This now all needs to be positively and proactively brought together under a clear, strategic plan for CHS transformation. This will both enable and enhance the delivery of our Corporate and Business plans and will ensure we deliver our ambitious outcomes over the coming period. Such a clear plan for change will enable CHS to work proactively and collaboratively with The Promise team providing the kind of adaptive leadership appropriate to a changing environment.

3.3 CHS is pursuing ambitious outcomes relating both to the children and young people it serves and to its role as an organisation within the wider sector. These include:

- Reducing the number of children and young people in the system;
- Enabling children and young people (CYP) to experience hearings that are; trauma-informed and professionally delivered with consistent and competent decision-making and decision-makers;
- Improved tracking of CYP in the system to minimise unnecessary time on supervision orders and closer monitoring of progress and outcomes; and
- Improving partnerships and multi-agency working in the interests of CYP

In order to be best placed to deliver these, CHS will need to ensure that it:

- Is proactive in delivering 'The Promise';
- Has a clear and shared understanding / commitment across the CHS/panel 'community';
- Delivers national consistency of policy and practice;
- Identifies clear accountabilities and responsibilities with appropriate performance management approaches to support them; and
- Builds and maintains a positive and collaborative organisational reputation.

3.4 The dedicated work planned with the Area Conveners in the spring of 2020 has been rescheduled as a consequence of our response to COVID. The work required to develop the skills, approaches and attitudes that will be needed across the organisation will be most effectively achieved through a phased approach. This will inevitably have areas of overlap but each phase lays a solid foundation for the increased levels of change that will come with the following one.

- PHASE 1 – Consolidating the Current
- PHASE 2 – Creating the Improvement Conditions and capacity
- PHASE 3 – Learning, Adapting and Re-designing
- PHASE 4 – Fit for the Future – delivering the 'new normal'

4. **Digital**

4.2 Thanks to the combined efforts of the National team and the CHS community, all the CHS digital services have been released to live during August 2020. This is a significant achievement for the organisation, and whilst the detail is covered in a separate report, it is important to recognise the leadership of Lawrie McDonald, Digital Programme Director and Lynne Harrison, Depute CEO and Programme Manager during the 3-years of this programme.

4.3 This investment in the CHS Community will make volunteering easier and will allow a greater influence of data in the development of management information and policy decisions.

5. **Learning and Development Strategy**

5.1 Christine Mullen, Head of Practice Improvement and Learning is shaping a new learning and development strategy for the next 5-years. This crucial work links our ambitions for new and innovative learning, with the implementation of The Promise that takes advantage of our new digital infrastructure. The key strands of the strategy will be shared with the Board in November for their review and guidance.

6. **Implementing The Promise**

- 6.1 I continue to be in regular contact with Fiona Duncan and members of the newly appointed Promise Team. They have confirmed that they will publish a detailed engagement plan in October 2020 on how they will work with agencies on the implementation of the 80 intentions that make up The Promise. Moreover, they will publish a longer-term strategy of how they intend to implement the changes in December 2020.
- 6.2 CHS colleagues are due to meet The Promise Team for a half-day engagement meeting in early October to discuss the prioritisation and alignment of our plans.

7. **The Feedback Loop**

- 7.1 The Board approved a revised approach to publishing feedback loop data at the June meeting, subject to discussions with the Scottish Government. The new approach moves away from collecting information from local authorities to instead report on a combination of readily accessible SCRA and CHS data focussed on the core requirement of the report as set out in the legislation.
- 7.2 The Scottish Government are content to proceed on this basis and have offered support in briefing Ministers at the time of publication. It is our intention to published feedback loop reports for 16/17; 17/18/ and 18/19 early in the 2021.

Elliot Jackson
National Convener
14 September 2020

Agenda item 7: CHS-2021-18

CHS Resilience and Recovery

Accountable Officer:	Head of Area Support and Community Improvement
Report author:	Carol Wassell
Recommendation:	To note the update
Resources implications:	N/A
Equalities duties:	Equalities Impact Assessment Required No

1. Introduction

This paper provides an overview of the organisational resilience response to the Covid-19 pandemic, updating progress since June 2020, and impact of lockdown which came into effect w/c 23rd March 2020 and looks to the challenges ahead.

2. CHS Resilience Response:

2.1 Resilience Management:

- The resilience group continue to meet on a weekly basis led by Carol Wassell and are responsible for crisis response, resilience wellbeing planning and communications, virtual hearings practice and management and resilience exit strategy development.
- CHS SMT hold a weekly strategic resilience meeting with SCRA focused on hearings management and planning.
- CHS SMT hold a weekly meeting with Area Conveners to sense check operational implementation and seek input to strategic decisions.
- An SMT member and practice lead attend a weekly meeting with SG, COSLA, SCRA, Social Work Scotland, CELCIS and invited guests from across the sector to develop plans for recovery on a multi-agency basis
- CEO meeting weekly with a group of senior leaders and SG to ensure multi-agency buy in planning, and a recent meeting with SOLACE secured buy in from Chief Officers to support the recovery of the Children's Hearings System
- We are seeking to commission and partner with a stakeholder organisation who can support the inclusion and participation of people with lived experience in our resilience and recovery planning as a short term solution to producing plans that are consistent with the CHS aspiration that voice be a central pillar of our planning
- We will be publishing
 - Our Children's Hearing Recovery Strategy
 - Joint guidance with SCRA for guidance on managing hearings during local lockdown

- Hearing management and scheduling strategy by SCRA that we have contributed to

2.2 Hearings Management:

We continue to meet demand in capacity of available panel members to attend virtual, hybrid and face to face hearings and are using the coronavirus legislative changes to ensure this remains the case.

The number of hearings that are being held have remained relatively consistent, albeit at a far lower number than we would like. To address the issue of increasing the numbers of hearings taking place, data has been shared by SCRA that allows us to

- understand the numbers of children who require hearing and for whom emergency legislation has been used
- estimate the number of children who may be brought to a hearing who are not currently subject to compulsory measures
- give information about the number of hearings that took place on a month by month basis based on last year's figures so that we can estimate demand to ensure we have capacity

Some of this data is, by its nature, an estimate and in each AST area ASIPs, AC and LRMs are meeting to plan for the estimated demand in hearings over the next 12 months. This data is being tabulated locally against the number of panel members who are available to attend hearings.

Due to Covid-19 all ASTs have seen a reduction in capacity of available panel members and we are taking the following action to address this:

- National Convenor has written to all Panel Members with a call to arms to return to participating in hearings
- ASIPs are reporting fortnightly to all ACs with data on panel member engagement. The measure for this is looking at the last date that PMs signed on to Teams or Email.
- ASTs are personally calling all PMs who have been absent to check in on their wellbeing and establish if and when they are available to return to hearings
- Where insufficient panel members are available to meet demand ACs are seeking support from neighbouring ASTs where there may be additional capacity in the number of panel members, and as a last resort supporting the use of emergency legislation to proceed with fewer than 3 panel members, or having a single gender of PMs in the hearing

While the scheduling of hearings remains the responsibility of SCRA, we have worked with them to influence a prioritisation strategy that sets out the consideration of the most suitable mode of hearing depending on a child and families view, and the circumstances that will be presented to the hearing. The strategy is due to be finalised in the next two weeks.

2.3 Legislation and Practice

The CHS practice team continue to keep all guidance under review. Supported by CHS, SCRA are intending moving to Teams as the online platform for virtual hearings by the end of October. To support this we are

- Testing the use of teams for virtual hearings in Grampian and Central and West Lothian with SCRA in a mock hearing environment. Learning from this testing will enable improvement during the roll out of the platform nationally.
- Within CHS we are looking to ensure that the gains made by the use of Teams and the skills that have been developed in the community will be recognised and as simple a process as possible will be available for PM's participation in using the platform for hearings
- Coronavirus Guidance will be updated to reflect the new mode of working using Teams

2.4 Partnership Working

In addition to the partnership working outlined at 2.1,

- Local arrangements are in place to coproduce local plans for recovery that supplement the national position with regular meetings between ACs, ASIPs, LRMs and Clerks to manage and plan for capacity and demand to hold hearings
- We sit on the cross cutting strategy group to implement bringing 16 and 17 year olds into the Children's Hearings system

2.5 CHSLA

- Face to face training remains paused with all training taking place on line
- The CHS Learning Academy Prospectus for Autumn 2020 will be delivered virtually
- Training plans are to:
 - Covid proof our plans as far as possible
 - Keep people learning and moving through their CHS journey
 - Ensure that learning equips people appropriately for their role and that any learning is assessed to retain quality
 - Prioritise the following groups:
 - May 2020 appointees
 - Those required to complete Management of Hearings training
 - The existing Panel Member community – Refresher learning
 - PPAs - Quality Assurance
 - AST members involved in Recruitment and selection of new
 - Panel Members (looking ahead to 2021)
- In addition, the Hearings in Lockdown module remains open for anyone moving forward to do hearings –retitled "Emerging from Lockdown' . This course also supports Panel Practice Advisers returning to their quality assurance role when capacity allows. We continue to host Learning and Development Co-ordinator Forums online.

2.6 Volunteer Wellbeing and Engagement:

- We issue fortnightly communications through Teams and e-mail and which are being well received.

- 100 Chromebook are now used by panel members that we have provided, and a further 400 are anticipated to be delivered by the end of October.
- A number of wellbeing activity have been held with the community to recognise the contribution they have made over the lock down period
- An online meeting with the ACs takes place weekly where business is discussed, National Convenor messages are clarified and leadership development takes place. There has been an addition event held where the plan for the CHS Improvement programme was set out and was well received. An AC has been appointed to replace a long standing AC who has wished to retire for some time, and induction has taken place with two more new ACs
- A further 6 Connecting the Community events have been held between June and August, in which we reached over 200 members for the CHS community from across Panel Members, AST, ACs and Clerks across 15 ASTs.
- Health Assured continue as our provider for pastoral support to the volunteer community. So far 210 people have accessed their website for information, although no specific sessions have yet been requested. They will formally report to us in October.

2.7 National Team:

- Productivity and engagement remains high and we are not seeing significant absence from work or people's ability to deliver their work as a result of Coronavirus
- Twice weekly team huddles are well attended and the opportunity for discussion on a variety of strategic and operational issues is welcomed
- We have published the staff survey which sought views on a return to office working and wider questions about the future culture of working in the organisation. In line with public health guidance and as a response to an uptick in the implementation of local and national Coronavirus restrictions on movement and meeting SMT have issued a clear message that there will be no expectation of a return to office working before January. This will let staff plan for working at home over the winter months. We will keep this under review in line with public health guidance and where opportunities exist, and it is safe to do so, support visits to Thistle House for collaborative working.

3. Resilience Response Challenges

A new way of working is embedding itself across Scotland and organisations and individuals continue to meet this head on. We still have challenges. In particular

3.1 Protecting children's rights:

Assurances that have been given about our collective strategy to protect, promote and minimise impact on children's rights appear to have brought an increased sense of confidence to the sector, and in the last 2 months the communications and assurances with a range of stakeholders, including the Children's Commissioner have been well received.

A number of concerns have been raised in relation to the impact on children's' rights due to the use of virtual hearings, particularly about child and family advocacy, receiving papers and contact. In response to these concerns we have met with the Commissioner's office and made representation to Scottish Government. In addition

- We are seeking to commission a partnership with a third sector organisation to support the inclusion of lived experience in our resilience planning, whilst we concurrently develop and implement roles for people with lived experience in the organisation
- The CELCIS enquiry into attendees' experience of attending hearings in lockdown was published. While the response rate from children and young people was disappointingly low, it provided a good insight into positives and concerns particularly in relation to virtual hearings and the challenges of a digital platform.
- We reinstated our panel member survey to gather views and the findings of this remain consistent in that the digital platforms remain challenging. A move to Teams in October is hoped to address many of these concerns.
- The suspension of the PPA function due to Coronavirus is being tackled and engagement to get PPAs back in hearing to quality assure decision making and deliver of hearings is being delivered. This involves additional training of PPAs to perform in a digital environment through a programme with the CHSLA, increase in capacity of space to attend virtual and face to face hearings, and robust communication through a PPA channel and forum on Teams.

3.2 Hearing Scheduling:

2.2 sets out the strategy for having robust data to inform our decision making so we can be satisfied that due rigour is applied to increasing demand for hearing and having sufficient capacity.

- This data is complex and resources are at capacity at SCRA due to the concurrent role out of CSAS, which while business critical and important to give robust management information as we go forward, is resource intensive and is an additional pressure in an already challenged system.
- To address the issue of capacity of Panel Members we continue to roll out Chromebooks being available. The high national demand for devices has led to some delay in some devices being delivered on time and we continue to address this...

4. Forward Planning

4.1 Face to Face hearings

A third of all hearings currently have some element of face to face interaction by participants. It is likely that for the short term this will remain the case.

- We are working to improve the quality of virtual hearings by moving to Teams and reintroducing the PPA quality assurance function
- The CHSLA continue to promote the 'Learning in Lockdown' training module for all panel members.

- Collaborations are ongoing with Local Authorities to identify physical hearing spaces that can be used for face to face hearings

4.2 CHS Community Recruitment

The 2020 / 2021 Time table for Panel Member recruitment is now as follows:

Appendix 1

Dateline Version 1	Delayed Recruitment
Late 2020	Expressions of Interest alerted Trail promotional info
Friday 15 January 2021 - Monday 15 February 2021	Recruitment Campaign 4 weeks plus weekend
Wednesday 17 February - Monday 1 March 2021	Shortlisting and selection
Wednesday 3 March 2021 Monday 29 March 2021	Interviewing & Group Sessions
Wednesday 31 March 2021	Confirmation as Trainee
29 March – 19 April (<i>local two weeks variations</i>)	<i>Spring holidays</i>
AST dependent - throughout April	Local Welcome Sessions
	<i>Scottish Elections - Thursday 6 May 2021</i>
Monday 3 May 2021 - Monday 14 June 2021	Pre-Service Training - blended online & face to face
Monday 28 June 2021	Recommendations & final checks
Monday 2 August 2021	Appointment
Monday 16 August 2021	Inclusion on Rota

We continue to run AST recruitment in alongside our Panel Member recruitment plans.

5. Summary

Ask the board to note and agree the content of this report.

Agenda Item 8 CHS-2021-19

Finance Report: 2020/21 forecast outturn

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

1 Background, summary and recommendation

- 1.1 The revenue grant in aid (GiA) allocation for CHS for 2020/21 is £5.004m, comprising £4.629m original resource plus in-year support from Sponsor Team, of which £0.375m is forecast as revenue. The Board approved a revenue budget of £4.688m in March 2020, anticipating £59k of carried-forward resource underspend from 2019/20. Of the in-year support of £0.375m, £0.335m has been allocated to budget lines, resulting in a total revenue budget of £5.023m.
- 1.2 The capital GiA allocation for CHS for 2020/21 is £175k, comprising £50k original resource plus £125k in-year support from Sponsor Team. This excludes carry forward of around £80k.
- 1.3 The Board is asked to note the revised budget, and SMT's spending plans in furtherance of CHS's business plan.

	2020/21 Original Budget	Adjustment	2020/21 Revised Budget
	£000	£000	£000
Staff	1,765	+38	1,803
Board	50		50
Training, travel and subsistence	99		99
Property	107		107
Other Operating Costs	55	+15	70
ICT Costs	305	+45	350
Corporate Costs	68	+30	98
Panel and AST Expenses	669		669
Panel and AST Training	1,184	+88	1,272
Support for hearings	108	+94	202
Volunteer recruitment	182	+25	207
PVGs	30		30
AST Devolved Funding	66		66
Total	4,688	+335	5,023

2 2020/21 Revised budget

- 2.1 The table above reflects the original Board approved budget and the following adjustments:
- £38k staffing for digital technical resources, i.e. recruiting a digital support lead;
 - £15k other operating costs for pastoral support;
 - £45k ICT for digital project support costs (£40k) and programme board software

(£5k);

- £30k corporate costs for digital data archiving (£10k) and leadership support and development (£20k);
- £88k volunteer training for trauma-informed training (£68k) and Personal Development Award (PDA) overhaul (£20k).

- 2.2 The £94k for additional Support for Hearings was to be for local multi-agency events to launch, develop and support the CHS Improvement Programme (£44k) and the Connecting the Community Programme (£50k). Given the delay in returning to face-to-face gatherings, this money will be utilised to secure external support to lead and manage high volume attendance and interactive online engagement events to enable the community and partnership engagement to take these two programmes forward.
- 2.3 The £25k for recruitment was to create a bespoke element to the annual campaign to drive diversity of applicants with a key focus on those with lived experience of care or the hearings system. Due to the impact of covid-19 on CHS activity, this targeted recruitment may not be feasible or appropriate in the 2020/21 campaign. These funds will be used to enable those with such lived experience to become effective, supported and sustained Panel Members, to enable recruitment in 2021/22 (see 3.9 below).

3 2020/21 Forecast

- 3.1 The forecast outturn based on actual spend to 31 August is below.
- 3.2 The Variance YTD (Year To Date) underspend has mostly arisen from the impact of coronavirus, and the rescheduling of the panel member recruitment campaign to January 2021.
- 3.3 The forecast staffing overspend reflects a number of decisions.
- An overlap of the Communications and Engagement Lead maternity cover and the substantive postholder (24k, nominally met from 2019/20 recruitment budget underspend);
 - Recruiting a 1 FTE Practice Assistant with a focus on Independent Reports, previously budgeted at part year 0.5 FTE (£34k; part budgeted for through Independent Reports Funding);
 - Backfill of seconded Practice Development Coordinator (£29k, met from secondment income £33k);
 - Recruiting to a fixed-term Children's Rights and Inclusion Officer post to support delivery of the outcomes of the Independent Review of Care, after identifying this as an in-year pressure (£22k);
 - The recruitment of a Digital Technical Lead post, funded from Digital/in-year support funding;
 - The redeployment of the departing Digital Engagement Lead's resource into a fixed-term Data and Evidence Officer;
 - For 2020/21 only, to meet the corporate savings target (£65k) from non-staff lines in light of non-staff savings arising from lockdown.

The decisions above are all in-year or self-funding, in order to avoid creating a pressure in 2021/22 that is not certain to be adequately resourced.

- 3.4 Staff travel and subsistence, volunteer expenses and support for hearings are anticipated to be underspent due to coronavirus. The scale of underspends depends heavily on the timing of the resumption of physical Hearings, but around 3 months' costs are anticipated to be saved at this point, despite the costs of addressing the backlog.

Finance Report as at 31 August 2020						
	Actual YTD Period 5	Variance YTD Period 5	2020/21 Annual Budget	2020/21 Forecast	2020/21 Forecast Variance	2020/21 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	736	-9	1,803	1,920	+117	+6.5
Board	24	+7	50	50	+0	+0.0
Training, travel and subsistence	12	-23	99	71	-28	-28.1
Property	29	+3	107	116	+9	+8.4
Other Operating Costs	13	+0	70	65	-5	-7.5
ICT Costs	84	-49	350	350	+0	+0.0
Corporate Costs	9	-7	98	108	+10	+10.2
Panel and AST Expenses	6	-162	669	488	-181	-27.1
Panel and AST Training	278	-156	1,272	1,262	-10	-0.8
Support for hearings	7	-66	202	185	-17	-8.6
Volunteer recruitment	0	-116	207	207	+0	+0.0
PVGs	0	-4	30	30	+0	+0.0
AST Devolved Funding	0	-16	66	66	+0	+0.0
Income	0	+0	0	-33	-33	-
Total	1,198	-598	5,023	4,885	-138	-2.7

- 3.5 Training contract savings will be utilised to support the move to online learning of the CHSLA prospectus including investment in a new leading edge learning platform to better support on line learning, reporting and evaluation.
- 3.6 The volunteer recruitment budget is still anticipated to be spent out with the financial year.
- 3.7 Senior team members continue to meet with SG Sponsor team every month to review the impact of covid-19 on finance and resources.
- 3.8 SMT are currently identifying plans to use the forecast underspend to bring forward CHS' improvement ambitions including; further support to support the work around the National Convener/Area Convener leadership model; Programme management support for the Quality Improvement Programme; new and fresh approaches to support the voice of children and young people inform CHS recovery planning; and further CHS Community wellbeing initiatives.
- 3.9 Additionally, the underspend will further support the scoping of a programme to support a safe and sustainable approach for onboarding and retention of young people with lived experience as Panel Members, to enable targeted recruitment in 2021/22.

3.10 CHS's original capital resource, including carry-forward, was £10k. SMT intends to spend this, plus the estimated £125k additional resource referred to in 1.2, as below.

	Actual YTD Period 5	2020/21 Budget	2020/21 Forecast	2020/21 Variance
	£000	£000	£000	£000
Devices for volunteers (Phase 1 pilot)	10	40	40	0
Devices for volunteers (Phase 2)	0	140	140	0
Devices for staff	0	5	5	0
Thistle House technology	0	20	20	0
Unallocated	0	50	50	0
	10	255	255	0

3.11 SMT plans to deploy the unallocated spend on further technology for Thistle House, in order to maximise virtual connection and interaction once staff and training begins to return to the office, and on accelerating the volunteer devices rollout if feasible.

4 Digital Programme

4.1 The allocation of Digital funding is as follows.

	Budget 2020/21 £000	Forecast 2020/21 £000	Variance 2020/21 £000
CSAS Development	135	135	1
Transition Costs	192	192	0
Support Costs	257	257	(1)
Licence Costs	293	293	0
Hosting Costs	85	85	0
Contingency	181	181	0
Organisation contributions	(147)	(147)	0
Internal Costs	96	96	0
Agency staff costs	28	28	0
Sub-total	1,120	1,120	0
Additional in year funding			
CSAS Core Development	75	75	0
Digitizing hearing room capacity	140	140	0
Improving connectivity	125	125	0
Digital training	60	60	0
Total	1,520	1,520	0

4.2 The Digital funding, excluding carry forward, is £1m, of which £250k is revenue and £750k is capital. Sponsor Team and Scottish Government Finance have been advised that allocations of £750k revenue and £250k capital are likely to be required due largely to the longer period of dual systems running in 2020/21.

4.3 The available budget includes £120k carry forward from 2019/20. The initial forecast submitted by the Programme Director confirms spend is on track for this year. The table reflects the new projects funded from the additional £400k in year grant provided by the Scottish Government.

5 Conclusion

5.1 The Board is asked to note the revised budget, and SMT's spending plans in furtherance of CHS's business plan.

Agenda Item 9, CHS-2021-20

CHS 5 Year Strategic Financial Plan 2020/21 – 2025/26 – Cover Note

Accountable Officer:	Elliot Jackson, NC/CEO
Report author:	Lynne Harrison/Ed Morrison
Recommendation:	To approve the 5 year strategic Financial Plan
Resource Implications:	Resources Required
Equalities duties:	Equality Impact Assessment Required /NO

1. Introduction / Purpose:

In line with the Scottish Government spending review cycle, CHS has prepared an updated 5 year strategic financial plan outlining the projected resources required to support the organisations strategic vision and direction to:

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

This paper identifies the forecast the resources required from 2020/21 – 2024/25, aligns CHS' strategic ambitions to resources and identifies the requirement for both capital and revenue resources over the period.

The paper also reflects the impact of Covid on current operations and this as move forward into recovery.

2. Summary:

The paper identifies CHS' overall resource requirement as:

	2020/21 Revised	2021/22	2022/23	2023/24	2024/25	2025/26
	'000	'000	'000	'000	'000	'000
Staff	1,803	2,122	2,208	2,297	2,390	2,390
Vol Training	1,272	1,214	1,264	1,214	1,214	1,214
Vol Expenses	669	669	669	669	669	669
Vol Recruitment	207	182	307	200	200	200
Vol Support	315	366	274	282	290	290
Vol Support IT	350	443	456	470	484	484
Corporate	300	282	284	286	288	288
Property	107	108	109	110	111	111
Revenue Total	5,023	5,386	5,571	5,528	5,646	5,646
Capital	175	570	570	570	620	620
Total	5,198	5,956	6,141	6,098	6,266	6,266

The next few years will be challenging for the Hearing System and CHS as we move from Covid resilience response to hearings systems recover and begin to implement our 2020-23 strategic ambitions and commitment to The Promise.

There remains high levels of uncertainty both in terms of the ongoing impact of Covid but in addition the impact of the implementation that the Promise may have on the structure and operation of CHS and the Hearing System, particularly for our volunteer community.

We will continue to monitor and utilise our resources carefully and creatively over the course to ensure best value and the delivery of outcomes that will improve the life chances of children and young people.

2. Recommendation

The board are asked to approve CHS' 5 year strategic Financial Plan 2020/21-2025/26.

CHS 5 Year Strategic Financial Plan 2020/21 – 2025/26

1. Introduction

- 1.1 In line with the Scottish Government spending review cycle, CHS has prepared an updated 5 year strategic financial plan outlining the projected resources required to support the organisations strategic vision and direction and how this will meet the Scottish Government Programme for Government objectives of Wellbeing and Impact of Child Poverty.
- 1.2 In 2019 the Independent Review of Care reported its findings – The Promise. This identified requirement for transformational change of Scotland’s approach to Care and will have a significant and lasting impact on the Children’s Hearings System. The scale and detail of the change is the most significant reform since Kilbrandon in the 1960’s. CHS will play an active role in influencing, development and testing of these plans, however the detailed shape and impact of these plans. CHS have reflected The Promise findings through our strategic planning and identified resource requirements for the anticipated change required, however the full ongoing impact for CHS is currently not yet known and as the work of The Promise develops further investment may be required to meet change requirements.
- 1.3 CHS has launched an ambitious strategic outlook and Corporate and Business Plan for 2021 – 24. This plan is based on a reform agenda and scaffolded around 4 key themes which the Board has discussed and evolved during strategic workshops and development sessions in 2019:
 1. Better Protect and Uphold the rights of children
 2. Deliver consistently high quality hearings
 3. Continue to build an effective, empathetic panel that is well supported
 4. Be well informed and influential in our environment and communities
- 1.4 CHS believe the only way to ensure we achieve the ambitions for transformational change in the hearings system is to create and implement a high performing Improvement culture throughout CHS. We will adopt new ways of working alongside our volunteer community, embrace tests of change and utilise data and evidence to inform our decision making, influence partners and deliver improvement. This will require investment in new skills and expertise alongside training of our current staff and community to enable an expert National Team with a stable staffing complement to deliver reform. This detail is linked directly to our strategic outlook 2020-23.
- 1.5 The 5 year strategic financial plan identifies the resource requirements required to support delivery against these 4 strategic themes and our ambitions that in doing so CHS:
 1. Occupies an influential leadership space that promotes Children’s Rights, the Hearings system and shapes National policy and practice with partners
 2. Embraces technology to deliver a modern participative approach to hearings

3. Supports a diverse volunteer community, with substantial representation from those with lived experience of care
4. Provides sector leading support to volunteers to enable them to make life changing decisions that ensures Scotland is the best place to grow up .

2. Challenging Operating Context

- 2.1 The impact of Covid-19 in 2020/21 to the hearings system has been significant. Activities required for resilience response and recovery planning including the implementation of virtual hearings has delayed some of the reform and staffing ambitions previously identified for action in 2020/21. These have also necessitated the rapid procurement of technology to support Panel Members digital engagement and participation in virtual hearings.
- 2.2 The impact on current operations is significant and challenging;
 - Panel Member engagement is down by approx. 50%, volunteers impacted by Covid through family circumstance; childcare; employment or access to technology.
 - Panel Member availability is restricted also through impact of restrictions on our older community, in particular over 70's who are currently prevented from attending face to face hearings due to the health risk of Covid.
 - Virtual hearings have been adopted. This has required significant training for our community, adoption of new technology and provision of devices to enable effective participation.
 - The quality assurance remit of our Panel Practice Advisers has been paused, due to the limitations of the virtual tools on offer
 - Panel Members are suffering fatigue as virtual hearings can be challenging and intense.
 - Area Conveners and AST volunteers, working alongside Area Support and Improvement Partners have been undertaking significant intense activity to resource hearings, liaise with local partners to support system activity; identify and secure face to face venues to support recovery; influence CHS resilience response and support their local volunteer communities. This has represented a significant uplift in their hours of volunteering.
 - Driving an organisational response to a global pandemic through volunteers is unsustainable. The potential impact of this is discussed in Section 6.
- 2.3 The financial impact of Covid-19 on CHS' operations is being closely monitored including through ongoing monthly meetings with the SG sponsor team. Whilst in year savings are anticipated through e.g. reduction in volunteer expense claims or cost of face to face training, it is anticipated that these will be recycled to support CHS resilience activity such as developing robust online alternatives to training including pre-service.
- 2.4 In year savings in areas such as volunteer expenses may in fact be pushed as increased costs into 2021/22 as we expect to see an uplift in hearing activity both due to recovery planning but also from a potential uplift in referrals due to the

impact of lockdown on children and families across Scotland. The economic impact of Covid on our volunteer community cannot be underestimated, this is likely to result in increased claims from those who in the past have chosen not to claim as part of their volunteer contribution.

- 2.5 Due to the impact on our volunteer community we have invested £10k in expert wellbeing support through a third party to ensure they have fast and direct access to support services including confidential counselling. This is anticipated to be an ongoing annual investment in line with the Scottish Government's commitment to wellbeing.
- 2.6 Virtual hearings and online digital systems remain a necessity for recovery – likely to remain until at least November '21. Ensuring participation will require sustained Capital investment to enable a wider pool of virtual panel members equipped with appropriate skills and technology to support effective participation.
- 2.7 As we move into the winter months, there remains ongoing uncertainty surrounding the impact of Covid-19 on current and future societal norms and Hearings System operational requirements. CHS recognise that this coupled with uncertainties around the impact of Scottish Government Covid-19 support packages on their broader financial envelope will require close monitoring and flexibility in financial and strategic planning as we move forward.

3. Summary

- 3.1 Our 5-year financial strategy has been written through the identified reform lens and in cognisance of the impact of Covid-19 in 2020/21 and seeks support and ongoing funding to shape our service to meet the likely changes required.
- 3.2 In cognisance of these factors and the current GIA allocation levels, identified additional resource needs have been articulated as fixed term resources. It must be recognised that although this promotes financial flexibility, this is significantly challenging for recruitment and retention. Resource decisions will continue to be achieved through internal governance arrangements of budget challenge and review and through establishment business cases approved by Senior Management.

4. Projected Resource Requirements:

4.1 The following table shows the approved budget for 2020/21 and the projected budget requirements for the following 5 years. The 5 year plan forecasts consolidation of 2020/21 additional in year funding in future years baseline GIA to be allocated between revenue and capital dependent on requirements.

	2020/21 Revised	2021/22	2022/23	2023/24	2024/25	2025/26
	'000	'000	'000	'000	'000	'000
Staff	1,803	2,122	2,208	2,297	2,390	2,390
Vol Training	1,272	1,214	1,264	1,214	1,214	1,214
Vol Expenses	669	669	669	669	669	669
Vol Recruitment	207	182	307	200	200	200
Vol Support	315	366	274	282	290	290
Vol Support IT	350	443	456	470	484	484
Corporate	300	282	284	286	288	288
Property	107	108	109	110	111	111
Revenue Total	5,023	5,386	5,571	5,528	5,646	5,646
Capital	175	570	570	570	620	620
Total	5,198	5,956	6,141	6,098	6,266	6,266

5. Better protect and Uphold the Rights of Children and be well informed and influential in our environment and communities

5.1 The next 5-years are an important time for CHS and the Children's Hearings system as a whole. Through working with The Independent Review of Care and now The Promise team, we are well placed to play a key driving role in some of the likely reforms that the 'whole system' in general will undergo. Covid-19 response and recovery planning enables a unique opportunity to work with partners and The Promise team to look to bring forward possible tests of change in line with CHS' reform ambitions. CHS will actively reach out to partners to drive and pursue these opportunities.

5.2 The impact of Covid-19 has required significant and expedient changes to the operation of the hearings system in 2020/21. These changes would not have been possible without the strategic and operational influence of the Area Support and Improvement Partner (ASIP) roles working alongside Area Conveners locally. This has demonstrated that when appropriate resources are in place there is a capacity and appetite for significant change within the CHS community.

5.3 CHS are embracing improvement methodology to inform, implement and evaluate change in our work. The implementation of the ASIP roles and the Senior Management role of Head of Area Support and Community Improvement embeds improvement principles across the organisation. Initial work with CELCIS has already been undertaken in 2019/20 to identify improvement aims and upskill the organisation in improvement methodology. Although paused due to Covid-19, this

work has now been re-started. CHS have also been successful in enrolling 4 (?) staff are in the SCiL cohort for 2020/21.

- 5.4 Successful improvement requires programme planning, data and evidence. The successful launch in 2020/21 of the new CHS Digital System will for the first time enable CHS to capture robust internal management information to support our improvement journey. There is currently limited organisational capacity and expertise to support improvement programme planning and data analysis and this is an identified resource need moving forward. CHS have restructured current vacancies to enable a short fixed term Data and Evidence post to be created during 2020/21 to support current digital and rights based improvement activity.
- 5.5 CHS makes an invaluable and appropriate contribution to the National Performance Framework where Scotland is the best place to grow up. CHS wants to be in the best position to satisfy the step change expectations voiced by care experienced children and young people of what they need from their hearing; embrace the lessons of evidence-based practice; and be informed by societal and scientific developments - now and in the future.
- 5.6 The UNCRC will now be fully incorporated into Scots law. The Hearings System, founded upon Kilbrandon principles, is an inherently rights based system, however we must ensure these rights are enacted fairly and consistently in hearings and across the wider system. CHS has launched an ambitious Rights and Inclusion Strategy to embed this work internally and established a Rights and Inclusion Officer (fixed term) role to drive this work forward, but more broadly we want to use our organisational capacity to further amplify the voices of those with lived experience and influence reform.
- 5.7 CHS therefore requires an organisational structure and skill base that can:
 1. Consistently lead and implement change and improvement across the CHS community.
 2. Influence and collaborate with partners to support change and drive improvements in the wider system.
 3. Implement organisational and technical investments in children's hearings provision including implementing enhanced local resources.
 4. Shift organisational culture to that of a rights based, learning organisation who are recognised externally as experts in our field.
 5. Are digitally and technologically enabled
- 5.8 Staffing costs to deliver ambition include an increase of 4FTE staffing to widen expertise and capacity to deliver CHS' ambitions; increases to cover pay award, progression and superannuation costs over the 5 year period.

6. CHS Embraces technology to deliver a modern participative approach to deliver consistent high quality hearings

- 6.1 Scottish Government have invested in the digital future of the hearings system by enabling development of a joint digital platform for CHS and SCRA which CHS has launched in 2020/21. This system will improve outcomes through enabling capture of national and local management information that can be used to measure quality, inform policy and drive improvement.
- 6.2 The impact of Covid-19 has confirmed the importance of access to secure, robust digital systems for the ongoing operation of the hearings system.
- 6.3 The system has already proved invaluable to CHS' Covid-19 resilience response; in supporting and improving the volunteer experience during lockdown through the use of Microsoft Teams enabling simple and effective virtual connectivity and engagement and providing proof of concept for the stability of Teams as a platform for virtual hearings. As take up of the functional services increases, the system will aid sustainability by enabling volunteers across all our volunteering roles, to carry out their roles more effectively and efficiently.
- 6.4 To continue to build on this investment, resource of £250k/pa has been identified to support the ongoing support, maintenance and development of the new CSAS platform and CHS Community Hub. This programmes of work will continue to operate through the successful model that has delivered the platform; joint working relationships with SCRA, leadership of the Digital Programme Director and oversight of the Digital Assurance Office.
- 6.5 The future Hearings System is reliant on the ongoing use of digital tools to support both virtual hearings and the safe and sustained panel paper accessibility. This will require our panel community to be enabled with the digital tools and skills to contribute.
- 6.6 During 2019/20 and in 2020/21 significant investment has been targeted to upskilling our community digitally in readiness to accept our new digital systems. This effort has proved successful with the launch of the CHS Community Hub digital services and the ability of a cohort of our panel community to quickly embrace virtual hearings and associated technology.
- 6.7 Compensation to volunteers towards costs associated with accessing CHS digital systems has been formally ruled out by HMRC. Provision of devices therefore remains the only route to enable digital take up of our volunteer community.
- 6.8 A model for the fully managed provision of devices to enable functioning of the hearing system is being piloted in 2020/21 to 500 Panel members to support virtual hearing activity. This pilot will be evaluated to determine the success of both the implementation model and impact on Panel member participation. Assuming successful, the device provision model is planned to be expanded.

- 6.9 Capital costs of £320k/pa have therefore been identified to support provision of 800 fully managed devices per year to our community. CHS will work with Scottish Government and the relevant digital assurance agencies in shaping and implementing digital projects supported by the development of appropriate business cases for approval.
- 6.10 Provision of devices at this level of investment will result in complete resourcing of our community (at current levels) in 2024/25. This will require expectation setting to our community by the National Team. It is recognised some of our community may not require a device, having access to their own, however after communication of the 500 pilot we are now operating a waiting list as demand has been high. The level of provision will be kept under review. This investment actively tackles the Scottish Governments commitment to tackling digital poverty. Ensuring the provision of devices as we increase the diversity of our volunteer community to increase those younger and with lived experience.
- 6.11 Community Survey 2019 results identified a 5% drop vs 2017 (81% vs 86%) in agreement that there is an acceptable balance between volunteering and private life and a drop of 5% (78% vs 83%) that AST members have an acceptable workload. Access to devices for these key roles will fully support access to our new digital systems will reduce the time taken to undertake such roles and in addition will derive significant Management Information (observations, Training, Concerns/Complaints etc.) that will help identify and drive organisational improvement.
- 6.12 To deliver against objectives, this platform cannot remain static. CHS will require ongoing financial support to ensure future development of the digital programme for the hearing system to continue to build on and enhance current development. Further, new development will be required to support wellbeing and enable children and young people and families voices to be better and more consistently heard through engaging in more innovative ways with the hearing system.
- 6.13 Resource requirements to deliver this ambition include:
1. £320k per annum capital from 2021/22 to support digital take up amongst volunteers. This is based on provision of 800 devices per annum (3000 total volunteer community) to initially provisioning our community and ongoing managing a replacement programme. This assumes a successful pilot in 2020/21 and is in place of previously identified £186 pa revenue; £50k pa Capital and cyclical £75k capital investment for an expense model and provision of devices to AST members. A Business Case will be submitted to the Board and Scottish Government in due course.
 2. £250k pa from 2021/22 to support ongoing investment in the CSAS platform (5% of gross expenditure).

7. CHS Continues to build a diverse, effective, empathetic panel that is well supported with substantial representation from those with lived experience of care:

- 7.1 CHS wants to satisfy the step change expectations voiced by care experienced children and young people of what they need from their hearing; embrace the lessons of evidence-based practice; and be informed by societal and scientific developments.
- 7.2 We need a more diverse panel community who are enriched by greater presence of young people (<30) and those with lived experience. We recognise that to fulfil this ambition this will require bespoke recruitment activity and importantly that these groups will require additional consistent specialist support to safely and successfully complete pre-service training and contribute as an effective Panel Member.
- 7.3 The impact of Covid-19 on Panel Member availability has been significant; impact to home or work having an impact on the ability of individuals to commit to volunteering. Currently there are approx. 1100 active Panel Members. Whilst to date there has not been a significant impact on volunteer resignations this may evolve through the latter of 2020/21. In addition the impact of Covid-19 on businesses is and will continue to be significant which may in turn impact on willingness to release employees for the Children's Panel commitments. Longer term we are working to reduce the number of hearings however due to recovery planning this is not likely to be visible through 2022/23.
- 7.4 These combined factors may result in a need for greater recruitment and/or a greater number of serving Panel Members which may impact learning and development costs (pre-service) and ongoing expenses costs. As this risk has not yet been realised, this is not currently quantifiable and may be offset by the restructure of pre-service to a blended online/face to face model.
- 7.5 The impact of a no deal Brexit on ability to recruit volunteers is likely to be small, however will be closely monitored.
- 7.6 Resource requirements:
1. Following a projected 3 year run of the current 'Values' campaign, an investment of £125k in 2022/23 to enable a planned creative refresh of the overall recruitment campaign.
 2. The provision of technology covered at 2.9.
 3. Annual investment of 10k to support Panel wellbeing.
 4. £50k pa Investment in provision of an extended programme of training and support for young and lived experience trainees.

8. CHS provides sector leading support to volunteers to enable them to make life changing decisions that ensures Scotland is the best place to grow up:

- 8.1 As identified in 2.2, volunteer engagement due to the impact of covid is at record low levels; approx. 50% non-engagement of Panel members and our Panel Practice Advisors Quality Assurance activity paused since Mid March '20.
- 8.2 Following absence since March '20 and the significant changes to hearings operations and requirements, significant support will be required to re-engage those volunteers who are able to return to volunteering. This will include elements of re-training, pastoral/wellbeing support to re-integrate back into local AST communities and the return to what will be intensive period of activity for the hearings system as we strive forward in our recovery phase – which by latest predictions will run until November '21.
- 8.3 It is highly likely that not all volunteers may choose or be able to return. This may require increased numbers for recruitment in January 2020.
- 8.4 We need a more diverse community to meet the expectations of our children and young people but in addition to better enable a resilient and sustainable community as we move forward. A more diverse community will require more expert (trauma responsive) and consistent levels of support to both become Panel Members and be sustained in their role. This is likely to require a mandatory training model for all 3000 members of the CHS community.
- 8.5 The CHS Learning Academy (CHSLA), which was launched in January 2019, continues to deliver with a broad prospectus offering the CHS community and our partners, high quality learning. Our core focus remains upon improving outcomes and the hearings experiences; enabling an informed Panel community delivering consistent high quality decisions; and linking with partners across the hearing system to improve knowledge and understanding of best practice across the sector. The contract for provision for Learning Academy will be due for re-negotiation in 2020/21. This will also provide further opportunity for CHS together with the Scottish Government to consider the strategic direction of travel to ensure that the 'CHS Learning Academy' becomes a true resource for all partners in the sector.
- 8.6 The CHSLA will play a pivotal role in achieving the ambitions for change we have identified. To meet our ambitions, expectations of The Promise and upcoming legislative change such as 17/18 year olds within the hearings system, we need a range of expert Panel Members who have both breadth and depth of knowledge and skills in a range of topics including: Trauma, Rights, Neurodiversity, Legislation, Child and Adult development.
- 8.7 Committing the time and effort to achieving this level of expertise and skill will take not only significant organisational resource but is a significant ask of a volunteer and it remains to be determined if this is sustainable moving forward, as identified in Section 6.

- 8.8 For young people with limited work or life experience or those that have lived experience of care wishing to become Panel Members, we propose a sustained programme of on-boarding and support to prepare them to undertake and successfully complete pre-service training. This will be developed under the umbrella of the CHS Learning Academy and encompass a breadth of training and support to enable individuals to develop the skills and abilities they will require to complete pre-service training and become effective Panel Members.
- 8.9 Individual hearings can be difficult and complex and Panel Members can be exposed to a significant number of hearings every year. For all volunteers but particularly those with lived experience of care, access to expert and consistent support is required to ensure volunteer wellbeing and resilience. In 2020/21 and in recognition of the additional impact of Covid-19 on our community, CHS invested £10k to secure the support of Health Assured to provide an annual assistance package for all our volunteers. This has been well received and whilst it will be kept under review is likely to be an ongoing need. This will be coupled with proactive engagement with AST members who will provide ongoing operational support & advice.
- 8.10 The Community Survey in 2019 identified an increase in volunteers who feel they are 'out of pocket as a result of volunteering' (22% vs 16% 2017) with only 56% stating the process of claiming is easy and straightforward. The financial impact of Covid-19 has also been significant for some individuals, there may be an increase in volunteers claiming expenses who have previously chosen not to do so. We will be actively promoting the online expenses service to our volunteers to encourage expenses to be claimed. We have projected an increase in volunteer expense costs of 25% vs 2019/20 claimed levels from 2020/21 which we anticipate will sustain at this level moving forward.
- 8.11 Resource requirements to deliver this ambition include:
1. An ongoing investment of 30k pa from 2021/22 to reflect anticipated uplift in mandatory training requirements to meet delivery of The Promise. This will be delivered online wherever possible.
 2. From 2021/22, a 50k annual investment to support new young/lived experienced Panel members to take up the role and ongoing provide consistent and high quality trauma informed support to enable them to safely contribute in the long term.
 3. Annual 10k investment in a Volunteer wellbeing programme.
 4. The provision of technology covered at 2.9.
 5. Large scale change management events with CHS community and partners to enable the Promise change implementation
 6. We have factored a 25% increase in Expenses costs from 2020/21

9. The Volunteer Model

- 9.1 The Independent Review of Care Report – The Promise, provides a question of whether a volunteer model remains fit for purpose for the children’s hearing system. CHS is committed to keeping The Promise and has identified that this will be explored as part of our journey through our 2020 – 23 Strategic Outlook. This will require a detailed research and analysis of the requirements and expectations of Children’s Panel Members in the post Care Review context, significant exploration of alternative models, scenario planning, tests of change and considered decision making. This will require injection of investment at key points, likely to be in the region of 100k in 2021/22.
- 9.2 Should it be identified that the volunteer proposition or aspects of it are no longer viable this will have a significant and long term impact on the operation of the organisation, including consideration of the impact on Quality Assurance approaches, also currently conducted through a volunteer model and the overall financial resources required for operation. It is not currently possible to determine the scale of these so they have not currently been factored into the 5 year plan, however it is important to identify this may be a significant future need which will require significant engagement with SG colleagues and of which more detail can be articulated in due course.

10. Risks

- 10.1 Financial risks are identified as:
1. No consolidation of additional in year 2020/21 funding;
 2. The continuation of one year Grant In Aid funding agreements from Scottish Government, inhibiting organisational ability to meet The Promise; and
 3. Continued uncertainty on the impact of Covid-19 on hearing system operation including Panel Member retention and availability.
 4. Implementation of The Promise and change requirements of the Children’s Hearing System.
 5. Sourcing of funding to support digital take up amongst our volunteer community (devices).

11. Savings and Efficiencies

- 11.1 We will continue to actively seek opportunities for savings across the period, including:
1. Following successful transition into new premises in Thistle House, CHS utilised internal training and meeting room facilities (instead of private estate) for forums, meetings and training (including CHSLA activity).
 2. Use of virtual and online tools to support engagement and learning and development where appropriate, reducing face to face interaction to focus on skills development.

3. Staffing costs will be closely monitored and opportunities for savings managed throughout the period to meet an annual 3.55% savings target.
4. Management of IT costs during transition from old to new systems in 2020/21 will be actively managed to minimise costs of running old and new systems in parallel. The budget from 2021/22 is based on the running costs of the new systems.

12. Conclusion

- 12.1 In recognition of the size of the planned reforms for the hearings system this 5 year plan reflects a modest average revenue growth of 2.5% per year.
- 12.2 As this paper identifies, the next few years will be challenging for the Hearing System and CHS as we move from Covid resilience response to hearings systems recover and begin to implement our 2020-23 strategic ambitions and commitment to The Promise.
- 12.3 CHS do not view recovery and transformation as sequential; through recovery there will be opportunities to bring forward test of change to advance and inform our change journey. We will both pursue these and embrace them.
- 12.4 There remains high levels of uncertainty both in terms of the ongoing impact of Covid but in addition the impact of the implementation that the Promise may have on the structure and operation of CHS and the Hearing System, particularly for our volunteer community.
- 12.5 We will continue to monitor and utilise our resources carefully and creatively over the course to ensure best value and the delivery of outcomes that will improve the life chances of children and young people.
- 12.6 There may be further requests for information, in particular to support the Governments budget planning for next year, and SMT will respond to these and keep Board members informed.

13. Recommendations

- 13.1 The Board are asked to approve the strategic 5 year financial plan.

Agenda Item 10, CHS-2021-21

Draft 2019/20 Annual Accounts and Management Representation Letter

Accountable Director:	Head of Finance
Report author:	Ross Mackenzie, Accountant
Recommendations:	To approve: <ol style="list-style-type: none">the 2019/20 Annual Accounts for signature by the Accountable Officer;the Management Representation Letter for signature by the Accountable Officer.
Resources implications:	Within available resources
Equalities duties:	No Equalities Impact Assessment Required

Introduction

1. Audit Scotland has completed its external audit of CHS's 2019/20 accounts (Appendix 1), and has submitted a draft Annual Audit Report (AAR) to the Accountable Officer. The AAR, which was considered by the ARMC on 25th August 2020 along with the draft accounts, expresses unqualified opinions on the financial statements and on the regularity of transactions.

The Annual Accounts contain the following:

- The Performance Report.
- The Accountability Report.
- The Independent Auditor's Report.
- The Financial Statements.
- The notes to the Financial Statements.

Issues arising from the audit

2. In the year ended 31 March 2020, CHS reported an excess of net expenditure over Scottish Government funding of £0.609m (31 March 2019: £0.159m) with revenue grant-in-aid of £4.839m (31 March 2019: £4.177m). Excluding depreciation (£299k) and pension adjustments (£425k) CHS operated within approved 2019/20 revenue and capital budgets as set out in previous reports to the Board.

3. The General Fund has a deficit of £0.273m at 31 March 2020 (a surplus of £0.336m as at 31 March 2019). The Pension Reserve has a deficit of £676k as at 31 March 2020 (2019: £1,040k). Detailed figures and assumptions underlying the pension position can be found in notes 1 and 9 to the Annual Accounts.

4. The net taxpayer deficit position does not raise going concern issues or impact on normal operations, given Scottish Government's ongoing support of CHS and the volatility and sensitivity of CHS's pension reserve deficit to changes in actuarial assumptions and other external factors.

5. Although not an issue arising from the audit we were advised on 12th August by Lothian Pension Fund that the Government announcement on the McCloud remedy consultation may have a material impact on the treatment of McCloud in 31 March 2020 accounting figures. The revised figures from the actuary show a reduction of £53k in the impact of McCloud (previously estimated figure was £80k for CHS). The accounts presented to the Board today note this development and the revised figure as a post-balance sheet event.

Audit Scotland's Annual Audit Report (AAR)

6. International Standards on Auditing ISA 260 requires auditors to report certain matters arising from the audit of the financial statements to "those charged with governance".

7. Audit Scotland has expressed unqualified opinions on the financial statements and on the regularity of the financial transactions reflected in the financial statements.

8. Audit Scotland are making two recommendations for 2019/20, achievement of business activities within the Performance Report and updating Financial Plans. Management responses were reflected in Audit Scotland's Annual Audit Report and accepted by the Audit & Risk Management Committee. The one recommendation from last year is complete.

Management Representation Letter

9. The standard Management Representation Letter (Appendix 2) sets out the Board Members position on the key areas for consideration by the external auditor in arriving at their opinion.

Recommendations

10. Committee members are asked to approve
- i. the 2019/20 Annual Accounts for signature by the Accountable Officer;
 - ii. the Management Representation Letter for signature by the Accountable Officer.

Letter of Representation (ISA 580)

Alasdair Craik FCCA,
Senior Audit Manager
Audit Scotland
4th Floor, 102 West Port
Edinburgh
EH3 9DN

Dear Alasdair

Children's Hearings Scotland Annual report and accounts 2019/20

1. This representation letter is provided in connection with your audit of the annual report and financial statements of Children's Hearings Scotland for the year ended 31 March 2020. The letter is provided for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the regularity of income and expenditure, the Remuneration and Staff Report, Performance Report and the Governance Statement..
2. I confirm to the best of my knowledge and belief, and having made such enquiries as I considered necessary, the following representations given to you in connection with your audit of Children's Hearings Scotland annual report and financial statements for the year ended 31 March 2020.

General

3. I have fulfilled my responsibilities for the preparation of the 2019/20 annual report and financial statements. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual report and financial statements have been made available to you for the purposes of your audit. All transactions undertaken by Children's Hearings Scotland have been recorded in the accounting records and are properly reflected in the financial statements.
4. I confirm that there are no uncorrected misstatements required to be made to the financial statements.

Regularity of Expenditure and Income

5. I confirm that, in all material respects, expenditure was incurred, and income applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

Financial Reporting Framework

6. The annual report and financial statements have been prepared in accordance with the 2019/20 Government Financial Reporting Manual (FReM), and in accordance with the requirements of the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers including all relevant presentation and disclosure requirements.
7. I have ensured that the financial statements give a true and fair view of the financial position of Children's Hearings Scotland at 31 March 2020 and the transactions for 2019/20.

Accounting Policies & Estimates

8. All significant accounting policies applied are as shown in the note included in the financial statements. The accounting policies are determined by the 2019/20 Government Financial Reporting Manual (the FReM), where applicable. Where the FReM does not specifically apply, I have used judgement in developing and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to the circumstances of Children's Hearings Scotland and have been consistently applied.
9. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or because of new information or experience.

Going Concern Basis of Accounting

10. I have assessed the ability of Children's Hearings Scotland to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on Children's Hearings Scotland to continue as a going concern.

Assets

11. I carried out an assessment at 31 March 2020 as to whether there is any indication that an asset may be impaired and have recognised any impairment losses identified.
12. There are no plans or intentions that are likely to affect the carrying value or classification of the assets recognised within the financial statements.
13. Owned assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Liabilities

14. All liabilities at 31 March 2020 of which I am aware have been recognised in the financial statements.
15. Provisions have been recognised in the financial statements for all liabilities of uncertain timing or amount at 31 March 2020 of which I am aware where the conditions specified in IAS 37 have been met. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the obligation at 31 March 2020. Where the effect of the time value of money is material, the amount of the provision has been discounted to the present value of the expected payments.
16. Provisions recognised in previous years have been reviewed and adjusted, where appropriate, to reflect the best estimate at 31 March 2020 or to reflect material changes in the assumptions underlying the calculations of the cash flows.
17. The accrual recognised in the financial statements for holiday untaken by 31 March 2020 has been estimated on a reasonable basis.
18. There are no plans or intentions that are likely to affect the carrying value or classification of the liabilities recognised in the financial statements.

Fraud

19. I have provided you with all information in relation to
 - my assessment of the risk that the financial statements may be materially misstated as a result of fraud
 - any allegations of fraud or suspected fraud affecting the financial statements
 - fraud or suspected fraud that I am aware of involving management, employees who have a significant role in internal control, or others that could have a material effect on the financial statements.

Laws and Regulations

20. I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

Related Party Transactions

21. All material transactions with related parties have been appropriately accounted for and disclosed in the financial statements in accordance with IAS 24 as interpreted by the FReM. I have made available to you the identity of all Children's Hearings Scotland related parties and all the related party relationships and transactions of which I am aware.

Remuneration Report

22. The Remuneration Report has been prepared in accordance with the requirements of the FReM to the extent they apply in Scotland and all required information of which I am aware has been provided to you.

Performance Report

23. I confirm that the Performance Report has been prepared in accordance with the requirements of the FReM to the extent they apply in Scotland and the information is consistent with the financial statements.

Corporate Governance

24. I have fulfilled my responsibilities for the corporate governance arrangements of Children's Hearings Scotland. I have disclosed to you all deficiencies in internal control identified from this review or of which I am otherwise aware.
25. I confirm that the Governance Statement has been prepared in accordance with the Scottish Public Finance Manual and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified since 31 March 2020 which require to be reflected.

Events Subsequent to the Date of the Statement of Financial Position

26. All events subsequent to 31 March 2020 for which IAS 10 as interpreted by the FReM requires adjustment or disclosure have been adjusted or disclosed.

Yours sincerely

Elliot Jackson
Chief Executive and National Convener



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The Children's Panel – life changing.

ANNUAL REPORT AND ACCOUNTS 2019-20



Introduction: From Our National Convener / Chief Executive

Once again, this year has been one of significant change and development for Children's Hearings Scotland (CHS) and the sector in which we operate.

Perhaps most significantly, the findings of the Independent Care Review, a genuine root and branch review with the voice of care experienced children and young people rightly at its heart, were published in February.

Within CHS, we have undergone a number of staffing changes. In October, it was my honour to take over the role of National Convener of the Children's Panel and Chief Executive of CHS following the retirement of my predecessor. We also introduced our new Area Support and Improvement team. These 11 new colleagues, based across Scotland, will enable us to implement improvements in the children's hearings system and progress local relationships like never before.

It was with this newly emerging internal and external environment that we took the decision to cease delivery of our current strategic plan at the end of this year - a year early - and launch a new plan that reflected a new ambition for CHS and the infants, children and young people who have hearings.

The support we provide to Panel Members to deliver high-quality hearings was significantly enhanced this year with the launch of our digital Practice & Procedure Manual. This guidance, which involved significant engagement with specialist partner organisations, goes far beyond what has previously been provided to Panel Members and represents a major step forward in how we think about hearings and their impact.

Our digital programme continued to progress at pace, and the start of 2020 saw the launch of our new volunteer email platform and the roll out of Microsoft Teams. With 3,000 volunteers in our CHS community, this was a considerable undertaking and I am grateful to the staff and volunteer Digital Champions who enabled this to happen.

At the very end of the year, we, like all public functions, had to reimagine how we operated in response to the coronavirus outbreak. Almost overnight, hearings became virtual for the first time and CHS became a remote-working organisation. Our volunteers and staff rose to the challenge of these circumstances and the training and support necessary to allow us to continue to care for and protect infants, children and young people quickly began to be put in place.

Maintaining a stable response to coronavirus will, of course, form a large part of the work we will undertake at the start of next year, but we will also begin to make progress on our new strategic ambitions - to have effective and empathetic panel members making sound decisions in hearings that protect and uphold children's rights - by building on the solid foundations of this year.

Elliot Jackson
National Convener and Chief Executive

Who We Are and What We Do: Our Purpose, Activities, Structure and Values

The Children's Hearings System was established as Scotland's unique care and justice system for children and young people over 50 years ago. It exists to ensure the safety and wellbeing of vulnerable children and young people through a decision making lay tribunal called a children's hearing. Each hearing is made up of 3 members of the national Children's Panel which is comprised of specially trained volunteers drawn from local communities.

The Children's Hearings (Scotland) Act 2011 – commenced in June 2013 – introduced a single national Children's Panel where volunteer Panel Members receive accredited national training which enables them to make the best possible decisions for children and young people in the Children's Hearing System. The Act strengthened the system by ensuring Panel Members have local and national support and advice on best practice through the National Convener – supported by one organisation – Children's Hearings Scotland (CHS), which was formed in 2011 and assumed its full responsibilities in 2013. The Act created the role of the National Convener to lead this work. Currently, the National Convener also acts as the Chief Executive of CHS.

We are one of a number of organisations who work within the Children's Hearings System, including the Scottish Children's Reporter Administration (SCRA), local authorities, health, and Police Scotland. Our activities within this are focussed on recruiting, training and supporting the volunteer Panel Members.

Our Vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are cared for and protected and their views are heard, respected and valued.

Our Mission is to improve outcomes for vulnerable children and young people in Scotland by making high quality decisions about their future.

CHS engages around 2,500 volunteer Panel Members in the Children's Hearings System, who are appointed for 3 year terms. The Panel Members are supported locally by an additional 400 volunteers as part of 22 Area Support Teams (ASTs). Each AST is led by a volunteer Area Convener.

In 2019-20, over 30,000 Children's Hearings took place across Scotland.

We also employ around 40 staff as part of our 'National Team', led by the National Convener/Chief Executive. CHS is governed by a Board of non-executive members, which meets formally at least four times a year to set and monitor the strategic direction of the organisation. CHS is financed by grant-in-aid from the Scottish Government as approved by the Scottish Parliament. The grant-in-aid value for 2019/20 was £4.9m.

Our Values:

- Child centred – making sure everything we do is in the best interests of children and young people.
- Respectful – treating children, young people, their families, partners and each other with care and consideration.
- Fair – making sure that everyone is treated with dignity and according to their individual needs; that our information and services are accessible to all; that we provide a consistent level of service to all.
- Creative – considering innovative and imaginative ways of approaching the issues we face in the work we do.
- Challenging – not being complacent, but questioning ourselves and others to help us improve.
- Open – listening, responding to, and learning from, feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.

What We Want to Achieve: Our Strategic Outcomes and Business Objectives

This was the second year of CHS’ Corporate Plan 2018-2021.¹ . In this plan, we set out our Strategic Outcomes:

Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3
For every child...child centred hearings	For every child...high quality decisions	For every child...supported by skilled volunteers
Children’s hearings are centred around the child or young person and their views and experiences are heard, considered and respected.	Panel members make reasoned and evidence based decisions for children and young people who attend a children’s hearing.	Our community of skilled volunteers feel supported to carry out their roles and their contribution to the Children’s Hearings System is valued in their communities.

The Corporate Plan also highlighted our commitment to digital transformation through the publication of a Digital Strategy. This aims to ensure that we are able to embed a child centred Children’s Hearing System with digitally enabled volunteers and employees, who can confidently use digital tools and technologies to improve outcomes for children and young people in Scotland.

¹ <http://www.chscotland.gov.uk/media/157923/CHS-Corporate-Plan-2018-21-FINAL-VERSION.pdf>

From this Corporate Plan and its Strategic Outcomes, we produce an annual Business & Corporate Parenting Plan² that establishes our Business Objectives for the year. These Objectives formed the basis of our activities, reporting and monitoring for the year. In 2019-20, these were:

- **Modernise** - We will lead change to modernise the Children's Hearings System to deliver better experiences and outcomes for children and young people.
- **Recruit** - To recruit committed volunteers that reflect Scotland's communities, who make robust decisions in the best interests of children and young people.
- **Train** - To ensure volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people.
- **Support** - To invest in a volunteer community and National Team that supports a quality Children's Hearings System for children and young people.

What Concerns Us: Our Key Issues and Risks

The CHS Board monitors the strategic risks that have the potential to impact significantly on CHS' performance, fulfilment of statutory duties, and future prospects and developments. In 2019-20, these risks were:

1. Failing to secure sufficient financial settlement to enable future development. The main controls for this were maintaining relationships with key stakeholders and ensuring robust business planning. After controls, this was LOW RISK.
2. Volunteers do not experience improvements in levels of support and therefore disengage. The main controls for this were increased Area Convener (AC) and volunteer engagement, the introduction of new roles focussed on local volunteer support and robust recruitment and induction processes. After controls, this was LOW RISK. Volunteer satisfaction was, in part, monitored through KPI 8 below.
3. The new digital system fails to deliver business improvements and enhancements to volunteer services and experience. The main control for this was a significant Business Readiness programme delivered with and across the community. After controls, this was a LOW RISK. Reception of the digital system was, in part, due to be monitored by KPI 3 below.
4. Lack of cyber resilience. The main control for this was close working with the Scottish Government Information and Services Division and upgrade of the CHS volunteer Digital platform. After controls, this was LOW RISK.

² <http://www.chscotland.gov.uk/our-publications/planning-reporting/business-corporate-parenting-plans/2019/04/business-corporate-parenting-plan/>

5. CHS fails to deliver on its statutory requirement to report on Compulsory Supervision Orders (CSO) implementation (the 'Feedback Loop'). The main controls were engagement with partners and continued investigation of new ways to deliver on this requirement. After controls, this was MEDIUM RISK.
6. The CHS Panel Member recruitment receives a negative reception amongst those with lived experience of hearings. The main control was a significant engagement programme with people with lived experiences of hearings and organisations with that specialty. After controls, this was a LOW RISK. The success of the recruitment campaign was monitored, in part, by KPIs 4 and 5 below.
7. CHS fails to positively influence partner organisations and loses relevance within the sector. The main controls were active involvement in strategically important groups, engagement with the Independent Care Review process, and maintaining good working relationships with Scottish Government colleagues. After controls, this was LOW RISK.
8. CHS Learning Academy (CHSLA) fails to deliver high quality training to volunteers, resulting in an adverse impact on the quality of decision making in hearings. The main controls were strong supplier management processes, involvement of area Leads in course development, the engagement of external organisations, and having training evaluations in place. After controls, this was LOW RISK. The quality of CHSLA delivery was monitored, in part, by KPIs 9, 11,12 and 14 below.

What We Did and Achieved in 2019-20: Performance Analysis and Key Activities

Performance Summary

In order to monitor organisational performance and the delivery of our Corporate and Business Plans, we tracked 22 Key Performance Indicators (KPIs) and 35 key Business Activities during 2019-20. Progress on these measures was reported to the CHS Board and Senior Management Team on a quarterly basis.

A summary of our performance is given in the table below, with Business Activities categorised as 'Green' for completed as expected or good progress made on on-going activities, 'Amber' for some progress made or results partially achieved, 'Red' for little significant progress made towards completion or results substantially below expectation, and 'Grey' for work that was, during the year, deemed as undeliverable due to changing circumstances or no longer relevant for delivery:

Business Objective	Number of Business Activities in category	
Modernise - We will lead change to modernise the Children's Hearings System to deliver better experiences and outcomes for children and young people.	Green	10
	Amber	0
	Red	0
	Grey	2
Recruit - To recruit committed volunteers that reflect Scotland's communities, who make robust decisions in the best interests of children and young people.	Green	5
	Amber	1
	Red	0
	Grey	0
Train - To ensure volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people.	Green	7
	Amber	0
	Red	0
	Grey	1
Support - To invest in a volunteer community and National Team that supports a quality Children's Hearings System for children and young people.	Green	7
	Amber	1
	Red	0
	Grey	1
TOTALS	Green	29
	Amber	2
	Red	0
	Grey	4

Business Activity Exception Report

Below, those activities that are not marked 'Green' above are detailed:

Business Activity	Status at Year End	Comment
Reviewing our National Standards	Grey	Work was paused on this due to emerging themes from the Independent Care Review (ICR) and limitations on available resources. Work on this will be included in the 2020/21 Business Plan.
Reporting on implementation of hearing decisions	Grey	An exploration of new approaches to this work meant that this work was no longer relevant in its planned form. A new reporting framework has been identified and is being pursued. The delivery of this activity remains a function of CHS and will continue to be progressed in 2020/21.
Recruit and appoint around 450 new Panel Members	Amber	This activity took place, but number of Panel Members appointed (393) is below the target numbers. A strategic review of recruitment and training will be undertaken in 2020/21 and the impact of Covid 19 and delay in recruitment timetable will enable reviewed processes to be implemented for 2020/21 recruitment campaign.
Deliver 'Learn from the Experts' events	Grey	Work on this was impacted by resource limitations. This activity has been rolled over in to the 2020/21 Business Plan, with new approaches being explored in light of the strategic review of training identified above
Design and delivery of a bespoke quality framework	Grey	This was paused after initial benchmarking due to emerging ICR themes, development of new Corporate Plan and introduction of new digital system and staff. This will recommence in 2020/21 as part of CHS' newly adopted Improvement planning framework.
Support ASTs to deliver a consistent approach to locality working	Amber	Some progress was made on this, but this was limited due to the lead for this work only joining CHS is the last few months of the year. It will continue in 2020/21 as part of CHS' newly adopted Improvement planning framework.

CHS also assigns a set of key performance measures (KPIs) for each business objective. Detail on our performance against the KPIs measured in 2019/20 are included below.

Key Activities and Achievements

Below we outline the key activities we undertook towards the delivery of our 2019-20 Business Objectives. Descriptions of all of our identified Business Activities can be found in our 2019/20 Business and Corporate Parenting Plan³.

Modernise:

2019-20 Highlight – Launching the Digital Practice & Procedure Manual

In September 2019, we launched a new, digital version of our Practice and Procedure Manual (PPM), the primary source of guidance for Panel Members when preparing for, and participating, in children’s hearings. Developed in collaboration between the Practice Team at CHS, members of the CHS community, and a number of partner organisations, the digital PPM offers more detailed and comprehensive advice and guidance than ever before, in a fully searchable document. The PPM is available externally to support the understanding of Panel Member practice amongst partner organisations.

- To develop ways in which we can best promote and support diversity within the Children’s Panel, we established a new Equality, Diversity & Inclusion Working Group. This Group’s work will culminate in a new organisational equality and diversity strategy during 2020/21.
- The first aspects of our new digital system began to be rolled out. Our community was migrated to a new email platform and addresses and we launched Microsoft Teams, the better to connect our community at a local and national level.

Recruit:

2019-20 Highlight – Redesigning Our Recruitment Campaign

We worked with young people and partner organisations who have lived experience of children’s hearings to co-produce refreshed recruitment creatives. The campaign focussed on the personal qualities that young people think Panel Members should have and involved working closely with the Frameworks Institute and the Robertson Trust.

³ <http://www.chscotland.gov.uk/our-publications/planning-reporting/business-corporate-parenting-plans/2019/04/business-corporate-parenting-plan/>

- The campaign attracted 1,419 applications to be a Panel Member. This resulted in 477 candidates moving forward to panel member pre-service training.
- There was significant activity to reappoint Panel and AST Members for their next three years. Throughout the year, over 900 volunteers were reappointed to their roles.
- We established a Rights & Inclusion Working Group involving CHS staff, volunteer community members, partner organisations and young people to begin to formulate a strategy for the effective inclusion of children and young people in our work. This group will produce an organisational strategy in 2020/21.

Train:

2019-20 Highlight – Launching the Knowledge Hub

Through the CHS Learning Academy, we implemented a new online Knowledge Hub to host flexible learning opportunities and resources that complement other volunteer training.

At March 2020, the Hub included 10 courses focussing on both skills and knowledge development including 'Communicating Effectively', 'Developing Resilience', and 'Managing Conflict', and 'Cyber Security'.

- With the CHS Learning Academy, we delivered a new Panel Member Learning programme. This involved the launch of new online modules and face-to-face learning opportunities covering Adverse Childhood Experiences, Neglect, Leadership in the Hearing Room and the new Age of Criminal Responsibility legislation.
- We partnered with local Learning & Development Coordinators (LDC), through a new LDC Forum, to explore how to roll out consistent local learning that complements national training opportunities.
- Training on our new digital system was developed, introducing seven new online modules and user guides to the CHS Learning Academy online.

Support:

2019-20 Highlight – Introducing Improvement Roles to CHS

Over the course of the year, we implemented a new integrated model of volunteer support. Our 11 Area Support Improvement Partners (ASIPs) are based regionally throughout Scotland and work to support ASTs to deliver their role, develop partnerships and relationships and drive improvement, locally. Having these staff working alongside Area Conveners and ASTs proved to be a critical part of CHS' response to the coronavirus pandemic and enabled effective national and local collaboration and implementation.

- During Summer 2019, we ran our fourth Community survey. 1481 volunteers responded and the results have, and continue to, shape the work and support we deliver.
- In the final weeks of the year, as the coronavirus pandemic meant restriction on movement and activity, significant effort began to be redirected in to enabling CHS to shift its activities to working virtually and remotely. A Resilience Team was established to coordinate our response to the crisis and offer support to our community, particularly in how hearings could be carried out virtually. We also worked closely with Scottish Government on the development of, and guidance around, the Coronavirus (Scotland) Act.
- Over the year we worked with our volunteers, SCRA and Leidos to develop a digital platform that will transform our CHS volunteer experience and enable us to collect management information in a systematic way that will aid and inform our improvement journey. The first phase saw the launch of Teams, a collaboration tool that is transforming the way we engage and connect with our community nationally and locally. The community Hub will be launched in early 2020/21. This new digital platform will support opportunities for the development of different ways for children and families to engage with the hearings system in the future.

Key Performance Indicators

The table below presents the results of our Key Performance Indicators. An asterisk (*) indicates that the KPI has a note below.

	Key Performance Indicator (KPI)	19/20 Target	19/20 Result	Past Performance
1	% ICT helpdesk calls resolved within service level agreement	90%	n/a*	2018/19: 90%
2	% of positive Community Survey feedback on online practice support	55%	n/a*	2017: 46%
3	% of positive user feedback on new digital systems	80%	n/a*	New measure
4	% of new Panel Members appointed aged 25 and under	12%	8%*	2017/18: 8% 2018/19: 8%
5	% of new Panel Members appointed that are male	38%	33%*	2017/18: 33% 2018/19: 30%
6	% of volunteer posts filled within 4 months of advertisement	90%	90%	New measure
7	% of ASTs including young people in recruitment	100%	40%*	New measure
8	% of CHS Community members who feel the contribution they make to CHS is valued	78%	84%	2017: 75%
9	% of applicants recruited that successfully complete our seven day pre-service training	95%	88%*	2017/18: 90% 2018/19: 92%
10	% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	85%	72%*	2018/19: 82%
11	% of positive course evaluation responses received for AST training	97%	95%*	New measure
12	% of positive course evaluation responses received for national training	97%	96%*	New measure
13	% of positive course evaluation responses for masterclass events	90%	n/a*	New measure
14	% of Community Survey respondents who believe they have the skills and knowledge to carry out their role	98%	98%	2017: 98%
15	% of Panel Members successfully completing Leadership in the Hearing Room	90%	50%*	New measure
16	% of Community Survey respondents who feel well trained to carry out their role	92%	93%	2017: 89%

17	% of Pre-service trainees who felt that the learning objectives were met	95%	98%*	New measure
18	% of information requests (EIR, SAR and FOISA) responded to within statutory timescales	100%	100%	2017/18: 100% 2018/19: 97%
19	% of complaints managed by the National Team responded to within SPSO guidelines	100%	100%	2017/18: 100% 2018/19: 92%
20	% of supplier invoices not in dispute paid within 10 working days	90%	85%	2017/18: 80% 2018/19: 86%
21	% of CHS employee attendance	93%	ST: 98.7% LT: 96.9%*	2017/18: 93% 2018/19: 96%
22	% of positive staff survey feedback on opportunities for learning and development	50%	52%	2018: 33%

Notes and Comments on KPIs:

1: In Q4, CHS's new digital system began roll out, meaning new support structures began to be put in place. Performance against this target for the whole year is therefore not available. The preceding 3 quarters performance were: Q1 – 84% ; Q2 – 96%; Q3- 100%.

2: The previous (2017) Community Survey asked whether the practice and policy section of the CHS intranet helped to improve volunteer practice. This precise question was not posed on the 2019 survey so a direct comparison is not possible. However, in the 2019 survey, 77% of volunteers agreed that practice updates help them improve their practice.

3: As the new Community Hub element of the digital system was not launched during 2019/20, reporting against this KPI was not possible.

4: Performance is consistent with previous years, but missed target for this year. 15% of newly appointed Panel Members were under 30.

5: Target was missed by a relatively small margin. Performance was consistent with previous years, however.

7: This target was aspirational and represented an increase of 100% in the year. New staff (Area Support Improvement Partners) are now in place and an inclusion strategy is being developed, both of which will drive this activity in the future.

9: Due to the coronavirus pandemic, pre-service training was interrupted. Reported here is the % of Panel Members who started Day 1 of pre-service training and have been appointed by the National Convener on the condition that they complete any outstanding pre-service training.

10: There are a number of Panel Members awaiting a final observation. Once circumstances allow observations to become possible again, these will be undertaken.

11: Target missed by small amount, but performance is still very strong.

12: Target missed by small amount, but performance is still very strong.

13: As detailed above, the masterclass/learn from the experts business activity was rolled forward to 2020/21 so reporting on this KPI was not possible in 2019/20.

15: 7 out of 14 Panel Members required to complete Leadership in the Hearing Room (as a condition of their last reappointment) have completed so far. The remaining 7 have until November 2020 to complete.

17: Figure given is based on feedback on Day 5 of training, the last full day of training all trainees attended in the planned fashion before lockdown restrictions.

21: Reported here is the figure for attendance impacted by short-term absence (ST) and that impacted by long-term absence (LT). Both are above target.

National Convener Statutory Functions

The National Convener carried out the following statutory duties set out in the Children's Hearings (Scotland) Act 2011:

- We received 740 requests for panel member continuity, authorised 100% of these and facilitated 94%.
- We received 19 requests for independent reports. 17 requests were facilitated.
- We received and responded to 80 requests for written advice about any matter arising in connection with the functions conferred on children's hearings under section 8 of the Children's Hearings (Scotland) Act 2011.
- One request to serve notice on the implementation authority of their failure to implement the terms of a Compulsory Supervision Order was made under section 146 and 147 of the Children's Hearings (Scotland) Act 2011.
- 0 applications were made to the Lord President of the Court of Sessions to remove a panel member under para 1(6) of Schedule 2 of the Children's Hearings (Scotland) Act 2011.
- 0 referrals were received about excluded pupils under section 127 of the Children's Hearings (Scotland) Act 2011.

Environmental Impact and Biodiversity Actions

CHS is committed to meeting the Public Bodies duties set out in Part 4 of the Climate Change (Scotland) Act 2009. CHS does not have a property footprint beyond its Head Office, which, for the duration of the reporting year, was in Thistle House, which CHS began occupying in April 2019. CHS' office space, which is let from the Scottish Legal Aid Board (SLAB), is 8.5% of the total building space. The environmental impact of CHS' property has therefore been calculated based on an allocation to CHS of 8.5% of the total carbon emissions of Thistle House.

CHS moved in to Thistle House in April 2019. The Climate Change duties report by SLAB is not finalised until towards the end of the year, so figures for 2019/20 are not yet available. The 2019/20 building emissions below, therefore, are an estimate based on SLAB's 2018/19 figures, on the assumption that 2019/20 would be similar. The emissions from travel (car) are calculated by multiplying the total mileage (in km) with an emission factor of 0.1837 (taken from the Carbon Footprint & Project Register Tool 2018). CHS will use SLAB's 2019/20 published figures in its 20/21 Annual Report and Accounts.

	2019/20 Carbon Footprint (tCO ₂ e) - estimated	2018/19 Carbon Footprint (tCO ₂ e)	2017/18 Carbon Footprint (tCO ₂ e)
Grid Electricity	11.79	11.54	11
Natural Gas	6.51	5.07	6
Water – supply	0.03	0.05	0
Water – treatment	0.05	0.08	0
Car, petrol, unknown engine size	16.48	6.96	4
Recycling	0.04	data not available	0
Commercial waste	0.09	data not available	data not available
Total	34.99	23.70	21

CHS's carbon footprint increased by 47% between 2018/19 and 2019/20. There are two reasons for this: (1) more data being available in CHS's new office and (2) increase in mileage claims due to new staff, based across Scotland and working in regions, rather than being based at Head Office.

Opportunities to promote biodiversity are kept under review, but these are restricted due to the limited property footprint with no outside space which could be effectively adapted to promote biodiversity.

How We Allocated Our Resources in 2019-20: Our Financial Performance

In the year ended 31 March 2020, CHS reported an excess of net expenditure over Scottish Government funding of £0.609m (31 March 2019: £0.159m) with revenue grant-in-aid of £4.839m (31 March 2019: £4.177m). The General Fund has a deficit of £0.273m at 31 March 2020 (a surplus of £0.336m as at 31 March 2019).

In accordance with *International Accounting Standard 19 (revised) 'Employee Benefits'*, the financial statements reflect at fair value the assets and liabilities arising from CHS' retirement benefit obligations. As a result, CHS has a deficit of £0.676m on its pension reserve at 31 March 2020 (£1.04m at 31 March 2019). Further details of pension liabilities are provided in the Remuneration Report and the Notes to the Financial Statements.

The Board of CHS has no reason to believe that the Scottish Government's future sponsorship and future Ministerial approval will not be forthcoming or will only provide a reduced support to CHS. Given the above it is considered appropriate to adopt a going concern basis for the preparation of these financial statements.

In line with Scottish Government guidance, CHS' policy is to pay all invoices, not in dispute, within the lesser of 10 working days and the agreed contractual terms. During the year ended 31 March 2020, CHS paid 85% (31 March 2019: 86%) of invoices within the terms of its payment policy.

CHS Senior Management Team and Board have taken steps to ensure CHS has policies in place to guard against corruption and bribery, including CHS' procurement policy, Financial Regulations and Fraud and Corruption Policy.

Equalities

CHS has made significant strides in its equality ambitions over the past 6 months. In December 2019 an Equality, Diversity and Inclusion (ED&I) working group was formed that consisted of a number of members from the national team, including those with professional experience within this area, and also representation from our Area Convener group.

CHS published its second Gender Pay Gap report in March 2020. Since the last report the staff headcount had increased by 51% with females making up 79.5% of the staff headcount and accounting for 75% of our senior management team. When using the mean average to calculate, our overall pay gap between male and female salaries is now **1.8%** (in favour of men), compared with 23% two years ago.

CHS also published its draft progress report on its second Equality Outcomes Report (4/2018-3/2020) in March 2020. A detailed update on how each outcome had been progressed during this time was presented to the Senior Management Team at this time, with recommendations to carry forward some outcomes that required further progression, into the 2020-2022 Equality Outcomes report. Also detailed within the progress report was an annual breakdown of equality monitoring details for CHS staff and from all the staff recruitment campaigns covering the two year period 2018–2020.

The new set of equality outcomes was developed by CHS' Equality, Diversity and Inclusion working group in conjunction with members from the national team and representatives from our volunteer community.

They present a blend of equality ambitions that focus on both our employee group and our volunteer community. They also follow the established principle of being proportionate to an organisation of CHS' size and are therefore achievable, having staggered deadlines within which to achieve the outcomes by April 2022.

The ED&I working group are also developing an over-arching Equality Strategy for CHS with a view to producing this by the end of Quarter 2 2020. The strategy will encapsulate the ambitions that CHS has to create, promote and celebrate an equal, diverse and inclusive culture within the CHS community through a process of continual engagement, communication, training and development.

CHS fully respects the human rights of every individual. CHS's engagement on social matters is documented in "Who We Are and What We Do" from page 3 and "What We Did and Achieved" from page 7. CHS aims to contribute to social progress within Scotland through the delivery of activities to the National Performance Framework for Scotland. Details of how we help deliver National Outcomes within this Framework are included on page 24 of the 19/20 Business and Corporate Parenting Plan.

What We'll Do Next Year

As covered in the Introduction, the findings of the Independent Care Review and the staffing changes within CHS led to the decision to bring forward our strategic planning cycle by a year. Rather, therefore, than wait until 2021 to produce a new Corporate Plan, a new plan, *Our Strategy Outlook*, was produced covering 2020-2023. The plan begins to articulate the ways in CHS will play a role in delivering on the findings from the Independent Care Review both within our organisational context and also in the wider sector.

The Business Objectives and Activities to be delivered in 2020/21, described in our Business and Corporate Parenting Plan⁴ for the year have been aligned to deliver the Strategic Themes contained in the new Corporate Plan:

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

Elliot Jackson
Accountable Officer
22 September 2020

⁴ www.chscotland.gov.uk/our-publications/planning-reporting/business-corporate-parenting-plans/

Accountability Report

Corporate Governance Report

Directors' Report

Board members in 2019/20	Original appointment	End of appointment
Garry Coutts (chair)	8 April 2014	31 March 2021
John Anderson	11 March 2013	30 June 2021
Beth-Anne Logan	1 July 2017	30 June 2023
Henry Robson	1 March 2017	31 January 2021
Barbara Neil	1 February 2019	31 January 2021
Jo Derrick	1 February 2019	31 January 2023

All Board members have fixed term contracts and of the above three are female and three are male.

Board members are appointed by the Scottish Ministers on the basis of having knowledge or experience relevant to the general purpose and specific requirements of CHS or to the functions of the National Convener/Chief Executive.

Audit

The Public Finance and Accountability (Scotland) Act 2000 places personal responsibility on the Auditor General for Scotland to decide who is to undertake the audit of each central government body in Scotland. For the financial years 2016/17 to 2020/21 the Auditor General appointed Audit Scotland to undertake the audit of CHS. The general duties of the auditors of central government bodies, including their statutory duties, are set out in the Code of Audit Practice issued by Audit Scotland and approved by the Auditor General.

Register of Interests

A Register of Interests for Board members and senior staff is maintained by CHS and can be accessed on our website at <http://www.chscotland.gov.uk/about-chs/our-people/the-chs-board/meet-the-chs-board/> or by contacting the Governance Lead.

Statement of disclosure of Information to Auditors

So far as the Directors are aware, there is no relevant audit information of which the auditors are unaware. Additionally, the Directors have taken all the necessary steps that they ought to have taken as Directors in order to make themselves aware of all relevant audit information and to establish that the organisation's auditors are aware of that information.

"Relevant audit information" means information needed by the organisation's auditors in connection with preparing their report.

Statement of Accountable Officer's Responsibilities

Under section 21(1) of the Children's Hearings (Scotland) Act 2011, the Scottish Ministers have directed CHS to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of CHS and of its net resource outturn, application of resources, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual (FReM) and in particular to:

- observe the Accounts Direction issued by the Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the FReM have been followed, and disclose and explain any material departures in the financial statements, and
- prepare the financial statements on the going concern basis.

Under section 15 of the Public Finance and Accountability (Scotland) Act 2000, the Accountable Officer of the Scottish Government Directorate with responsibility for sponsorship of CHS designated the National Convener/Chief Executive of CHS as the Accountable Officer for the organisation. The responsibilities of an Accountable Officer, including responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for keeping proper records and for safeguarding the organisation's assets, are set out in Managing Public Money by the HM Treasury.

As Accountable Officer, I confirm that:

- as far as I am aware, there is no relevant audit information of which the auditors are unaware, and I have taken all the steps that I feel I ought to have taken to make myself aware of any relevant audit information and to establish that the auditors are aware of that information.
- the annual report and accounts as a whole is fair, balanced and understandable and that I take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

Governance Statement

Scope of Responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of CHS' policies, aims and objectives, as set by Scottish Ministers, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Memorandum to Accountable Officers for Other Public Bodies.

Governance framework

CHS' governance framework accords with generally accepted best practice principles and guidance from Scottish Ministers in the Scottish Public Finance Manual and has been in place for the financial year ended 31 March 2020 and up to the date of the approval of the annual report and accounts. The impact of Covid19 at the end of 2019/20 has not led to any relaxation of key aspects of the governance framework, and statutory duties continued to be fulfilled, albeit in the context of applying the full range of options in CHS' Business Continuity Plan and the Scottish Government's initial Covid19 guidance for public bodies.

CHS has a Board which meets at least every two months to consider the overall strategic direction of CHS within the policy, planning and resources framework determined by the Scottish Ministers. The Board seeks assurance that corporate objectives are being progressed through the delivery of agreed targets in the business plans and corporate plan on performance, implementation of strategic projects, effective use of resources and management of strategic risks.

The Board Committee structure comprises a Remuneration and Appointments Committee (RAC) and an Audit and Risk Management Committee (ARMC). Each Committee has developed its terms of reference which are documented, approved and reviewed on a regular basis.

The Remuneration and Appointments Committee meets as required (in this year it met three times) and reviews the arrangements for:

- the performance appraisal process for the Chief Executive, Directors and CHS staff
- the recruitment and remuneration of all CHS employees.

In 2019/20 the Committee also considered a Volunteer Support Management Model, the National Convener recruitment, the senior management structure, pay award for 2020/21 and the latest staff survey results.

The Chair of the Remuneration and Appointments Committee briefs the Board following each meeting and the latter receives an annual report on the performance of the Committee.

The Audit and Risk Management Committee meets quarterly and reviews the adequacy of the arrangements for ensuring sound internal control arrangements and provides the Board and Accountable Officer with advice and assurance with regard to the arrangements for:

- financial control and reporting
- risk management
- Information Governance
- legal and regulatory compliance
- Digital Programme

The Chair of the Audit and Risk Management Committee briefs the Board following each meeting and the Board receives an annual report on the performance of the Committee.

CHS has an internal audit service provided under contract by BDO, which operates to standards defined in the Public Sector Internal Audit Standards. During 2019/20, Internal Audit undertook reviews of Corporate Governance, Risk Management training, Payroll & Expenses, Impact of Smart Working and reviewed progress against outstanding audit actions. The Committee scrutinises all internal audit reports and the actions taken by managers in response to audit recommendations.

In the auditor's opinion, the risk management activities and controls in the areas which they examined were found to be adequately designed to achieve the specific risk management, control and governance arrangements. Based on their verification reviews and sample testing, risk management, control and governance arrangements were operating with sufficient effectiveness in these three areas to provide reasonable, but not absolute assurance that the related risk management, control and governance objectives were achieved for the period under review.

Operation of the Board

The Board held five public meetings during 2019/20, in addition to two Strategy sessions.

Key issues for the Board in 2019/20 included:

- Agreeing future spending
- Approving quarterly performance reports
- Scrutiny of ongoing progress with Digital Programme
- Approving the Budget for 2020/21
- Approving the Business and Corporate Parenting Plans for 2020/21
- Approving the Annual Accounts and Impact Report
- Reviewing Learning Academy progress
- Approving Independent Reports Plan
- Reviewing ASIPs' progress
- Considering Review of Care report
- Recruitment of National Convener/CEO
- Approving the accounting policies to be used for the preparation of CHS' statement of accounts for 2019/20

Strategic and operational finance support and human resources are provided through a shared services arrangement with SCRA and CHS has a dedicated HR/OD Lead. The Head of Finance & Resources and the Head of Human Resources of SCRA attend and provide strategic finance and human resources advice to the CHS Board and Committee meetings, accountability meetings with Scottish Government, SMT meetings and other meetings as appropriate.

Assessment of corporate governance arrangements

As Accountable Officer, I have reviewed the effectiveness of corporate governance arrangements. My review is informed by:

- the executive managers within CHS who have responsibility for the development and maintenance of the internal control framework, including the organisation's Senior Information Risk Officer
- the work of the internal auditors who submit to the Audit and Risk Management Committee
- regular reports which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of CHS' system of internal control together with any recommendations for improvement
- comments made by the external auditors in their management letter and other reports

The following internal control systems are assessed annually as part of the Scottish Government Certificates of Assurance process which must be completed by the National Convener. This process is complete for 2019/20 and no major control gaps have been identified.

- Risk Management
- Business Planning
- Major Investment
- Project Management
- Financial Management
- Fraud
- Procurement
- Human Resources
- Equality and Diversity
- Information
- Health & Safety
- Compliance

Key issues and risks

A framework for identifying, measuring, controlling and monitoring strategic risks has been in place throughout the financial year. A monthly review of the Strategic Risk Register is undertaken by the Senior Management Team and the Strategic Risk Register is reported to the Audit and Risk Management Committee on a quarterly basis. Strategic and operational risk management is embedded in CHS' corporate and business planning processes and performance management arrangements.

The key strategic risks identified and monitored during 2019/20 included inadequate financial settlement, no improvement in volunteer management and support, digital systems do not meet user's needs, statutory reporting on the Feedback Loop, lack of or weak cyber resilience, recruitment creatives attract negative feedback, failing to positively influence partners and Learning Academy fails to deliver high quality and highly regarded training and development.

Digital Programme

In November 2017 a joint meeting of CHS and SCRA Boards approved a joint digital delivery plan and the award of contract to an identified supplier, following a competitive tender exercise. The main focus of activity throughout 2019/20 has been on the Alpha phase of delivery of the services that comprise the new Core Systems and Applications and engaging in the Digital Strategy Health Checks and Digital First Service Standards assessment, all of which have been completed successfully.

CHS successfully launched a new Sharepoint landing page, O365 email system and Microsoft Teams collaboration platform to our 3,000 volunteers in year. A joint internal governance structure is in place to ensure the programme is effectively managed in line with Digital Assurance Office expectations.

An Organisational Readiness team including functional business owners, has been resourced from within the organisation to support product development and successful uptake of the new systems. Extensive digital engagement with our volunteer community has taken place in year to enable the development of usable functional services; promote the benefits of the digital system and train our community on use. Volunteer Digital Champions have been identified within each AST to promote and support digital take up locally and a suite of online learning modules hosted on the CHS Learning Academy has been produced to support take up.

Personal data related incidents

During 2019/20, CHS had two reportable data breaches to the Information Commission Office.

Mitigating measures are in place to reduce the likelihood of data breaches and include compulsory training for all panel and AST members, Clerks, CHS National Team and Board members. Regular newsletters and case studies are also produced to raise awareness of the importance of information security.

Conclusion

As Accountable Officer, I am satisfied that CHS has effective corporate governance arrangements in place.

Remuneration and Staff Report

Unaudited remuneration report

Remuneration and Appointments Committee

The Remuneration and Appointments Committee, a sub-committee of the full CHS Board, oversees the remuneration and performance management arrangements of all staff.

Membership of Remuneration and Appointments Committee

For 2019/20, the Remuneration and Appointments Committee consisted of:

- Jo Derrick (chair)
- John Anderson
- Beth-Anne Logan

Policy on remuneration of senior managers

Proposals on the remuneration of the National Convener/Chief Executive are made by the Remuneration and Appointments Committee and form the basis of recommendations to the Scottish Government. Proposals in relation to remuneration of other senior managers and staff remuneration are included in a pay and grading remit, which is submitted to the Scottish Government for approval following approval by the Remuneration and Appointments Committee.

CHS' overall remuneration policy aims to:

- attract, retain and motivate competent and skilled staff at all levels of the organisation
- ensure that salaries are as competitive as possible
- reward staff for their contribution to CHS by arrangements which are simple, fair and transparent.

Senior Managers Service Contracts

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. The notice period for senior managers is three months. Any payment in relation to termination of employment through retirement or redundancy is governed by CHS' relevant policies and procedures. Any discretionary payment made to any member of staff on termination is subject to approval by the Board and/or Scottish Government.

Staff absence

In the year to 31 March 2020, short term absence was 2.9 days (2019: 2.2 days) and long term absence was 6.8 days (2019: 9.8 days).

Audited remuneration report

Senior Management Team (SMT) members' Service Contracts

SMT member	Job title	Appointment
Boyd McAdam	National Convener/Chief Executive	07 Oct 14 – 06 Oct 19
Elliot Jackson	National Convener/Chief Executive	07 Oct 19 – 06 Oct 24
	Depute Chief Executive	24 Aug 15 – 06 Oct 19
Lynne Harrison	Head of Strategy, Development and Depute Chief Executive	07 Oct 19
	Business Manager	25 Sep 17 – 06 Oct 19
Christine Mullen	Head of Practice, Improvement and Learning	07 Oct 19
	Operations Manager	03 July 17 – 06 Oct 19
Lawrie McDonald	Digital Programme Director	14 Sep 15 – 31 Mar 20
Carol Wassell	Head of Area Support and Community Improvement	13 Jan 20

There are three female and three male senior managers as detailed above. All contracts have a notice period of 3 months and are permanent unless indicated otherwise by a future end date above.

Remuneration	Salary and allowances ¹	
	2019/20	2018/19
Senior Management Team	£000	£000
Boyd McAdam ²	45-50	90-95
Elliot Jackson	85-90	80-85
Lynne Harrison	70-75	55-60
Christine Mullen	60-65	55-60
Lawrie McDonald	85-90	85-90
Carol Wassell	15-20	-
Board		
Garry Coutts	15-20	10-15
John Anderson	0-5	0-5
Barbara Neil	0-5	0-5
Jo Derrick	0-5	0
Beth-Anne Logan ³	10-15	10-15
Henry Robson	0-5	0-5

¹ Includes pension contributions paid by employer. In respect of any Non-Executive Board Members, CHS does not make any contribution to the Local Government Pension Scheme (LGPS) nor provide any other form of pension benefit.

² This Senior Management Team member left office on 6 October 2019: their full year equivalent salary and allowances would be between £95,000 and £100,000.

³ Throughout 2018/19 and 2019/20, this Board member has been remunerated through CHS for additional duties in relation to wider Scottish Government Secure Care projects.

Remuneration (continued)	Salary and allowances ¹	
	2019/20	2018/19
Mid-point of highest-paid director's total remuneration	£78,364	£76,828
Median total remuneration	£40,678	£31,227
Ratio	1.93 : 1	2.46 : 1

¹ Excludes pension contributions paid by employer

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce. The full time equivalent remuneration paid to CHS staff ranged from £24,036 to £73,941 (2018/19: £23,221 to £67,251). The median has increased, and therefore the ratio has decreased, due to newly-created Area Support and Improvement roles above the previous median.

In 2019/20 no employees received remuneration in excess of the highest-paid director (2018/19: none). CHS does not have a separate performance pay scheme for senior managers. The Scottish Government-wide remuneration policy is applied equally to all staff including senior management.

Compensation

No compensation payments were made in 2019/20 (2018/19: none).

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HMRC as a taxable emolument. No benefits in kind were received in 2019/20 (2018/19: none).

Senior managers' pension entitlements

Senior Management Team Members	Real increase in pension in year to 31 March 2020 £000	Real increase in lump sum in year to 31 March 2019 £000	Total accrued pension as at 31 March 2020 £000	Total accrued lump sum at 31 March 2020 £000	CETV ¹ at 31 March 2019 £000	CETV ¹ at 31 March 2020 £000	Real increase in CETV ¹ during year £000
Boyd McAdam	0-2.5	0	5-10	0	116	n/a	n/a
Elliot Jackson	2.5-5	2.5-5	35-40	60-65	526	631	105
Lynne Harrison	2.5-5	0	0-5	0	17	33	16
Christine Mullen	0-2.5	0	0-5	0	32	50	18
Lawrie McDonald	0-2.5	0-2.5	15-20	20-25	293	348	56
Carol Wassell ²	n/a	n/a	n/a	n/a	n/a	0	n/a

¹ Cash-equivalent transfer value

² Member has less than three months service in the LGPS and therefore has no entitlement yet to a transfer value or pension

Prior year comparatives

Senior Management Team Members	Real increase in pension in year to 31 March 2019 £000	Real increase in lump sum in year to 31 March 2018 £000	Total accrued pension as at 31 March 2019 £000	Total accrued lump sum at 31 March 2019 £000	CETV ¹ at 31 March 2018 £000	CETV ¹ at 31 March 2019 £000	Real increase in CETV ¹ during year £000
Boyd McAdam	0-2.5	0	5-10	0	83	116	32
Elliot Jackson	2.5-5	0-2.5	30-35	55-60	478	526	46
Lynne Harrison ²	n/a	n/a	n/a	n/a	5	17	11
Christine Mullen	0-2.5	0	0-5	0	18	32	14
Lawrie McDonald	0-2.5	0-2.5	15-20	20-25	255	293	36

¹ Cash-equivalent transfer value

² Member has under 2 years' service, therefore no accrued entitlements

Senior managers' remuneration as a single figure

Senior Management Team Members	2019/20 Salary	2019/20 Pension benefits ¹	2019/20 Compensation	2019/20 Total	2018/19 Salary	2018/19 Pension benefits ¹	2018/19 Total
	£000	£000	£000	£000	£000	£000	£000
Boyd McAdam	45-50	(5)-0	n/a	45-50	90-95	25-30	120-125
Elliot Jackson	85-90	70-75	n/a	160-165	80-85	45-50	125-130
Lynne Harrison	70-75	50-55	n/a	120-125	55-60	(5)-0	55-60
Christine Mullen	60-65	15-20	n/a	75-80	55-60	45-50	100-105
Lawrie McDonald	85-90	35-40	n/a	125-130	85-90	30-35	120-125
Carol Wassell	15-20	(5)-0	n/a	15-20	n/a	n/a	n/a

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (real increase in lump sum) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

Amounts payable to/from third parties for the services of a senior manager

CHS paid Scottish Children's Reporter Administration (SCRA) £18,273 and £7,040 in 2019/20 in respect of senior management services from Ed Morrison, Head of Finance, and Susan Deery, Head of Human Resources, respectively (2018/19: £18,357 and £4,640 respectively). Ed Morrison joined CHS' Senior Management Team in July 2015; Susan Deery joined CHS's Senior Management Team in April 2016.

In 2019/20, SCRA paid CHS £nil in respect of senior management services from Lawrie McDonald (2018/19: £nil).

Staff numbers and related costs

Staff with a permanent (UK) employment contract	2019/20 £000	2018/19 £000
Wages and salaries	1,053	711
Social security costs	116	74
Contributions to pension scheme	168	117
IAS 19 pension charge	384	139
	1,721	1,041

Staff without a permanent (UK) employment contract	2019/20 £000	2018/19 £000
Wages and salaries	374	201
Social security costs	35	17
Contributions to pension scheme	49	19
	458	237

All Staff	2019/20 £000	2018/19 £000
Wages and salaries	1,427	912
Social security costs	151	91
Contributions to pension scheme	217	136
IAS 19 pension charge	384	139
	2,179	1,278

Average number of employees (whole-time equivalents)	2019/20	2018/19
Staff with a permanent contract – male	5	4
Staff with a permanent contract – female	22	14
Staff without a permanent contract – male	4	3
Staff without a permanent contract – female	6	3
	37	24

Exit packages

No exit packages were agreed during 2019/20 (2018/19: none).

Expenditure on consultancy

In 2019/20, CHS spent £38,150 on consultancy (2018/19: £32,696).

Disability

CHS is committed to equality and diversity.

- We plan for, and make reasonable adjustments to, the assessment and interview process
- During employment, we proactively offer and make reasonable adjustments as required
- We provide an environment that is inclusive and accessible for staff and volunteers
- We support employees to manage their disabilities or health concerns
- We ensure there are no barriers to the development and progression of disabled staff
- We ensure managers are aware of how they can support staff who are sick or absent from work
- We promote information and advice on wellbeing and mental health conditions and have been particularly proactive in doing this during the current Covid19 lockdown by providing regular mental health and wellbeing updates via the Staff Forum channel on MS Teams. This included providing the daily promotion of health and wellbeing initiatives, ideas and resources featuring different themes during the course of Mental Health Awareness Week at the end of May. Line managers are encouraged to have conversations with their staff about staff mental health and wellbeing during their regular 121 'remote' meetings, at this current time. A Mental Health and Wellbeing survey is due to be issued to all members of the National Team in mid- June. It is anticipated that the outputs from the survey will help inform CHS management of not only the concerns or resource requirements staff have while working remotely during current times, but putting staff safety, health and wellbeing at the forefront, will be essential in informing future management decisions regarding post-lockdown working arrangements.
- We provide occupational health services and an employee assistance programme (EAP) and have been promoting the EAP resources to staff, particularly during the Covid19 Lockdown.

CHS reports against the statutory Public Sector Equality Duty and in addition has several policies relating to supporting disability in the workplace including:

- Equal Opportunities policy
- Flexible Working policy
- Recruitment and Selection policy
- Dignity at Work policy

With regards to disability, CHS included the following over-arching Equality Outcome that is specifically focussed on supporting those with caring responsibilities.

Increasing accessibility, and promoting inclusion has removed participation barriers to all individuals who make up our CHS Community.

Under this outcome, CHS has a sub-set of outcomes with the following outcome particularly focused on carers, who by association, can be directly or indirectly discriminated against on the grounds of disability in the general working environment, due to their caring responsibilities for those who have disabilities.

CHS is recognised as an employer of choice by individuals with caring⁵ responsibilities due to its positive and open recruitment approach and its flexible working and attendance management policies and practices. Specifically, CHS has committed to becoming a Carer Positive employer by December 2021.

Our Volunteer Community continue to be fully aware of and undertake their functions with equality in mind. Our CHS Learning Academy (West Lothian College) incorporate Equality and Diversity learning and assessment into essential training for our panel members before they are appointed. All new panel members complete a qualification awarded by the Scottish Qualifications Authority (SQA) – the Professional Development Award (PDA) Children’s Hearings in Scotland – Panel Members.

The training delivered by our CHS Training Unit focuses on the 2010 Equality Act. In particular, the qualification focuses on the acquisition of skills and knowledge that demonstrate awareness of the equality and diversity needs of children and young people and how to address them.

Our Area Support Teams receive training in the recruitment and selection of new panel members. This includes input on key principles of equality and diversity and an emphasis on understanding the importance of diversity when assessing and supporting candidates.

Parliamentary Accountability Report

CHS is required to report on any high-value losses and special payments incurred in the financial year, any fees and charges receivable in the financial year and any remote contingent liabilities as at the date the accounts were signed by the Accountable Officer.

- No reportable losses were incurred in the financial year to 31 March 2020.
- No reportable special payments were made in the financial year to 31 March 2020.
- No reportable fees or charges were received in the financial year to 31 March 2020.
- There are no remote contingent liabilities at the date the accounts were signed.

Conclusion

As Accountable Officer, I am satisfied that CHS has effective corporate governance arrangements in place.

Elliot Jackson
Accountable Officer
22 September 2020

⁵ A carer is someone who provides unpaid care by looking after an ill, frail or disabled family member, friend or partner. (<http://www.carerpositive.org/>)

Independent Auditors Report to the members of Children's Hearings Scotland, the Auditor General for Scotland and the Scottish Parliament

Report on the audit of the financial statements

Opinion on financial statements

I have audited the financial statements in the annual report and accounts of Children's Hearings Scotland for the year ended 31 March 2020 under the Public Finance and Accountability (Scotland) Act 2000. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2019/20 Government Financial Reporting Manual (the 2019/20 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2020 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2019/20 FReM; and
- have been prepared in accordance with the requirements of the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the Code of Audit Practice approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 26 January 2018. The period of total uninterrupted appointment is 3 years. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern basis of accounting

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the body has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about its ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Risks of material misstatement

I have reported in a separate Annual Audit Report, which is available from the Audit Scotland website, the most significant assessed risks of material misstatement that I identified and my conclusions thereon.

Responsibilities of the Accountable Officer for the financial statements

As explained more fully in the Statement of the Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved. I therefore design and perform audit procedures which respond to the assessed risks of material misstatement due to fraud.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Other information in the annual report and accounts

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the information other than the financial statements, the audited part of the Remuneration and Staff Report, and my independent auditor's report. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Auditor General for Scotland to the extent explicitly stated later in this report.

In connection with my audit of the financial statements, my responsibility is to read all the other information in the annual report and accounts and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Report on regularity of expenditure and income

Opinion on regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

Responsibilities for regularity

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. I am responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Report on other requirements

Opinions on matters prescribed by the Auditor General for Scotland

In my opinion, the audited part of the Remuneration and Staff Report has been properly prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that

report has been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

Matters on which I am required to report by exception

I am required by the Auditor General for Scotland to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

Use of my report

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

**Alasdair Craik FCCA
Senior Audit Manager
Audit Scotland
4th Floor
102 West Port
Edinburgh
EH3 9DN**

23 September 2020

Children's Hearings Scotland
Statement of Comprehensive Net Expenditure
for the year ended 31 March 2020

	Note	Year to 31 March 2020 £000	Year to 31 March 2019 £000
Expenditure			
Staff costs	2	2,179	1,278
Other administration costs	3	2,934	2,769
Depreciation	4 & 5	299	262
<i>Expenditure</i>		5,412	4,309
Income	1.8	(5)	-
Net expenditure		5,407	4,309
Pension scheme finance cost	9	41	27
Net expenditure before Scottish Government funding		5,448	4,336
Other comprehensive net expenditure			
Items which will not be reclassified to net expenditure:			
Actuarial (gain) / loss on pensions		(364)	420
Comprehensive net expenditure for the year		5,084	4,756

The notes following the financial statements form part of these accounts.

Children's Hearings Scotland

Statement of Financial Position as at 31 March 2020

	Note	2020 £000	2019 £000
Non-current assets			
Property, plant & equipment	4	191	222
Intangible assets	5	24	273
<i>Total non-current assets</i>		215	495
Current assets			
Trade and other receivables	6	103	156
Cash and cash equivalents	7	1,048	975
<i>Total current assets</i>		1,151	1,131
Total assets		1,366	1,626
Current liabilities			
Trade and other payables	8	(761)	(837)
<i>Total current liabilities</i>		(761)	(837)
Non-current assets plus net current assets		605	789
Non-current liabilities			
Net pension asset/(liability)	9	(1,554)	(1,493)
Net assets		(949)	(704)
Taxpayers' equity			
General fund		(273)	336
Pension reserve		(676)	(1,040)
Total taxpayers' equity		(949)	(704)

The Accountable Officer authorised these financial statements for issue on 22 September 2020.

Elliot Jackson
Accountable Officer
22 September 2020

Children's Hearings Scotland

Statement of Cash Flows for the year ended 31 March 2020

	Note	2020 £000	2019 £000
Cash flows from operating activities			
Net expenditure before Scottish Government funding		(5,448)	(4,336)
<i>Adjustments for non-cash items</i>			
Increase/(Decrease) in pension fund liability	9	61	586
(Decrease)/Increase in pension reserve	9	364	(420)
Depreciation charges	4 & 5	299	262
Loss on disposal of assets		2	-
<i>Movements in working capital</i>			
Decrease/(Increase) in trade and other receivables	6	53	(147)
(Decrease)/Increase in trade and other payables	8	(76)	242
Net cash outflow from operating activities		(4,745)	(3,813)
Cash flows from investing activities			
Purchase of property, plant & equipment	4	(47)	-
Leasehold improvement expenditure	4	(192)	-
Purchase of intangible assets	5	(18)	(37)
(Increase)/decrease in assets under construction	4,5	236	(199)
Cash flows from financing activities			
Scottish Government funding for year		4,839	4,177
Net decrease in cash and cash equivalents		73	128
Opening cash balance		975	847
Closing cash balance		1,048	975

Children's Hearings Scotland

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2020

	Note	General Fund £000	Pension Reserve £000	Total Reserves £000
Balance at 1 April 2018		495	(620)	(125)
Actuarial loss on pension reserve	9	0	(420)	(420)
Net expenditure for the year		(4,336)	0	(4,336)
Total recognised income and expense for 2018/19		(3,841)	(1,040)	(4,881)
Funding from Scottish Government		4,177	0	4,177
Balance at 31 March 2019		336	(1,040)	(704)
	Note	General Fund £000	Pension Reserve £000	Total Reserves £000
Balance at 1 April 2019		336	(1,040)	(704)
Actuarial gain on pension reserve	9	0	364	364
Net expenditure for the year		(5,448)	0	(5,448)
Total recognised income and expense for 2019/20		(5,112)	(676)	(5,788)
Funding from Scottish Government		4,839	0	4,839
Balance at 31 March 2020		(273)	(676)	(949)

Notes to the Accounts

I. Accounting policies

1.1 Basis of accounting

The accounts have been prepared in accordance with the accounting principles and disclosure requirements of the 2019/20 Government Financial Reporting Manual (FReM). The accounting policies contained in the manual follow International Financial Reporting Standards (IFRS) as adopted by the European Union and the Companies Act 2006 to the extent that it is meaningful and appropriate in the public sector context and in accordance with the Accounts Direction given by the Scottish Ministers. Where the manual permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of CHS for the purposes of giving a true and fair view has been selected. The accounting policies selected have been applied consistently in dealing with items that are considered material in relation to the accounts.

1.2 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets to fair value as determined by the relevant accounting standard.

1.3 Property, plant and equipment

The threshold for capitalisation of property, plant and equipment is £5,000, including non-recoverable VAT. Individual items of plant and equipment whose cost falls below the threshold, but are of a similar nature, are grouped and capitalised.

Expenditure on furniture, fixtures and fittings is charged to the statement of net expenditure in the year the cost is incurred and is not capitalised.

Given the short useful economic lives and low values of property, plant and equipment and intangible assets, these assets are disclosed on a depreciated historical cost basis, which is used as a proxy for fair value.

Depreciation is provided on all property, plant and equipment on a straight-line basis, at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life as follows:

- ICT equipment – three years
- Office equipment – five years
- Leasehold improvements – five years (expected length of least term)

Depreciation is ordinarily charged from when the asset was ready for use, rounded to the nearest whole month, up to point of disposal.

1.4 Intangible assets

Intangible assets are stated at historic purchase cost less accumulated amortisation.

Acquired computer software licences, developed software and developed ICT infrastructure environments are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised using the straight line method over the shorter term of life of licence and its estimated useful economic life.

1.5 Assets under construction

Where expenditure is incurred in creating an asset (tangible or intangible), but that asset is not ready for use by the end of a financial year, it is deemed as an asset under construction. Depreciation is not ordinarily charged on such assets although they will be reviewed for potential impairment or obsolescence, with any write-down charged to the Statement of Comprehensive Net Expenditure if appropriate.

1.6 Employee benefits

CHS has an agreement with Edinburgh City Council under which all staff are eligible to enter the Local Government Pension Scheme managed by the Council in accordance with scheme rules. It is a defined benefit scheme providing pension benefits and life assurance for all staff members.

The defined benefits pension scheme's assets are included at market value and this is compared to the present value of the scheme liabilities using a projected unit method and discounted at a rate in accordance with the FReM and consistent with IAS 19. The increase in the present value of the liabilities of the scheme expected to arise from employee service in the period is charged to net expenditure. The expected return on the scheme's assets and the increase during the period in the present value of the scheme's liabilities arising from the passage of time are included in other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to reserves and are recognised in the Statement of Changes in Taxpayers' Equity.

The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected accrued benefit method. The valuation used was at 31 March 2020. Details of this valuation were included in a report published by Lothian Pension Fund.

1.7 Short-term employee benefits

Salaries, wages and employment-related payments are recognised in the year in which the service is received from employees. The cost of annual leave and flexible working time entitlement earned but not taken by employees at the end of the year is recognised in the financial statements.

1.8 Income

CHS recognises income in the year to which it relates.

1.9 Leases

CHS occupies office space within a Scottish Government owned building under a Memorandum of Terms of Occupation (MOTO). This arrangement is treated as an operating lease and the rental is charged to the Statement of Comprehensive Net Expenditure on a straight line basis over the term of the MOTO. IFRS 16 is not yet implemented, it is expected the standard will impact the non current assets, liabilities and net expenditure of the organisation from 1 April 2021.

1.10 Government grants

It is CHS policy to credit all government grants and grant-in-aid to the General Reserve in line with the FReM.

1.11 Financial instruments

Cash requirements for CHS are met through the Scottish Government and therefore financial instruments play a more limited role in creating and managing risk than would apply within a non-public sector body. The majority of financial instruments relate to receivables and payables incurred through the normal operational activities of CHS. CHS is therefore exposed to little credit, liquidity or market risk.

1.12 Value Added Tax

CHS has no chargeable activities within the scope of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets.

1.13 Provisions

Provision is recognised in the statement of financial position when there is a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation.

1.14 Related party transactions

Material related party transactions are disclosed in line with the requirements of IAS 24.

1.15 Review of accounting policies and estimation techniques

These financial statements have been prepared under IFRS. Areas of judgement in how CHS' accounting policies are applied include:

- the fair values of properties; and
- pension estimation technique.

The most significant financial impact arises from assumptions used to calculate the pension deficit. The sensitivities regarding the principal assumptions used to measure the scheme liabilities are:

Change in assumptions at 31 March 2020:	Approximate increase to Defined Benefit Obligation	Approximate monetary amount
	%	£000
0.5% decrease in Real Discount Rate	16	604
0.5% increase in the Salary Increase Rate	4	143
0.5% increase in the Pension Increase Rate (CPI)	12	450

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes, the actuary estimates that a one year increase in life expectancy would approximately increase the Employer's Defined Benefit Obligation by around 3-5%. In practice the actual cost of a one year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to survival rates predominantly apply at younger or older ages).

In order to quantify the impact of a change in the financial assumptions used, the actuary calculated and compared the value of the scheme liabilities at the accounting date on varying bases. The approach taken is consistent with that adopted to derive the accounting figures provided in the actuary's report.

The above figures have been derived based on the membership profile of the Employer as at the date of the most recent actuarial valuation, and the approach taken in preparing the sensitivity analysis shown is consistent with that adopted in the previous year.

1.16 Accounting standards not yet adopted

As at the date of authorisation of these financial statements, the following key standards were not yet adopted.

- IFRS 16 – Leases

The FReM, issued by HM Treasury, interprets and adapts IFRS 16 for the public sector in several years. In light of Covid-19 pressures, HM Treasury and the Financial Reporting Advisory Board (FRAB) decided that IFRS 16 implementation will be deferred until 1 April 2021. The impact on the financial statements has yet to be fully determined, lease obligations (£209k, without discounting at 31 March 2020 and as disclosed in note 10) will be recognised as right of use assets at 1 April 2021.

2. Staff costs

A detailed breakdown of Staff Costs and Numbers is contained within the Remuneration and Staff Report section of the Accountability Report.

	2019/20	2018/19
	£000	£000
Wages and Salaries	1,427	912
Social security costs	151	91
Contributions to pension scheme	217	136
IAS 19 pension charge	384	139
	2,179	1,278

3. Other administration costs

	2019/20	2018/19
	£000	£000
Board fees and expenses	53	46
Shared services	42	40
Legal fees	2	10
Running costs	681	594
Direct support for panel	2	3
Training, recruitment and other staff costs	127	36
Auditor remuneration	11	11
Internal auditors' remuneration	15	13
Recruitment of Panel Members	175	321
Training of Panel and AST members	1,189	1,122
Panel and AST members' expenses	637	573
	2,934	2,769

4. Property, Plant and Equipment

2019/20	Leasehold Improvements	Computer Equipment	Assets under construction	Total
	£000	£000	£000	£000
Cost/Valuation				
Opening balance	0	57	218	275
Additions	6	15	0	21
Transfers	186	32	(218)	0
Disposals	0	(33)	0	(33)
Closing balance	192	71	0	263
Accumulated depreciation				
Opening balance	0	53	0	53
Provided in year	38	12	0	50
Withdrawn on disposal	0	(31)	0	(31)
Closing balance	38	34	0	72
Net Book Value				
At 31 March 2020	154	37	0	191
At 31 March 2019	0	4	218	222
2018/19				
Cost/Valuation				
Opening balance	0	57	0	57
Additions	0	0	218	218
Transfers	0	0	0	0
Disposals	0	0	0	0
Closing balance	0	57	218	275
Accumulated depreciation				
Opening balance	0	34	0	34
Provided in year	0	19	0	19
Closing balance	0	53	0	53
Net Book Value				
At 31 March 2019	0	4	218	222
At 31 March 2018	0	23	0	23

5. Intangible Assets

2019/20	Developed Software	Website	Assets under construction	Total
	£000	£000	£000	£000
Cost/Valuation				
Opening balance	517	0	18	535
Additions	0	0	0	0
Transfers	0	18	(18)	0
Disposals	0	0	0	0
Closing balance	517	18	0	535
Accumulated amortisation				
Opening balance	262	0	0	262
Provided in year	243	6	0	249
Closing balance	505	6	0	511
Net Book Value				
At 31 March 2020	12	12	0	24
At 31 March 2019	255	0	18	273
2018/19				
Cost/Valuation				
Opening balance	480	0	37	517
Additions	0	0	18	18
Transfers	37	0	(37)	0
Closing balance	517	0	18	535
Accumulated amortisation				
Opening balance	19	0	0	19
Provided in year	243	0	0	243
Closing balance	262	0	0	262
Net Book Value				
At 31 March 2019	255	0	18	273
At 31 March 2018	461	0	37	498

6. Trade and other receivables

6.1 Amounts falling due within one year

	2020 £000	2019 £000
Prepayments	103	151
Other receivables	0	5
	103	156

6.2 Intra governmental balances: amounts due within one year

	2020 £000	2019 £000
Balances with other central government bodies	0	(5)
Balances with local government bodies	0	0
Intra governmental balances	0	(5)
Balances with bodies external to government	103	161
at 31 March	103	156

7. Cash and cash equivalents

	2020 £000	2019 £000
Balance at 1 April	975	847
Net change in cash and cash equivalents	73	128
Balance at 31 March	1,048	975
Bank accounts	1,048	975
at 31 March	1,048	975

All bank balances at 31 March 2020 are held with commercial banks.

8. Trade and other payables

8.1 Amounts falling due within one year

	2020 £000	2019 £000
Trade payables	357	737
Tax and social security	43	28
Other payables	45	0
Accruals	316	72
	761	837

8.2 Intra governmental balances: amounts due within one year

	2020 £000	2019 £000
Balances with other central government bodies	114	46
Balances with local government bodies	527	171
Intra governmental balances	641	217
Balances with bodies external to government	120	619
at 31 March	761	836

9. Pensions

Information about the assumptions underlying the figures in this note can be found in Note 1.6 Employee benefits.

Changes in the Fair Value of Plan Assets, Defined Benefit Obligations and Net Liability for the year ended 31 March 2020

	Assets	Obligations	Net (liability)
	£000	£000	£000
Fair value of plan assets	2,059	0	2,059
Present value of funded liabilities	0	3,552	(3,552)
Opening position as at 31 March 2019	2,059	3,552	(1,493)
Current service cost	0	517	(517)
Past service cost	0	80	(80)
Total service cost	0	597	(597)
Interest income on plan assets	55	0	55
Interest cost on defined benefit obligation	0	96	(96)
Total net interest	55	96	(41)
Total defined benefit cost recognised in profit or (loss)	55	693	(638)
Plan participants' contributions	90	90	0
Employer contributions	213	0	213
Benefits paid	(6)	(6)	0
Expected closing position	2,411	4,329	(1,918)
Remeasurements			
Change in demographic assumptions	0	0	0
Change in financial assumptions	0	(495)	495
Other experience	0	(16)	16
Return on assets excluding net interest	(147)	0	(147)
Changes in asset ceiling	0	0	0
Total remeasurements recognised in Other Comprehensive Income (OCI)	(147)	(511)	364
Fair value of plan assets	2,264	0	2,264
Present value of funded liabilities	0	3,818	(3,818)
Closing position as at 31 March 2020	2,264	3,818	(1,554)

Changes in the Fair Value of Plan Assets, Defined Benefit Obligations and Net Liability for the year ended 31 March 2019

	Assets	Obligations	Net (liability)
	£000	£000	£000
Fair value of plan assets	1,700	0	1,700
Present value of funded liabilities	0	2,607	(2,607)
Opening position as at 31 March 2018	1,700	2,607	(907)
Current service cost	0	273	(273)
Past service cost	0	0	0
Total service cost	0	273	(273)
Interest income on plan assets	48	0	48
Interest cost on defined benefit obligation	0	75	(75)
Total net interest	48	75	(27)
Total defined benefit cost recognised in profit or (loss)	48	348	(300)
Plan participants' contributions	55	55	0
Employer contributions	134	0	134
Benefits paid	(4)	(4)	0
Expected closing position	1,933	3,006	(1,073)
Remeasurements			
Change in demographic assumptions	0	0	0
Change in financial assumptions	0	546	(546)
Other experience	0	0	0
Return on assets excluding net interest	126	0	126
Changes in asset ceiling	0	0	0
Total remeasurements recognised in Other Comprehensive Income (OCI)	126	546	(420)
Fair value of plan assets	2,059	0	2,059
Present value of funded liabilities	0	3,552	(3,552)
Closing position as at 31 March 2019	2,059	3,552	(1,493)

Fair value of employer assets

	2020 Quoted £000	2020 Unquoted £000	2020 Total £000	2019 Quoted £000	2019 Unquoted £000	2019 Total £000
Equity securities	1,254	0	1,254	1,181	0	1,181
Debt securities	177	84	261	209	0	209
Private equity	0	20	20	0	28	28
Real estate	26	124	150	0	139	139
Investment Funds and Unit Trusts	37	318	355	20	308	328
Derivatives	5	0	5	1	0	1
Cash and cash equivalents	219	0	219	173	0	173
	1,718	546	2,264	1,584	475	2,059

Analysis of projected amount to be charged to operating profit for year to 31 March 2021

Year ended 31 March 2021	£000	% of pay
Projected current service cost*	(443)	(33.8%)
Interest income on plan assets	55	4.2%
Interest cost on defined benefit obligation	(94)	(7.2%)
	(482)	(36.8%)

Year ended 31 March	2020 % per annum	2019 % per annum
Pension increase rate	1.8	2.4
Salary increase rate	3.4	4.1
Discount rate	2.3	2.5

* The current service cost includes an allowance for administration expenses of 0.3% of payroll. The monetary value is based on a projected payroll of £1,309,000. The monetary amount of the projected service cost for the period to 31 March 2021 will be adjusted to take account of the actual pensionable payroll for the period.

10. Operating leases

Total commitments under non-cancellable operating leases are:

Buildings	31 March 2020 £000	31 March 2019 £000
Not later than one year	52	52
Later than one year and not later than five years	157	209
Later than five years	0	0
	209	261

During 2018/19, CHS had no commitments under non-cancellable operating leases. Throughout 2018/19, CHS occupied office space in Ladywell House under a Memorandum of Terms of Understanding with National Records Scotland (NRS). The agreement, originally for five years from 1 November 2011, was renewed in 2016 on the understanding that occupancy would cease on or before 31 March 2019. CHS paid NRS £51,102 per annum for rents and rates.

CHS signed a Memorandum of Terms of Occupation (MOTO) with Scottish Legal Aid Board for occupancy of office space at 91 Haymarket Terrace, Edinburgh. The MOTO is a 1 year rolling agreement envisaged to end 31 March 2024.

11. Financial Instruments

As the cash requirements of CHS are met through grant-in-aid, financial instruments play a more limited role in creating and managing risk than would apply in a non-public sector body of a similar size.

12. Related party transactions

CHS is a Non-Departmental Public Body sponsored by the Care and Justice Division in the Children and Families Directorate. CHS receives funding from the Care and Justice Division in the Children and Families Directorate which is regarded as a related party. No Board Member, key manager or other related party has undertaken any material transaction with CHS during the year (2018/19:£nil).

13. Events After Reporting Date

A revised actuarial report was obtained as a result of the Government's announcement on the McCloud remedy consultation, announced on 16 July. The impact on the pension fund as a result of the consultation reduces past service costs in the accounts to £27k from £80k, as stated in note 9. With the effect of also reducing the general fund deficit from £273k to £220k and reducing the pension liability by £53k.

No other events occurred between the reporting date and the authorisation date that materially affect any of the information contained in these financial statements.



CHILDREN'S HEARINGS SCOTLAND
DIRECTION BY THE SCOTTISH MINISTERS

1. The Scottish Ministers, in pursuance of Schedule 3 of the Children's Hearing Scotland Act (2011), hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2020, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 17 May 2019 is hereby revoked.



W. Scott-Watson

A member of the staff of the Scottish Ministers

Dated: 30 April 2020

Agenda Item 10: CHS-2021-22

Audit and Risk Management Committee (ARMC)

Minutes of the meeting of 25th August 2020

The meeting was held virtually through MS Teams. The meeting opened at 10.30 am.

Present:

Committee Members

Henry Robson, Chair
John Anderson, Committee member
Barbara Neil, Committee member

Also present:

Garry Coutts (GC), Chair CHS Board
Elliot Jackson (EJ), National Convener/ Chief Executive, CHS
Christine Mullen (CM), Head of Practice Improvement and Learning
Ed Morrison (EM), Head of Finance and Resources, CHS/ SCRA
Alasdair Craik (AC), Senior Audit Manager, Audit Scotland
Cameron McGhee (CMcG), External Auditor, Audit Scotland.
Claire Robertson (CR), Internal Auditor, BDO

Apologies:

Lynne Harrison, Head of Strategy, Development and Depute Chief Executive

Items	Actions / owner	Time-Scales
1 Welcome / declaration of interests The meeting opened at 10.30		
The Chair welcomed everyone to the meeting and confirmed the meeting was quorate. There was no declaration of interest from members.		
2 Minutes of previous meeting – 18th February 2020		
1) Summary of discussion and/or issues raised – The committee agreed the minutes of its previous meeting without amendment. The Board will consider the minutes for noting at its meeting in September.	Board	September 2020

3	Matters arising		
None			
4	Action Log Update		
<ul style="list-style-type: none"> – Action log will be updated – Point 3 Feedback Loop SG are content and will be published at the end of October 2020 		SL	
5	COVID-19 Update		
<p>COVID-19 Response – May 2020</p> <p>CW spoke to the paper and gave an overview of the organisation’s response to COVID-19 since lockdown on 23rd March 2020.</p> <p>CW confirmed that the current focus is to ensure we have Panel Member capacity to meet the demand. SCRA are providing the data at a local level so we can ensure we have skilled up Panel Members in areas that hearings are increasing. We are sharing this data with AC’s and ASIP’s and will set up formal local meetings with LRM’s AC’s and ASIP’s to support the increase in hearings and ensure panel members are able to fulfil them. We have offered our support to better understand the individual circumstances of children to manage the avoidance of repetition of hearings to reduce the number of hearings necessary.</p> <p>There has been steady progress made to returning to face to face hearings although many are ‘hybrid’ hearings that still require some virtual participation.</p> <p>A key focus has been internal and external communication. We have continued to post on Teams to the community on a weekly basis with updates on activity, policy, practice and procedure. SMT meet two-weekly with SCRA’s EMT to discuss strategy and operations. Weekly meetings continue with Scottish Government, Social Work Scotland, Cosla, SCRA and CELCIS to ensure connection over activity and strategy. Weekly meetings continue with AC’s to discuss policy and practice.</p> <p>CW confirmed that while the public health guidance regarding working from home is being followed. Return to office working is being planned ready for any guidance changes. Any return will be adaptive to what we have learnt during lockdown. We will be producing our recovery strategy and are taking a draft for consultation to the Scottish Government.</p> <p>Work is ongoing with CHSLA to ensure Panel Members are fully supported to sit on virtual hearings. Plans are in place to offer a range of courses throughout the autumn / winter. These plans involve a twin track approach</p>			

<p>– with the potential to deliver courses wholly online or in a blended model – partly online / partly face to face. There are no plans for a full face to face curriculum at this time. We are looking to bring PPA’s back in to the hearing room either in person or virtually but recognise that there may be a requirement for additional training.</p> <p><u>Key points raised in the discussion</u></p> <ul style="list-style-type: none"> – JA sought clarity on the issues faced with Vscene and Objective connect. CW clarified connectivity issues and call stability and sound quality issues. A move to Teams will be the way forward in the next few months. – JA asked for clarification on the trainee pathway to sit on virtual hearings. EJ clarified that there is an element of caution allowing trainees going in to face to face hearings when day 6 and day 7 have been moved on line. It is called an assessment but it is more confidence levels working with individual panel members and ensuring support. – GC noted that he feels assured by the process of decision making that a hearing should be virtual or face to face. – GC noted he would like further assurances that cases were still being referred to reporters and considered for hearings to take place. CW highlighted the work that JMcR is undertaking with SCRA. The process is under review to ensure hearings that are required go ahead, it is an SCRA responsibility but CHS is seeking reassurance. There is a meeting next week which will provide more clarity. GC requested an update at the CHS Board meeting in September. – GC noted concerns around quality assurance during the period as PPA’s are unable to observe currently. He acknowledged that the move to Teams may assist this but noted a need for training and testing of systems to ensure support is in place for PPA’s. GC would like to information on plans for the return of Quality Assurance giving time scales. – The Chair noted much discussion had taken place with Board, CHS, SG and partners around hearings system resilience and recovery . GC asked what the current view from SG was. EJ stated in terms of the changes to legislation when dealing with the backlog we will need to push this legislation further. SG have approved for submitting to politicians a roll over to 31st March 2021. In terms of wider engagement EJ, and NH are meeting with the LA CEO’s Solace members to seek support and assistance. Following this meeting EJ will update the Board. – GC updated that a discussion is taking place with EJ, and CEO and Chair SCRA along with SG looking at positive ways forward for the system. <p>Decisions/Actions</p> <ol style="list-style-type: none"> 1. A Quality Assurance update to go to the Board 2. Feedback to the Board following the meeting with LA CEO’s 		
	<p>CW EJ</p>	<p>Sep 20 Sep 20</p>

6	Digital Oversight Committee Report	
<p>The Chair reported that it was agreed that rather than provide a verbal update, to circulate the paper from NH which was presented to the oversight committee. It should be noted the date on the paper should read 14th August not April. There have been additional delays on the roll out in SCRA due to data migration issues. It was noted CHS were doing a good job getting the system out to the community and how well the community have embraced this. The Chair noted that the checklist within the paper produced by LH was impressive and showed the thoroughness with which the project has been approached.</p> <p><u>Key points raised in the discussion</u></p> <ul style="list-style-type: none"> - EJ stated by Friday every AST will be live. The Vanguard approach worked well allowing us to fix migration issues prior to the wider role out. SCRA have approved their vanguard and will go out with a small number of teams this week. EJ thanked the Chair for his leadership of the project over the last 18 months and valued the role and contribution. - GC asked if the recommendations at the end of NH paper were being dealt with in relation to the future of the committees. - The Chair stated that it is reliant on how the implementation of the platform across SCRA takes place. It is likely the committee will remain in place to early 2021. There will then be a requirement for some oversight and that both Boards be sighted on any issues. This is subject to further development and debate and with sign off at both CHS and SCRA Boards. - JA noted the table at 2.3 has a milestone written red but coloured green. EJ advised the report would be reviewed , however it is slightly academic as we have since gone live. - JA asked for clarity at 2.4 on the reasons the readiness jumped from 30% to 90%. EJ stated there were two factors, community readiness and migration testing that was more successful than anticipated. - The Chair noted all were impressed with the amount of work that has been done to date. <p>Decisions/Actions</p> <ol style="list-style-type: none"> 1. To note the update. 		
7	Internal Audit	
<p>Revised Annual Plan</p> <p>The Chair introduced the paper stating over the last few weeks it was agreed the Audit plan for the remainder of the year had been overtaken by events and some items were no longer relevant and others more so.</p>		

Offline the committee agreed the new proposal in outline terms. There has been some discussions with BDO and LH around terms of reference and scope. The Chair highlighted that he, CR and EJ will be meeting following this meeting to look at the emphasis of some of the work.

CR stated the initial discussions with LH focused around self-assessment internal and external environment factors and COVID-19 and what impact they have on the strategy. This is an opportunity to identify which areas for the audit team to focus on. Initial thoughts are around lessons learned in terms of what worked well and can be carried forward. .

Key points raised in the discussion

- The Chair asked if any committee member had any further input. JA stated he was content.
- The Chair stated there has been an acceleration of the elements of areas that SMT and the Board want to incorporate in to our practice. It has also been raised that the reliance on volunteers to deliver the new processes and adoption of technology and the reliance of a small cohort of AC's to manage this has been significant. We do not want to lose sight of their contribution but also the extra burden that has placed on them. The work the national team are doing with connecting the community is an important component in terms of morale. This can be picked up later on. The biggest challenge is the cooperative working with other organisations who have contributed.
- The Chair noted that discussions will take place with BN prior to finalising terms of reference and scope. This may need to be completed off line or to a future Board meeting.

Decisions/Actions

1. To approve the direction of travel
2. To pick up with BN off line

HR

Aug 20

Budget Setting and Monitoring

CR reported a lot of good practice areas. One priority area was raised which was a timetable for budget setting which CHS do not currently have. There are regular meetings and engagements, overall good with one priority area.

Key points raised in the discussion

EM and the committee were content with the report

Decisions/Actions

1. To approve the budget setting and monitoring report

	<p>2021-0/21 Progress Report</p> <p>CR noted this paper reports on the delivery in 20/21 This confirms we are adhering to the number of days for each audit and the turnaround time.</p> <p>The Chair thanked CR and her colleagues and noted how important it is to have this oversight and interrogation.</p> <p>Decisions/Actions</p> <p>1. To approve the 2021-0/21 Progress Report</p>		
8	CHS Annual Audit Report (AAR)		
	<p>CMcG spoke through the annual report. It was noted the financial statement gave a true and fair view and were properly prepared in line the financial reporting framework. The expenditure and income were incurred in accordance with applicable enactments and guidance and that COVID-19 had not impacted on the accounting and auditing timetable for 2019/20 financial statements. It was noted medium term financial plans were in place but had not been updated to reflect the impact of COVID-19.</p> <p>CMcG highlighted that they comply with the Financial Reporting Council's Ethical Standard, no non-related audit services had been undertaken therefore the fee remains the same. The audit opinion is unmodified.</p> <p>Overall materiality was assessed and there was a slight change but did not impact on the overall approach.</p> <p>Audit Scotland have made one recommendation which is that CHS consider applying a consistent reporting mechanism to targets that have not been met. The Prior year recommendation has now been closed.</p> <p><u>Key points raised in the discussion</u></p> <ul style="list-style-type: none"> - The Chair asked for some clarity around materiality. <p>CMcG advised they apply materiality based on the expenditure of the accounts and assess this at the planning stage based on prior year financial statements. There is a performance materiality which is a trigger, any misstatements at that level would trigger more audit procedures. Anything higher than that would be looked into as more serious. In CHS case the level is £4,000 so anything lower would not be looked in to.</p> <p>GC asked if there could be a discussion at the Board about the grey and amber coding where the reports would come to us. The Board should have space to review this in order to give a fair representation rather than only red and green.</p> <p>The Chair noted this discussion has already taken place but there is merit to revisiting this.</p> <p>AC noted this is an area that they are happy to discuss further.</p>		

<p>Decisions/Actions</p> <p>1. To note the report</p> <p>2. To discuss reporting coding at the Board</p>	<p>LH</p>	<p>Jan 21</p>
<p>9</p>	<p>2019/20 Annual Report and Accounts</p>	
<p>EM spoke to the report previously submitted. The draft report states that the auditors anticipate being able to issue unqualified audit opinions on the financial statements and on the regularity of the financial transactions.</p> <p>In the year ended 31 March 2020, CHS reported an excess of net expenditure over Scottish Government funding of £0.609m. Excluding depreciation and pension adjustments CHS operated within approved 2019/20 revenue and capital budgets as set out in previous reports to the Board.</p> <p>The General Fund has a deficit of £0.273m at 31 March 2020 (a surplus of £0.336m as at 31 March 2019). The Pension Reserve has a deficit of £676k as at 31 March 2020 (2019: £1,040k). Detailed figures and assumptions underlying the pension position can be found in notes 1 and 9 to the Annual Accounts. The net taxpayer deficit position does not raise going concern issues or impact on normal operations.</p> <p>We were advised on 12th August by Lothian Pension Fund that the Government announcement on the McCloud remedy consultation may have a material impact on the treatment of McCloud in 31 March 2020 accounting figures, the estimated impact for McCloud may now be less than half of the previously estimated figure revised figures have been requested which will be presented to the Board in September.</p> <p>An updated financial plan will come to the Board in September.</p> <p>The committee are asked to consider the financial statements. To note in the performance report there is a gap on climate change duties however a positive report.</p> <p>EM wanted to highlight the great work of the audit team and CHS and SCRA efforts in completing this work during challenging times.</p> <p>AC spoke to the financial planning, COVID-19 has had significant impact and it is worth looking forward of the potential impact and the need for hearings as families go through stress due to COVIS-19. Financial planning will be challenging in the future and is critical in the current climate.</p> <p>The chair thanked Audit Scotland and the team for a smooth process. The Chair noted the introduction was an excellent summary and asked if EJ would be content to sign. EJ thanked EM and the team, and is content to sign.</p>		

<p>Decisions/Actions</p> <ol style="list-style-type: none"> To approve report The report to go to the September Board 	EM	Sep 20
10	External Auditors general update	
<p>CMcG noted two items: The Financial Reporting Advisory Board (FRAB) and the CIPFA/LASAAC Local Authority Code Board have decided to defer the effective date of IFRS16 Leases in the public sector until 1 April 2021. This is to recognise that bodies' preparations are being adversely affected by dealing with the COVID-19 crisis. Disclosures relating to this standard have been made in the CHS 19/20 accounts.</p> <p>HM Treasury has issued an addendum to the 2019/20 FReM to set out minimum reporting requirements for the annual report and accounts as a result of the impact of COVID-19 suppression measures. The addendum permits, but does not require, bodies to omit the performance analysis section from the Performance Report. CHS have elected to disclose all parts of the Performance Report as normal.</p> <p>CMcG provided some examples of recent frauds which demonstrate the value of having effective controls in place.</p> <p>Decisions/Actions</p> <ol style="list-style-type: none"> To note report 		
11	Review Strategic Risk Register	
<p>EJ spoke to the paper previously circulated. EJ wanted to raise the issue of emerging issues that may become risks. Volunteer leader fatigue, 22 AC's have been leading on the COVID response at a local level. We are picking up on the weekly calls an element of fatigue.</p> <p>A second issue is volunteer re engagement, we are using a pool of 1000 of 3000 volunteers and there is a need to reengage. We have written out to them all offering training and retraining.</p> <p><u>Key points raised in the discussion</u></p> <ul style="list-style-type: none"> - GC asked if we are suggesting we add additional risk? EJ noted not at present as we are managing it but there is a need to monitor the situation. - The Chair asked for an update at the September Board meeting - GC suggests this is covered in risk 4 but if we are getting this feedback it would be good to get this noted to allow us to mitigate it. <p>Decision/Action</p>		

	<p>To approve the risk register To update the risk register as per above Update the Board in September</p>	<p>LH CW</p>	<p>Sep 20 Sep 20</p>
<p>12</p>	<p>Pensions Update</p>		
	<p>EM noted scheme advisory board had produced annual report and noted Scottish LGPS had reported 575,000 members and £48 billion assets. The scheme structural review is still ongoing. Contribution rates will be set from April 2021, strategy to freeze for 4 years but subject to the evaluation. Results will be seen in Dec 2020/Jan2021.</p> <p><u>Key points raised in the discussion</u></p> <p>Decisions/Actions 1. To note the update</p>		
<p>13</p>	<p>Information Governance Report</p>		
	<p>EJ spoke to the report previously circulated noting we had received 10 complaints this quarter which is down from quarter 1 last year. Two data breaches, but noted 17% of the community still need to complete IG training. Allowances will be given due to the impact of COVID.</p> <p>The Chair noted the new complaints policy which is in discussion with SPSO . EJ confirmed the process was agreed by the Board and went to SPSO for a compliance check in March. They have identified areas they wish to discuss further one of which is the option of a review, they believe this is not a critical part and they are the reviewer. There is a need to remind them we are working with volunteers.</p> <p>JA asked if the code of conduct is not out in the community. EJ noted this is not yet in the community and will come into the September Board to agree a way to implement this in the right time with the right message. Views will be received at the Board in September.</p> <p>Decisions/Actions 1. To note the update</p> <p>Meeting closed at 12 noon</p>		
<p>14</p>	<p>Chair/Auditors Private Meeting</p>		

Next Committee meeting 10th November 2020

Agenda item 11– CHS-2021-23

Remuneration and Appointments Committee 2nd July 2020 TEAMS Virtual Meeting

Present:

Jo Derrick (Chair)
John Anderson, Committee Member
Beth Logan, Committee Member

Also present:

Lynne Harrison, Depute Chief Executive, (DCE), CHS
Carol Wassell, Head of Area Support and Community Improvement, CHS
Katie Crone-Barber, Information Governance Lead, CHS - Item 8
Rosie Megginson, Practice Development Coordinator, CHS - Item 8

Apologies:

Garry Coutts, Chair, CHS Board
Elliot Jackson, National Convener/Chief Executive (NC/CEO), CHS
Susan Deery, Head of Human Resources, Shared Services, SCRA

The meeting opened at 9.30 am

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time-Scales
1	Declaration of interests	
LH, CW and SL will leave the meeting for item 10		
2	Minutes of previous meetings	
Summary of discussion and/or issues raised—		
The February minute was previously shared for approval.		

Decisions—			
1) The committee agreed to approve the minute.			
3	Action Log		
None to note			
4	Chair Update		
Summary of discussion and/or issues raised—			
The Chair noted that the Board has approved the Equality Mainstreaming Strategy and acknowledge that any items that arise from this will come to the RAC.			
5	COVID – Thistle House Operational Plan		
Summary of discussion and/or issues raised—			
<ul style="list-style-type: none"> • CW spoke to the paper which had previously been circulated. • The committee were interested in the feedback in relation to requests for more working from home. • The committee noted further 1 – 1 discussions were still to take place with staff members. • The committee stated how pleased they were to see the Staff Forum being used to represent the staff team. • The committee were keen to ensure that staff felt supported with regards to the planning for the returning to Thistle House to ensure they felt safe to return or work from home. It was acknowledged that Public Health messages would be followed closely. 			
Decision—			
1) To note the report			
6	CHS Pay Policy 2020/21 – Update		
Summary of discussion and/or issues raised—			
<ul style="list-style-type: none"> • LH confirmed the pay policy was approved and has been processed and will be paid in July effective from to April 2020. • The Committee recognised the role the Staff Forum had played in this process and expect them to be fully involved in next year’s process. SD will provide training and support to facilitate this and ensure they are able to fully participate. • The Committee recognised that next year’s pay policy requirements 			

	<p>may be challenging as SG budgets may be much tighter due to Covid related expenditure.</p> <p>Decision— 1) To note the update.</p>		
7	Management Response to Staff Survey		
	<p>Summary of discussion and/or issues raised</p> <ul style="list-style-type: none"> • LH spoke to the paper which had previously been circulated. • The Committee noted the amount of effort that has been put in in terms of change management, but acknowledged the significant changes that took place last year which were very unsettling for staff. • The Committee acknowledged that previous years have not seen the level of change that CHS saw last year. • The Committee noted the four priority areas are appropriate. • The Committee discussed the results in relation to performance management and 1-1's as the survey results may be perceived as individuals performance is not been managed. It was noted that this may be due to more wider organisational function issues such as had been recognised within Business Support function. A review of the team has taken place and a new role of Business and Volunteer Support lead has been recruited. • There was some discussion around a mid-point survey, however it was noted that the staff survey was due to be repeated again in September. <p>Decision— 1) To approve the report</p>		
8	CHS Staff Forum		
	<p>Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • KC-B and RM joined the meeting. • KC-B and RM spoke about the opportunities COVID has brought in allowing different ways to engage with the wider staff team and to improve the communication out. Time has been spent engaging with and providing support to staff. • The Committee acknowledged how difficult it can be to get something like this up and running and then maintaining it but acknowledge the importance of this. • The Committee acknowledged the amount of work that has been done to date and thank the Staff Forum for this. • The Committee wanted to reinforce the commitment of the CHS Board to ensure the Staff Forum feel empowered and offer whatever support they can. • The Committee and Staff Forum agreed there is a desire to have more 		

	<p>interaction with the Board and SMT and ensure good clear communication both ways.</p> <ul style="list-style-type: none"> • KC-B and RM left the meeting <p>Decision— 1) To support the Staff Forum and its work.</p>		
9	Annual Report and Outcomes Staff Appraisals		
	<p>Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • LH spoke to the paper which had previously been circulated. • The Committee noted the importance of celebrating success and identified this and suggested even a small gesture of a hand written note is very powerful and personal. • It was identified that staff are empowered and supported to set objectives. Recently a staff day took place to look forward and celebrate achievements. In august an afternoon tea event is planned for all staff. • It was noted flowers are also sent to staff who have suffered a bereavement which has been gratefully received. <p>Decision— 1) To approve the report</p>		
10	CEO Appraisal and Objectives 2020/21		
	<p>LH, CW and SL left the meeting.</p> <p>An email update was provided by JD stating that the appraisal and objectives were approved by the Committee</p> <p>Decision— 1) To Approve the Appraisal and Objectives for 2020/21</p>		
11	Pensions Discretions Policy		
	<p>Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • LH spoke to the paper which had previously been circulated. • The Committee agreed this allows sufficient flexibility <p>Decision— 1) To Approve the Policy</p>		
11	AOB		
	The Committee agreed to have a standing agenda item for the Staff Forum to attend RAC. It was		

	agreed they would not always need to produce a paper and a verbal update would be acceptable.
12	Date and Time of next meeting TBC

DRAFT

Agenda item 12 CHS-2021-24

Quarter 2 Performance Report

Accountable SMT member:	Head of Strategy, Development & DCEO
Report author:	National Quality & Performance Lead
Resources implications:	Within available resources
Purpose:	For Approval
Equalities duties:	Equalities Impact Assessment Required
	<input type="checkbox"/> Yes? <input checked="" type="checkbox"/> No

1. Introduction

This cover paper accompanies the Quarter 2 (July, Aug, Sept) Performance Report and gives some context for the report.

2. Comment

- 2.1** As with the previous performance report, a track of milestones that have undergone changes is recorded at the end of the report. Primarily, this involves moving some Q2 deliverables to Q3.
- 2.2** On pages 14 and 15, a new section has been included which aims to give an overview of Coronavirus-related activity during the quarter.
- 2.3** This highlights on pages 12 and 13 identify the significant unexpected activity the organisation has undertaken in response to Covid-19. Due to this required organisational response, there are some activities that have not been able to progress due to the impact of Covid or whose priority has reduced as resilience activity has taken over. These changes are summarised on page 15.
- 2.4** As this reflects the mid point of the year, SMT have considered the current and likely ongoing impact of Covid-19 and in light of this on future activity, it is recommended that the following milestones be de-scoped in 2020/21 and taken forward for consideration within business planning activities for 2021/22:

Milestone		Rationale
7	Improve the utility and relevance of our standards and competencies by undertaking an analysis and alignment exercise	De-prioritised: This work remains important but not a priority in year given Covid context.
11.2	PPA observation data is being recorded on the system and is used to inform L&D	Direct Covid-19 Impact: Observations are not currently in operation although planning is in place to begin to reinstate in Q3. These timescales make informing learning and development (which is itself currently more limited) challenging
12.1 12.2 12.3	Improve the quality of participants' experiences in hearings	Direct Covid-19 Impact: Move to virtual hearings directly impacts this identified test of change. Work will continue through resilience and recovery to improve participants hearings experience whilst lockdown measures are in

		place. Panel Member profiles are not being progressed under current hearings arrangements.
22	Carry out a review of our Recruitment & Reappointment policies for volunteer roles	De-prioritised: some review may take place, but focus will be on planning for operations in new recruitment timings
33	Keep our community up-to-date with developments and thinking in the sector by giving them access to the views of speciliasts	De-prioritised: Focus has shifted to enabling a skilled virtual panel, moving pre-service and prospectus course online.

2.5 It is of credit to the CHS Team that the majority of activities have been completed on target or only experienced slight delays to date.

3. Recommendations

- 3.1 The Board are asked to approve the milestone review recommendations identified in Section 2.4
- 3.2 The Board are asked to approve the Q2 Performance report

Children's Hearings Scotland: Quarterly Performance Report

QUARTER 2 (July, Aug, Sept 2020)



Quarter Summary:

	Objectives				
	B	G	A	R	-
Theme 1 - Rights	0	2	0	0	2
Theme 2 - Hearings	0	5	1	0	2
Theme 3 - Panel	3	9	0	0	3
Theme 4 - Evidence & Environment	1	4	0	0	3
TOTAL	4	21	1	0	10

Milestones:

	Number of Milestones at End Q2
Planned to Complete (in Business Plan)	22 (10 in Q1; 12 in Q2)
Completed	15 (10 in Q1, 5 in Q2)
Timelines Adjusted	7
Removed so far	0 (7 proposed in Q2)

Key:

Blue = Objective completed

Green = Objective on track to be completed on time / budget

Amber = Objective at risk of not being delivered on time / budget

Red = Objective at serious risk of not being delivered on time / budget

Dash (-) = Not yet due for reporting / update

Theme 1: Better Protect and Uphold the Rights of Children

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
1	Better understand how the UNCRC can be realised in CHS's work and reflect on our current performance by producing our first UNCRC Realisation Report					1.1	Develop a framework/approach for reporting on our progress on the realisation of UNCRC	Complete by end Q2	Q1: 30% Q2: 100%	Framework for reporting now in place. Next phase is evidence gathering, which will be undertaken by new Data & Evidence role
						1.2	Publish the UNCRC Realisation Report with recommendations for further work	Complete by end Q3	-	
						1.3	Begin to implement recommendations	Progress to end Q4	-	
2	Improve how children and young people can be involved in hearings through a new rights and inclusion strategy					2.1	Publish a Rights and Inclusion strategy	Complete by end Q3	80%	Consultation process now underway involving external organisations. Publication is expected early in Q3.
						2.2	Implement the actions from the strategy	Progress up to end of Q4	-	
3	Achieve a sound understanding of children's rights across our community through the provision of a new online course on rights	-	-			3.1	Delivery of online course	Complete by Q3	-	
						3.2	Monitor the completion rate of the course	20% of vols completed by end Q4	-	
4	Ensure children are supported to express their views and opinions by implementing the national Advocacy Scheme in children's hearings	-	-			4.1	Make training, practice guidance and support available to the volunteer community	Dependant on external timelines	-	Awaiting external timelines; Update provided to Community via Teams in May.
						4.2	Review all training courses to include advocacy	Dependant on external timelines	-	
						4.3	Review the implementation and Panel Member experience of advocacy by gathering feedback	Dependant on external timelines	-	

Theme 2: Deliver Consistently High-Quality Hearings

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
5	Ensure that hearings are increasingly respectful, caring and fair places by introducing and implementing a Code of Conduct across the volunteer community					5.1 Publish Code of Conduct	Publish during Q4	Q1: 90% Q2: 90%	Draft went to Active Implementation Group in June . Input from care experience children and young people now being sought.
						5.2 Progress Dissemination of Code of Conduct	During Q4	-	
						5.3 Complete Dissemination of Code of Conduct	Complete by end Q4	-	
6	Ensure Panel Members are provided with the best possible information with which to make decisions by launching and implementing new operational and quality assurance processes for managing independent reports					6.1 Recruitment of new report writers	Complete by end Q1	Q1: 100%	51 applications received; 30 interviews; 21 appointed
						6.2 Review of guidance to request additional reports including local authority reports, safeguarder reports and independent reports.	Complete by Q3	-	
						6.3 Launch of Quality Management Framework	Complete by end Q4	-	
7	Improve the utility and relevance of our standards and competencies by undertaking an analysis and alignment exercise	-				7.1 Align CHS standards and competencies internally, and where relevant, externally	Complete by end Q3	-	Q2 - proposal to de-scope

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
8	Improve the quality of written reasons for Panel Members' decisions					8.1	Develop and test a framework for national review	Complete by end Q1	Q1: 100%	Framework developed and tested with sample of written reasons in 2 AST areas and feedback provided.
						8.2	Sample decisions from across Scotland	Complete by end Q3	-	
						8.3	Make recommendations based on findings	Complete by end Q4	-	
9	Provide Panel Members with support to be to make effective and timely decisions					9.1	Issue guidance focussed on good quality decision making	Progress up to end Q4	Q1: 25% Q2: 50%	Developed 'Coronavirus Practice Guide' in Quarter 1; Updates undertaken in Q2 (now version 3.1).
10	Have an accountable high-quality hearings system by progressing an effective and efficient complaints process					10.1	Finalise policy	Dependant on external input	Q1: 95% Q2:95%	Engagement with SPSO taken place during Q2. Policy revisions undertaken and re-submitted for approval
						10.2	Publish, with guidance for CYP	Complete by end Q4	-	
11	Strengthen quality assurance processes and feedback to Panel Members about performance in hearings through our Panel Practice Advisors	-				11.1	Finalise and implement PPA observation framework	Complete by end Q3	Q1: 50% Q2:50%	Observation Framework is finalised and launched as part of digital system. No PPA observations are currently taking place, however.
						11.2	PPA observation data is being recorded on the system and is used to inform L&D	Complete by end Q4	-	Q2 - propose de-scope. Observations function has launched but use delayed due to pause on observations currently. Engagement with PPAs to raise awareness ongoing through teams sessions/PPA forum

12	Improve the quality of participants' experiences in hearings	-	-			12.1	Extend the CWL 'management of hearings test of change'	Complete by end Q3	-	Q2 - propose to de-scope
						12.2	Evaluate the impact of the test of change	Complete by end Q4	-	Q2 - propose to de-scope
						12.3	Continue to progress the implementation of Panel Member Profiles	Progress up to end Q4	-	Q2 - propose to de-scope
						12.4	Improve the implementation of Panel Member continuity	Progress up to end Q4	-	Delivery will be impacted by current hearing arrangements

Theme 3: Continue to Build and Effective, Empathetic Panel, that is well-supported

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
13	Offer our community opportunities to learn, develop and improve in their roles by creating new online training modules through the Learning Academy					13.1 Modules 1, 2, and 3 live	Complete by end Q1	Q1: 100%	Hearings in Lockdown', 'Permanence' and 'Child Development' courses expected for launch by end of Q1
						13.2 Module 4 live	Complete by end Q4	-	
						13.3 Panel Member completion of mandatory training - Advocacy 50%; Permanence 50%; Information Governance 85%	Complete by end Q4	-	
14	Ensure that Panel Members are equipped with accurate, up-to-date information and advice by updating the digital Practice and Procedure Manual	-	-			14.1 First PPM Update	Complete by end Q3	30%	Updates still in preparation by reduced Practice team
						14.2 Second PPM Update	Complete by end Q4	-	
15	Connect our volunteer community by running a programme of engagement events across Scotland					15.1 Run first set of 4 virtual engagement events	Complete by end Q1	Q1: 100%	4 events carried our, covering 12 ASTs
						15.2 Run second set of 4 virtual engagement events	Complete by end Q2	Q2: 100%	4 events carried out, covering 10 ASTs. Evaluation now in place.
						15.3 Begin to run local engagement events	Reach 6 ASTs by end Q4	-	
16	Ensure volunteers are supported with the personal and emotional side of their role by introducing a new wellbeing support approach					16.1 Finalisation of approach	Complete by end Q3	Q1: - Q2:100%	Health Assured support was launched in July
						16.2 Dissemination of approach	Progress up to Q4	Q1: - Q2: 50%	Advertised on Teams for Community awareness

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
17	Better understand how to work effectively with the range of experiences that babies, infants, children, young people and families who attend hearings may have through a trauma-sensitive improvement plan					17.1	Produce a trauma-sensitive improvement plan	Complete by end Q3	Q1: 20% Q2: 50%	Alongside work underway using the NHS Education for Scotland Transforming Psychological Trauma Framework meeting held with CECLIS specialist in trauma and trauma learning to gain information on broader approaches to trauma. Outline plan in draft.
						17.2	Begin to implement plan recommendations	Progress through Q4		
18	Allow us to improve how we recruit, train, and support a diverse Panel through a new equality strategy					18.1	Publish Equality, Diversity & Inclusion strategy	Complete by end Q3	Q1:40% Q2:80%	Draft document is now available for consultation within the CHS community. Finalisation is expected soon in to Q3.
						18.2	Implement actions from the strategy	Progress up to Q4	-	Some aspects of the strategy are already in place or in development (via Equalities Outcomes)
19	Ensure Panel Member training maintains its rigour and quality by reviewing the Professional Development Award in partnership with the Learning Academy	-	-			19.1	Carry out a review of the PDA, identifying changes where necessary	Complete by end Q4	-	Delays impacted by Covid-19. CHSLA focus has been on re-purposing training to online to support pre-service and virtual hearings training. To date Day 6 and 7 have been adjusted to move online and have been well received.

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
20	Promote the contribution of our volunteers and the impact they make on the lives of children and young people through a dedicated volunteer recognition campaign					20.1 Volunteer recognition campaign during Volunteers Week (1st - 7th June)	Complete by end Q1	Q1: 100%	Internal and external campaign ran 1st-7th June including video message from Maree Todd
21	Have recruitment activities that respond to the current environment and local need to recruit diverse and committed volunteers					21.1 Confirmation of Panel Member recruitment plans	Complete by end Q1	Q1: 100%	Pending approval by Board of proposal to hold campaign from January 2021.
						21.2 Identify and undertake recruitment actions dependant on identified plans	Dependant on recruitment plans	-	Preparation and planning on specific elements (CYP inclusion; Equality & diversity) has taken place.
						21.3 Involve CYP in Panel Member recruitment activities	100% of ASTs involving CYP	-	Inclusion group representatives met with RRRG to progress initial audit of previous involvement.
22	Carry out a review of our Recruitment & Reappointment policies for volunteer roles	-	-			22.1 Produce revised Recruitment & Reappointment policies	Complete by end Q3	-	Q2 - propose to de-scope

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
23	Retain Panel Members by ensuring they are reappointed in an efficient and effective way					23.1 Carry out necessary reappointment processes	Complete by end Q1	Q1: 100%	Revised process introduced - virtual reviews; recommendations and appointment confirmations streamlined to e-versions. Approximately 370 Panel Members will have been reappointed by end of June.
24	Retain AST Members by ensuring they are reappointed in an efficient and effective way					24.1 Carry out necessary reappointment processes	Progress up to Q4	Q1: 25% Q2: 50%	Revised process introduced. Dates for AST reappointment are spread throughout the year.
25	Better support the recruitment of AST roles through the provision of new resources					25.1 Produce refreshed AST recruitment materials	Complete by end Q1	Q1: 100%	New marketing collateral (including social media, newsletter wording, images etc) for use by ASTs produced.
26	Support ASTs to fulfil their role effectively					26.1 ASIPs to work alongside ASTs to support local AST operations	Progress up to Q4	Q2: 50%	ASIPs have worked closely with Acs and ASTs to support local resilience activity and the transition to virtual hearings, forming a key link with SCRA and external partners. In some areas playing a key role in sourcing venues for F2F hearings and have played a key role in understanding local data for planning of increase in hearing numbers.

27	Provide effective new services to the volunteer community through a new digital system				27.1	MS Teams and email tools are available and utilised as a communication tool nationally	Q1 - 95% email take up	98% ?	Email take up at 93% nationally as of 5/6/20. Covid circumstances will be presenting a barrier to engagement for some of our community.			
							Q2 - 100% ASTs using Teams					
							Q3 - 100% ASTs using video					
								27.2	Launch of CHS Functional Services	Complete by end Q2	Q1: - Q2: 100%	All ASTs are now live with digital services
								27.3	Utilise digital system for training and events	Complete by end Q4	-	LDCs have taken part in testing of the live system using dummy data. Limited local learning activity taking place currently due to Covid-19.
								27.4	Utilise digital system for complaints and concerns tracking	Complete by end Q4	-	Complaints team have undertaken testing of live system. This will now be utilised for complaints concerns handling
								27.5	Utilise digital system for rota management	Complete by end Q4	-	Rota Management training has taken place for all rota managers. Local AST/SCRA workshops taking place to enable effective rota management that support the mix of virtual and F2F hearings currently taking place.
		27.6	Expenses service encourages more volunteers to claim expenses	Complete by end Q4	-	Expenses module is live and beginning to be utilised. Clerks have tested live system using dummy data.						

Theme 4: Be Well-Informed and Influential in our Environment and Communities

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
28	Contribute to driving change in the sector through strategic involvement in the implementation of the Independent Care Review findings	-				28.1 Contribute to implementation group	Progress up to Q4	-	CHS have reached out to the Promise Team to ensure they are linked in with our improvement ambitions. A meeting will take place in Q3
29	Ensure we are connected to, and influencing, knowledge development in the sector by being involved in research					29.1 Participate in 2 external research advisory groups	Progress up to Q4	Q1: 25% Q2: 50%	Contributions have been made to ACR research advisory group (comments on data trends); Under-12s in Residential Care group underway, with 20 panel members agreeing to participate.
30	Improve the skills and capacity we have to make changes by training our staff and volunteer leaders in improvement and implementation science in partnership with CELCIS	-	-			30.1 Deliver first wave of courses	Complete by end Q3	-	
						30.2 Deliver second wave of courses	Complete by end Q4		

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
31	Improve understanding of our function externally through the delivery of a new corporate website , including a section for children and young people					31.1 Launch of new CHS website	Complete by end Q1	Q1: 100%	New website due for launch at end on June. New site is designed to be more user friendly and includes section specifically for children and young people.
32	Improve CHS data and management information availability through a new digital system	-	-			32.1 Develop and improve management information reports at a variety of operational levels	Progress to end Q4	-	Training on new management information software has now started (further planned in Q2).
						32.2 Undertake the first digital benefits realisation monitoring exercise	Complete by end Q4	-	
33	Keep our community up-to-date with developments and thinking in the sector by giving them access to the views of speciliasts	-				33.1 Deliver 2 'Learn from the Experts' activities	Complete by end Q4	-	Q2 - propose to de-scope
34	Identify ways to allow our work to be influenced by lived experience of hearings					34.1 Publication of Rights and Inclusion strategy	Complete by end Q3	80%	Consultation process now underway. Rights and Incusion Coordinator post out for advert. Publication of strategy is expected in Q3.
						34.2 Implement the action from the strategy	Progress up to end of Q4	-	

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
35	Nationally consistent approach to ASIP involvement in Corporate Parenting and GIRFEC groups locally					35.1 Agreement of approach	Dependant on external environment	Q2: 100%	
						35.2 Implementation measure	Dependant on external environment	Q2: 90%	All areas now have participation in local groups, covering all local authorities.
36	Continue active contribution to national strategic and advisory groups within the sector					36.1 Involvement with CHIP and sub-groups	Dependant on external environment	Q1: 25% Q2: 50%	Contribution to sector-wide working group on implementation of policy including 16-17 year olds in the hearings system. COVID data reports produced for CHIP.
						36.2 Involvement with YJIB and sub-groups	Dependant on external environment	Q2: 50%	Contribution to YJIB continues through National Convener attendance
						36.3 Involvement with ACR Advisory Group	Dependant on external environment	-	

Coronavirus Resilience and Recovery Action Log - July, Aug, Sept

The following 2 pages list key Coronavirus activities that have taken place during the quarter

HEARINGS

Collaboration with SCRA to introduce improvements to virtual hearings (e.g. introduction of moderator function in Vscene)

Local collaboration with SCRA to allow restart of face-to-face hearings to restart (e.g. hearing centre visits)

On-going national collaboration with SCRA on hearings operations, practice and guidance

Contributions to development and evolution of 'blended' hearings

Engagement with advocacy providers across Scotland by ASIPs to update and engage in virtual hearings

Local data collection tracking the return to Face to Face hearings continues

SECTOR ENGAGEMENT AND COLLABORATION

Weekly meeting involving Scottish Government, COSLA, Social Work Scotland, SCRA and CELCIS

Bi-Weekly CHS SMT/SCRA EMT meetings

NC attendance at weekly meeting with Social Work chief officers and other sector reps

COVID-Specific research opportunities supported through PM recruitment

Advertisement and dissemination of CELCIS research (over 100 Panel Members participated)

COMMUNITY ENGAGEMENT AND SUPPORT

Weekly SMT/Area Convener Call

Panel Member hearing experience survey re-introduced

Weekly, or bi-weekly 'Coronavirus Comms' out to the CHS Community via Teams

Panel Member survey on availability ran, and results analysed to inform planning

500 Panel Members identified to receive Chromebooks; distribution of these began to enable virtual hearing participation

Hearings in Lockdown course became available to trainees who have completed day 7 of pre-service

New Hearings in Lockdown quiz introduced to training

Posted letter from National Convener to all volunteers updating them as restrictions eased

Letter from CHS to small group of 2020 Panel Members appointees who have not engaged or been in contact - asking to declare intentions

Letter to all 2020 Panel Members Appointees from CHS and CHSLA denoting amended pathways for PDA and move to active participation on hearings

Guidance issued on specific issues such as shielding PMs.

REPORTING

2 x Reports to SG on Coronavirus Emergency Legislation Use (July and September)

2 x Supplementary Data reports on Emergency Legislation Use for CHIP (with SCRA)

PLANNING

Data continues to be collected weekly on hearing numbers, PM numbers and chair numbers

CHS Recovery strategy draft produced

Contributions made to the sector-wide recovery planning

Work with SCRA to assist with development of data model for hearings recovery

Internal briefings on use of data modelling

Local work between ASIPs and LRM to understand capacity and demand, using data model

Draft paper on capacity to deliver hearings shared with Area Conveners for comment

2021 Panel Member recruitment plans in development, adjusted for new arrangements

STAFFING

CHS staff consultation on 'Moving Staff from Lockdown' concluded and results analysed.

CHS staff 1:1s with SMT focussed on current working situations concluded

On-going dialogue with SLAB, including visit to Thistle House, carried out by HR

Key Performance Indicators (KPIs)

KPI	Past Performance	2020/21 Target	2020/21 Performance
% Panel Members who have completed Children's Rights online module	New measure	30% by end Q4	Not Yet Due
Training courses developed with partner organisation input	New measure	5 courses	3 out of 3 courses so far
% of complaints resolved within SPSO guidelines, during normal operations	17/18- 100%; 18/19 - 92%; 19/20 - 100%	100%	Not Yet Due
% CHS employee attendance	17/18- 96%; 18/19 - 95%; 19/20 - 93%	96%	Q1 - 97.6% Q2 - 98.8%
% invoices not in dispute paid within 10 working days, during normal operations	17/18- 80%; 18/19 - 92%; 19/20 - 85%	90%	94.40%
% IT helpdesk calls resolved within SLA terms	17/18- 90%; 18/19 - 90%	90%	Move to new support framework in process, established new contact methods in Q2 including escalation through to SCRA and Leidos. SLAs are in process of being determined.
% of pre-service trainees who felt that the learning objectives were met	19/20 - 98%	95%	Not Yet Due
% positive staff survey feedback on opportunities for learning and development	18/19 - 33%; 19/20 - 51%	55%	Not Yet Due

Record of Changes to Planned Delivery

#	Milestone(s) Changed	Date of Change	Details of Change	Rationale for Change
1	5.1	Q1	Publication of Code of Conduct moved to Q2 rather than Q1	To allow Code of Conduct to be published alongside the Rights & Inclusion Strategy
2	5.2	Q1	Dissemination of Code of Conduct in Q3 rather than Q2	Due to change of milestone 5.1 (above)
4	2.1	Q2	Publication of Rights and Inclusion strategy moved to Q3, rather than Q2	To allow in-depth consultation with a range of stakeholder organisations
5	5.1	Q2	Publish Code of Conduct moved to Q4 rather than Q2	Allow input from care experienced people, and align to recruitment timings
6	5.2	Q2	Dissemination of Code of Conduct in Q4 rather than Q2	Due to change of milestone 5.1 (above)
7	14.1	Q2	PPM update moved to Q3 rather than Q2	Capacity impacted by COVID activities and current reduction of practice team
8	17.1	Q2	Production of trauma-sensitive plan moved to Q3 rather than Q2	Capacity for completion impacting by COVID activities
9	18.1	Q2	Publication of Equality strategy moved to Q3 rather than Q2	Internal approval timescales changed, and consultation within community now taking place
10	19.1	Q2	Review activities of PDA moved to Q4 rather than Q3	Capacity for completion impacted development of COVID training

Agenda item 13 CHS-2021-25

Appeals data – September 2020

Accountable SMT member:	Head of Practice, Improvement and Learning
Report author:	Jackie McRae
Resources implications:	To be considered
Purpose:	For approval
Equalities duties:	Equalities Impact Assessment Required

Yes?

No

1. Introduction/Purpose:

This paper provides an overview of information about appeals against children’s hearings decisions in 2019 – 2020 and outlines proposals for work to understand any implications of successful appeal decisions for Panel Member practice and training needs.

2. Background

Between 2003 and 2015 the number of appeals against children’s hearings decisions doubled. Since then the number of appeals has fallen consistently each year. The proportion of appeals in which the decision of the children’s hearing is confirmed has remained consistent over the last three years. In approximately three out of every five cases the hearing’s decision is upheld. But fewer children’s cases are being appealed. Any reduction over time in the % of children’s cases in which hearings’ decisions are upheld is within a context of falling numbers of children’s cases being appealed at all.

In around 40% of appeals the hearings’ decision is not upheld. In some of those cases SCRA decides not to oppose the appeal. In 2016 SCRA sampled approximately 20% of appeal cases to examine the reasons why Reporters did not oppose some appeals. In those cases in which the Reporter recorded a reason for conceding the appeal around half described the written reasons provided by Panel Members as inadequate. However in half of the sampled cases there was no information given about why SCRA did not oppose the appeal.

In September 2019 the previous National Convener provided the Board with an analysis of the number and outcomes of appeals against children’s hearings decisions. Further investigation and discussion with SCRA about the handling of appeals against Children’s Hearings decisions was proposed to understand the background behind appeals and what, if any, action was required to support Panel Members in their decision-making role.

3. Appeal data: 2019 – 2020

SCRA presently records the outcome of all appeals on its case management system (CMS). A decision not to oppose an appeal is made by the Locality Reporter Manager (LRM) or to a senior practitioner. The decision is recorded on CMS, but this data is not aggregated and can be extracted only from individual case records. The new digital system may allow for more detailed reporting on appeals, but this is not yet confirmed.

SCRA's statistics for the reporting year 2019 -2020 were published in July 2020. In the last year, there were 12,849 children referred to the Children's Reporter. Just over 30,000 hearings were arranged for 13,316 children most of whom were already subject to compulsory measures of supervision. The Reporter arranged a hearing for 3468 children on new referral grounds. Of the 13,316 children for whom hearings were held, appeals were lodged in 557 cases. More than one appeal may be lodged in a child's case. Over the course of the year there were 686 appeal decisions recorded. This is a reduction of 20% in appeals since the previous year and a reduction of 25% since 2018.

Most appeals (95%) are against a decision making a Compulsory Supervision Order or an interim order. Of 686 appeals, only 26 appeals were against decisions of a hearing or pre-hearing panel decision about whether or not to deem someone a relevant person.

4. Appeals during coronavirus lockdown period

In the early weeks of lockdown emergency arrangements were made for urgent hearings to take place to consider renewal of orders which were about to expire. These 'administrative' hearings were to be conducted remotely with only the Panel Members and the Reporter in attendance. In most cases SCRA was unable to notify the child or relevant persons before the hearing and only limited information was available to Panel Members. There were 16 appeals relating to decisions made at children's hearings between 20th March and 29th April 2020; these hearings were all 'administrative hearings'.

Appeals were lodged on the grounds that the arrangements made for these hearings amounted to a procedural irregularity; appeal points included lack of proper notification, no opportunity to participate or contribute views and limited information available to the Panel including a lack of social work reports. In the successful appeals commonly the court found that the decision was unjustified because the Panel had inadequate information available. In some cases the court criticised arrangements made for the hearing – that the hearing had been arranged without giving parties notice or sufficient opportunity to contribute views or make representations, or that failures in the technology prevented the child's contribution being properly presented and this amounted to a material procedural irregularity.

Two cases in which the Panel's decision was confirmed concerned short term orders and there was evidence of adequate information having been available to the Panel to support their decision. In six of the successful appeals the Reporter was directed to arrange a further review hearing to enable the Panel to reconsider the case. In the others the Sheriff made a substantive order, in some cases in terms similar to the original decision.

5. Participative hearings

In May 2020 arrangements were put in place to enable participation by children, young people and their families and professionals. During that month there were appeal decisions made in 31 cases. In 14 (45%) of these cases the Reporter did not oppose the appeal. Proportionately, that percentage of appeals was not dissimilar to the year before, but as might have been anticipated, far more were successful.

6. The role of the Reporter in deciding whether to oppose appeals

It is an unusual feature of the children's hearings system that the Reporter should be the sole arbiter about whether a Children's Panel decision is defensible, or not.

Every appeal lodged with the sheriff court will be the subject of at least a procedural hearing so will come before a sheriff even if the appeal is to be unopposed by the Reporter which may take time to decide. The sheriff will have to determine how to dispose of the successful appeal (and if it is unopposed, it is a successful appeal.) Those cases which are unopposed may be dealt with procedurally often on an agreed basis – the parties (the successful appellant and the Reporter) will indicate to the sheriff their views about what should happen next and the sheriff will decide what to do next – refer back to the hearing or substitute a different decision or discharge.

7. Conclusions

Appeals are to be welcomed, as an essential part of an accountable decision-making tribunal. As the children's hearing makes decisions about compulsion rather than determining factual disputes, children and young people and their most significant family members have important rights to challenge decisions affecting their rights. Appeals can clarify complex or disputed aspects of the law. Some appeals may be successful even when the hearing has applied the law correctly. There is currently very limited existing data on appeals, outcomes and Reporters' decisions not to oppose appeals enables only educated guesses about any problems and what to do about them. CHS Practice, Improvement and Learning team is exploring the following options:

- Commissioned CHS research – into the reasons for successful appeals and review of the written reasons provided by Panel Members. Panel members have no input into appeals and receive no feedback about the outcome of their own decisions on appeal. With an automatic recourse to the court for parties to challenge a hearing's decision many more appeals might be expected than there seem to be.
- Scoping and carrying out the planned further discussion with SCRA on understanding decision-making by SCRA, monitoring of appeal outcomes and unopposed appeals (to include understanding of costs and benefits of appeals)
- Ways CHS could be involved much more in the direct scrutiny of panel members' decisions to properly inform our quality assurance of their decision-making. There may be a need to strengthen the quality of written decisions by panel members. If decisions are inadequate to the extent that the Reporter is not willing to defend them, CHS should have opportunity to review, highlight and remedy persistent deficiencies in Panel Member decision making rather than relying on the sheriff court to do so. CHS does not presently have access to hearings' written decisions and agreements would need to be reached around the sharing of these.

8. Board Actions

The Board are asked to review the contents of this paper and consider whether further development work on appeals is warranted and desired at this time.

Appendix 1

Table 6.1 Number of appeals to the Sheriff

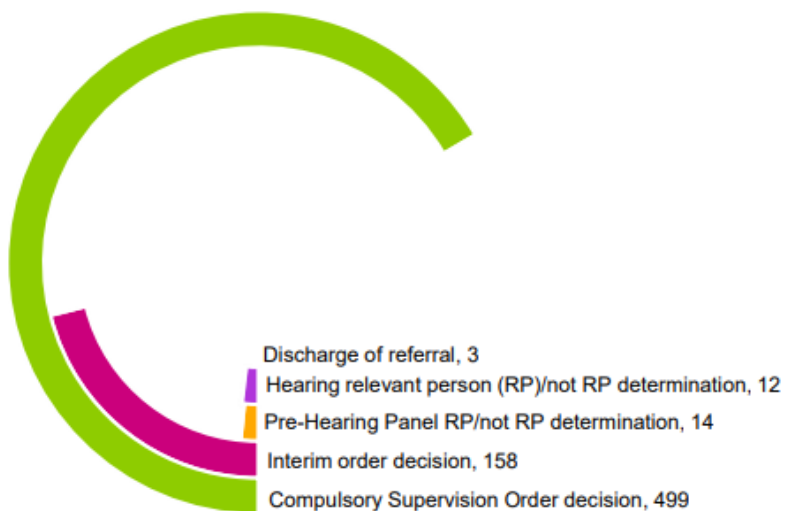
Appeal outcomes	2016/17	2017/18	2018/19	2019/20
Number of children and young people*	740	668	651	557
Number of appeals concluded**	n/a	914	824	686
% with Hearings' decisions upheld (appeal refused)	n/a	56%	57%	56%

* Please see the note on error margins within appeals on page 28.

** Appeal counts (as opposed to counts of children and young people with appeals) are unavailable prior to 2018/19.

- Where a decision wasn't upheld, the most common outcome was for the Sheriff to require the reporter to arrange a Hearing (for any purpose for which a Hearing can be arranged).

Figure 6.1 Number of appeals against Children's Hearings decisions in 2019/20*



Number of Children with not-opposed appeals:

Year	2018/19	2019/20
# Children	145	142

Agenda Item: 14 CHS-2021-26

Digital Update

Accountable Director:	Head of Strategy, Development and DCE
Report author:	Head of Strategy, Development and DCE
Resources implications:	Within available resources
Actions:	For Board review and comment
Equalities duties:	Equalities Impact Assessment Required

Yes

No

This provides an update on CHS Digital programme Activity to end Mid September 20.

Vanguard Launch:

Vanguard Launch took place over 20 days in July '20 encompassing 4 ASTs (Shetland; Aberdeen City; Edinburgh; Fife). This enabled a 'soft' testing of the data migration, live platform performance and functional services before opening access to the wider CHS community. This also enabled initial testing and development of the new support structure in place between CHS/SCRA and Leidos (supplier).

Soft launch identified minor issues with migration of AST members and minor functional bugs all of which were raised through the support mechanisms in place, prioritised in conjunction with the CHS team and addressed prior to Deployment 2.

Overall take up during Vanguard was lower than would normally have been anticipated however is reflective of wider community engagement levels currently as impacted by Covid-19. Feedback from users has been that the system is easy and intuitive to use.

Deployment 2:

Deployment 2 commenced 7th August 20, delayed by 3 days to allow time to quality assure migration data. By end August all ASTs are now live in the system, access being operationally managed throughout August to enable a managed approach to support.

At 14th September 1400 users had successfully accessed the new digital services.

Overall use of the full suite of services will be slower than originally intended due to the impact of Covid on current activity e.g. Volunteer expenses, suspension of PPA Observations, however are functionally testing the services across a range of ASTs utilising dummy data and promoting the digital learning modules to ensure everyone remains aware of and able to use services as operational activity allows.

Support and Engagement:

Online and virtual workshops have been created, supported by CHS Learning Academy, CHS Digital Champions and the Scottish Tech Army to support log in and Multi Factor Authentication (MFA) requirements. Take up of workshops was low, feedback identifying additional support was not required - the community were finding MFA simple to follow, most likely as a direct result of recent virtual hearing activity and learning which requires MFA and representative of the digital journey and increased digital confidence of our community since the launch of Teams and e mail in Feb 20.

Following feedback, workshops were revised and restructured for Deployment 2 to enable more self-directed support. Virtual workshops and 1:1 support remains available indefinitely to those who need it.

The CHS Digital Technical Lead is now in post and has worked with SCRA and CHS Business Support to begin to scaffold our IT support services. Again the requirement for customer service based IT support has been low reflecting increased digital confidence and ease of use of the new systems. Access to Digital Launch Teams channels and support from local Digital Champions are also key contributing factors.

The Digital Champions are active and have played a key role in support the Digital team to test functionality and performance of the live platform. They continue to play a pivotal role in supporting their local communities. They and ASTs are being provided with regular data on uptake into the new systems for their community to enable them to target communications and drive take up locally.

Rota:

Due to the hearings Covid response, Rota management is currently complex. Although lower in overall numbers, SCRA and ASTs are scheduling for a combination of hybrid, virtual and Face to Face hearings, sometimes in differing venues to normal hearing arrangements. In addition, Panel member availability and matching to the schedule is complex as some are available only for face to face or virtual hearings.

The advent of the new digital system adds an additional layer of learning and complexity to this. SCRA and CHS digital teams are working together to support each SCRA locality and AST to identify local operational solutions to support local hearings management and input into the digital system – critical for the capturing of Management information and in the medium term access to digital papers and record of proceedings.

This activity highlighted a requirement for some additional development to support SCRA staff access to multiple local authorities through a single user account. This work has been completed and operational testing is now being undertaken.

Digital Hearing Information Pack (HIP)/Record of Proceedings (ROP):

In line with the completion of SCRA development, we now have access to the HIP and digital ROP. Initial testing is taking place and feedback has been positive, in particular around the ease of functionality of inputting decisions into the ROP.

Both CHS and SCRA are keen to utilise these functions to support virtual hearing activity and replace Objective Connect. We are working with SCRA to put in place further testing and generate suitable training tools to enable this and devise an approach that will synchronise with the SCRA transition to live programme and enable a phased from Objective Connect.

SCRA/CSAS+:

SCRA development is now complete, and their Vanguard launch initiated (Grampian, Central and South East localities). The new Digital platform can be a key enabler to support Covid recovery planning for both SCRA and CHS. SCRA have indicated a move to work with Leidos to integrate Teams into the SCRA CSAS platform to support virtual hearing engagement in the long term, likely to be in place Autumn 20 – CSAS+. This is a positive step, CHS' use of Teams since February has identified it as a robust and easy to utilise virtual tool with functionality that will address many of the issues Panel members and others have raised in relation to Vscene.

We are keen to ensure that any CSAS+ development meets the needs of hearings recovery in its widest sense, including CHS needs and are actively seeking opportunities to better understand CSAS+ development proposals and take opportunity to influence where necessary.

CHS Volunteer Devices:

Following approval of the CHS business cases to provide 500 chromebook devices to Panel members to support CHS digital activity and test the procurement and supply model, the initial 100 devices have now been issued. The response for take up of the further 400 has been incredibly positive and there is now a waiting list in place. Remaining Chromebooks are expected to be deployed end October '20.

Feedback on use of chromebooks is that they are easy to use. These devices were scoped and identified to support CHS digital systems use and digital HIP take up and before the advent of virtual hearings. SCRA recovery planning includes the move to use Teams for virtual hearings, initial testing has identified that due to accessing Team through browser mode it is not possible to see a gallery view in a video call – preferable for virtual hearings. The CHS Digital Technical Lead and XMA (supplier) have worked together and quickly identified a technical solution that is currently being tested. This has demonstrated a really positive supplier commitment and working relationship with CHS.

Teams:

Use of Teams continues to benefit the entire CHS community in particular during lockdown restrictions. The channels and virtual meeting tools are being well used at both local and national levels to support engagement and connectedness.

Summary:

CHS have successfully launched our new digital services. The Transition to live process has identified the CHS community have increased digital confidence since the initial launch of Teams and e mail in Feb 20. This reflects the significant effort of the CHS digital team to support learning and engagement in digital systems and the virtual hearing environment, but also our volunteer community willingness to come on this digital journey with us.

Agenda item 15 CHS-2021-27

2019-20 Impact Report

Accountable SMT member:	Head of Strategy, Development & Depute CEO
Report author:	Michael Beardmore
Resources implications:	Within available resources
Purpose:	For approval
Equalities duties:	Equalities Impact Assessment Required

Yes?

No

1. Introduction / Purpose:

Included with this cover paper is the text of the CHS 2019-20 Impact Report.

2. Comment:

The CHS Impact Report is an annual publication that (1) allows us to highlight, in a public-facing document, some of the activity that has taken place during the year (therefore supplementing the formal Annual Report) and (2) provide an update on both CHS and the National Convener are fulfilling Corporate Parenting duties.

Design work by the CHS graphic designer is now beginning on this publication.

Work is also underway with communications colleagues to determine how best to align the Impact Report with other planned external promotion work they have. One likely possibility will involve producing a video focussed on the Impact Report but set amongst some broader communications work on volunteer recognition.

3. Next Steps:

- Text finalisation and proofing
- Design development
- Possible video development
- W/C 26th October: Publication

4. Board Action

The Board are requested to approve the 2019-20 Impact Report.

**CHILDREN'S HEARINGS SCOTLAND: IMPACT
REPORT 2019-2020**

DRAFT

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Introduction

Once again, this year has been one of significant change and development for Children's Hearings Scotland (CHS) and the sector in which we operate.

Perhaps most significantly, the findings of the Independent Care Review, a genuine root and branch review with the voice of care experienced children and young people rightly at its heart, were published in February.

Within CHS, we have undergone a number of staffing changes. In October, Elliot took over the role of National Convener of the Children's Panel and Chief Executive of CHS following the retirement of his predecessor. We also introduced our new Area Support and Improvement team. These 11 new colleagues, based across Scotland, will enable us to implement improvements in the children's hearings system and progress local relationships like never before.

The support we provide to Panel Members to deliver high-quality hearings underwent a major development this year with the launch of our digital Practice & Procedure Manual. This guidance, which involved engagement with specialist partner organisations, goes far beyond what has previously been provided to Panel Members and represents a major step forward in how we think about hearings and their impact.

Our digital programme continued to progress at pace, and the start of 2020 saw the launch of our new volunteer email platform and the roll out of Microsoft Teams. With 3,000 volunteers in our CHS community, this was a considerable undertaking and we are grateful to the staff and volunteer Digital Champions who enabled this to happen.

At the very end of the year, we, like all public functions, had to reimagine how we operated in response to the coronavirus outbreak. Almost overnight, hearings became virtual for the first time and CHS became a remote-working organisation. Our volunteers and staff rose to the challenge of these circumstances and the training and support necessary to allow us to continue to care for and protect infants, children and young people quickly began to be put in place.

This report highlights just a selection of the many things that have been achieved by the CHS volunteer and staff community this year and we are grateful for the passion, commitment and hard work they have all demonstrated. It is by working together that we move ever closer to seeing our vision – of a forward-looking and evolving children's hearing system that ensures infants, children and young people are cared for, protected and their views are heard, respected and valued – realised for Scotland.

- Elliot Jackson, National Convener and CEO

- Garry Coutts, Chair, CHS Board

Who We Are

Children's Hearings Scotland (CHS) is one of a number of organisations that work within the Children's Hearings System, Scotland's unique care and justice system that exists to ensure the safety and wellbeing of infants, children and young people in Scotland.

Our activities focus on recruiting, training and supporting volunteer Panel Members who make decisions in children's hearings (sometimes known as the 'Children's Panel'), and volunteer Area Support Teams (ASTs) who provide support and direction at a local level.

We have 3,000 volunteers in our community, across six different volunteer roles:

- **Area Convener** – leads ASTs and work with partners at a local level.
- **Depute Area Convener** – supports the Area Convener and manages complaints and concerns.
- **Learning and Development Coordinator** – organises Panel Member learning at a local level.
- **Panel Member** – takes part in children's hearings and makes legal decisions about the care and protection of infants, children and young people.
- **Panel Practice Advisor** – maintains the high quality of our Panel Member practice through observation and feedback.
- **Panel Representative** – a local point of contact for Panel Members, representing their interests with the ASTs. Panel Representatives also allocate Panel Members to children's hearings.

This volunteer community, and the staff who work at CHS (called the National Team), are led by the National Convener and Chief Executive. The National Convener is responsible for the recruitment, training, retention and support of Panel Members.

Our vision is of a forward looking and evolving children's hearings system, working as a community to ensure infants, children and young people are cared for, protected and their views are heard, respected and valued.

Our Values

Challenging : Not being complacent, but questioning ourselves and others to help us improve.

Child Centered : Making sure everything we do is in the best interests of children and young people.

Creative : Considering innovative and imaginative ways of approaching the issues we face in the work we do.

Respectful : Treating children, young people, their families, partners and each other with care and consideration

Open : Listening, responding to and learning from feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.

Fair : Making sure that everyone is treated with dignity and according to their individual needs; that our information and services are accessible to all; that we provide a consistent level of service to all.

DRAFT

2019-20 In Numbers

Our volunteer community made decisions in **30,363** children's hearings

Over **900** Panel Members we reappointed in 2019 for a further three years

80 requests for written advice were received from hearings and responded to by the National Convener

740 requests for Panel Member continuity were authorised, making sure children and young people's requests for consistency in support their needs and rights were taken into account

1,549 volunteers accessed online training courses through the CHS Learning Academy online

13,316 infants, children and young people had hearings

Section 1: Supporting Our Volunteer Community

Training: Launching the Knowledge Hub

We were excited to launch a new online Knowledge Hub this year. Available through the CHS Learning Academy, the Hub hosts flexible learning opportunities and resources that complement other formal volunteer training.

The launch of the Knowledge Hub mean that all CHS volunteers now have access to short courses on topics such as:



Why I Volunteer: Stephan's Story

29 year old "rock kid at heart" Stephen, has been a volunteer Panel Member since 2018. When he's not supporting children and young people in his local area, Stephen is looking after his 3 year old daughter, is an engineer, enjoys playing football and rugby, attending gigs and festivals and finishing his sleeve tattoos !

Stephen was inspired to volunteer on The Children's Panel after his own care experience in his youth.

"Having been through the complete process that the hearing system can provide from a young age (7) - including social work, a home, foster care, adoption etc. - I have managed to make the most of life so far and have benefited from the work of Children's Hearings Scotland."

"I am a living example of a story which Children's Hearings Scotland changed for the better and I wanted to do the same for other children & young people within the hearings system. I wanted to show children and young people that they can do anything if they believe in themselves!"

"It is critical that the panel is more representative given that we are all different and can bring our different skills and experiences to our role. It is so important that people from all different backgrounds, ages, ethnicities, and stories, who all consider views differently, are on the panel. This ensures the best-balanced decisions for each child or young person who attends a hearing."

Being on the panel not only allows Stephen to improve the lives of children and young people in his community, he has also found it has enriched and improved his own life.

"The panel has many positive impacts on me as a Panel Member, such as the rewarding feeling for every child and young person that I have helped, the continuous training and development, a desired SQA qualification (Personal Development Award), networking and positive impacts with employment."

"Being a Panel Member can be tough but the rewarding emotions you gain from making a difference far outweighs anything that comes your way. Being a Panel Member makes you unique!"

Digital Volunteering

During 2019-20, CHS and SCRA continued to work together to create new digital systems that will improve children’s hearings and allow more volunteer activities to be carried out online.

In February, we began the process replacing our current online volunteering systems with the new ones. Our 3,000 volunteers received new email addresses and Microsoft Teams was launched across the community. This has connected volunteers and staff in new ways and allowed groups to form, meet and collaborate regardless of location.

In preparation for the next phase of digital developments, a series of training modules have been developed, housed within the CHS Learning Academy online:



Collaboration in Our Community

Every year, we bring together different groups from within our volunteer community to share ideas, discuss developments, strengthen networks, and give access to support.

Area Convener Liaison Group

This group, which gives our local volunteer leaders the opportunity to discuss issues relevant to ASTs and discuss ideas amongst themselves and with CHS staff, met five times during the year.

Learning & Development Coordinator Forum

This forum focuses on how best to deliver local learning and development and met three times during 2019/20.

Retention and Recruitment Reference Group

This advisory group met four times in 2019/20 and brings together people from across our volunteer community to steer, support and monitor the quality of procedures for recruitment and reappointment, and our strategies for volunteer retention. Sub-groups also met through the year looking at recruitment and selection training and AST appointment processes.

Clerks Network Group

Clerks are local authority employees who provide a range of administrative and support functions to our Area Conveners and volunteers locally. The Clerks Network Group met four times in 2019/20, including the first two-day Clerks Conference.

PPA Forum

This forum brings together PPAs from across the country to share ideas and improvements for quality assurance. It met twice during the year.

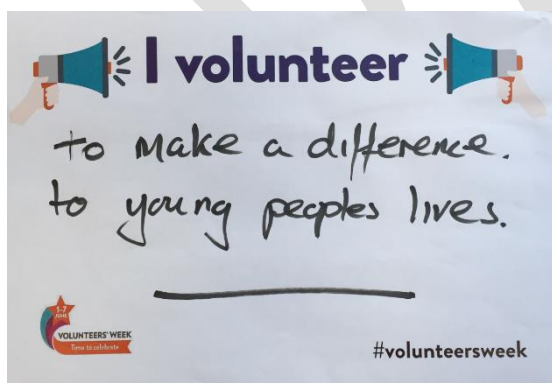
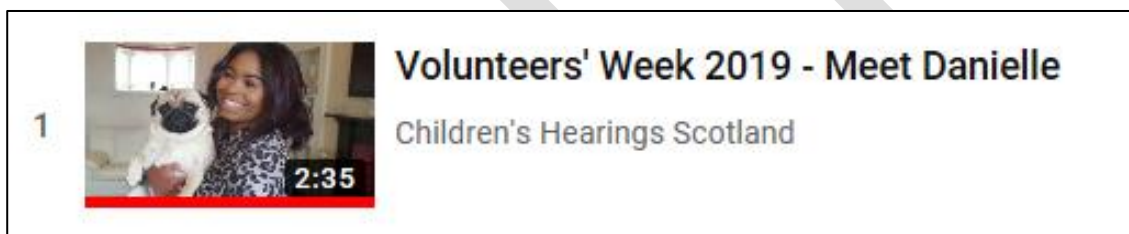
Volunteers Week 2019

In June, we once again took to social media to recognise the valuable work that all CHS volunteers do and take the opportunity to thank them.

As part of this, we went out to our volunteers to hear their stories – why they volunteer, what they get from being involved with CHS, and why others should consider volunteering.

On the final day of Volunteer's Week, Maree Todd MSP, Minister for Children and Young People, thanked our volunteers in a special video.

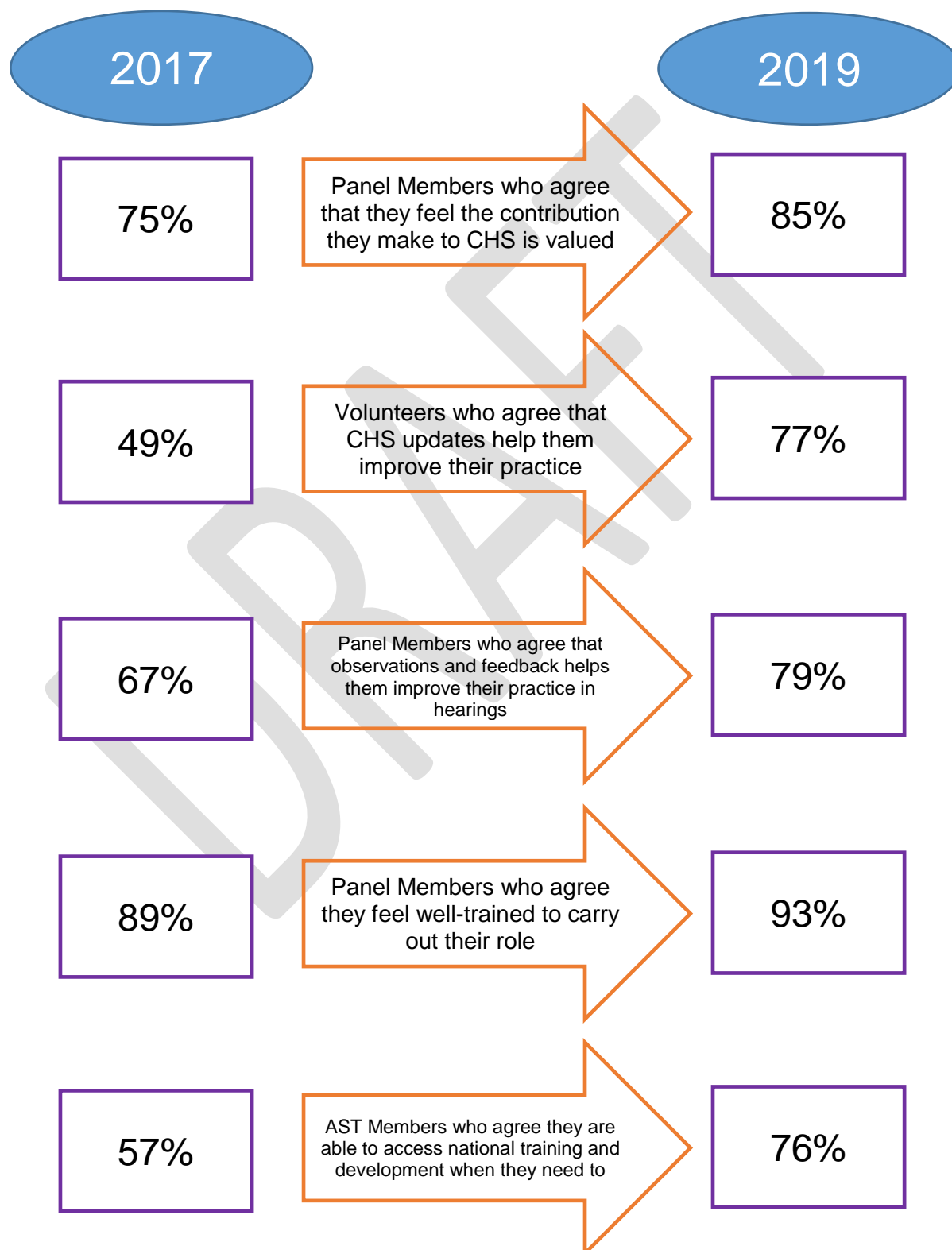
"Children's Hearings Scotland volunteers give an incredible 360,000 hours to the Children's Hearings System every year. They make important decisions with and for children and young people, keeping their needs absolutely at the heart of everything they do... I want to say an absolutely huge 'thank you'. Thank you for all that you do."
– Maree Todd MSP Minister for Children and Young People



Community Survey

In Summer 2019, we ran our Community Survey to understand what our volunteers think of their experiences, whether work is making a difference, and where improvements could be made.

Some of the areas of success over the last two years it highlighted were:



Section 2: Corporate Parenting

What is Corporate Parenting?

'Corporate parenting' is the term used for the duty of certain organisations to make sure their attention and resources are focused on upholding the rights, safeguarding, and promoting the wellbeing of Scotland's looked after children and care leavers.

In carrying their functions, corporate parents are required to:

- **Be alert** to matters which might adversely affect the wellbeing of looked after children and young people.
- **Assess** the needs of looked after children and young people for the services and support we provide.
- **Promote** the interests of looked after children and young people.
- **Provide opportunities** for looked after children and young people to participate in activities designed to promote their wellbeing.
- Take appropriate action to ensure looked after children and young people **access** these opportunities and make use of our services and support.
- Take any other action appropriate to **improve** our functions to meet the needs of looked after children and young people.

Both Children's Hearings Scotland and the National Convener are corporate parents in their own right, but plan and report corporate parenting activities jointly.

In addition, we share, with the Scottish Children's Reporter Administration (SCRA), a set of corporate parenting aims for children and young people. These are:

- You are at the centre of the hearings system and are treated as an individual;
- The decisions that affect you are based on sound knowledge, clear evidence and with consideration of your views;
- Your Corporate Parents will work together to make the system work better for you;
- We will keep asking ourselves if the way we do things is the best it can be

2019-20 Corporate Parenting Overview

Each year, we plan activities to make sure that we are carrying out our role as a Corporate Parent. Below is a summary of our main Corporate Parenting activities from the year:

To...	We...
Improve how children’s hearings are conducted	Prepared new practice guidance for Panel Members
Enhance the voices of children and young people in our work	Built stronger relationships with Our Hearings Our Voice, began the process of preparing a Rights and Inclusion strategy, and ensured that a young person was a key part of our strategic group to develop our next Corporate Plan.
Deliver increasingly consistent hearings experiences for children and young people nationally, and ensure those experiences are continually improving	Worked with the Children’s Hearings Improvement Partnership (CHIP) to further implement the Better Hearings standards across our ASTs
Attract volunteers who can relate to children and young people who attend hearings	Worked with young people with lived hearings and/or care experience to update our recruitment campaign
Provide a consistent presence at hearings for children and young people	Rolled out our new Panel Member continuity policy
Make sure we are aware of the major issues affecting the wellbeing of children and young people	Worked collaboratively with the Independent Care Review to understand and implement its emerging recommendations
Make the hearing experience more child-friendly	Continued to roll out Panel Member Profiles (is photo or image of a Panel Member with a brief description of who they are, which is available to children and young people before a hearing) across Scotland

Some of this work is highlighted in more detail on the next pages.

Independent Care Review

To make sure we have been staying aware of the key issues and improvements raised by people with experience of care, we engaged actively in the Independent Care Review process.

This included:

- A joint workshop between the Independent Care Review and CHS, exploring the hearings system in depth.
- CHS Staff membership of Justice and Care Group
- Volunteer and staff attendance at Independent Care Review 'Roadshows'
- CHS Staff membership of subgroup on promoting sibling relationships
- Meeting between the National Convener/CEO, the Chair of CHS, and the Chair of the Independent Care Review to discuss how CHS can work with and support the ICR findings

When the Care Review reports were published, Elliot Jackson, National Convener and CEO of CHS welcomed the findings:

"The [Independent Care Review](#) has been the most incredible journey. A genuine root and branch review with the voice of care experienced children and young people at its heart.

"I'm so grateful to everyone who has shared their experiences and helped to shape these recommendations.

"Panel Members are committed to improving outcome every day for infants, children, young people and their families. They are always listening, always learning and dedicated to improving their practice.

"I welcome the commitment to retain the Kilbrandon principles. We will now look in depth at each of the areas highlighted by The Promise which relate to the children's hearing system. We recognise the opportunity for change and will work with our volunteers, children and young people to build solutions and deliver The Plan.

"We're committed to delivering The Promise."



#keepthepromise

Working in Partnership

Throughout the year, we've had lots of opportunities to work with other organisations and be part of groups to make improvement to the hearings system. A selection include:

Partnering with the Scottish Legal Aid Board to provide Panel Member training about working with legal representatives in hearings

Our Area Support Improvement Partners have formed new relationships with local Champions Board, Child Protection Committees and Corporate Parenting groups

Working with Who Cares? Scotland to include young people in Panel Member pre-service training

Contributing to the Children's Hearings Improvement Partnership (CHIP) and the Youth Justice Improvement Board (YJIB)

Our Tayside Area Convener and AST established a new relationship with the Carolina Trust to enable young people to be involved in the Panel Member selection

Working with the Scottish Children's Reporter Administration to begin a pilot focussed on managing the number of people in a hearing

Started a new strategic relationship with CELCIS centred on improvement and implementation methods

Collaborating with the Adoption and Fostering Alliance (AFA) Scotland to develop Panel Member training about transitions and permanence

Including Young People in Our Work

This year, we've worked harder than ever to include young people in our work. Panel Member, AST and staff selection, redesigning our recruitment campaign, developing our Rights & Inclusion strategy and producing our new Corporate Plan are just some of the areas in which we did this.

Dylan is one of the young people we have worked with. Here he tells us about his experiences of being involved in recruitment:

Being involved in CHS isn't just another opportunity, for me it's been an absolutely amazing chance to see and understand how CHS runs as an organisation and to be so involved and influential at a time like this is something I'll take on years after now.

Being involved within the interview panels have further developed my people, listening and communication skills which are essential to any job.

We are in a changing landscape for care and it's incredible to be on the journey with CHS to better involve infants, children and young people in all aspects of their work!

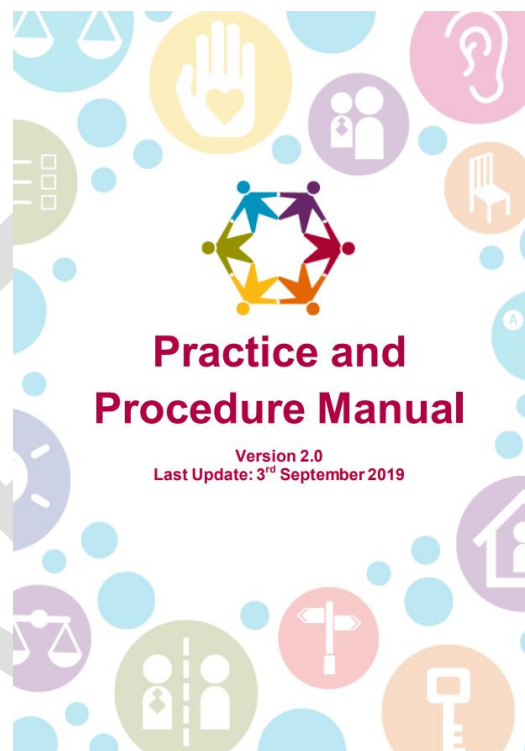
We'd like to say a big THANK YOU to all the young people who have helped shaped and inform our work this year!

Practice & Procedure Manual

Supporting our Corporate Parenting commitments to understanding the lives of children and young people who are in care better and improving how children’s hearings are conducted, we launched a new, digital version of our Practice and Procedure Manual (PPM) in Summer 2019.

The PPM is the main source of guidance for Panel Members when preparing for, and participating in, children’s hearings. In updating the PPM, the CHS Practice team worked in collaboration with members of the CHS community, as well as other expert organisations such as the Scottish Children’s Reporter Administration, the CHS Learning Academy, CELCIS, CYCJ, and CEDAR. The work with these organisations allowed us to develop a new advice section called ‘Informing Decision: Improving Outcomes’. This section includes advice and information on topics such as:

- Permanence
- Working with Interpreters
- Inclusive Language
- Domestic Abuse
- Gender Identity and Sexuality
- Transitions from the Children’s Hearing System for Older Children



In the first three months after its launch, the PPM was viewed over **10,000** times

The new PPM is available to view here: [CHS Digital PPM](#)

Thank You!

3,000

volunteers give their time to support infants,
children and young people in local communities
across Scotland



THANK YOU FOR EVERYTHING YOU DO!

Agenda item 16 CHS-2021-28

Connecting our Community

Accountable Director: Lynne Harrison
Report author: Sarah Hunter-Argyle
Recommendation(s): The Board are asked to approve the approach for taking the Connecting our Community programme forward.
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required

No **Yes**

1. Background

1.1 Earlier in 2020 we were organising our first face to face Connecting our Community event which was due to take place in Perth in 30 April. The event was to be the first in a series which would improve our engagement with the Community, and would feature both talks from National Team members, and discussion sessions. The programme would bring together volunteers from different ASTs, starting with Fife and Tayside, with the long-term aim to bring the National Team and the wider Panel Community closer.

2. Covid-19 response

2.1 These plans were put on hold due to the coronavirus pandemic, however, we pioneered a new, fully online approach to the programme, using Microsoft Teams.

2.2 The revised programme featured eight online meetings, covering all 22 local areas, with Elliot, and other members of SMT, discussing key issues with volunteers across Scotland. The programme feedback was very positive with an overall net promoter score (NPS) of 41 which ranks it as very good (scores for NPS range from -100 to 100, and anything over 50 is classed as excellent, 30 is average).

2.3 Event objectives

- ✓ Address Elliot and CHS Team visibility during ongoing lockdown period
- ✓ Position leadership and responsibility at both national and local levels
- ✓ Actively demonstrate the community working and discussing live topics together as a team
- ✓ Bring together a small cross section of our community, national & local, different roles, a microcosm of our community in action

- ✓ Showcase a virtual meeting room of engaged colleagues, talking through live topics and projects, displaying team and community wellbeing behaviours

3. Programme schedule

- 3.1 To ensure we could cover all 22 areas in a short space of time we agreed to hold two events per month for four months, with multiple areas in each call.
- 3.2 Apart from the first two sessions which ran from 4 pm to 6 pm, the sessions were held in the evening – 6.30 pm – 8.30 pm. This was agreed with local Area Conveners, who advised on which times were likely to suit their local Community (usually evenings were preferred due to PMs who worked)
- 3.3 The programme ran as follows:

May:

- Session 1 (26 May): Glasgow / Tayside / South East Scotland
- Session 2 (28 May): Fife / Central and West Lothian / Dumfries & Galloway

June:

- Session 3 (23 June): East Dunbartonshire / Renfrewshire / East Renfrewshire
- Session 4 (25 June): Aberdeen City / Aberdeenshire

July

- Session 5 (27 July): South Lanarkshire / North Lanarkshire / Inverclyde
- Session 6 (29 July): West Dunbartonshire / Edinburgh / Highland and Moray

August

- Session 7 (24 Aug): Ayrshire/ Argyll & Bute
- Session 8 (27 Aug): Shetland / Orkney / Eilean Siar

4. Programme evaluation

- 4.1 Our survey results showed that:

The events were very highly rated in terms of presentation content (89% satisfied or very satisfied), opportunity for questions and discussion (93% satisfied or very satisfied) and event organisation (97% satisfied or very satisfied).

91% of participants thought the events gave a clear or very clear idea of how the local and national teams work together

94% of participants thought the it was very or somewhat helpful for local and national teams to join forces events

91% of participants thought it was very or somewhat useful to hear about other ASTs operate locally

4.2 The net promoter score for the events was 41, which is excellent. The score is worked out by asking participants how likely it is that they would recommend the event to a friend on a scale on 1-10. If they rate it 0-6 they are a detractor, 7-8 makes is considered passive, and those who score 9-10 are promoters.

4.3 For Connecting our Community, 55% of participants gave either a 9 or a 10 when asked if they would recommend the event, while 31% scored it a 7 or an 8. Only 14% were classed as detractors, scoring it somewhere between 0 and 6.

4.4 What people liked most about the events:

- ✓ Discussion and interaction
- ✓ The speakers and the content covered
- ✓ The organisation and facilitation of the events
- ✓ The chance to hear from other ASTs
- ✓ Combination of national and local

4.5 What people disliked most about the events:

- ✓ Problems with technology (general preference for face to face)
- ✓ Length of event (some participants felt 2 hours was too long)
- ✓ Timing of the event (some participants felt it clashed with family time)
- ✓ Content (some participants felt there wasn't enough 'new' information)

5. What went well

5.1 The event organisation was smooth with a process quickly identified and adopted, working with local area teams. Attendee lists were created and maintained, questions invited and shared with speakers, and all events were well facilitated with speakers brought in appropriately and questions addressed. All areas also received a timestamped video of the event (which showed viewers where to find the key sections and questions) and a report.

5.2 The content and speakers were also highly rated, Lynne Harrison covered operational priorities (with a focus on digital, virtual and face to face hearings), Christine Mullen covered wellbeing and learning, while Carol Wassell focused on the Care Review. Elliot Jackson introduced all the topics (and covered them fully if others were on holiday) as well as welcoming and closing each event. The Area Conveners were also invited to speak on each topic area, with the first topic generally

covered by all ACs. As well as giving a local perspective to the issue, they were also able to highlight how they linked in with the National Team through forums such as Area Convener Liaison Group.

- 5.3 The interaction and discussion elements were highly valued by attendees, they were given the opportunity to submit questions before the event (and many did so) but we also took questions through the chat function on Teams, inviting the people to ask them directly. This allowed for an informal, conversational tone, showing the National Team as open and approachable, with a huge range of questions covered from technological issues with virtual hearings to what the future held for the role of Panel Member.
- 5.4 The events were also successful in achieving their objectives in terms of visibility of Elliot and the National Team and showcasing local and national working, and we always attracted a diverse audience successfully achieving 'a microcosm of the community in action'.

6. What we can improve

- 6.1 Engagement was perhaps our biggest challenge throughout, numbers were not as high as we would have liked. We had initially planned to cap the numbers to 25 Panel Members and Panel Practice Advisors per area (with no cap on AST members), however, we found that most areas were unable to attract those numbers. This was especially disappointing as we knew that area-led online events were attracting higher numbers.

- 6.2 There are several factors we believe played a role here, including:

The disconnection between local and national: This is, of course, part of what we are working to improve, but at the moment it is a struggle to overcome the perception that locally-led events are more valuable for volunteers, than nationally-led events.

- 6.3 Competition with locally-led events: Many areas embraced Teams as a way to connect with their local Community, and this crowded the marketplace. If Panel Members have already attended an online session organised locally, it's harder to sell a national event, which would cover similar topics.
- 6.4 Potential solutions: While we believe the positive word of mouth for the first set of events will help encourage greater engagement in the future, we also propose more national promotion of the events and the programme (this was minimal in the first round due to the focus on resilience and the Community feeling overwhelmed with information). We should also map out the timing of online local events, and look to

arrange national events during gaps, as well as ensuring our content is distinct. Another idea would be to bring in external speakers the audience is unlikely to hear from elsewhere.

7. Proposed next steps

7.1 Plan for 2020



7.2 Plan for 2021

- Operating model now established - hosted by Comms team - max 2 hours, mini-event style - national/local voice positioned equally
- More listening, more sharing, more collaboration – audience-led; they want to hear more on:
- Keeping the Promise, actively keeping the Care Review front of mind, improving outcomes for children, young people and families
- Fine-tuning our approach to blended, virtual & F2F hearings – embedding new practice and guidance
- Building and mobilising a ‘true multi agency response’ to the hearings backlog

7.3 National briefings

- Connecting our community 2021 – going deeper and wider
- Four sessions per year, quarter by quarter
- With each AST area, attending once per year
- Potentially, Feb/May/Sept/Nov
- Involving NC & Team, hosted by Communication team

- Between 5 & 6 ASTs per session with ACs all actively involved
- Wider audience too, by including a balanced selection of National team staff members
- Scope too to include guest Board members
- 100 seats per session, with AM & evening availability
- Maintaining intimate, conversational style with speakers, discussion and questions
- Video replay available to each of the AST communities post event

7.4 **New for 2021**

- Introduce potential new elements such as:
 - Programme of local community briefings, building on current local efforts, complementing the national programme
 - Scope out possibilities of further learning-based content with National Team and ASTs

8. Recommendations

- 8.1** The Board are asked to approve the approaches identified in the planned next steps in the Connecting our Communities proposal.

Appendix 1

What our Community said:

“The discussions were very open and frank and I felt people were genuine as you would expect from our community – a great thanks to you all for putting on the event.”

“There was a very nice feel to everything and everybody spoke well and covered a lot of stuff. I think it was the 'feel good factor' of the event which impressed me most as I had felt a bit nervous about putting my name forward in the first place.”

“A fantastic event, full of information, and great to connect to the wider community.”

“The event was really well put together and had a great informal feel which made asking questions and contributing very easy. I would really like to see this event happen again. Doing it virtually worked really well.”

“Good informative delivery by all presenters. Highlight was Elliot's passionate response in respect of the future view of the Hearing system taking account of the Care Review whilst seeking to establish a platform to influence our collective view of the system in the future.”

“It was extremely valuable to see and hear directly from Elliot, Christine, Nathalie and Sarah. What a fantastic team!”

“I really liked the format of the event. It was great to do it from the comfort of my own home. Teams is very user-friendly. I liked the fact that it was interactive with the opportunity to ask questions.

“The event was called 'Connecting the Community' and definitely feeling more connected after participating in it.”

“It was interesting hearing from panel community members from other areas regarding their experiences and thoughts for the future.”

“Appreciated the chance to have Elliot in the meeting. Certainly the CHS management are not the remote group they used to be.”

“I thought the call was excellent, well structured, very informative with ample opportunity for questions.”

“It was a good opportunity to hear about the national perspective on things.”

“Very interesting and helpful thank you for organising this evening it is great to hear views and experiences from across Scotland, I hope it can be repeated.”

Agenda item 17 CHS-2021-29

Childrens Hearings Scotland Learning Academy Autumn Prospectus 2020

Accountable SMT member:	Head of Practice, Improvement and Learning
Report author:	Meggan Jameson CHS / Tom Birrell CHSLA
Resources implications:	Within available resource
Purpose:	For note
Equalities duties:	Equalities Impact Assessment Required

Yes?

No



1 Overview

The report provided an overview of national training priorities for autumn / winter 2020. The final version of the prospectus is still in design so this briefing gives an overview of our current priorities and plans. All plans were developed with a twin track approach – taking into account whether we would be able to offer face to face learning, a blended model with face to face and virtual elements, or wholly virtual. In the light of recent Covid restrictions, there are now revised contingency plans in place with all learning due to be delivered online.

2 Rationale for priorities and plans:

- To Covid proof our plans as far as possible
- To keep people learning and moving through their CHS journey

- To ensure that learning equips people appropriately for their role and that any learning is assessed to retain quality
- To prioritise the following groups:
 - May 2020 appointees – completion of pre service conditions
 - Those required to complete Management of Hearings training
 - The existing Panel Member community – Refresher learning
 - PPAs - Quality Assurance
 - AST members involved in Recruitment and selection of new Panel Members (looking ahead to 2021)

In addition, the Hearings in Lockdown module remains open for anyone moving forward to do hearings – to be retitled “Emerging from Lockdown”.

3 The Programmes

Our programmes are as below with an indication of the courses that will be available.

Programme 1 for May 2020 appointees

- CHSLA will continue to support people through to becoming active Panel Members
- The PDA is being redesigned for 2021 recruits and will include virtual hearings

Programme 2 – Panel Member Learning Programme (PM LP)

- Enhanced Practice
- Management of Hearings – day 1 online possibly day 2 online also
- Panel Member refresher course – likely to be an adapted Hearings in Lockdown module

Programme 3 AST Learning Programme (AST LP)

- CHSLA will continue to support people from 2020 recruitment through to becoming active PPAs
- Quality Assurance for PPAs
- Recruitment and selection – revised and updated module

Programme 4 E Learning

- Advocacy
- Children’s Rights
- Permanence

In addition:

- LDC forums – monthly online to the end of December

- Support will continue to be on offer for our digital roll out if required
- Additional online learning / resources will be hosted on the Academy site where possible.
- We are exploring recruitment of some new PPAs and have scoped out a potential plan to recruit, train and support with some start up learning in advance of joining the 2021 trainee Panel Members.

4 Timescales

The table below shows the number of courses and / or workshops and online modules programmed in. There are numbers of participant space calculations and resource allocations sitting behind all of the programmes.

Timescales 2020

	September	October	November	December
Programm Pre-service D6	5			
Programm Pre-service D7	8			
Programm Pre-service Face2Face 0.5		5	5	
Programm Pre-service Face2Face 1		7		
Programm Pre-service E1				
Programm Enhanced Practice			2	
Programm MOH day 1	5	5	5	
Programm MOH day 2	1	2	4	5
Programm Redesign of Pre-service				
Programm PMLP - Refresher	5	5	5	
Programm AST LP QA course	3	3		
Programm AST LP Recruitment			3	4
Programm e-Learning	course 2.5		course 3.1	course 3.2
Programm CHS digital platform sem	3	2		
Programm LDC	0.5	0.5	0.5	0.5

5 Next steps

The Prospectus will be finalised and hosted online on the CHS Learning Academy site and a version produced for external partners. Academy staff will contact Area Conveners and their teams with up to date information on their community members and all training attendance / completion required of them.

6 To note

The Board is invite to note this update.