

BOARD MEETING

AGENDA

4th Meeting 2019/20

28th January 2020

The Board will meet at 13.00, CHS, Thistle House, Edinburgh.

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-1920-47	To approve the minutes of the previous meeting on 11 th of June 19
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1920-48	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-1920-49	For consideration and discussion
7	2019/20 Financial Forecast Outturn	EM	CHS-1920-50	For consideration and approval
8	2020/21 DRAFT Budget	EM	CHS-1920-51	For consideration and assurance
9	Q3 Performance Report	LH	CHS-1920-52	For consideration and assurance

10	DRAFT CHS Corporate Plan 2020/21 – 2022/23	EJ	CHS-1920-53	For consideration and discussion
11	DRAFT CHS Business & Corporate Parenting Plan 2020/21	EJ	CHS-1920-54	For consideration and discussion
12	Independent Reports for Hearings	CM	CHS-1920-55	For consideration and Approval
13	Digital Programme: 1. Digital Delivery Oversight Committee Update 2. Business Readiness & Roll out planning	HR LH	Verbal CHS-1920-56	For consideration and discussion For consideration and Approval
14	PPA - Role and function within CHS	CM	CHS-1920-57	For consideration and discussion
15	Connecting our Community	EJ	CHS-1920-58	For consideration and Approval
16	CHS Participation Strategy - Update	LH	CHS-1920-59	For consideration and discussion
17	Panel Member Recruitment Update	CM	CHS-1920-60	For consideration and discussion

Next meeting date: 28th /29th February – Board Strategy Weekend

Minutes of the Board meeting of 26 November 2019

The meeting started at 13:02.

In Attendance:

CHS Board:	Garry Coutts Henry Robson Jo Derrick	Chair ARMC Chair RAC Chair
CHS Team:	Elliot Jackson Ed Morrison Christine Mullen Michael Beardmore (item 8) Katie Crone-Barber (item 10) Franck David	National Convener/Chief Executive (NC/CEO), CHS Head of Finance and Resources (HFR), SCRA Head of Practice Improvement and Learning (HPIL), CHS National Quality and Performance Lead (NQPL), CHS (Acting) Information Governance Lead (IGL), CHS Business Support Team (minutes taker), CHS
Observing:	Iain Fitheridge Carol Wassell	Head of Childrens Hearings Team (HCHT), The Scottish Government Head of Area Support and Community Improvement (HASCI), CHS

Apologies:

CHS Board:	John Anderson Beth-Anne Logan Barbara Neil	Board member Board member Board member
CHS Executive Team:	Lynne Harrison	Head of Strategy, Development & Depute CEO, CHS

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time-scales
1	Declaration of interests	
	None.	
2	Minutes of previous meeting	
	The Board reviewed the minutes of the meeting of 17 September 2019.	

Board Decision:			
1. The Board agreed to approve the minutes of the meeting of 17 September 2019 subject to a minor amendment i.e. word "Board" missing in item 6.			
3	Matters Arising		
The Chair confirmed that there were no Matters Arising that were not captured on the Agenda.			
4	Action log		
The Chair confirmed that all items were on the Agenda for discussion.			
5	Chair update		
<ul style="list-style-type: none"> – The Chair reported that he recently attended the Our Hearing Our Voice event and was particularly impressed by how children and young people articulated their views in front of many influencers; the discussion was very much about the changes they wanted to see happen rather than talking about their own experience. The Board discussed that the format of such event could create good opportunities to listen to local communities, children and young people to better understand them and the personal stories behind the changes they want to see happen. – The Chair had an update meeting with the Deputy Director for Care, Protection and Justice at the Scottish Government to discuss development areas. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To send to Board members a link to the new OHOV's website. 2. To plan a development day in the new year between the Board of CHS and OHOV's. 3. To note the Chair's update. 		SMT	From Dec. 2019
6	National Convener/Chief Executive update		
The National Convener/CEO (NC/CEO) spoke to his first paper which had been previously shared:			
<p><u>Distributed Leadership</u></p> <ul style="list-style-type: none"> - With the support of the Area Conveners (ACs), the NC/CEO has instigated a review of the Area Convener Liaison Group (ACLG) to explore what form the next level of partnership working could take e.g. more visible, well established group wanting to be seen as leaders within CHS. A first meeting with ACs will be on 27 November to discuss the purpose of ACLG with a view to develop it. 			

	<p>National CHS Community Engagement Events</p> <ul style="list-style-type: none"> - The NC/ CEO recently wrote to all panel members to invite them to register for the first “engagement event” on 27 November 2019. The meeting is very much a listening exercise to better understand the views of the panel community and concentrate on how a programme of engagement with panel members around the country can be developed to make the changes/ improvements they would like to see happen. This conversation will take place in the wider context of the independent review of care. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To discuss an update report on community engagement at the Board meeting in January. 2. To note the NC/CEO update. 	NC/CEO	Jan. 2020
7	Finance Report: 2019/20 forecast outturn update		
	<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 with an additional carry forward of £59k at the end of 2018/19. – The report suggests an overspend of around £26k which would mean that available resources would amount to £33k in revenue. The latter may be used to support the digital systems rollout in the first half of 2020. – In terms of capital, the Board approved a budget of £75k with some of it already committed and a small carry-forward of £14k. At the moment, the capital position is that £58k need to be allocated for the rest of the financial year. – The staff forecast is very close to budget (-0.6%) and any savings in-year has been used to ensure operational priorities are covered e.g. extension of temporary contracts. – Training, travel and subsistence costs are higher than anticipated as a consequence of the National Team achieving greater visibility in the AST community, including the new ASIPs. – The forecast overspend on corporate costs reflects SMT’s plan to spend up to £20k on consultancy to assist delivering the Active Implementation Group’s work plan and to promote leadership and to support the ACLG. – A small underspend on Support for Hearings is a consequence of conducting AST meetings in Thistle House as this created savings. However, SMT intends to invest in a 3-day workshop, delivered by CELCIS, and to conduct further engagement events within the community to support the rollout of the digital programme, indicating a net £25k overspend on this line. – In terms of capital availability, SMT are discussing various proposals mostly around technology to support the national team and panel members. – The Scottish Government’s Spring Budget Review will happen in early December; this is a key milestone and the opportunity to move resources, mainly from SCRA to CHS, linked to the digital work e.g. licences cost, maintenance from Leidos. 		

	<ul style="list-style-type: none"> - The digital budget is largely on target. No over or under spend is expected this year. <p><u>Board discussion</u></p> <ul style="list-style-type: none"> - With the forthcoming general election there is an uncertainty re. the Scottish Government’s budget however, the HCHT said that the current budget levels for CHS would be protected. - The Board welcomed the 2019/20 forecast. <p>Board Decision:</p> <p>1. To note the Finance Report.</p>		
8	Draft Corporate Plan - update		
	<p>The NQPL spoke to the draft Plan which had been previously circulated:</p> <ul style="list-style-type: none"> - The production of the draft plan covering 2020-2023 was a milestone for delivery by the Active Implementation Group (formally the Guiding Coalition). - The Plan focuses on clarity, contributions from stakeholders and use of language. - The Plan has been brought in to the Board early in the year which is credit to the work of the NPQL and other partners. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> - The Board discussed the views that members had on what a Corporate Plan represents and its purpose; very often strategic plans are loaded with context and background information which can be detrimental to the content whereas what should matter are the concrete actions that make a positive difference. In effect, for the CHS Plan, the Board said that the themes should be more upfront to show the areas of focus of the organisation whereas past achievements, the connection between past and new objectives or between the strategic groups and partnerships, although useful, should be at the back of the Plan. The Board agreed that highlighting in the Plan the positive difference that panel members make was one of the key elements that would help demonstrate its purpose e.g. CHS is an advocate for high quality care, early intervention and an organisation that equips panel members with a variety of tools and training to make the best possible decisions for vulnerable children. - The HCHT was interested in the measurement framework which should set the targets for the period of the Plan to enable Scottish Ministers to understand and see what CHS will deliver. - The HCHT reported that the recently reviewed Panel Practice Manual had been put to a very good use at recent high profile pre-court hearing in terms of answering technical questions and preparing the case and arguments. <p>Board Decisions:</p>	NQPL	Dec. 19

	<ol style="list-style-type: none"> 1. The Plan is a one document that addresses many audiences; the Board agreed that the content page should signpost the themes to relevant audiences, theme by theme. 2. To highlight in the Plan the level of consultation, engagement, participation and empowerment that led to the draft. 3. To move actions and themes to forefront. 4. Scottish Government will circulate the final Plan to key areas. 5. To consider an updated version of the Plan at the January Board meeting and in March for final approval. 	<p>NQPL</p> <p>NQPL SG Board</p>	<p>Dec. 19</p> <p>Dec. 19 March 20 Jan. 20</p>
9	Digital business readiness - update		
	<p>The NC/CEO reported:</p> <ul style="list-style-type: none"> – The Audit and Risk Management Committee (ARMC) considered digital business readiness at its meeting on 12 November and discussed at length the reasons why SCRA’s roll out of the new systems would be delayed by 12 weeks (thus making it after Easter) i.e. issues affecting their Case Management System. – In the meantime, the CHS system is virtually good to go and the objective is still to start the roll out from the end of January onwards starting with Edinburgh and Aberdeen City; around 500 panel members will be testing the system live for a period of two weeks supported by clerks and the national team. <p><u>Board discussion</u></p> <ul style="list-style-type: none"> – The Board welcomed the update and whilst reiterating the importance of this project, agreed that its management provided a strong sense of reassurance and confidence to the members. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To note the update. 		
10	CHS Complaints Policy		
	<p>The Chair of the ARMC reported:</p> <ul style="list-style-type: none"> – The committee approved the policy following a thorough discussion at its meeting on 12 November and recommended to the Board to approve it also, subject to comments made by members mainly around consistency of language, options to consider (a normally inadmissible) complaint in exceptional circumstances, membership of the review panel, creation of a template to assist requesters. The IGL has now revised the policy to incorporate the committee’s feedback. The Chair thanked John Anderson for his input to the discussion based on his strong experience of dealing with complex complaints. 		

<p>The IGL updated the Board on the following:</p> <ul style="list-style-type: none"> – Since ARMC meeting the language around conduct and behaviour had been brought together, there is now more clarity about the governance structure in the Annex (the Board is not part of the review panel), there is consistency of explanations with strengthened examples. – The final Annex (KPIs) has been finalised and mirrors the SPSO model language (these KPIs are specific to complaints and are different from those that CHS set out as an organisation). – The policy will work in tandem with the new digital complaints module. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> – The Board discussed the policy and was pleased to see the accent put on front line resolution and was delighted that the policy stemmed from a good collaborative effort between the volunteers and the national team. There was a discussion about having a child friendly complaint policy and the Board was assured that this was currently in development; the IGL and the Communications Team are starting discussions with groups of children & young people and advocacy groups to understand the type of information they would want to see in the policy, how it should be presented and what would be needed to encourage them to make a complaint. The Board favoured the option where both the complaints policy before them and a child friendly policy would be joined in the some document. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To incorporate to the current policy a child friendly complaints policy. 2. To consider the updated consolidated policy at the January Board meeting. 3. To approve the complaints policy in principle subject to point 1 above. 4. To delegate the implementation of the consolidated policy to the NC/CEO and ACs by the end of March/ early April 2020. 	<p>IGL IGL NC/CEO</p>	<p>Dec. 19 Jan. 20 March/ April 20</p>
<p>11 2019 Panel Member Recruitment Campaign</p>	<p>The HPIL spoke to the Report which had been prepared by the Recruitment & Retention Lead and the Comms & Engagement Lead.</p> <ul style="list-style-type: none"> – The campaign was positive and attracted 1,419 applications for an overall target to appoint 577 new Panel Members. Despite this, there is a relatively low number of individuals going to training: <ul style="list-style-type: none"> o One area did not recruit o 11 areas recruited the number of people they had set as a target o 10 areas are going forward with less people than they require – An early analysis of the figures suggests that when drops in numbers occur there appears to be a correlation with the selection process. As an example, Highland & Moray received 85 application for 61 roles required. However, out of the 85 applications only 35 people were interviewed and 26 appointed. 	

	<ul style="list-style-type: none"> – Partners are currently doing their baseline assessment work of the campaign which will provide data about how processes were carried out locally. The Retention and Recruitment Reference Group (RRRG) is also working to understand these results more fully and will feed back to the Recruitment & Retention Lead. – This year’s campaign saw a greater involvement of children and young people but also, the questions have changed and were a little bit more stringent; this may have had an impact on the low conversion rate. – Historic data indicate that a natural drop out in numbers happens at the time of pre-service; this year too will be monitored and will confirm if that trend is followed. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> – The Board discussed the variances in practice across areas and was reassured that an analysis of the data would help better understand the quality conversion and bring valuable information to prepare next year’s campaign. Indeed, this is the first year where data indicate that some areas are below their target. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To consider an updated report from the HPIL at the January Board meeting incl. in-depth analysis of the reasons for the low number of individual recommended for training. 	HPIL	Dec. 19
12	CHS Learning Academy Prospectus 2019 - 2020		
	<p>The HPIL spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The prospectus this year is very much digital; upon signing in, any member of the CHS community will be taken to a route that suits them i.e. New Panel Member Programme, Existing Panel Members, AST Learning Programme, etc. – CHS made a significant effort to enhance the online graphic design of the prospectus to make it more user friendly, clearer and to the point. <p><u>Board Discussion:</u></p> <p>The Board welcomed the launch of the online prospectus which contains a good level of details and in particular the introduction of personal development courses such as Emotional Intelligence, Managing Stress.</p> <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To note the report. 		
13	Area Support and Improvement – Update on Progress		
	The NC/CEO spoke to the report which had been previously circulated:		

	<ul style="list-style-type: none"> – Carol Wassell has recently been appointed at the Head of Area Support and Community Improvement (HASCI) and she will start on 13 January 2020 with an extensive induction programme. – The Partners have been working on a baseline assessment for their respective area which will help SMT and Carol to better understand the current landscape across ASTs. – The NC/ CEO has started a series of “check in” meetings with ACs to discuss topics such as workload, planning, engagement, raising profiles, developing partnership working, priorities, etc. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To consider a substantive report at a future Board meeting (March 2020 if feasible, otherwise June). 2. To note the report. 	NC/CEO	March 20 tbc
14	Review of the Board Standing Orders		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The Board of CHS last reviewed and approved its Standing Orders (SO) at its meeting in November 2018. Significant amendments to the Standing Orders have been made over time. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> – The Board discussed whether a change to the provision relating to the chairmanship of the Remuneration and Appointments Committee (RAC) should be made so that the chairmanship would not fall automatically on a specific member. The Board agreed that paragraph 13.5 should be deleted i.e. “The Deputy Chair of CHS Board chairs the Remuneration and Appointments Committee.” – The Board queried whether the UK Corporate Governance Code 2018 had been consulted in reviewing the Standing Orders. It was said this had not been the case and that any example of good practice in the Code that could be applied to the Board’s Standing Orders would be considered at the next review. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To approve the Board’s Standing Orders subject to deletion of paragraph 13.5. 		
	The Chair thanked everyone for their contribution.		

The next Board meeting will be on 28 January 2020, Thistle House Edinburgh. The meeting closed at 14.13.

Children's Hearings Scotland Board Action Log
Updated on 20th January 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	Moved to February 2020
2	To consider a report on plans to ensure a successful step change to help draw enough people from non-traditional backgrounds including training and support.	Sept	January 20	CM	Not yet due
3	To consider an updated 5 year financial plan at a future meeting with feedback from the Scottish Government.	Sept	March 20	LH	Not Yet Due
4	Annual Review of Appeals	Sept	Sept 20	CM	Not Yet Due
5	Look to arrange a development session with OHOV Board in 2020	November 19	Before November 20	LH	Not Yet Due
6	To consider an update report on Community Engagement plans	November 19	January 20	EJ	On Agenda
7	To consider an update DRAFT Corporate Plan 2020/21	November 19	January 20	EJ	On Agenda
8	To look at the creation of a child/young person friendly complaints policy	November 19		LH	Not Yet Due
9	To consider a report on recruitment and recommendations for training	November 19	January 20	CM	On Agenda
10	Update on progress of implementation and impact of ASIP role	November 19	March 20	CW	Not Yet Due

Agenda Item 7 – CHS-1920-50

Finance Report: 2019/20 forecast outturn update

Accountable Director:	Director of Finance
Report author:	Ross Mackenzie
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required
	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1 Background, summary and recommendation

- 1.1 The revenue grant in aid allocation for CHS for 2019/20 is £4.5m, excluding any funding to be transferred from SCRA in respect of the joint digital programme with SCRA. The Board approved a revenue budget of £4.575m in March, anticipating £75k of carried-forward resource underspend from 2018/19. Carried-forward resource was £134k, i.e. £59k more than was anticipated at the time the budget was set.
- 1.2 The capital grant in aid allocation for CHS for 2019/20 is £75k. After adjustments for ICT spend and Ladywell House dilapidations, a carried-forward underspend of £14k is available in 2019/20. £31k has been spent on the remaining furniture kit-out of Thistle House: therefore, capital resource still available for allocation in 2019/20 is £58k.
- 1.3 Additionally, £215k of digital resource is available for 2019/20, as detailed in paragraph 3.1.
- 1.4 This paper summarises the indications of the 2019/20 budget position: a forecast revenue underspend of £30k to budget, resulting in a potential carry forward underspend of £89k. Board members are asked to note the SMT's spending plans in furtherance of CHS's business plan objectives.

2 2019/20 Financial Position

- 2.1 The year to date (YTD) underspend on volunteer training has arisen from the timing of invoicing from West Lothian College. The underspend on volunteer recruitment relates to campaign contingency that is being recycled into accelerating spend from 2020/21.
- 2.2 The YTD overspend on property relates to Thistle House works to be capitalised.
- 2.3 The staff forecast suggests net savings of £51k, in excess of the savings targets established as part of budget-setting. The savings arise primarily from recruiting to the ASIP roles later than anticipated, but also accrue from vacancies, a career break and restructuring. This figure is net of pressures, backfills and decisions to recycle savings.
- 2.4 Training, travel and subsistence costs are higher than anticipated as a consequence of the National Team achieving greater visibility in the AST community, including the new ASIPs and Head of Area Support and Community Improvement. Staff recruitment costs are also a part of this line of expenditure and have been higher than budgeted.

Finance Report as at 31 December 2019						
	Actual YTD Period 9	Variance YTD Period 9	2019/20 Annual Budget	2019/20 Forecast	2019/20 Forecast Variance	2019/20 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	1,276	-39	1,790	1,739	-51	-2.8
Board	33	+3	45	51	+6	+13.3
Training, travel and subsistence	92	+32	80	120	+40	+49.3
Property	91	+37	107	107	+0	+0.0
Other Operating Costs	39	+5	63	50	-13	-21.0
ICT Costs	247	-10	355	348	-7	-2.1
Corporate Costs	13	+3	76	96	+20	+26.2
Panel and AST Expenses	227	-3	575	545	-30	-5.2
Panel and AST Training	664	-74	1,174	1,174	+0	+0.0
Support for hearings	10	-7	32	52	+20	+62.5
Volunteer recruitment	143	-35	182	182	+0	+0.0
PVGs	26	+2	30	30	+0	+0.0
AST Devolved Funding	15	-11	66	56	-10	-15.2
Income	-4	-4	0	-5	-5	-
Total	2,872	-101	4,575	4,545	-30	-0.7

- 2.5 The forecast underspend on operating costs stems from producing the Practice and Procedure Manual online instead of hard copy.
- 2.6 The forecast overspend on corporate costs reflects SMT's plan to spend up to £20k on consultancy to assist delivery of the Active Implementation Group's workplan, to promote leadership and to support the Area Conveners' Liaison Group (ACLG).
- 2.7 Panel and AST expenses in 2018/19 were £535k. Despite revisions to the expenses policy and the advent of online expense claims within 12 months, there remains a possibility of further underspend on this line.
- 2.8 The payment profile from West Lothian College in October 2018, forecasting venue costs as well as scheduling the regular settlement of overheads, proved accurate, giving SMT confidence that their 2019 profile will be accurate and therefore no overspend is anticipated on this line. SMT would seek to reinvest any savings arising into responding to additional training needs.
- 2.9 A modest underspend on Support for Hearings is a consequence of conducting AST meetings in Thistle House. However, SMT is investing in a 3-day workshop before April, delivered by CELCIS, and will conduct further engagement events within the community to support the rollout of the digital programme.
- 2.10 The £30k forecast underspend above, with the additional carry-forward resource of £59k, leaves a projected £89k of resource to further support CHS's business plan objectives including digital systems rollout in the first half of 2020.

2.11 Capital resource of £58k is available in the remainder of 2019/20, as described in paragraph 1.2. Digital funding has been provided for many small scale items (see paragraph 3.1 below): Whilst SMT is looking at other potential projects to support efficient working in Thistle House and/or digital systems rollout it is expected that the underspend of £58k can be utilised in 2020/21 to support digital developments.

3 Digital Programme

3.1 CHS is in receipt of £215k from the £2.5m allocated to the Joint Digital Programme in 2019/20. This is to fund:

- £67k of volunteer training and potential provision of non-SCOTS devices to Learning and Development Coordinators;
- £5k of further Digital staff training;
- £6k of legacy system running costs;
- £64k on the Microsoft Enterprise Agreement to license the use of CSAS;
- £29k on CSAS support and maintenance; and
- £44k on a variety of small-scale projects including National Team training and AST member training on Microsoft Teams (£10k), CSAS training for clerks (£5k), microphone installs for Thistle House (£2k), piloting airport-style electronic evaluation terminals in some Hearing centres (£4k), a refresh of National Team technology (£16k) and the provision of devices to Area Conveners (£7k).

4 Conclusion

4.1 This paper summarises the indications of the 2019/20 budget position: a forecast revenue underspend of £30k to budget, resulting in a potential carry forward underspend of £89k. Board members are asked to note the SMT's spending plans in furtherance of CHS's business plan objectives.

Agenda item 8, CHS-1920-51

Draft 2020/21 Budget

Accountable Director:	Director of Finance
Report author:	Ross Mackenzie
Recommendation(s):	To note the draft 2020/21 budget and comment on the areas for challenge and review at section 3.15
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required
	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes

1 Background

- 1.1 CHS's grant in aid (GIA) in 2019/20 was £4.5m revenue and £0.075m capital. The Scottish Government revised Budget date is now 6th February (delayed due to the timeline for the UK Budget) therefore the Senior Management Team (SMT) expects to be informed before the March Board meeting of CHS's confirmed funding. Pending this information, SMT has drafted the 2020/21 budget on the presumption of "flat cash", plus an increase in funding of £100k to provide Independent Reports to Hearings throughout 2020/21.
- 1.2 CHS identified a revenue requirement of £5.19m in the latest five year Financial Plan. This included additional investment in Young Panel Member training (£95k), digital technology for panel members (contribution model, £184k) which are not included in the draft 2020/21 revenue budget plans.
- 1.3 SMT anticipates a revenue underspend of £89k in 2019/20 that is required to support business priorities in 2020/21 including successful delivery of the joint digital project. Thus, available revenue funding in 2020/21 is estimated as £4.689m.
- 1.4 A capital underspend of £58k is anticipated in 2019/20 and again this will be required in 2020/21 to support digital developments. There is a presumption of between £75k and £100k of capital funding in 2020/21 in line with requirements identified last year. Thus available capital funding in 2020/21 is estimated at between £133k and £158k.
- 1.5 Lastly, a change in the accounting treatment of leases from 1 April 2020 means that part of CHS's revenue GIA, that would have been spent on the rent of Thistle House and the CSAS Enterprise Agreement, will be converted into capital during 2020/21. This does not affect the overall resources available.
- 1.6 The Digital Programme for which CHS and SCRA are jointly responsible has funding in 2020/21 of £1m.
- 1.7 The first draft budget contains revenue spending plans totalling £4,967k (excluding Independent Reports) which is £278k over available grant in aid resource.

2 Recommendation

- 2.1 Board members are asked to note the draft 2020/21 budget and comment on the areas for challenge and review at section 3.15.

3

Initial Draft 2020/21 budget consolidation				
	2019/20 Budget	2019/20 Forecast	2020/21 Draft Budget	Increase from 19/20 Budget
	£000	£000	£000	£000
Staff	1,790	1,739	1,917	+127
Board	45	51	50	+5
Training, travel and subsistence	80	120	99	+19
Property	107	107	107	+0
Other Operating Costs	63	50	53	-10
ICT Costs	355	348	355	+0
Corporate Costs	76	96	68	-8
Panel and AST Expenses	575	545	719	+144
Panel and AST Training	1,174	1,174	1,184	+10
Support for hearings	32	52	125	+93
Volunteer recruitment	182	182	182	+0
PVGs	30	30	30	+0
AST Devolved Funding	66	56	78	+12
Income	0	-5	0	+0
Total	4,575	4,545	4,967	+392

- 3.1 The **staffing** budget includes a headcount of 36.8 FTE.
- This does not include the Head of IT, whose employment costs are anticipated to be met from the joint Digital Delivery funding, nor the two senior managers whose services are delivered via shared services with SCRA.
 - The budget reflects anticipated 2020/21 pay policy of 3% on all scale points below £36,500 and 2% on those over £36,500.
 - The figure above does not include a savings target.
- 3.2 After challenge and review has concluded, SMT will confirm a baseline headcount establishment profile and report this, along with the governance principles, to the Board in June.
- 3.3 The **board** budget presumes a full complement of members and recognises an increase in ongoing activity.
- 3.4 **Training, travel and subsistence** has increased by £19k, recognising the commitment to keep National Team staff visible within the community and highly skilled.
- 3.5 As mentioned in section 1, the **Property** budget will be split in due course between capital and revenue during 2020/21 in discussion with Sponsor Team.
- 3.6 Last year, **Other Operating Costs** included a £10k provision for completion of the Community Survey. All remaining costs are anticipated to be managed within the current budget.
- 3.7 The provisional **ICT** budget reflects no change at this stage. An analysis of the revenue costs associated with the new digital system is being updated and at this stage it is estimated that the revenue budget of £355k could be reduced by up to £60k in part due to some of the first year CSAS costs being met from the joint digital budget shared with SCRA.

- 3.8 **Corporate costs** comprises audit, shared services (including SMT joint posts) and corporate legal and actuarial fees. The £8k decrease reflects a reduction in the support required from SCRA as part of shared services due to more skills being available in-house.
- 3.9 Proactive encouragement of volunteers to claim expenses, and the roll-out of the facility to claim expenses online, is expected to increase the number of claimants within the CHS Community. Therefore the **panel and AST expenses** budget has been increased by £144k (25%) to reflect a higher spend than the 2019/20 forecast.
- 3.10 The **panel and AST training** budget reflects a similar spend pattern to 2019/20, with any contract savings being redeployed towards additional training provision. The £10k uplift reflects anticipated SQA costs relating to the volunteers' Personal Development Award (PDA).
- 3.11 **Support for Hearings** comprises reference groups and networks, Area Convener liaison, any national events, specific participation and engagement including children and young people not related to recruitment, and independent legal advice relating to practice. This new £125k budget reflects SMT's ambition to embark on a programme of national activity - 'Connecting our Community' to enable our volunteers to feel better connected with CHS as an organisation and enable them to more actively engage with the National Convener and National Team, enabling us to better listen to and capture their views on key strategic issues.
- 3.12 **Volunteer recruitment** nominally breaks down as £172k dedicated to the annual panel member recruitment campaign, plus £10k for AST recruitment. No further spend on the campaign essentials is anticipated in 2020/21.
- 3.13 **PVGs** are anticipated to continue to cost £59 for each of 500 new volunteers.
- 3.14 **AST devolved funding** has been increased modestly by £500 per AST to support local participation of Children and young people, plus £1k National provision. The distribution of this across ASTs may be reviewed in light of different areas' requirements and spending patterns.

3.15 The current draft budget expenditure is £278k higher than available funding. Including £85k for the anticipated costs of providing Independent Reports the budget gap is £363k. SMT is considering a number of options to achieve the required net reductions in order to balance the budget prior to Board approval in March 2020, including:

- Inclusion of a staff savings target of £65k (3.4%) is felt to be realistic;
- Removal of up to 2.5 FTE new posts reducing the budget gap by £100k;
- Potential reduction of up to £60k in ICT budget;
- The 25% uplift (£144k) in Panel and AST expenses is based on the 2019/20 budget of £575k. A more modest uplift of £94k, given the current 2019/20 forecast, is more realistic and would reduce the budget gap by £50k;
- Review of the Connecting our Communities programme could enable a reduction circa £100k.
- Removal of additional devolved funding provision of £12k.

3.16 If CHS receives the full extent of required funding of £5.2m SMT will focus on a prioritisation exercise in February to ensure resources are allocated in line with the Financial Plan and Corporate Plan priorities for 2020/21

Digital Strategy

3.17 The Digital budget profile presented to Scottish Government identified a requirement for £0.25m revenue and £0.75m capital to support the last year of the joint Digital Strategy. The contract for development of new core systems was signed in December 2017 and the main focus of activity and spend in 2019/20 is the Beta and MVP/Go Live phases of system development and implementation. The Go Live phase will continue into 2020/21 as the Minimum Viable Product is delivered by the end of 2019/20.

The draft Digital budget as developed by the Digital Programme Director is shown below. The capital/revenue split is a best estimate at this stage.

Project title	2020/21	
	Capital £000	Revenue £000
Aim One – Development	225	
Aim One – Support costs		59
Aim One – Licence costs		98
Aim One – Hosting costs		18
Aim One – Parallel running costs		72
Aim One – Internal costs	60	
Aim One – Contingency	138	
Aims 2, 3 and 4 – CHS\SCRA Business Digital Activity	330	
TOTAL	753	247

Capital

- 3.18 SG have indicated a capital budget of between £75k and £100k for CHS in 2020/21, aside from whatever capital provision is made for leases as a conversion from existing revenue resource. SMT anticipate a capital underspend of £58k in 2019/20 which will be factored in to draft plans for capital expenditure in the first quarter of 2020/21 and presented to the Board in June.

4. Next steps

- 4.1 SMT will further review the draft 2020/21 budget at a “Challenge and Review” session on 4 February, in order to close the budget gap of £363k.
- 4.2 On 3 March SMT plans to sign off on the formal budget for presentation to the Board on 17 March.

5. Conclusions

- 5.1 Each area of the 2020/21 draft budget has been reviewed by the members of SMT individually responsible, with due reference to the areas considered a priority by SMT as a whole and the Board.
- 5.2 SMT will continue to make the case for additional funding in 2020/21 in line with the Financial Plan. Should there be no allocation of additional funding SMT will close the £363k gap at Challenge and Review.
- 5.3 Board members are asked to comment on opportunities to achieve £363k of 2020/21 budget reductions as listed in paragraph 3.15 while minimising the risk of adversely impacting the achievability of CHS’s corporate priorities.

CHS Board Agenda Item: 9 CHS-1920-52

Quarter 3 Performance Report

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

Yes

No

1. Introduction / Purpose:

This paper collates progress updates on 2019-2020 Business Activities and KPIs for Quarter 3, provided by accountable individuals.

2. Changes To 2019-2020 Business Actions:

Due to a combination of capacity, the changeable external environment and the reprioritisation of work, it is proposed that the following actions be taken on the business activities from the 2019-2020 Business Plan listed below:

Business Activity	Proposed Action
We will review our National Standards to drive improvement and enhance Panel Member performance.	Roll forward in to 2020-2021 Business Plan
We will deliver two 'learn from the experts' events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	Roll forward in to 2020-2021 Business Plan
We will drive up quality and consistency in our key objectives through the design and delivery and of a bespoke quality improvement framework.	Postpone work, pending completion of dependant work

3. Recommendation

The board are asked to review the report and approve the proposed actions.

Performance Report 2019-2020

Quarter 3

(October, November, December 2019)








children's
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Quarter 2 Organisational Summary

	# of Business Activities					# of KPIs		
						Currently Achieving	Currently Not Achieving	Not Yet Due
1. Modernise	3	4	0	0	5	2	0	1
2. Recruit	2	4	0	0	0	1	1	3
3. Train	6	0	0	0	2	2	0	7
4. Support	4	3	0	0	2	3	0	1
TOTAL	15	11	0	0	9	8	1	12

Key:

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

Abbreviations:













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

Business Objective 1




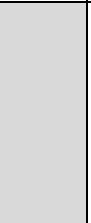






We will lead change to modernise the Children’s Hearings System to deliver better experiences and outcomes for children and young people.






No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
1	We will improve how children’s hearings are conducted by: - Developing and implementing policy on management of hearings - Preparing new practice guidance - Strengthening training for panel chairs	P&PL	April - June	●	●	●		<ul style="list-style-type: none"> Practice guidance on chairing included in new Chapter of digital Practice and Procedure Manual Leadership training and Management of Hearings training in place and subject to regular review by practice team Feedback from ASIP baseline assessment on implementation of chairing policy now being analysed to assess impact
2	We will promote child-centred practice in hearings through <i>Our Hearings, Our Voice</i>	P&PL	April - March	○	○	○		<ul style="list-style-type: none"> Future options dependent on OHOV capacity and agenda driven by OHOV Board
3	We will design intuitive, user focused digital systems that enhance our volunteering experience.	DPDL	April - November	●	●	●		The delivery of the Joint Digital Delivery Programme continues to be supported by a programme of User-Centred Design activity, with regular releases to our Pre-Production environment for Extended Testing with volunteer users.
4	We will ensure that the CHS community is equipped and ready for our new digital systems through a business readiness programme.	BM	April – March	●	●	●		Business Readiness resources have been secured internally with a full time Project Manager and Digital Engagement Lead now in place and BR Lead at 0.6 fte. A masterplan is in place to direct business readiness activities across all services. Business Owners for each service being developed have identified stakeholders, training approaches and policy and process impact for the organization. All services are now fully available in the pre-production environment for testing

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
								and wide engagement including a mixture of testing, engagement and show and tell has taken place across all ASTs and has been well attended and received by our volunteer community. Specialist engagement amongst key roles i.e PPAs, LDCs & Rota Manager have also been taking place, with some Rota workshops run in conjunction with SCRA. Engagement and training with CHS Learning Academy Team has also taken place. A series of online modules to support each of the services have been produced and are available on our CHS Learning Academy portal from end December 2019.
5	We will review our National Standards to drive improvement and enhance Panel Member performance.	P&PL	April – March					Work overtaken by redevelopment of CHS strategic planning
6	We will collaborate with the Independent Care Review to implement initiatives that improve the experience of children and young people attending hearings.	P&PL	April – September					<ul style="list-style-type: none"> ICR Journey phase now complete – PPL contributed to final report to review Co-Chairs from Care and Justice Journey Group submitted Oct 2019 and attended national ICR event on 23 November. awaiting publication of IRC final recommendations and implementation plan
7	We will work with SCRA to monitor the number of upheld appeals against hearings and implement an improvement plan.	Q&PL	April-March					National Convener presented a paper to the Board on appeals data in Quarter 2. Additional discussion with SCRA will be required if further work is identified.
8	We will publish a report on the implementation on hearing decisions by local authorities, and work with partners to evidence impact.	Q&PL	April-March					Scoping of Feedback Loop situation is continuing. The best approach to future publications is in discussion within CHS.



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
9	We will ensure that high quality information and resources are available on CHIRP, that support Panel Member's decisions making role.	P&PL	April-March					<ul style="list-style-type: none"> Monthly practice updates in CHS newsletter Comprehensive guidance in digital PPM Practice team developed online training resources now available on CHSLA on 'decision-making about contact' Developed online training module on implementation of ACR for launch in January 2020
10	We will develop a strategy for inclusion, with a focus on BME communities, to ensure the Children's Panel reflects the diversity of children and young people involved in the hearing system	P&PL	April-March					<ul style="list-style-type: none"> Remit, workplan and membership of national Workgroup on BME agreed – CHS leading this work Practice team developed online training resources now available on CHSLA about 'equality and diversity' Practice team attended seminar on facilitating inclusion of people with autism in public services and discussions underway with SG about resources to upskill panel members The Practice and Procedure Manual includes a chapter on 'Minimising Barriers in the Hearing Room' with guidance for Panel Members to better understand and support diverse communities in hearings
11	We will improve the volunteering experience for the CHS community through the launch of our new digital systems.	JDPD	November - March					Development of our second generation of digital systems for the CHS Community is progressing under the Joint Digital Delivery Programme. CHS/SCRA are jointly developing new digital services to support the hearings system. As digital services are developed they are released into a test environment to enable us to testing and gain feedback from our volunteer community. To date we have tested Expenses, Observations, Training & Events, Volunteer Management, Concerns & Complaints and aspects of Rota Management. Feedback has been very positive with volunteers telling us the system is intuitive, easy to use and will make their volunteering role easier to undertake. Testing, feedback and

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
								familiarisation activities will continue through until launch of fully developed services in 2020.
12	We will provide advice to government and other partners on: - implementation of UNCRC principles in relation to youth justice and the Children's Hearing System - raising the age of criminal responsibility.	P&PL	Subject to Parliament timetable					<ul style="list-style-type: none"> • CHS participates in group overseeing implementation of Age of Criminal Responsibility (Scotland) Act 2019 and reviewing ACR upwards • Practice team participation in Whole System Approach implementation group. • Joint work with SG underway to reform existing regulations and legislative change pending UNCRC implementation

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of ICT calls resolved within service level agreement	BM	90%	90%	Year to date: 93%	Q1: 84%; Q2: 96%; Q3: 100%
% of positive Community Survey feedback on online practice support	Q&PL	46% (2017)	55%	N/A	Precise question for measure was not asked in community survey in order to provide comparison with previous surveys. However, 77% of panel members agreed that practice updates help them improve their practice. This was a much improved statistic reflecting a 28% increase in satisfaction levels.
% of positive user feedback on new digital systems	BM	New Measure	80%	Not Yet Due	New systems not yet due for launch.

Business Objective 2

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
13	We will work with young people who have lived experience of children's hearings to co-produce refreshed recruitment creatives which attract diverse and committed volunteers.	R&RL C&EL	April – August	●	●	●		<p>Throughout Q1 and Q2 we worked with young people to help guide the tone, language and look and feel of the 2019 recruitment campaign creative. This year's campaign focuses on the qualities that people can bring to the role of a Panel Member.</p> <p>In July, the Communications Team worked with a number of people with lived experience to produce a film to support the static advertising campaign which talked to the qualities people who have experience of children's hearings would like to see in Panel Members.</p>
14	We will review our recruitment processes, and carry out a Panel Member recruitment and selection process to appoint around 450 new Panel Members.	R&RL C&EL	April-October	●	●	●		477 potential volunteer Panel Members confirmed for Pre Service Training. Appointments will be made in May 2020.
15	We will review our recruitment processes for AST members, seeking to fill all vacant volunteer posts within four months of advertising.	R&RL C&EL	April – March	●	●	●		Review of AST roles ongoing with advisory group, RRRG and Communication Team to enact a proactive approach to recruitment for these roles.





No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
16	We will expand the involvement of young people in the recruitment of volunteers in our ASTs by developing supportive relationships with children and young people in their local areas.	R&RL C&EL	June – November	○	●	●		With the set up of the Participation Group and the explicit advice to the AST recruitment teams, a structured, partnership approach was undertaken to involving young people in the full PM recruitment process in ASTs not accustomed to this involvement.
17	We will seek to reappoint approximately 975 Panel and AST members across Scotland, ensuring that they continue to have the skills and qualities to be CHS volunteers.	R&RL	April - June	May: ● June: ○	●	●		An approx. 120 Panel Members are scheduled for re-appointment in March 2020 to augment the numbers re-appointed in May and June 2019.
18	We will continue to work with the CHS community to recognise and value the contribution of our volunteers in protecting Scotland's most vulnerable children and young people.	R&RL	April - March	●	●	●		With the Communications Team, colleagues working locally and re-appointment/resignation letters, we emphasise the value of the Panel and AST contribution.

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of new Panel Members appointed aged 25 and under (September 2019 cohort)	R&RL	8%	12%	Not Yet Due	Extended the definition of a young person to under 30. To date, 19% of trainees confirmed in November 2019 are under the age of 30.
% of new Panel Members appointed that are male (September 2019 cohort)	R&RL	30%	38%	Not Yet Due	33% of trainees confirmed in November 2019 are male.
% of volunteer posts filled within 4 months of advertisement	R&RL	New measure	90%	Not yet due	Tracking system being put in place to measure this KPI.
No. of ASTs including young people in recruitment	R&RL	New measure	100%	Not achieved – 40%	This is an aspirational target and approx. 40% of ASTs embedded the involvement of young people in their processes and through local partnerships.
% of CHS Community members who feel the contribution they make to CHS is valued.	R&RL / Q&PL	75% (2017)	78%	85%	Target achieved

Business Objective 3

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
19	We will deliver, through our Learning Academy, a Professional Development Award to our trainee Panel Members through a blended learning approach.	NTL	December-March	○	○	○		Trainee Panel Members will begin pre-service January 2020 (Quarter 4).
20	We will deliver, through our CHS Learning Academy, our new Panel Member Learning programme, linking learning and practice together based on CHS values, National Standards and competencies.	NTL	May-November	●	●	●		All Panel Member Learning programme courses successfully concluded in 29 th November 2019. Leadership in the Hearing Room achieved 96% satisfaction; Improving Outcomes for Children and Young People 93%.
21	We will deliver our new AST Learning programme to induct and develop new and existing AST members in all aspects of their roles.	NTL	April – October	●	●	●		AST Learning programme concluded 29 th November 2019. This programme consisted of 6 courses including Quality Assurance (95% satisfaction); Supportive Conversations and Managing Conflict (96% satisfaction).
22	We will deliver two 'learn from the experts' events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	NTL	April and December	●	●	○		It has not been possible to deliver the anticipated learn from the experts courses. This activity is intended to roll in to next year to compliment other activities. A number of possible options for the seminars have already been identified.

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
23	We will implement a new online Knowledge Hub through the CHS Learning Academy to host flexible learning opportunities and resources.	NTL	April – March					This is now launched and delivered, with generic courses being uploaded on a timely basis. Currently there are 10 quality assured courses uploaded and the latest addition of cyber security was launched by the end of August. Courses on ACR and Child development have been completed ready for launch,
24	We will deliver an expanded programme of PPA training to enhance our approach to quality and national consistency.	NTL	April – March					QA course uptake is still low and additional resources have been put in around uptake. These are; Key focus for The partners to target within their area, direct communication with ACs. In addition we have added 2 extra courses for the QA course in the autumn to ensure we are providing sufficient opportunities for PPAs to attend.
25	We will partner with local Learning and Development Coordinators to complement national training through the roll out of a consistent programme of local learning and development.	NTL	April – March					LDC forum meets three times a year, and these have now been completed. This will continue next year.
26	We will launch an online Practice and Procedure Manual which provides Panel Members with access to current policy, good practice and legislation.	P&PL	April-September					<ul style="list-style-type: none"> • Successful launch and rollout of digital PPM with approx. 9000 downloads to date via CHIRP and CHS website • Direct training delivered in AST areas by Practice team and ASIPs • Excellent feedback from Panel Members on content and ease of use • Preparation of content underway for first update in May 2020 of two planned 2020













KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of applicants recruited that successfully complete our seven day pre-service training	NTL	92%	95%	Not Yet Due	This refers to completion rates amongst the Summer 2019 cohort of Panel Members.
% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	NTL	82%	85%	Not Yet Due	
% of positive course evaluation responses received for AST training	NTL	96%	97%	Not Yet Due	
% of positive course evaluation responses received for national training	NTL	New measure	97%	Not Yet Due	
% of positive course evaluation responses for masterclass events	NTL	New measure	90%	Not Yet Due	
% of CHS Community Survey respondents who believe they have the skills and knowledge to carry out their role	NTL / Q&PL	98%	98%	98%	Target achieved with 98% of Panel Members agreeing to this statement alongside 99% of AST member.
% of panel members successfully completing Leadership in the Hearing Room	NTL	New Measure	90%	Not Yet Due	
% of CHS Community survey respondents who feel well trained to carry out their role.	NTL / Q&PL	89%	92%	93%	Target achieved for existing Panel and AST community with 95% of those trained in the most recent pre-service period noting that training equipped them to carry out their Panel Member role
% of Pre-service trainees who felt that the learning objectives were met.	NTL	New measure	95%	Not Yet Due	

Business Objective 4

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
27	We will implement a new integrated volunteer support model across Scotland to ensure high quality, consistent and sustainable support for our volunteers	SMT; ACs	April – March	●	●	●		All ASIPs are now in post and have undergone central and local inductions. Initial focus has been on familiarisation with local environment.
28	We will drive up quality and consistency in our key objectives through the design and delivery and of a bespoke quality improvement framework.	Q&PL	May – March	●	●	○		Benchmarking exercise was undertaken by ASIPs in Q3. The production of a bespoke quality improvement framework how now been put on hold, pending further staff and volunteer training and standards work.
29	We will listen and respond to the views and experiences of our volunteers through the delivery and reporting of our biennial Community Survey.	Q&PL	July – September	○	●	●		Survey completed with a 49% upper response rate. All formal communications of the results are expected to be completed by the end of September. On-going analysis results will inform future work.
30	We will drive consistency in Panel Member practice through an enhanced programme of observation and feedback.	CPLs	May – March	●	●	●		Quality Assurance training through the Learning Academy now live. Policy change (meaning PPAs have access to previous observation) started on 1 st July. Digital developments will enhance observations further in 2020.
31	We will support ASTs to work with local partners to deliver a nationally consistent approach to embedding Better Hearings standards, Corporate Parenting and Children's Services Planning.	ASIPs	April – March	○	○	○		Central and Regional National Team members are continuing with this work. ASIPs have spent time understanding local implementation of standards and practices. A baseline snapshot of this was undertaken at the end of quarter 3, and is now being analysed for key themes and areas of work.



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
32	We will put in place a code of conduct for the CHS community which will improve standard and maintain the integrity of a skilled and effective national Panel.	P&PL; CSLs	April – March					<ul style="list-style-type: none"> Final scoping of content and structure to be agreed with Head of Practice and Learning on 17 January Version 4 to be circulated to working group and signed off by SMT/Board in February Communications and implementation plan to be developed for launch in April
33	We will launch a programme of volunteer communications and engagement including refreshing the corporate website, launching of monthly newsletter, Community Survey, and social media.	C&EL Q&PL	July – September					<p>The plans for the new website are well underway but the launch date has been slightly delayed due to the focus on digital. The launch is likely to be end of March 2020.</p> <p>We continue to build engagement through social media and our community newsletter, managed by the Communications Officer, and the success is evidenced through greatly improved results in the Community Survey.</p>
34	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people.	C&EL	1-7 June					<p>Planning for Volunteers' Week began in Q1 and involved a series of short films, quotes and photos of our volunteer community that will showcase who they are as people, and the impact they make on the lives of children and young people. Filming and development took place in Q2.</p>
35	We will invest in the CHS national team to ensure we are equipped with the skills to lead and deliver the modernisation and digital agenda.	HR/ ODL	April - March					<p>Programme of Microsoft Office training took place in Q3. Same supplier is due to deliver further training in Q4, directly complimenting developments in the new digital system.</p>

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of (EIR, SAR and FOISA) information requests responded to within statutory timescales	IGL	97%	100%	100%	
% of complaints managed by the National Team responded to within SPSO timescales	IGL	92%	100%	100%	
% of supplier invoices not in dispute paid within 10 working days	Business Support	86%	90%	Q3: Not Yet available	Q1: 96.8%; Q2: 78.9%
% of CHS employee attendance	Business Support / HRODL	99% short term	93%	Short Term = 98.4% Long Term = 95%	Absence rates for both long term (95%) and short term (98.4%) absences remain similar to the previous quarter. The slight increase in short term absences (attendance rate dropping by 1.2%) may be explained by the expected general population seasonal increase in general cold and flu symptoms. With regards to long term absences, this quarter saw the return to work of some staff on previous long term absence (reflected in Qtr2), while a small number of other staff members remained on long term absence or commenced long term absence during this quarter, so the figures remain static.
% positive staff survey feedback on opportunities for learning and development	HR/ODL	New Measure	50%	Not Yet Due	Survey ran during Q3, results are now being processed.

Agenda Item: 10 CHS-1920-53

Corporate Planning: Update and Draft Corporate Plan 2021-23

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

1. Introduction and Purpose:

Enclosed with this covering paper is the second draft of the CHS corporate plan 2020-2023.

2. Changes from Previous Version

At the last Board meeting, members were invited to provide feedback on the first draft. In addition, there has been input from a young person engagement session focussed on language, the Communications team have undertaken work on the CHS vision and purpose and on the introduction, and feedback has been received from various policy teams at Scottish Government.

After that feedback, the following changes were made:

- New introduction, joint between the chair and CEO/NC.
- Descriptions of our main activities moved forward in the plan.
- Main activities highlighted in the contents page.
- Revised vision and purpose included (page 6).
- Changes to some language (this process is still on-going).
- Changes to what is included in our strategic environment overview (page 12).

As noted in the previous Board paper on this work, a communications plan is being developed that will focus on how our plans are articulated for our community, partners and others.

3. Next Steps

- Feedback from the Board
- Development of measurement framework (to be discussed at meeting 22/1/20)
- Any changes required as a result of the Independent Review of Care
- Approval by Board at March meeting
- Ministerial sign off

4. Board Actions

The Board are asked to note the draft and provide any feedback.

10. CHS-1920-53



The Children's Panel — life changing.

Children's Hearings Scotland: Corporate Plan

OUR STRATEGIC OUTLOOK 2020-2023

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*What we will do
2020-2023*



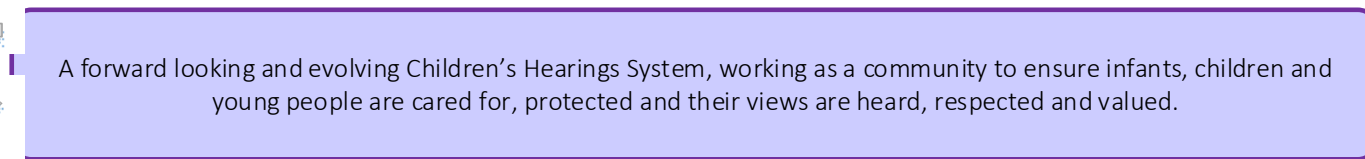
OUR STRATEGIC FRAMEWORK



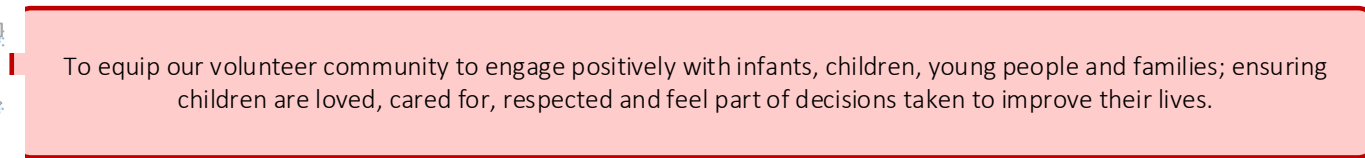
Scottish Government
National Outcomes



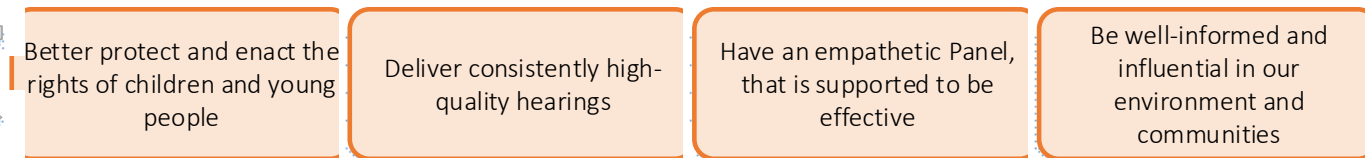
Our Vision



Our Purpose



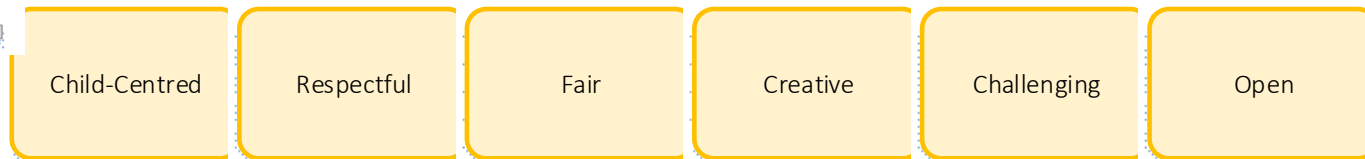
Our 2020-2023
Strategic Themes



Supporting Strategies



Our Values



INTRODUCTION



Our Strategic Outlook, 2020-2023 is ambitious, improvement focussed and will enable every member of the Children's Hearings Scotland community to contribute tangibly to the goals and outcomes set out by the Scottish Government for infants, children, young people and families.

This is a critical and exciting time for CHS with Scottish Government support and investment in our service at unprecedented levels. We recognise the depth, scale and pace of delivery required during 2020-23 and so have placed Government improvement outcomes at the very heart of our strategic plan.

We have made a number of structural changes to strengthen our capacity to improve outcomes right across our organisation. We are now ready to play a leading role in driving change in the Children's Hearing system, including implementing and taking forward the recommendations outlined in the Independent Care Review and adapting to other changes and developments that will appear over the coming years.

This Strategic Outlook will challenge and stretch the organisation and is a blueprint for new levels of innovation, inclusion and collaboration. We are confident in our plan to be increasingly shaped by the views and insights of children and young people with lived experience of the hearings system, service delivery partners and our volunteer panel community who give their time so generously and will deliver close to 90.000 hearings during the life of this three -year plan.

Our Vision outlines our drive to deliver as one CHS Community and **Our Purpose** sets out our commitment to equip our Volunteer Community to engage positively with infants, children, young people and families; ensuring children are loved, cared for, respected and feel part of decisions taken to improve their lives.

We move forward into 2020 with energy and confidence knowing **engagement, collaboration** and **partnership** are paramount to the successful delivery of our Strategic Outlook, 2020-23 and work is already underway to ensure our community understand our direction and goals.

Yours in partnership,



Garry Coutts
Chair, CHS Board



Elliot Jackson
National Convener
& CEO

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, 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 to lead the local AST.
- **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 VALUES



OUR AMBITIONS



OUR VISION

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 PURPOSE

To equip our volunteer community to engage positively with infants, children, young people and families; ensuring children are loved, cared for, respected and feel part of decisions taken to improve their lives.

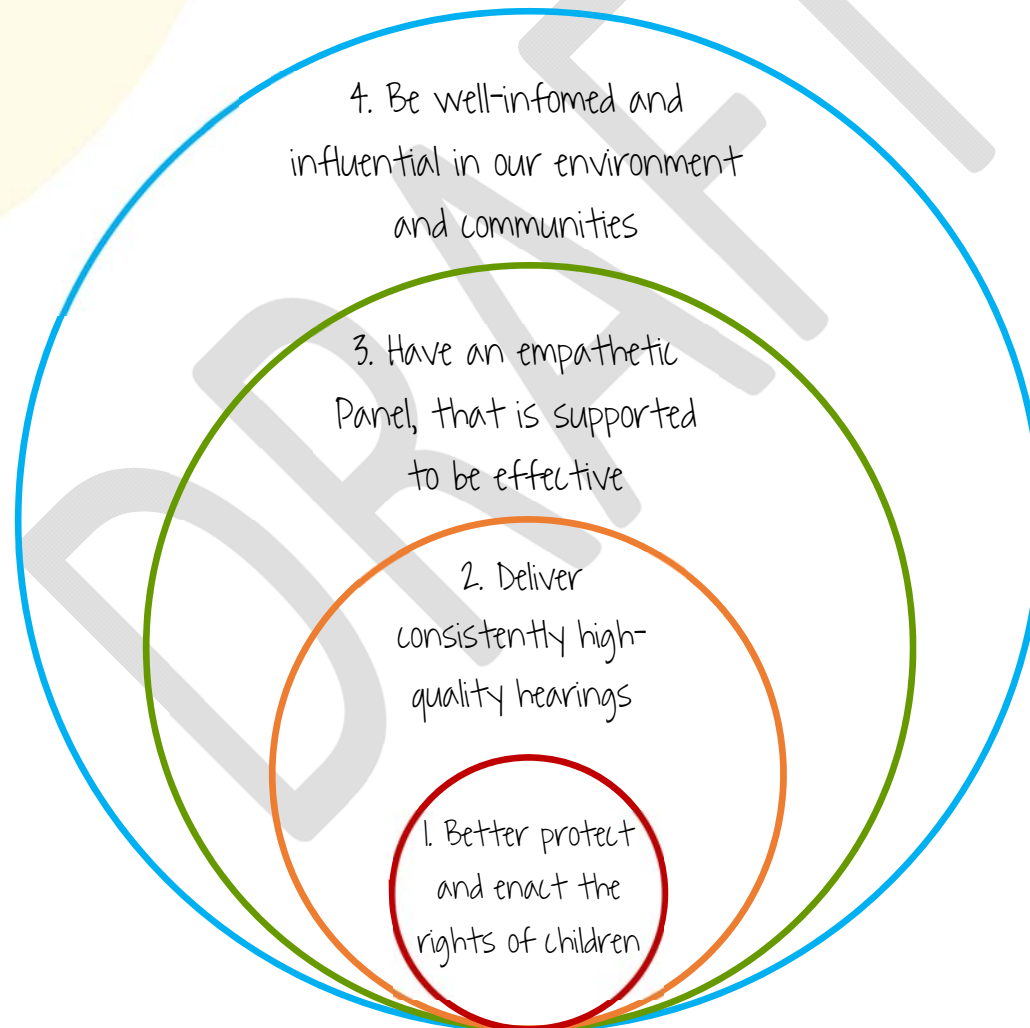
We are passionate about providing an exemplary service today but we also want to be ready for the next decade and for the changes in the care, protection and support that children, young people and those around them deserve and expect. While this plan focusses on 2020-2023, we acknowledge that our ambitions will take time to come to fruition and we have goals that run far beyond this period; the next 3 years are only the start of the next significant journey for CHS and the wider system.

This Plan sets out how we will be working during 2020-2023 to deliver our mission and move closer to seeing our vision be realised. We are committed to making positive changes to how we work and the role that we play in the Hearings system, the wider care system, and in the lives of infants, children and young people in Scotland.

OUR STRATEGIC THEMES FOR 2020-2023



To direct our actions and activities over the next 3 years, we have set 4 strategic themes that lay out what we want to achieve:



THEME 1: BETTER PROTECT AND ENACT THE RIGHTS OF CHILDREN



Rights-based working is built in to Scotland's children's hearings system. Legislation requires hearings to make decisions based on the best interests of the child. It gives children and young people the right to have a say in decisions about them and for their opinions to be taken seriously, and requires that the care and protection of individual infants, children and young people be reviewed regularly.

We want to go further. We will focus on ensuring that hearings are places in which children's rights are recognised, respected and upheld. We recognise that this may be complex, but we will listen intently to children, young people and those with whom they have significant relationships, and work with our partners to shape best practice in the hearings system.

As an organisation, CHS will focus its attention on integrating the obligations of the United Nations Convention on the Right of the Child (UNCRC) in to its work and will promote, internally and externally, the importance of children's rights in its work.

We want to create hearings that feel empowering to children and young people and be part of a system that is centred on love, care and respect.



What we will do to deliver this theme:

Ensure that our volunteers are trained in children's rights, and understand how to enable them.

Ensure that children and young people are able to participate fully in our work.

Use data and feedback to keep our approach to rights, and how they are exercised in hearings, under review.

Introduce a framework for measuring our progress on children's right and implementation of UNCRC.

Learn from, and work with, partners to adopt best practice in our rights work.

Ensure that our staff are trained in children's rights, and understand how to enable them.

THEME 2: DELIVER CONSISTENTLY HIGH-QUALITY HEARINGS



We have always been driven, as a public body, to fully understand what is in the best interests of each child and to ensure hearings meet their needs, directed (where possible) by children and young people. We want to ensure that the hearings experience is perceived by the child or young person to be the best it can be and that hearings produce sound decisions, which move the child, young person and those around them forward, positively, in their journey. Children and young people being able to effectively participate in hearings, but also have an influence over how they run, will be key enablers of this.

We want to ensure that hearings, while places in which formal legal decisions are made, are carried out with love, care, respect. This approach will be underpinned by behaviour within and outwith the hearing. We will challenge behaviour that does not display these attributes.

Over the next decade of the hearings system, improved early services and cultural change to supporting infants, children and young people will result in fewer hearings being needed. This is not, however, a reason for their quality to do anything other than improve.

We will ensure that children's hearings will be an exemplar of sound, empathic, loving and respectful practice in Scotland toward children, young people and their families.

What we will do to deliver this theme:

Work with partners to increase the influence of children and young people on hearings. We want this to lead to the delivery of co-designed hearings.

Undertake work focussed on demonstrating and cementing acceptable hearings behaviours and conduct.

Rationalise, and better use, the complex system of standards, codes and competencies in which we operate.

Begin to explore how hearings can work more effectively with the families of infants, children and young people who attend hearings.

Start to work with our partners to ensure that hearings are run with processes that do not cause delays or disruption.

Ensure that we understand the impact of stigma in hearings and identify ways to avoid this, and promote dignity.

THEME 3: HAVE AN EMPATHETIC PANEL, THAT IS SUPPORTED TO BE EFFECTIVE



Scotland's Children's Panel is unique. It plays a vital role in supporting Scotland's infants, children and young people by making decisions with, and for, them. Its strength comes from the fact that, while unified by shared values and a desire to make a difference in Scotland and their local community, each Panel Member is themselves unique. Promoting this diversity of experience, knowledge and backgrounds will be a key aim for us over the next three years.

High quality decision-making in hearings requires a Panel that is well-trained. Panel Members must understand the legal framework in which children's hearings operate, how to communicate with each other and with children and young people, how to work effectively as a team, how to function as a leader when necessary, and have an awareness of the range of experiences infants, children and young people may have. All this knowledge and skills need to be kept up-to-date and need to respond to changing legislation, approaches and national and local environments.

But we are increasingly aware that the support Panel Members require goes beyond these technical aspects. Making significant decisions about the future of infants, children and young people can be personally difficult and emotionally draining. We must therefore ensure that Panel Members have the resilience to carry out their role, and access to additional support if they need it.

In 2019, 62% of Panel Members told us that they would like more opportunities to discuss good practice and talk through difficult cases.

What we will do to deliver this theme:

Begin our journey to fully embedding throughout our work an awareness of the impact of trauma.

Actively seek in increase the number of Panel Members with lived experience of the Hearings system and strive for greater diversity of the Children's Panel.

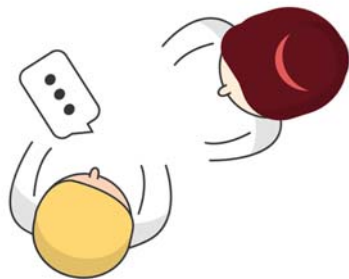
Continue to develop the training offered through the CHS Learning Academy to ensure Panel Members feel confident in their skills and abilities.

Introduce a new approach to supporting Panel Members wellbeing.

Launch a new programme of engagement within our community to better tailor the support we can offer.

Take action to raise the profile of the role of Panel Members to ensure their contribution is valued by Scotland.

THEME 4: BE WELL-INFORMED AND INFLUENTIAL IN OUR ENVIRONMENT AND COMMUNITIES



Over the coming years, we want to develop not only hearings, but also how we deliver our work and how we operate within the wider system and sector.

Our activities will be underpinned by a renewed commitment to evidence-based working and continuous improvement, while also focus on generating our own knowledge through pilots and trials. This approach will be significantly enabled by a new digital system that will transform the accuracy and range of data available to us.

We will redouble our efforts to work with partners and aim to lead change within the care system. This will involve becoming a more active participant in the environments in which we work, contributing to, responding to, and influencing research, law, policy and practice. As part of this involvement, we will advocate for the increased use of effective early intervention and identify ways to work with partners who support infants, children and young people before the need for a hearing.

As part of better understanding, and therefore improving, the hearings system, we believe it is important to take the voice of lived experience of the hearings system in to account as fully as possible. We want to be an organisation that, like hearings, listens to what they have to say and takes action accordingly.

What we will do to deliver this theme:

Introduce and embed a new digital system and that will allow us to record and review data.

Ensure that our changing environment and developing knowledge is having an impact internally – by using it to train our staff and volunteers.

Ensure our staff and volunteer leaders are trained to understand improvement and implementation science.

Actively seek opportunities to engage more closely with research about the hearings system, care and child development.

Introduce systems that allow our work to be influenced by lived experience of hearings at all levels and to collect the views of children and young people.

Engage actively in our strategic and operational environment – taking leadership spaces when we can to drive positive change.

OUR STRATEGIC ENVIRONMENT



CHS is just one of many organisations involved in the Children's Hearings System. We work closely with partners, projects and groups at both a national and local level to improve children's hearings and to consider how the wider system can best support the wellbeing of infants, children and young people. We operate within an ever-changing, complex environment, and wide range of internal and external drivers have influenced the shape and content of this Plan. These will impact on the delivery of our work over the next three years and are, amongst others:

National Approaches and Strategies:

- Getting it Right for Every Child
- Volunteering For All
- Scottish Government Youth Justice Strategy
- Scottish Government Public Service Reform
- Child Protection Improvement Programme
- Independent Care Review
- National Advocacy Practice Model
- Better Hearings
- Scottish Government Improving Outcomes for children, young people and families

Strategic Groups & Partnerships:

- Children's Hearings Improvement Partnership (CHIP)
- Youth Justice Improvement Board (YJIB)
- Age of Criminal Responsibility Advisory Group
- Our Hearings Our Voice (OHOV)
- Scottish Volunteering Forum

Approaches and Methods:

- Participation and co-design
- Trauma-informed practice
- Improvement and Implementation Science

Key Legislation and Agreements:

- Children's Hearings (Scotland) Act 2011
- The Children & Young People (Scotland) Act 2014
- Age of Criminal Responsibility (Scotland) Act 2019
- United Nations Convention on the Rights of the Child (UNCRC)

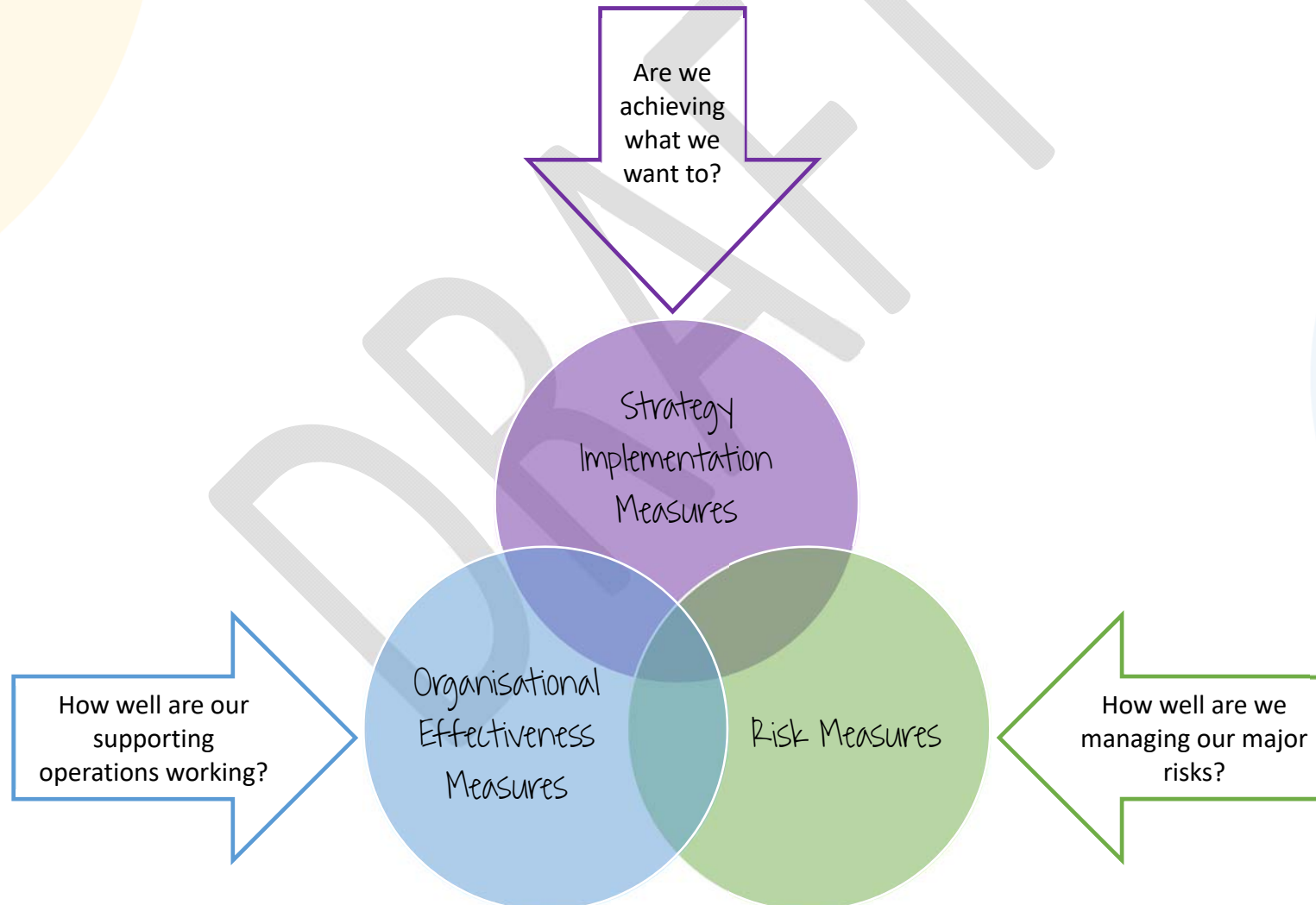
Internal Intelligence:

- CHS Volunteer Community Survey
- Management Information and Data
- CHS Staff Survey

OUR MEASUREMENT APPROACH



To monitor our progress, we will use a set of 3 measures, designed to track the overall performance of CHS:



OUR MEASUREMENT FRAMEWORK



Based on our overarching approach on the previous page, we will use the following measures to monitor our performance and progress over the next 3 years:

Strategy Implementation

Theme 1:

Theme 2:

Theme 3:

Theme 4:

Organisational Effectiveness

- Complaint resolution timescales
- % staff absence
- Payment timescales
- % successful IT helpdesk calls resolution

Risk

-
-

Annual targets for all measures will be set in the CHS Business Plan.

OUR RESOURCES



Information on budget / resources to be completed

DRAFT

OUR CONTRIBUTION TO SCOTLAND



Below we outline how Children’s Hearings Scotland, and this Corporate Plan contributes to the outcomes of the National Performance Framework:

National Outcome	Theme 1: Rights	Theme 2: Hearings	Theme 3: The Panel	Theme 4: Evidence and Influence
<p>Children and Young People: We grow up loved, safe and respected so that we realise our full potential.</p> <p>Communities: We live in communities that are inclusive, empowered, resilient, and safe</p>	Ensuring that children's rights are fully protected and enacted in Hearings.	Ensuring that hearings are experiences that do not stigmatise, and produce decisions that are made in the best interests of the wellbeing and protection of infants, children and young people, allowing them to flourish.	Ensuring that our volunteers carry out their civic function with love, care, respect and fairness.	Advocating within the sector for systems and approaches that produce the best possible outcomes for CYP.
<p>Education: We are well educated, skilled and able to contribute to society</p>		Effective decision making for children and young people who are offending, are at risk of offending or have been offended against.	We provide volunteering opportunities that are valued by society.	
		Ensuring that hearings are experiences that do not stigmatise, and produce decisions that are made in the best interests of the wellbeing of infants, children and young people, including minimising disruption.	Ensuring our volunteers are skilled and trained to perform their roles. 65% of volunteers said that volunteering has increased their confidence in their own abilities. 28% of volunteers for whom employment is a consideration said that their employability had increased because of volunteering.	Engage with, contribute to, and support, research and developments to better understand how to support and work with CYP.
<p>Health: We are healthy and active</p>		Ensuring Hearings decisions that are centred on the wellbeing and participation of infants, children and young people. Ensuring that are approaches are informed by an understanding of trauma.	For Volunteers: Benefits of volunteering - 55% of our volunteers said that volunteering has increased their self-esteem. Ensuring that Panel Members are supported with the emotional and personal impact of their role.	
<p>Poverty: We tackle poverty by sharing opportunities, wealth and power more equally</p>			Employability: 28% of volunteers for whom employment is a consideration said that their employability had increased because of volunteering. Increasing diversity of Panel - sharing power in communities ??	Influence of poverty on development/outcomes??
<p>Human Rights: We respect, protect and fulfill human rights and live free from discrimination</p>	Ensuring that children's rights are fully protected and enacted in Hearings.	Ensuring that Hearings treat everyone with dignity and respect.	Ensuring the Children's Panel demonstrates the importance of dignity, fairness and respect in fulfilling their role.	We will listen to the voice of children and young people to influence our work at strategic and operational levels.

DRAFT

Agenda Item: 11 CHS-1920-54

Business Planning: Update and Draft Business Plan

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

1. Introduction and Purpose:

Enclosed with this covering paper is the second draft of the CHS business plan 2020-2021.

2. Context

The enclosed plan outlines CHS' key operational deliverables for the coming year, against which reporting and performance monitoring can take place. It also identifies those activities that fall within CHS' role as a Corporate Parent.

The activities are derived from the 2020-23 Corporate Plan and are designed to contribute to the delivery of the 4 strategic themes identified in that plan.

The plan presented here is a first working DRAFT of the business plan. It includes a core of business activities, but not all that will expected to be included eventually. Completing the next draft of the plan is dependent on a number of factors, internal and external. These include:

- Confirmation of 2020/21 budget and alignment to activities
- Recommendations of the Independent Review of Care
- Analysis of the baseline activity undertaken by ASIPs
- Additional input from National Team on upcoming activities
- Specification of Digital milestones

3. Alignment to Board Priorities

The particular activities identified by the plan for completion next year are aligned to the prioritisation work undertaken by the Board in its development session in October. The alignment is outlined below:

Priority identified by Board for Year 1 of Strategy	Activities in Business Plan
Importance of promoting dignity in hearings	Implementing code of conduct
Advocating for increasing influence of children and young people in hearings	Publication of strategy for involving children and young people

Develop support for panel members by listening and responding to their needs	Launch of new local community engagement programme
Continue to ensure volunteers are suitably trained and skilled	New training courses to be launched
	Updates to Practice & Procedure manual
Ensure we have a commitment to using evidence and data	Training on improvement and implementation
	Digital developments
Improve how lived experience of hearings will shape our work	Publication and implementation of strategy for involving children and young people
Ensure Panel Members are up-to-date with our changing environment	Development of 'learn from the experts' activities.

In addition, a number of activities for next year are designed to contribute to longer-term goals (beyond year 1 of the corporate plan) for the organisation. Some examples are given below:

Goal	Activities in Business Plan 2020-21
Development and realisation of CHS' UNCRC obligations	Framework for measurement; benchmark report publication
Improving diversity in recruitment	Development and publication of Equality, Diversity & Inclusion strategy to set our approach
Ensure volunteers are supported with their wellbeing	Development of approach
Embedding a trauma-sensitive approach	Development of plan for trauma-sensitive working
Greater engagement with our environment	Participating in research advisory groups, engaging with strategic volunteering forum

4. Next Steps

- Board Feedback
- Revisions based on the dependencies identified above
- Next draft to Board prior to development session in February

5. Board Actions

The Board are asked to note the draft and provide any feedback.



Children's Hearings Scotland:

Business and Corporate Parenting
Plan 2020-2021

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Introduction *(Comms to Draft Further)*



2020-21 will be a year of major milestones.

For Children's Hearings Scotland, a lengthy period of design, engagement and testing will come to fruition as our new digital system begins its roll out. The successful delivery of this platform is testament to the hard work undertaken on this project by staff and volunteers across the country. We will also see the application of the national Advocacy Scheme in children's hearings and further implementation of the Age of Criminal Responsibility (Scotland) Act 2019.

Within the sector more widely, the Independent Review of Care recommendations will begin to be implemented, and an emphasis on the further realisation of the United Nations Convention on the Rights of the Child will become a focus for all.

We are committed to driving improvement in the children's hearings system by collaborating with our partners and concentrating on doing all we can to ensure that hearings are of consistently high quality, and that we have a skilled, knowledgeable and supported Children's Panel.

A successful and forward-looking hearings system is reliant on the invaluable contribution made by all our volunteers. The roles they undertake, and the impact they have, are vital in creating a Scotland in which infants, children and young people grow up loved, safe, respected and able to realise their full potential.

This year, we will continue to strive to deliver on our organisational purpose: to equip our volunteer community to engage positively with infants, children, young people and families; ensuring children are loved, cared for, respected and feel part of decisions taken to improve their lives.

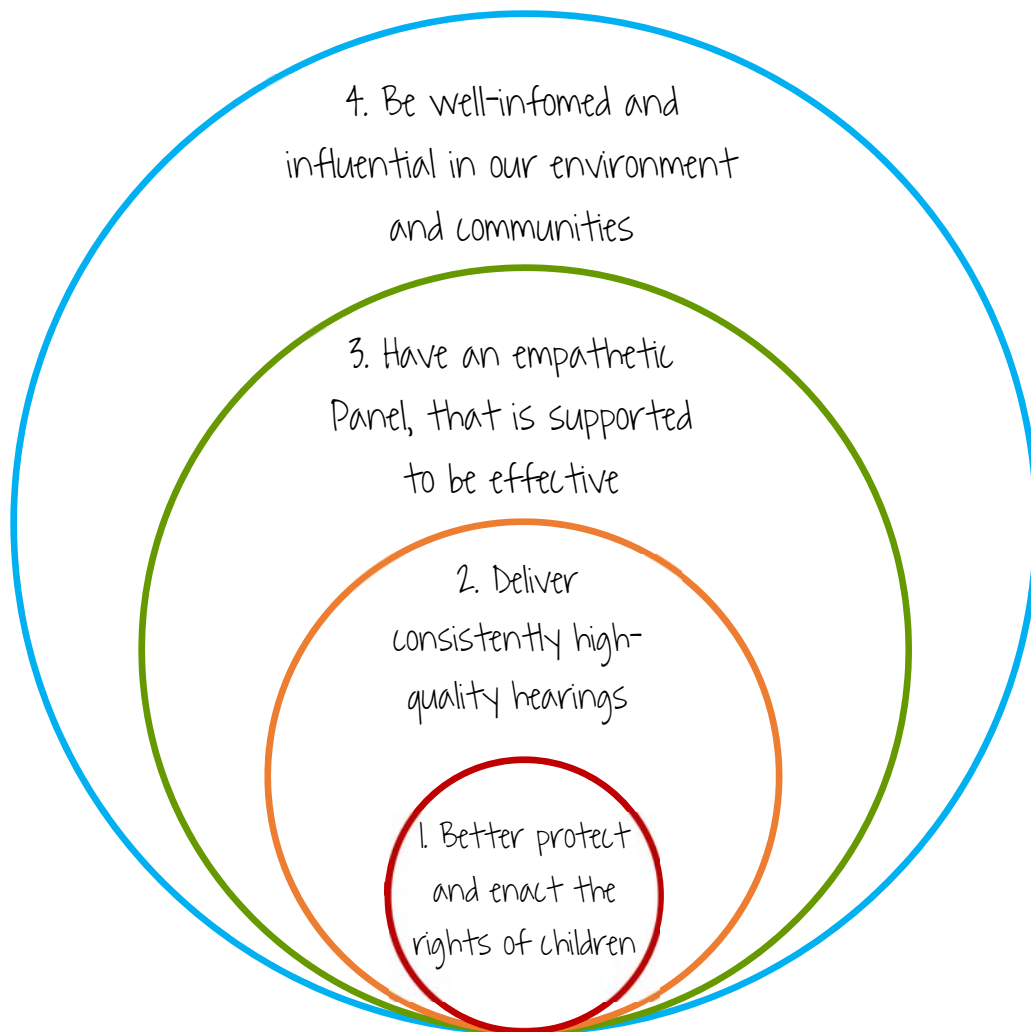


Elliot Jackson
National Convener
& CEO

Our Strategic Themes



To direct and prioritise our business activities over the next 3 years, our Corporate Plan features 4 strategic themes that lay out what our new plan aims to achieve:



Corporate Parenting



As a Corporate Parent under the Children and Young People (Scotland) Act 2014, it is our role to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of Scotland's looked after children and care leavers.

The 2014 Act places six duties on us as a Corporate Parent 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.






Throughout this plan, our corporate parenting commitments for 2020/21 are highlighted in orange, and accompanied by our 'heart' symbol:



Business Activities for Theme 1: Better Protect and Enact the Rights of Children



To...	We Will...	Activity Owners	Timescales
 <p>Ensure we understand how well we are implementing UNCRC in our work</p>	Introduce a framework to better measure and track our progress of implementing UNCRC	Quality & Performance; Including CYP Working Group	Q1 – Q4
 <p>Reflect on our past activities and benchmark our performance for the future improvement</p>	Publish our first UNCRC progress report	Quality & Performance; Including CYP Working Group	Q1 – Q3
 <p>Set out how we can better involve children and young people in hearings</p>	Publish a new strategy and ambition for including children and young people	Including CYP Working Group	Q1


Business Activities for Theme 2: Deliver Consistently High Quality Hearings



To...	We Will...	Activity Owners	Timescales
Ensure that hearings are increasingly respectful, fair and caring places	Implement a Code of Conduct for the CHS community	Practice; Information Governance; ASIPs	Q1 – Q4
Ensure that the Panel are provided with the best possible information with which to make decisions in hearings	Launch and implement new operational and quality assurance processes for managing Independent Reports	Practice	Q1 – Q4
Better understand how our work contributes to, complements, and adheres to quality frameworks	Align the internal and external standards, codes and competencies we work with	Practice ; Quality & Performance	Q2 – Q4
Ensure hearings offer participants the support they are entitled to	Work with sector partners to implement the national Advocacy Scheme in children’s hearings	Practice; ASIPs	Q1

Business Activities for Theme 3: Have an Empathic Panel, that is Supported to be Effective



To...	We Will...	Activity Owners	Timescales
Ensure our whole community is more connected and can respond to need	Launch and run a programme of local engagement events across Scotland	Communications; ASIPs	Q1 – Q4
Ensure volunteers are supported with the personal and emotional side of their role	Introduce and implement a new wellbeing support approach		
 We better understand how to work effectively with the range of range of experiences infants, children and young people may have	Develop a trauma-sensitive improvement plan for CHS		
Offer our community opportunities to learn, develop and improve in their roles	Launch 5 new online training modules through the Learning Academy	Training	
Ensure that Panel Members are equipped with accurate, up-to-date information and advice	Deliver 2 updates to the new digital Practice & Procedure Manual	Practice	Q1 ; Q3
Allow us to improve how we recruit, train and support a diverse community	Publish a new Equality, Diversity & Inclusion strategy	Equality, Diversity & Inclusion Working Group	Q2

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



To...	We Will...	Activity Owners	Timescales
Ensure we are connected and influencing knowledge development in the sector	Participate in two external research advisory groups	Quality & Performance ; Practice	Q1 – Q4
Improve the skills and capacity we have to make changes	Train staff and volunteer leaders in improvement and implementation science	Training ; Quality & Performance	Q1 – Q2
Ensure we are more knowledgeable about developments in our sector	Run two ‘learn from the experts’ activities	Training	Q2 – Q4
Ensure that the views of people with lived experience of the hearings system are influencing our work more	Begin to implement our new strategy for including children and young people	Including CYP Working Group	Q2 - Q4
	Digital Milestone 1		
	Digital Milestone 2		
Ensure we keep up with best practice in volunteering	Actively engage with the national strategic forum for volunteering	Recruitment & Retention	Q1 – Q4

Our 2020/2021 Resources



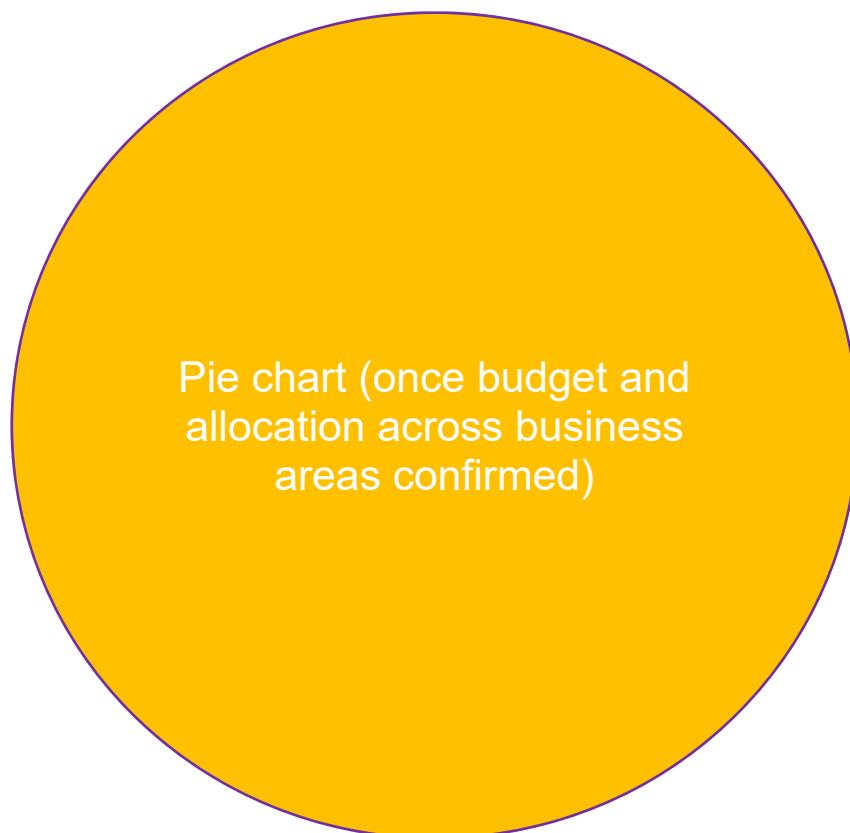
CHS is funded through an annual grant in aid under a framework agreement with the Scottish Government.

For 2020/21, our grant in aid is £xxx.

Last year saw investment in CHS that allowed us to expand our staff team to include regional improvement partners, focussed on delivering sustainable models of volunteer support.

Through collaborative agreements with Local Authorities, Clerks provide vital skilled local administration support for our volunteers.

The graph below shows how our budget will be allocated across our key business areas in 2020/21:



Agenda Item: 12 CHS-1920-55

Independent Reports for Hearings

Accountable SMT member:	Head of Practice, Improvement and Learning
Report authors:	Christine Mullen
Resources implications:	Within available resources For consideration and approval
Equalities duties:	Equalities Impact Assessment Required For comment <input type="checkbox"/> No

Introduction and background

CHS has been asked by Scottish Government to take on the administration of the Independent Reports to Childrens Hearings function from 1 April, 2020. CELCIS currently manage aspects of this function with a range of partners. CHS is one partner in relation to a Memorandum of Understanding with regards to the provision of Independent Reports. At the moment there are 4 parties involved in this:

- CHS
- SCRA
- CELCIS
- Scottish Government

CHS will be resourced to administer the function from April 1st 2020 and the Board will receive an update on plans and progress at a future meeting.

Independent Reports and Childrens Hearings: The Current Position

1. Legislation and Background

1.1 Rule 61(1) (b) of the Children’s Hearing (Scotland) Act 2011 (Rules of Procedure in Children’s Hearings) Rules 2013 provides that a hearing considering accepted or established grounds or a review hearing (including deferred hearings) can ‘require the Reporter to obtain any report from any person which the children’s hearing considers would be relevant to any matter to be determined by the hearing’.

1.2 Accepting the common view that independent reports are to be considered a sub-category of Rule 61 (1) (b), this section refers to “reports” whereas hearings are commonly requesting parenting assessments and medical diagnoses.

1.3 There are currently 7 active Report writers in the bank. In 2018 – 2019 there were 16 requests for Independent Reports to hearings and in financial year 2019 – 2020 there have

been 11 requests to date. The limited number of available report writers has contributed at times to drift and delay in decision making in hearings.

2 Considerations for CHS

2.1 The transition to CHS management of the Independent Reports writers function includes consideration of a number of factors including:

- Transition arrangements
- Recruitment, selection, induction, remuneration, development
- Recalibration of working practices with SCRA, and Scottish Government

CHS initial implementation plans are focused on the following: preparation to bring this function under the work of CHS, interaction with existing Report Writers and any associated transition arrangements, shaping and finalising of overall arrangements to manage and administer the report writer function within CHS.

3 Recommendations

The Board are asked to approve CHS undertaking this function from April 2020.

Agenda Item: 13 CHS-1920-56

Digital Business Readiness update

Accountable Director:	Head of Strategy, Development and DCE
Report author:	Nicola MacLaren, Digital Project Manager
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 Business Readiness Activity to end December 2019 and identifies an amended approach and timing for roll out to our community.

The Board are invited to review activity and comment on the amended roll out plans identified.

Training:

All of the below training modules created by eCom in conjunction with the business owners are all live on the Learning Academy website as of 20th December 2019 with the corresponding user guides also available to view. All AST members have access to all modules, panel members can only view the Overall module and the collaboration infomercial.

1. Overall Digital Programme:
 - Logging on
 - Where to find things
 - Claiming an expense
 - Booking a training
 - Raising a concern
2. Rota for Rota Managers
3. Observations & Quality Assurance
4. Digital for Volunteer Managers
5. Digital handling of Complaints and Concerns
6. Digital Collaboration
7. Digital Training and Events for Events Managers
8. Managing the digital Recruitment process

All panel and AST members can access these online as many times as they wish. Each of the digital champions are driving completion in their respective areas. If required we can pull data from the Learning Academy on who has completed what courses in each area.

Engagement:

Community engagement continues with further engagement in local ASTs. We are now in a period of extended testing and all services are now live therefore a more comprehensive testing experience can be given to panel members. January sees a number of sessions taking place across the country: notably Dumfries and Galloway, Edinburgh, Inverclyde, Renfrewshire and Argyll and Bute.

Digital Champions are now playing a key role in each AST promoting digital and planning in engagement sessions, some without the support of the National Team. Digital Champions have been using the test Teams site to aid collaboration tool, this is working well and receiving positive feedback.

Role based log ins are now available for end to end testing in pre-production. Business Owners will undertake scenario based testing of these w/c 14/01/20 with Digital Champions and DPRG following towards the end of January.

Rota:

An issue with regard to hearing centre allocation has been identified, whereby it is not currently to allocate a hearing room to more than one AST. These causes issues for areas with shared facilities i.e. Aberdeen/Aberdeenshire and potential national facilities such as secure care centres. SCRA and CHS digital teams are working together to identify a solution and teams are confident this will be identified and implemented within Go Live timings.

SCRA now have Package 1 released for testing (w/c 06/01/20). This covers creation of a child record through to the creation of the Hearing Information Pack. CHS and SCRA will begin some end to end testing jointly to ensure that everything hinges together from the creation of a child record in CMS to the sending of the HIP to panel members. Initially this will be conducted by CHS/SCRA digital teams before expansion to communities. This will focus on the scheduling of hearings to ensure that the rota management elements work as they should. There will be a number of sessions to look at the roll back scenarios for Rota as well as joint planning to ensure localities are up to speed on when their respective ASTs will go live in CSAS.

Data Migration and Email Changes

The final migration rules related to a number of data sources has been discussed and agreed. These represent a significant package of data which balances the minimisation of transferring poor quality data with taking enough through to re-assure and comfort our community users. These now sit with the technical teams at Ledios to understand if they are all possible:

- Rota – the current rota period within panel pal, panel member availability, and past rotas going back to January 2019.
- Observations – there will be no previous observations reports or current rotas migrated. However consideration needs to be taken on who will input the rotas into the system to ensure any observations scheduled are visible.
- Training – All local and national data going back to January 2015 will be migrated.
- Expenses - volunteers can claim back up to 3 months which will be covered by the data migrated over related to rota.
- Personal Details - all personal details and hearing centre preferences will be migrated.
- Email- everyone will move to the new email addresses in January at the same time. It was agreed we would migrate 3 years' worth of emails and calendar entries.
- OneDrive – this will universally be switched off for all users.
- App Tracker - the basic details of the 2019/20 panel members will be migrated into CSAS from panel pal.

Communications

A detailed comms plan is under way and covers a number of mediums to communicate to panel members regarding the upcoming changes. A phased approach has taken place and each week a new message will be sent related to various aspects of the digital programme. These are being sent to clerks, area conveners, digital champions and key colleagues in SCRA. The approach has been well received by the community to date.

Service Update:

All services are now fully built and live in the test environment. Extended testing has identified future development asks including: creation of a monthly calendar view for rota, ability to schedule PPAs in other areas out with their respective AST. Requirements are minimal within the context of the number of services and varied functionality that has been delivered within the MVP. These will be put on the development backlog and considered post MVP delivery.

Roll out Planning:

Plans were in place to undertake a national launch of e mail, Community Hub landing page and MS Teams nationally in conjunction with a soft launch of the CHS Community Hub services in 3 ASTs at the end of January 20. Following analysis of the impact of the activity (technical, development and audit/governance) being undertaken to enable launch and the agile/just in time nature of project delivery, a risk based decision has been made to de-couple launch activities to better enable the best launch experience for our volunteer community.

The following launch plan is now being implemented:

- End Jan Launch of E mail, landing site and MS Teams – National
- End Feb Soft Launch – Community Hub - Aberdeen City, Edinburgh, Shetland, CHSLA and National Team
- Mid March Group A –Glasgow, C&WL, East Dumbartonshire, East Renfrewshire, Dumfries & Galloway, Fife
- End March Group B – North Lanarkshire, SE Scotland, Tayside, Orkney, Eilean Siar, Renfrewshire, West Dumbartonshire
- Mid/End April Group C –Aberdeenshire, Argyle & Bute, Highland & Moray, Inverclyde, Ayrshire, South Lanarkshire.

Area Conveners have been informed of the change to roll out activity and support and understand the rationale behind the change.

Agenda Item: 14 CHS-1920-57

Panel Practice Advisors and Quality Assurance

Accountable SMT member	Christine Mullen Head of Practice, Improvement and Learning
Report author:	Christine Mullen
Recommendation:	For consideration and comment
Resources implications:	[None/ within available resources]
Equalities duties:	Equalities Impact Assessment Required: / No Equalities Impact Assessment Carried out: / No

1 Introduction

This paper covers the role and function of Panel Practice Advisors (PPAs), outlines the role they play in quality assurance, the training they undertake to carry out the role, and the support currently in place for them. There are currently 207 PPAs. This number whilst an increase from 2019, is insufficient to accommodate the national standard of all Panel Members being observed twice per year in some areas of the country.

2 Role and function of PPAs

2.1 The role of PPAs is diverse and wide ranging with regards to quality assurance. The role is relatively new and was developed after the creation of Childrens Hearings Scotland. PPAs are members of the Area Support Team. Some functions of the role resemble roles previously in existence e.g. an observer role undertaken under the Childrens Panel Advisory Committees (CPAC) in local authority areas.

2.2 An extensive PPA role description is outlined in the AST Roles and Responsibilities publication which can be found at <http://www.chscotland.gov.uk/our-publications/practice/2012/06/area-support-teams-functions,-roles-and-responsibilities/> and further processes can be found here <https://childrenshearings.sharepoint.com/practice-and-policies/Policies%20%20Procedures/Monitoring%20of%20panel%20practice%20and%20panel%20practice%20observation%20V.2.0.pdf#search=PPA%20terms%20of%20reference>

In summary the PPA role comprises the following:

- Recruitment and selection of panel members
- Recommendation of appointment of panel members and reappointment
- Complaints and Concerns Management
- Monitoring and evaluation of panel member practice via observations

2.3 In more detail:

- Panel practice advisors act on behalf of the National Convener and CHS in relation to the national recruitment of panel members at a local level and make

recommendations to the National Convener via the Area Convener and Depute Area Convener(s) for panel member appointment and reappointment.

- They are also allocated responsibility for investigations into complaints and concerns about panel member practice or conduct. Area Conveners are required to ensure that there are sufficient panel practice advisors to carry out at least two practice observations of each panel member within hearings each year.
- The panel practice advisors undertake panel member practice observations linked to the competencies and national standards for panel members and provide constructive feedback to panel members.
- Panel practice advisors are required to link with panel members, the AST, CHS and relevant training provider(s) to ensure panel members receive training and support to address any knowledge or skill gaps.
- PPAs also have a role in identifying panel member support needs through the carrying out of observations

3 Recruitment, induction, training and support for PPAs

3.1 Recruitment and Selection: The current PPA group includes people who have previously been Panel Members and people who have not. PPA vacancies are openly advertised on the CHS website and on CHIRP but most recruitment is achieved through direct approaches to existing panel members by ASTs and through some diversion of those applying to be a panel member due to skills / knowledge and background. Plans are underway to ensure that PPAs are recruited consistently across Scotland.

3.2 Training pre October 2018

The training available to PPAs has grown steadily over the last few years. Under the previous national training contract PPAs drawn from the existing panel community received a programme of training covering the following:

- Recruitment and Selection of panel members
- Observation and Feedback
- Reappointment of panel members
- Complaints Handling

PPAs new to the Childrens Hearings System also received a pre-cursor to these modules in a bespoke a session introducing people to the Children’s Hearing System, its origins, underpinning principles, core values and the key stages of a Children’s Hearing. Each training module included advanced reading and preparation, presentations of the key learning points, discussion and participation in small group activity, and further reading and reflection for participants. This module – An Introduction to the Childrens Hearings system was also offered to other new AST members giving the opportunity for cross- role learning.

3.3 Training post October 2018

Under the new national training contract training for AST members including PPAs, has been

expanded and enhanced to reflect the importance of the role and CHS ongoing commitment to quality assurance. The 2019 and 2020 CHS Learning Academy prospectuses can be found on the Academy website. PPAs logging into the Academy site see a bespoke programme of courses.

3.4 New PPAs are now offered an integrated start up course alongside new Panel Members where they attend four out of the seven panel members days. Following on from this they also complete bespoke courses related to their role. Sample page from the Academy site as below.



3.5 Recruitment and selection as well as Reappointment courses are undertaken in the first year of volunteering (see 3.9). As with all Academy programmes there are three elements to complete for each course: Pre-course online activities, a trainer-led training days and post-course reflection and assessment.

3.6 New PPAs who start their training in August complete two initial courses. The first one, 'An Introduction to the Hearing System,' is designed to introduce participants to the Hearing system: its' principles, structure, procedures, values, competences and the duties of panel members and PPAs. The second course 'Quality Assurance at CHS' introduces the quality systems of CHS and the role PPAs have in observing and feeding back on panel practice.

3.7 There are opportunities during the Quality Assurance course to develop skills necessary to ensure the quality of hearings are maintained. These initial course are combined with other courses such as the Recruitment Selection and Reappointment course in the first year of volunteering.

3.8 The Quality Assurance course focuses on the role of the PPA as an essential quality assurer and the tasks and processes involved within this, as well as the expectations from CHS regarding the role and its purpose. This course covers:

- An understanding of the purpose and process of quality assurance at CHS
- Enhanced understanding of the PPA role and responsibility within CHS' quality assurance processes
- An overview of Information Governance - what can and cannot be done regarding quality assurance
- An overview of the overall Learning Academy programme and how it equips Panel Members in meeting the required competencies
- An understanding of what and how information should be recorded
- Enhanced understanding of the purpose and process of feedback

3.9 Recruitment, selection and Reappointment training: This new course is for AST members including PPAs for their involvement in the recruitment, selection or reappointment processes. It illustrates the key skills, knowledge and values needed to effectively recruit, reappoint and support the CHS community. The course sets out CHS' expectations regarding recruitment, and takes PPAs through the toolkit CHS has created to support this process. There is guidance on how to assess applications, an opportunity to practice interview techniques and to develop understanding of what should be included in a reappointment meeting. In detail this course equips people with

- The skills required to assess applications
- An understanding of the selection process
- Enhanced understanding of the standards expected of potential Panel Members
- An understanding of diversity when assessing applicants
- The information you need to facilitate the reappointment process
- The skills required to conduct reappointment meetings
- An understanding of how to make the recommendations for reappointment

3.10 The Complaints Policy and Investigation course guides PPAs through CHS's good practice requirements in the complaints processes and standards. It will give PPAs the opportunity to develop skills in implementing all aspects of the complaints process, and utilises key themes and practice from recent anonymised reports, highlighting not only good practice but expectations within the sector. This course equips people with:

- An overview of CHS complaints systems
- An understanding of what constitutes a complaint
- Step by step guidance on the 'how to process' complaints
- An understanding of why people complain and what they want to achieve by complaining
- How to avoid complaints escalating further
- An understanding of the value of empathy and appropriate apology
- Support in managing difficult behaviour and using the unacceptable actions policy if necessary
- Complaint investigation skills

3.11 AST Having Supportive Conversations and Managing Conflict. This course focuses on best practice around having supportive conversations and provide 'trauma informed'

responses' when engaging with all of those involved within a hearing. The course aims to equip people with:

- An understanding of CHS best practice around supportive approaches and models
- What conflict is and where it comes from
- How to effectively have difficult conversations
- Different conflict styles and approaches
- An understanding of conflict resolution
- Best practice in trauma informed approaches

3.12 Managing Improvement – a new course for 2020. This course explains how to make lasting improvements achievable.

3.13 Leadership and Volunteer Management

This course examines the leadership of volunteers within the context of CHS including styles of leadership and moving from managing to leading. It considers current research and good practice into leading volunteers. Participants are asked to examine their own leadership skills and identify key areas for development. Topics covered include:

- The ability to recognise a collective and personal definition of leadership and an approach to leadership that fits with CHS values and expectations.
- Identifying skills to help build trusting relationships to influence and collaborate with colleagues within the Children's Hearings System.
- Exploring techniques for managing the range of complex and conflicting perspectives found within the Children's Hearing System
- Exploring the culture and responsibilities of a volunteering organisation and how to influence these.

3.14 Digital systems. There is a programme of online learning and face to face learning for PPAs to enable them to use our new Digital systems effectively. Many PPAs have contributed to the development and testing of these systems

4 Support and development for PPAs

4.1 There is a PPA forum which meets three times per year. Representation is encouraged from every AST area and in general this has been fulfilled. Attendees are expected to share learning and outcomes with their AST colleagues. The forum has a remit that includes

- Ensuring there are learning opportunities, drawn from practical issues encountered that are used to inform and shape our future practices, and the development of any guidance material
- Strategic coherence to ensure that a commonality of approach is further built up across each of the 22 ASTs. The forum creates a space where differences of approach are discussed, considered and crucially resolved to ensure that National Standards are followed.

- It contributes to the dissemination of good practice and monitors and reviews implementation.

4.2 PPAs are supported locally by the Depute Area Conveners and / or the Area Convenor or a Lead PPA.

5 The future

Our new digital systems will provide the opportunity for CHS to have oversight of all observation reports as well as complaints and concerns. Robust reporting data and analysis of data will give us the opportunity to focus more on quality assuring and development PPAs in their crucial role as quality assurers. Planned training:

Agenda Item: 15 CHS-1920-58

CHS Board Meeting

January 2020

Connecting our Community: Communications Strategy

Accountable Manager:	Lynne Harrison
Report author:	Sarah Hunter-Argyle/Gavin Simpson
Recommendation:	For consideration and approval
Resources implications:	Within available resources

1 Background and drivers

There has been a growing awareness of a disconnect between our Panel Community and the National Team since Children's Hearing Scotland was created. At the same time the organisation is evolving, adapting to external changes which our Panel Members need to both understand and support. The Community is the backbone of CHS, and we cannot achieve our goals without them understanding, those goals, the drivers behind them, and how they will change what they currently do.

In tandem the national team need to develop insight into local opportunities, challenges and priorities, so better support them in carrying out their role.

Therefore we need more engagement, collaboration and partnership, with our community and our wider partners. We need to ensure build awareness and understanding, and create a unified Community, promoting a clear organisational direction, supported by a visible and trusted management team.

Much of the work on the communications strategy is underpinned by clear messages received at the National Conversation. These included the need for a more visible management team, more inclusion of volunteers in key decisions or changes, and a more varied approach to communications.

2 Aims

Through our communications activities we want to be sure our entire Community can agree with the statements below:

- I have a good understanding of CHS direction and goals
- I believe CHS will be successful in the next two to five years
- I have confidence and trust that CHS leadership and local leadership work together in partnership
- I believe communication within CHS is open and honest

3 Audiences

The primary audience for this strategy is our Panel Community, however we are also aiming to raise our profile of key stakeholders, particularly in response to sector-wide shifts, for example any changes ushered in by the Independent Care Review.

For business as usual activity we also maintain a strong focus on the general public, in relation to attracting new volunteers through our recruitment campaign.

4 Communications Plan

The plan focuses on a number of integrated communications activities, which will ensure a consistent approach so that all volunteers in all areas will be offered the same comprehensive communications package.

Content

Content will be developed with local teams to ensure local relevance, but will also be shaped by national priorities to ensure we are meeting the strategic goals of the organisation.

National content will include Care Review recommendations, new corporate plan (what it means for the Community), increasing equality and diversity and a greater focus on the voice of the child.

Local content will be shaped by ASTs, however may include areas such as attendance at hearing, training priorities and local recognition.

Channels

- Regional and national events*
- Newsletter
- Digital – podcasts*, videos and webinars*
- Microsoft Teams*
- Social media
- Direct email and cascading email (i.e. shared through local teams)
- Ambassador network*

*New **national** communications channel for CHS

The key activities include:

- AST roundtables (six per year); focus on local and national dialogue, sharing and listening; these will only be for AST members
- Engagement events (six per year); these will visit ASTs in clusters to ensure we can visit them all within 18 months, and will be organised collaboratively (with national and local representation); these will be for all volunteers with the AST cluster
- Significantly enhanced digital content, including more videos and podcasts. The former will include Panel Members and young people, with members of the national

team, while the podcasts will feature the National Convenor discussing key issues raised by the Community.

- Ambassador network which will aim to build a cohort of engaged champions within the Community
- Webinars on key issues, for example the Care Review, for volunteers whose areas will not be visited in the short to medium term

5 Timelines

Connecting our Community will kick off in April 2020, and no end date is envisaged as we expect this practice to become business as usual: We will have consistent regular face to face contact with our Community.

It will begin with the first engagement event, followed in May by the first AST roundtable, and both of these will be supplemented with digital content including video and podcast.

The first review will take place in June after the first two events.

6 Review and evaluation

The evaluation of the Communications Strategy will be twofold:

1. Regular evaluation of the events and supporting digital activity (after each engagement event) using digital feedback methods. This will be used to measure the relevance and interest, and shape future communications.
2. We will also insert questions into the Community Survey which will allow us to measure how much the Community agree with the statements set out in the Aims section above. We will then set targets in terms of that agreement, for example 75% of the Community agree or strongly agree with the statement 'I have a good understanding of CHS direction and goals.'

Recommendation

The Board is asked to approve the planned approach.

Agenda Item: 16 CHS-1920-59

Inclusion of Children and Young People – Strategy Development

Accountable Director:	Head of Strategy, Development and DCE
Report author:	Donna Martin
Resources implications:	Currently within available resources. Future investment required
Actions:	For Board review and comment
Equalities duties:	Equalities Impact Assessment Required

Yes No

Purpose: *We have identified the need for an ambitious approach to include children and young people with lived experience more widely in the organisation, Area Support Teams and their own hearings.*

1. Introduction

This report provides a short overview of the activity and developments of this area of work over Aug – Dec 2019. The concluding recommendation gives consideration to the implementation and embedding of the strategy that will be established by April 2020.

2. Background

Following an initial meeting on 31st July 2019, myself and Beth-Anne Logan, CHS Board Member, met on numerous occasions throughout August and September in formulating a starting point for this strategy development. Over this period we began to reflect on the experience the organisation had already and consider where in the future we would want our destination to be.

This became more informed and gathered momentum over two meetings held on 9th and 26th Sept as we were able to engage and learn further of the baseline, while considering the impact and improvement this area of work could offer across the organisation. Attending these meetings included SMT and Board representation, and colleagues covering communications, recruitment, practice, training and area support/improvement. The outcome of this collaboration identified the need for and planned invitation to individuals and organisations to join a working group.

3. Substance

The working group have now had three meetings over the 29th Oct, 12th Nov and 10th Dec 2019. During this period of development, external one-to-one meetings were held with invited partners from Children in Scotland, OHOV and SCRA, assisting in creating relationships and understanding of the purpose of the working group and strategy direction. Further partner organisations joining the working group include CELCIS and STAF. Additionally, The Carnegie UK Trust have also partnered with us in a specific task of the working group

considering digital participation and safety when communicating with children and young people online and over social media.

The make-up of the working group now comprises of 16 members. Internally we continue to have board, communications, practice, training and area support/improvement representation. From a CHS community perspective, we have both a panel and an AST member. External organisations referred to above are all included with professional representation. There are also individual advisors combining with representatives from OHOV and the LGBT Youth Scotland's Care Commission. Finally, we surpassed our goal of one third lived experience within the group with just over 40% of members contributing with experience of the hearings system.

The outcomes of the three meetings have allowed us to present a platform of possibilities of where the strategy could take us, an agreed Terms of Reference (please see attached) for the group and finally, our exploration of digital safety and appropriate use of language, participation models and strategy formulation lead us into activity for 2020.

Achievements and developments to date include:

- an established participatory space that respectfully allows everyone to share, explore, challenge and evaluate the best way forward;
- meaningful contribution and understanding of external partners bringing expertise and helping to inform developments in the widest sense; and,
- a clear of example of co-design and co-production in action, from initial discussions to planned external consultation.

4. Next Steps

As we start 2020, our intention is to complete the skeleton of the strategy in January and extend the body content in February. The full draft version will then be shared with SMT before next stages. There have been a number of external bodies identified to share our draft strategy with towards the end of February including Champions Boards across Scotland and Who Cares? Scotland members. Furthermore, through our relationship with Children in Scotland, we are beginning to bring together individuals with policy and participation roles across our major third sector children's charities to also share our draft strategy with. Finally, we would also want to hold discussions with Bruce Adamson, CYPCS and Fiona Duncan in bringing them up to speed with the intended developments our strategy will bring to the work of Children's Hearings Scotland.

However to continue this work and implement the completed strategy with meaning, expertise and passion, we believe there is a need to establish and recruit a post of an Inclusion and Co-Production Lead. This would not be an individual who takes on **all** participation work with children and young people with lived experience. Instead, they would **lead, support and empower** the organisation and CHS community to embed participative approaches into everyday practice, in improving the hearings experience and outcomes for infants, children, young people and their families. This request is being considered as part of CHS Budget Challenge and Review Process.

5. Actions:

The Board are asked for their view on progress to date and Next Steps

Including Children and Young People Strategy Working Group



TERMS OF REFERENCE

PURPOSE:

CHS have identified the need for an ambitious approach to include children and young people with lived experience more widely in the organisation, our Area Support Teams and within their own hearings.

WORKING GROUP:

Has been established to create, develop and shape our organisational strategy to bring our ambitions to life.

TIMESCALE:

Three introductory meetings over Oct, Nov and Dec 2019, then Jan – Feb 2020 to complete first draft.

End of Feb/beginning of Mar for external feedback and consultation, then update and final draft completed for April 2020.

SCOPE OF THE WORK:

Theory, Practice, Observing, Networks, Interacting, Relationships, Experience, Understanding, Safe and Supportive.

STRUCTURE, ROLE AND RESPONSIBILITIES:

CHAIR – CHS BOARD MEMBER

Role: To chair the group ensuring the boards' ambitious vision can be realised in this strategy whilst bringing both previous and current knowledge, expertise and experience.

Responsibilities: Ensuring the group meets its core functions in creating a strategy within agreed timescales.

ADVISOR WITHIN WORKING GROUP – 3 REPRESENTATIVES

Role: to bring experiences of the hearings system, what works, what needs to be improved, what doesn't work and what would make the best hearing possible.

Responsibilities: to ensure that everything we are doing is having children and young people voices heard in the shape and development of this strategy.

OUR HEARINGS OUR VOICE – REPRESENTATIVE

Role: to represent the Our Hearings Our Voice Board.

Responsibilities: to bring views and experiences that will help shape increased participation of children and young people in their own hearings.

LGBT YOUTH SCOTLAND CARE COMMISSION – REPRESENTATIVE

Role: to represent the Care Commission from LGBTYS.

Responsibilities: to bring views and experiences that will help shape increased participation of children and young people in their own hearings.

PANEL MEMBER – REPRESENTATIVE

Role: to share experience of being a panel member and existing practice of including children and young people in their hearing.

Responsibilities: to contribute to development of strategy while considering the needs of the panel members in supporting future practice.

AST MEMBER – REPRESENTATIVE

Role: to share experience of being an AST member and existing practice of including children and young people across AST activities.

Responsibilities: to contribute to development of strategy while considering the needs of AST members in facilitating future practice.

AREA PARTNER – CHS STAFF

Role: to support the Chair and consider activity of the working group from the widest platforms possible.

Responsibilities: to coordinate the working group meetings, agenda and records, and explore the use of the Area Support and Improvement Partner network in supporting the implementation of the strategy

COMMUNICATIONS – CHS STAFF

Role: to consider language and how we engage with children and young people on digital platforms

Responsibilities: to facilitate the Digital Lab with Carnegie Trust, coordinate Basecamp and communications (for the working group)

PRACTICE – CHS STAFF

Role: to focus on policies and structure that is required.

Responsibilities: to develop a child protection policy, considering corporate parenting – what does it mean to the strategy and what's appropriate content considering what has come before.

RECRUITMENT/TRAINING – CHS STAFF

Role: to support and guide the ASTs and panel members to feel confident in engaging with children and young people.

Responsibilities: to gather feedback from the community regarding involving children and young people in recruitment in 2019 and previous years, and consider training needs of everyone in providing knowledge, understanding and confidence.

CELCIS – REPRESENTATIVE

Role: to share knowledge in relation to participation models and practice development.

Responsibilities: to support the development of the working group's participation approach and help ensure care experienced people are included safely, meaningfully and strategically.

CHILDREN IN SCOTLAND – REPRESENTATIVE

Role: to share knowledge and experience of children's rights and participation - both theory and practice.

Responsibilities: to support the working group to develop a shared understanding of participation so they can develop a strategy that reflects the UN Committee's definition of participation - a quality, ongoing process, in all aspects of the work of CHS.

SCOTTISH CHILDREN'S REPORTERS ADMINISTRATION – REPRESENTATIVE

Role: bringing experience of supporting and managing participation programmes and care-experienced modern apprentices

Responsibilities: supporting and reflecting the voice of children and young people within policies, practice, service delivery and communications.

SCOTTISH THROUGH CARE AND AFTERCARE FORUM (Staf) – REPRESENTATIVE

Role: to bring experience as a membership organisation for frontline workers and managers focused on throughcare and aftercare of young people from a care-experienced background. Ability to share learning on developing youth-led participation projects which amplify care-experienced voice connecting this to policy and practice.

Responsibilities: to support the working group to connect with Staf members and young people in our participation projects, if they chose to. Use what we have learnt to ensure that the work of CHS is inclusive and meaningful to care-experienced young people.

EXTERNAL FEEDBACK AND CONSULTATION:

To ensure the development and outcomes of the strategy meets the needs of children and young people who will be participating in future hearings, the group will reach out to existing Champions Boards and other established groups of care or lived experienced people, as well as relevant Policy and Participation roles representing leading children's charities and the public sector.

CONCLUSION OF WORKING GROUP:

Completion of final draft to be submitted to CHS Board for approval, sign-off then implementation across the organisation and Area Support Teams, in partnership with key organisations.

Agenda Item: 17 CHS-1920-60

**CHS Board Meeting
Tuesday 14 January 2020**

2019 Panel Member Recruitment Campaign

Accountable Manager: Christine Mullen/Lynne Harrison
Report author: Catherine Goodfellow/Sarah Hunter-Argyle
Recommendation: For consideration and comment
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required: **Yes**
 Equalities Impact Assessment Carried out: **Ongoing**

1 Introduction

1.1 The focus of the annual Panel Member Recruitment campaign was to recruit 500 new Panel members. In November 2019, 477 applicants were confirmed as trainees and to date, 468 volunteers are scheduled to start Pre Service Training in January 2020.

2 Background

2.1 Annually we externally state the aim of the Panel Member Recruitment campaign is to recruit approx 500 new Panel Members.

2.2 From the 21 Area Support Teams (ASTs) recruiting from 27 local authority areas the overall total was to appoint 577 new Panel Members. The comparison to previous years is shown in the below table. This details the total targeted number from the Area Support Team to the number confirmed as trainees to those who were appointed as Panel Members.

	2019	2018	2017	2016
AST Target	577	561	552	539
Invited to training	477	516	511	538
Started Training	tbc	472	478	495
Appointed	tbc	430	447	434

2.3 All ASTs received more applications than the number of volunteers they were seeking. Five ASTs invited fewer applicants to interview than their targeted number. Five ASTs recommended as trainees their targeted number, six appointed more than their original target and ten recommended less than the number provided at the outset.

2.4 ASTs base their targets on a number of factors: Panel Member resignations, those not seeking re-appointment and those who are currently off rota.

- 2.4.1 By the end of 2019, there were 2,441 Panel Members with an average length of volunteering service of 5.95 years.
- 2.4.2 During that year, 342 Panel Members resigned or did not seek re-appointment
- 2.4.3 Approx 5% of Panel Members are off-rota.
- 2.4.4 In 2019, there were approx 31,000 children's hearings.
- 2.4.4 In 2020, there will be a total of 475 Panel Members with the opportunity to seek re-appointment, or end their volunteer service with CHS.

3 Review of Results to date

- 3.1 The 2019/20 Business Objective, set in April 2019, was to 'appoint around 450 new Panel Members'. Day one of the seven day Pre Service Training over 14 weeks begins this month and past performance indicates that approx 15% of trainees will either withdraw or not complete the required training.
- 3.2 To date, the feedback from the majority of ASTs has been that the quality of applicant was higher. There were a number of ASTs disappointed in the number of applications submitted, while some ASTs believed that this had been the most positive campaign with the highest number of applicants received.
- 3.3 A number of ASTs have emphasised the impact that the campaign produced with 19% of applicants aged under 30 years old.
- 3.4 With this the first year explicitly seeking information about experience of the Hearings system, 10% of those shortlisted for interview had identified as having personal experience. Nine percent of overall trainees have personal experience of the Hearings system and these numbers will be tracked as we approach appointment of Panel Members in May.
- 3.5 The greatest impact for ASTs is the continual need for a greater number of male Panel Members. With 33% of potential volunteer Panel Members male, this is more than national average for men volunteering (26%).
- 3.6 The driver of the recruitment campaign is to bring new Panel Members into the community who are empathetic, compassionate and actively listen to the infants children and young people who are at the centre of every Hearing. A valuable way to assessing these key skills can be by involving young people with personal experience of the Hearings system throughout the recruitment and selection process. A concerted effort was made to encourage ASTs to either build on the work undertaken in previous years or to assist those ASTs unfamiliar with involving young people in the recruitment process with step-by-step guidance developed by one Board member and a new member of staff.

3.6.1 It was recognised that the timescale to plan and prepare was tight to be able to achieve 100% of ASTs involving young people.

3.6.2 To varying extents, 45% of ASTs involved young people.

3.6.2.1 At least two of these ASTs, who had not involved young people in recent years, had a positive experience following the framework put in place, establishing relationships with local organisations supporting young people. With both ASTs, young people were involved from the outset throughout the selection process.

3.6.3 Building on the new Participation strategy, the 12-step framework and real examples of effective practice to actively encourage ASTs to involve young people with personal experience will be embedded into the planning stages and commences at the first RRRG of 2020.

4 Summary

4.1 With the advisory group for recruitment, the Recruitment and Retention Reference Group (RRRG) work has already started on planning for 2020 by learning lessons from the 2019 campaign:

4.1.1 analysing the setting of targets: the support of regional colleagues will assist in assessing need and determining realistic targets per AST.

4.1.2 greater consistency with recruitment processes, such as shortlisting and selecting.

4.1.3 it was also identified that to increase the potential number of volunteers, specifically men, there needs to be greater focus on developing stronger relationships with employers and partners.

4.1.4 the CHS working groups on *Participation of Young People and Equality, Inclusion and Diversity* will support the campaign in widening the opportunities to potential volunteers to reflect Scotland's communities.

4.1.5 emphasising the benefits of including young people in the overall recruitment process and will review this area of work with those leading the Participation Working Group at the first RRRG meeting of 2020 and introduce plans for 2020.

5 Recommendation

5.1 The Board is asked to review this outcome to date of the Panel Member recruitment campaign.



Agenda Item X, CHS-1920-XX

National Convener / Chief Executive update

1. Introduction

- 1.1 This is my first report as National Convener and as such I'm keen to provide the Board with a range of information that provides insight into our key activities and also to provide assurance that I continue to lead the National Team and the CHS Community to achieve the strategic goals as set out by the Board.
- 1.2 I am keen for ongoing feedback on the content, style and tone of this report to help shape its evolution.

2. Overview

- 2.1 **Recruitment:** The Board has a separate paper on the recruitment campaign. I would note that the feedback on the tone and content of this year's campaign has been very positive and is testament to the work of the team in working with young people and partners in its design. Notably this year there has been much more participation and engagement of young people in the actual recruitment process including final decision-making. These young people have been drawn from local Champions Boards and feedback from them and our local teams has been incredibly positive. Ambitiously, we will strive for young people to be involved in Panel member recruitment across all areas of Scotland in 2020. I am proud to recommend that 477 men and women from across Scotland enter the pre-service training programme as prospective Panel members.
- 2.2 **CHS Learning Academy:** The new prospectus for 2019/20 has also received positive feedback from the CHS Community. Expanding our online offer has been appreciated by many, but we continue to work hard to explain the benefits and opportunities online learning has to offer the wider CHS Community .
- 2.3 **Distributed Leadership:** With the support of the Area Conveners, I have instigated a review of the Area Convener Liaison Group. This group has grown in maturity, influence and stature over the last 3-years and now is the time to look at what the next level could look like. Over the next two-months, we will consider and renew our purpose, share our leadership aspirations and ambitions; recalibrate the way we work together; and agree our outcomes for 2020.

- 2.4 **National CHS Community Engagement Events:** Building a sustainable model of engagement with the CHS Community is a key priority. Listening, learning and acting on the views of our community is the centrepiece of our improvement approach. I wrote to all members of the CHS Community to invite them to register for the first 'engagement event' on 27 November 2019 in Edinburgh. We've had an encouraging response, both from those who wish to attend, but also from many others who can't, but welcome the positive approach. This initial event will explore with the attendees, how we can reach out positively and successfully to the community to seek their views and insight on how we can further improve outcomes for infants, children and young people.
- 2.5 **Engagement with Children and Young People:** Our work to develop a new and exciting model of engagement with children and young people continues at pace. We have representation from Hearings experienced young people, from partner agencies; from the CHS Community and the National Team. This work will crystallise early in the New Year and be reported to the Board in March 2020.
- 2.6 **Our Hearings, Our Voice OHOV:** The young people's Board of OHOV hosted an event entitled *What is a Children's Hearing?* At the Scottish Parliament on 21 November. This event was attended by a number of partners in the sector together with members of the Children's Hearings Improvement Partnership (CHIP). The young people told their stories through actors and whilst often challenging to hear their experience, I am confident that they will be excited that our ambitious programme for improvement matches there's. Maree Todd MSP, Minister for Children and Young People spoke of the power and influence this Board has to help shape the future of the Hearings system.
- 2.7 **The Feedback Loop:** I have meet Scottish Government officials to discuss the former National Conveners report on potential next steps for progress the legislative requirement for the reporting outcomes for children and young people. They are open to considering different options and have asked for a further meeting to discuss how the requirements of the feedback loop could be better defined in any legislative change.
- 2.8 **Better Hearings:** I opened a Better Hearings event in Renfrewshire. This was a truly collaborative event with over 120 colleagues attending representing Social Work, Panel Members, Reporters, Solicitors, Police, Health workers and advocacy workers. This was an incredible learning and networking opportunity with a range of multi-agency workshops.
- 2.9 **Visibility within the CHS Community:** This is a key priority for me. I have visited Shetland and attended at a number of AST and local learning and development events. At a recent event in Falkirk, I was impressed by the support to pilot new initiatives that will help shape National Policy. The 'Managing attendance at Hearings' pilot in Falkirk is focused upon reducing the numbers of professionals in the Hearing to allow the focus to be child or young person centred.

4. Collaborative Working

4.1 The work to ensure a smooth transfer of responsibilities has paid off with a seamless transition to various partner forums across both the youth justice and care and protection portfolios.

4.2 I have outlined the key partnerships priorities activities over the last 7-weeks.

4.2.1 **The Independent Review of Care (IROC):** Working with the IROC team to provide various contextual information and support on the contribution of CHS and the wider Panel and AST Community. Meetings are arranged with the Chair of the review in December to discuss how we can support the key messages/recommendations of the review due out in early 2020.

4.2.2 **Children's Hearings Improvement Partnership (CHIP):** Dialogue is ongoing with our key partners to set out our ambition for the Children's Hearings System over the next 6-years. Our existing collaborative approach is mature and effective and our partners have responded incredibly positively to the direction of travel set out by CHS.

4.2.3 **Scottish Government:** Discussions continue over the feedback loop next steps referred to previously in this report. We continue to have a positive dialogue on our annual spending plans. News of the General Election on 12 December 2019 are likely to delay budget announcements into 2020.

4.2.4 **Scottish Children's Reporters Administration:** Our engagement with SCRA at an operational and strategic level remains positive and solutions focused. Next year will see the rollout of our joint digital platform which will offer a greater system synergy as well as a far greater volunteer experience.

5. Conclusion

5.1 In reading this report and cross referencing it to the other reports on the Board agenda, a significant picture of ambition, engagement, change and opportunity is evident to place Panel Members children and young people at the centre our vision for 2020 and beyond.

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

Elliot Jackson NC/ CEO
21 November 2019