CHS Public Board Meeting March 26 2024

Tue 26 March 2024, 10:00 - 12:00

Agenda

10:00 - 10:00
0 min

1. Declarations of Interest

Verbal   Katharina Kasper

To consider any declarations of interests with regard to agenda items

📄 1. Board Agenda March 2024 v1.pdf (2 pages)

10:00 - 10:00
0 min

2. Minutes of Previous Meeting

Paper   Katharina Kasper

To approve minutes of the previous meeting on 3oth January 2024

📄 2. CHS-2324-50 Board minute Jan 30 2024 Draft.pdf (11 pages)

10:00 - 10:00
0 min

3. Matters Arising

Verbal   Katharina Kasper

Seek assurance that actions from previous meeting have been progressed

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10:00 - 10:00
0 min

4. Action Log

Paper   Katharina Kasper

To monitor progress against actions due and agree action where required

📄 4. CHS-2324-51 Board Action Log 2024.pdf (1 pages)

10:00 - 10:00
0 min

5. Chair Update

Verbal   Katharina Kasper

For information and discussion

10:00 - 10:00
0 min

6. National Convener/CEO Update

Paper   Elliot Jackson

For consideration and discussion

📄 6. CHS-2324-52 NC update March 24.pdf (4 pages)
📄 6. CHS-2324-52a Children's Hearings Redesign Board - Draft terms of reference - revised for meeting 2.pdf (2 pages)
📄 6. CHS-2324-52b CHANGE ARCHITECTURE PG1_3.pdf (3 pages)

10:00 - 10:00
0 min

7. CHS Budget 2024/25

Paper   Klaus Berchtenbreiter

For consideration and approval

📄 7. CHS-2324-53 2024-25 DRAFT Budget -Board March 24.pdf (4 pages)

10:00 - 10:00
0 min

8. 2023/24 Financial Forecast Outturn

Paper   *Klaus Berchtenbreiter*

For consideration and approval

📄 8. CHS-2324-54 Finance Report January P11 2024 SLT.pdf (6 pages)

10:00 - 10:00
0 min

9. Q4 Performance Report

Paper   *Rachel Kavish Wheatley*

For consideration and approval

📄 9. CHS-2324-55 Q4 Performance Report 202324 Board Cover Paper.pdf (4 pages)
📄 9. CHS-2324-55 Quarter 4 Performance Report 2023-24_Draft v1.pdf (11 pages)
📄 9. CHS-2324-55a 2023-24 Q4 Board V2.pdf (2 pages)
📄 9. CHS-2324-55b Q4 Board v1.pdf (1 pages)

10:00 - 10:00
0 min

10. Corporate & Business Plans for Approval

Paper

For consideration and approval

📄 10. CHS-2324-56 Corp and Business Plan - Board Cover Note March 2024.pdf (2 pages)

10.1. Corporate Plan & Strategic Outlook 2024-27

paper   *Jessica MacDonald*

📄 10. CHS-2324-56 Strategic Outlook 24_27 2.pdf (31 pages)

10.2. Business & Corporate Parenting Plan 2024-25

paper   *Jessica MacDonald*

📄 11.CHS-2324-57Business and Corporate Parenting Plan 2024-25_21 March.pdf (40 pages)

10:00 - 10:00
0 min

11. Communication Strategy

Paper   *Elliot Jackson*

For consideration and approval

📄 12. CHS-2324-58 Covering paper for communications strategy (002).pdf (2 pages)
📄 12. CHS-2324-58a Comms Strategy 2024 (1).pdf (9 pages)

10:00 - 10:00
0 min

12. PaCC

For consideration and approval

12.1. Chair Update

Verbal   *Jo Derrick*

12.2. Equalities Outcome Report

Paper   *Joanne O'Leary*

For noting and approval

📄 13. CHS-2324-59 PaCC Equalities cover note.pdf (2 pages)
📄 13. CHS-2324-59 PaCC Equalities Report 2022-24.pdf (50 pages)

12.3. ToR

Paper   *Jo Derrick*

For noting and approval

📄 13. CHS-2324-60 PaCC ToR.pdf (5 pages)

12.4. RAC Self-Assessment

Paper   *Jo Derrick*

For noting and approval

📄 13. CHS-2324-61 PaCC Self Assessment.pdf (7 pages)

10:00 - 10:00
0 min

13. ARMC

For consideration and approval

13.1. Chair Update

Verbal   *Sean Austin*

13.2. Financial Regulations & accounting Polices

Paper   *Sean Austin*

For noting and approval

📄 14. CHS-2324-62 ARMC -Feb24 Financial Regulations.pdf (17 pages)
📄 14. CHS-2324-62a ARMC- CHS Accounting Policies 2023-24.pdf (7 pages)

13.3. ARMC Fraud Prevention Policy

Paper   *Sean Austin*

For noting and approval

📄 14. CHS-2324-63 Fraud Corruption Prevention Policy v4.2 report with update suggestions.pdf (8 pages)

13.4. ToR

Paper   *Sean Austin*

For noting and approval

📄 14. CHS-2324-64 ARMC ToR 2024 DRAFT.pdf (5 pages)

13.5. ARMC Self-Assessment

Paper   *Sean Austin*

For noting and approval

📄 14. CHS-2324-64 ARMC self assesment cover Feb 24.pdf (1 pages)
📄 14. CHS-2324-64 ARMC self assesment Feb 24.pdf (8 pages)

10:00 - 10:00
0 min

14. Capacity project update

Paper   *Lynne Harrison*

For consideration and discussion

📄 15. CHS-2324-65 CHS Capacity Briefing March 2024 Board.pdf (5 pages)

10:00 - 10:00
0 min

15. Digital Annual Report

paper   *Jessica MacDonald*

To note

📄 16. CHS-2324-66 Covering paper for digital programme update.pdf (1 pages)
📄 16. CHS-2324-66 Digital Programme 23-24 Progress Report.pdf (23 pages)

10:00 - 10:00
0 min

16. AOB

BOARD MEETING
AGENDA
6th Meeting 2023/24
26th March 2024
The Board will meet 10:00 – 12:00 at Thistle House & virtually via Teams

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests regarding agenda items
2	Minutes of previous meeting	Chair	CHS-2324-50	To approve the minutes of the previous meeting on
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-2324-51	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	For information and discussion
6	National Convener/ CEO update	EJ	CHS-2324-52	For consideration and discussion
7	Budget Approval 2024/25		CHS-2324-53	For consideration and approval
8	Financial Forecast Outturn 2023/24		CHS-2324-54	For consideration and approval
9	Q4 Performance Report & Data Summary		CHS-2324-55	For consideration and approval
10	Strategic Outlook 2024-2027 (approval)		CHS-2324-56	For information and discussion
11	Business Plan 24/25 (approval)		CHS-2324-57	For information and discussion
12	Communication Strategy		CHS-2324-58	For consideration and approval
13	PaCC Chair Update Equalities Outcome Reporting ToR Self assessment		CHS-2324-59 CHS-2324-60 CHS-2324-61	For information and approval
14	ARMC Chair Update			For information and approval

	Financial Regulations & Accounting Policies		CHS-2324-62	
	Fraud Prevention Policy		CHS-2324-63	
	ToR & Self assessment		CHS-2324-64	
15	Capacity project update		CHS-2324-65	For information and approval
16	Digital Annual Report		CHS-2324-66	To note
17	AOB	Chair	Verbal	

Next Meeting Key Topics:

1. Financial Forecast Outturn

2. Capital Spending 2024/25

3. Q1 Performance Report

4. Board effectiveness review and improvement plan

5. ARMC Annual Report

6. PaCC Annual Report

7. TSM – implementation report

Minutes of the Board Meeting of 30th January 2024

The meeting started at 10:00 at Thistle House / virtually

Present:

Katharina Kasper (KK)	Chair
Henry Robson (HR)	Depute Chair/Board Member
Jo Derrick (JD)	PaCC Chair/Board Member (virtual attendance)
Barbara Neil (BN)	Board Member
Sean Austin (SA)	ARMC Chair/Board Member
Beth-Anne Logan	Board Member
Katie Docherty	Board Member

Also present:

Ian Donaldson (ID)	Deputy Director Childrens Rights, Protection and Justice, SG (virtual) Agenda items 7 & 8 only
Nick Rougvie (NR)	Children's Hearings Sponsor Team Lead, SG (virtual) Present for agenda items 1,2,3,4,5,6,7,8,9, 10
Elliot Jackson (EJ)	National Convener/Chief Executive (NC/CEO), CHS
Lynne Harrison	Director of Tribunal Delivery, CHS
Carol Wassell (CW)	Director of Positive Outcomes, CHS
Jessica MacDonald (JM)	Director of Business & Finance, CHS
Joanne O'Leary (JOL)	Director of People & Culture, CHS
Ross Mackenzie (RM)	Finance Manager, CHS/SCRA shared services - items 7 & 8 only
Klaus Berchtenbreiter	Finance Manager, CHS - agenda items 7 & 8 only
Elaine Gray (EG)	Data and Performance Analyst, CHS – agenda item 10 only
Rachel Kavish Wheatley (RKW)	Business Operations and Governance Manager, CHS - Agenda items 10 & 11 (minute taker)

Apologies: N/A

Items		Actions / owner	Time-scales
1	**Declaration of interests**		
The Chair welcomed everyone to the meeting and confirmed any apologies. There were no declarations of interest to note.			
2	**Minutes of previous meeting**		
The Board approved the minutes of its meeting on 28th November 2023			
3	**Matters arising**		
No Matters arising were noted.			
4	**Action log**		
The Chair noted the following in relation to the action log:			

	• Action 22/23-31: The Chair noted that while this action is technically overdue, there has been ongoing engagement with Nicola Killean, the newly appointed Childrens Commissioner. EJ met recently with the Commissioner where the discussion was very positive and centred around building a collaborative relationship. Going forward, we will look to invite Nicola Killean to a meeting with the Board in June of 2024. • 22/23-89: EJ updated the Board on the work which is progressing on the wider implementations of reform and cross agency collaboration which this item would be addressed by. This action should be reflected in the governance structures in development as part of the Redesign Board, including understanding the reasons for delays. This action will be progressed within the work of the Redesign Board and is superseded from the action log. **Board decision:** 1. **To note the updates to the action log.**		
5	**Chair update**		

	The Chair updated the Board on the following;
	The Chair noted that since the last meeting in November 2023 there have been a number of updates.
	   • We welcome the work of our colleagues at Scottish Government and the clear due diligence given in their response to the Hearings for Children report (HfC). It is clear that there is a willingness and desire for change and reform. With the vast majority of recommendations accepted, we can now start our planning and delivery in earnest.
	   • While the recommendation for salaried, pensionable Tribunal Members was not accepted as written, we will work with our colleagues in government and across the sector to look at decision making models which meet the needs of the children and families we serve.
	   • Meetings have been held with Ian Donaldson, Deputy Director Childrens Rights, Protection and Justice, to express our welcome of the HfC report recommendations and highlight our capacity.
	
	Board Decision:
	   1. **To Note the update from the Chair.**		

6	**National Convener/Chief Executive update**		

	The NC/CEO spoke to the paper shared;
	   • The National Convener report offers us the opportunity to provide key updates to the Board, and to reserve formal papers for where approval is needed.
	
	Hearings for Children – Scottish Government Response
	   • The Board and Senior team recognise the assurance received by colleagues in Scottish government to engage and explore different decision making models as part of the redesign work in progress.		

- While the report provides exciting opportunities for impact, it also presents a challenge to us over the next three years in terms capacity, phasing, and engagement to support our community to implement legislation and change. We will continue to monitor our capacity and panel community wellbeing when it comes to phasing and planning for implementation.

Tribunal Support model
- Cohort one saw the launch of two of our nine new Regional Area Support Teams in November 2023. The regions were Ayrshire and Central. This saw involved the launch of a new regional team and the transfer of rota creation and management to a new Scotland wide team.
- Cohort two is planned to launch in February followed by Cohort three in April 2024.

CHS Valedictory Event
- In recognition and celebration of the work of our volunteers, staff and our young people around the implementation of positive change, we will host an evening event in Edinburgh on Thursday the 25th of April 2024. This event is in the detailed planning stages.

Capacity
- We are in the early stages of scoping a new programme of change that will focus on generating further Panel Member capacity. We took the decision not to recruit again early this year and to focus on retention, recognition, and invest in improvements to the recruitment user journey for August. It is important to note the general downturn in volunteering across the country, and indeed Europe, and even with the improvements to our recruitment campaign and user interfaces, we are likely to continue to find it difficult to recruit to the numbers we require.

Board Discussion:
- The Board noted recruitment and the challenge some of our AST's faced to recruit lived experience in recruiters and asked if TSM will help to improve this. Will TSM will help in terms of the development of local partnerships and relationships, however we are unsure if it will improve the overall numbers of those with lived experience joining the Panel during recruitment. There are a number of challenges that our recruitment evaluation has highlighted and the general challenge of young people to take on volunteering.
- The Board formally acknowledged the commitment of the new members of staff at CHS without experience of the hearing system who have taken part in pre-service training and the dedication this shows.

Board Decision:
1. **The Board noted the update.**

7	2023/24 Forecast Outturn		
KB spoke to the paper shared; • Our Autumn Budget Revision (ABR) submission highlighted that we are unlikely to require the full budgetary funding required and may be looking at a savings of 700k – 1M. This is influenced by the uptake of Panel Member expenses and savings from a phasing of our staff recruitment. • Considering the above we forecast service delivery costs of £7,418k these have gone down from the previously reported £7,435 at period 7. Overall, the current forecast represents an underspend of £694k against the board-approved budget. **Board Discussion:** • The Board scrutinised the variations in budget and questioned if this was due to miscalculation or timing. KB noted the most significant underspend for CHS is always PM expenses and is largely uncontrollable. We actively encourage PM's to claim the expenses they are entitled to however many do not do so. Regardless of this, we must ensure these expenses are budgeted for. In addition we did not have the anticipated costs in year due to the timing shifts for the Care and Justice Bill, which has offered additional savings. • The Board noted the increase in ICT costs and sought clarity if there will be additional costs forthcoming into the new year. EJ updated the Board that there are proposals currently with the Senior Leadership Team, which are likely to be approved, which include improvements to our website and recruitment interface. These costs have been included in the forecast. These costs are currently being funded with efficiencies from other budget lines. **Board Decision:** 1. **The Board approved the finance outturn report.**		
8	Budget Planning Update		
The Board were joined by Ian Donaldson, Deputy Director Childrens Rights, Protection and Justice, Scottish Government for this discussion KB & EJ updated the Board on the following; • At the November Board meeting we approved the 5 year plan and submitted this to SG. We have been advised that indicatively we will be allocated flat cash in our Grant in Aid (GiA) as per last year's award, however this has not been confirmed. Should this be the case, CHS will have a 57% funding gap for our overall identified budget requirements. • We are actively working in collaboration with SG to bridge this gap however we have not yet reached a settled position. We have had assurances to support our needs going forward, with a letter of support has received. We will use the next 6-8 weeks to work with our SG colleagues to bridge our gaps, we would like to ask the Board for their thinking in the matter. • CHS recognises the challenging financial position of Scottish Government and remains committed to working together with our SG colleagues on a way		

forward. We understand the Board will be uncomfortable with the large discrepancy between out identified budget.

Board Discussion:
- The Chair noted the magnitude of the gap between our budgetary needs and our GiA. While we remain grateful for the support and commitment of our government colleagues, as a Board we remain uncomfortable with the position we find ourselves in for the 2nd year in a row.
- The Chair of the Audit and Risk Committee (ARMC) noted that the Board feels highly uncomfortable with the potential of being asked to approve a budget which is only 42% of actual costs, leaving a shortfall in terms of covering our commitments to our overall staffing costs. It puts the Board in a morally difficult position in terms of approving the budget. It is particularly disappointing considering that that the accepted recommendations from the HfC report highlighted that CHS and SCRA should be invested in in order to deliver however, this does not appear to be the case in practice.
- The Chair of the People and Culture Committee (PaCC) noted the work around salary benchmarking, highlighting how we have struggled as an organisation to attract candidates to accept roles within our pay scales. This work is been driven through our pay negotiations with the SG. We remain concerned about our ability to retain and recruit key staff whilst recognising some of our market rates of pay are below the public sector benchmarking data.
- SLT noted that we do not have luxury this year of our phased approach to recruitment and are carrying less flexibility into our pressures for 24/25 without the scope to defer spending, as we have done in this financial year. We are concerned about the potential to be put in a position where we must again plead our case in terms of the detriment a cut in funding would have on children and families. The oncoming legislative agenda and the need to respond to external pressures further impact our flexibilities and budgets.

ID addressed the Boards concerns;
- ID thanked the Chair and Board for their perspective. We are indeed in a similar position to last year, having similar discussions, and will continue to do so over the next 6-8 weeks. The letter of comfort issued last year was a culmination of the work by the Government to provide assurance the to the Board on how the pressures would be addressed and that the gap would be addressed at further budget reviews in spring and autumn. This is the intended approach for this coming year as well, with the same assurances. We will continue through the financial year to bridge these gaps at the spring and autumn budget reviews.
- The Government acknowledges it is creating the context in which CHS are operating within and remains open and flexible to working with CHS to ensure alignment and support.
- The Government is seeking the Boards views around what assurance would provide comfort compared to that which was offered in this financial year

that would enable the Board to take a decision of approving the Budget for 24/25. **Board Discussion:** • The Board continues to seek CHS's GiA increased to reflect actual budgetary and operational needs and remains uneasy being asked to approve a budget which is not reflective of actual costs. • The Board would like a letter of comfort that specifies the detailed commitments to CHS. In addition, the Board would like to see acknowledgment of the commitment from SG and the investment it requires *in the longer-term through its support of CHS. • EJ noted that as accountable officer, It would be helpful for a letter of comfort to be issued to accompany the settlement for 2024/25 that highlights the SG's commitment to meet our pressures in year, particularly with support for the reforms around the Hearings for Children report. **Board Decision:** • **The Board noted the update.** • **To call a board session on budget as required.**			
9	**Q3 Performance Report & Data Summary**		

RKW spoke to the Q3 performance report shared;
• The Q3 performance report is presented to the Board for oversight and assurance.
• In addition to the milestones completed during the quarter, the Board are asked to approve the retiming's and re-scoping's as indicated in the report, namely:
    ○ The timing of two milestones in relation to the Care and Justice Bill;
    ○ The re-timing of the Communication Strategy in line with the Corporate and Business plans;
    ○ The retiming of the Learning Strategy to Q1/2 of 2024/25 which results in the de-scoping of the objective from the current plan,
    ○ The de-scoping or reprioritising of two milestones related the participation hub, in line with our revised approach to participation previously approved by the Board. This will also result in the superseding the related KPI.
Board Discussion:
• The Board sought an update regarding the improvement work on quality and the PPA functions. CW clarified that the current internal audit on the PPA function will inform our quality strategy and ways of supporting PPA's to continue to deliver their vital function.
• The Board asked for clarity on the learning strategy and the contract with West Lothian College (WLC) and sought assurance that timelines for the strategy will align with our contract. CW noted that we have worked with WLC to map our programme of learning and assured the Board that we are confident we can deliver our strategy in line with our contract management.			

EG spoke to the Q3 Data Summary shared;

- Active PPA's have been added to the data tables to support our focus on quality as we move forward.
- Our targets have been updated in line with current forecasting.
- As previously reported, we will have a decline in the number of Panel Members until our new cohort is appointed, in line with regular attrition.
- The number of PM's who are Chair training is slowly increasing due to an focus on improving the uptake of Chair training.
- We are unlikely to meet our target for the number of PM's observed in year due to the need to prioritise observation slots for the new cohort.
- The number of hearings and sessions has been stable.
- We have carried out analysis to understand what hearing numbers might look like if we went back up to pre-covid numbers. All data suggests we will not see a large increase or decrease, with referral and hearing numbers remaining stable. If covid had not happened we would be looking at around 120 additional sessions per month, which our capacity would not meet, however current data does not point to this level of increase.
- Panel Member forecast – the data suggests we will hit our target when we appoint the current trainee cohort however we are likely to decrease from that point on. Although we will continue to lose PM's through attrition, we expect improvements being made to rota and retention will improve the overall ability to fulfil rota's.

Board Discussion:

- The Board questioned if the reduction in referrals is representative of less need for support or if it is indicative of the overall effects of Covid and the continuing struggles of support services. The Board expressed concern over what we could do to ensure we do not have a generation of children that are not getting the support that they need. EJ spoke to the potential for early intervention being effective however we know that periods of poverty/austerity have caused additional referrals in the past and we may indeed see an increase in time. The Board noted the need to maintain a close eye on referrals. While the data tells us there will not be an increase, it is likely to come in time.
- The Board noted the different picture we see when looking at the mean and median length of service of PM's. While the mean length is 6 years, the median is 3.2 meaning 50% of PM's have less than 3.2 years of service. This % will only increase when we appoint our new cohort. It is a concern regarding the number of PM's with less than 3 years service and we need to ensure learning and support address this, as well as the need to retain more experienced PM's.
- The Board acknowledged that our recent experience suggests it will be a challenge to recruit in the numbers we require. We will need to keep a very close eye on recruitment and PM number forecasts, and be agile in our approach to recruitment. EJ confirmed we CHS will look at recruitment timings, and noted that capacity and PM numbers are monitored closely by SLT. We are working with our colleagues at SG on short, medium and long term intervention to support our capacity which may include the need for additional resource.

Board Decision: 1. **The Board approved the Q3 performance report and the re-timings and de/re-scoping's as detailed.** 2. **To include and the monitor the median average length of service when our new cohort join.**		**EG**	**June 24**
10	**Business and Corporate Parenting Plan DRAFT Update**		
JMac spoke to the papers shared; • The draft Business and Corporate Parenting Plan is presented to the board for feedback. • The work captures the input from the Board strategy and development session in November, as well as the overall ambition and focus for CHS over the next three years. **Board Discussion:** • The Board were in support of the ambition and focus outlined in the plan. • The Board recognised our ambition to become data informed and data driven but noted the challenges we face with access to data. CHS is committed to working with partners on data sharing for improvement and by articulating this intention within our plans we intend to influence decisions on infrastructure which will allow us more access to the data we require. • Revisiting the Purpose statement, the Board felt this it was not explicit enough and should be more focused and clearer. It was agreed B-AL will support JMac in the revision of the Purpose statement. • The Board advised that we need to ensure we acknowledge our 6 year plan to be a Trauma Informed organisation, and suggested this should be more overtly addressed within the plan, in line with the Government ambition to become a Trauma Informed nation. **Board Decision:** 1. **For B-AL to support the re-articulation of our Purpose.** 2. **The Board noted the update and approved the approach and direction.**			
11	**People and Culture Committee (PaCC) Chair update:** • PaCC Chair update & Workplan		
PaCC Chair Update **JD updated the Board on the following;** • THE PaCC last met in December 2023. • The Committee approved an update on the pay policy, aligned to Scottish Governments pay policy and recommendations. • The Committee reviewed an update on the benchmarking work for staff salaries and have sponsored the ongoing work around this which supports retention and recruitment. • The Chair noted that the People and Culture team has grown and acknowledges the work ongoing in the team to incorporate wellbeing and EDI in the revised People Strategy.			

	• The Committee notes the work of the Team Forum, particularly during this time of change. • The Chair noted the review of the CEO appraisals and objectives and formally noted appreciation for the successful commitment and delivery of those objectives. • The Chair noted that Beth-Anne Logan has taken on the role of Depute Chair of the Committee. • The Committee also noted the request from ARMC to review the Whistle Blowing policy and its implementation and have accepted this as part of the Committees work plan. **Board discussion:** • The Board thanked the Chair and Committee for their contribution. **Board decision:** 1. **The Board noted the update.** 2. **To Board approved the Committee workplan for 2024.**		
12	**Audit and Risk Committee (ARMC) Chair update** • ARMC Chair update and Workplan		
	ARMC Chair Update **SA updated the Board on the following;** • The Committee last met in November of 2023. • The Committee have been discussing cyber and digital security and note that the Chair and the Depute Chair have or will attend a session with SG on this. • The Chair has met with the Director of Business and Finance on how to improve and drive the work of the Committee, which will be implemented over the coming months. • The ARMC Chair informed the Board of the change to our internal audit team at BDO, with Chloe Main stepping down and Gemma McLeod taking on the operational management of our internal audits. **Board discussion:** • The Board thanked the Chair and Committee for their contribution. **Board decision:** 1. **The Board noted the ARMC Chair update.** 2. **The Board approved the ARMC workplan for 2024.**		
13	**Panel Member Recruitment Evaluation report**		
	JOL updated spoke to the papers shared; • The evaluation has provided a comprehensive summary of key findings which are meaningful and actionable. • Our media strategy and reach was very efficient, in particular around care and hearing experienced young people. We plan to use this as a baseline to inform future recruitment campaigns.		

	- We do feel there is scope to improve the communication on the volunteering ask and what it means to be a Panel Member - we will be working to redefine this and articulate it better and more overtly on our website. - We understand we need to improve our user journey around the digital application process and are committed to improving this ahead of our next campaign, with work already underway. - The evaluation itself looked at our barriers and how to overcome them, particularly engaging with broader stakeholders and employers. - We will use the evaluation and feedback to inform our work going forward and our next recruitment campaign. **Board Discussion:** - The Board felt the report was insightful and helpful in informing our recruitment approach going forward. - The Board noted the need to promote the impact of Panel Members from the point of view of the child, not just the Panel Member, and asked that this be considered in the next campaign. - The Board asked if there was more scope to raise awareness of CHS throughout the year, in recognition of the information within the report that indicates people are more likely to apply if they have previous knowledge of the organisation. It is clear we need to raise 'brand' awareness throughout the year. - As an organisation committed to growing our diversity, it would be helpful to understand in more detail the information in the report which suggested it reached Black and Asian minority groups effectively in order to harness this in future campaigns. - The Board noted the opportunities highlights in harnessing CSR and working with employers and encouraged the exploitation of this, as well as looking into the potential to use previous PM's to sponsor the campaign. - EJ noted the wealth of data that was presented to us as part of the evaluation, and in particular that those questioned said that they would not feel comfortable joining a volunteer organisation with a review or appraisal process built in. **Board Decision:** 1. **The Board noted the report and were in support of the approach to improvements.**		
14	**Hearing for Children Report Recommendations Response**		

	CW updated spoke to the papers shared;
	- CHS welcomed the Scottish Government response to the Hearings for Children report. In response, we have drafted this factual report which acknowledges our position at the time of writing.
	- The first Hearing Redesign Board, of which CHS is a joint members, has sat with 4 workstreams defined:
	    o Practice and procedure
	    o Information and reporting		

- Communication and language - Principle Reporter and National Convener functions - In addition to the Hearing Redesign Group, CHS is also a member of the Implementation Group in support of the Redesign Board, which has had its inaugural meeting as well. - Internally, work is ongoing on the recommendations in terms of what we are able to deliver in our current structure and within our capacity and gift. **Board Discussion:** - There was some concern shared by the Board on the consultation process noted, and the challenge it could present if it is not focused on legislation but is around some of the content of the report. Many of those who might be consulted will have conflicting interests, and this is not a service that should be designed by committee. Consultation has already taken place by the Care Review, The Promise and the Redesign Groups and should not be re-consulted on. As an organisation, we will need to manage the risk of derailing the process through consultation. - The Board noted the need to ensure we make our own compelling cases when it comes to any consultation, creating our own composite stories which highlight the trauma for children and our ask in terms of consistency. We should be overt in the threads the link this work to the national ambition to be a trauma informed nation. **Board Decision:** 1. **The Board noted the update**		
17	**AOB**		
No points for AOB were raised.			

A/A	Action	Initiated	Target date	Owner	Progress Update	Status	Comments
22/23-38	To consider including the PPM in a Board development session.	Nov-22	~~Sept 23~~ Jun-24	SB	Board suggested to combine this session with a session on the quality strategy and framework	Not yet due	Due to competing priorities the deadline for this action has been moved
22/23-89	For EJ to research the possibility of working with a local authority to better understand and have more access to data around appeals.	Sep-23	Jan-24	EJ	Superseeded Jan 24	Not yet due	EJ updated the Board on the work which is progressing on the wider implementations of reform and cross agency collaberation which this item would be addressed by. This action should be reflected in the governance strucutres in development as part of the Redesign Board, including understanding the reasons for delays
23/24-5	To bring to the Board a report on the stage gates and implementation of the Tribunal Support Model and approach to change.	Nov-23	Jun-24	CG		Not yet due	
23/24-6	To hold a development session for the Board on the Care and Justice Bill in terms of the forecasted numbers and what it means for us in terms of training and skills PM's need.	Nov-23	~~March 24~~ Nov-24	CW		Not yet due	In line with timescales for the Bill, this actions target date has been moved
23/24-7	To bring financial papers to the ARMC ahead of approval at the Board.	Nov-23	Mar-24	KB		Not yet due	To be reviewed in line with Board and Committee improvement plans for 24/25

DRAFT

National Convener / Chief Executive Update

Agenda Item 6
CHS-2324-52

1. Introduction

1.1 This report captures a range of organisational activity between the last Board meeting in January 2024 to now. It provides bite sized updates that can be expanded upon during the Board meeting.

2. Hearings for Children

2.1 On the 27th February Carol Wassell and I hosted a Town Hall event for the CHS Community called: 'Hearing for Children – next steps', that shared with the community the most up to date information about our progress. The virtual event attracted nearly 400 people attend to hear the update and to ask questions of the National Convener and Director of Positive Outcomes answer questions on key aspects of the reforms. Feedback was positive regarding both content and format with many Panel Members liking the opportunity to ask questions on the night. They also appreciated the online poll at the end found on their preference for the next meeting. Unequivocally, the Care and Justice Bill was the key topics that the CHS Community wanted to hear more about later in the spring.

2.2 The Children's Hearing Redesign Board met for a second time on the 13th March. The groups Terms of Reference were approved and are attached as Appendix A. The key focus of the meeting was to review existing improvement work going on across the sector associated with the recommendations from the Hearings for Scotland report. CHS submitted a comprehensive list to the government of work completed or in train that already focuses on delivering the recommendations of the Practice and Procedures Work Stream, as well as any other work aligned to the other recommendations of the report.

An important part of the work of the Board will be to ensure all agencies are working together and committing to change if we are to deliver a care system that delivers better outcomes, and commits to working together to address dependencies. The Board's priorities and expectations will be agreed at the next meeting, at which point the planning sub-group will prepare detailed plans to ensure our approach is clear, synthesised and scheduled across the multi-agency partnership group.

A number of other agencies have approached the Board to be included in this work and how that is enabled is being considered. The SG intend publishing their public consultation about required legislative change in June to run throughout the summer. We are planning for how we will include the CHS community in this.

3. Tribunal Support Model (TSM) Update

3.1 Our TSM Programme is being managed and governed through the use of robust change architecture that hold us to a high standard of evidence and rigour. TSM as a programme has two projects – The launch of a Scotland wide Rota Team and the launch of nine new Regional

Area Support Teams. This change is being implemented across three cohorts allowing us to iterate and develop the programme as we progress. The programme commenced Summer 2023 and completion is expected by Summer 2024.

3.2   Cohort One of our programme launched in November 2023, Cohort Two launched in February 2024. There has been significant learning and insight gathered from this work, not only of the implementation of the TSM Programme, but also of this programme being the first application of our CHS Change Architecture.

3.3   Cohort Three is the third and final cohort of the programme and is due to launch in April 2024. This cohort will see the final three regions, Grampian, South East Scotland and North Strathclyde launch and the final fourteen rotas be transferred to the Scotland wide Resource Allocation Team.

Once Cohort Three has commenced, the Change Teams attention will turn their attention to the successful closure of the programme.

3.4   The TSM programme is a change to our core operating model at CHS and represents a significant programme of work with contribution from a great number of our volunteer community and national team colleagues.

4.   Organisational Planning and Staff Engagement

4.1   The final phase of our staff recruitment campaign is nearly complete with a continuous improvement approach being taken to support onboarding of new staff. Organisational induction days continue to be held for new staff, alongside informal check-ins from the Wellbeing Manager which support gathering of feedback and embedding of learnings to improve our approach to supporting staff. We intend to review our induction and onboarding processes through an EDI and wellbeing lens in Q1 which will further support our continuous improvement approach that optimise the experience of potential candidates and staff, and demonstrates our commitment to being an inclusive and trauma-informed organisation.

4.2   To support our cultural changes as a larger, more diverse, and more geographically spread-out team, we hosted an All-Team Day in March 2024 with the theme of 'Creating Connections'. We ran interactive activities, 'Lightning Sessions' on dedicated topics based on staff interest (i.e. change, the volunteer journey, and our team culture) and hosted informative sessions from Our Hearings, Our Voice, the Chair of the Board, and SLT, which helped set the future direction of CHS. Survey respondents were on average very satisfied with the day (>80% satisfaction) and learning and suggestions will be put forward for the next All-Team Day in Q3.

4.3   To enhance our approach to workforce planning, we will revitalise our appraisal approach to support professional development performance, our commissioning of learning and development courses for staff, and help to asses capacity and new ways of working across the national team. This will be part of our ongoing work to support teams and managers deliver work inline with organisations needs with our broader strategic priorities for 2024 – 2027.

4.4 Supporting our people to 'thrive' continues to be a central focus, supported by the Wellbeing Approach as part of the People Strategy Refresh in 2024. The launch of a cultural and engagement programme in 2024 will provide a central point for colleagues to build connections, share knowledge and understand how best to work together as a team. Planned activities will be delivered with a cross-team approach and will focus on generic awareness-raising around culture and wellbeing, enhance understanding of our objectives and delivery aligned to objectives (i.e. our internal L&D programme and 'Team Spotlights') and will provide opportunities to connect and get involved. This programme of work will continue to build momentum alongside our child-centred approaches, our support for those with lived experience led by the Participation Team, and the SCRA Diversity and Inclusion work.

5. **Children (Care and Justice) (Scotland) Bill - Key Amendments at Stage 2**
5.1 The Children (Care and Justice) (Scotland) Bill has now completed Stage 2 of the Parliamentary process. During this stage, a number of amendments to the Bill were posed and passed by the Parliamentary Committee. Whilst these covered a number of topic areas (including child protection measures, reporting restrictions and cross border placements), there were three main areas of change for CHS.

Firstly, the term 'physical, mental or moral welfare' in the Children's Hearings (Scotland) Act 2011 would be replaced by the term 'health, safety and development' in a number of sections. For example, when placing the child in Secure Care Accommodation or excusing them from attending a hearing, one of the conditions would now be that their health, safety or development would be at risk. This is to make the requirements more understandable for children and young people, and is arguably much wider than the previous criteria.

Secondly, the Bill makes changes to the level of information provided to a victim of a referred child's behaviour. At present, the information provided to a child victim by the Scottish Children's Reporter Administration is minimal in order to protect the rights of the child who has been referred. This has been criticised by victim support organisations as many victims do not receive any information about what happens to a child who has caused them harm. Two separate amendments were agreed in relation to providing more information to victims, which propose different systems (one providing more information than the other). This will be discussed further at Stage 3.

Lastly, the Bill allows for a sheriff court to impose certain penalties on a child, and thereafter remit their case to a children's hearing for disposal. The penalties imposed do not intend to punish the child but instead to protect the public from harm, e.g. disqualifying them from driving or placing them on the Register of Sex Offenders. The Stage 2 amendments added another to this list: the imposition of a non-harassment order (an order imposed by the court which states that a person must stop certain behaviour which may cause harm or distress to another, e.g. repeatedly contacting someone or attending their home). Such an order may now be imposed and the child thereafter remitted to the Children's Hearings System.

Many other amendments were made which do not directly affect the day-to-day practice of CHS, on reporting restrictions, cross border placements, emergency placements, secure transportation etc.

5.2 The Bill is now at Stage 3 of the Parliamentary process, which is normally the final stage. During this stage, MSPs can propose further amendments to the Bill. The final debate and vote will be held on 25th and 26th April 2024.

6.   Capacity Programme

6.1   A business case for the creation of a CHS Capacity Programme was submitted and approved at the February 2024 Change Board. The Capacity Programme is a response to four key challenges faced by CHS, a national downturn in volunteering, the changing proposition of the role of a Panel Member, the role of the Panel Chair and finally Panel Member retention.

6.2   The Capacity Programme represents work of strategic importance for CHS and will include numerous workstreams including effective rota allocation for our community, recruitment activity, learning opportunities that deliver Panel Members to service faster and achieving higher retention and reappointment of our current Panel Mmeber community.

This programme of work will provide evidence based information that will inform further short, medium and longer term capacity thinking and solutions.

6.3   The programme will be governed by our CHS Change Board, overseen by our Senior Change Manager with further change assurance and governance provided by our Programme Management Office.

6.4   There is a separate report to the Board with further detail on the plans, data and associated risks.

7.   Change Architecture

7.1   The way we plan, lead, assure and govern change at CHS will be crucial for us to realise our own and the collaborative ambition we have for children and families in the Hearing System.

In 2024, two new functions were created as part of the CHS national team, the Change and Innovation team and the Programme Management Office. Since the establishment of these teams, we have been rethinking and develop 'how we do change' at CHS.

7.2   The implementation of our TSM Programme has been the first application of our new Change Architecture and has provided learning and insight that will strengthen its application to further change programmes at CHS.

Appendix B provides a high level visual of 'How we do Change' at CHS outlining the decision making forums, key roles and functions and providing a high level summary of the current change programme landscape and pipeline.

Elliot Jackson
National Convener and Chief Executive Officer
March 2024

Appendix A – Terms of Reference Redesign Board
Appendix B - How we do Change visual

Children's Hearings Redesign Board - Draft Terms of Reference

The Children's Hearings Redesign Board is a group of system leaders with statutory responsibility for the effective operation and management of the Children's Hearings System.

Purpose

The Children's Hearings Redesign Board will provide oversight for the delivery of change to the Children's Hearings System, ensuring that any changes made are underpinned by clear and compelling evidence with demonstrable benefits to children and their families.

Principles

Central to the effective operation of the board will be core principles of collaboration, co-operation, inclusion, respect and transparency.

Membership

The group will be small and focused to ensure appropriate pace of delivery and change. Membership of the board will be drawn from the senior leadership of key statutory partners responsible for the delivery of the Children's Hearings System. These will be leaders from:
- Scottish Government
- COSLA
- Scottish Children's Reporter Administration
- Children's Hearings Scotland
- Social Work Scotland

Responsibilities

The Redesign Board will meet quarterly to oversee progress towards the effective redesign of the Children's Hearings System. The planned programme of meetings can be varied as appropriate according to emerging priorities and deliverables. They will ensure that the benefits of redesign are realised for all children and young people who experience Children's Hearings.

They will engage regularly with the membership of the Children's Hearings Improvement Partnership to ensure that work is progressing and to work directly with the full range of organisations involved in the system.

They will engage directly with other key, connected groups and boards to ensure alignment of work and shared understanding of progress. This will include engagement with young people and communication with the Promise Scotland.

The work of the Board will recognise the importance of the sequencing of activity – noting the criticality of logging, and responding to, other significant care and justice developments in Scotland.

The Board will be able to seek support from an advisory group of academic experts.

Inclusion of Voice

Building on the successful and trusting partnerships created and nurtured by Sheriff David Mackie, we will work with children and young people to identify ways for them to enrich the work of the Board and the process of reform and redesign. This is a critical feature of the programme of redesign, but this will happen on terms best suited to the young people. They will be supported to introduce ideas, raise concerns and hold others to account for the work that is taking place.

Administration

The Board will be supported by a Secretariat function provided by officers from member organisations. Where possible, the Board will receive papers 5 working days before meetings and minutes will be provided within 5 working days from the date of the meeting.

Governance

The group will be accountable to Scottish Ministers and to COSLA. They will report annually to both.

Reporting

The Board will consider progress at each of its meetings. Once formal plans are developed for the Board's programme of work this may take the form of a highlight report and regular standing item on the meeting agenda.

A formal review of the Board's progress will be undertaken to coincide with the Parliamentary introduction of any legislation in relation to Children's Hearings redesign.

The chairing of the group will be revisited in the second half of 2024.

Change Architecture demonstrated with TSM Programme

Key: Role   Function

CHS Change Board
SLT + Input from Senior Change Manager, PMO Manager

TSM Programme
Accountable Director - Lynne Harrison

SRO; Senior Change Manager
Claire Gibson

SRO Function - (Accountability for Programme Outcomes - with PMO Manager Support)

Change Manager
Lucy Madigan

Change Manager Function - (Responsibility for Programme Delivery - with PMO Support)

Region Project Lead
Delivery Manager per region

Rota Project Lead
Resource Allocation Manager

Project Lead Function - (Responsibility for Project Delivery- with some delegated Project Coordinator Support)

PMO
provides Change Assurance and governance

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scotland

Decision Making Forums

1 CHS Change Board
Meets 6-8 weekly

Chaired by **CEO**

Attended by
- **Senior Leadership Team (which includes Accountable Director)**
- **SRO**
- **PMO Manager**
- **Project Coordinator (action and minute taker)**
- and others by invite

Could include partners.

Covers all change programmes, global oversight.

The purpose of the Board is to offer advice, advocacy, prioritisation and help manage conflicts. Authorisation of new programme initiation, programme closure and stage gate/change request clearance.

The **SRO** gives reassurance to the CHS Change Board that the programme is operating within parameters set for risk, spend, time and quality.

PMO provides change assurance and governance on programme delivery.

2 Programme Group
Meets monthly

Chaired by **SRO**

Attended by
- **Change Managers**
- **Project Leads**
- **PMO**
- **Accountable Director**
- and others by invite

Covers the full picture of one programme - progress, risks, issues, resources, data and exceptions to report.

Will take key decisions and inform the **SRO** of risks and issues. **SRO** responsible for ensuring that the programme stays within defined and agreed parameters.

Change Control triage done here - yes/no/needs wider consultation or approval.

Key: **Decision Maker**   **Contributor/Presenter**

3 Stage Gate Clearance Meetings
Meets as required by agreed timeline

Chaired by **SRO**

Attended by
- **Change Manager** who has overseen the creation of documentation that evidences stage gate progression.
- **PMO Manager** attends and provides an audit trail for decision making.

Covers one stage gate at a time, documentation shared in advance to enable decision making.

4 Programme / Project Working Groups / Meetings

Attended by
- **Change Manager** and/or **Project Lead** plus others as needed.
- PMO Project Coordinator

- 'Hygiene' meetings (planning, progress risks, budget, resources, task delegation etc).
- Topic meetings (specific items of work, dependency deliveries etc)
- Process meetings (pace, wellbeing, processes)
- Feeds into Programme Group

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Key Roles - the connections and focus

Connections

Liases with
- Change Manager
- PMO Manager
- Accountable Directors/ SLT
- CEO as Change Board Chair
- external stakeholders
- strategic partners

Connections

Liases with
- SRO
- Project Lead
- PMO
- stakeholders
- programme/project group members

Focus

Is concerned with
- Global CHS Change picture
- cross programme picture and connections
- critical path to escalation and CHS Change Board
- Programme delivery

SRO / Senior Change Manager

Change Manager

Project Lead

Focus

Is concerned with
- Delivery of programme aims and outcomes
- Programme risk and issues management and escalation process
- Programme lessons learned

Connections

Liases with
- Change Manager
- PMO Project Coordinator
- People contributing at project level
- external stakeholders
- strategic partners

Focus

Is concerned with
- Contributing subject matter expertise
- Understanding context and integration of change to BAU
- stakeholder link
- Embedding change at ready to close

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CHS Draft Budget 2024-25

Agenda item 7
Paper number CHS-2324-53

Accountable Officer:	Director of Business and Finance
Report author:	Finance Manager
Recommendation/approvals sought:	To note the draft 2024/25 budget envelopes and comment on and approve SLT's approach to closing the budget gap
Resources implications:	As per report

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	Yes	No
Children's Rights Impact Assessment	N/A	N/A
Data Protection Impact Assesment	N/A	N/A
Islands Impact Assessment	Yes	No

1. Introduction and background

1.1 For the 2023/24 The Scottish Government (SG) had allocated a grant in aid (GIA) of £4,629k to CHS, with a commitment to cover all budget pressures within the year (through ABR &SBR), bringing the total budget requirement to £8,209k. CHS anticipates spending £7,735k for the year, with the underspend primarily due to recruitment delays in achieving the full staffing levels as per the new organisational structure.

1.2 For 2024/25, due to the delayed SG budget settlement timeline, CHS is not yet in receipt of written confirmation of Grant in Aid (GiA) or a letter of comfort at this approval point as we would have been in previous years. CHS has been working closely with the SG colleagues and is operating on the assumption of flat cash GiA and in year management of budget pressures.

The total budget requirement for the year is projected at £11,282k, which includes a capital budget of £529k.

For the fiscal year 2024/25, GIA allocation from the Scottish Government is presumed to be at £4,629k. CHS aims to address the resulting budget pressures through engagement with the SG Sponsor team via ABR &SBR processes as in previous years.

We anticipate to be in receipt of GiA letter mid-April, Andrew Watson (Director for Children & Families) will be in attendance at the Board meeting to provide Board members detail and assurance on the 2024/25 budget position and process.

1.3 CHS will fulfil its mandatory duties while also dedicating sufficient time and resources to ensure the successful deployment and improvement of the Core Systems and Applications Solution (CSAS). This initiative is part of a broader strategy of continuous improvement and change aimed at enhancing service delivery.

1.4 CHS has three strategic themes in its Corporate Plan supporting the organisation's vision for all infants, children, young people and their families to be safe, loved, and supported to realise their full potential; and fulfilling its purpose to ensure our hearings make child-centred decisions which respect and protect children's rights and support them to thrive. The Strategic Themes are;

- Delivering Positive Outcomes
- Valuing Our People
- Driving Transformation

1.5 The 2024/25 budget addresses three key organisational challenges:

- **Panel member capacity pressures:** CHS propose to meet these pressures with an 'on call' group of Panel Members to support and facilitated hearings nationally, with an allocated budget of £234k
- **Volunteer recruitment pressures:** To increase our volunteer Panel Members numbers, we are proposing to move to a strategy with a second (additional) recruitment campaign at a cost of £120k.
- **Volunteer support:** Introduction of a volunteer recognition programme at a cost of £100k to drive retention of current Panel Members that are due for re-appointment in 2024/25

The above represent additional requirements beyond CHS' currently established budgets to, train and support volunteer Panel Members recognising the current financial and economic environment and falling Panel Member numbers.

2. Draft 2024/25 budget consolidation

	23/24		24/25			
	Board approved 23/24	Forecast 23/24	24/25 forecast budget	internally identified 24/25 budget pressures	Draft Budget 2024/25	Increase from 2023/24 Budget
	£000's	£000's	£000's	£000's	£000's	£000's
Staff net of secondment income	3,903	3,429	5,878	0	5,878	1,975
Volunteer training	1,131	1,143	1,222	0	1,222	91
Volunteer expenses	500	290	540	0	540	40
Volunteer expenses (extra)				234	234	234
Volunteer recruitment	234	317	260	120	380	146
Volunteer support	626	745	1,005	100	1,105	479
Volunteer support: IT	772	790	845	0	845	73
Corporate (inc staff T&S/recruit, Board)	379	388	409	0	409	30
Property	128	133	140	0	140	12
Revenue total	**7,673**	**7,235**	**10,753**		**10,753**	**3,080**
Capital	536	500	529	0	529	-7
TOTAL	8,209	7,735	10,828	454	11,282	3,073

2.1 Staff

The preliminary assumptions for the 2024-25 budget include plans for an increase in staff numbers to implement the agreed CHS structure in the first quarter of the budget year. Additionally, a pay award is anticipated in alignment with the Scottish Government Pay Policy, currently assumed to be a 2%/3% increase as part of a two-year pay deal. Budget preparations for staff costs are based on the current workforce plus any vacancies as of February 2024, with vacancies budgeted at the lowest point of the relevant pay grade.

2.1.1 The Directorate of People and Culture, supported by the Finance colleagues, prepare staff headcount budgets on the basis of individuals in post plus any vacancies as at February 2024. Vacancies will be budgeted on the basis of recruitment at the bottom of the relevant grade.

2.1.2 National Insurance contributions and superannuation costs are based on best information available at the time.

3.1.3 A reduction in employer pension contributions to 17.2% has also been recognised.

2.2 Volunteer Training
The Volunteer Training budget reflects both fixed and variable costs arising from the contract with West Lothian College, as well as any anticipated additional spend relating to development or a higher number of recruits.

2.3 Volunteer Expenses
The Panel and AST Expenses reflect anticipated spend, assuming a higher level of claims using the CSAS online expenses module.

2.4 Volunteer Expenses (extra)
A provision for additional expenses (permitted in legislation) to assist capacity via an 'on call' group of Panel Members for facilitating hearings nationally has been recognised.

2.5 Volunteer Recruitment
The Volunteer Recruitment budget reflects the anticipated costs for 2024/25 running a second, additional recruitment campaigns, including PVG costs as well as all costs associated with recruitment of AST members, PPAs and any other volunteers.

2.6 Volunteer support: IT
The ICT requirements reflect the advanced Digital Strategy, SCOTS network charge, all website costs and full year running costs for CSAS.

2.7 Corporate (incl. staff T&S/recruitment, Board)
Have been rolled forward on a BAU basis recognising the core functions of CHS and the established directorates.

2.8 Property Costs
The property budget reflects the forecast full year running costs for Thistle House.

2.9 All Budget Lines
Have been prepared on the based on anticipated costs where possible allowing for current rates of inflation, however it is expected that budget holders will identify efficiency savings to mitigate inflationary and unexpected pressures.

2.10 VAT

All budgets are prepared on a VAT inclusive basis as CHS cannot reclaim VAT.

2.11   Capital
Capital budget includes volunteer devices, business-as-usual CSAS development and a refresh of staff devices.

3.   5 year Financial Plan Timetable

DATE	ACTIVITY	LEAD
July 24	Director of Business & Finance and Finance Manager begin review of 5 year financial plans	Finance
Oct 24	SLT approve 5 year plan for Board approval	SLT
Nov 24	Board approval	Board
Dec 24	Submission of approved plan to SG Sponsor and Finance Teams	Finance

4.   Risks

The risk to the organisational goals/realisation of this project/etc are:

There is a risk that:	We do not receive our full allocation
Which may be mitigated by:	Adjusting budgets
Tolerance for risk (High/Med/Low):	Low
Treatment (Tolerate/Treat/Transfer/Terminate):	Treat
Action:	Review

5.   Recommendations

5.1   To approve the 2024/25 budget.

Finance Report 2023-24 Forecast Outturn

Item number 8
Paper number: CHS-2324-54

Accountable Officer:	Director of Business and Finance
Report author:	Finance Manager
Recommendation:	To note and feedback
Resources implications:	Within available resources

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

1   Background, summary and recommendation

1.1   The published revenue grant in aid (GiA) allocation for CHS for 2023/24 is £4,629k, with an acknowledgement from Scottish Government (SG) that CHS is carrying an additional ongoing £3,483k pressure. A formal letter of agreement from SG to meet these pressures has now been received, which needs further clarification before it can be fully accepted.

1.2   Board members are asked to note the forecast, its associated risks, and the approach.

2   2023/24 Forecast and Year to Date

Report as of 29 February 2024

	Actual YTD Period 11	Variance YTD Period 11	2023/24 Annual Budget	2023/24 Forecast	2023/24 Forecast Variance	2023/24 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	2,896	-681	2,997	2,874	-123	-4.1
Board	43	-13	62	66	4	+6.5
Training, travel and subsistence	202	-115	112	117	5	+4.6
Lease Obligation	0	-13	51	51	0	+0.0
Property	57	-14	77	82	5	+6.5
Other Operating Costs	103	58	49	81	32	+65.3
ICT Costs	799	56	772	780	8	+1.1
Corporate Costs	195	-136	156	241	85	+54.6
Panel and AST Expenses	131	-505	500	290	-211	-42.1
Panel and AST Training	934	-102	1,131	1,143	12	+1.1
Support for hearings	116	-45	175	198	23	+13.1
Volunteer recruitment	185	-168	234	298	64	+27.4
PVGs	2	2	80	40	-40	-50.0
AST Devolved Funding	7	-54	66	55	-11	-16.7
Total	5,670	-1,730	6,462	6,316	-146	-2.3
Tribunal Support Model (TSM)			1,244	813	-431	
Child Care & Justice Bill (CCJB)			406	106	-301	
			8,112	7,235	-877	-10.8

2.1   Of the £3,483k pressure mentioned in paragraph 1.1, around £2,000k related to wages and salaries, with the remaining £1,483k related to goods and services. Recruitment being phased through the financial year resulting in savings. We estimate Staffing costs at £3,429k (£2,874 core, £29k CCJB & £526k TSM). This number has reduced following some further delays in recruiting and detailed calculations with a few to reaching agreement on a proposes day deal and as a result of CHS reaching closer towards appointments to the agreed structure.

Considering the above we forecast service delivery costs of £7,235k these have gone down from the previously reported £7,235 at period 10. Overall, the current forecast represents an underspend of £877k against the board-approved budget.
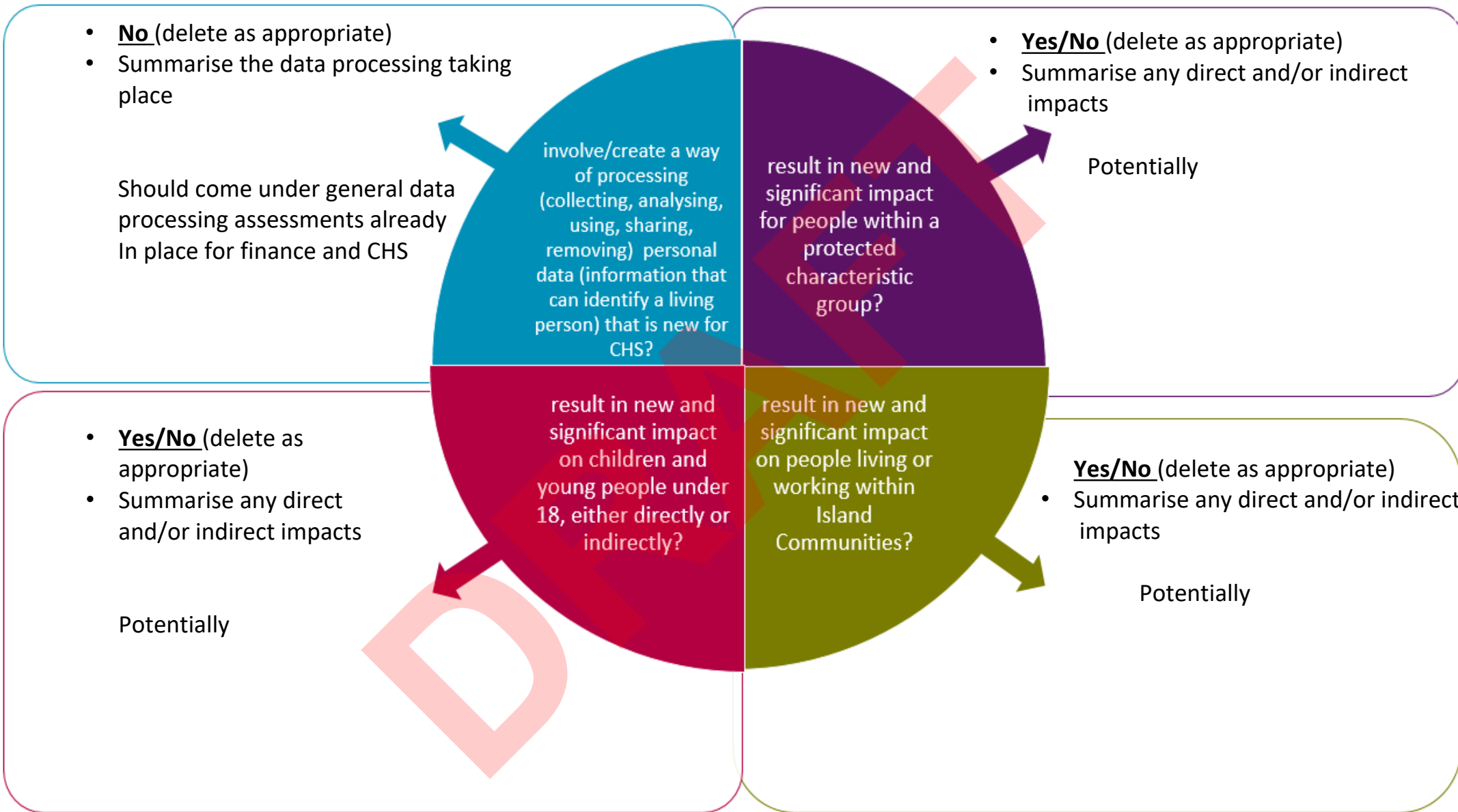
2.2   In order to forecast cost of our service delivery to the end of the year, we have made the following assumptions.

- Staffing combined with TSM & CCJB shows an underspend of £-404k based on all new appointments to date and all known appointments until the end of the fiscal year.
- Training, travel and subsistence cost have been revised to an overall spend of £270k (£117k in core costs & £153k included in the TSM line of the above table)
- The robust cost evaluation and monitoring for ICT cost is now forecasting and overspend spend of £8k against budget, these cost have been reviewed by the Head of ICT and also reflect the strategic changes to the recruitment process and website presentation of CHS
- Corporate Costs are forecast to be overspend by £85k due to an identified increase in consultancy fees.
- Underspend of £-211k on Panel and AST Expenses in line with last year's expenditure. At Period 8 we investigated the YTD received costs and pro rate these. This now closer reflects the cost inline with last years results, but still has a little headroom for potential unexpected costs build in.
- Panel and AST Training costs have increased as a result of a deep dive with the leering academy, that highlighted an undercharge to CHS, that has been corrected in the forecast. An ongoing revie into the growing costs of 'Execs pace', the variable element of the contract is getting carried out. The rational of reduced volunteer numbers against growing variable cost of the contract is to be established.
- PVG's costs have been assessed and reported against the expected cost of this year's onboarding.
- AST Devolved funding has been revised to £55k, as little spend has gone through these cost YTD.
- For all costs showing a 0% or a variance to budget below 5% in the last column of the above table, we assume the cost to meet budget or be very closed and have forecast in line with this assumption, not expecting any additional costs.

3   **Conclusion**

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

- **No** (delete as appropriate)
- Summarise the data processing taking place

Should come under general data processing assessments already
In place for finance and CHS

involve/create a way of processing (collecting, analysing, using, sharing, removing) personal data (information that can identify a living person) that is new for CHS?

result in new and significant impact for people within a protected characteristic group?

- **Yes/No** (delete as appropriate)
- Summarise any direct and/or indirect impacts

Potentially

result in new and significant impact on children and young people under 18, either directly or indirectly?

result in new and significant impact on people living or working within Island Communities?

- **Yes/No** (delete as appropriate)
- Summarise any direct and/or indirect impacts

Potentially

- **Yes/No** (delete as appropriate)
- Summarise any direct and/or indirect impacts

Potentially

Answered YES to any area? Complete the relevant Screening Tool (Form 2)
(Data Protection, Equality, Children's Rights, Islands)

Attach this completed form to SMT Papers/PID
Answered YES to any area? Complete the relevant Screening Tool (Form 2)
(Data Protection, Equality, Children's Rights, Islands)

children's hearings scotland

Quarter 4 2023/4 Performance Report

Agenda Item
CHS-2324-

Accountable Director	Director of Business & Finance
Report author(s)	Business Support & Governance Manger, Data & Evidence Officer
Recommendation	For Considerations and Discussion
Approval's sought	1. Approve
Resources implications	Within available resources

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

1. Introduction

1.1 This paper includes the Quarter 4 Performance Report, 2023-24 and covering note highlighting completion, retiming, and any delays to milestones.

1.2 This quarterly Performance Report has been amended in line with the approved mid-year business plan review.

1.3 In-year changes to the objectives published in the Business Plan are managed and documented through the quarterly performance monitoring process. Specifically:

- In-year retiming of individual milestones are subject to decision by SLT.
- In-year retiming of objectives are subject to decision by SLT (but are marked 'Amber' to highlight this in the report).
- Removal of objectives (referred to as 'de-scoping') from the plan are subject to Board decision-making. These are marked 'Red' in the report.

1.4 Accompanying the report at appendix A is the data summary page and report.

2. Year in review

Our business plan and quarterly performance report addresses activities in line with our planned and identified strategic objectives however, due to external factors, changes and organisational developments in year, there are areas of substantial investments in time and organisational resource which the performance report does not expand upon. This has resulted in re-prioritisation of work and for some milestones not to be met in year (see

sections 3.2) Below are some examples of where we have invested resource and time to deliver on organisational and people priorities.

2.1   Organisational Transformational Change Programme
CHS embarked on a substantial organisational change programme starting in Q1 and progressing through Q3. The primary drivers for the Board approved organisational change programme were the launching of our Tribunal Support Model (TSM) and the need to create a more future-proofed and focused CHS able to operationalise and deliver improvements and changes to the children's hearing system.

The programme required a comprehensive organisational design to provide capacity and flexibility to meet the demands of the future. The new organisational structure almost doubled our salaried headcount with a substantial impact on our People and Culture team, as well as those in new directorates and regional delivery teams. Our core focus throughout was to ensure that we embedded our new colleagues effectively and with the right support structures in place through robust induction and onboarding activities.

We have taken an agile approach to this process, acknowledging the changing culture and dynamics which come with organisational change and expansion. We have had to shift priorities and flex as teams and individuals to support our new colleagues and directorates to establish. We will continue to remain agile to the needs of our people to grow and flourish.

2.2   Tribunal Delivery Model
Throughout the 2023-24 business year we have worked with our community and national team to successfully implement our Tribunal Delivery Model to reduce the burden on our volunteer community and deliver substantial improvements to the infants, children, and young people in the hearing system. While all areas will be operational by the end of our business year, our work, and the impact of change on our teams, will continue into 2024-25 as we further embed and reach our steady state.

Due to the level of significant changes within the sector, as well as our organisation, we engaged widely with our Panel Community. We attended, or created materials for local meetings to present and deliver information and updates as required. Presentations centred on challenges facing the Children's Hearings System, (Hearings for Children Report and Care and Justice Bill) and highlighted for our community how these tie in with our work to implement the Tribunal Support Model.

The TSM programme design, implementation, and work to date is a significant achievement from our colleagues across the national team and our volunteer community. It represents a huge amount of time and effort dedicated to the improvement of our operating model and structures which will support and sustain us into the future.

3. **Performance during Quarter 4**

3.1 A selection of activities that have been completed during the quarter included:
- Provisioned our newest cohort with digital devices;
- Completed all re-appointments within the business year for AST and Panel Members;
- Support chairing capacity through the promotion of Enhanced Practice, Management Of Hearings and ongoing development training;
- Delivered pre-service training to our 2023 cohort;
- Promoted and provided opportunities for young people with lived experience to collaborate with us;
- schoEstablished a feedback loop for our child friendly feedback and complaints portal with improvement actions based on feedback received;
- Improved our complaints process and reporting; and
- Developed our Language in the Hearing Room advisory pack.

3.2 There are 5 milestones which will not be possible to deliver by the end of Q4 which have not been previously re/de scoped by the Board. The details and follow up actions are documented on the final page of the Performance Report, and as below:

- 6.2 - Phase 1 of our Trauma Informed Training project has seen three training resources, developed with NES, embedded within pre-service mandatory training, and launched on the CHSLA. Phase 2 of this project will commence in 24/25 when the further two NES Modules will be added to our mandatory training plans for those who have not completed them as part of pre-service.
Roll out to staff has been delayed however work is currently underway to introduce the Trauma Informed training as essential training for all CHS colleagues in Q1 of 24/25. The training will be accompanied by a CHS Bites session.

- 14.1 - All areas have been supported to complete area plans. 65% have been completed by AST's. Area plans will be reviewed in line with our tribunal support model going forward. ASTs continue to be supported by the National Team in delivering national priorities.

- 2.1 – Originally retimed to Q4 last quarter, it has not been possible to deliver due to external factors. A project to identify, develop, and secure a training programme for our community on the changes and practice requirements needed for the Children (Care and Justice) (Scotland) Bill has been in progress since Q1. The project has been initiated and focused on developing required training and outcomes to meet the needs of Tribunal Members. CHS has formed a partnership with CYCJ to develop training resources and practice guidance to support the needs of older children in the hearing system. While the project remains on track there is a slight delay due to the Stage 2 parliamentary process.

- 13.2 - As above, delayed due to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill.

4.   KPI Reporting

4.1   The following KPI's have not been achieved for quarter 4:

- *% of active and eligible Panel Members observed during the year*
  We have not met our target of 100% (active and eligible Panel Members). Q4 in particular has seen been challenging due the priority of Hearing observations being given to our trainee cohort over PPAs. Changes to how the observation rate is monitored are in development to offer PPAs and Tribunal Delivery Managers better oversight.

- *% of PM and staff completed Trauma Informed training*
  We have not met our target of 100% for staff and volunteer completion rates.
  Roll out to staff has been delayed due to competing organisational priorities however work is currently underway to introduce the Trauma Informed training modules as essential training for all CHS colleagues in Q1 of 24/25.
  Our Learning team is working closely with CHSLA to drive uptake of Module 1 and roll out Module 2 for completion by all volunteers in 2024/25.

- *% invoices not in dispute paid within 10 working days, during normal operations*
  There has been a decrease within the percentage paid within 10 working days due to delays in approvals and additional backup information having to be requested from suppliers, including delays in suppliers providing bank details to complete the required setup.

- 22.1 – As above, delayed due to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill.

- 4.1 & 4.2 – As agreed by the Board in January, these milestones have been re-scoped and will be progressed through our revised Children's Rights and Inclusion Strategy.

- 13.3 – As agreed by the Board in January, the milestone to revise the CHS Learning strategy has been descoped into the 24/25 Business plan.

5.   Data Summary - Appendix A

6.   Recommendations

6.1   The Board are asked to note the content of report and make any comments.

6.2   The Board are asked to approve the retiming of three milestones.

6.3   The Board are asked to approve the de-scoping/re-prioritisation of three milestones.

Children's Hearings Scotland: Quarterly Performance Report
QUARTER 4 (January, February, March 2024)

Quarter Summary - Milestones:

	Milestones				
	B	**G**	**A**	**R**	**-**
Theme 1 - Rights	8	1	1	0	
Theme 2 - Hearings	7	1	1		
Theme 3 - Panel	16	0	1	1	
Theme 4 - Evidence & Environment	11	0	0		
Organisational Effectiveness and Staff Support	12	0	0		
TOTAL	**54**	**2**	**3**	**3**	**62**

Milestones:

	Number of Milestones at End Q4
Planned to Complete*	62
Completed - Actual	54
Still to Complete during year	8
Descoped	3

* as published in the Business Plan

Key:

Blue = Objective completed
Green = Objective on track to be completed on time / budget
Amber = Objective at risk of not being delivered on time / budget, partially descoped, or whole objective re-timed
Red = Objective at serious risk of not being delivered on time / budget - or Objective has been descoped
Dash (-) = Not yet due for reporting / update
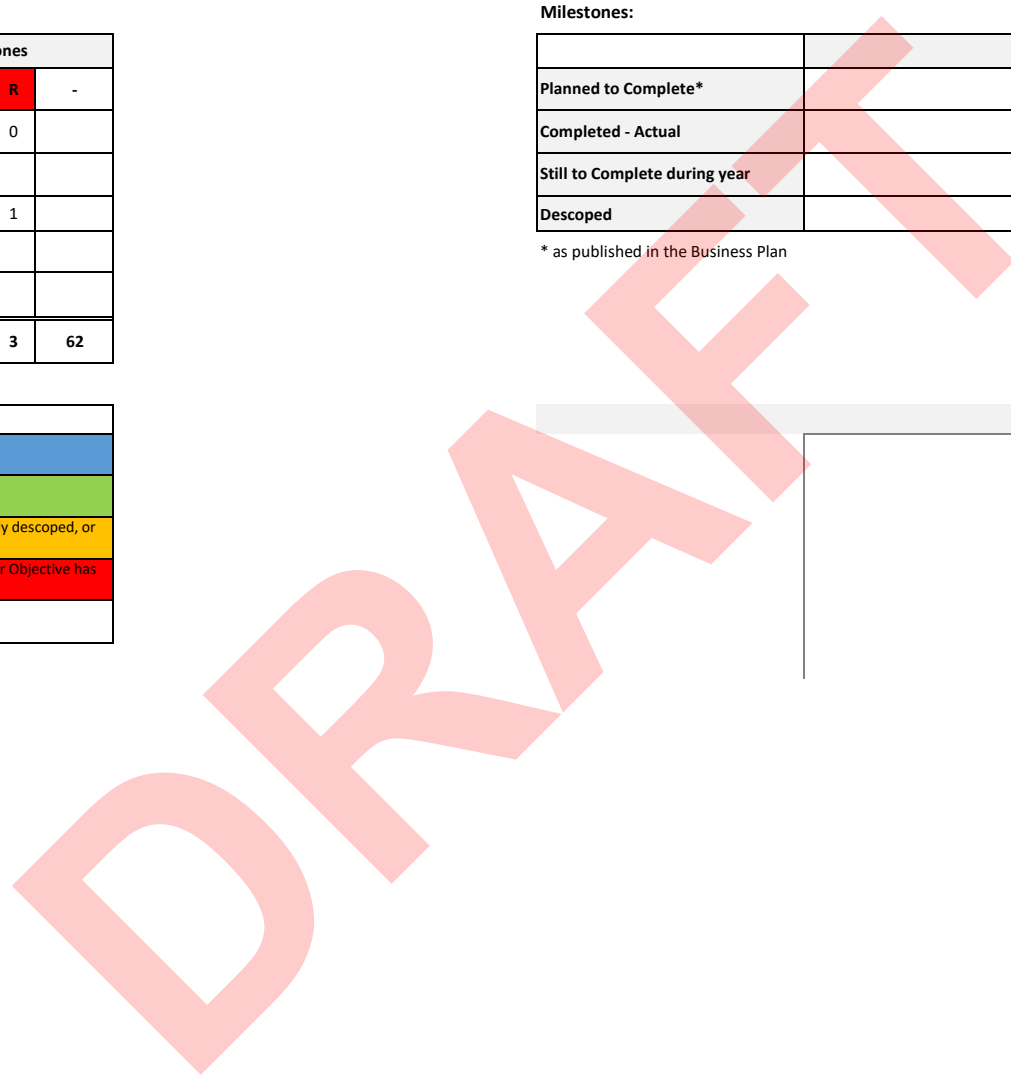
Theme 1: Better Protect and Uphold the Rights of Children

	z	Status					Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4					
1	Continue to embed and give further effect to the **UNCRC** in our work – *Practice & Policy (Learning)*					1.1	Deliver UNCRC training to all CHS staff	Complete by end Q1	100%	All staff completed mandatory training in Q1. UNCRC training is included as mandatory training for all new staff joining CHS and must be completed as part of their induction programme. Following the publication of Statutory Guidance modules will be updates as required. The Practice and Policy team have shared regular updates on the incorporation of the Bill, ensuring CHS staff and community have remained fully informed.
						1.2	Report on CHS's work to incorporate UNCRC during 2020-23	Progress to end Q4	100%	Final UNCRC report was approved by the Board in September and published on the CHS website.
						1.3	Revise our Children's Rights and Inclusion strategy	Progress through end Q4	Re-framed	The CHS Board approved a minimal refresh of the current strategy in June of 2023. A fully revised strategy will be produced in Q1 of 2024-25, in-line with the CHS corporate and business planning cycle.
2	Prepare for the implementation of the **Care And Justice Bill** in children's hearings – *Practice & Policy (Learning)*					2.1	Identify, develop and secure training programme for Tribunal members	~~Complete by end Q3~~ Re-timed to Q4	75%	Project is on track with a delay due to Stage 2 parliamentary processes. Project initiated and focused on developing required training and outcomes to meet the needs of Tribunal Members. CHS has formed a partnership with CYCJ to develop training resource / practice guide to support the needs of older children in the hearing system.
3	Building on our Children's Rights and Inclusion Strategy, undertake a **Strategic Participation Review to develop participation and collaboration opportunities for people with lived experience** on emerging improvements and projects – *Rights & Inclusion*					3.1	Work with partner agencies to engage with young people and those with lived experience	Complete by end Q3	100%	Improved engagement with OHOV, new strategic approach approved by the Board.
						3.2	Improve and strengthen our approach to participation, feedback, mentoring, and engagement	Complete by end Q4	100%	Strategic Participation Review approved by the board in Q3 which broaden and expands our approach to participation and engagement. Participation Review now being operationalized with newly appointed Participation Coordinator, selected by young people with lived experience.
4	Involve young people with lived experience in our work by **creating co-design opportunities** – *Rights & Inclusion*					4.1	Promote opportunities for those with lived experience through our participation hub	Complete by end Q4	Re-scoped and improved	Numerous opportunities have been taken up by young people with lived experience over the last 6-months, including video production, recruitment, speaking at staff event, co-designing practice resources – all promoted via existing networks. CHS have carried out a Strategic Review of Participation which was approve by the Board at their September 2023 meeting. As part of our new approach to participation and engagement, we will look to recruit young people as paid experts by experience, re-profiling the original design of the Participation Hub. We will continue to develop opportunities for participation and engagement while we re-profile this hub model. As approved by the Board at the January 2024 meeting, these milestones are re-scoped to exclude the promotion of the Participation Hub on the CHS website and focus on the recruitment of experts by experience to support our work.
						4.2	Recruit young people through the participation hub on CHS website	Complete by end Q4		
5	Encourage hearing experienced feedback by young people through the provision of our **child-friendly complaints and feedback processe**s – *Practice & Policy*					5.1	Evidence improvements in response to feedback and complaints from children and young people including the development of a feedback loop	Progress to end Q4	100%	Delivered. Feedback loop established with improvements actioned based on feedback gathered. i.e. – the development of our new feedback portal. Feedback has been limited but valuable. Regular developments are reported and reviewed by the Board via quarterly ARMC meetings. QR feedback testing in two regions with national roll out planned.
						5.2	Improve our feedback systems and complaints process by reflecting best practice from the SPSO Child Friendly Complaints Guidance for public bodies in Scotland	Progress to end Q4	100%	Delivered. Child friendly complaints and feedback systems are operational with improvement plan implemented. SPSO are revising their guidance however CHS are advanced in our approach as sector leaders and stand ready to adopt any further improved practice covered in the forthcoming SPSO guidance.

Theme 2: DELIVER CONSISTENTLY HIGH-QUALITY HEARINGS

	Business Objective and *Owner*	Status					Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4					
6	Improve the extent to which hearings and our work is **trauma-informed**– *Area Support; (Learning)*					6.1	Roll out Trauma training modules and resources through CHS Learning Academy to all volunteers	Complete end Q2	100%	Complete. Resources and training modules have been lunched on the CHSLA.
						6.2	All CHS volunteers and staff complete base-line training on trauma	Complete end Q4	82% of eligible volunteers (31/08/23) No staff data (31/08/23)	On track. Phase 1 of our Trauma Informed Training project has seen three resources embedded within pre-service mandatory training. Phase 2 of this project will commence in 24/25 when the further two NES Modules will be added to our mandatory training plans for those who have not completed the training as part of pre-service. Roll out to staff has been delayed however work is currently underway to introduce the Trauma Informed training as essential training for all CHS colleagues in Q1 of 24/25. The training will be accompanied by a CHS Bites session.
						6.3	Develop and launch the Language in the hearing room advisory pack for PMs	Complete by end Q4	100%	The Language in the Hearing Room guide is now complete. We are collaborating with OHOV and SCRA's to launch our guides early in Q1 of 24/25. To increase the impact of the project, an animation is being jointly funded by CHS and SCRA, involving young people from OHOV who form part of the Language Leaders Group. The animation was designed, scripted, voiced and produced by the young people and will be a prominent feature of the launch event.
7	**Develop an implementation plan for the agreed reforms** arising from the Hearing System Working Group report – *Area Support*					7.1	Work with Scottish Government, COSLA, SCRA, and other partners to plan the approach to implementation of agreed reforms from the Hearings for Children Report subject to government approval	Progress through end Q4	100%	CHS continues to work with SCRA, Scottish Government, COSLA, and Social Work Scotland as part of the Redesign Planning Group to prepare for implementation of agreed reforms, and those which do not require legislative change to implement.
8	Keep Panel Members equipped with accurate, up-to-date information and advice to be able to make **effective and timely decisions** – *Practice & Policy*					8.1	Issue and update practice guidance focused on high-quality hearings and decision-making	Progress up to Q4	100%	The Practice and Policy teams continually monitor and update the content of the PPM when required, as well as answer queries directly from Panel Members and Regional Area Support Teams via a dedicated inbox and teams channel.
9	Ensure our **quality management mechanisms** are operating effectively– *Area Support*					9.1	Continue to support PPA's to observe, quality assure, and improve practice in hearings	Complete by end Q4	100%	Tribunal Delivery Managers and Practice & Policy Advisors have developed a programme of meetings with PPA's within their Areas/Regions to understand current local operating arrangements and hear from PPA's what currently works well, and what could be better. Findings will aid the development of our approach going forward.
						9.2	Develop and deliver engagement work focused on quality assurance	Progress to end Q4	100%	PPA's continue to be engaged and support the development of improvement work. In Q4 this was delivered via a PPA forum attended by PPA's and member of CHS digital, data, and tribunal delivery teams.
						9.3	Carry out an audit of the PPA and quality assurance functions within CHS to inform the development of a Quality Assurance Strategy and Framework	Progress to end Q4	75%	Work ongoing and on track for completion by the end of Q4. Audit currently underway with a report anticipated for submission to the CHS Audit and Risk Committee in Q1 of 2024-25. Insights and recommendations received from the internal audit by Auditors BDO will be used to inform future developments and improvements to the function.
10	Ensure Panel Members have access to a high quality **Independent Report Writers function** to support effective decision making - *Practice & Policy*					10.1	Review the effectiveness of the Independent Report function through audit and identify any areas for improvement	Progress to end Q3	100%	Delivered. External audit complete. Insights and recommendations received from the internal audit by Auditors BDO will be used to inform future developments and improvements to the function. Improvement plan in place and high level of assurance received from audit.

Theme 3: CONTINUE TO BUILD AN EFFECTIVE, EMPATHETIC PANEL, THAT IS WELL-SUPPORTED

	Business Objective and *Owner*	Status					Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4					
11	Ensure CHS has appropriate and sustainable structures in place to **effectively support the people** needed to deliver a re-designed hearings system through a refreshed Tribunal Support Model– *Strategy & Development*					11.1	Work with staff, Area Conveners and the CHS community to deliver the first phase implementation of our Tribunal Support Model	Complete by end Q4	100%	On track. The Tribunal Support Model Programme comprises of two key projects - Rota Centralisation and the Launch of Regions. CHS have achieved this transformation of our core operating model through the development and application of CHS Change Architecture. The programme has three cohorts with cohort 1 & 2 now live, and cohort 3 progressing as planned.
						11.2	Ensure digital infrastructure is in place to support the new model	Complete by end Q4	100%	On track. Digital requirements and improvements identified and implemented for cohort 1 & 2 of TSM and progressing as planned for cohort 3.
						11.3	Ensure there are facilities in place to support new and existing panel members wellbeing	Progress through end Q4	100%	We continue to build relationships locally and nationally through our wellbeing manager and coordinators. National volunteer process to support wellbeing locally are being developed and implemented. National Regional wellbeing resource is being embedded as an element of TSM within our three cohorts.
						11.4	Work with our community to improve rota management process to support sustainability and capacity	Complete by end Q4	100%	As part of the TSM programme, the Rota Project brings all 34 local rotas across 9 regions in to one Scotland wide Resource Allocation Team. Input on design and structure was sought from experience in our volunteer community to improve the allocation and delivery of rota. This work was divided in to cohorts to manage the risk and change for our community and integrate a risk and data driven decision change process. We will launch the third and final cohort in April with the last key launch date in early May.
12	Equip new Panel Members with the **skills and knowledge** they need to start making effective decisions in hearings – *Learning*					12.1	Delivery of Pre-service training which provides understanding of the legislative context in which Panel Members must make decisions, the care and development needs of children, the balancing of rights in a hearings context as well as the need to adopt a trauma informed approach at all points	Complete by end Q4	100%	On track. CHS has selected 399 applicants for pre-service training, which will commenced in January 2024. The CHS Practice & Policy team have reviewed and approved pre service courses to ensure quality assurance. Trainees have been welcomed with local induction events and seasonal greetings and regular contact to maintain engagement and build lasting relationships. Currently, 355 trainees are on track to complete pre-service training by the end of Q4.

No.	Objective	Status				Ref	Activity	Target	%	Commentary
13	Continue to deliver learning and development via the Learning Academy to offer **innovative solutions for learning** – *Learning (Practice & Policy)*	green	green	green	blue	13.1	Support chairing capacity through the promotion of Enhanced Practice, Management Of Hearings and ongoing development training	Progress to end Q4 initially	100%	Additional sessions for EP & MOH have been provided by the learning Academy which has had a positive impact on the uptake and completion of training. A more targeted approach is currently being developed and implemented to support uptake going forward.
		green	green	green	blue	13.2	Design and deliver a high quality training programme and resources with subject matter experts in preparation for the implementation of the new requirements of the Care and Justice Bill	Progress to end Q4	100%	In progress. Content of training agreed, conversion into training programme delayed due to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill.
		yellow	yellow	red	red	13.3	Revise CHS Learning and Development Strategy with consideration of the impacts from the HSWG report and proposed reforms	Complete by end Q4	De-scoped	The Board agreed at their January 2024 meeting to descope this milestone from the business plan, moving it into our next business cycle, with a revised target of Q1 2024/25.
14	Work with our community to implement **Area Plans** that identify key activities for each area based on national and local priorities – *Area Support; (Info & Performance)*	yellow	yellow	yellow	yellow	14.1	Support ASTs to develop local Improvement Area Plans	Progress to end Q4	65%	All areas have been supported to complete area plans. 65% have been completed by AST's. Area plans will be reviewed in line with our tribunal support model going forward. ASTs continue to be supported by the National Team in delivering national priorities.
		green	green	green	blue	14.2	Support AST's to monitor and review improvement plans	Progress to end Q4	100%	Support continues via Tribunal Delivery Managers and is an ongoing process. Plans and reporting structure is under review as part of TSM to ensure regional priorities are aligned.
15	Undertake **recruitment activities** to ensure capacity to meet hearing demand – *Recruitment & Retention*	green	blue	blue	blue	15.1	Co-produce a refreshed recruitment creative with children and young people with lived experience	Progress to end Q2	100%	Complete
		green	blue	blue	blue	15.2	Undertake national Panel Member recruitment campaign with lived experience recruiters	Complete by end Q3	100%	Panel Member Recruitment complete with 399 applicants selected, recommended, and confirmed at trainees for pre-service. 60% of AST's had participation from Lived Experienced Recruiters.
				blue	blue	15.3	Undertake a recruitment campaign evaluation in order to understand applicant trends and enable a measured and effective approach to future campaign planning	Complete by end Q4	100%	Complete. External evaluation of 2023 Panel Member recruitment campaign undertaken. Findings and proposed changes have been reviewed by Senior leadership and the Board.
16	Retain AST Members by ensuring they are **reappointed** in an efficient and effective way - *Recruitment & Retention*	green	green	green	blue	16	Carry out necessary reappointment processes	Progress up to Q4	100%	All re-appointments scheduled throughout the business year have been progressed.
17	Work in collaboration with Tribunal Delivery colleagues and the wider People & Culture team to **develop a consistent approach to wellbeing** (including recognition) within our community of Tribunal Members - *Recruitment, Retention, and Wellbeing*			blue	blue	17.1	Begin to developing a consistent approach to recognising the contributions of our community members	Progress to end Q4	100%	On track. National approach to recognition, retention, and wellbeing will form essential strands of our People Strategy, due for Board approval Q1 24/25. Community mapping underway to understand current recognition processes taking place at a local level to inform future approach. As part of feedback and complaints feedback loop, Panel Members are written to with thanks when positive feedback is received.
				blue	blue	17.2	Recruit, induct and support the introduction of a Wellbeing Manager post within the organisation to develop and implement a Wellbeing Strategy in conjunction with the Tribunal	Complete by Q3	100%	Wellbeing Manager in post and developing CHS wellbeing approach to be embedded in our People Strategy, due for Board approval Q1 24/25. Wellbeing Manager working alongside Tribunal delivery team and other national partners to understand current needs, establish processes, and prioritise work for implementation in 24/25.
18	Ensure we have a **digitally enabled** and supported volunteer community – *Digital; Business Support*	green	green	green	blue	18.1	Provision of devices to trainees	Complete by end Q4	100%	Chromebooks supplied to the 23/24 cohort successfully.
		green	green	green	blue	18.2	Provide on-going community support including frontline response, user guides and training	Progress to end Q4	100%	Ongoing frontline digital support provided to volunteers via Digital Support assistant and Digital Support Lead.

Theme 4 BE WELL-INFORMED AND INFLUENTIAL IN OUR ENVIRONMENT AND COMMUNITIES

	Business Objective and *Owner*	Status					Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4					
19	Create a **programme of engagement** that informs and engages our community and stakeholders as we enter a period of reform and change – *Area Support (communication and engagement)*	🟩	🟧	🟩	🟦		19.1	Continue to engage with our community through our Community Hub, Town Halls, newsletters, and attendance local events while awaiting the Scottish Government response to the recommendation in the Hearings for Children Report	Q2 initially	100%	The Community Hub & town hall engagement model continue to be used to deliver key messages to our community.
				🟩	🟦		19.2	Using existing engagement frameworks, create a communication plan in coordination with the Scottish Governments response to the Hearings for Children Report	Progress through Q4	100%	Short term communications plan used through Q4 in conjunctions with sector partners to coordinate our communications around the Scottish Government response to the recommendation in the Hearings for Children Report.
20	Continue to **lead change** in the sector and hearings system through on-going collaboration with national partners – *Area Support*	🟦	🟦	🟦	🟦		20.1	Continued leadership with the Hearings System Working Group	Progress to end Q1 initially	100%	Complete. Hearing System Working Group devolved. Continued engagement with key stakeholders.
		🟩	🟩	🟩	🟦		20.2	Involvement with key national strategic groups e.g. Children's Hearings Improvement Partnership; Child Protection Leadership group and other national forums	Progress to end Q4	100%	CHS continues to have a seat at the table at national groups and forums to ensure we have stake in influencing and shaping policy and practice.
		🟩	🟩	🟩	🟦		20.3	Involvement and influence with key local groups e.g. Corporate Parenting Boards; GIRFEC groups	Progress to end Q4	100%	CHS continues to have a seat at the table at national groups and forums to ensure we have stake in influencing and shaping policy and practice.
21	Continue to embed our **digital systems** across our community and identify on-going improvements and developments to support the needs of CHS volunteers and staff - *Digital*	🟩	🟩	🟩	🟦		21.1	Transfer Learning Academy (LA) data into CSAS and ensure LA data is regularly uploaded and accessible	Progress to end Q4	100%	Past training and learning event data has been uploaded into CSAS from the Learning Academy. Work ongoing with the CHSLA to ensure regular transfer of data.
		🟩	🟩	🟩	🟦		21.2	Begin to put in place a system for data validation and cleansing	Progress to end Q4	75%	On track. Automated clean up on Recruitment in CSAS now deployed successfully. Power shells being employed to automate cleansing. Process being incorporated into digital run books to include regular auditing, validation and cleansing.
		🟩	🟩	🟩	🟦		21.3	Improve our user engagement approach to digital development, that increases response of user needs	Progress to end Q4	100%	Working closely with TSM and Rota managers to deliver CSAS improvement releases which have improved user experience. Work is ongoing to identify and provide additional improvements.

| No.	Objective					Ref	Milestone	Target	%	Commentary
22	Continue to work with partners to **lead on the implementation** of the Care and Justice Bill – *Practice & Policy*					22.1	Continue to work closely with partners to feed into the development of the Bill	~~Complete by end Q3~~ Re-timed to Q4 initially	100%	Delays to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill have required this milestone to be retimed to the end of Q4 initially. CHS have worked with partners and the media to respond to Stage 2 amendments. CHS have been clear in our messaging that the best interests of the child must remain the primary consideration of the hearing systems. We will continue to work with partners and Bill team to influence the contents of the Bill and have directly influenced key decisions such as access to legal representation and commencements dates.
23	Influence and engage in the development of **emerging legislation** that can improve outcomes for children and young people through the hearings system – *Practice & Policy*					23.1	Work with Scottish Government, COSLA, SCRA, and other partners to plan the approach to implementation of agreed reforms from the Hearings for Children Report subject to government approval	Progress up to end Q4	100%	Delivered. We continue to shape and influence amendments to the C&J Bill and highlight concerns about resourcing issue in relation to up and coming legislation. Work is ongoing with the Scottish Government as part of the strategic planning for the implementation of the Hearings for Children Report recommendations to shape the questions in the public consultation in relation to the proposed 'Promise Bill'.
24	Collaborate as a key partner in **hearing system reform projects** to improve hearings environments and experiences– *Area Support*					24.1	Work with Scottish Government, COSLA, SCRA, Social Work Scotland, and other partners to deliver improvements to the hearing system, within the scope of current legislation, while awaiting the government response to the Hearings For Children report	Progress up to end Q4	100%	Specific projects are being defined working with SCRA, particularly in relation to data sharing between the two organisations. Recommendations from the Hearings for Children Report recommendations have been categorised to aid the identification of priorities and their agreement.

ORGANISATIONAL EFFECTIVENESS AND COLLEAGUE SUPPORT

	Business Objective	Status					Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4					
25	Ensure CHS has the **right skills and capacity** needed to implement changes to the systems and the tribunal support model– *People & Culture*					25.1	Identify critical roles needed within the organisation through a revised organisational structure	Progress through Q4	100%	Organisational restructure complete.
						25.2	Introduce an organisation wide multi-year development programme to upskill and support our team to operate efficiently as part of our broader change programme	Progress through Q4	100%	On track. Comprehensive induction training including induction days for all new staff in place. Programme of learning and development in progress for all staff including: line management training, level 1 & level 2 hearing training, CHS Bites & How to Sessions, etc.
						25.3	Continue to develop the skills and capabilities of our leaders at all levels via the implementation of a Leadership Framework and programme of contextualised learning and development opportunities upskill and support our team to operate efficiently as part of our broader change programme	Progress to end Q4	100%	Multi-year leadership programme in development with phase 1 of Senior Leadership development programme, Lead to Thrive, in progress.
26	Continue to build a culture of **engagement and wellbeing** across the organisation through a programme of structured activities – *People & Culture*					26.1	Implement a programme of pulse survey's across 2023/24 to engage with colleagues and inform staff development opportunities	Progress to end Q4	100%	Pulse surveys being implemented as required, designed to 'check in' with the National Team and enhance employee engagement across the organisation. Survey topics planned around Smart Working to aid future approach. Ongoing engagement to be undertaken with the SLT and Team Forum to ensure accuracy and relevance of subject areas, aligned to People & Culture strategy and organisational needs.
						26.2	Launch a Wellness Programme (Be Well, Work Well) focused on building resilience, helping our colleagues to feel valued, motivated and part of the wider change process and broader organisational transformation	Progress to end Q4	100%	National Wellbeing Manager in post to support the planning and delivery of the CHS Wellness Programme, building activity and engagement with staff over Q3/Q4 with proposed Wellness Programme launch for April 2024.
27	Continue to deliver on our commitments to **Equality, Diversity & Inclusion** (EDI) *Learning; (Area Support)*					27.1	Continue supporting the EDI group to shape the work of CHS including the consideration of our new strategic outlook	Progress to end Q4	100%	EDI Strategic approach and implementation will be incorporated into the People and Culture Strategy, which includes the Wellbeing Strategy, for 2024/25. Named leads and responsible action owners to be identified.

#	Objective					Ref	Milestone	Timing	%	Commentary
28	Ensure CHS has a **future focused communications** strategy in place - *Communications*					28.1	Implementation of short term communication strategy and plan	Through end Q1	100%	Complete.
						28.2	Revise the CHS Communications strategy to effectively promote and support CHS through reform and change	~~Complete by end Q3~~ Re-timed to Q4	100%	Communication strategy submitted for Board approval Q4 23/24.
29	Continue to ensure CHS has policies and practices in place to **effectively manage our information** - *Information Governance*					29.1	Review, revise, and implement a more future focused records management plan	Progress to end Q4	100%	Revised Records Management plan submitted to the Keeper of Records in February of 2024.
30	Continue to **improve our feedback and complaints processes** to ensure we maximise the opportunities for organisational learning – *Practice & Policy, Learning*					30.1	Continuous improvement plan based on lessons learned to be developed and operationalised	Progress through end Q2	100%	Improvement plan based on internal audit implemented. Milestone complete.
						30.2	Feedback and complaints report to include full set of new KPI's compliant with SPSO requirements to be published quarterly	Progress through end Q4	100%	KPI's included in new report format and included in reports to ARMC.
31	**Develop an innovative and creative Pay and Reward Strategy** for 2023/24, underpinned by the principals set out by Scottish Government Pay Strategy - *People and Culture*					30.1	Carry out benchmarking activities and engage with colleagues within the sector, as well as our Team Forum, to ensure we maximise the benefits and rewards for our people Continuous improvement plan based on lessons learned to be developed and operationalised	Progress through end Q4	100%	From September 2023 to December 2023, CHS has undertaken a holistic review of CHS total benefits and rewards versus sector partners to inform future policy. We remain engaged with the Scottish Government Pay Policy team and our Sponsor team to develop an approach that it is creative, innovative and in line with the wider context of our sector and the parameters set out in the SG Pay Strategy.
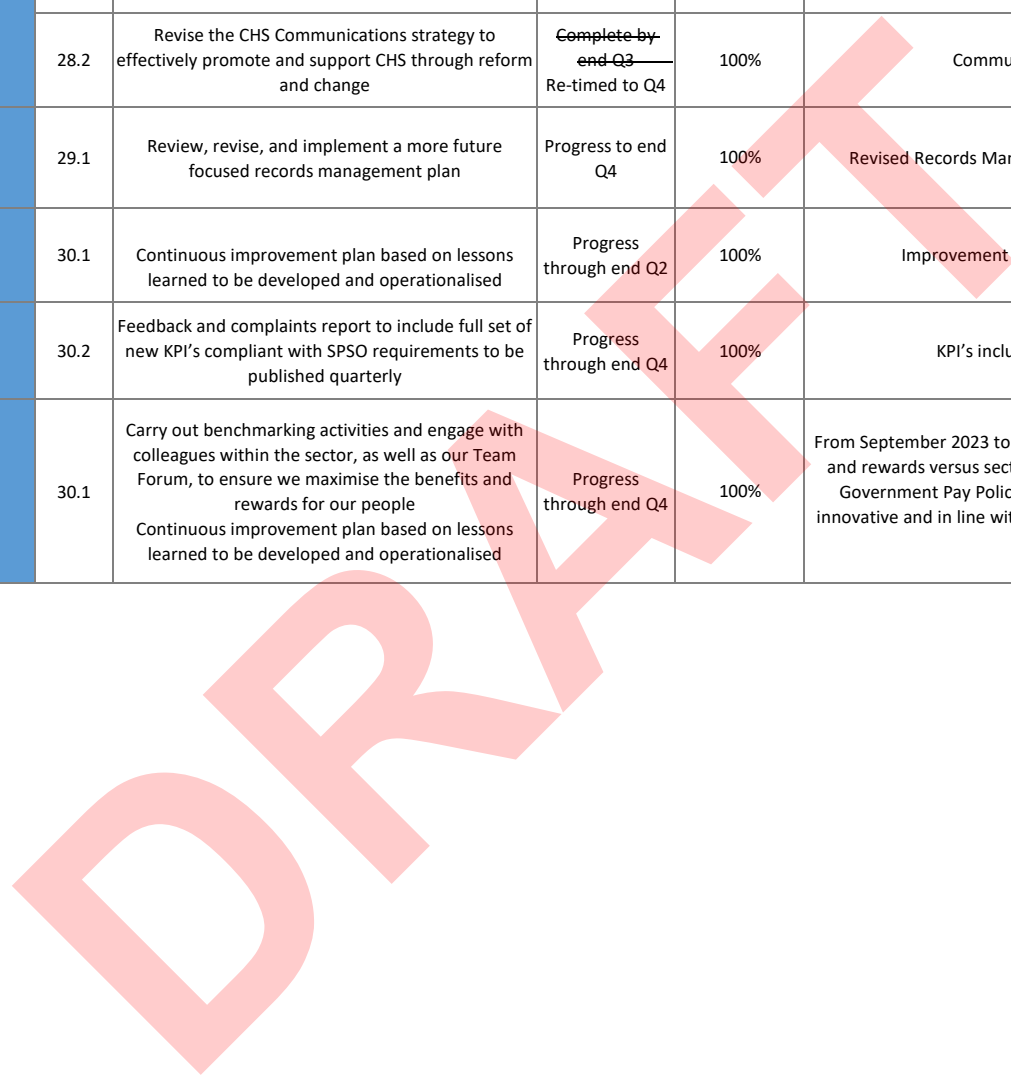
KEY PERFORMANCE INDICATORS

Strategic Theme	Objective	Performance Measure	Baseline	2023/4 Performance
1- Rights	1	% staff complete UNCRC training	New measure: 100%	100% in Q1 / 75% YTD (including new starts)
1-Rights	4	# of young people with lived experience taking part/recruited via participation hub	New measure: 6 Participants	Superseded: Due to the changed approach to participation, this KPI has been superseded.
1 - Rights	5	# of submissions made through the child friendly feedback complaints portal	New measure: No set target – monitor number submitted through portal to evidence use and awareness of child friendly feedback and complaints	From Q2 - 20/03/24 12 submissions made through the portal to date (feedback) Hits on main contact page: 2483 Hits on child friendly complaints page: 178 Hits on child feedback page: 309
2 - Hearings	6	% of PM and staff completed Trauma Informed training	New measure - 100%	94% of eligible volunteers have completed the trauma in practice – phase one course (YTD) 33% of staff have completed the trauma in practice – phase one course (YTD)
2 - Hearings	9	% of active and eligible Panel Members observed during the year	New measure - 100%	68.64% as at 09/03/24
3 - Panel	14	% of pre-service trainees who felt that the learning objectives were met	2021/22: 99% 2022/23:98% 2023/24 target: 99%	N/A for Q4
3 - Panel	14	% of applicants put forward for preservice training who complete the full training	2021/22: 87% 2022/23: 83% 2023/24 target: 90%	Data unavailable until the end of Q4
3 - Panel	15	% of eligible PMs completed Enhanced Practice and Management of Hearings training	New Measure - 70%	Year to Date (YTD) Enhanced practice completions – 75.4% (Eligible intake years '19-'23) 66.7% (Eligible '23 intake only) MoH completions – 46.9% (Eligible intake years '17 – '23) 30% booked on to future training
3 - Panel	17	% of areas recruiting do so with lived experience recruiters	New Measure - 100%	59% Q3
3 - Panel	18	% of Panel Members successfully reappointed	2021/22: 62% 2022/23: 70% 2023/24 target: 60%	80.17% as at 13/03/24
3- Panel	New Measure	% of Panel Members retained during the year	2021/22: 86% 2022/23: 78.50% 2023/24 target: 80%	83.71% as at 13/03/24
Organisational Operations		% CHS employee attendance	2021/22: 85% 2022/23: 93% 2023/24 target: 99%	99% in Q4
Organisational Operations		% invoices not in dispute paid within 10 working days, during normal operations	2021/22: 85% 2022/23: 83% 2023/24 target: 95%	73.25 for YTD 23/24
Organisational Operations		% positive staff survey feedback on opportunities for learning and development	2021/22: NA 2022/23: 70% 2023/24 target: 80%	Superseded: Due to the changed approach to gathering staff feedback, this KPI has been superseded.

Record of Changes to Planned Delivery

	Milestone(s) Changed	Date of Change	Details of Change	Rationale for Change
	2.1	Q3	Retimed to Q4	Project on track however overall deadline for training materials has shifted forward due to the Stage 2 parliamentary process
	22.1	Q3	Retimed to Q4	Delays to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill have required this milestone to be reviewed due to amendments to the legislative timescales.
	28.2	Q3	Retimed to Q4	Slight delay due to timing of government response to Hearings for Children report.
	4.1	Q3	partially-descoped/re-prioritised	Considered re-scoped to exclude the promotion of the Participation Hub on the CHS website and focus on the recruitment of
	4.2	Q3	partially-descoped/re-prioritised	experts by experience to support our work
	13.3	Q3	partially-descoped/re-prioritised into 24/25	CHS Learning and Development Strategy descoped , with a revised target of Q1 2024/25
	6.2	Q4	partially-descoped/re-prioritised into 24/25	Roll out to staff delayed into Q1 24/25 - Phase 2 roll out to community planned for 24/25
	14.1	Q4	partially-descoped	Area plans will be reviewed in line with our tribunal support model going forward.
	2.1	Q4	partially-descoped/re-prioritised into 24/25	While the project remains on track there is a slight delay due to the Stage 2 parliamentary process.
	13.2	Q4	partially-descoped/re-prioritised into 24/25	While the project remains on track there is a slight delay due to the Stage 2 parliamentary process.
	22.1	Q4	partially-descoped/re-prioritised into 24/25	While the project remains on track there is a slight delay due to the Stage 2 parliamentary process.

Quarterly Data Summary – 23/24 Q4 for Board

Accountable Officer: Director of Tribunal Delivery
Report author: Elaine Gray / Rachel Kavish Wheatley
Recommendation: To note
Resources implications: Within available

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

1.   Introduction and background

1.1   The quarterly data summary details key capacity and operational data from the last quarter alongside changes since the previous quarter. Dates for the data are provided in the data summary.

2.   Content changes since last report

2.1   Data related to Area Conveners and Depute Area Conveners has been removed since the TSM model is now partway through implementation and the roles now represent a small number of volunteers. PPA data is now reported on its own.

3.   Trends and Performance

3.1   73 Panel Members ended service in Q4 (to 11/03/24), totalling 365 ends of service in 23/24. The number of Panel Members will continue to decrease until late March when the current pre-service cohort is appointed. As it stands, this is a lower end of service rate than 22/23. Capacity continues to be carefully monitored with TSM and People & Culture strategies being developed and utilised to aid retention.

3.2   The number of Chairs has decreased for the first time in 23/24 (-26, which equates to a further 2.24% from target). Through training courses in 23/24, there are 41 more Chairs than a year ago. Changes to the Chairing policy and auto-enrolment on Chairing courses are still being explored as mitigating factors to increase chairing capacity. Reporting of active and eligible Panel Members enrolled in training will change in 24/25 to allow better oversight; the data team will take a lead role in reporting to support a more proactive approach to enrolment and follow-up on training.

3.3   The number of PPAs has remained mostly stable in 23/24, decreasing by 11. A PPA recruitment campaign is currently underway.

3.4   The number of Panel Members observed in Q4 (to 09/03/24) is 68.64%; this is against our target of 100% (active and eligible Panel Members). Q4 has seen a lower observation rate due in large part to the priority of Hearing observations being given to our trainee cohort (who require two hearing observations to complete pre-service

training) over PPAs. Changes to how the observation rate is monitored are in development to offer PPAs and Tribunal Delivery Managers better oversight. Changes to CSAS will be delivered over 23/24 Q4 – 24/25 Q2 and changes in Power BI will follow; these will enable PPAs and Regional teams better oversight of observations and reporting.

3.5   The number of Hearings and sessions remains stable, with seasonal fluctuations.

4.   Hearings Forecasts

4.1   All data we currently have indicates no change in pattern or large increase in Hearings should be expected. Trends continue to be monitored.

5.   Panel Member Forecasts

5.1   The forecast has not been updated since Q3. An updated forecast will be presented in Q1 following the appointment of trainees.

6.   Chair Forecasts

6.1   The forecast has not been updated since Q3. An updated forecast will be presented in Q1.

7.   Breaches

7.1   One additional Compulsory Supervision Order implementation breach was reported in Q4 (to 11/03/24). This totals six in 23/24; all were resolved at Stage 1.

Volunteer data 11/03/24

	PMs	Active PMs	Chairs	Active Chairs	PPAs	Active PPAs
Total	1,978	1,714	1,205	1,122	123	82
Change vs. Q3 end	-73	-76	-26	-29	-10	-16

Demographics 11/03/24	PMs	Change	PPAs	Change
Mean length of service (yrs)	6.37	+0.26	3.24	N/A
Median length of service (yrs)	3.82	+0.20	2.61	N/A
% Female	68.35%	+0.53%	58.54%	N/A
% Male	28.92%	+0.10%	27.64%	N/A
% Other genders or no data	2.73%	-0.63%	13.82%	N/A
Mean age (yrs)	53.96	+0.33	58.13	N/A
Median age (yrs)	55.95	+0.30	60.04	N/A
% Lived experience (at least)	3.69%	+0.08%	4.07%	N/A

Trends: Volunteer Numbers

Demographics data has remained stable. Unlikely to see changes until Q1, after PM and PPA appointments.

Panel Member numbers have decreased by 73 since Q3, totalling -365 in 23/24. They will continue to decline until April when the current trainees are appointed.

Chair numbers have decreased by 26 since Q3, totalling +41 in 23/24.

PPA numbers have decreased by 10 since Q3, totalling -11 in 23/24.

Trends over time to 11/03/24

Number of Panel Members, Chairs, and Sessions in each quarter

Legend: — PMs, ⋯ Active PMs, — Chairs, ⋯ Active Chairs, --- Sessions

Breaches to 11/03/24
1 breach reported in Q4. Total 6 Compulsory Supervision Order implementation breaches reported in 23/24. All resolved at stage 1.

Definition Active = rota'd on in the last 3 months or in future.

Hearings & Sessions Hearings and sessions have remained relatively stable with continued seasonal fluctuation.

Performance overview 11/03/24

Appointed PMs (1,978) against target (2,230) — 88.70% / -3.27%

Active PMs (1,714) against target (1,962) — 87.36% / -3.87%

Chairs (1,205) against target (1,472) — 81.86% / -1.77%

Active Chairs (1,122) against target (1,295) — 86.64% / -2.24%

PMs observed (1,184) against target (1,725) (to 09/03/24) — 68.64% / +7.98%

Panel Member forecast
Targets last updated Oct 2023; data last updated Q3 23/24
● Forecast based on live operational data and is subject to change. ● Care & Justice Bill not included – to be added when timeline known. ● Q1 will see trainees appointed. ● Impact of TSM not captured here and will be included when data is available, with an updated PM target set. ● PM target expected to be lower following rota optimisation. ● We continue to closely monitor capacity and risk; risk dependent on ends of service, inactive rate, number of sessions PMs do, rota optimisation, and change in number of sessions.

Number of Panel Members against Panel Member target

Legend: ⋯ Panel Members we had (solid) & forecasted to have (dots); — Panel Member target

Number of Chairs against Chair target (66%)

Legend: — Chairs (solid = known to have had; dots = forecast); — 66% target
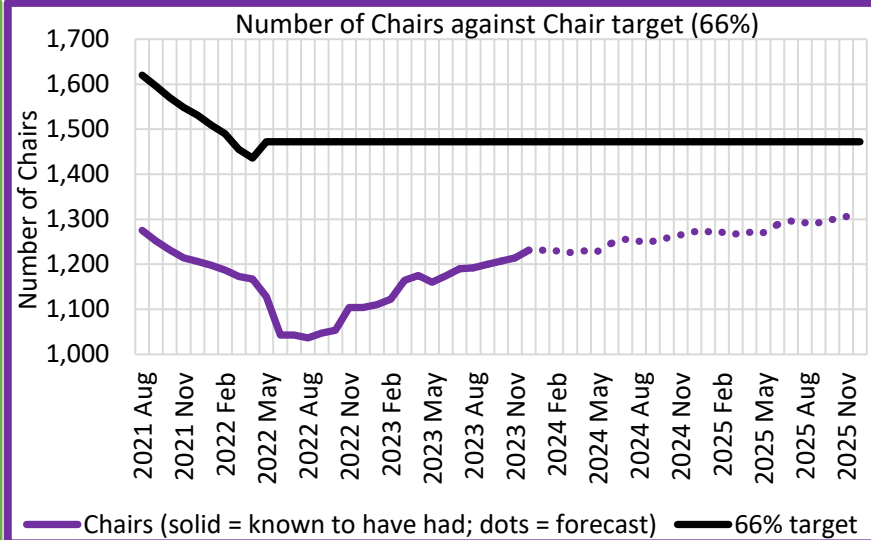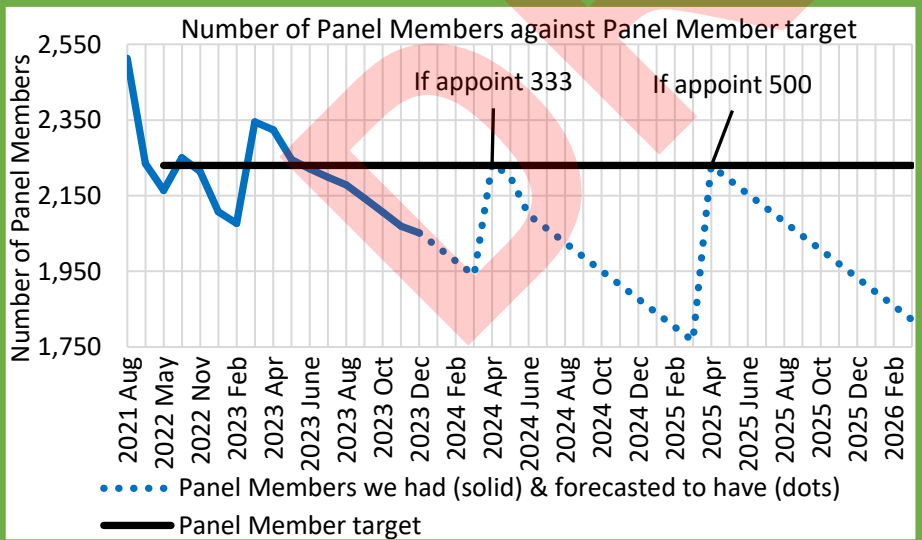
Chairs forecast
Targets last updated Oct 2023; data last updated Q3 23/24
● Forecast based on live operational data and is subject to change. ● Care & Justice Bill not included – to be added when timeline known. ● Ability to reach target impacted by number of PMs who enrol in training, number of courses available, and time to complete.

1/1

Business Plan 2024-25

Agenda Item 10 & 11
Paper Number CHS-2324-56&57

Accountable Officer:	Director of Business and Finance
Report author:	Business Operations & Governance Manager
Resources implications:	Within available
Recommendation:	To approve
Approval(s) sought:	To approve for progression to Ministerial Approval and publication on our website

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

1. Introduction and Purpose:

1.1 This cover paper accompanies the proposed 2024-27 Corporate Plan and Strategic Outlook, as well as our 2024-25 Business and Corporate Parenting Plan.

1.2 The 2024-27 Corporate Plan and Strategic Outlook will inform our business plans and activities for the following three years and is presented to the Board for approval ahead of submission for Ministerial approval.

1.3 The 2024-25 Business and Corporate Parenting Plan accompanies our new Corporate Plan for 2024-27 and is aligned to our three strategic priorities as agreed. It is presented for Board approval ahead of ministerial noting.

1.4 The Board will note there are yet some design aspects to be completed ahead of publication.

2. Corporate Plan and Strategic Outlook

2.1 The Corporate Plan, also called our Strategic Outlook, has been informed by the strategic priorities of the CHS Board and our unwavering commitments to keep the Promise. It has been drafted with the input of the Board, Senior Leadership Team, and key stakeholders and partners. It has been reviewed by our Sponsor Team and the Youth Justice & Children's Hearings Unit and feedback taken into account.

2.2 Our Corporate Plan sets out our Vision and Purpose, as well as our strategic priorities for the coming three years, informing all of our business activity. It encompasses our ambitions of improvement to the children's hearing system as well as our own organisation, and the experiences of all who come into contact with us.

3.   Business and Corporate Parenting Plan

3.1   CHS is required to produce an annual Business Plan, that describes the "key" activities and milestones for the year ahead, as derived from its Corporate Plan. For CHS "key" usually covers activities that have clear contribution to the delivery of strategy, activities that are directly related to the National Convener's core duties, and activities that are significant in terms of the resources required to deliver them and/or their organisational impact. CHS and the National Convener also use this plan to fulfil their duty to produce a Corporate Parenting plan.

3.2   The plan for this year follows a similar format as the previous year's – with objectives and milestones contributing to the three strategic themes identified in our Corporate Plan and Strategic Outlook forming the main content.

3.3   A draft plan has been reviewed by the sponsor team at Scottish Government and their suggestions taken in to account.

4.   Next steps

4.1   Following Board approval, the Corporate and Business Plans will be passed for Ministerial approval. Following this, it will be published to the CHS website.

4.2   Before publication, design elements will be finalised.

4.3   As in previous years, a more accessible version of the plans will be delivered through a child friendly approach.

5.   Board Actions

The Board are requested to approve both the 2024-27 Corporate Plan and 2024-25 Business Plan.

TO BE COMPLETED

Children's Hearings Scotland

Strategic Outlook

2024-2027

Contents

Foreword From Our Chair (text in development)

Everything we do is underpinned by our values and we will continue to improve our capability, build our capacity, and nurture our culture. We will uphold children's rights without fear or prejudice. We will demonstrate independence and integrity by promoting openness, transparency and accountability in all our interactions. We will make decisions based on evidence and we will be honest and transparent about the reasons for them.
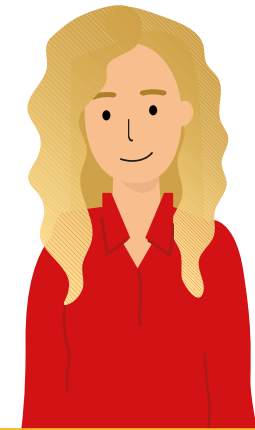
Katarina Kaspar
Chair of the Board

Introduction From Our National Convener and CEO (text in development)
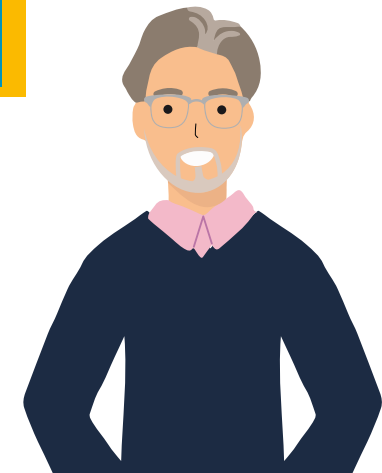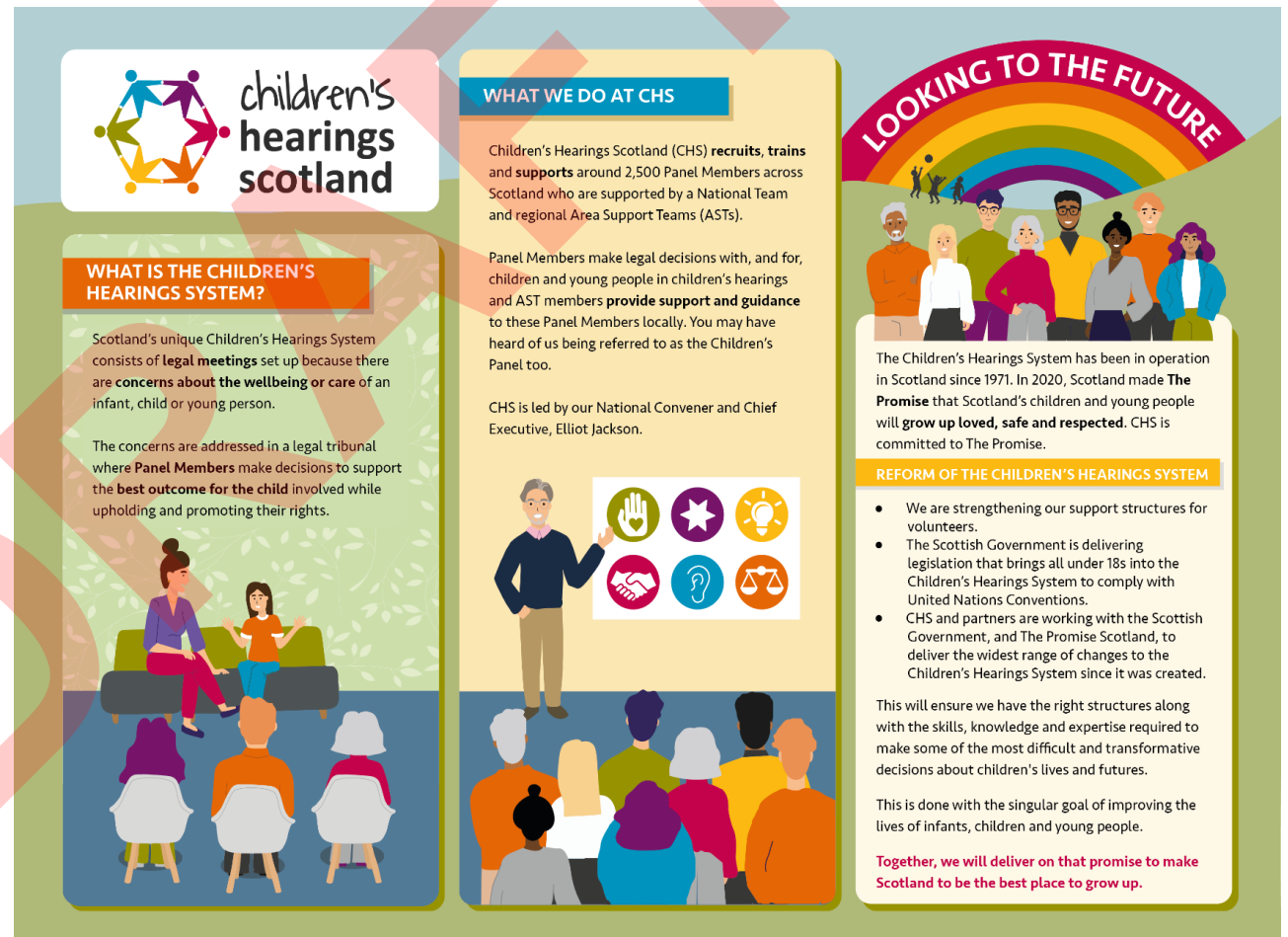
Elliot Jackson
National Convener & Chief Executive

Children's Hearings Scotland (CHS) is one of several 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. We work to a set of National Standards, and we are focused on ensuring that our vision, purpose and values are upheld and visible in everything we do.

We support volunteer Panel Members who sit on tribunals and make decisions in children's hearings. We have around 2,500 volunteers in our Community, supported by a team of over 70 dedicated colleagues operating on a national level, all led by the National Convener and Chief Executive. The National Convener is responsible for the recruitment, training, retention and support of Panel Members. The whole CHS Community's primary focus is to provide high quality hearings and positive outcomes for all infants, children and young people who experience the hearings system.

children's hearings scotland

WHAT IS THE CHILDREN'S HEARINGS SYSTEM?

Scotland's unique Children's Hearings System consists of **legal meetings** set up because there are **concerns about the wellbeing or care** of an infant, child or young person.

The concerns are addressed in a legal tribunal where **Panel Members** make decisions to support the **best outcome for the child** involved while upholding and promoting their rights.

WHAT WE DO AT CHS

Children's Hearings Scotland (CHS) **recruits**, **trains** and **supports** around 2,500 Panel Members across Scotland who are supported by a National Team and regional Area Support Teams (ASTs).

Panel Members make legal decisions with, and for, children and young people in children's hearings and AST members **provide support and guidance** to these Panel Members locally. You may have heard of us being referred to as the Children's Panel too.

CHS is led by our National Convener and Chief Executive, Elliot Jackson.

LOOKING TO THE FUTURE

The Children's Hearings System has been in operation in Scotland since 1971. In 2020, Scotland made **The Promise** that Scotland's children and young people will **grow up loved, safe and respected**. CHS is committed to The Promise.

REFORM OF THE CHILDREN'S HEARINGS SYSTEM

- We are strengthening our support structures for volunteers.
- The Scottish Government is delivering legislation that brings all under 18s into the Children's Hearings System to comply with United Nations Conventions.
- CHS and partners are working with the Scottish Government, and The Promise Scotland, to deliver the widest range of changes to the Children's Hearings System since it was created.

This will ensure we have the right structures along with the skills, knowledge and expertise required to make some of the most difficult and transformative decisions about children's lives and futures.

This is done with the singular goal of improving the lives of infants, children and young people.

Together, we will deliver on that promise to make Scotland to be the best place to grow up.

Our Operating and Strategic Environments

CHS is 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 a wide range of internal and external drivers have influenced the shape and content of this Plan and will impact on the delivery of our work over the next three years. Those drivers include the Children (Care and Justice) (Scotland) Bill, the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024, the Hearings Redesign Board, the Children's Hearings Improvement Partnership, the Youth Justice Improvement Partnership, and the Promise Plan 24-30.

Our purpose is to ensure our hearings make child-centred decisions which respect and protect children's rights and support them to thrive.

Our vision is for all infants, children, young people and their families to be safe, loved, and supported to realise their full potential.

Our strategic themes will deliver our vision through strong principled leadership, resilient systems, effective partnerships and organisational efficacy, all underpinned by our unwavering commitment to our values and delivering our contribution to Scotland's National Outcomes.

All infants, children, young people and their families are safe, loved, and supported to realise their full potential

Delivering Positive Outcomes **Valuing Our People** **Driving Transformation**

Children & Young People **Health** **Communities** **Education** **Poverty** **Human Rights**

Everything we do is underpinned by our values and we will continue to improve our capability, build our capacity and nurture our culture. We will uphold children's rights without fear or prejudice. We will demonstrate independence and integrity by promoting openness, transparency and accountability in all our interactions. We will make decisions based on evidence and we will be honest and transparent about the reasons for them.

CHALLENGING
Not being complacent, but questioning ourselves and others to help us improve.
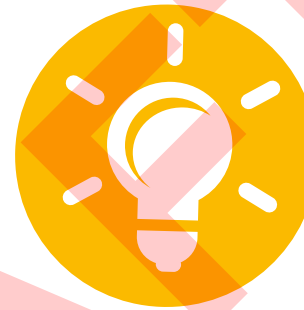
CREATIVE
Considering innovative and imaginative ways of approaching the issues we face in the work we do.

CHILD CENTRED
Making sure everything we do is in the best interests of children and young people.

RESPECTFUL
Treating children, young people, their families, partners and each other with care and consideration.

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

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

CHS is a non-departmental public body (NDPB) supported by an independent Board, appointed by Ministers, whose membership is drawn from a broad range of experience, including lived experience of the hearings and care systems. Our Board are passionate about reducing inequalities in our communities and ensuring that all children and young people have the best possible start in life.

Hi, I am Katharina and I am delighted to be appointed as the CHS Board Chair at a time of significant transformational change. I am passionate about reducing inequalities in our communities and ensuring that all children and young people have the best possible start in life.
Together with its partners, CHS has a unique opportunity to improve the experiences and outcomes for children, young people, and families attending hearings, and help make Scotland the best place for children to grow up in.

Henry Robson

Katharina Kaspar

"Hi, I'm Henry, and I am the Vice Chair of the Children's Hearings Scotland Board and have served as Chair of our Audit and Risk Management Committee.

Following senior management roles in SFHA and Law Society of Scotland, I bring significant experience of organisational change and governance to CHS.

I knew very little about the Children's Panel system when I was appointed, but I have come to love the work I do on behalf of the children and young people CHS helps and supports and I hope my passion and belief in the importance and relevance of the work CHS and our panel community comes through in the contributions I make at our Board and in other ways.

Hi, I'm Beth and I'm a Board Member here at Children's Hearings Scotland. I joined the board because I have a fierce passion for ensuring every child in Scotland has what they need to be safe, happy and healthy.

I grew up in care with my first children's hearing being when I was just 6 weeks old. I've attended hundreds of children's hearings over the years and as I got older and my confidence grew I began to own the hearing as my space to have influence over decisions that Panel Members were making about my life.

I want every child in Scotland who attends hearings to have that same confidence to shape, own and design their own future alongside Panel Members because I believe it can be done, and it does make a difference. This is your space, and I want to help you own it.

Sean Austin

Beth-Anne Logan

Hello, I'm Sean and I am a Board member here at Children's Hearings Scotland. I also chair the Audit & Risk Committee.

I have significant leadership and governance experience, including as a Chair of Governors at a large primary school. Prior to joining the CHS Board, I was a Chairing Panel Member in Stirling for 6 years, where I saw at first-hand what a difference the right support, at the right time, can make to infants, children and young people, and their families.

Every child in Scotland should grow up happy, healthy, safe and, above all, loved! CHS has a huge and important role in making this ambition a reality, and I will strive to use my experience and expertise to support the whole CHS Team and Panel Members to play their part in making this happen.

I first got involved in fostering and children's services in 2003 and have been involved ever since.
I firmly believe that any system that is intended to support children and young people should be the best that it can be, and I am committed to upholding this principle as a Board Member for Children's Hearing Scotland through committing to the promise from the Independent Care Review recommendations (February 2020) and amplifying the voices of children and young people at the heart of decision-making.

I became a Board Member with CHS because I wanted the voice of the child to be heard and being care experienced myself, I am passionate about facilitating conversations that allow this to happen.
This is a system that I think is vital to children and young people to ensure they have the best opportunities throughout their lives.
I am so proud to be part of Children's Hearings Scotland where I can see the hard work and dedication from everyone involved, striving to ensure the best outcomes are achieved for our young people.

Katie Docherty

Hi I am Katie and I am a Board member because I passionately believe it's crucial that children's hearings and the decisions made, are centred on the best interests of infants, children and young people.
I have been a Panel Member for three years and it has been one of the most rewarding experiences I have had. I know how important it is to encourage young people attending to feel welcome and safe to participate.

I believe that together we can make a difference and keep The Promise that every child grows up loved, safe and respected –
able to realise their full potential.

Barbara Neil

CHS Senior Leadership Team

Day-to-day management responsibility for the colleagues and operation of CHS and the volunteer Panel Community is delegated to the National Convener and Chief Executive who is supported by four directors who are responsible for operational and corporate delivery.
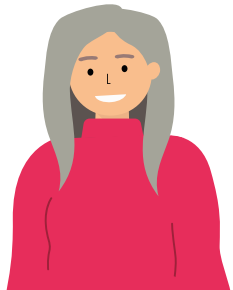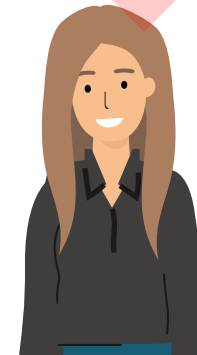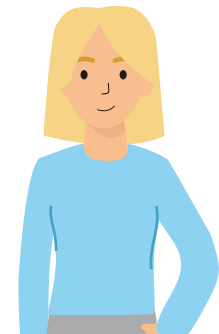
Carol Wassell
Director of Positive Outcomes
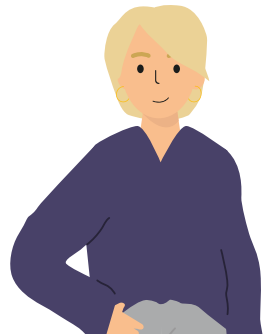
Lynne Harrison
Director of Tribunal Delivery

Elliot Jackson
National Convener & Chief Executive

Jessica MacDonald
Director of Business & Finance

Joanne O'Leary
Director of People & Culture

" **As a Senior Leadership Team we are committed to supporting and enabling our people to deliver positive outcomes for the infants, children, young people and the communities we serve. We are excited to deliver our ambitions for the next three years with our colleagues across the sector, enabling real change and improvement to the hearings system.** "

CHS Organisation

The year 2023 brought about significant change to the way CHS operates. CHS has grown and is undergoing an essential restructure to streamline our processes and deliver organisational efficacy as well as improving and enhancing our operational delivery model to derive consistency in quality and standards across the regions of Scotland. The result will be an enhanced, quality-led and efficiency-driven Children's Hearings System with children and young people front and centre of our work.

CHS is divided into four directorates: Positive Outcomes, People and Culture, Tribunal Delivery, and Business and Finance. It is supported and led by a dedicated and professional National Team which provides leadership, guidance, quality standards and operational support for people across all areas of our work. Children's Hearings Scotland would not function without our dedicated volunteer Panel Members: the people who make the decisions in the hearings. All functions work together to deliver excellence in the Children's Hearings System.

CHS delivers change through its change architecture, cutting across the directorates and delivering programmes containing multiple projects. Change is governed and monitored through the Programme Management Office and the Change Board.

Positive Outcomes

With responsibility for participation, quality, practice, policy, standards and learning, the Positive Outcomes Directorate provides a cohesive approach to how we deliver hearings in a trauma-responsive and rights-upholding way consistently across Scotland. The function provides CHS and external partners with assurance about the outcomes that are achieved for our infants, children and young people and drives improvement where we need to change.
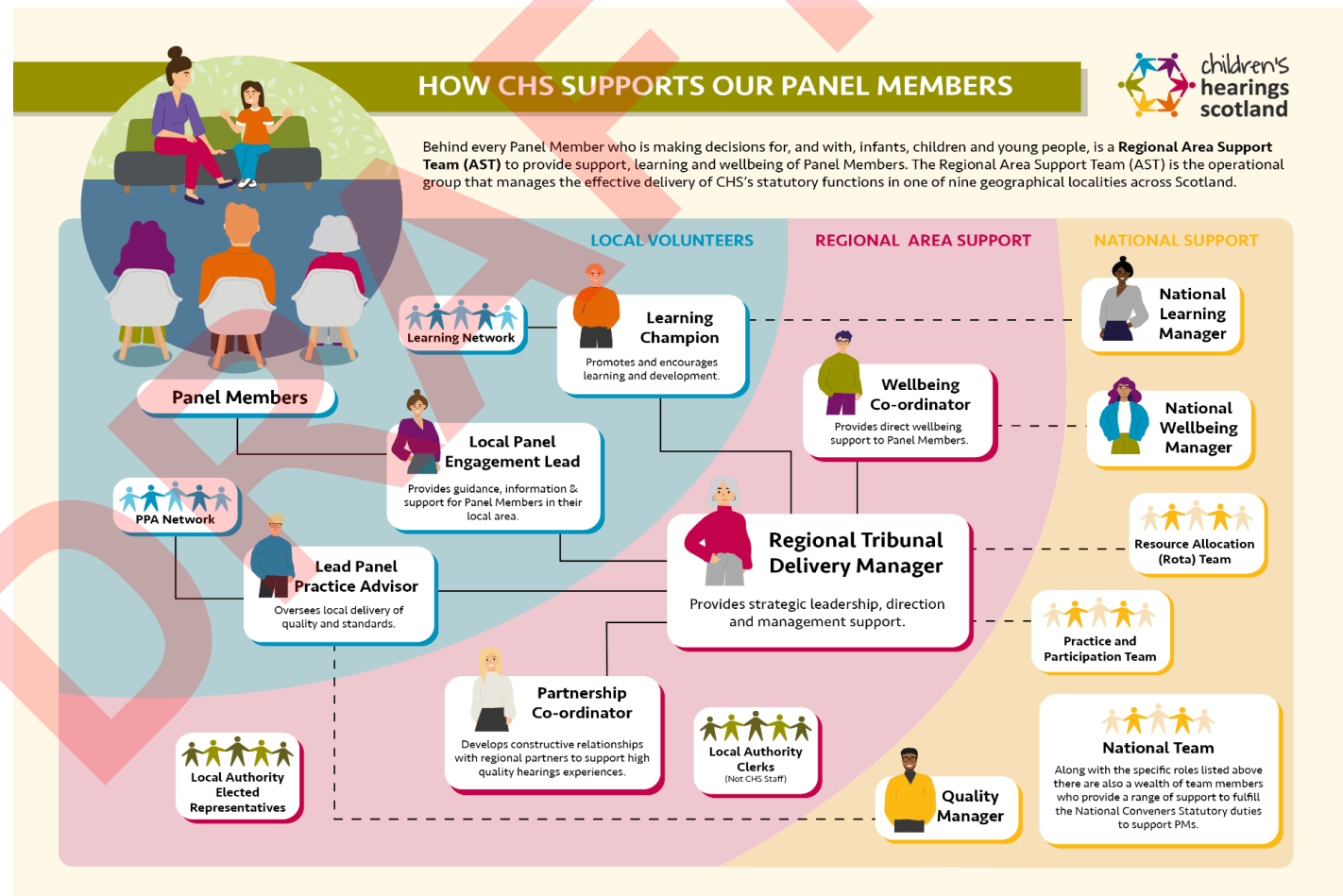
People and Culture

The People and Culture function plays a key role in supporting the organisation's most valuable asset – our people – by providing guidance, support and resources across the organisation. The team has overall responsibility for driving forward an organisational culture for colleagues and the Panel Community which is fair, inclusive and transformative and one that promotes diversity, equality, inclusion and wellbeing aligned with our CHS values and objectives.

The Tribunal Delivery Model

Children's Hearings Scotland is implementing a sustainable Tribunal Support Model that delivers support for our Panel Members and ultimately improves the outcomes for children and young people. This new operating model is aligned to SCRA localities, providing connection with our key hearings system partner.

The model takes away some of the burdens on our volunteers while continuing to provide fulfilling, sustainable volunteer opportunities beyond Panel Membership. It provides a centralised, fair and consistent

HOW CHS SUPPORTS OUR PANEL MEMBERS

children's hearings scotland

Behind every Panel Member who is making decisions for, and with, infants, children and young people, is a **Regional Area Support Team (AST)** to provide support, learning and wellbeing of Panel Members. The Regional Area Support Team (AST) is the operational group that manages the effective delivery of CHS's statutory functions in one of nine geographical localities across Scotland.

LOCAL VOLUNTEERS **REGIONAL AREA SUPPORT** **NATIONAL SUPPORT**

Learning Network

Learning Champion
Promotes and encourages learning and development.

Panel Members

Local Panel Engagement Lead
Provides guidance, information & support for Panel Members in their local area.

PPA Network

Lead Panel Practice Advisor
Oversees local delivery of quality and standards.

Wellbeing Co-ordinator
Provides direct wellbeing support to Panel Members.

Regional Tribunal Delivery Manager
Provides strategic leadership, direction and management support.

Partnership Co-ordinator
Develops constructive relationships with regional partners to support high quality hearings experiences.

Local Authority Elected Representatives

Local Authority Clerks
(Not CHS Staff)

Quality Manager

National Learning Manager

National Wellbeing Manager

Resource Allocation (Rota) Team

Practice and Participation Team

National Team
Along with the specific roles listed above there are also a wealth of team members who provide a range of support to fulfill the National Conveners Statutory duties to support PMs.

approach to resource allocation that maximises our opportunities to fulfil hearings; an enhanced support structure to Panel Members that will be consistent across the country; and a strong foundation to support and enable our Panel Community to deliver quality decision and take on new responsibilities derived from the Care and Justice Bill and any recommendations the Scottish Government takes forward from the Hearings for Children report.

Business and Finance

The Business and Finance function is a central corporate service that provides excellent governance, change assurance, data insight, digital infrastructure and financial management to support CHS to deliver its statutory functions and to achieve its ambitious transformation strategy and its long-term vision.

Commitment to partnership working between CHS and SCRA

CHS and SCRA are committed to working in partnership to combine our respective strengths, resources and expertise to achieve positive outcomes for infants, children and young people in the hearings system. This means we will commit to:

- Open and transparent communication of intentions around issues, policies and legislation that impact our organisations.
- Ensuring that decisions affecting both partners will be discussed openly and will be made in the interests of the infants, children and young people who experience our hearings system.
- Sharing data and information, in compliance with the law, required by our partners to deliver their services in pursuit of continuous and systematic improvement.
- Resolving conflicts or disagreements informally through constructive dialogue.
- Conduct regular reviews to assess the partnership's performance, effectiveness and relevance to evolving needs and priorities.

SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

children's
**hearings
scotland**

Strategic Themes

Our Strategic Themes focus on three central tenets within which we can provide the most impact. The corporate outcomes set out in this plan are our strategic priorities and will guide our work for the next three years. Each outcome is supported by pieces of work and detailed plans within our annual Business and Corporate Parenting Plan.
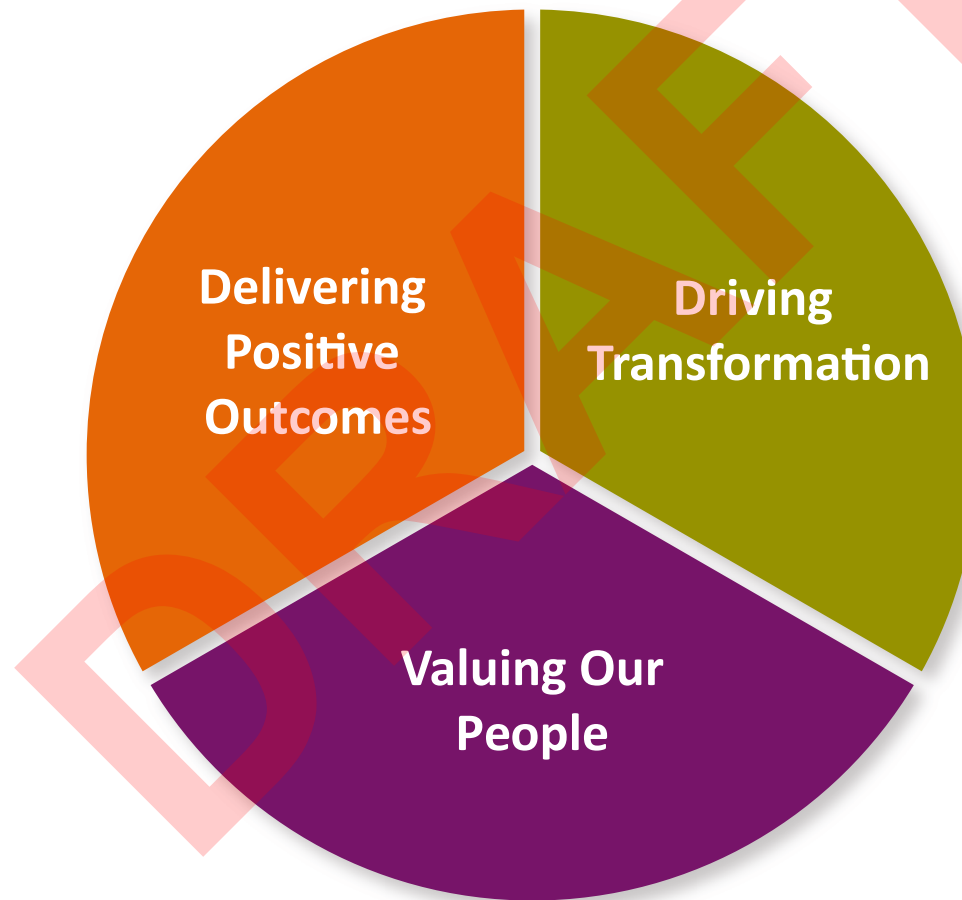
STRATEGIC THEME 1: Deliver Positive Outcomes

Infants, children, young people and their families are at the heart of what we do, and we believe in a Scotland where they are all safe, loved and supported in order that they can fulfil their potential in all areas of life. We are committed to delivering positive outcomes for all those who enter the hearings system by adopting a trauma-responsive and rights-driven approach in all we do. We will equip Panel Members with knowledge to uphold those rights and the means to support children and young people to participate in their hearing.

What is our objective?	How will we deliver it?	What will progress look like?
Develop a 5-year learning strategy to maximise learning impact across CHS	We will ensure our Community has support to develop and enhance their skills, knowledge and competencies to meet the needs of decision-making for infants, children and young people in an increasingly complex legislative and policy environment. We will deliver the Learning Strategy alongside a highly skilled and effective learning team, using the most up to date adult learning theory and tools. We will refine and invest in our learning offer to ensure maximum impact and value for money. We will continue to build on core subject areas for learning such as trauma, relational working, and upholding children's rights through knowledge of legislation and practice.	A range of learning solutions will be available to increase accessibility and provide a great learning experience. It will be designed to maximise capacity, engagement and quality. We will deliver cutting edge content which is based on the most up to date research and evidence. We will have a highly skilled learning team who make use of best practice and emerging developments in learning to deliver engaging content and meaningful development opportunities for our community. Our Community has access to targeted learning support and opportunities when and how they need it. Positive outcomes for children, and the decisions that need to be made to support them, will be at the heart of what is delivered.

Quality will be the cornerstone of our hearings system	We will be able to clearly articulate what quality looks like in the work we do and put in place Quality Frameworks that help us to measure this and share the learning. Building on the work of our Panel Practice Advisors, we will ensure that our Panel Members get feedback on their performance, and on the impact of the decisions they make. We will embed Quality Assurance across the organisation and demonstrate how we are using this data and evidence for management information leading to improvement.	We will use data to evidence the impact of decisions and make this widely available to those who need it across the organisation. We will use our quality assurance work to measure the things that children have told us are important to them which will inform and drive areas for change and improvement. We will be able to evidence that our community is making high quality decisions that lead to positive outcomes, and address through learning and improvement any areas where that is not the case. Clear processes will be in place for effective feedback loops, and our Communications and Engagement Strategy will support our credibility and reputation through promoting what we do well.

| **Upholding and promoting children's rights is at the forefront of what we do, and those rights are well understood by our people** | We will ensure policy and practice leadership and advice to our Community is current and up to date. Through it we will embed all the relevant articles of the UNCRC into our work.

We will measure and assess adherence to policy and practice through our Quality Strategy.

We will measure ourselves as a rights-respecting organisation through the decisions we make, the complaints and feedback we receive, and the outcomes we achieve.

We will clearly set out, through our Participation Strategy, our commitment to working with people with lived experience of care to shape and influence our strategic, policy and operational work. | We will have a framework for decision-making that articulates how we make rights real for infants, children and young people.

Our learning offer will teach and test for knowledge and skills that demonstrate our people are making rights-respecting decisions through a trauma-informed lens. It will equip our people with the knowledge they need to better understand the landscape of wider social and economic circumstances that impact on families.

The voice of people with lived experience will be visible in our work, with clearly defined structures whereby people can participate in rewarding and meaningful ways. |

DRAFT

Strategic Theme 2: Valuing Our People

We want to make Children's Hearings Scotland the best place to work and volunteer. We are committed to fostering a culture where colleagues and volunteers feel valued and supported. We will ensure that our people are empowered to perform at their best, understand the contribution they make and have those contributions recognised and celebrated. We want everyone at CHS to thrive and flourish.

What is our objective?	How will we deliver it?	What will progress look like?
Implement a three-year People Strategy that attracts and retains top talent and committed individuals, and drives the success and sustainability of the organisation	Through aligning our strategic people themes with our overall strategic goals, we will foster a motivated and committed workforce. We will incorporate all the key principles behind a healthy, happy organisation including EDI, Wellbeing, Recruitment and Retention, Learning and Development, and Reward and Recognition. We will build a culture of engagement and wellbeing across all levels of the organisation. We will remain committed to our values, our ambitions and our promises.	Colleagues and the wider CHS Community will see how their contributions help us to deliver our organisational commitments through clear communication and engagement. Our volunteer community will feel fully integrated into CHS with their voices heard and contributions valued. Our retention rates and experience of our valued and committed volunteers and colleagues will improve. An appropriate suite of resources – including policies, procedures and tools – will be available to support our people, demonstrate expectations and agreed ways of working, and support effective and transparent leadership and management practices. We will have a positive reputation as an inclusive, supportive place to work and volunteer, where our people enjoy an open, rich and diverse culture.

Our organisational design remains agile, adaptable and responsive to support ongoing organisational transformation	We will articulate and embed effective colleague and volunteer planning practices supported by excellent financial planning and modelling to deliver on our capacity and demand requirements. We will ensure roles and responsibilities are clearly defined to facilitate effective skills-sharing, decision-making and promotion of accountability. We will deploy flexible and adaptable approaches to how we work to respond to evolving organisational needs.	Our organisation's structure reflects and reinforces our culture and our values and promotes a positive work environment at all levels of CHS. Our colleagues understand and engage in our workforce planning processes. We plan for our future needs identifying potential skills and knowledge gaps by proactively ensuring we have the right people in the right roles and actively share skills of our valued community. We have effective communication and collaboration across the organisation and community, both locally and nationally. We actively promote knowledge-sharing and cross-functional problem solving across the organisation.

To become a more inclusive and diverse organisation and create a culture where everyone feels valued, included and engaged.	We will develop and implement programmes and people initiatives that foster a diverse and inclusive environment and ensure that all colleagues and volunteers feel valued and respected. We will implement policies and practices that support the physical, emotional and mental well-being of colleagues and volunteers. We will implement strategies to ensure open, transparent communication throughout the organisation. We will work in collaboration with senior leaders and managers to build and maintain a workforce plan aligned to our organisational and Panel Community needs.	Our values are front and centre of our work and considered at all stages of our recruitment lifecycle and decision-making process involving colleagues and volunteers. Our culture and work environment are inclusive and caring, with a focus on the wellbeing and experience of our CHS people. We will be an employer of choice with a reputation as an excellent place to work and volunteer.

To develop our people capabilities	We will promote and nurture inspirational leadership and management capability, promoting a culture of collective delivery and individual accountability at all levels. We will develop learning pathways to support long term development, progression and succession planning. We will provide ongoing opportunities for colleagues and volunteers to enhance their skills, knowledge and expertise, and support growth through learning and development, mentorship and leadership-development programmes. We will establish mechanisms to acknowledge and reward outstanding performance, contributions and achievements by fostering a culture of appreciation and recognition.	Colleagues are able and feel supported to build the skills they need in order to support their ongoing career development and personal growth. Colleagues and volunteers are empowered to speak up and learn within a reflective culture. Priorities and expectations are clear and understood. Compassionate and inclusive leadership is demonstrated within and outwith the hearing room. We continue to attract high-quality colleagues and volunteers, by offering dynamic, challenging and rewarding opportunities.

Strategic Theme 3: Driving Transformation

We believe in the power of transformation to effect meaningful change in ourselves, our partners and the lives of the children and communities we serve. Children's Hearings Scotland is embracing a period of reform and transformation as it responds to the government-supported recommendations in the Hearings for Children report. We are committed to delivering the best possible hearings system for our children and young people and will work in partnership with them, our Panel Community and our strategic partners to drive forward our ambitious change agenda.

What is our objective?	How will we deliver it?	What will progress look like?
Work with partners and stakeholders to lead and influence change.	We will help lead the Hearings Redesign Board to ensure best outcomes for infants, children and young people. We will be courageous in our thinking to improve the hearings system across Scotland. We will equip our people with the skills and knowledge they need and empower them to try new things to deliver better outcomes. We will remain agile in our planning and delivery models, able to pivot when the need arises. We will develop productive and trusting partnerships with our key stakeholders to plan and implement cross-sector change. We will encourage a culture of innovation to drive creative problem-solving and product and service enhancements.	Needs for change are identified, planned and implemented in a structured and timely manner through regular corporate and business planning and performance monitoring. Changes and improvements to the hearings system will be visible and welcomed by all stakeholders and partners.

| We will become a data-informed and data-driven organisation. | We will make data-driven decisions that use evidence to drive change and progress.

We will create and communicate new insights derived from data-based evidence.

We will establish a robust data analytics framework to support informed decision-making and strategic planning.

We will implement key performance indicators (KPIs) to monitor and measure progress towards organisational excellence. | Our data will demonstrate the positive impacts of the changes we make to our organisation and its ways of working.

We will be able to tell engaging and compelling stories to support our direction of travel.

We have the capacity and skills required to be a data-driven organisation.

We will have excellent baseline data to demonstrate progress and improvement over time. |

| We will make effective use of technology, capitalising on its potential for enhancing performance and delivering efficiency. | We will adopt agile practices for continuous improvement to our digital systems and processes.

We will work with our strategic partners on joint digital ventures to improve the service we offer.

We will embed the 'digital-first' approach to our work to enhance and streamline our services.

We will create efficiencies through effective use of technology. | There will be a mature and proactive continuous improvement structure which serves the whole organisation.

Our Change Action Board will be an example of excellence in collaboration, delivering successful change across two organisations.

We will use digital solutions when they are considered the best option.

Our digital infrastructure is intuitive and easy to use and saves us time and energy when we use digital services. |

Critical Enablers for Strategic Success

CHS has an ambitious vision for the future of the hearings system in Scotland. Our strategic enablers are the capabilities and resources required to support our operational effectiveness and organisational excellence and to facilitate our strategic ambition.

We live our values

We keep children at the heart of everything we do, respecting their rights and listening to their voice. We are creative and innovative, serving others with great care and compassion.

We are committed to transformation

We are committed to delivering better outcomes for children and young people by improving how we operate, setting high expectations to achieve results while delivering our mission and purpose.

We value our relationships

We are committed to working collaboratively and purposefully with all our partners, recognising that we are not an island but are one part of a complex network dedicated to improving the hearings system.

We manage change well

We continuously improve how we work and manage change and we respond to change in a flexible and agile way ensuring that we remain informed and communicate what we are doing and how we are doing it.

We are courageous, influential and impactful

We are not afraid to try new ways of working, to make the necessary changes to the system or to speak out when others can't. We are accountable and we take responsibility for our actions.

We measure the important things

We see the value of data to drive our decisions and to measure our impact, so we source, collect and analyse our data with care and precision and use it to navigate our path, to recognise our successes and to know when to pivot.
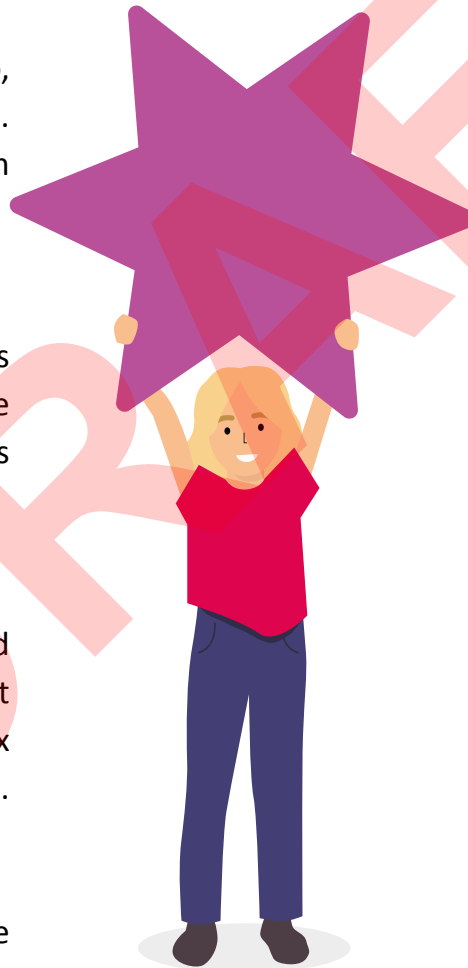
National Outcomes

National Outcome	Strategic Themes	Our contributions
Children and Young People We grow up loved, safe and respected so that we realise our full potential	Positive Outcomes	Progressing and upholding children's rights and wellbeing as paramount when making decisions in children's hearings as measured by our annual Impact Report and UNCRC reporting duties.
Communities We live in communities that are inclusive, empowered, resilient and safe	Positive Outcomes Valuing Our People	We provide positive and meaningful volunteer opportunities that are valued by our communities and provide a service to Scotland. This is measured via KPI's within our business plans around recruitment and retention of volunteers.
Culture We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	Valuing Our People	We have an inclusive culture which values and looks to increase the diversity of our colleagues and volunteers. This is measured via our annual Equality Outcomes reporting.
Economy We have a globally competitive, entrepreneurial, inclusive and sustainable economy	Driving Transformation	As an NDPB, we are committed to providing value for money in our transactions and adhering to the principles of Public Service Reform. This is measured via our annual accounts and PSR statements.
Education We are well educated, skilled and able to contribute to society	Positive Outcomes Valuing Our People	We continue to work towards a hearing system which reduces stigma and minimises disruption to children's and young people's education. We provide quality, accredited learning for our volunteers which enable them to contribute to Scotland through their service in our Panel Community. This is measured via KPI's within our business plans around learning completion and satisfaction.

Fair Work and Business We have thriving and innovative businesses, with quality jobs and fair work for everyone	Valuing Our People	We value our people by offering quality employment opportunities that are paid fairly and adhere to the principles of Fair Work First.
Human Rights We respect, protect and fulfil human rights and live free from discrimination	Positive Outcomes Valuing Our People	We uphold and progress children's rights through our adherence to and promotion of The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024. This is measured via our annual Impact Report and UNCRC reporting duties.
International We are open, connected and make a positive contribution internationally	Driving Transformation	We deliver a world class legal tribunal for the Children's Hearing System in Scotland which is an exemplar internationally for upholding and promoting the rights of children.
Poverty We tackle poverty by sharing opportunities, wealth and power more equally	Positive Outcomes Driving Transformation	Through the implementation of National Convener functions, we work with our partners and local authorities to remove barriers and drive support for children and their families.

Our corporate plan is aligned to the Scottish Government's National Outcomes. We share Scotland's vision for all children and young people to be safe, healthy, achieving, nurtured, active, respected, responsible and included. As a non-departmental public body (NDPB) CHS plays a role in delivering the Scottish Government's overall purpose, strategic objectives and national outcomes.

Our Resources

Children's Hearings Scotland is funded through an annual Grant in Aid (GiA) under a framework agreement with the Scottish Government. Annually, CHS works with our Sponsor Team and Government colleagues to identify the resources needed to deliver our statutory functions and reform ambitions. Our annual budget and Grant in Aid is outlined within our annual Business Plan. These resources are allocated across CHS's functions to ensure that we can recruit, train and support our volunteer community while delivering the best quality hearings.

77
colleagues in the CHS 'National Team'

2400
Volunteer Panel Members

300
Volunteer Area Support Team Members

children's
**hearings
scotland**
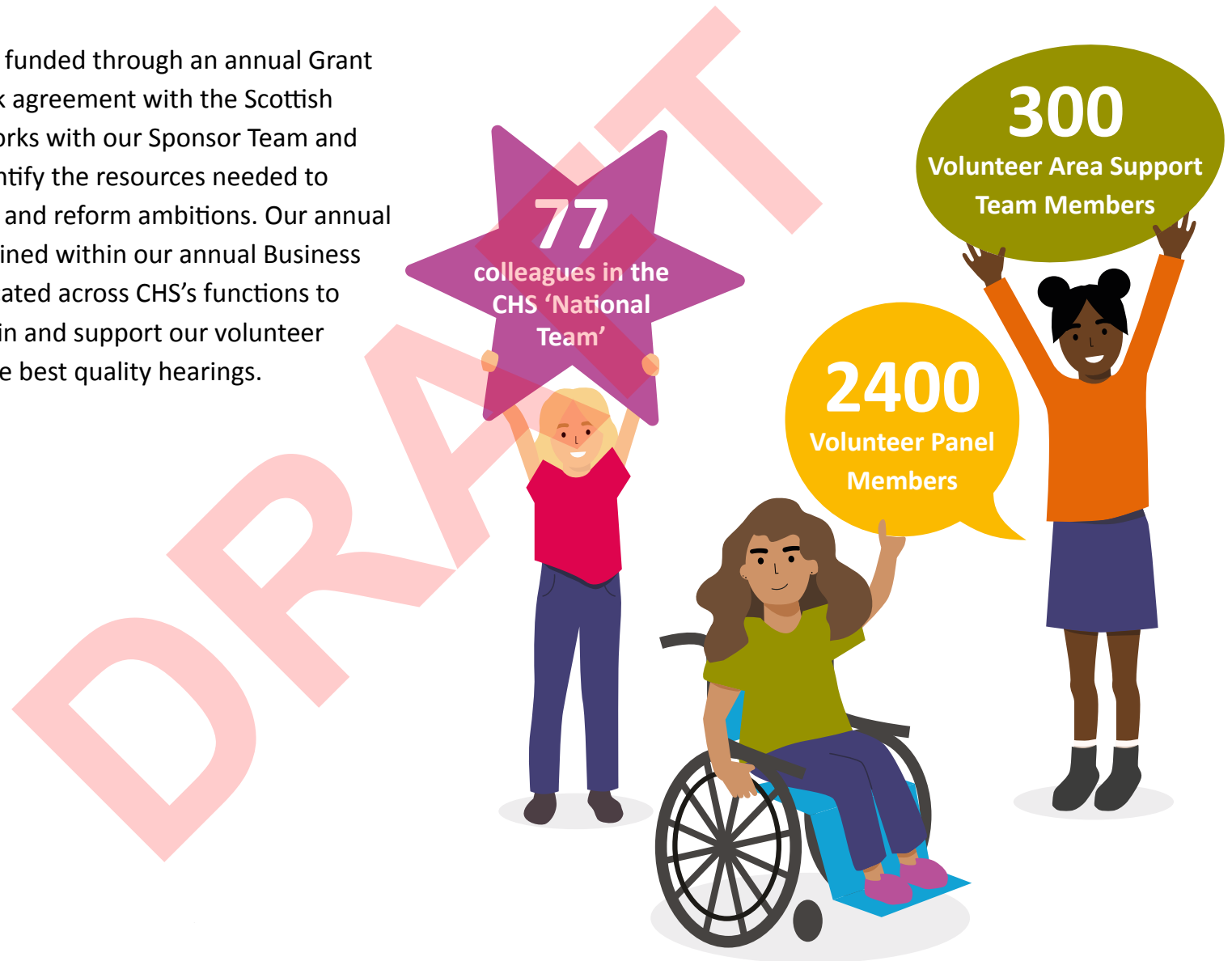
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Children's Hearings Scotland

Business and Corporate Parenting Plan

2024-2025

Contents

Introduction

By Elliot Jackson,
National Convener and Chief Executive

This year sees Children's Hearings Scotland launch a new Corporate Plan for 2024 – 2027 based on our ambitions to drive change and improvement in the hearings system, and to #keepthepromise to Scotland's infants, children, and young people. Our Corporate Plan, also known as our Strategic Outlook, identifies our strategic themes linked to our responsibilities as Corporate Parents. This Business and Corporate Parenting Plan for 2024-2025 directly underpins our new Corporate Plan and identifies those activities CHS will achieve within the business year which progress the delivery of our renewed Vision, Purpose, and strategic goals.

Shortly before putting the final touches on both these documents, there were two important developments which will have long ranging and positive impacts on the children's hearings system: The Scottish Government published their response to the recommendations in the Hearings for Children report, and the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 gained Royal Assent.

Publication of the Scottish Government's position regarding the Hearings for Children report provides a renewed opportunity to work with our government colleagues, partners and key stakeholders across the sector, including our community and people with lived experience, to make significant and transformational changes to how the hearings system operates.

The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 reinforces that the work of Panel Members is one of the strongest ways in which children's rights are protected in Scotland. We are invigorated by the commitment of the Scottish Government to champion children's rights, and we will continue to ensure that these rights, together with the welfare of the child throughout their childhood, are the paramount consideration when making decisions in a hearing.

While our ambitions remain great, we understand that change takes time to develop and implement effectively. Over the next few years we will be supporting and navigating our people through a period of controlled reform and legislative implementation. Throughout this time, CHS will continue to work with the Scottish Government, our community and our partner organisations to find solutions that support our highest priority: improved

outcomes for infants, children and young people.

To deliver those solutions, my four thematic priorities for 2024-25 are to:

- Improve our capacity to deliver – Managing the continued recovery from Covid-19, the economy and the legislative landscape on our ability to recruit and retain volunteers
- Start to implement recommendations from the Hearings for Children Report – Working with our partners and stakeholders to drive transformational change and system re-design.
- Prepare for Legislative change – Equipping all of our people with the knowledge and skills they need to deliver the changes anticipated through the implementation of legislation.
- Optimise our Regional Tribunal Support Model – Complete the implementation of our new model, embedding and optimising the new structure and building on this to identify opportunities for improvement and efficiency.

This is an exciting time to be part of the children's hearings system in Scotland. Along with our partners, we are actively involved in reformations that will improve outcomes for Scotland's children, families and their communities. Now more than ever I am proud to be the National Convener. I am excited by the opportunities we have to reform the system over the coming years and I am confident that together we can deliver better outcomes for all.

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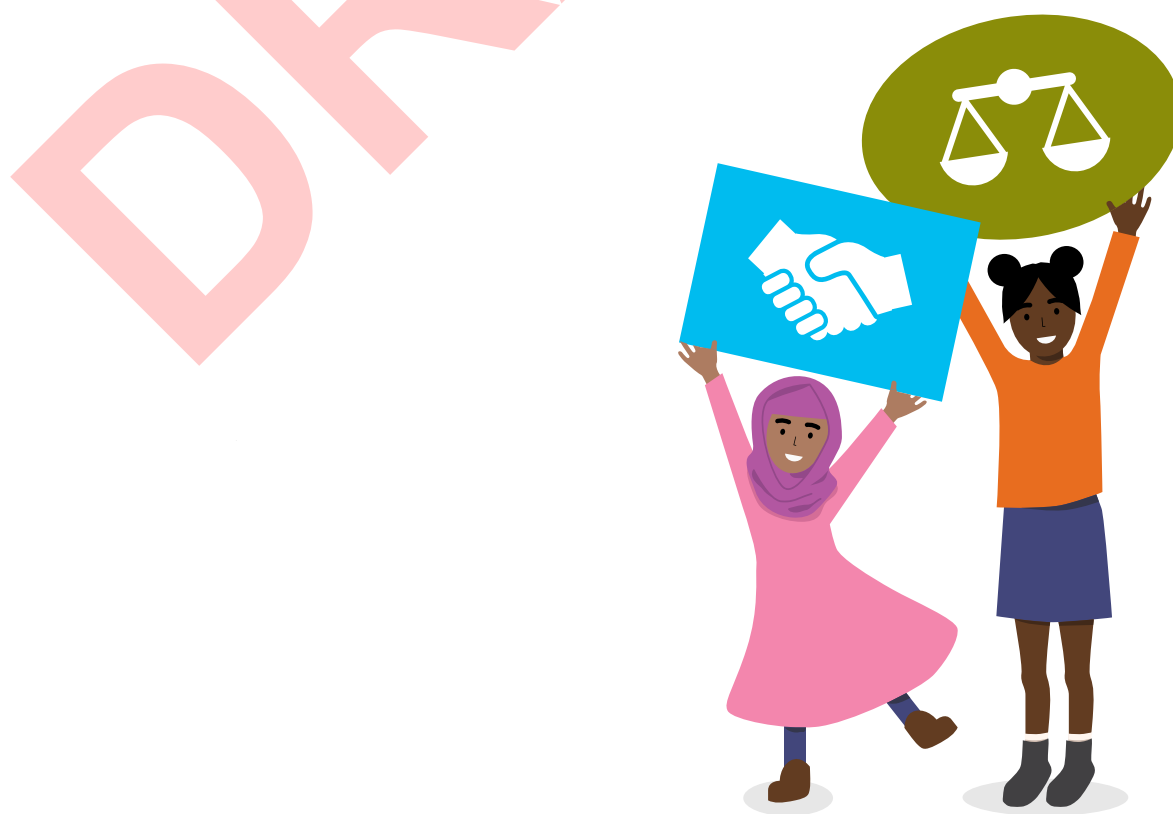
2023-24

In 2023-24 the hearings system and wider sector continued to face significant challenges under the strain of ongoing economic challenges. We remain in awe of, and have immense gratitude to our panel community, national team, and partners across the sector who continued to be present and strive for better outcomes for infants, children, young people, and their families. We could not have delivered the following achievements without you:

- Designing our 2023 Panel Member recruitment campaign with the **input of young people with lived experience**, delivering a refreshed look and feel to our approach.

- Delivering our recruitment, both for new panel members and colleague roles, with the **involvement and input of lived experience recruiters**.

- Delivering **collaborative proposals** for the redesign of the Children's Hearings System, with input from our panel community and lived experience focus group, for consideration as part of the deliberations of the **Hearings System Working Group**.

- Launching our **Child Friendly Feedback and Complaints Portal** providing an easy and accessible way for children and young people to provide vital feedback to us about their experiences at hearings.

- Working with Scottish Government colleagues and partners in the sector to advise, influence and consult on **legislative changes** that support and uphold children's rights, such as the Children Care and Justice (Scotland) Bill.

6

- Reflecting on the positive strides we have made to progress children's rights and incorporate the principles of the United Nations Convention on the Rights of the Child (UNCRC) by publishing our **Progressing Rights and Childrens Hearings Scotland** report for 2020-2023.

- Celebrating and thanked our community through local recognition events and nationally during **Volunteers Week**.

- **Reappointing** over 270 Panel Members for a further 3 years.

- Increasing our community's trauma awareness in hearing practice by releasing **Trauma-Informed training** materials to our community and including it as part of pre-service training, and continuing our trauma-informed training programme for colleagues.

- Working towards **making our website and communications materials fully accessible**.

- Continuing to embed and give further effect to the United Nations Convention on the Rights of the Child (UNCRC) in our work by delivering **UNCRC training to all our colleagues**.

- Developing and **implementing a new Tribunal Support Model** to more effectively support our panel community.

7

Our Context: Upholding and progressing Children's rights

As Corporate Parents under the Children and Young People (Scotland) Act 2014, CHS and the National Convener have responsibilities to make sure our attention and resources are focused on upholding the rights and safeguarding of Scotland's looked after children and care-leavers, and promoting their wellbeing. CHS and the National Convener plan, deliver, monitor and report on these duties together, collaborating with our partner organisations when necessary to deliver these goals. Our commitments in 2024-25 will centre on:

UNCRC

We welcome the incorporation of the UNCRC into law and will work closely with our partner organisations to ensure we are compliant with every aspect of new legislation. We will continue to conduct hearings and to champion children's rights with our panel members ensuring the rights of a child throughout their childhood are the paramount consideration when making decisions.

Participation

To ensure that our work is informed by and for the infants, children and young people we serve, we are committed to encouraging and supporting the participation of those with lived experience as a key tenet of our organisation. We will elevate the involvement of children, so it becomes core to our standards, practices and organisational culture through the implementation of our strategic approach to participation.

The Care and Justice (Scotland) Bill

At CHS, we welcome the changes proposed by the Children (Care and Justice) (Scotland) Bill and have already begun extensive work to understand the impact these will have in the hearing room. We are committed to ensuring that every child under the age of 18 who requires support and guidance, benefits from the welfare-based approach of the children's hearings system to give them the best start in life. All children have the right to be heard and for their views to be taken seriously and we must do everything possible to encourage older children to actively engage and help shape their own future.

Childrens Rights and Inclusion Strategy

As a key priority, we are working now to publish an updated Children's Rights and Inclusion strategy, co-designed with care experienced young people, which enshrines the ongoing implementation of our obligations to put infants, children and young people with lived experience of care at the heart of what we do.

Our Context: Delivering transformation and driving change

CHS remains committed to keeping The Promise to Scotland's children and delivering those reforms and improvements identified by the Hearings for Children report that have been accepted by the Scottish Government. We acknowledge that change takes time, but we are committed to ensuring that what doesn't need to wait, shouldn't wait. CHS recognises the opportunities we have to make a meaningful difference to the experience of children in the hearings system NOW, while further system transformation is considered and planned.

Change and innovation

We have established a dedicated change function within CHS which will work with our partners on a number of innovative projects to improve children's experiences of hearings:

Language in Hearing Room – picking up on the principles and work of the Language Leaders, we will be working with SCRA and our panel community to improve the use of language in hearings to remove trauma and stigma.

Child Friendly Complaints and Feedback - having launched our child friendly feedback and complaints portal in 2023, we are working with SCRA to implement a "front door" for feedback and complaints relating to hearings

Chair meeting the child – we will work with our partners at SCRA towards enabling children to have more ownership of their hearings by meeting the Chair in advance.

10

Working with Partners on the Hearings for Children recommendations

CHS will work with partners and key stakeholders on areas for improvement that do not require legislative change but do require a joint approach and are appropriate for early prioritisation in the delivery of Hearings for Children. We will be working with SCRA and as part of the Hearings for Children Redesign Board.

Improvement

CHS will continue to engage in and influence the development of emerging legislation that can improve outcomes for children and young people through the hearings system. As we implement the Tribunal Support Model, we will incorporate improvements in a responsive way, and will build this foundation as a platform to deliver change and positive outcomes.

This year we launched our tri-annual *Strategic Outlook 2024-2027*. Within this Corporate Plan we set out what our priorities for the next three years will be. We call these priorities our "Strategic Themes" and together, they guide and inform our ambitions to improve outcomes for children touched by the hearing system. Our Strategic Themes are:
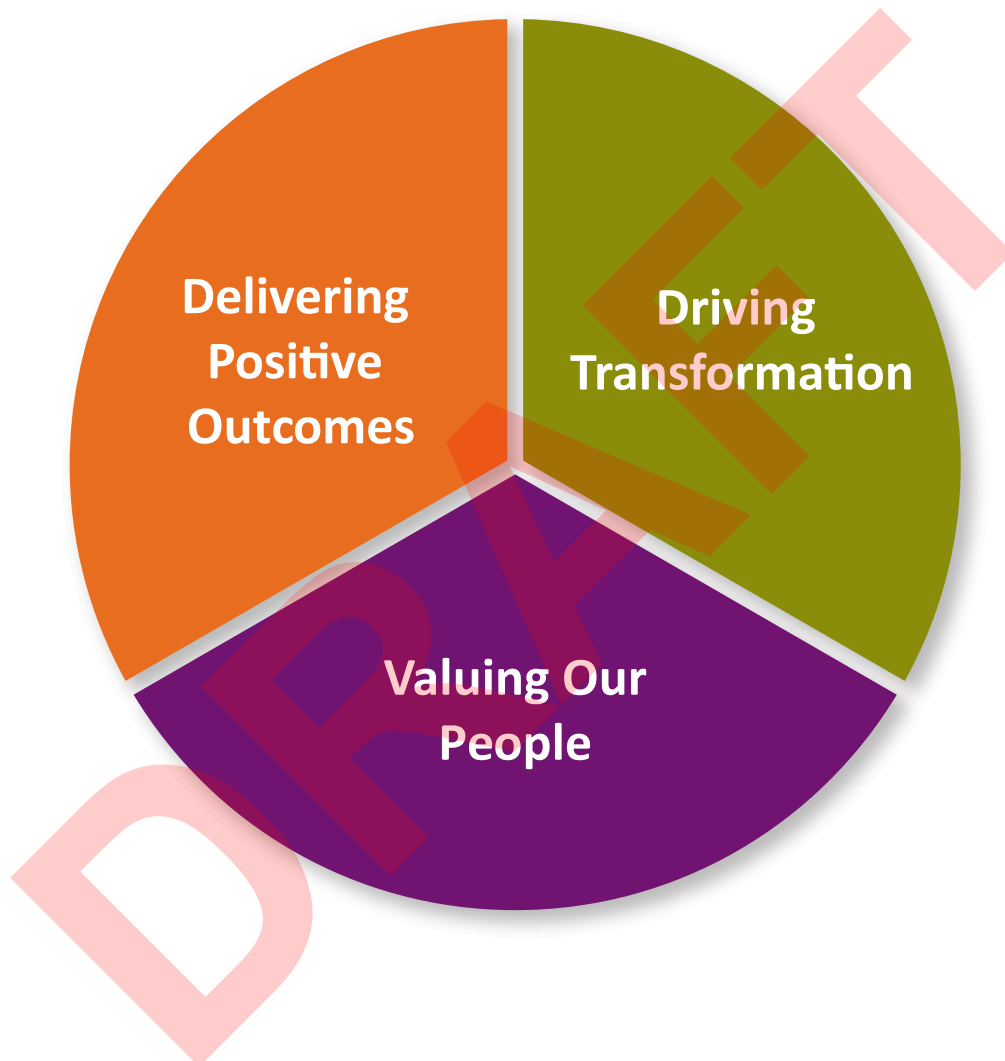
Strategic Themes – an overview

Theme 1. Delivering Positive Outcomes:

Infants, children, young people and their families are at the heart of what we do, and we believe in a Scotland where they are all safe, loved and supported in order that they can fulfil their potential in all areas of their life. We are committed to delivering positive outcomes for all those who enter the hearings system by adopting a trauma-responsive and rights-driven approach in all we do and equipping our people with knowledge to uphold those rights and the means to support children and young people to participate in

their hearing.

Theme 2. Valuing our people:

We want to make Children's Hearings Scotland the best place to work and volunteer. We are committed to fostering a culture where colleagues and volunteers feel valued and supported. We will ensure that our people are empowered to perform at their best, understand the contribution they make and have those contributions recognised and celebrated. We want everyone at CHS to thrive and flourish.

Theme 3. Driving Transformation:

We believe in the power of transformation to effect meaningful change in ourselves, our partners, and the lives of the children and communities we serve. Children's Hearings Scotland is embracing a period of reform and transformation as it responds to the government-supported recommendations in the Hearings for Children report. We are committed to delivering the best possible hearings system for our children and young people and will work in partnership with them, our panel community, and our strategic partners to drive forward our ambitious change agenda.

These Themes represent both our current programme of continuous improvement and our ambitions for the future for CHS, children's hearings, and those who come in to contact with hearings. They will guide our work over the next three years and support us to deliver on national ambition to make Scotland the best place in the world to grow up.

Pages 15-30 of this Business Plan outline the actions we are taking in 2024-2025 to make progress toward achieving these themes. The milestones are planned across 4 operational quarters- Q1 =April-June; Q2 = July – September; Q3 = October – December; Q4 = January – March. We will re-view and revise our milestones at the end of quarter two to ensure we are aligned to our colleagues across the sector in preparing to, and implementing, legislative changes and recommendations from the Hearing for Children report.

13

Critical Enablers – Improving capabilities

Our strategy is built on our three strategic themes and our identified critical enablers. These strategic enablers are the capabilities and resources required to support our operational effectiveness and organisational excellence.

We live our values
We keep children at the heart of everything we do, respecting their rights and listening to their voice. We are creative and innovative, serving others with great care and compassion.

We are committed to transformation
We are committed to delivering better outcomes for children and young people by transforming how we operate, setting high expectations to achieve results while delivering our mission and purpose.

We value our relationships
We are committed to working collaboratively and purposefully with all our partners recognising that we are not an island but are one part of a complex network dedicated to improving the hearings systems.

We manage change well
We continuously improve how we work and manage change and we respond to change in a flexible and agile way ensuring that we remain informed and communicate what we are doing and how we are doing it.

We are courageous, influential and impactful
We are not afraid to try new ways of working, to make the necessary changes to the system or to speak out when others can't but we are accountable and we take responsibility for our actions.

We measure the important things
We see the value of data to drive our decisions and to measure our impact so we source, collect and analyse our data with care and precision and use it to navigate our path, to recognise our successes and to know when to pivot.

Our Plans - Theme 1: Delivering positive outcomes

	Objective, *Lead Function; and (Main Support Function)*	Milestones / Activities	Timescales / Targets
1	Develop a **5-year quality strategy** which informs and drives our areas for change and improvement	Develop frameworks for standards, audit, and evidence plans across our critical functions to ensure CHS has the tools it needs to deliver and measure quality improvement	Complete by end Q3
		Develop KPI's which allow us to use data to evidence high quality decisions that lead to positive outcomes, and address through improvement where that is not the case	Complete by end Q3
		Drive quality improvement by providing regional support to PPA's through a nationally consistent approach	Progress through Q4
		Utilise the TSM model to Implement feedback loops between observation findings and learning and development; Policy & Practice, Learning to inform improvement planning at regional and National Level.	Progress through Q4

2	Continue to embed and give further effect to the **United Nations Convention of the Rights of the Child (UNCRC) (Scotland) Act** in our work and practice	Support our community to make decisions that clearly uphold children's rights through regular communication, training, and updates to the Practice and Procedure Manual (PPM) as required	Progress through Q4
		Work with our partners and key stakeholders to ensure that the views of children can be expressed and shared during hearings	Progress through Q4
		Revise our Children's Rights and Wellbeing Impact Assessment tools in line with new statutory guidance	Complete by end Q1
3	**Codesign a revised Children's Rights and Inclusion strategy with care experienced young people** aligned to the accepted recommendations from the Hearings for Children Report and upcoming changes to legislation	Publish an updated Children's Rights and Inclusion strategy co-designed with care experienced young people	Complete by end Q1
		Produce an implementation plan for the above strategy which reflects our strategic approach to participation and increases the involvement of children and young people in operational and strategic decision making at CHS	Complete by end Q1
		Implement and operationalise the agreed plans for participation at CHS through a refresh of our participation activity aligned with the revised Children's Rights and Inclusion strategy	Progress through end Q2 initially

16

		Deliver the first module of Care & Justice Bill Learning to better enable our Panel community to understand the specific needs and impact of trauma on older young people, and to influence the decisions they make.	Progress through Q3 initially
4	Fulfil our obligations and prepare our people for the implementation of the **Care and Justice Bill** in children's hearings	Update our Practice and Procedure Manual to include guidance on the Care & Justice Bill	Progress through Q4
5	**Improve young people's experience of the hearing** by building on the work of the Language Leaders to ensure language used in the hearing system supports children to feel safe, included and at the centre of their Children's Hearing	Collaborate with the strategic CHIP to embed the principles developed by the Language Leaders and deliver an improved and more consistent approach to language across the system	Progress through Q4
		Further develop and embed CHS's Language in the Hearing tools and guidance to improve consistency and understanding and remove stigma for children and young people	Progress through Q4

6	**Encourage hearing experienced feedback by young people** through the provision of a unified complaints and feedback processes	Implement a clearly defined national approach to joint feedback and complaints for CHS & SCRA	Complete by Q2
		Promote a 'front door' for hearing related complaints which removes the need for children, young people, and their families to understand the complexity of our organisational structures	Progress through end Q3
		Review and collaborate on complaints policies and procedures to provide cross-organisational learning and feedback loops	Progress through end Q3
7	**Drive Panel Member recruitment** through national and local improvements	Improve the recruitment and application journey for applicants through aligned digital platforms and the implementation of innovative digital solutions	Complete by Q3
		Improve the approach to our 2024/25 recruitment campaign building on recruitment evaluation insights and feedback from stakeholders and our Community	Complete by Q3
		Improve the messaging of our campaign, focusing on the Panel Member journey	Complete by Q3

18

Our Plans - Theme 2: Valuing our people

	Objective, *Lead Function; and (Main Support Function)*	Milestones / Activities	Timescales / Targets
8	Develop a **nationally consistent approach to recognition** within our community to improve the experience of Tribunal Members and strengthen our culture of appreciation	Further develop our communication and engagements plans to ensure our community feels valued, recognised, and engaged	Progress through Q4
		Develop and implement a strategic approach to recognition and retention which delivers a dynamic and consistent approach across our regions to value and retain tribunal members, ensuring the right support mechanisms are in place	Progress through Q4

19

9	Continue to support our Panel community through the **embedding of regional support structures** that promote engagement, retention, and provide meaningful opportunities for our volunteers	Implement the bi-annual National Convener Forum to enable Panel member engagement with Strategic issues	Progress through Q4
		Implement and progress nationally agreed Regional AST Meeting structures in every region aligned to National standards, timelines and requirements	Progress through Q4
		Continue to improve communication platforms with the development of Panel Voice events, communication toolkits, and improvements to our Panel member intranet	Progress through Q4
10	**Develop a 5 year Learning Strategy** which offers innovative solutions for learning, meeting the changing needs of the hearing system and our Panel community	Review and refresh the way learning is delivered at CHS by publishing a 5-year Learning Strategy and implementation plan	Complete by end Q2
		Design and deliver high quality training programmes and resources preparing our Panel community for changes to legislation	Progress through Q4

20

11	Progress our ambition to become **a Trauma Informed Organisation**	Develop and launch the 2nd phase of Trauma training modules and resources through CHS Learning Academy to all volunteers and colleagues	Progress through Q3
		Address trauma informed language through the Language in the Hearing Room project	Progress through Q4
12	Implement a **strategic approach to Wellbeing** that supports an improved experience for volunteers and colleagues	Implement a national approach to wellbeing at regional levels through our Wellbeing Co-ordinators	Progress through Q4
		Implement a Wellness Programme to help colleagues feel valued, supported, and motivated to engage with activities that build resilience and supports them to manage their own health and wellness	Progress through Q4
		Continue to refine our approach to hybrid and smart working practices which support colleagues to work effectively and meet the needs of the organisation	Progress through Q4

13	Refresh our **people strategy which promotes the key principles behind a healthy, happy organisation** including Equality, Diversity and Inclusion; Recruitment and Retention; Learning and Development; Wellbeing; and Reward and Recognition	Develop a modern and innovative Employee Value Proposition which recognises and rewards success	Progress through Q4
		Progress our Equality, Diversity, and Inclusion work by including strategic aims, KPI's, and improvements within our People Strategy	Progress through Q4

Our Plans - Theme 3: Drive transformation

	Objective, *Lead Function; and (Main Support Function)*	Milestones / Activities	Timescales / Targets
14	Work with partners and stakeholders across the sector on the **implementation of the Hearings for Children accepted recommendations**	As a member of the Children's Hearings Redesign Board, agree governance and delivery structures with partners for delivery of the agreed recommendations	Progress through Q4
		Develop productive, equitable partnership relationships with our stakeholders nationally and regionally, focused on children and young people's outcomes that drive hearings improvement	Progress through Q4
		Develop an implementation plan for the agreed reforms for CHS incorporating the key strategic, practice and operational changes to the hearing system	Progress through Q4

15	Improve the extent to which CHS has access to and can collaborate with partners on the use of **data to inform decision making**	Work with our partners to removed barriers and deliver transformation in the way we share data between our organisations	Progress through Q4
		Participate in the Youth justice Improvement Board (YJIB) data subgroup to examine analytical and reporting capacity and capability	Progress through Q4
		Explore and define how data can be used by CHS and partners to develop key performance indicators (KPIs) to monitor and measure progress	Progress through Q4
16	Enhance our digital designs but making effective use of technology and **improving our user engagement journey**	Build on our current user engagement practices to better understand how digital user engagement and change is rolled out and supported regionally and nationally	Progress through Q4
		Drive the continuous improvement of existing CSAS services by supporting business owners and service users through the implementation of user stories	Progress through Q4

24

17	**Improve the experience, delivery and fulfilment of Hearings** through a nationally fair and consistent approach to rota management	Continue to embed the centralisation and optimisation of our resource capacity and rota allocation	Progress through Q4
		Utilise data and evidence to enable a targeted approach to supporting capacity at local/regional level, supported by the Resource Allocation Team	Progress through Q4
		Work with SCRA to discover efficiencies with the alignment of our regional model to their locality structure maximise the opportunity of regional and locality alignment to improve hearing experiences and operations	Progress through Q4
		Work with SCRA and other partners on optimising the planning and delivery of hearings to improve the experience for children and the interface for panel members	Progress through Q4

25

18	Continue to **lead and influence change** in the sector and hearings system through on-going collaboration with national partners and our community	Work with our partners, stakeholders, and community to support consultation on the Promise (Scotland) Bill	Progress through Q4
		Continue leadership as members of the Children's Hearings Redesign Board and Implementation Group	Progress through Q4
		Continued involvement with key national strategic groups e.g. Children's Hearings Improvement Partnership; Child Protection Leadership group and other national forums	Progress through Q4

26
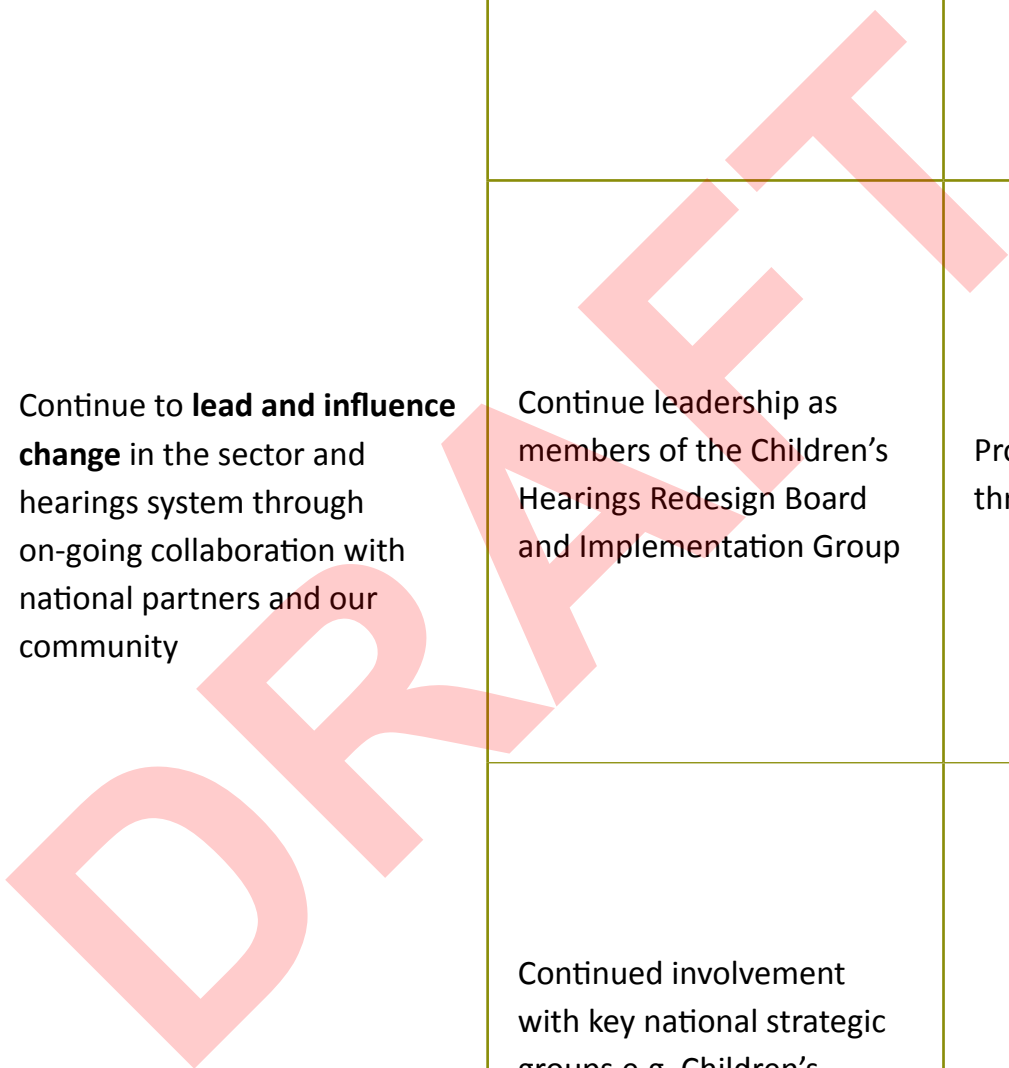
Our Plans – Organisational effectiveness and critical enablers

	Objective, *Lead Function; and (Main Support Function)*	Activities / Milestones	Timescales / Targets
19	Refine our approach to managing and enhancing colleagues' performance to **develop a highly skilled and effective National Team**	Revise our appraisal process ensuring alignment of organisational goals to personal development needs	Complete by end Q3
		Improve our organisational learning and development programme by assessing gaps in order to upskill our teams and meet the demands of our sector	Complete by end Q4
		Introduce a coaching/ learning culture at CHS which promotes and values feedback centred on learning and continuous improvement	Progress through Q4
		Review our values-based recruitment processes and enhance accessibility and user experience through an improved, inclusive application and interview process	Complete by end Q4

		Ensure the governance and smooth delivery of the TSM Programme	Complete by end Q3
20	Further develop and build on CHS's change architecture and PMO functions to **support the delivery of critical programmes of improvement**	Govern the process, delivery and approval of a Programme Business case from the Change Board	Progress through Q4
		Govern the process of initiating and executing Programme Delivery with key measurable outcomes, linked to the Programme Business case	Progress through Q4
21	Fortify and strengthen our cyber and digital security measures enabling CHS to safely **harness digital improvements**	Carry out an audit of our cyber security measures to inform improvement and recovery plans	Complete by end Q4

		Modernise and redevelop our website improving functionality and the user journey, with emphasis on recruitment and notes of interest	Complete by end Q2
22	**Build on our established communications channels** and approaches to adequately reflect our growth and meet needs of our people and communities	Launch a revised approach to communications and engagement which provides a clear and consistent voice to our organisational brand for all our audiences and stakeholders	Complete by end Q2
		Develop an internal colleague intranet to complement our Community intranet and consolidate our approach to sharing key information	Complete by end Q3
23	Formalise and standardise the use of **process maps and Standard Operating Procedures** (SOPS) across the organisation to enable clearer understanding of processes and fulfilment of services	Create a clearly established and structured framework for decision-making processes across the organisation as an accessible suite of SOPS which enhances transparency, accountability, and consistency in decision-making at all levels	Progress through Q4

29

| 24 | Strengthen CHS's approach, understanding, and **use of data to improve decision making**, monitor progress, and inform business planning | Gain a better understanding of CHS's data maturity by engaging with sector experts and the national team to assess our use, need, and understanding of data across the organisation | Progress through Q3 |
| | | Utilise data and evidence to enable a strategic approach to local, regional and national opportunities for improvement that support capacity and improve the hearings experience for our community and children and young people | Progress through Q4 |

30

Monitoring our business plan

The landscape in which we deliver our work continues to be and fast-moving. At the tail end of 2023/24 we welcomed the publication of the Government's position regarding the Hearings for Children report, giving us immense opportunities to work with our Government colleagues, partners and key stakeholders across the sector, including our community and people with lived experience, to make significant changes. To remain flexible and adaptable, we intend to review our business plan mid-year to re-align our objectives and activities with the ongoing partnership working around the reform agenda.

Each of the activities, milestones and deliverables within this plan have been assigned timescales in which, to the best of our current knowledge, we anticipate they will be completed. As we monitor the delivery of our work through the year, the Business and Corporate Parenting Plan remain under regular review.

To manage this review process, CHS operates a well-established process of monitoring and reporting:

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┌─────────────────────────────────────────────────┐
│      Regular project meetings and monitoring      │
└─────────────────────────────────────────────────┘
                         ▼
┌─────────────────────────────────────────────────┐
│            Project & Data reporting to            │
│         monthly Senior Leadership Team            │
└─────────────────────────────────────────────────┘
                         ▼
┌─────────────────────────────────────────────────┐
│          Quarterly performance and data           │
│            reports to the CHS Board               │
└─────────────────────────────────────────────────┘
                         ▼
┌─────────────────────────────────────────────────┐
│          Annual Report and Impact Report          │
└─────────────────────────────────────────────────┘
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Our quarterly performance reviews to the CHS Board take into account work delivered in the past quarter and also reflect on upcoming work and whether alterations will be required (e.g. change of timescales or change of scope) in order to adapt to the environment at the time. In addition to performance monitoring and measurements against business plan objectives, CHS has a set of data driven targets which are monitored by the Board and the Senior Leadership Team which drive decision making and in year business planning.

# Monitoring our work: Key Performance Indicators

To monitor the performance of the organisation through the year, we have set the following Performance Indicators. In addition to these KPI's, CHS monitors its volunteer capacity and statistics via a data summary which accompanies the quarterly performance report.

Strategic Theme	Objective	Performance Measure	Baseline	2024/25 Target
Positive Outcomes – *Participation*	Objective 6	# of submissions made through the child friendly feedback complaints portal	TBC	Increase on last year
Positive Outcomes – *Learning*	Objective 16	% of volunteers and colleagues completed Trauma Informed training modules 1 & 2	New measure	100%
Positive Outcomes – *Learning*	Objective 4	% of volunteer and colleagues completed Care & Justice stage 1 training	New measure	100%
Driving Transformation – *Quality assurance*	Objective 14	% of active and eligible Panel Members observed in year	2023/24: 62%	100%

Valuing our people – *Learning*	Objective 10	% of pre-service trainees who felt that the learning objectives were met	2020/21: 98% 2021/22: 99% 2022/23: 98% 2023/24:	99%
Valuing our people – *Learning*	Objective 10	% of applicants put forward for preservice training who complete the full training	2020/21: 87% 2021/22: 87% 2022/23: 83% 2023/24:	90%
Valuing our people – *Learning*	Objective 10	% of eligible PM's completed Enhanced Practice and Management of Hearings training	New measure	70%
Positive Outcomes – *Participation*	Objective 3	% of regions involving young people in the recruitment of panel members	New Measure	100%
Valuing our people	Objectives 8, 9, 12, 13	% of Panel Members successfully reappointed	20220/21: 79% 2021/22: 62% 2022/23: 70% 2023/24:	85%

Valuing our people	Objectives 8, 9, 12, 13	% of Panel Members retained during the year	2021/22: 86% 2022/23: 78.5 2023/24:	85%
Critical Enablers		% CHS employee attendance keep	2020/21: 99% 2021/22: 85% 2022/23: 97% 2023/24:	97%
Critical Enablers		% invoices not in dispute paid within 10 working days, during normal operations keep	2020/21: 85% 2021/22: 85% 2022/23: 89.3% 2023/24:	95%
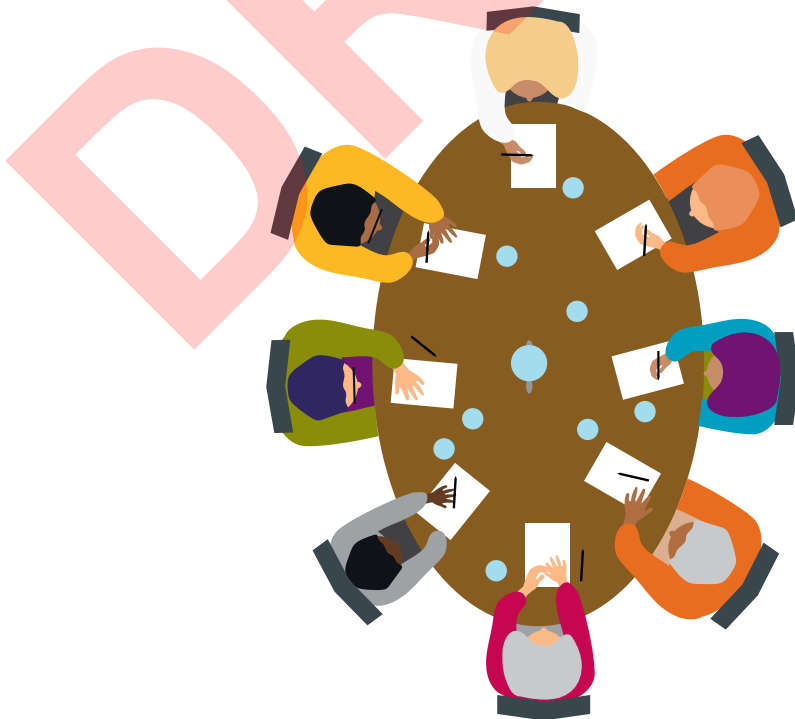
We are funded through an annual grant in aid under a framework agreement with Scottish Government. CHS has an identifiable resource need supported by Government in development of the reform ambitions outlined within our Business Plan.

For 2024-25, our published Grant in Aid is £4,629m, with a further £500k allocated to capital costs.

These resources are allocated across CHS's functions to ensure that we can recruit, train and support our volunteer community whilst delivering the best quality hearings.

300 volunteer Area Support Team members

2400 volunteer Panel Members

79 colleagues in the CHS 'National Team'

Our Expenditure

- Volunteer Support — 50%
- Development & Reform Activity — 20%
- ICT — 13%
- Corporate — 12%
- Governance — 3%
- Property — 2%
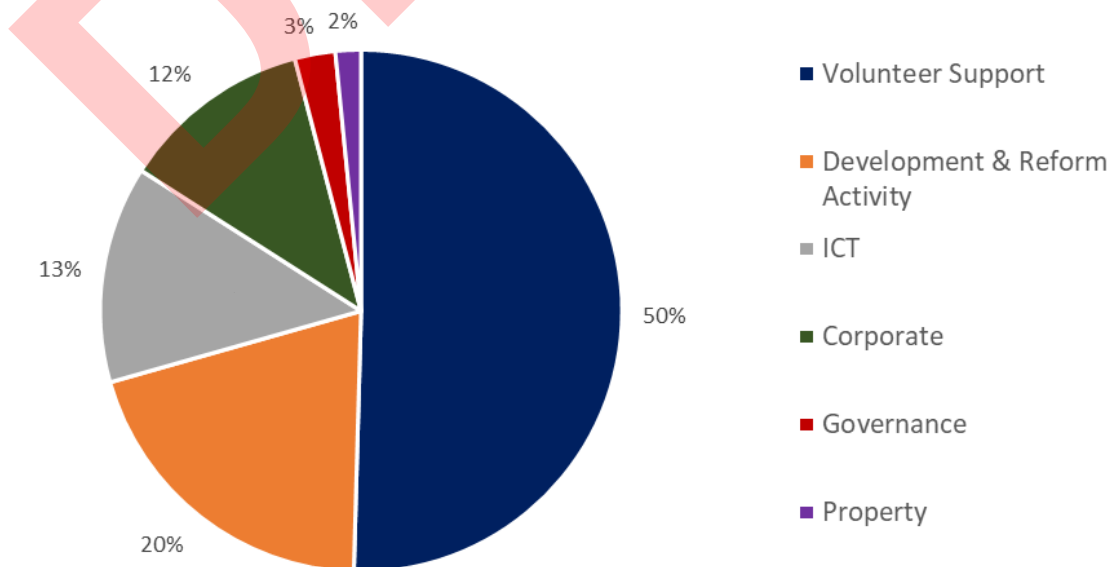
CHS and the National Performance Framework

In our 2024-25 Corporate Plan, we set out how our Strategic Themes are aligned to Scotland's National Performance Framework, displaying out commitment to delivering a better Scotland for all of us.

Strategic Theme

National Outcomes

Theme 1
Positive Outcomes

Protecting, upholding and promoting children's rights, and delivering positive hearing experiences and outcomes

Children & Young People; Communities; Human Right; Health

Theme 2
Valuing People

Providing employment and volunteer opportunities that benefit our communities and are carried out with fairness, compassion and respect

Children & Young People; Communities; Education; Poverty; Culture; Fair Work lth; Poverty; Human Rights

Theme 3
Driving Transformation

Driving change and innovation that enables the best possible outcomes based on data and evidence

Children & Young People; Communities; Education; Human Rights

36

Glossary

Area Support Teams (ASTs)
Teams who provide support and guidance to panel members at the local level. There are 22 of these across Scotland, with 400 volunteer members.

Children's Hearings Improvement Partnership
Group that brings together partners in the hearings system to identify and drive improvements.

Corporate Parent
An organisation or person that has specific responsibilities and duties to people with care experience and their wellbeing. These responsibilities are defined in Part 9 of the Children and Young People (Scotland Act) 2014.

GIRFEC
'Getting it Right for Every Child' is the way for families to work together with people who can support them such as teachers or nurses.

Grant In Aid
A payment made by a government department to finance all of part of the costs of a public body.

Hearings System Working Group (HSWG)
Group made up for partners from the hearings system established to facilitate the redesign of the hearings system. It is chaired by an independent chair.

The Hearings for Children Report (HfC)
"Hearings for Children: The report of the Hearings System Working Group" was published on 25 May 2023. It sets out an ambitious package of recommendations for improvements to the Childrens Hearing System.

Children's Hearings Redesign Board
A group of leaders from organisations that have a statutory responsibility for the operation and management of the Children's Hearings System responsible for providing oversight for delivering change.

Language Leaders
Language Leaders is a collaborative group made up of young adults with lived experience of hearings, and professionals from across the hearing system (including CHS, SCRA, Social

Work, Advocacy and Children's Rights)

Independent Reports
A specialist report, requested by Panel Members, answering specific questions about a child and young person's circumstances, that is produced by someone not involved in the child's case.

Learning Academy
Provides a range of training to ensure our volunteer community's learning is current and relevant for the role.

National Convener
This role leads and oversees the Children's Panel. They are responsible for recruiting people to serve as Panel Members across Scotland, and making sure they have the right training and support to make sound decisions in the best interests of infants, children and young people. The current National Convener is Elliot Jackson.

National Performance Framework
The strategic framework that sets out the vision, values and outcomes for Scotland as a whole.

Our Hearings Our Voice (OHOV)
An independent board for children and young people from across Scotland who have experience of the Children's Hearings System. OHOV works to ensure that these children and young people have a decision-making role in the design and improvement of the hearings system.

Panel Members
People who take part in children's hearings and make legal decisions about the care and protection of infants, children and young people. There are around 2,500 Panel Members in Scotland. Three Panel Members sit on each hearing.

Panel Practice Advisors (PPAs)
Specially trained volunteers responsible for observing Panel Members hearings to ensure they are following correct -practice and are providing a high-quality experience to children and families.

Participation Standards
The principles that define our approach to, and best practice for, the participation of people with lived experience across CHS's work.

Promise Programme
CHS's structured programme of work that delivers on the findings of the Independent Care Review.

Scottish Children's Reporter Administration (SCRA)
The Children's Reporter works for SCRA; they decide if a child might need a children's hearing, arrange children's hearing and send all the necessary papers out.

United Nations Convention on the Rights of the Child (UNCRC)
An international convention that sets out articles defining rights that are specifically held by children.

children's
hearings
scotland

Communications and Engagement Strategy 2024-2027

Agenda Item 12
Paper Number CHS-2324-58

Accountable Officer:	CEO
Report author:	Communications and Engagement Manager
Resources implications:	Within available
Recommendation:	To provide feedback on this document, to approve 'direction of travel' and to delegate the decision to approve this strategy to CEO having incorporated the views and feedback of the Board.

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

1.   Introduction and background

1.1   The 2024 -2027 Communications and engagement strategy is presented to the Board for oversight and feedback.

1.2   The Committee will note this is a draft document, and that feedback and revisions from the Board are sought. A revised final strategy, aligned to our vision, values and priorities, will be published in April, subject to Board endorsement.

2.   Key points to note

2.1   Development of this document began several months ago. The aim was to achieve a document which clearly laid out an actionable strategy which provides focus and direction for our communication and engagement work both internally and externally, detailing what, how and when it will deliver to support CHS strategic goals and ambitions.

2.2   This strategy will be supported by a detailed implementation plan once approved.

3.   Context of the current Communications Team:

3.1   The Communications Team is made a Manager, **Gemma Conley-Smith**, responsible for:
Leading the C&E team and coordinating the team's work
    Creating the structure and strategy to deliver C&E work
    Liaising across all teams to ensure their work is communicated effectively in our output
    Embed 'We're all members of the comms team'
    Reporting to SLT

Anwen Dobson - Senior Communications Officer (Marketing & recruitment)
•   Leading the recruitment campaign
•   Working with creative agency to create the campaign
•   Working with our media buyers to target the campaign
•   Organising all the collateral for use on all channels

- News & Hot Topics

Gareth Overton - Senior Communications Officer (Messaging & PR)
Leading our messaging output
- Monthly community newsletter
- External messaging inc press, reports and newsletter
- Town halls

Paul Laing – Communications and engagement assistant
- Administrative underpinning to all comms work:
  Managing databases
- Posting social media
- Reporting on analytics
- Coordinating the delivery of messaging across channels
-

Sarah Mair – Graphic Designer
- Responsible for the CHS brand
- How do we tell our story visually?
- How do we do that consistently?
- How do we use graphic design to make an impact?

3.2 **What is included in this paper for review:**
- PDF Design for the document with holding text
- Word document of full strategy text

4. Recommendation

4.1 The Board are asked to comment on the contents of this strategy, provide feedback, ask for any further clarification or reasoning behind strategy, and endorse the CEO/National Convenor's approval of the final document for the publication on the CHS website.

5. Appendices

Draft CHS Commination Strategy 2024-27

COMMUNICATE
ENGAGE
INFLUENCE

SPEAK
LISTEN
ACT
REFLECT

Children's Hearings Scotland

Communications and Engagement Strategy

2024-2027

Communicate - Engage - Influence
Speak - Listen - Act - Reflect
Collaborate

We are at the beginning of an exciting and challenging change journey. Our mission is to use powerful communication to support the delivery of this change.

To do this we will deliver the clear narrative and organisational identity of CHS, as set out in our Corporate Plan.

The Communications and Engagement strategy addresses the need to communicate to, and engage with, several distinct audiences. The strategy sets our how we will deliver a cohesive voice which conveys CHS's Mission, Vision and Values outwards, as well as provide a framework for engagement with our community and stakeholders, and the mechanism to raise the voice of our community.

2

Our Work

Dynamic

- Content which gains attention and which people are compelled to engage with
- Confidently communicate our change agenda and vision for the future

Meaningful

- Reassuring and helpful for Children, Young People and their families
- Useful and supportive for Panel Members
- Influential and informative for stakeholders
- Interesting and inspiring for the public

Data informed

- Utilises existing information
- Develops further data gathering mechanisms
- Uses a feedback loop incorporating views of all our audiences

Accessible

- Includes the voice of lived experience
- **Trauma informed**
- Regularly assessed against accessibility guidelines
- Clear and accessible practice and policy guidance for our community enabling panel members to make meaningful connections leading to the best possible decisions

Compliant

- Aligns with relevant Scottish Government communications standards policies

Influential

- Engaging confidently and productively with our stakeholders, including Scottish Government and partner organisations
- Directly supports the practice and policy
- Clearly sets out our contribution to SG priorities, and communicates our ambitions and expectations as we move through a time of transformational change

Delivering Positive Outcomes

Driving Transformation

Valuing Our People

3

COMMUNICATION

1. AUDIENCE SUPPORT AND GROWTH

We will deliver more for our current audiences, continue to build brand awareness and reach a wider public audience.

Who we're talking to and what they need:

4 distinct audiences / 4 sets of needs / children at the heart

1. Internal

the CHS National Team, made up of 4 directorates. The communications team speaks to and supports the wider national team by communicating internal 'need to know' information, feedback from our community and stakeholders and supporting cross directorate working strategies.

We will also support the CHS board with our communications – keeping them informed of campaigns and feedback. There is an opportunity here too for the board to feed into our influencing work. Where appropriate, we will provide media training and a toolkit of resources to empower the board to be more visible within our communications.

4

2. Community

Panel Members, Panel Practice Advisers and Area Support Teams. As a corporate parent, CHS has an obligation to Scotland's Children and young people, delivered by our panel members, to ensure that they grow up loved, safe and supported with the opportunity to fulfil their full potential. This means that the we must equip our panel community with clear and accessible operational information, as well as giving them the opportunity to access the support and resources they need to carry out their role.

Our clear focus here is to LISTEN to and engage with our panel community and adapt to their communication needs. Working with the learning team we will provide high quality learning support to all panel members as well as having a distinct focus here on panel member feedback. We will seek input and feedback from the Panel Community to ensure they know their voice is heard by those in government.

3. Our stakeholders

We have a core business need to engage with Scottish Government and our partner organisations. We will assert our organisational priorities to partner organisations and Scottish Government – clearly communicating the need our organisation and for CHS to deliver transformation to ensure positive outcomes for children and young people. We will continue to build our profile, and to build proactive press engagement/earned media to leverage influence. We will do this by an increased focus on strategic social media, by strengthening ties with local and national media via outreach, and by leveraging our new website.

4. External

Children and young people and future Panel Community members: We will ensure all communications and resources (such as our website, our reports) are available in accessible formats. Our communications will inform and empower children and young people who come before a panel. We will incorporate the voice of lived experience into our work by collaborating with our existing lived experience community, using the resources they have already contributed and building new ways (focus groups, forums) to continue the conversation.

Wider public: we will enhance our public profile using targeted social media and a new, digital first website built around user journey. We will make data based decisions on how we grow our social media presence.

5

2. INFORMING DECISION MAKERS TO DRIVE CHANGE

We will do this by communicating CHS rights and responsibilities as a corporate parent.

Engage with elected representatives at all levels of government to raise the profile of CHS so that Scotland's legislative decision makers have a deep understanding of our function and how we operate in their communities. We will have a particular focus on our change deliverables, on what the transformation of the hearings system will look like and why it's necessary. Our communications will be designed to convey our Organisational vision and outcomes.

3. ATTRACTING, RECRUITING PANEL MEMBERS ON A LARGE SCALE

We will use communications to reach and recruit greater numbers of panel members than ever before by using data driven audience mapping.

We will work with our external recruitment marketing supplier to ensure the campaign is fully fit for purpose, targeted to reach a very wide range of people, and to convert interest into applications. We will increase the CHS in-house communications' output of PR, marketing and promotion of the recruitment campaign. We will utilise our 'human resources' – producing digital assets including videos, podcasts, etc, of our panel members, lived experience community, national team staff and board.

6

Strategic Focus

Many of the actions below are already underway, and will continue through the coming 3 year period and beyond.

Year 1: April 2024 to March 2025

Taking stock – laying the foundations – collaborating and innovating

The CHS brand and brand story – to expand and cement our organisational identity. Enlarging our reach and scope will support: a, raised awareness of the organisation leading to higher recruitment numbers, b, confidence in CHS as a powerful and authoritative voice in the sector, c, our existing volunteers to feel pride, recognition and 'part of something bigger'
We will continue to develop the toolkit which is currently under construction, for use by our board, staff and volunteer Community providing key messages, resources and usage guidelines, to empower our people to speak confidently and consistently about why we are here, how we do our work, and what our priorities are.

Month-by-month communications planner and development of yearly communications structure – to drive consistency of messaging and activities and measure impact.
We will create a planner capturing key dates, events and projects through the year. We will develop mechanisms for gathering this information so that communications and engagement priorities can be better identified and planned

Volunteer recruitment – to support our core buisness
We will draw on the evaluation of our most recent recruitment campaign and work with the People & Culture and Digital teams to support the CHS priority of increasing volunteer recruitment to 700+.

Website renewal – to enhance and enlarge our public profile and reach
As our main shop window and the central tool in our volunteer recruitment process, our website will be updated in the first half of 2024-25, as we target substantial expansion of our volunteer Community.

7

Intranet upgrades - to support our national staff and panel community streamlining information sharing, making information easier to access, simplifying processes.

A new intranet for the panel community will be built in parallel with the staff intranet, with an endpoint being a Community SharePoint intranet site that sits beneath the Community Hub.

Developing our spokespeople – to add another dimension to our communications and to widen our influence

CHS must position itself as a key influencer of both public debate and national policy. We will coordinate with the Policy & Practice team's Influencing Strategy to help identify our key spokespeople and develop their profile and skills in order to achieve our appropriate level of influence.

Media outreach – to establish and maintain 'Brand CHS' to reach a wider audience.

Following the implementation of the Tribunal Support Model, links between Area Support Teams and local media risk being weakened, and so we will strengthen those media links from within the National Team. We will leverage local media to support our recruitment campaign and raise our public profile.

Year 2: April 2025 to March 2026

Assessing and adapting – taking the foundations established in year one and continuing positive change and growth while consolidating what is working well. Continuing to deliver.

Refine brand, website, and messaging to further expand influence and reach. Using data and tests established in previous year's program, we will develop and enhance what works and reassess what doesn't.

We will expand engagement with volunteer community as new cohorts bed in through feedback mechanisms and ambassador programs.

Implement thought leadership and proactive PR strategies to continue to position CHS as a leader in the field of children's services in Scotland.

Cement influence with Scottish Government with continued collaboration and open, transparent communications about CHS' contributions. Make SG interaction more proactive rather than reactive – reinforce SG's contribution and collaboration with CHS as a force for good and highlight this in comms. Build on previous year's recruitment campaign utlising its reviews and evaluation.

8

Data project: Carry out a large scale, long term survey/data gathering project to build a living resource for both the Communications Team and the wider National Team to make data based decisions and have strategies and plans which comply with needs identified in statistics.

This is a large scale project which needs to be developed but there is a clear need, opportunity and capacity to initiate this in 2025. The end result will be a feedback tool to inform communications plans for each directorate's work.

Year 3 (Apr 2026 – Mar 2027):

Review and adapt collateral, website, and communication structures using data and feedback loop. Large scale review of what's working and what's not – identify future opportunities.

Utilise elections to secure further commitment to CHS continued development and SG support, and as an opportunity to 'set out our stall'. Promote CHS and community engagement.

Engage with community on Promise Bill implementation, and begin this work well in advance. Leverage support of The Promise team and work closely with their comms team to share resources.

As above, consistent focus on continuous improvement of recruitment campaign.

Equalities Outcome Report 2022-2024

Agenda Item 13
Paper Number CHS-2324-59

Accountable Officer:	Director of People and Culture
Report author:	People and Culture Partners
Resources implications:	Within available
Recommendation:	To approve

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

1.   Introduction and background

1.1   The 2022 -2024 Equalities outcome report is presented to the Committee for oversight and approval.

1.2   The Committee will note this will be the last report in its current format and with the current outcomes reported against. Revised outcomes, aligned to our strategic and people priorities, will be developed for the next reporting year.

2.   Key colleagues profile changes to note

2.1   CHS now has a higher colleagues headcount sitting at 78 currently, with a higher proportion of employees having completed the diversity information survey this year (77%) compared to 67% last year. While White Scottish remains the most dominant ethnic group (69%) there is more representation of other minority ethnicities than last year.

2.2   More employees now describe their sexual orientation as LGBT+ (8) compared to last year (less than 5).

2.3   57% of those who completed the diversity survey have caring responsibilities. In addition, we now have more colleagues who consider themselves as having a disability (18%).

3.   Key recruitment/applicant profile changes to note

3.1   As the Committee will be aware, we have carried out a substantial amount of recruitment activity in 23/24. In 22/23 there were 130 applicants across 8 campaigns. This year has seen CHS process 1152 applicants across 31 campaigns. The majority of our applicants (74%) and new hires identify as female (80%). Last year no new hires were represented in the 64+ age bracket, this year 4% of new hires were.

3.2   Last year CHS did not appoint any individuals who identified themselves as care experienced. This year, 10% of new colleagues identify as care experienced. We also attracted more care experiences applicants with 15% this year compared to 9% of applicants last year.

3.3   Last year no LGB individuals were appointed by CHs compared to 6% of new hires this year. We also attracted more disabled applicants - 11% this year compared to 6% of applicants last year.

4.   Recommendation

4.1   The Committee are asked to comment on the contents of this report and approve it for onward travel to the Board and publication on the CHS website, as is our statutory duty.

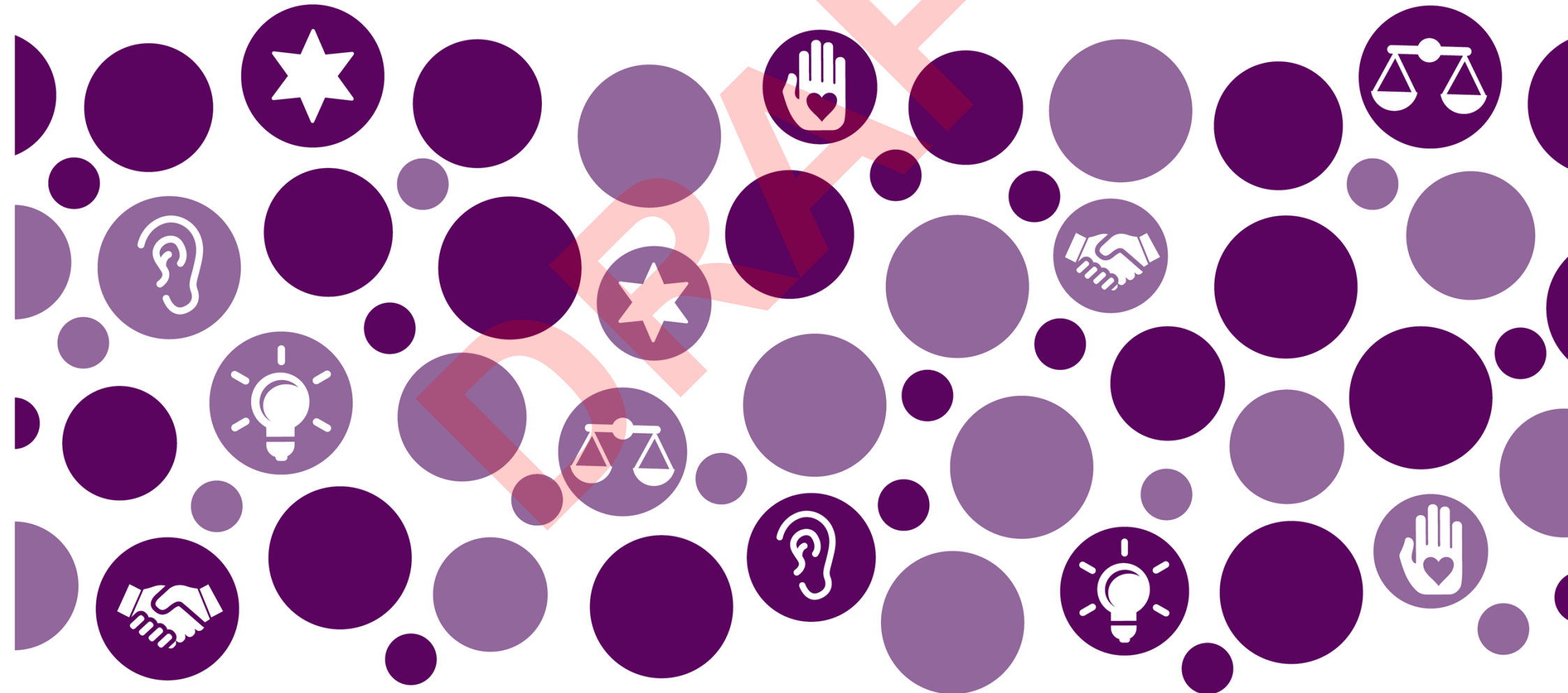**5.   Appendices**

5.1   CHS Equalities Outcome Report.

Equality Mainstreaming and Outcomes

2022 - 2024

Progress Report

(March 2024)

FOREWORD

Welcome to Children's Hearings Scotland's (CHS) Equality Mainstreaming and Outcomes Progress report.

CHS remains fully committed to embedding and mainstreaming equality, diversity and inclusion as a key component of our business and the services that we provide to children, young people and their families as well as supporting the Scottish Government's national outcome of Tackling Inequality.

In July 2020 we published a new set of Equality Outcomes to work towards between then and now. We reported against progress in 2021, 2022 and 2023. This report outlines the overall progress that we have made towards achieving our equality outcomes between April 2023 and March 2024.

We now welcome you to read through our progress report if you have any comments, please do not hesitate in contact us at enquiries@chs.gov.scot

Elliot Jackson, Chief Executive / National Convener

Katherina Kasper CHS Board Chair

Section 1

March 2024

Equality Outcomes

OUTCOME 1

Providing training and development opportunities for CHS Community can ensure that our community is up to date in its knowledge, skills, attitudes and legal obligations concerning to equality, diversity and inclusion, and are able to apply these approaches to all aspects of their roles.

Overview

2

This outcome focuses on ensuring that our whole CHS community of staff and volunteers as well as potential staff and volunteers, are suitably trained, equipped and supported to enable them to carry out their roles to a high standard when deploying and supporting people with protected characteristics.

General Equality Duty Link

We believe that the following equality outcomes (1.1, 1.2 & 1.3) will assist CHS in meeting the general equality duties of eliminating unlawful discrimination and of advancing equality of opportunity for all individuals with protected characteristics who work for and volunteer with Children's Hearings Scotland. Furthermore, the removal of barriers for these protected groups in our training practices, along with increased awareness and understanding and robust underpinning policies, will help to individuals to maintain making a valuable contribution either in the workplace or as a volunteer.

Outcome 1.1	Having completed mandatory introductory online training on Equality, Diversity and Inclusion, all staff can demonstrate and apply awareness of how to support protected characteristics when carrying out their respective roles
Action(s)	• Source suitable accessible training resources online working with key specialist partner agencies • Pilot training with a representative group of CHS volunteer community • Host training on CHS Learning Academy site • Communicate that this training is mandatory, setting a deadline for completion (this may be phased) • Monitor completion rates • Report on completion rates and actions for non-completer e.g. removal from rota, support to complete • Provide appropriate training for staff in order to ensure that all staff are aware when and how Equality Impact Assessments should be conducted
Timescale	• All new staff complete online course as part of induction within 3 months of their start date.

3

	• All staff shall have completed current online course by summer 2024 • All staff shall annually undertake at least one of a rolling programme of Equality & Diversity courses
Success Measures	• All staff have completed mandatory introductory online training on Equality, Diversity and Inclusion each year. • Our staff are knowledgeable on equality and diversity related practices and feel confident that they can apply their learning and knowledge to their work. • We receive higher than our threshold 60% positive scoring in the Staff Survey to the question that assesses staff perception of own levels of knowledge and confidence in regards to equality and diversity matters.
Progress Report	• All staff have participated in bespoke mandatory EDI training either online or face to face. New starts are provided with this on an ongoing basis. • All staff have received, or as new starts will receive learning and guidance on Equality Impact Assessments which is now applied in the workplace.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	People and Culture Partners (previously HR & Organisational Development Lead) to progress Induction training and EqIA training for staff.

Outcome 1.2	**Having completed mandatory introductory online training on Equality, Diversity and Inclusion, all AST, Panel Member and Trainee Panel Members can demonstrate and apply awareness of how to support people with protected characteristics when carrying out their respective roles**	
Action(s)	• Source suitable accessible training resources online working with key specialist partner agencies • Pilot training with a representative group of CHS volunteer community • Host training on CHS Learning Academy site • Communicate that this training is mandatory, setting a deadline for completion (this may be phased) • Monitor completion rates	

4

	• Report on completion rates and actions for non-completers • PPA assessment of this course in action in observations and linked to the competency it sits under 'equal treatment'
Timescale	Ongoing to March 2023 and carried into 2024, using a phased approach e.g. particular groups - Area Support Teams (ASTs) *etc*
Success Measures	• Report on number of people who have completed the training as a percentage with target of >70% • Sample Panel Member practice via Panel Practice Advisers (PPAs) for case study examples of application of learning to show an increase in practical application of their equality, diversity and inclusion learning.
Progress Report	• Diversity, Equality, & Inclusion training is incorporated into the pre-service learning programme for all new Panel Members. • A review and refresh of our DE&I learning offer is planned for delivery before end of Sept 2024.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Learning Programme Manager & CHS Learning Academy Manager
1.3	**CHS operates a robust, fair, transparent and non-discriminatory Recruitment and Selection process for its Panel Member and AST volunteers**
Action(s)	• Refresh the training courses for Area Support Teams (AST) members on recruiting, selecting and re-appointing with CHS Learning Academy to enhance awareness, ensure clarity and changes in practice. The content of this course, specifically pertaining to unconscious bias will ensure an objective, fair and consistent inclusive approach. • Engage with Equalities, Diversity and Inclusion experts for ongoing and regular support, training and continuing education of community, building upon relevant work already undertaken with the CHS community

5

	• Agree with the National Convener and CHS Learning Academy (LA), the insistence of training for all AST volunteers as a mandatory requirement prior to involvement in recruitment and selection and develop an action plan accordingly. Determine that involvement in such training would be required at least once in each three year appointment period for all those involved in the recruitment and selection of Panel community members.
Timescale	Ongoing to March 2023 and beyond (aimed not only for current annual recruitment campaign but throughout year for recruitment of AST members)
Success Measures	• Reflected in diversity of potential volunteers confirmed as trainees through equality monitoring (captured through digital system at time of onboarding onto system) – and will be reflective of Scottish society. • With new digital system, will be able to audit the actual composition of the Panel Community to provide a baseline. • Aim for at least 75% of community members having undertaken training courses.
Progress Report	Volunteers from local Area Support Teams involved in the selection process for new volunteers must all undertake Recruitment and Selection Training. This module delivered both online and in person includes specific content on diversity, equality and inclusion covering: - reflecting on own values - how diversity issues can impact on the hearing experience for children and young people - consider appropriate questioning about sensitive issues affecting different cultures - consider the connection between a fair hearing and equalities legislation Engaging with subject matter expert – The Three Pillars. Held several courses for the Panel Community. 100% completion rate for relevant AST members. Lived experienced recruiters also undertook training prior to participating as interview panelists. Auditing of entire Community has not yet taken place within these timeframes. This will require an opportunity to census the community at one point in time which will be built into the next cycle. For the most recent volunteer recruitment campaign in autumn 2023, 44% of applicants did complete the equality monitoring form on submission. This has provided the following data:

6

	Gender: Female = 70% Male = 30% Other genders = <1% **Ethnicity:** White Scottish = 55% White British = 37% Other ethnicities = <8% **Lived experience of the Children's Hearing System:** Yes = 8% No = 90%
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Recruitment and Retention Lead
Outcome 1.4	**CHS attracts a diverse range of candidates applying for its employment vacancies by operating best practice recruitment and selection practices that help to make CHS an employer of choice**
Action(s)	• Carry out a full review of the CHS Recruitment and Selection policy in consultation with SMT and the Staff Forum to ensure that the end-to-end process is inclusive, non-discriminatory and mitigates against bias in the decision-making process. • Recruitment Administration Processes are fully documented and all colleagues involved are updated by HR on what is involved in the R&S process.

7

	• Any staff member who is involved in the selection/decision-making processes, including shortlisting applications and participating on recruitment panels must have undergone bespoke Recruitment and Selection training first, and thereafter, has undergone refresher training at least every two years. • Monitor recruitment equality data to check for trends among the applicants who apply and to then consider any barriers that may have affected them, taking action to make improvements. • Be proactive in linking in with local or national equality groups to ensure that it is operating best practice in terms of equality and inclusion in its Recruitment and Selection practices. • Be proactive is engaging with a diverse range of recruitment channels to promote its employment vacancies and reach as many potential candidates with protected characteristics as it can.
Timescale	April 2021
Success Measures	• No recruitment decisions are challenged on the grounds of discriminatory or unfair recruitment or selection practices • CHS attracts a range of candidates for each of its employment vacancies from a wide variety of people with protected characteristics • CHS has developed positive partnerships and links with a wide range of equality bodies and uses their expert knowledge to inform its recruitment policy, procedures and practices and ensure it remains aligned to any developments in best practice as guided by these equality bodies.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Progress report	• Our People Strategy 2021 – 2023 works in direct partnership with the Equality, Diversity & Inclusion Strategy and supports a number of the priorities and actions outlined in the Equality Mainstreaming and Outcomes Report 2020-2022 in line with our organisational Public Sector Equality Duty. • Our People Strategy will be updated this year. One aim of our People Strategy is to attract and retain top talent at CHS. More specifically, our strategic aim will focuses on:- - Ensuring that CHS attracts a diverse range of applicants by operating best practice recruitment and selection practices that help to make CHS an inclusive employer;

8

	- Actively profiling, monitoring and reporting on the diversity of our applicants to ensure we are an inclusive employer and our workforce is reflective of our commitments outlined in our Equality Outcomes and Mainstreaming Report and the communities we engage with; • We continue to work with our internal colleagues to support the work and progress that we have already made whilst continuing to build positive partnerships and links with a wide range of equality bodies and use their knowledge to inform our recruitment policy, procedures and practices. • CHS also continues to be Disability Confident (committed) and Carer Positive employer. • In 2023, CHS reviewed all job descriptions to ensure they accurately reflect the relevant roles. To reflect the new job description structure the CHS shortlisting process was reviewed to ensure shortlisting is completed in a consistent and fair manner. • CHS is currently exploring implementing an online recruitment system. As a part if the implementation CHS recruitment process and related guidance will be reviewed. Implementation of a system to support the recruitment process will improve the accessibility, objectivity and user experience for candidates of the CHS recruitment process.
Responsibility	People and Culture Partners (previously HR & Organisational Development Lead)

Outcome 1.5	**Extend links and partnership working with specialist equality bodies/organisations who can provide enhanced/specialist training to staff/ volunteers on particular protected characteristics**
Action(s)	• External expert partners shall be used in the development of E,D&I online courses • Expert partners shall be invited to deliver a 'Learn from the Experts' event to provide guidance and insight into a specific E,D&I area
Timescale	End of August 2021 initially and ongoing
Success Measures	• Expansion in external partnership working within E,D&I and the training programme. • 70% of community do specialist E,D&I training each year
Progress report	In 2023, CHS hosted a large-scale online event delivered by external specialists on the topic of Neurodiversity to raise awareness and create changes in practice within hearings as well as alongside colleagues. In 2024, CHS will explore ways to incorporate EDI learning across the volunteer community. This has been detailed in the 23-24 CHS Learning Academy Prospectus as a deliverable for 2024. In 2023, CHS became a member of ENEI. ENEI offer a variety of learning resources available to its members. In 2024, these resources will be shared with CHS colleagues in line with equality outcomes and the wider EDI strategy.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Learning Programme Manager & CHS Learning Academy Manager/ People and Culture Partners (previously HR & Organisational Development Lead)

10

OUTCOME 2

Raising Awareness of Equality, Diversity and Inclusion across the CHS Community will enhance all our roles and lead to more effective decision making, as we proactively engage with our staff members, volunteers and work in partnership with external equality organisations who can support CHS to achieve this aim.

Overview:

This Outcome focused on raising awareness and knowledge across the employed National Team and the volunteer community in order to achieve a greater level of understanding and empathy not only among colleagues and volunteers of each other's protected characteristics but also for those families, children and young people who engage with CHS at children's hearings.

General Equality Duty Link

This outcome helps CHS to meet the general duty of fostering good relations between persons who share a relevant protected characteristic and persons who do not.

11

Outcome 2.1	**CHS will work with specialist organisations to develop practice resources that support our volunteer community to better understand and meet the needs of individuals who share protected characteristics. As a result, the CHS volunteer community will have an increased awareness and understanding of equality, diversity and inclusion.**
Action(s)	• CHS will further develop advice and guidance within the 'Practice and Procedure Manual' focusing on minimising barriers in children's hearings for those who share protected characteristics. • We will work with volunteers locally to source, design and offer bespoke equalities training for Panel Members that is responsive to the locally presenting need. • CHS will further develop our communications work on accessible language to provide a central resource for all CHS staff and volunteers.
Timescale	Ongoing to March 2022 and beyond
Success Measures	The CHS volunteer community will have an increased understanding of equality, diversity and inclusion – • Panel Members are able to identify and apply relevant parts of legislation relating to diversity, equality and inclusion to ensure fairness within hearings. • The CHS Practice Team, having worked with specialist equality organisations, have developed comprehensive guidance around equality, diversity and inclusion for issue in the Practice and Procedure Manual. • CHS have published the updated accessible language guide on the National Team channel on Microsoft Teams for all employed CHS staff. • The CHS Practice Team have updated the Practice and Procedure Manual a minimum of once annually, and provided the CHS volunteer community with up-to-date guidance on equality, diversity and inclusion.
Progress report	The CHS Practice and Procedure Manual was updated and published in October 2022. The Practice and Policy Team have provided bespoke training on gender identify to panel volunteers on issues in response to a local request in Orkney.

12

	The Practice and Policy Team have worked nationally with the Language Leaders group. As part of this we have worked with young people to produce a language leaders guide that is due to be published by end of March 2024.

The Practice and Procedure Manual has been updated to reflect protected characteristics, including a bespoke section on the impact of child poverty.

The Practice and Policy Team have provided bespoke internships to young people with protected characteristics or barriers to employment in partnership with the Robertson Trust. |
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Practice Team (Practice and Partnerships Lead/Practice Development Coordinator).
Outcome 2.2	**We are proactive in raising awareness of Equality, Diversity and Inclusion across the CHS Community i.e. in all our work and volunteering practices and decision-making processes, so that it leads to increased understanding, knowledge and empathy of all protected characteristics.**
Action(s)	• There is a notable dates calendar which outlines the Communications team's objectives for internal and external celebration of various holidays, national days of, etc. These have all been selected specifically to align with the CHS community and the work that CHS does. It has been developed in partnership with the Equality, Diversity and Inclusion working group.

▪ This celebration will take the form of social media campaigns, as well as Teams campaigns. Depending on the day, and it's meaning to CHS as an organisation, these campaigns will be adjusted to suit in relation to content, duration, and involvement of other community members (i.e. Volunteers' Week). |

13

	• We will work in collaboration with every team and colleague at CHS to ensure correct language and terminology is used throughout all official material and communication, specifically:
	  ▪ High-level communication from National Convener and/or Senior Management Team;
	  ▪ Practice and policy material produced by Practice team;
	  ▪ Recruitment material produced by Recruitment and Retention Lead;
	  ▪ This will be done through the addition of a language and terminology guide to the Practice and Procedure Manual (PPM) in collaboration with the Practice and Communications teams. This will then be extracted as a one-pager for staff who do not rely on the PPM in the same way.
	  ▪ Training and course material produced by Learning Academy and/or National Training Lead.
	
	• Encourage all staff and volunteers to develop and regularly use language suitable for a diverse audience, keeping in mind that certain characteristics will not be overtly seen, e.g.:
	  ▪ Share their own pronouns to encourage an open and safe space;
	  ▪ Ask if any individuals require additional support at meetings, events, and the like;
	  ▪ Overall encourage dialogue that doesn't assume that everyone is the same as we are.
	
	• This will be achieved through collaboration with HR Lead, Recruitment and Retention Lead, National Training Lead and the CHS Learning Academy to ensure this language and dialogue is weaved into staff and volunteers journeys from the start (i.e. staff and volunteer recruitment and training).

Timescale	March 2023 into 2024
Success Measures	• The Communications team use inclusive language in all internal and external communications; • The CHS Learning Academy use inclusive language in all training material; • Local teams will ensure inclusive language is implemented by volunteers (monitoring language used at local meetings, on local Teams and private chats, etc.) • CHS will continually develop its library of imagery and videos to ensure full representation; • CHS clearly prioritise equality and diversity, which is felt by the wider community. • CHS include questions in the Community Survey which relate to equality and diversity so that the above can be properly measured and monitored.

14

Progress	- Notable dates calendar complete and active and added to year on year - Communications are continuously monitored for inclusivity and positive language, and amended if required - Some of the comms staff have already completed trauma-informed communications training with the rest of the team to follow - Over the past year CHS has profiled a range of events and celebrations to the CHS Staff and volunteer community via Microsoft Teams including Mental Health Awareness Week, Trans Awareness week, Black History Month, and as of March 2023, Neurodiversity Week. - CHS Learning Academy profile key EDI dates on the Academy site – linking these to resources and learning where available - Recent interviews for new communications staff have included an interviewer on the panel with lived experience. - Our full complement communications team will continue with plans to meet the success measures.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Communications and Engagement Lead
Outcome 2.3	**Our volunteers will play a central role within the Equality, Diversity and Inclusion agenda at CHS as they are best placed to ensure that we are raising awareness of protected characteristics, fostering good relations between members of our community who share those characteristics and those who do not and creating greater empathy and understanding of the backgrounds of those they come into contact with during hearings.**
Action(s)	Maintain the Equality, Diversity and Inclusion Working Group as the central place for all strategic recommendations and actions relating to ED&I work within CHS.

	• Create role of Inclusion Ambassador; a volunteer with a particular interest / expertise in ED&I who will become an ambassador for all ED&I work within their AST area • Set up an Equality, Diversity and Inclusion Network for CHS which includes all of the Inclusion Ambassadors and representation from across our Community, particularly those with a protected characteristic or knowledge / expertise in a particular equality area. • Inclusion Ambassadors to support, promote and raise awareness of Equality, Diversity and Inclusion within their local areas, by attending events and training, ensuring national messages are shared with the local community and responding to any local queries.
Timescale	April 2023 - 2024
Success Measures	• Equality, Diversity and Inclusion Working Group meets at least quarterly. • Each Area Support Team Area has at least one Inclusion Ambassador. • CHS has an Equality, Diversity and Inclusion Network which also meets quarterly • The ED&I Network is used for consultation, development of strategy and to ensure that local and national information is shared both ways.
Progress report	Our Equality, Diversity and Inclusion Working group has been superseded by the CHS Equality, Diversity and Inclusion Strategic Group. This group comprises a cross section of CHS volunteers, staff, and Board Members. It will meet at least 4 times a year with the most recent meeting being in February 2023. This group has identified training, communications, and the provision of reasonable adjustments as priorities for the 2023 EDI action plan. Inclusion Ambassador plans to be reviewed following organizational restructure in 2023.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Regional Tribunal Delivery Managers (previously Area Support & Improvement Partners & Area Conveners)

16

17/50   154/274

Outcome 2.4	Staff are fully competent and confident in carrying out Equality Impact Assessments (EqIAs) on any new or revised strategies, policies and processes that they are responsible for developing.
Action(s)	• Develop clear and consistent Equality Impact Assessment rules and processes • Review the existing Equality Impact Assessment and Pre-screening templates to ensure they are fit for purpose • Provide appropriate and regular training for staff in order to ensure that all staff are aware when and how Equality Impact Assessments should be conducted • Create a central register of all the organisation's policies and procedures, to record key information such as noting the date of policy implementation and date of review and the date of Equality Impact Assessment • All EqIAs are accessibly published in order to meet the specific duties under the Equality Act 2010 • Keep an accurate central log of who has received the training • Keep an accurate central log of all strategies and policies that have been impact assessed and publish results in an accessible manner.
Timescale	April 2023 – 2024
Success Measures	• The discipline of accompanying all strategy and policy documents with fully completed EqIA when submitted these to Senior Management team and Board Committees is well understood, established and practiced within the National Team with the Senior Management Team ensuring governance is applied. • Any risk of discriminatory practices or processes are identified at the earliest opportunity during the development of new or the revision of existing strategies and policies and these risks are recorded in the EqIA and mitigated against, again with details noted in the EqIA.
Progress Report	• Organisational policy tracker has been completed during 2022 and is managed by the business support team. • New EqIA templates were completed in October 2022.

17

	• Compulsory training on the new CHS Impact Assessment process was provided to all CHS staff in October 2022. All papers going to SMT are now expected to be accompanied by an EqIA. • A video course on the CHS impact assessment process was created in November 2022. All new CHS colleagues are expected to complete the course during induction. Completion will be tracked via CHS Learning Academy. • The impact assessment process is to be reviewed in the near future to identify any areas of improvement.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation.
Responsibility	Senior Leadership Team and People and Culture Partners (previously Senior Management Team/ HR & Organisational Development Lead)

Outcome 2.5	**CHS is a recognised as an employer of choice by individuals with caring[1] responsibilities due to its positive and open recruitment approach and its flexible working and attendance management policies and practices.**
Action(s)	• We will engage with national carers' organisations such as Carers UK and Carer Positive to seek advice and guidance on how to be an inclusive and supportive employer.

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[1] A carer is someone who provides unpaid care by looking after an ill, frail or disabled family member, friend or partner.
Source: http://www.carerpositive.org/

18

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	• We will review our recruitment and selection policy to ensure that our flexible and open approach is clearly reflected here.
	• We will review our recruitment and selection processes and practices (including our application forms and advertising methods) to ensure that our flexible and open approach is clearly reflected thus enabling us to attract a wider pool of suitable applicants.
	• We will review our absence management policy and procedures to ensure that it reflects the particular needs and requirements that employees with caring responsibilities may require.
	• We will review our flexible working policy and procedures to ensure that it reflects the particular needs and requirements that employees with caring responsibilities may require.
	• We will support and promote national annual campaigns, such as the National Carers Week
Timescale	December 2024
Success Measures	• CHS becomes an accredited Carer Positive employer and maintains this accreditation.
	• Year on year percentage increase in the number of people with caring responsibilities who apply to join our team.
Progress Report	• CHS continued to improve it's recruitment and onboarding process throughout 2023. This included, for instance, clearer guidance to hiring managers, new job advert format and increased communication to candidates. We will keep up the continuous development of these processes throughout 2024.
	• Moreover, throughout 2023 to 2024, CHS has continuously improved it's onboarding process. This process now offer clearer guidance and information to new colleagues in relation to CHS' ways of working and, for instance, HR policies and processes. This will support new starts with caring responsibilities to identify support available to them from the beginning of their employment. HR also offer an informal check in at 3 months in post during which colleagues can ask any questions or raise any issues in relation to their employment at CHS.
	• During 2022, CHS was recognised as disability confident and carer positive employer. CHS will endeavour to continue development in each of these areas to reach the next level of each accreditation.

19

	• In 2022, CHS reviewed it's Flexible working and Flexi time policies to ensure they are in line with legislation as well as support the needs of CHS colleagues. This update also included a line manager training session on the policies to ensure line managers are able to confidently advice their team members on the policies. • In 23-24, 39% of job applicants for CHS had caring responsibilities (including children). We will continue to monitor our recruitment data. • People Updates channel on teams was used to promote various resources available to anyone with caring responsibilities.
Protected Characteristics	Gender, Age, Disability
Responsibility	People and Culture Partners (previously HR & Organisational Development Lead)

OUTCOME 3

20

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

Overview:

We have evidence that there are particular challenges for some groups of children and families in engaging with and understanding the Children's Hearings process. For example, the Scottish Parliament's Education Committee has raised concerns about parents with learning difficulties engaging appropriately in the process.

CHS will work in partnership with other organisations to improve experiences and will ensure that those requiring support (e.g. parents with learning difficulties) are supported by panel members as much as possible to engage.

General Equality Duty Link

This outcome has been created due to the need for a consistently fair approach by panel members across Scotland as volunteers, trained in how to conduct hearings appropriately/ without bias or discrimination. Communication and engagement skills with children and young people are a key development focus at the pre-service stage for our panel member training and quality assurance processes are in place to help CHS measure panel member behaviour and conduct during the hearing. This outcome will help CHS to meet all three of the general duties by helping to eliminate discrimination through the removal of any discriminatory or inappropriate behaviour during the hearings process and help to foster good relations and understanding between our volunteer members and individuals from equality groups who are involved in the hearings process.

Outcome 3.1	**Provide accessible and inclusive communication that meets the access needs of all those with protected characteristics and promotes inclusive language**

21

Action(s)	• We will offer all CHS external material in accessible formats; • We will use inclusive language and imagery throughout the site; • We will build the new CHS website using accessible fonts, colours, and design throughout; • We will undertake a refresh of all templates to ensure these are accessible; • We will include captions for images on social media (where possible); • We will include captions for images in the Community Newsletter; • We will include subtitles on all CHS films
Timescale	By March 2024
Success Measures	• CHS only uses accessible templates; • The CHS website is fully accessible, with clear sign-posting of who to contact for accessible versions of policies etc.; • CHS has a full library of accessible videos
Progress	• Recently completed a full audit of our website's accessibility by doing a range of checks, including axe DevTools automated tests and Accessibility Insights for Web manual tests, to meet the requirements of the accessibility monitoring team in the UK Government Cabinet Office. This is ongoing work which will be continued and improved as our digital capacity improves. • Tests of content using Narrator and VoiceOver for hearing impaired users • Updated the CHS accessibility statement to meet web content requirements of Cabinet Office • New website in planning stages which will be built to be accessible from the ground up, launching Summer 2024 • CHS external material is offered in accessible formats • Templates have been refreshed or redesigned to ensure these are accessible. A new 'brand book' and set of brand guidelines, both for language led and visual comms, is in development to launch Summer 2024 • Captions for images on social media (where possible) Continuous • Captions for images in the CHS Community Newsletter • Inclusion of subtitles on all CHS films is underway and continuous

Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience - All apply
Responsibility	Communication and Engagement Lead

Outcome 3.2	**Area Support Teams (ASTs) will be more representative of the full spectrum of Scottish society and communities we serve, ensuring equality of opportunity for all, proactively identifying and removing barriers which exist.**
Action(s)	• We will engage with both national and local equality organisations to seek guidance and support on how to be inclusive of volunteers with protected characteristics • We will actively review AST recruitment practice, focusing on updating AST role descriptions to ensure that they are inclusive, fair and attractive to volunteers from across our community and out with • We will gather accurate and up-to-date information on AST demographics, using it to target and monitor AST recruitment • We will increase awareness of AST roles via our social media platforms and networks
Timescale	Ongoing to March 2024
Success Measures	• All AST roles have been reviewed and updated to ensure they are inclusive and fair. • Equality data has been gathered for all ASTs. • When recruitment is required for an AST role, data is reviewed and used to ensure that ASTs are as diverse as possible. • AST recruitment attracts a range of candidates including those with protected characteristics. • A diverse range of channels such as social media and equality and other relevant organisation newsletters are used to promote AST recruitment opportunities
Progress Report	• Social media has been an effective means of attracting volunteers to AST roles (PPA roles). • Equality monitoring is now in place for the whole Panel Community • Following an organizational restructure in 2023, ASTs now include paid roles. By summer 2024, each of the 9 regions region will have a Tribunal Delivery Manager, Regional Wellbeing Coordinator and

24

	Regional Partnership Coordinator. These roles are recruited for in line with our recruitment policy to ensure the recruitment for them is consistent and fair. In addition, we continue to evolve our recruitment practices to ensure we are able to attract diverse talent. The recruitment data for these roles will be included in our annual equality outcomes data. • Furthermore, having paid roles within ASTs will improve our ability to focus on recruiting diverse volunteers through, for instance, identification of barriers and pro-active promotion of opportunities available.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation, Lived experience
Responsibility	Regional Tribunal Delivery Managers (previously Area Conveners (ACs) and Area Support and Improvement Partners (ASIPS))

25

SECTION 2

EMPLOYEE AND RECRUITMENT MONITORING DATA (2023-2024)

1

Introduction

Why we gather and monitor recruitment and employment information

Included in the duty to mainstream, CHS is required to take steps to gather information on the protected characteristic composition of its workforce and on the recruitment, development and retention of its employees, with respect to, in each year, relevant protected characteristics. CHS must then monitor and use this information to better inform the general equality duty.

Part A gives a breakdown of our staff equality data; in line with the update in relation to how we collate our recruitment Equalities monitoring statistics via SMART SURVEY from the 1 April, our intention moving forward is that we will be looking to annually engage with our staff to update our equalities monitoring stats for our colleagues. **Part B** gives a short summary of our *Performance Management* processes and opportunities for *Promotion and Development* within CHS. **Part C** gives a breakdown of our recruitment applicant equality data. Analysis of this information will allow CHS to identify any gaps in the organisation's performance as an employer, and enable CHS to investigate the causes of these gaps, and to take steps, including positive action, to address or mitigate the causes.

Important information

NOTE: While at the most recent count, CHS has been able to gather equality data for 77% of its employees, it should be noted that employees who responded to the CHS Diversity surveys are not obliged to answer any or all of the questions, and can choose to simply skip the question, or tick the Prefer Not to Say option featured with every question.

We have therefore aggregated the *No Response to Survey*, *No Response to Question* and *Prefer not to Say* into one column called <u>Prefer Not to Say/No Response</u>, so that this information is still reflected against each protected characteristic.

Please also note, that due to the small numbers of CHS employees, where the data in the following tables is particularly sensitive, responses of 1-5 are displayed as **≤5,** so that individual employees cannot be directly identified, and thus their anonymity is protected.

The tables below show the diversity information that our employees have disclosed for all x9 protected characteristics. In support of the campaign led by the charity Who Cares? Scotland to treat care experience as a protected characteristic for children, young people and adults, CHS included a **10th** protected characteristic of 'care experienced' for the first time, during the recent March 2020 Staff Diversity survey. Extensive research indicates that care experienced people, particularly young people, are disadvantaged at multiple levels in society, including in relation to education, access to support services, and employment opportunities, all of which impact on health and wellbeing, so CHS is committed to providing equality of opportunity and elimination of any discrimination in its workplace for any employees who are 'care-experienced'. CHS has already taken a pro-active approach on this with regards to the composition of its Board, with a number of its current members who are care-experienced

Part A - Employee Protected Characteristic Data as of March 2024

1. Age
What age bracket are you?

Age Band:	Age Band: Under 24	Age Band: 24-34	Age Band: 35-44	Age Band: 45-54	Age Band: 55-64	Age Band: 65+	Prefer not to say/No response
Total employees March 2024	0	9	22	16	11	3	0
Total employees March 2023	0	5	9	9	6	≤5	≤5
Total employees March 2022	0	8	10	9	≤5	0	0
Total employees March 2020	0	9	7	13	≤5	≤5	≤5
Total employees June 2018	0	≤5	6	6	≤5	0	0

2. Gender Identity
Please describe your gender identity (this is about your self-perception of your gender rather than about your biological sex).

Band:	Female (inc trans female)	Male (inc trans male)	Non Binary/In another way	Prefer not to say/ No Response
Total employees March 2024	45	16	0	0
Total employees	20	9	≤5	≤5

1

March 2023				
Total employees March 2022	23	8	0	0
Total employees March 2020	31	8	0	0
Total employees June 2018	14	7	0	0

3. Trans Identity

Do you consider, or have you ever considered yourself to be a trans person?
(trans is an umbrella term to describe people whose gender is not the same as the sex they were assigned at birth).

Band:	Trans	Prefer not to say/ No response
Total employees March 2024	0	0
Total employees March 2023	0	0
Total employees June 2018, March 2020, March 2022	0	0

2

4. Marital status

Which of the following best describes your current marital status?

Band:	Single	Married/Civil Partnership	Partnership	Widowed	Separated/Divorced	Prefer not to say/No Response
Total employees March 2024	9	41	5	0	5	≤5
Total employees March 2023	≤5	19	≤5	0	≤5	≤5
Total employees March 2022	8	15	5	0	0	≤5
Total employees March 2020	6	15	6	0	≤5	7
Total employees June 2018	≤5	9	≤5	≤5	≤5	0

With regards to Pregnancy, in 2020, ≤5 employees were pregnant or on maternity leave during 2019/20. Substantive posts were successfully backfilled with fixed term contracts to cover the period of time employee is off on maternity leave.

5. Sexual Orientation

How would you describe your sexual orientation?

	LGBT+	Heterosexual	Prefer not to say/ No Response
Total employees March 2024	8	50	≤5
Total employees March 2023	≤5	23	≤5

3

	≤5	25	0
Total employees **March 2022**	≤5	25	0
Total employees **March 2020**	≤5	26	8
Total employees **June 2018**	≤5	15	0

6. Caring Responsibilities

Do you have caring responsibilities for dependent children and/or dependent children?

Band:	None	None (with non-dependent children)	Yes, with dependent Child/ren only	Yes, with dependent adult(s) only	Yes, with dependent child/ren *and* adult(s)	Prefer not to say/ No Response
Total employees **March 2024**	29	0	28	7	0	0
Total employees **March 2023**	16	0	10	≤5	≤5	≤5
Total employees **March 2022**	18	0	9	≤5	0	≤5
Total employees **March 2020**	15	≤5	13	0	0	6
Total employees **June 2018**	7	≤5	≤5	0	0	≤5

7. Ethnicity

Which ethnic group do you most identify with?

Band:	White Irish	White Scottish	Mixed - Black Caribbean and White	White British	White Other	Pakastani/Pakastani Scottish/Pakastani British	African/ African Scottish/ African British	Other Asian	Prefer not to say/ No Response
Total employees March 2024	≤5	42	≤5	10	≤5	≤5	≤5	≤5	0
Total employees March 2023	7	20		0	≤5	0		≤5	0
Total employees March 2022	≤5	20		0	0	0		≤5	0
Total employees March 2020	-	20		7	≤5	≤5		0	≤5
Total employees June 2019	-	15		≤5	≤5	0		0	10
Total employees June 2018	-	8		≤5	≤5	0		0	≤5

5

8. Religious affiliation

What religious denomination, body or belief do you affiliate to?

	Church of Scotland/England	Roman Catholic	Other Christian	Islam	None	Jewish	Other	Prefer not to say/ No Response
Total employees March 2024	13	≤5	5	≤5	34	≤5	≤5	≤5
Total employees March 2023	9	≤5	≤5	0	12			0
Total employees March 2022	7	≤5	≤5	0	19			0
Total employees March 2020	≤5	≤5	≤5	≤5	19			2
Total employees June 2018	≤5	≤5	0	0	9			≤5

6

9. Care Experienced

Are you care-experienced?

Band:	No	Yes	Prefer not to say/No Response
Total employees March 2024	58	≤5	0
Total employees March 2023	≥25	≤5	0
Total employees March 2022	29	≤5	≤5
Total employees March 2020	30	≤5	≤5

CHS aims to have a diverse profile among its staff (and volunteers) that is reflective of the communities it serves, hence the inclusion of the above question for our 10th 'protected characteristic' for the first time in our most recent survey.

10. Disability

The Equality Act 2010 defines disability in the following way: "A person has a disability if s/he has a physical or mental impairment which has substantial and long-term adverse effect on their ability to carry out normal day-to-day activities". Having read the above do you consider yourself to have a disability?

Band:	No	Yes	Prefer not to say/No Response
Total employees March 2024	49	11	≤5
Total employees March 2023	24	5	0
Total employees March 2022	22	7	≤5
Total employees March 2020	27	≤5	7
Total employees June 2018	15	≤5	≤5

8

Part B - Employee Development and Performance Management

1.1 People Strategy

Children's Hearings Scotland's first People Strategy was launched in 2021. The People Strategy has been designed to promote a culture that reflects Children's Hearings Scotland's vision and values. The strategy details the way in which CHS intends to work with staff, managers and other stakeholders to help everyone reach their potential.

The focus of the strategy is on developing and evolving the organisational culture to ensure that CHS continues to value diversity and ensure that staff have meaningful and challenging work, that they are effectively developed and motivated to perform and have their contribution appropriately recognised and competitively rewarded. This strategy will be reviewed during 2024, however, the 6 key priorities will remain as below.

The People Strategy sets out 6 key priorities with work streams and implementation plans associated with each:

a) Attract and Retain Great People
b) Deliver Inspirational & Effective Leadership
c) Reward & Recognition
d) Create a Culture of Engagement & Wellbeing
e) Develop our Skills, Knowledge, & Behaviours
f) Build an Agile, Flexible, & High Performing Team

1.2 Performance management

CHS has a 6-month probation period which is underpinned by a management process established in 2022. HR hold an informal check-in with the employee at their 3-month probation to support their understanding of expectations and processes. The ongoing probationary performance management consists of establishing objectives, reviewing these alongside delivery in regular 1-2-1 meetings with the line manager, and completing a full probation reflective review by the 5th month of employment where goals and learning needs are established.

After passing their probation, employees receive regular 1-2-1 meetings their line manager and an annual appraisal during the first quarter of the year when past performance is reviewed and new performance objectives for the next 6-12 months are agreed. Personal development is linked into performance management/appraisal system, which will be reviewed in 2024 as the national CHS team grows.

1.3 Employee Wellbeing

As outlined above, it is part of CHS' People Strategy to support wellbeing. Over the last three years, a variety of sessions and workshops have been held to work with our staff. In 2021/2022, a three part series on resilience and focus was hosted by The Wellbeing Project which included workshops on Flourishing; Inner drive; and Future focus. This was followed up by a session in January 2023 called "Energise" to support wellbeing during winter time.

In addition to the sessions from The Wellbeing Project, in 2022/23 staff has also been able to attend:

- An informal but informative session giving a comprehensive overview of the Menopause with Ruth Devlin from Let's Talk Menopause.
- Online course on wellbeing in our staff learning area covering a variety of topics including digital wellbeing.

In 2023, CHS piloted a 'wellbeing day' in line with the Pay Deal for 2023, where employees were encouraged to take a day off work, to be used in anyway colleagues wish to support their own wellbeing. This additional day of leave as a 'wellbeing day' has been reinstated for 2024/25 and the use and impact will be evaluated alongside other wellbeing initiatives.

As a part of the organisation restructure in 2023/24 and the commitment to supporting our people to thrive, CHS appointed a National Wellbeing Manager in November 2023. The wellbeing approach for the organisation will be integrated into our wider People Strategy and delivered alongside core business objectives for our people, such as learning and development and engagement.

Wellbeing remains a standing discussion point at all staff 1-2-1's with their line managers and will be enhanced as part of our line manager training and support programme for 2024/25 and supported through bespoke commissioned organisational development and wellbeing sessions.

1.4 Employee Development

CHS is committed to supporting colleagues to build on existing skills and provide opportunities to develop new skills. There have been a number of training and development opportunities for all CHS colleagues:

- CHS Bites programme (internal knowledge sharing programme);
- CHS How To programme (internal training programme);
- Line manager training (internal training for CHS line managers);
- All Team Days (internal information sharing day);

10

- Induction Day (internal training for new colleagues);
- Mandatory EDI training via Spurway Training LTD;
- Online courses hosted by the CHS Learning Academy ranging from personal and professional development to trauma-informed practice.

Additionally, teams and individuals have had the opportunity to take part in bespoke training and development programmes, CDP, and learning opportunities, in line with the CHS Learning & Development guidance. With the renewed focus on wellbeing, a review of our learning and development processes will be undertaken in 2024/25 to ensure CHS is demonstrating our commitments to inclusivity and supporting our diverse staff and that our offering meets the needs of our people and organisational delivery.

1.4.1 Equality of opportunity in accessing learning and development

- All colleagues should have the opportunity to access the learning they need to carry out their role, to work to the standards expected, and for their continuing professional development. Decisions about learning and development will be made in a fair and equitable manner.

- Effective learning requires choice: Learning can take many forms. To allow for different learning styles and preferences, CHS aims to support a range of approaches and to provide learning and development in its widest sense. Many practical learning opportunities in the workplace are easier to access and more cost effective than formal courses. There will be a balance between nationally and local sourced opportunities.

2. Promotions and Secondments

2.1 Secondment and Acting Up Opportunities
CHS has been active in offering development opportunities to colleagues by providing acting up opportunities to some staff, where there has been a requirement to fill a knowledge gap or provide project resource, within the organisation. During this period, secondment opportunities have been in relation to both external and internal projects as well as internal cover.

2.2 Internal Promotion opportunities
CHS has offered promotion opportunities to colleagues by providing internal applicants the opportunity to progress into roles where a need has been identified to flex and expand roles at a more senior level.

11

Part C - Employment Recruitment Statistics (April 2023 - March 2024)

Employee Recruitment

Equality Monitoring forms are included as part of the recruitment pack for every vacancy, and most applicants do return their completed forms with their application. The equality monitoring forms are then separated from the form prior to the short-listing stage, so that no one on the short-listing or recruitment panel is aware of the protected characteristics of the applicant. Gender identifiers, such as names and email addresses, along with other contact information are also redacted from the application forms prior to short-listing.

Each application form is scored against the competencies and skills that are clearly noted in the person specification. Only candidates who meet the essential competencies pass through the first tranche of shortlisting.

Please note, that due to the small numbers of CHS employees, where the data in the following tables is particularly sensitive, responses of 1-5 are displayed as **≤5,** so that individual employees cannot be directly identified via the "appointed" data, and thus their anonymity is protected**.**

Note: CHS does not request Equalities data from recruitment agencies or temporary staff recruited via agency.

April 2023 - March 2024

CHS ran a total of 28 recruitment campaigns over the past 12 months from April 2023 through March 2024, (excluding internal secondments/promotions) and attracted a total of 1152 applicants.

VACANCY	VACANCY POSTED (MONTH/YEAR)	NO OF APPLICANTS
Digital Support Analyst	February 2023	18
Digital Support Lead*	February 2023	8
Finance Officer	March 2023	12
Finance Manager	April 2023	5
Director of People and Culture	June 2023	41
Resource Allocation Manager	June 2023	24
Business Support Assistant**	June 2023	55
Resource Allocation Admin**	June 2023	44
People & Culture Partner**	July 2023	24
Graphic and Multimedia Designer	July 2023	77
Digital Support Assistant	July 2023	11
Project Coordinator	July 2023	11
Tribunal Delivery Manager**	July 2023	76
Digital Support lead	July 2023	10
Change Delivery Manager*	July 2023	12
Recruitment and retention coordinator	July 2023	15
National Wellbeing Manager	July 2023	51
Regional Partnership Coordinator**	August 2023	121
Regional Wellbeing Coordinator**	August 2023	211
Feedback and Complaints Officer**	August 2023	13
Participation Coordinator	August 2023	71
Change Delivery Manager**	August 2023	27
National learning manager*	September 2023	56
Learning Programme Manager*	September 2023	17
Resource allocation admin	September 2023	52

13

IG & DPO*	September 2023	17
National Learning Manager	September 2023	41
People and Culture Coordinator	October 2023	10
Practice & Policy team manager*	December 2023	10
Data and performance analyst*	December 2023	16
Office and Admin Coordinator	December 2023	27

*No candidates appointed
**Two or more candidates appointed

1. Age (%)
What is your age bracket?

Age	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Under 24	62	5%	7	3%	1	2%
24-34	387	34%	47	21%	10	21%
35-44	345	30%	70	31%	19	40%
45-54	238	21%	55	24%	10	21%
55-64	81	7%	34	15%	7	15%
64+	9	0.8%	6	3%	2	4%
No response	19	2%	6	3%	0	0%
Prefer not to say	11	1%	1	0.4%	0	0%
Total	**1152**	**100%**	**226**	**100%**	**48**	**100%**

14

2. Gender

Please describe your gender identity (this is about your self-perception of your gender rather than about your biological sex).

Gender	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Male	241	21%	51	23%	9	18%
Female	851	74%	165	73%	39	80%
Other	16	1%	3	1%	1	2%
No response	19	2%	5	2%	0	0%
Prefer not to say	17	1%	2	0.9%	0	0%
Total	**1152**	**100%**	**226**	**100%**	**49**	**100%**

3. Care experience

To ensure that our organisation is attracting and appointing people with lived experience of care and children's hearings, we have added this criterion to our equality and diversity monitoring. This enables us to monitor our progress and to review our processes and support to maximise our recruitment and selection in this area.

Do you consider yourself to have had lived experience of care?

3. Care experience	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
No	887	77%	184	81%	43	88%
Yes	173	15%	23	10%	5	10%
No response	34	3%	7	3%	0	0%
Prefer not to say	49	4%	11	5%	1	2%
Total	**1152**	**100%**	**226**	**100%**	**49**	**100%**

4. Trans

Do you consider, or have you ever considered yourself to be a trans person?

(trans is an umbrella term to describe people whose gender is not the same as the sex they were assigned at birth).

Transgender Status	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Yes	6	0.01%	3	1%	0	0%
No	1093	95%	213	94%	48	98%
No response	29	3%	7	3%	1	2%
Prefer not to say	19	2%	3	1%	0	0%
Total	1152	100%	226	100%	49	100%

5. Marital Status

Which of the following best describes your current marital status?

5. Marital status	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Married/Civil Partnership	518	45%	122	54%	32	65%
Partnership	151	13%	28	12%	4	8%
Separated /Divorced	48	4%	7	3%	2	4%
Single	331	29%	57	25%	10	20%
Widowed	3	0.3%	1	0.4%	1	2%
Prefer not to say	33	3%	5	2%	0	0%
No response	32	3%	6	3%	0	0%
Total	1152	100%	226	100%	49	100%

6. Sexual Orientation

How would you describe your sexual orientation?

Sexual orientation	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Heterosexual/straight	906	79%	180	80%	41	84%
Bisexual	75	7%	13	6%	1	2%
Gay/lesbian	48	4%	13	6%	2	4%
No response	32	3%	6	3%	1	2%
Prefer not to say	58	5%	12	5%	3	6%
Total	1152	100%	226	100%	49	100%

7. Ethnicity

Which ethnic group do you most identify with?

Ethnic Groups Consolidated	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
White Scottish	549	48%	115	51%	32	65%
White British	303	26%	66	29%	7	14%
White Irish	25	2%	4	2%	1	2%
White Other	96	8%	11	5%	4	8%
Black (Black Scottish, Black British)	5	0.4%	0	0%	0	0%
African (African Scottish, African British)	36	3%	5	2%	0	0%
Asian (Arab)	4	0.3%	0	0%	1	2%
Asian (Indian)	25	2%	3	1%	0	0%
Asian (Pakistani)	11	1%	2	0.9%	1	2%
Asian (Chinese)	13	1%	1	0.4%	0	0%
Other Asian Background	6	0.5%	4	2%	1	2%
Latin American	1	0.08%	0	0%	0	0%
No response	28	2%	5	2%	0	0%
Other Mixed Background	19	1.6%	6	3%	2	4%

Prefer not to say	17	1.5%	4	2%	0	0%
Total	1152	100%	226	100%	49	100%

8. Religion
What religion, religious denomination, body or belief do you affiliate to?

Religion	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
No response	28	2%	8	4%	0	0%
Buddhist	3	0.2%	0	0%	0	0%
Church of England	2	0.2%	0	0%	0	0%
Church of Scotland/England	119	10%	23	10%	8	16%
Humanist	0	0%	0	0%	0	0%
Jewish	2	0.2%	0	0%	1	2%
Hindu	5	0.4%	0	0%	0	0%
Muslim	17	1%	2	0.9%	1	2%
Pagan	2	0.2%	0	0%	0	0%
Sikh	1	0.09%	1	0.4%	0	0%
None	700	61%	156	69%	30	61%
Other (Not specified)	20	2%	3	1%	0	0%
Other Christian	86	7%	14	6%	3	6%
Prefer not to say	58	5%	9	4%	3	6%
Roman Catholic	100	9%	10	4%	3	6%
Total	1152	100%	226	100%	49	100%

9. Caring Responsibilities
Which of the following best describes your caring responsibilities? (you can tick more than one if you wish).

Caring Responsibilities	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Care for a child/children	363	32%	81	36%	20	41%

Care for an adult	41	4%	12	5%	1	2%
Care for an adult/children	49	4%	8	4%	2	4%
Prefer not to say	33	3%	6	3%	2	4%
No response	28	2%	5	2%	0	0%
None	631	55%	114	50%	24	49%
Total	1152	100%	226	100%	49	100%

10.1 Disability

The Equality Act 2010 defines disability in the following way:

"A person has a disability if s/he has a physical or mental impairment which has substantial and long-term adverse effect on their ability to carry out normal day-to-day activities". *Having read the above, do you consider yourself to have a disability?*

Disability	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Yes	130	11%	30	13%	3	6%
No	946	82%	184	81%	45	92%
Prefer not to say	41	4%	5	2%	1	2%
No response	26	2%	7	3%	0	0%
Total	1152	100%	226	100%	49	100%

10.2 Consolidation of Health Conditions

Consolidation of health conditions	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Deaf or Partially Deaf	14	1%	4	2%	0	0%
Hard of Hearing	1	0.09%	0	0%	0	0%
Learning Difficulty (e.g. Dyslexia)	33	3%	9	4%	0	0%
Long-term Illness, Disease, or Condition	28	2%	5	2%	1	2%
Mental Health Condition	28	2%	6	3%	1	2%
Developmental Disorder (e.g. Autism)	5	0.4%	0	0%	0	0%

Blind or partially sighted	2	0.17%	1	0.4%	0	0%
No response	3	0.3%	1	0.4%	1	2%
Other	7	0.6%	2	0.9%	0	0%
Physical Disability	8	0.7%	1	0.4%	0	0%
Not applicable to applicant	0	0%	0	0%	0	0%
Prefer not to say	8	0.7%	0	0%	0	0%
Total	1152	100%	226	100%	49	100%

Appendix 1 – Jargon Buster

Volunteers: CHS operates due to the work of our committed and hardworking volunteers. These are both those who are tribunal members attending panels across Scotland and those in our area support teams supporting the tribunal members. None are paid a salary although they may be reimbursed for reasonable expenses incurred in attending hearings e.g. parking costs.

Area Support Teams (ASTs): The ASTs are a team of volunteers who support and manage panel members in their local area supported by a Clerk who is a local authority employee.

CHS Community: The CHS Community encompasses panel members, AST members, board members and national team employees.

Panel Members
Panel members are volunteers from local communities across Scotland who are recruited and trained to make decisions to help the lives of vulnerable children and young people attending children's hearings. Panel members commit to making themselves available at least once a month to prepare for and sit on a three-hour hearing session.

Children's Hearings System: The Children's Hearing System is the care and justice system for Scotland's children and young people.

Children's hearing: A hearing consists of three lay tribunal members called panel members, who are trained volunteers from the local community. The hearing listens to the child or young person's circumstances and views and takes these into account as well as those of the family and all the information that has been provided by, for example, social workers. The hearing then decides about what support and help is needed and whether a compulsory supervision order is required.

Protected characteristics: Age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex (male or female); and sexual orientation.

Equality groups: persons who share a relevant protected characteristic.

Equality Impact Assessments (EqIAs): a set of processes for assessing the impact of applying a proposed new or revised policy or practice against the needs of the general equality duty with consideration to relevant evidence relating to persons who share a protected characteristic.

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PaCC Terms of Reference 2024

Agenda Item 13
Paper Number CHS-2324-60

Accountable Officer:	Director of People and Culture
Report author:	
Resources implications:	Within available resources
Recommendation:	To approve
Approval(s) sought:	Approve PaCC ToR for 24/25

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

1. Introduction and background

1.1   The PaCC Terms of Reference are submitted for review and approval.

1.2   An addition has been made as requested to formally acknowledge Beth Anne Logan in the role of deputy chair in the appendix.

2. Recommendations

2.1   The Committee are recommended to consider and approve the ToR for submission to the CHS Board, noting that further changes may be required based on Board improvement plans.

3. Appendices
3.1   PaCC ToR

Reviewed by PaCC: March 2024
Approved by the Board: TBC March 2024
Next review: March 2025

Appendix 1

People and Culture Committee Terms of Reference

1.   **1. Constitution**

1.1   The Board of CHS hereby resolves to establish a committee of the Board to be known as the **People and Culture Committee**.

2.   **Membership**

2.1   The members of the committee are appointed by the Board from its membership. There is a minimum of three members of the committee, including the Chair of the committee and the deputy Chair. Details of the current members are shown in Appendix 1.

The Board appoints one of its members to serve as the Chair of the committee. The committee determines the procedure to appoint its Deputy Chair. If the Chair of the committee is absent from the meeting, his/her Deputy chairs the meeting and assumes all the functions and authority of the Chair.

2.2   All members are appointed for the length of their current Board appointment which may be extended in line with any Board re-appointments. All re-appointments must be approved by the Board.

2.3   The Committee may appoint a substitute drawn from the membership of the Board of CHS.

2.4   A committee substitute may participate at a committee meeting in place of a member where a committee member:

(a) is unavailable for a committee meeting (or any committee activity taking place other than at a meeting) because of illness, family circumstances, adverse travel conditions beyond the member's control, a requirement to attend to other urgent business; or
(b) has ceased to hold that office and a replacement committee member has yet to be appointed.

2.5   When a committee substitute attends a meeting (or other committee activity), he or she assumes the full rights of an ordinary member of the committee. In particular, the substitute can vote and is entitled to receive all committee papers.

2.6   The Chair of the Board is not a committee substitute.

2.7   The PaCC may co-opt independent members who are not members of the Board for a period of time (not exceeding a year) to provide specialist skills, knowledge, and experience subject to budgets agreed by the Board.

Reviewed by PaCC: March 2024
Approved by the Board: TBC March 2024
Next review: March 2025

3.   Authority

3.1   The committee is authorised by the Board to review and approve any activity within its Terms of Reference (ToR). In so doing, the committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this is necessary, subject to budgets agreed by the Board.

4.   Meetings and Quorum

4.1   The PaCC meets at least three times a year subject to the possibility of cancelling a meeting should it not be required. The Chair of the committee may convene additional meetings as he/she deems necessary. Committee meetings are held in private and may be held virtually if required.

4.2   The Chair of the Board may also ask the Chair of the committee to convene further meetings to discuss particular issues on which he/ she wants the People and Culture Committee's advice.

4.3   A minimum of two members of the committee must be present for the meetings to be deemed quorate. To ensure that the meeting is quorate, committee substitute(s) may be required to attend.

4.4   If any matter falls within the remit of more than one committee, the committees concerned may, if they wish, seek the agreement of the Board to meet jointly.

4.5   The People and Culture Committee may ask any other officials to attend in order to assist with discussions and offer expertise on a particular matter.

4.6   The CHS Business Support Team will provide the PaCC with secretarial support services.

4.7   The agenda and meeting papers are issued to members at least seven calendar days prior to the meeting, unless agreed otherwise.

4.8   The CHS Business Support Team minutes the proceedings and resolutions of all committee meetings including the names of those present and in attendance.

4.9   Minutes of every committee meeting are circulated to the Chair for approval and approved minutes referred to the Board for noting as soon as practical.

4.10   An Action Log is maintained to monitor progress on key issues raised at meetings.

5.   Decisions and voting

5.1   Where consensus on a decision is not arrived at and a vote is necessary, members should refer to, and apply, the procedure laid out in CHS Board Standing Orders.

6.   Attendance

6.1   The National Convener/ Chief Executive Officer, the Depute Chief Executive and the HR and Organisational Development Lead are required to attend each meeting.

Reviewed by PaCC: March 2024
Approved by the Board: TBC March 2024
Next review: March 2025

6.2   The People and Culture Committee may require any other officials to attend to assist it with its discussions on any particular matter.

6.3   The committee may ask any or all of those who normally attend and who are not members of the committee, to withdraw to facilitate open and frank discussion of particular matters. No attendee should be present for discussion of his/her own remuneration and conditions of service

7.   Reporting

7.1   The Chair of the committee reports back to the Board, verbally or in writing, after each meeting. The committee takes directions from the Board on general or specific action it should take.

7.2   The committee reports on its activities, to the extent that it can, without breaching confidentiality, in the CHS Annual Report and Accounts.

8.   Responsibilities

The committee has the following responsibilities:

8.1   Approves and reviews procedures/policies and any changes in procedure/policies for CHS staff for:
- the setting of performance objectives for the National Convener/ CEO;
- the appraisal of performance for CHS staff;
- the scale rates applicable to the various grades within CHS;
- the recruitment process; and
- and any other recognition strategies and policies.

8.2   Approves and reviews applicable people related procedures/policies and any changes in procedure/policies for CHS community.

8.3   Notes and/or approves CHS' employment policies and their revision from time to time, including the Pensions Discretionary Policy.

8.4   Reviews the objectives of senior staff annually.

8.5   Approves the annual pay remit for submission to the Scottish Government.

8.6   Approves the recruitment process for the NC/ Chief Executive and posts, when a vacancy arises.

8.7   Formulates proposals for the Chief Executive's salary progression and other aspects of their remuneration for recommendation to the Scottish Government.

8.8   Notes the Remuneration report in the CHS Annual Report and Accounts and seek assurance it fulfils disclosure requirements.

8.9   Considers the redundancy, early retirement or severance arrangements in respect of all CHS staff, excluding retirement on grounds of ill-health, and approve these or refer to CHS Board as it sees fit.

Reviewed by PaCC: March 2024
Approved by the Board: TBC March 2024
Next review: March 2025

8.10 Considers/approves reports on:
- People and Recognition
- Equality, Diversity and Inclusion
- Progress against the People Strategy
- Learning and Development
- Staff and Community Wellbeing

8.11 Approves any Employment Tribunal settlement.

8.12 Engages directly with representatives of the CHS Team Forum at PaCC meetings.

8.13 Where a question arises about whether a matter is within the committee's Terms of Reference, it is for the Board, after consultation with CHS Senior leadership Team as appropriate, to decide.

9. Review

9.1 The committee reviews its Terms of Reference annually. Proposals for amendment to the terms are submitted to the Board for formal approval.

_____   _____
Chair   Date

Appendix - Membership of the People and Culture Committee (PaCC) Committee

Name	Term 1st Appointment	Term 2nd Appointment
Jo Derrick (Chair)	05/19-31/1/23	1/2/2023- 31/1/25
Beth-Anne Logan (Deputy Chair)	05/17- 05/20	05/20 – 06/25
Mrs Kathryn Docherty	06/21- 06/25	

PaCC Self-Assessment Questionnaire

Agenda Item 13
Paper Number CHS-2324-61

Accountable Officer:	Director of People and Culture
Report author:	Business Operations and Governance Manager
Resources implications:	Within available resources
Recommendations:	To note the content of the report
Approvals:	To approve the assessment

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

1.   Introduction and Background

1.1   The Committee is required to review its own effectiveness annually.

1.2   The Board assesses their overall effectiveness on an annual basis which includes self-reflection on its composition and skill sets.

1.3   The National Audit Office standard questionnaire has been adapted to facilitate part of this review. The standard questionnaire covers the following transactional areas, the majority of which are comprised of yes/no responses to statements of fact in relation to the Committee's responsibilities and oversight. The areas covered are:
- Role and Remit
- Membership, Induction and Training
- Meetings
- Redundancy, early retirement, severance arrangements
- Staff and executive team appraisals and pay policies
- Overall effectiveness

2.   **Recommendation**

2.1   An initial assessment has been carried out by the Business Operations and Governance Lead The Committee are asked to review, comment, and approve.

People and Culture Committee Self-Assessment Survey

Role and remit	YES/NO/NA	Comments/Action
Does the People and Culture Committee have written Terms of Reference?	Yes	
Do the Terms of Reference cover the core functions of the People and Culture Committee?	Yes	
Are the Terms of Reference approved by the People and Culture Committee and reviewed periodically?	Yes	Reviewed annually at the March meeting Last reviewed – 21/03/2023 Next review – 20/03/2024
Has the People and Culture Committee been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Yes	
Does the body's governance statement mention the People and Culture Committee's establishment and its broad purpose?	Yes	
Does the People and Culture Committee periodically assess its own effectiveness?	Yes	Reviewed annually at the March meeting Last reviewed – 21/03/2023 Next review – 20/03/2024

Membership, induction and training	YES/NO/NA	Comments/Action
Has the membership of the People and Culture Committee been formally agreed by the management Board and or Accountable Officer and a quorum set?	Yes	Details in ToR
Are members appointed for a fixed term?	Yes	Appointments align to Board appointments
Does at least one of the People and Culture Committee members have a people management background?	Yes	
Are all members, including the Chair, independent of the Executive function?	Yes	
Are new People and Culture Committee members provided with an appropriate induction?	Yes	
Has each member formally declared his or her business interests?	Yes	Interests are declared annually by all Board members every March/April and/or at appointment
Are members sufficiently independent of the other key Committees of the Board?	Yes	
Has the People and Culture Committee considered the arrangements for assessing the attendance and performance of each member?	Yes	Attendance is tracked

Meetings	YES/NO/NA	Comments/Action
Does the People and Culture Committee meet regularly, at least three times a year?	Yes	
Do the Terms of Reference set out the frequency and broad timing of meetings?	Yes	
Does the People and Culture Committee calendar/work plan meet the body's business and governance needs, as well as the requirements of CHS' workforce reporting calendar?	Yes	
Are members attending meetings on a regular basis and if not, is appropriate action taken?	Yes	
Does the Accountable Officer attend all meetings and, if not, is he/she provided with a record of discussions?	Yes	
Does the People and Culture Committee have the benefit of attendance of appropriate officials at its meetings, including representatives from Team Forum at least once per year?	Yes	Team Forum attend every meeting
Internal control	**YES/NO/NA**	**Comments/Action**
Does the People and Culture Committee have responsibility for the reviewing and setting of performance objectives for the National Convener/CEO and formulating proposal for the Chief Executive's salary	Yes	

progression and other aspects of his/her remuneration for recommendation to the Scottish Government?		
Approves the recruitment process for the National Convener/CEO and Depute CHO posts, when a vacancy arises.	Yes	
Does the People and Culture Committee consider and approve staff remuneration strategies and policies?	Yes	
Does the People and Culture Committee approve the annual pay remit for submission to Scottish Government?	Yes	
Does the People and Culture Committee consider the annual review of staff appraisal?	Yes	
Does the People and Culture Committee review the objectives set for the SMT annually?	Yes	
Does the People and Culture Committee consider and approve redundancy, early retirement, severance arrangements (excluding retirement on grounds of ill health), and any tribunal activity?	Yes	
Does the People and Culture Committee review Board Code of Conduct, appraisal process, and relevant policies as required?	Yes	
Does the People and Culture Committee review HR policies, staff appointment and appraisal processes, and relevant policies periodically and in line with legislative requirement?	Yes	

Has the Committee considered how it should coordinate with other Committees that may have responsibility for corporate governance?	Yes	The Committee reports into the Board at every meeting via Chair update and shares reports for approval as required
Administration	**YES/NO/NA**	**Comments/Action**
Does the People and Culture Committee have a designated secretariat?	Yes	
Are agenda papers circulated in advance of meetings to allow adequate preparation by People and Culture Committee members?	Yes	
Do reports to the People and Culture Committee communicate relevant information at the right frequency, time, and in a format that is effective?	Yes	
Does the People and Culture Committee issue guidelines and/or a pro forma concerning the format and content of the papers to be presented?	Yes	
Are minutes prepared and circulated promptly to the appropriate people, including all members of the Board?	Yes	
Is a report on matters arising presented or does the chair raise them at the audit Committee's next meeting?	Yes	
Do action points indicate who is to perform what and by when?	Yes	

Does the People and Culture Committee provide an effective annual report on its own activities?	Yes	
Overall	**YES/NO/NA**	**Comments/Action**
Does the People and Culture Committee effectively contribute to the overall people activities and performance of the organisation?	Yes	
Are there any areas where the People and Culture Committee could improve upon its current level of effectiveness?	Yes	
Does the People and Culture Committee seek feedback on its performance from the Board and Accountable Officer?	Yes	

CHS Financial Regulations

Agenda Item 14
Paper Number CHS-2324-62

Accountable Director:	Director of Business & Finance
Report author:	Klaus Berchtenbreiter (Finance Manager)
Recommendation:	To endorse and recommend the Financial Regulations for approval by the Board
Resources implications:	N/A
Equalities duties:	Equalities Impact Assessment Required ☒ **No**

1.   Introduction and Background

1.1   CHS's Financial Regulations are a key component of CHS's governance structure, reviewable every year. This report describes the proposed changes to the Financial Regulations for 2024/25, and asks ARMC to endorse the Regulations in Appendix 1 and recommend their approval to the Board.

1.2   After review of the Regulations, the only change proposed is to delegate review of the bank account reconciliation from the Head of Finance to the Finance Manager. This brings the review into line with all other account reconciliations.

2.   Recommendation

2.1   The committee is asked to endorse the Financial Regulations as detailed in Appendix 1, and recommend their approval to the Board.

APPENDIX 1

children's hearings scotland

FINANCIAL REGULATIONS

Document Location	\\Scotland\dc1\DCGroup_VQ3\CHS\CHS Central Resources\CHS Policies and Procedures\Approved Policies\Financial Policies		

Version	Date	Owner	Summary of Changes
v2.0	20.03.2018	Head of Finance	• Minor changes, such as updating job titles and changing references to CHS' "Director of Finance and Corporate Services" to the appropriate member of the Senior Management Team.
v2.1	19.03.2019	Head of Finance	• Corrected numbering within section 6.6.
v2.2	12.02.2020	Head of Finance	• Cosmetic change to wording 5.3.2. • Added 12 month proviso to 6.3.6. • Added overpayments to 6.5.6.
v2.3	07.02.2022	Head of Finance	• Updated Document Location • Updated Senior Management Team role titles • Corrected numbering within 6.3
v2.4	20.02.2023	Head of Finance	• Para 6.2.3 amended from Head of Finance to Finance Manager
v2.5	16.02.2024	Finance Manager CHS	• Updated Job Titles to reflect new CHS structure • Recognising shared responsibility with shared services provider (SCRA) for annual accounts production

Approvals	ARMC 27.02.2018
	Board 20.03.2018
	ARMC February 2019
	Board March 2019
	ARMC Feb 2021
	ARMC Feb 2022
	ARMC Feb 2024

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CONTENTS:

1   INTRODUCTION

This document sets out Children's Hearings Scotland (CHS)'s financial regulations. This document was reviewed by the Audit and Risk Management Committee (ARMC) on 28th February 2023 and subsequently approved by CHS Board on 28th March 2022. These financial regulations are subordinate to Children's Hearings (Scotland) Act 2011 and to any restrictions within CHS's Framework Document. The purpose of these financial regulations is to provide control over the totality of CHS's resources. The financial regulations are a key element in CHS's system of internal financial control. The financial regulations, which are supplemented by other documents such as the Petty Cash Guidance note, link directly to the Scottish Public Finance Manual (SPFM), the Schedule of Delegated Authority and Procurement Policy. The financial regulations set out the key controls which apply to each core financial process.

Compliance with the financial regulations is compulsory for all employees of CHS. Any member of staff who fails to comply with the financial regulations may be subject to disciplinary action under the CHS's disciplinary procedures. It is the responsibility of managers to ensure that their staff members are made aware of the existence and content of the CHS's financial regulations.

The ARMC is responsible for maintaining a continuous review of the financial regulations, through the Head of Finance, and for advising the Board of any additions or changes necessary.

2.   RESPONSIBILITIES

2.1   Financial Responsibilities

2.1.1   The Board will be responsible for setting the overall policies to be followed by CHS and for ensuring that all actions undertaken by officers of CHS are in accordance with procedures determined by the Board.

2.1.2   Under the terms of reference approved by the Board, CHS's ARMC is responsible for general oversight of audit related matters. The Internal Audit function reports to the Accountable Officer and the ARMC on CHS's system of internal control and recommends improvements to the systems as necessary.

2.1.3   The National Convener/Chief Executive of CHS is formally designated as CHS's Accountable Officer by the Principal Accountable Officer of Scottish Government's Children and Families Directorate (sponsor Directorate). The role of the Accountable Officer is defined in the Framework Document.

2.1.4   In the short-term absence of the National Convener/Chief Executive, for a period not exceeding four weeks, the Depute Chief Executive may be nominated as the Deputy Accountable Officer and be responsible for providing support to the National Convener/Chief Executive in carrying out the Accountable Officer responsibilities.

2.1.5   The National Convener/Chief Executive, Depute Chief Executive/Head of Strategy and Development, Director of Tribunal Delivery, Director of Positive Outcomes, Director of Business & Finance, and Director of People and Culture referred to in these Regulations as "Budget Holders", are responsible for the resources under their control. It will be for them to ensure that such resources are managed in accordance with the provisions of the financial regulations and any procedures

or other instructions, as may be approved from time to time, by the Board and/or the National Convener/Chief Executive.

2.1.6   The Board may delegate certain powers to Budget Holders and other specified officers. With the exception of the Accountable Officer function, these officers may further delegate the powers they have been given, within the limits of the Schedule of Delegated Authority, but they retain ultimate responsibility for the exercise of the delegated authority.

3.   *PLANNING AND AUTHORISATION*

3.1   Planning and Budgeting

3.1.1   The Board is responsible for determining, monitoring and approving the medium/ long term policy and resource framework for the future development of CHS's policies and programmes. The Board will provide guidance as may be considered appropriate on the policies to be followed in the preparation of CHS's Corporate and Business Plans and estimates of revenue and capital expenditure.

3.1.2   In each financial year the Board will, following receipt of advice from the National Convener/Chief Executive, determine the detailed procedural arrangements for the ensuing financial years as may be considered appropriate for the preparation of the annual revenue and capital estimates to be followed by Budget Holders.

3.1.3   Budget Holders will prepare detailed estimates in respect of both capital and revenue expenditure for the ensuing financial year in accordance with the procedural arrangements approved from time to time in terms of paragraph 3.1.2.

3.1.4   The National Convener/Chief Executive will submit draft revenue and capital estimates to the Board with such recommendations as appear to be necessary. After considering the overall estimates and any recommendations, the Board will revise the estimates as it may consider appropriate, approve them as so revised, authorise the expenditure and the delegated budgets to Budget Holders and pass such resolutions as may be required.

3.1.5   The final budget requirement as approved by the Board will be in line with the annual cash limit as notified by the Scottish Ministers.

3.1.6   The detailed form of the capital and revenue estimates will be determined by the Head of Finance after consultation with the Budget Holders, the form to be consistent with statutory requirements.

3.1.7   New developments or initiatives which have not been included in the level of grant-in-aid agreed by the Scottish Government and which cannot be accommodated within the agreed level of funding will be considered by the National Convener/Chief Executive. A business case will be prepared which may form the basis of a bid for supplementary funding to the Scottish Government. In this event the Board should be notified.

3.2   Authority

3.2.1   The inclusion of items in approved revenue budgets will constitute authority to the Budget Holders to incur such expenditure subject to any reservations put in place by the Board and the Schedule of Delegated Authority.

4   MONITORING AND CONTROL

4.1   Budgetary Control

4.1.1   The Finance Manager will inform Budget Holders of their financial allocation for the forthcoming year once this has been approved by the Board.

4.1.2   It will be the duty of each Budget Holder to monitor and control expenditure within the financial allocation provided in the Revenue and Capital Budgets.

4.1.3   The Head of Finance will provide Budget Holders with all financial information necessary to manage budgets and will provide statements of expenditure for each Budget Holder and the Board.

4.1.4   It will be the duty of each Budget Holder to inform the finance Manager and Director of Business & Finance, within agreed timescales, where it is forecast that the total expenditure within their control is likely to be outwith agreed parameters. The Depute Chief Executive will, if necessary, advise the National Convener/Chief Executive and prepare a report for the Board.

4.1.5   The Finance Manager, Director of Business & Finance and National Convener/Chief Executive will promptly inform the Board and the Scottish Ministers if it becomes apparent that expenditure is likely to exceed the level of grant-in-aid. The Board and the Scottish Ministers must also be informed if CHS is likely to underspend its total grant-in-aid.

4.2   Incurring Capital Expenditure

4.2.1   When the capital estimates for any year have been appraised and formally approved, projects included may proceed on the authority of the Budget Holder i.e. the project sponsor, provided that:

(a) the scope of the project is consistent with the original capital estimates.

(b) should the recommended tender for a project exceed the sum contained in the Capital Estimates by the lesser of 10% or £10,000, approval of the Board will be obtained before the tender is accepted. The recommended tender may be accepted up to that limit provided that sufficient budget or virement (transfer) is available. Board approval will be obtained in other cases. Notwithstanding, in an emergency situation the Chair and/or National Convener/Chief Executive may take such steps as are necessary to safeguard life, health or property or safeguard the interests of CHS.

(c) should a new project be substituted for an approved project, approval of the Board will be required.

4.2.2   It will be the duty of each Budget Holder to monitor and control expenditure within the financial allocation for each project under their control.

4.3   Supplementary Estimates and Virement

4.3.1   Regulation 4.1 states that the Budget Holder is responsible for ensuring that the approved expenditure under each heading is not exceeded. Where, however, an expenditure code is or is likely to be exceeded, the Budget Holder, must:

(a) attempt to make good the deficiency from other savings;

(b) where that cannot be achieved, the extent of the over/underspend should be submitted to the National Convener/Chief Executive as part of the budget monitoring process; detailing the reasons for the budget variance and outlining the corrective actions to be taken.

4.3.2   Variance from original approved budget plans including the introduction of a new policy or a variation of existing policy, which may have a significant impact upon the corporate plans of CHS, will be subject to the approval of the Board.

4.3.3   In exceptional circumstances, some virement of budget may be submitted to the Board for approval provided:

(a) the virement is greater than £5,000;

(b) the level of virement is no more than 10% of the prescribed expenses heads (i.e. Staff, Property, Travel etc.)

(c) the virement does not create an additional financial commitment into the future financial years which cannot be accommodated within existing grant-in-aid levels.

4.3.4   Transfer of budgetary provision between revenue budget and capital budget requires prior approval from the SG Finance Directorate.

4.4   Provision of Monitoring Information

4.4.1   Finance Manager will quarterly, or at intervals determined by the Board, provide the Board with a monitoring report on revenue and capital expenditure and forecasts of outturn figures.

4.4.2   The National Convener/Chief Executive shall provide the sponsor Directorate with a financial statement at agreed intervals showing for each main budget heading the payments made and receipts in the previous month, accumulated payments to date and the balance of cash remaining available to CHS for the year. The statement shall also contain an analysis of monthly outturn against forecast and details of the outturn for the year for each main budget heading.

4.5 Reports to Board and Management Groups

4.5.1 All reports to the Board, management group or sub-group must identify and explain the financial implications of any commitment, action or change to policy proposed.

4.5.2 Reports must include a comprehensive costing of financial implications and an outline of options considered.

4.5.3 Financial implications should differentiate between capital expenditure and revenue expenditure.

5 ASSETS

5.1 Register of Assets

The Head of Finance will maintain a comprehensive and up-to-date record of fixed assets.

5.2 Asset Security

5.2.1 Each Budget Holder is responsible for maintaining proper security at all times for all CHS assets under their respective control including buildings, stocks, furniture, equipment, cash, records and information. The appropriate officers shall consult with the Depute Chief Executive in any case where security is thought to be defective or where it is considered or it has been advised that security may be inadequate or that special security arrangements may be required.

5.2.2 Maximum limits for cash holdings shall be agreed with the Head of Finance and shall not be exceeded without the prior approval of the Head of Finance.

5.3 Stores and Equipment

5.3.1 The safe custody of stocks, furniture, fittings, plant and equipment shall be the responsibility of the Budget Holder concerned.

5.3.2 Budget Holders will perform physical inventories in a form and frequency agreed by the Head of Finance. The Budget Holder will supply the Head of Finance with such information relating thereto as may be required for the financial records of CHS.

5.3.3 The Budget Holder will report any physical differences to the Head of Finance, and after consultation with the Head of Finance, take the necessary action in relation to such.

5.3.4 The procedure for Losses and Special Payments must be adhered to for the treatment of any losses.

5.3.5 CHS's property will not be removed otherwise than in accordance with the ordinary course of CHS's business or used otherwise than for CHS's purposes except in accordance with specific directions issued by the Budget Holder concerned.

5.3.6   Where an item on an inventory is surplus to operational requirements, the appropriate Budget Holder will, before disposing of the item, consult the Head of Finance who will provide disposal guidelines.

6   INCOME AND EXPENDITURE

6.1   Income

6.1.1   The Finance and Business Support Assistant will raise the appropriate invoice for all accounts for services and income upon notification by Budget Holders. The Finance Manager shall issue the necessary detailed instructions regarding the issue of these accounts, the use of credit notes and the collection of the income.

6.1.2   All money received by an employee on behalf of CHS will, without delay, be paid intact to the Head of Finance, or as may be directed, to the CHS bank account. No deductions may be made from such money unless specifically authorised by the Head of Finance.

6.1.3   Personal cheques will not be cashed out of the money held on behalf of CHS.

6.1.4   Every transfer of official money from one member of staff to another shall be evidenced in the records of the office concerned by the signature of the recipient.

6.1.5   Irrecoverable income or other debt due to CHS to be written off must be done in accordance with the Schedule of Delegated Authority.

6.2   Banking Arrangements and Control of Cheques

6.2.1   Subject to compliance with SPFM and agreement from Scottish Government's Treasury and Banking Branch, the National Convener/Chief Executive shall be authorised to operate such bank accounts as may be considered necessary.

6.2.2   Two signatories are required to authorise payments from CHS bank accounts. For this purpose there will be a panel of signatories of not less than three persons, including the National Convener/Chief Executive.

6.2.3   Bank reconciliations must be performed on a monthly basis, at least. Bank reconciliations should be reviewed and approved by the Finance Manager.

6.2.4   Payments should be made by the most economical and secure method available. For most purposes the preferred payment method should be BACS. Where possible remittance advices should also be sent electronically.

6.2.5   All cheques and other forms enabling payment to be made from any CHS bank account will be ordered only on the authority of the Head of Finance, who will ensure that proper arrangements have been made for their safe custody and that adequate controls exist over the usage and production of cheques.

6.3   Orders for Goods and Services

6.3.1   The Budget Holder as designated by the National Convener/Chief Executive, shall be responsible for all goods and services ordered and shall also be responsible for ensuring that the approved expenditure under each heading of the budget is not exceeded.

6.3.2   The purpose of procurement is to meet the user's requirements. CHS's Procurement Policy requires that all purchases of works, equipment, goods and services are based on value for money, i.e. the optimum combination of whole-life cost and quality (or fitness for purpose) and other issues such as delivery against price, to meet the user's requirements. It would not be consistent with value for money, or the equal treatment of supplies, for procurement to be used to pursue aims unrelated to the subject of the contract. As far as possible, requirements should be expressed in terms of output and performance to provide scope for innovation solutions and avoid suggestions of favouritism.

6.3.3   Contracts for goods and services should be awarded following competition unless there are convincing reasons to the contrary to promote economy, efficiency and effectiveness in public expenditure. Contracts of an ongoing nature should be regularly reviewed and subjected to competition at appropriate intervals (usually no more than every 3 years, unless economic arguments clearly justify a longer contractual relationship). The form of competition chosen should be consistent with any legal requirements and appropriate to the value and complexity of the goods or services being acquired.

6.3.4   Potential contractors should be assessed on grounds of suitability, for example in respect of their financial standing and ability to perform the contract (i.e. technical expertise). CHS should, wherever possible, seek opportunities to collaborate with others in respect of common requirements. This will help avoid unnecessary duplication of effort and gain the benefits of aggregation of requirements and economies of scale. If CHS wishes to enter into contracts under framework agreements put into place by others, it must seek advice as to whether the framework agreement has been awarded in accordance with the EU rules on behalf of other potential users.

6.3.5   Before entering into any lease CHS must demonstrate that the lease offers better value for money than purchase and all agreements exceeding 12 months must be approved by the National Convener/Chief Executive .

6.3.6   Official orders will be issued for all work, goods or services, including consultancy services to be supplied to the CHS except as follows:-

(a) work, goods or services which are covered by a prior written agreement which prescribes that payments will be made at certain intervals or under certain conditions.

(b) the metered element of telephone, gas, water and electricity services but not the installation, alteration or repair of such services.

(c) periodic payments such as rates.

(d) purchases in cash for which reimbursement is made through a petty cash account.

(e) where the specific written approval of the Head of Finance has been obtained.

6.3.7 Except as specifically agreed in writing with the Head of Finance, all orders will be given to the supplier in advance of any work, goods or service being provided to CHS. However, in an emergency arising from circumstances outside the control of CHS, a verbal order may be given which will be confirmed in writing as soon as possible thereafter.

6.3.8 All orders for goods and services must be on authorised order forms and signed by an authorised signatory. Orders for goods and services must be checked against central contracts before being issued to suppliers. Where appropriate orders shall be placed in accordance with any central purchasing arrangements but in all cases, all prospective purchases must be in accordance with the Procurement Policy.

6.3.9 The Head of Finance will maintain a register of authorised signatures and additions and deletions must be notified by Budget Holders to the Head of Finance.

6.3.10 The person authorising any orders will ensure that the expenditure to be incurred is not "ultra vires" and that funds have been provided in the budget to cover such expenditure. The order should indicate clearly the nature and quantity of goods etc. to be supplied, any contract or agreed price relating thereto, and the budget head (cost centre and account code) to which it is to be charged.

6.3.11 The limits for the ordering of goods and services shall be those stated in CHS's Schedule of Delegated Authority.

6.4   Payment of Accounts

6.4.1 The Budget Holder is responsible for certifying revenue and capital expenditure. This covers:-

(a) correctness of prices, discounts and arithmetic;

(b) receipt of goods as in accordance with the order;

(c) non-duplication of payments;

(d) ensuring expenditure is within the estimates;

(e) accurate coding in terms of cost centre, expenses and job code where appropriate;

(f) invoice is in the name of CHS;

(g) the charge is a proper liability of CHS.

6.4.2 Such certification will be a signature or email by or on behalf of Budget Holders in accordance with the Schedule of Delegated Authority. Requests for amendments to the Schedule of Delegated Authority should be made to the Head of Finance.

6.4.3 Certified invoices will be passed without delay to an appropriate Budget Holder for payment and may be examined to the extent that is considered necessary. For this purpose the Budget Holder shall be entitled to make such enquiries and to receive such information and explanations as may be required.

6.4.4 The Head of Finance shall issue to all Budget Holders detailed instructions for the certification and passing of accounts for payment to ensure that payments are made within contracted terms or within 10 working days in line with Scottish Government policy.

6.5 Payment of Salaries, Wages and Pensions

6.5.1 Finance Manager & Director of People & Culture will keep records and in regard to salaries, wages and other emoluments. Budget Holders will be responsible for the accuracy and authenticity of such information.

6.5.2 The Finance and People & Culture Team share the responsibility for payment of all salaries, wages, pensions, compensations and other emoluments to all employees of CHS and all other payments made to employees as a consequence of their employment by CHS. Payments will be in accordance with arrangements made by the Head of Finance, after consultation with Budget Holders. All payments will be made at the rates approved by CHS after making all appropriate deductions for income tax, national insurance, superannuation, agreed voluntary deductions and other statutory or contractual deductions.

6.5.3 Budget Holders are required to operate within approved establishment headcount controls. The establishment headcount can only be exceeded in accordance with an approved policy on establishment controls.

6.5.4 Any proposal by CHS to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the approval of the Scottish Government and where appropriate the agreement of the Scottish Public Pensions Agency to promote the necessary amending legislation.

6.5.5 The Scottish Government Finance Pay Policy Team should be consulted prior to the implementation of any non-salary reward scheme.

6.5.6 Each Budget Holder will notify the Head of HR or appropriate delegate as soon as possible, and in a prescribed form, of all matters affecting the payment of such emoluments, and in particular:

(a) appointments, including temporary and casual appointments, resignations, dismissals, suspensions, overpayments, secondments and transfers;

(b) absences from duty for long term sickness or other reason, apart from approved annual leave or flexi-leave;

(c) information necessary to maintain records of service for superannuation, income tax, national insurance and sick pay.

(d) in all cases, payments to employees must be consistent with prevailing statutes as regards tax, national insurance etc.

6.5.7 The Finance manager in collaboration with the shgared services provision via SCRA is responsible for the payment to the appropriate bodies of sums deducted from salaries and wages.

6.5.8 The Finance Manager will keep all Budget Holders informed as to changes in conditions of service, superannuation benefits and other matters relative thereto.

6.5.9 Appointments of all employees will be made in accordance with the procedure approved by CHS and the approved establishments, grades and rates of pay.

6.5.10 The Director of People & Culture or appropriate delegate will determine the form of flexi-time sheets and other documents which form the basis of a payment to an employee of CHS.

6.5.11 The Finance Manager will maintain a register of authorised signatures and Budget Holders must notify the Head of Finance of any additions and deletions.

6.6   Travel and Subsistence

6.6.1 The certification by or on behalf of the Budget Holder, shall be taken to mean that the certifying officer is satisfied that the claim is in accordance with the approved policies of CHS and the approved terms and conditions of staff. This means that journeys were authorised, the expenses properly and necessarily incurred and that the allowances are properly payable by CHS.

6.6.2 Employees' claims submitted more than 3 months after the expenses were incurred will be not be considered for reimbursement unless there were exceptional circumstances which prevented the submission of the claim.

6.6.3 The Finance team will make payments to Board Members who are entitled to claim travelling or other allowances upon receipt of the prescribed form duly completed and checked by the Governance Officer and authorised by the Head of Finance. The claim must be in accordance with Scottish Government policies and procedures and will be paid at the Scottish Government rate. Board members should submit expenses timeously to ensure payment in the correct accounting period.

6.7   Petty Cash Accounts

6.7.1 The Head of Finance shall make appropriate Petty Cash arrangements for CHS.

6.7.2   The Petty Cash holder will draw from CHS's bank account subject to such control limits as the Head of Finance may from time to time determine.

6.7.3   The Head of Finance shall arrange to his/her satisfaction the proper security of money advanced in this way.

6.7.4   An officer responsible for Petty Cash shall account on a regular basis, as determined by the Head of Finance, for the amount advanced. The Head of Finance will retain a formal record of this accounting.

6.7.5   All Petty Cash accounts will be maintained in accordance with the Petty Cash Guidance Note.

7.   SPECIAL PROVISIONS

7.1   Gifts and Hospitality

7.1.1   It is the duty of all Budget Holders to notify the Head of Finance of all gifts given and received.

7.1.2   The Head of Finance will maintain a register containing details of gifts given and received, along with estimates of value in each case in accordance with Scottish Public Finance Manual.

7.1.3   With the exception of modest hospitality associated with a working lunch or dinner, the presumption should be against accepting offers of hospitality. For the avoidance of doubt all cases falling outwith this category should be referred to the National Convener/Chief Executive.

7.2   Losses And Special Payments

7.2.1   It is the duty of all Budget Holders to obtain the approval of the Head of Finance for all losses and special payments. Payments may only be authorised in accordance with delegated authority levels after careful consideration of the facts. All reasonable action must have been taken to effect the recovery of losses.

7.2.2   The Head of Finance will maintain a record of all losses and special payments (as categorised in Scottish Public Finance Manual) notified by Budget Holders.

7.2.3   The Head of Finance will report all losses to the National Convener/Chief Executive who may write off such losses up to a maximum amount specified in the framework documents and Schedule of Delegated Authority. Thereafter cases will be reported to the Board and, if necessary, sponsor Directorate permission will be sought to write off.

7.3   Fraud, Theft, Corruption and other Irregularities

7.3.1   It is a responsibility of Budget Holders to establish and maintain internal control so that CHS's activities are conducted in an efficient manner. Internal control comprises the whole system of controls and methods, both financial and otherwise, which are established by management to:

(a) Achieve organisational objectives.

(b) Safeguard its assets.

(c) Ensure reliability of records.

(d) Promote operational efficiency.

(e) Encourage adherence to policies and directives.

7.3.2   Any employee of CHS who believes that an irregularity may have occurred involving any property or funds of CHS, or for which CHS has responsibility, must follow the procedures set out in CHS's Fraud Prevention Policy.

7.3.3   The National Convener/Chief Executive must report any cases or suspected cases of fraud or theft to the sponsor Directorate as soon as they come to light in accordance with the Schedule of Delegated Authority.

8.   ACCOUNTING AND AUDIT

8.1   Accounting Procedures

8.1.1   The Finance Manager in collaboration with the share services Finance Manger (SCRA) will determine all accounting procedures and all accounting and related records of CHS and its Officers. The Budget Holder is responsible for the maintenance and supervision of those accounting records in their control under the accounting procedures specified by the Head of Finance.

8.1.2   All accounts and accounting records of CHS will be compiled by or under the direction of the Finance Manager.

8.1.3   The Finance Manager and Shared Services Finance Manger (SCRA) shall submit to the Board and the sponsor Directorate not later than 30 June, or as soon as available of each year the draft Accounts for CHS for the previous financial year. The Accounts will comply with the requirements placed upon CHS in the Financial Memorandum, FReM, Companies Acts and the Accounts Direction issued by the Scottish Government on behalf of Scottish Ministers.

8.1.4   The Auditor General Scotland audits, or appoints auditors to audit, CHS's annual accounts and passes them to the Scottish Ministers who shall lay them before the Scottish Parliament before 31 December, together with the annual report. The Head of Finance shall instruct its auditors to send copies of all management letters and correspondence relating to those letters to Sponsor Directorate.

8.2   Internal Audit

8.2.1   The National Convener/Chief Executive shall commission an internal audit service to conduct a continuous and effective internal audit of the accounting, financial and other operations of CHS. The Internal Audit Service shall conform to the procedures and standards of the Government Internal Audit Manual.

8.2.2   The internal audit service shall be an independent appraisal function serving all levels of management. It shall not be involved in, or responsible for, normal line management activities.

8.2.3   The Internal Auditor shall have authority, on production of identification, to:

(a) enter at all reasonable times CHS premises or land;

(b) have access to all records, documents and correspondence including any data held on computer storage media, which relate to financial and other transactions of CHS;

(c) require and receive such explanations which are considered necessary concerning any matter under examination; and

(d) require any employee of CHS to produce and account for cash, stores or any other CHS asset under their control or to which they have access.

8.3   Rights of Access

8.3.1   The National Convener/Chief Executive, Director of Business & Finance and the Finance Manager, other designated staff and Internal and External Auditor shall be given access on demand, to all records, documents and correspondence including any data held on computer storage media, which relate to financial and other transactions of CHS.

8.3.2   The records, accounts and papers of CHS shall be open to inspection by the Scottish Ministers.

CHS Accounting Policies

Agenda Item 10
Paper Number ARMC-2324-53

Accountable Director:	Director of Business and Finance
Report author:	Ross Mackenzie, SCRA Finance Manager
Recommendation:	To endorse the Accounting Policies in the Appendix and recommend their approval to the Board.
Resources implications:	N/A
Equalities duties:	Equalities Impact Assessment Required ☒ **No**

1. Introduction and background

This report describes the accounting policies which will be adopted by CHS for the preparation of its financial statements for 2023/24.

2. Board's and National Convener/Chief Executive's Responsibilities

In preparing the accounts, the Accountable Officer is required to comply with the Government Financial Reporting Manual[1] (FReM), and in particular to:

- observe the accounts direction issued by the Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards have been followed as set out in the FReM, and disclose and explain any material departures in the financial statements
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that CHS will continue in operation

3. Changes from 2022/23

Section 1.9 on Leases has been updated to remove references to transition to IFRS 16, given that IFRS 16 was applied from 1 April 2022, and the latest HM Treasury discount rates have been referenced.

The policies published in the Accounts will include the pension sensitivity data in section 1.15, to be confirmed by the actuary by 30 June 2024.

The last paragraph of section 1.15 will be finalised, dependent on whether or not the actuary determines that CHS has returned to having a net pension liability.

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[1] https://www.gov.uk/government/publications/government-financial-reporting-manual-2023-24

4.   Recommendation

The committee is requested to endorse the accounting policies as detailed in the Appendix below and recommend their approval to the Board.

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APPENDIX 1

Accounting Policies

1.1 Basis of Accounting

The accounts have been prepared in accordance with the accounting principles and disclosure requirements of the 2023/24 Government Financial Reporting Manual (FReM). The accounting policies contained in the manual follow International Financial Reporting Standards (IFRS) as adopted by the European Union and the Companies Act 2006 to the extent that it is meaningful and appropriate in the public sector context and in accordance with the Accounts Direction given by the Scottish Ministers. Where the manual permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of CHS for the purposes of giving a true and fair view has been selected. The accounting policies selected have been applied consistently in dealing with items that are considered material in relation to the accounts.

1.2 Accounting convention

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

1.3 Property, plant and equipment

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

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

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

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

- ICT equipment – three years
- Office equipment – five years
- Leasehold improvements – five years (expected length of lease term)
- Right of Use assets – end of the useful life (or lease term if shorter)

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

1.4 Intangible assets

Intangible assets are stated at historic purchase cost less accumulated amortisation. Acquired computer software licences, developed software and developed ICT infrastructure environments and capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised using the straight line method over the shorter term of life of licence and its estimated useful economic life.

1.5 Assets under construction

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

1.6 Employee benefits

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

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

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

1.7 Short-term employee benefits

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

1.8 Income

CHS recognises income in the year to which it relates.

1.9 Leases

For any new contracts entered into, CHS considers whether a contract is, or contains, a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

To apply this definition CHS assesses whether the contract meets two key evaluations:

- whether the contract contains an identified asset, either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to CHS;
- whether CHS has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract.

Measurement and recognition of leases

At lease commencement date, CHS recognises a right-of-use asset and a lease liability on the balance sheet. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by CHS, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received). CHS depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. CHS also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, CHS measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the HM Treasury discount rate promulgated in the PES papers (4.72% from 1 January 2024, 3.51% in calendar year 2023, 0.95% in 2022). Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset.

In line with the FReM, CHS has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term.

1.10 Government grants

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

1.11 Financial Instruments

Cash requirements for CHS are met through the Scottish Government and therefore financial instruments play a more limited role in creating and managing risk than would apply within a

non-public sector body. The majority of financial instruments relate to receivables and payables incurred through the normal operational activities of CHS. CHS is therefore exposed to little credit, liquidity or market risk.

1.12 Value Added Tax

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

1.13 Provisions

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

1.14 Related Party Transactions

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

1.15 Review of Accounting Policies and Estimation Techniques

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

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

Changes in assumptions at 31 March 2024	Approximate increase to Defined Benefit Obligation %	Approximate monetary amount £000
0.1% decrease in real discount rate	[tbc by actuary]	[tbc by actuary]
1 year increase in member life expectancy	[tbc by actuary]	[tbc by actuary]
0.1% increase in the salary increase rate	[tbc by actuary]	[tbc by actuary]
0.1% increase in the pension increase rate (CPI)	[tbc by actuary]	[tbc by actuary]

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

In order to quantify the impact of a change in the financial assumptions used, the actuary has calculated and compared the value of the scheme liabilities at the accounting date on varying bases. The approach taken is consistent with that adopted to derive the accounting figures provided in this report, based on the profile (average member ages, retirement ages etc.) of CHS as at the date of the most recent valuation.

The approach taken in preparing the sensitivity analysis shown is consistent with that adopted in the previous year. However, at 31 March 2023 [and at 31 March 2024] the fair value of plan assets exceeded the estimated present value of liabilities. In accordance with International Financial Reporting Interpretations Committee Interpretation 14 ("IFRIC 14"), CHS did not recognise/is not recognising this excess as a net asset in its Statement of Financial Position.

1.16 Accounting standards not yet adopted

As at the date of authorisation of these financial statements, no key standards were not yet adopted.

CHS Financial Regulations

Agenda Item 14
Paper Number CHS-2324-63

Accountable Director:	Director of Business & Finance
Report author:	Klaus Berchtenbreiter (Finance Manager)
Recommendation:	To endorse and recommend the Fraud Corruption Prevention Policy for approval by the Board
Resources implications:	N/A
Equalities duties:	Equalities Impact Assessment Required ☒ **No**

1. Introduction and Background

1.1 CHS's Fraud Corruption Prevention Policy is a key component of CHS's governance structure, reviewable every year. This report describes the proposed changes to the Fraud Corruption Prevention for 2024/25, and asks ARMC to endorse the Regulations in Appendix 1 and recommend their approval to the Board.

1.2 After review of the Regulations, the only change proposed is to delegate review of the bank account reconciliation from the Head of Finance to the Finance Manager. This brings the review into line with all other account reconciliations.

2. Recommendation

2. The committee is asked to endorse the Financial Regulations as detailed in Appendix 1, and recommend their approval to the Board.

Last approval: 08.11.2022 ARMC - Next review: November 2023

FRAUD AND CORRUPTION PREVENTION POLICY

Document Location	G:\CHS\Executive\1.3 ARMC meetings\Policies

Version	Date	Owner	Summary of Changes
V3.0	20.03.18	Head of Finance	• Policy renamed from Fraud Prevention Policy to Fraud and Corruption Prevention Policy. • Para 1.2 states that the policy also applies to the Board of CHS. • Para 2.1.3 clarifies the rules regarding the acceptance of hospitality, gifts or other benefits.
V4.0	22.10.20	Head of Finance	• Policy Reviewed • 3.4 Job Titles updated • 3.6 amendment to reflect use of CHS Disciplinary procedures
V4.1	17.10.22	Head of Finance	• Policy Reviewed
V4.2	8.11.22	Head of Finance	• Strengthened wording, replacing some instances of "should" with "must"
V4.3	16.02.24	Finance Manager	• Updated job titles to 3.4 Anti-Fraud and Corruption Response Group Officers •

Approvals	ARMC – approved 8.11.2022 ARMC – approved February 2024

Part 1 - Policy for Fraud Prevention, Detection and Investigation

1. Introduction

1.1   Children's Hearings Scotland (CHS) like other public bodies, has a duty to conduct its affairs in a responsible and transparent way and to take into account both the requirements of the Scottish Government, as funding body and the Nolan principles.

1.2   CHS has a responsibility to the Board, its staff, partners, suppliers and the public in general to take all reasonable steps to prevent the occurrence of fraud and corruption. The policy on fraud/corruption is set out in the "Fraud and corruption Policy Statement" (Appendix A). Although this policy explicitly refers to CHS staff, it also applies to the Board. The policy sets out in more detail procedures for—

- fraud/corruption prevention and detection; and
- the investigating and reporting of fraud and/or corruption.

1.3   The objectives of this policy are to—

Last approval: 08.11.2022 ARMC - Next review: November 2023

- encourage staff to be aware of fraud and corruption;
- bring suspected fraud and corruption to notice;
- provide a framework response plan for investigating and reporting fraud and corruption; and
- ensure both alleged and proven fraud or corruption are dealt with in a consistent and timely manner.

1.4   CHS has a unique role to play in the community and any instances of fraud or corruption can be damaging to public confidence and support. Losses due to fraud, theft or corrupt practices have a direct effect on the level and quality of service provision. It is wrong to assume therefore that actual financial losses are the only negative outcome of frauds/corruption. The full cost is usually much greater than the amount stolen, as the costs associated with correction can often be dramatic. Staff morale and the level of confidence of children and families, partners, suppliers and the Scottish Government would be very likely to decline as a result of successful frauds/corruption.

1.5   There is no room for complacency and vigilance is essential since we are all responsible for ensuring that the best possible service is provided and that value for money from the expenditure of public funds is obtained.

1.6   Successful fraud and corruption prevention involves creating an environment which inhibits fraud/corruption. Taking immediate and vigorous action if fraud/corruption is detected is not only necessary to prevent future losses, but also helps deter other frauds fraudulent activities. A manager who is alert to the possibility of fraud/corruption and who acts accordingly on a day to day basis is a powerful deterrent against fraud/corruption.

2. Fraud and Corruption Prevention

2.1 Definitions

2.1.1   Fraud can be defined as "any act of wilful dishonesty to gain individual or collective advantage". It is taken to include theft, misuse of property, corruption (collusion between two or more parties in order to defraud CHS), alteration of financial or other records or any unauthorised act which results directly or indirectly in financial gain to the perpetrator and/or a third party. Fraud can be perpetrated against CHS by staff, suppliers, and other public sector bodies, Government Agencies or Departments.

2.1.2   Corruption is defined as the offering, giving, soliciting or acceptance of an inducement or reward which may influence the action of any person.

2.1.3   All CHS staff members must treat with caution any offer of hospitality, gift, a favour or benefit. As a general guide, it is usually appropriate to accept (a) isolated gifts of a trivial character (the value of which must not exceed £50), (b) normal hospitality associated with the Board/member of staff's duties and which would reasonably be regarded as appropriate or (c) gifts received on behalf of CHS. CHS employees must not accept any offer that might reasonably be perceived to influence the staff member's judgement in carrying out their duties and functions.

2.2 Management Responsibility and Risk Management

2.2.1 The prime responsibility for preventing fraud/corruption lies with management through—

- identification of risks to which systems and procedures are exposed;
- the implementation, documentation and operation of internal controls;

Last approval: 08.11.2022 ARMC - Next review: November 2023

- establishing an environment that promotes compliance with internal controls;
- promoting fraud awareness amongst staff; and
- fostering an "anti-fraud and corruption" culture.

2.2.2   However, while managers are responsible for assessing and controlling the level of risk within their areas of authority, it is the responsibility of all staff to be aware of fraud/corruption and take the necessary steps to minimise the risk to CHS.

2.2.3   Managing the risk of fraud/corruption is the same in principle as managing any other business risk. It is best approached systematically both at organisational and operational level. Managers must identify risk areas, assess the scale of risk, allocate responsibility for managing specific risks and implement and test controls to minimise the risks.

2.2.4   Management also have a responsibility to familiarise themselves with common fraud/ corruption techniques in areas for which they have control. This includes being alert to signs which indicate that fraud/corruption is taking place.

2.3 Internal Controls

2.3.1   Internal controls are the key element in preventing fraud/corruption. They must be documented, communicated to all staff and the importance of compliance regularly reminded to staff. It is the responsibility of management to ensure controls in their areas of responsibility have been documented and communicated. CHS' financial regulations are just that – they are not the definitive record of the systems of internal control.

2.3.2   In order to set a good example, managers must be seen to be complying with all controls. The emphasis should be on cultural controls, not on increasing the volume of detailed operational and supervisory checks and controls.

2.3.3   Management must periodically monitor compliance with controls and may also ask the Internal Auditors to test compliance. It should be emphasised that the prime function of internal audit is to evaluate the effectiveness of the overall framework of internal control, with management being responsible for ensuring implementation and monitoring of the framework.

2.3.4   Common excuses for non-compliance with controls are that they are no longer applicable, insufficient time is available or they are not appropriate. It is important that such comments are reported to management so that the need for the controls can be re-evaluated.

2.4 Management Checks

2.4.1   The prevention and detection of fraud/corruption and impropriety is only possible where strong internal controls are present and constantly applied. Routine checks and monitoring by management to ensure that procedures are being followed are therefore essential. There are two benefits from implementing a culture of strong management controls—

- a deterrent effect when it is known that management are actively involved in ensuring that procedures are followed; and
- the results of the checks will allow management to identify any operational areas where controls are not being uniformly applied and investigate whether systems have been exploited.

2.5 Corporate Governance

Last approval: 08.11.2022 ARMC - Next review: November 2023

2.5.1   The issue of corporate governance in the public sector was addressed by the Nolan Committee on Standards in Public Life. The Scottish Government monitors CHS' adherence to corporate governance requirements. Development of best practice and recommendations arising from the Nolan and Cadbury reports will continue to be important in the development of an environment in which awareness of responsibility for fraud/corruption prevention and detection can flourish.

2.6 Staff/Training

2.6.1   Staff provide the best protection against fraud and corruption. It is important therefore that the policy on fraud/corruption prevention and investigation is fully communicated to all staff. The lack of clear guidance and ignorance of procedures will often be the first excuse used by offenders.

2.6.2   The recruitment of suitable staff is the first defence in preventing fraud/corruption. Best practice recruitment policies such as detailed application forms including a statement on criminal records, written and verbal communication with referees and past employers and verification of educational and professional qualifications will be strictly adhered to.

2.6.3   Staff awareness of policy and procedures is fundamental to the effective operation of systems. Best practice includes—

- instruction and discussion on control and probity issues as part of staff induction;
- formal staff training on operational procedures;
- desktop instructions for specific tasks;
- publication of the policy on fraud and corruption; and
- regular staff notices regarding changes to control systems, policies and procedures.

2.7 Reporting and Investigating Fraud and Corruption

2.7.1   Having proper and consistently applied procedures for reporting and investigating fraud/corruption will have an important part to play in preventing further fraud/corruption. CHS has designed a plan for investigating and reporting of all suspected frauds/corruption. Such investigations will by necessity remain confidential, but management will ensure that the lessons to be learnt from each incident are disseminated to the appropriate members of staff.

3. Fraud and Corruption Detection and Reporting

3.1   The primary responsibility for detecting fraud/corruption lies with management through the implementation, documentation and operation of effective systems of internal control. Our internal auditors, through their evaluation of the control framework also have a role to play in preventing and detecting fraud/corruption, however this is not the main function of internal audit.

3.2   All staff have a responsibility to be aware of the potential for fraud/corruption and take the necessary steps to minimise the risk to CHS. Management should ensure staff in their areas of operation are familiar with the common types of fraud/corruption. CHS is not advocating the creation of an overtly suspicious environment, but requires staff to be alert to the potential for fraud/corruption in areas where they operate.

3.3   Staff will often be the first to notice the potential for, or actual, fraud/corruption. Staff suspicious of fraud/corruption should in the first instance report their concerns to their line manager. This requirement to alert management is not confined to suspicions about other members of staff, but includes any misgivings staff may have about contractors, suppliers etc. If for any reason it is felt

Last approval: 08.11.2022 ARMC - Next review: November 2023

reporting in this manner is inappropriate, staff must report it to an anti-Fraud and Corruption Response Group Officer (in confidence) or contact CHS' internal auditors directly.

Last approval: 08.11.2022 ARMC - Next review: November 2023

3.4

- **Anti-Fraud and Corruption Response Group Officers**

    Director of Business & Finance
    Director of Positive Outcomes
    Director of People & Culture
    Finance Manager

- **Internal Auditors**

Staff must not be dissuaded from reporting actual or suspected fraud/corruption as all cases will be treated in the strictest confidence. CHS is fully committed to supporting and protecting staff who raise legitimate concerns and the anonymity of individuals who report any suspicions will be preserved if requested unless this is incompatible with a fair investigation. Provided the allegations have been made lawfully, without malice and in the public interest, the employment position of the person will not be disadvantaged for reasons of making this allegation.

3.5   Any action to prevent the reporting or any attempts at intimidation will be treated seriously and CHS will immediately report such action to the police.

3.6   Where fraud/corruption is detected then disciplinary procedures will be instigated and this may lead to dismissal of the individual concerned. In all cases CHS will co-operate fully with the Police and pursue prosecutions where possible.

3.7   Fraudulent or corrupt activity is regarded as a breach of contract and where there are reasonable grounds for suspicion then suspension, pending the outcome of enquiries, is likely. Where there are genuine grounds to suspect that fraud/corruption has occurred or where there is direct evidence of fraud/corruption, CHS' policy in all cases is to immediately advise the Police. The Police and Procurator Fiscal will be solely responsible for deciding whether a criminal investigation is required.

3.8   Anti-Fraud and Corruption Response Group will consider the outcome of any investigation to apply learnings to CHS policy and practice to prevent further future loss.

3.9   Line managers must note that suspects have certain rights under the law and no action (such as interviewing staff) should be taken without prior consultation. Failure to follow established procedures in relation to investigating fraud/corruption and interviewing the staff involved can invalidate disciplinary action and compromise the success of any future investigation and/or prosecution.

Last approval: 08.11.2022 ARMC - Next review: November 2023

FRAUD AND CORRUPTION POLICY STATEMENT

Children's Hearings Scotland (CHS) is committed to taking all practical steps to prevent all types of fraud and corruption within the organisation, and to prevent the organisation being defrauded by outsiders.

We are more likely to deter fraud/corruption if we are fully aware of the risks, keep control systems under regular review and respond effectively whenever fraud/corruption is suspected or discovered.

We will maintain robust control mechanisms to both prevent and detect fraud/corruption. All systems owners and line managers have a responsibility for maintaining documented control systems and must be seen to be setting an example by complying fully with procedures and controls. The effectiveness of controls will be subject to cyclical review by our internal auditors.

All Board and staff members have a responsibility to protect the assets and reputation of CHS and are expected to be alert to the potential for fraud/corruption. Line managers will be expected to brief staff on the common types of fraud/corruption perpetrated in their areas of responsibility.

Confidential mechanisms have been established to allow staff to report suspected frauds/corruption to management or our internal auditors. All reported suspicions will, in the first place, be investigated by the Anti-Fraud and Corruption Response Group.

If this initial investigation suggests there is a case for further investigation, our auditors and the Police may be immediately informed. The Anti-Fraud and Corruption Response Group will then decide which body is best placed to undertake the further investigation.

If fraud/corruption is proven, and to involve staff, disciplinary action will be taken. Such action may be considered not only against those found to have perpetrated the fraud/corruption, but also against managers whose negligence may have facilitated it.

Further information for staff on reporting fraud/corruption and their role in the prevention and detection of fraud/corruption is given in the Policy for Fraud and Corruption Prevention.

Last approval: 08.11.2022 ARMC - Next review: November 2023

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ARMC Terms of Reference 2023

Agenda Item 14
Paper number CHS-2324-64

Accountable Officer: Director of Business and Finance
Report author:
Resources implications: Within available resources
Recommendation: To approve
Approval(s) sought: Approve ARMC ToR for 24/25

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	NA	
Children's Rights Impact Assessment	NA	
Data Protection Impact Assesment	NA	
Islands Impact Assesment	NA	

1.   Introduction and background

1.1   The ARMC Terms of Reference are submitted for review and approval.

1.2   Minor changes have been track changed throughout the document.

2.   Recommendations

2.1   ARMC are recommended to consider and approve the ToR for submission to the CHS Board

3.   Appendices

3.1   ARMC ToR

Reviewed by ARMC Feb 2024
Approved by Board *26th March 2024*
Next review March 2024

ARMC Terms of Reference

1. **1. Constitution**

   1.1   1.1 The Board hereby resolves to establish a committee of the Board to be known as the Audit and Risk Management Committee (ARMC).

2. **Membership**

   2.1   The ARMC comprises a minimum of three non-executive members appointed by the Board, not including the Chair of the Board.

   2.2   The Board appoints one of its members to serve as the chair of the committee. Details of the current members, including the committee Chair, are shown in Appendix 1.

   2.3   All members are appointed for the length of their current Board appointment which may be extended in line with any Board re-appointments. All re-appointments must be approved by the Board.

   2.4   The ARMC may co-opt independent members who are not members of the Board for a period of time (not exceeding a year) to provide specialist skills, knowledge, and experience subject to budgets agreed by the Board.

   2.5   The Committee may appoint a substitute drawn from the membership of the Board of CHS, with the exception of the CHS Board Chair, in line with the requirements at 2.1.

   2.6   A committee substitute may participate at a committee meeting in place of a member.

   2.7   When a committee substitute attends a meeting (or other committee activity), he or she assumes the full rights of an ordinary member of the committee. In particular, the substitute can vote and is entitled to receive all committee papers.

3. **Authority**

   3.1   The ARMC is authorised by the Board to review and approve any activity within its terms of reference.

4. **Meetings and Quorum**

   4.1   The ARMC meets at least four times a year. The Chair of the committee may convene additional meetings as he/she deems necessary. Meetings may be held virtually if required.

   4.2   The Chair of the Board may also ask the ARMC to convene further meetings to discuss particular issues on which he/she seeks the Audit and Risk Management committee's advice.

Reviewed by ARMC Feb 2024
Approved by Board *26th March 2024*
Next review March 2024

4.3 A minimum of two members of the ARMC must be present for the meetings to be deemed quorate. In the absence of the Chairperson, one of the other non-executive members will assume that role for the duration of the meeting. To ensure that the meeting is quorate, committee substitute(s) may be required to attend.

4.4 The National Convener/Chief Executive Officer, Depute Chief Executive, the Director of Finance are required to attend each meeting.

4.5 The Audit and Risk Management committee may ask any other officials to attend in order to assist with discussions and offer expertise on a particular matter.

4.6 The CHS Governance team will provide the ARMC with secretarial support services.

4.7 The agenda and meeting papers are issued to members at least seven calendar days prior to the meeting, unless agreed otherwise.

4.8 The CHS Governance team minutes the proceedings and resolutions of all committee meetings including the names of those present and in attendance.

4.9 Minutes of every committee meeting are circulated to the committee for approval and approved minutes referred to the Board for noting as soon as practical.

4.10 The internal and external auditors attend all meetings.

4.11 The ARMC may ask any or all of those who normally attend, but who are not members, to withdraw in order to facilitate open and frank discussion of particular matters.

4.12 An Action Log is maintained to monitor progress on key issues raised at meetings.

5. Reporting
5.1 The Chair of the committee reports back to the Board, verbally or in writing, after each meeting. The committee takes directions from the Board on general or specific actions.

5.2 The ARMC provides an Annual Report, timed to support preparation of the Governance Statement, summarising its conclusions from the work it has done during the year.

6. Responsibilities
The Audit Committee advises the Board and the Accountable Officer on:

6.1 The strategic processes for risk control and governance;
6.2 Corporate and information governance arrangements;
6.3 The accounting policies, the approval of the Unsigned Annual Report and Accounts following competition of the audit and Management's Letter of Representation to the external auditors;
6.4 The planned activity and results of both Internal and External Audit;
6.5 The adequacy of management response to issues identified by audit activity, including external audit's report to those charged with governance;

Reviewed by ARMC Feb 2024
Approved by Board *26th March 2024*
Next review March 2024

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Appendix 1 - Membership of the Audit and Risk Management Committee

Name	Term	Term
	1st Appointment	2nd Appointment
Sean Austin ARMC Chair	06/21-06/24	
Henry Robson	08/17-08/20	08/20-02/25
Barbara Neil	05/19-05/22	05/22 – 01/25

Reviewed by ARMC Feb 2024
Approved by Board *26th March 2024*
Next review March 2024

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ARMC Self-Assessment Questionnaire

Agenda Item 14
Paper Number CHS-2324-64

Accountable Officer:	Director of Business and Finance
Report author:	Business Operations and Governance Manager
Resources implications:	Within available resources
Recommendations:	To note the content of the report
Approvals:	To approve the assessment

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

1. Introduction and Background

1.1 The Committee is required to review its own effectiveness annually.

1.2 The Board assesses their overall effectiveness, which includes the effectiveness and performance of Committees, on an annual basis which includes self-reflection on its composition and skill sets.

1.3 The National Audit Office standard questionnaire has been used to facilitate part of this review. The standard questionnaire covers the following transactional areas, the majority of which are comprised of yes/no responses to statements of fact in relation to the Committee's responsibilities and oversight. The areas covered are:
- Role and Remit
- Membership, Induction and Training
- Meetings
- Internal Control
- Financial reporting and regulatory Matters
- Internal Audit
- External Audit
- Administration
- Overall effectiveness

2. Recommendation

2.1 An initial assessment has been carried out by the Business Operations and Governance Manager. The Committee are asked to review, comment, and approve.

AUDIT COMMITTEE SELF-ASSESSMENT CHECKLIST

Role and remit	YES/NO/NA	Comments/Action
Does the audit committee have written terms of reference?	Yes	Reviewed and approved annually
Do the terms of reference cover the core functions of an audit committee as identified in the *SG Audit Committee Handbook*?	Yes	
Are the terms of reference approved by the audit committee and reviewed periodically?	Yes	Reviewed annually at the February meeting Last reviewed – 27/02/24
Has the audit committee been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Yes	The Committee is comprised of 3 Board members
Does the body's governance statement mention the audit committee's establishment and its broad purpose?	Yes	
Does the audit committee periodically assess its own effectiveness?	Yes	Annually Last reviewed – 20/02/24 & 27/02/2024
Membership, induction and training	**YES/NO/NA**	**Comments/Action**
Has the membership of the audit committee been formally agreed by the management board and or Accountable Officer and a quorum set?	Yes	Details in ToR
Are members appointed for a fixed term?	Yes	Appointment terms align to Board appointment terms (2-4 years)
Does at least one of the audit committee members have a financial background?	Yes	

Are all members, including the chair, independent of the executive function?	Yes	
Are new audit committee members provided with an appropriate induction?	Yes	CHS induction pack Meeting with Chair Training provided via OnBoard
Has each member formally declared his or her business interests?	Yes	Interests are declared annually by all Board members every March/April and/or at appointment and/or at change of circumstance
Are members sufficiently independent of the other key committees of the Board?	Yes	
Has the audit committee considered the arrangements for assessing the attendance and performance of each member?	Yes	Attendance is tracked – Committee members receive annual appraisals with Board Chair
Meetings	**YES/NO/NA**	**Comments/Action**
Does the audit committee meet regularly, at least four times a year?	Yes	Governance calendar produced annually and approved by committee at November meeting
Do the terms of reference set out the frequency and broad timing of meetings?	Yes	
Does the audit committee calendar meet the body's business and governance needs, as well as the requirements of the financial reporting calendar?	Yes	Meetings align with external and internal audit requirements and timings
Are members attending meetings on a regular basis and if not, is appropriate action taken?	Yes	

Does the Accountable Officer attend all meetings and, if not, is he/she provided with a record of discussions?	Yes	
Does the audit committee have the benefit of attendance of appropriate officials at its meetings, including representatives from internal audit, external audit and finance?	Yes	Internal and External audit attend every meeting. The Chair meets with auditors separately annually.
Internal control	**YES/NO/NA**	**Comments/Action**
Does the audit committee consider the findings of annual reviews by internal audit and others, on the effectiveness of the arrangements for risk management, control and governance?	Yes	Risk is reviewed at every meeting Internal and external audit are present and areas of work reviewed at every meeting
Does the audit committee consider the findings of reviews on the effectiveness of the system of internal control?	Yes	Annually as part of the controls check list Last review – 16/05/2023 Next review – 28/05/2024
Does the audit committee have responsibility for review of the draft governance statement and does it consider it separately from the accounts?	Yes	Annually Last review – 16/05/2023 Next review – 28/05/2024
Does the audit committee consider how accurate and meaningful the governance statement is?	Yes	
Does the audit committee satisfy itself that the arrangements for risk management, control and governance have operated effectively throughout the reporting period?	Yes	
Has the audit committee considered how it should coordinate with other committees that may have responsibility for risk management	Yes	The Committee reports into the Board at every meeting via Chair update and shares reports for approval as required

and corporate governance?		
Has the audit committee satisfied itself that the body has adopted appropriate arrangements to counter and deal with fraud?	Yes	Reports and polices reviewed annually
Has the audit committee been made aware of the role of risk management in the preparation of the internal audit plan?	Yes	
Does the audit committee's terms of reference include oversight of the risk management process?	Yes	
Does the audit committee consider assurances provided by senior staff?	Yes	
Does the audit committee receive and consider stewardship reports from senior staff in key business areas such as Finance, HR and ICT?	Yes	Details in ARMC annual workplan
Financial reporting and regulatory matters	**YES/NO/NA**	**Comments/Action**
Is the audit committee's role in the consideration of the annual accounts clearly defined?	Yes	
Does the audit committee consider, as appropriate:		
• the suitability of accounting policies and treatments	Yes	Annually
• major judgements made	Yes	As required
• large write-offs	Yes	As required

• changes in accounting treatment	Yes	As required
• the reasonableness of accounting estimates	Yes	As required
• the narrative aspects of reporting?	Yes	As required
Is an audit committee meeting scheduled to receive the external auditor's report to those charged with governance including a discussion of proposed adjustments to the accounts and other issues arising from the audit?	Yes	
Does the audit committee review management's letter of representation?	Yes	Annually Last reviewed – 22/08/2023 Next review – 20/08/2024
Does the audit committee gain an understanding of management's procedures for preparing the body's annual accounts?	Yes	
Does the audit committee have a mechanism to keep it aware of topical legal and regulatory issues?	Yes	
Internal audit	**YES/NO/NA**	**Comments/Action**
Does the Head of Internal Audit attend meetings of the audit committee?	Yes	Internal audit team attend every meeting
Does the audit committee approve, annually and in detail, the internal audit plans including consideration of whether the scope of internal audit work addresses the body's significant risks?	Yes	
Does internal audit have a direct reporting line, if required, to the	Yes	

audit committee?		
As well as an annual report from the Head of Internal Audit, does the audit committee receive progress reports from the internal audit service?	Yes	Progress reports are produced and reviewed by the committee at least twice per year
Are outputs from follow-up audits by internal audit monitored by the audit committee and does the committee consider the adequacy of implementation of recommendations?	Yes	Follow up reports are produced and reviewed annually
If considered necessary, is the audit committee chair able to hold private discussions with the Head of Internal Audit?	Yes	
Is there appropriate co-operation between the internal and external auditors?	Yes	Both attend all meetings as well as annual private meeting with Chair
Does the audit committee review the adequacy of internal audit staffing and other resources?	Yes	Via private meeting with Chair annually
Are internal audit performance measures monitored by the audit committee?	Yes	Via internal audit reporting
Has the audit committee considered the information it wishes to receive from internal audit?	Yes	Via audit planning and approval of annual audit plans
Do formal terms of reference exist defining internal audit's objectives, responsibilities, authority and reporting lines?	Yes	Each internal audit has a ToR produced which is reviewed and approved by the committee
External audit	**YES/NO/NA**	**Comments/Action**
Does the external audit representative attend meetings of the audit	Yes	External audit team attend every meeting

committee?		
Do the external auditors present and discuss their audit plans and strategy with the audit committee (recognising the statutory duties of external audit)?	Yes	
Does the audit committee chair hold periodic private discussions with the external auditor?	Yes	Annually
Does the audit committee review the external auditor's annual report to those charged with governance?	Yes	
Does the audit committee ensure that officials are monitoring action taken to implement external audit recommendations?	Yes	
Are reports on the work of external audit presented to the audit committee?	Yes	
Does the audit committee assess the performance of external audit?	Yes	
Does the audit committee consider the external audit fee?	Yes	Annually
Administration	**YES/NO/NA**	**Comments/Action**
Does the audit committee have a designated secretariat?	Yes	
Are agenda papers circulated in advance of meetings to allow adequate preparation by audit committee members?	Yes	
Do reports to the audit committee communicate relevant information	Yes	

at the right frequency, time, and in a format that is effective?		
Does the audit committee issue guidelines and/or a pro forma concerning the format and content of the papers to be presented?	Yes	
Are minutes prepared and circulated promptly to the appropriate people, including all members of the Board?	Yes	
Is a report on matters arising presented or does the chair raise them at the audit committee's next meeting?	Yes	
Do action points indicate who is to perform what and by when?	Yes	
Does the audit committee provide an effective annual report on its own activities?	Yes	
Overall	**YES/NO/NA**	**Comments/Action**
Does the audit committee effectively contribute to the overall control environment of the organisation?	Yes	
Are there any areas where the audit committee could improve upon its current level of effectiveness?	NA	Improvement proposed around producing quarterly compliance reports for assurance
Does the audit committee seek feedback on its performance from the Board and Accountable Officer?	Yes	

DRIVING GREATER HEARINGS CAPACITY – Briefing February 2024

Agenda Item 15
CHS-2324-65

Accountable Director	Director of Tribunal Delivery
Report author(s)	Director of Tribunal Delivery
Recommendation	For Considerations and Discussion
Approval's sought	To Note
Resources implications	Within available resources

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

1. Introduction

1.1 The purpose of this short briefing, is to set out the current operational context for the recruitment and retention of Children's Panel Members and Chairing Panel Members; and to describe the key strategic interventions that will be implemented to drive greater capacity in the system to ensure that the National Convener continues to deliver their statutory duties safely and effectively across Scotland.

2. Our Operating Context

There are four key challenges that CHS face. These are:

2.1 National downturn in volunteering

2.1.1 The headline finding from the Scottish Household survey is that the adult formal volunteer participation rate has fallen to 22%, a significant difference to the rate of 26% in 2019. This also represents a 9-percentage point fall from the 30% high in 2011, and the first time since at least 2007 that the number of adult volunteers has fallen below 1 million in Scotland.

2.1.2 Volunteer Scotland have provided a briefing to the Scottish Parliamentary Cross-party Group on volunteering. This briefing is designed to raise awareness and to support the Scottish Government's 10-year Volunteering Action Plan, launched in June 2022. The

full report can be accessed here [Volunteer Scotland Briefing Decline in Volunteering Jan 24](#)

2.1.3 This downturn mirrors our recruitment campaign experience over the last 2 years. Most recently our 2023 campaign garnered 670 applications, with 384 entering pre-service training. This is down approx. 50% on pre-COVID levels of applications and a 30% reduction in intake.

2.2 The Changing Proposition of the Role of a Panel Member

2.2.1 Panel Members are committed volunteer colleagues who support the Scottish Government's legislative reform programme to protect right of infants, children and young people.

2.2.2 The current commitment for Panel Members to sit on Hearings is to provide availability for two-half day sessions (usually 3-Hearings per session) per month. This commitment depends upon the numbers of Hearings required within urban and rural settings.

2.2.3 The current post-qualification training commitment is to complete ALL mandatory training as defined by the National Convener. On average, this equates to between 2-4 days per year dependent upon your length of service. Examples of mandatory training include any new and incoming legislative or significant policy change, Information Governance, Trauma Informed Practice and Neurodiversity.

2.2.4 The role of a Children's Panel Member has evolved over many years leading to the role increasing in its scope, responsibility and commitment to training. The legislative environment is significantly more complex with additional duties and responsibilities placed upon Panel Members, and specifically the Panel Chair. Changes to the legal aid provision together with more complex cases to deal with, make the Hearing room a much busier space to manage to maintain the focus upon the child.

2.2.5 The UNCRC (Incorporation) (Scotland) Bill was introduced to the Scottish Parliament on 1st September 2020 and was passed unanimously on 16th March 2021. The main purpose of the Bill is bring the UNCRC into Scots law. The Bill is a milestone on Scotland's journey towards making rights real for every child. It follows a decade of developments that have been furthering children's rights across legislation, policy and practice in Scotland – including GIRFEC, the Children and Young People (Scotland) Act 2014, Scottish Government's 2018-21 Action Plan, and most recently the Children (Scotland) Act 2020.

2.2.6 Further proposed legislation to ensure children receive age-appropriate justice and support is making its passage through Parliament is a vital step towards Keeping the Promise.

2.2.7 The Children (Care and Justice) (Scotland) Bill contains measures to improve children's experiences of Scotland's care and justice systems. The Bill will deliver improvements to young people and communities affected by these issues - as victims, witnesses or children who have caused harm. It would see an end to the use of Young Offenders Institutions and prison for all children up to 18, with secure accommodation being the normal place of detention instead.

2.2.8 This Bill confers significant new legislative duties upon CHS and its Panel Members that will see a requirement for mandatory training and an increase of around 3500 Hearings per year from 2026.

2.2.9 Finally, the Scottish Government's response to the Hearings for Children Report is another excellent illustration of reform that will be embraced by CHS and Panel Members over the next 5 years. The challenge of course will be to deliver against the 57 (out of 130) recommendations that affect the practice of Panel Members.

2.3   The Role of the Panel Chair

2.3.1 The current CHS policy is that all Panel Members must be able to chair children's Hearings. There are a number of pathways to achieve this which are 'usually' completed within the first 18-months of becoming a Panel Member. The role of a Chairing Panel Member has grown over the last 10+ years and is considerable, given the range of specific duties and obligations on the Chair. They often manage incredibly complex cases with large families and multiple professionals in the Hearing room.

2.3.2 Hearings can take place Face to Face: fully virtual or hybrid adding to the complexity of hearing management for Panel Chairs.

2.3.3 Over the last 6-years, there has been an increase in the number Panel Members seeking exemption from Chairing given the complex and often demanding nature of the role. Notwithstanding that, many exit interviews record the reason for leaving as they will not, or cannot, Chair Hearings.

2.3.4 We have a significant challenge to increase the numbers of Chairs to fulfil our statutory obligations. There are currently 2051 (only 1790 are active) Panel Members in Scotland, of which 1231 (only 1151 are active) are qualified to Chair. To illustrate the challenge, 162 Panel Members have become Chair-qualified in 23/24, but 95 Chairs have ended service, resulting in a gain of only 67. 60% of Panel Members are now listed as being Chair-qualified. It remains a risk that the number of Panel Members completing Chair-training will not be enough to make up for the number of Chairs ending service.

2.4   Panel Member Retention

2.4.1 The average length of service for a Panel Member is 6 Years (Median 4 years). The average age of a Panel Member is 54. On average, around 20% of Panel Members leave the service annually. This figure has remained fairly consistent over the last 10-years.

2.4.2 Panel Members are appointed for period of 3-Years and then are reappointed every 3-years after that. This reappointment period often acts as a natural point of reflection and review of their service, sometimes culminating in then leaving the service having 'done their bit' for their local community. There are almost 500 Panel Members up for reappointment across Scotland between April and May of this year.

3. Generating Greater Panel Member Capacity

3.1 CHS have created a dedicated Capacity Programme that will oversee the following streams of work. This strategically important work will be governed by our CHS Change Board with change assurance and additional governance provided by our Programme Management Office:

1. A National, centralised, rota management approach that maximises Panel Member capacity through effective rota allocation with a system that's flexible and can pivot to demands from across Scotland. This stream includes working with SCRA to optimise hearing scheduling approaches to maximise resource efficiencies.
2. Achieve greater Panel Member capacity through the methods and channels of Panel Member communication available at CHS. Being clear of the ask of Panel Members and how they remain critical and valued part of Scotland's system of Care and Protection for children and young people.
3. Recruiting Panel Members through dedicated and targeted campaigns to attract the volume of new recruits that CHS will require as new legislation arrives. [Our target for the 2024 and 2025 campaigns is for a minimum 700 new Panel Members annually]. Timeline changes for the implementation of the Care & Justice Bill has enabled us to not add an additional Panel recruitment in February 2024 in favour of a focus on generating greater capacity through efficient rota management of existing Panel Member cohort.
4. Deliver new and flexible learning opportunities for Panel Members that will deliver them into service (rota) faster, whilst also focusing upon improving their confidence and skills to Chair.
5. Achieve higher levels of retention and reappointment through the new leadership of Regional Tribunal Support Model, introduction of a wellbeing strategy and focussed regional wellbeing roles. Also, by conducting a root cause analysis of the reasons why Panel Members leave the service.
6. Enable clear evidence-based 'early warning' systems to aid conversations about Panel Member capacity with our Scottish Government colleagues, to inform further short-to-medium term capacity solutions. These could take the form of either considering greater expenses, or/and delaying the legislative elements of the Care and Justice Bill/Act.

7. Use our evidence-based capacity challenges to inform policy consultation around the future decision-making models within the Children's Hearings System.

4. Conclusion

4.1 There are legitimate and evidenced based reasons for the reduction in Panel Members and the likely causes of a reduction in applications to join the service. There is also a significant evidence base of an increase in the duties, responsibilities, expectation and commitment upon the role and contribution of a Panel Member that collectively impact capacity.

4.2 The 7 work streams will seek to improve systems, enhance communications, target recruitment; and seek innovative solutions that support increased capacity.

4.3 CHS will actively monitor the impact of these workstreams and continue to provide evidence to implementation planning for the Care and Justice Bill to enable CHS to respond pro-actively and maximise potential that capacity can meet future operational requirements.

Digital Programme Delivery Report
2023 - 2024

Agenda Item 16
Paper Number CHS-2324-66

Accountable Officer:	Director of Business and Finance
Report author:	Digital Strategy and Delivery Manager
Resources implications:	Within available
Recommendation:	To note progress achieved by Digital Programme 23/24 as part of annual reporting process

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

1.   Introduction and background

1.1   The 2023-24 annual Digital programme Delivery report is submitted to the Board for noting.

2.   Key points to note

2.1   The report highlights that the overall spend on the digital programme within CHS has been in line with our original budget of £351k.

2.2   The Tribunal Support Model (TSM) programme and Complaints Commission audit findings have been satisfied to date.

3.   Recommendation

3.1   The Board are asked to note progress achieved by Digital Programme 23/24 as part of annual reporting process.

4.   Appendices

4.1   Annual Digital Programme Delivery report

DIGITAL PROGRAMME 23-24
PROGRESS REPORT

Abstract

Digital Strategy Progress Update for year 23/24 including plans, expenditure and risks overview

Martin 'O'Brien

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Contents

1. Executive Summary

For the reporting year 2023/24 the Digital Programme has focused mainly on delivering change in CSAS to enable the Tribunal Support Model stream of work to achieve its ambitions of centralising rota and standing up regional teams.

Key accomplishments achieved include:

- Enabling the Rota team to deliver on their key objectives in cohort 1 and 2 and beyond.
- Changes made to the Complaints service, CHS has met all of its commitments to the Complaints Commission audit findings.
- Implementation of Teams Voice and an SMS solution on the CHS Microsoft Tenancy.
- Digital team has grown and includes the onboarding of a new Digital Support Lead.

Going forward, digital priorities will include a focus on risk mitigation especially around recruitment and the issues experienced around the authentication stage of the journey. Furthermore, there is an opportunity to address issues with Hearing Information Packs as part of the Joint Investment work with SCRA which is also an issue impacting our community.

2. Detailed Project Status Reports

Based on the majority of Digital spend in 23/24 on change projects being specifically on CSAS development, detailed status reports will only be provided on this stream of work.

2.1 CSAS Delivery 23/24

Improvement of CSAS was the main theme of work in the CHS Digital Programme for 23-24. It has enabled the organisation to meet its community's needs and the national team's objectives.

2.1.1   Project Background & Objectives

CSAS is the central hearings platform for the Childrens Hearings system in Scotland. It was designed and employed in 2020 and has required significant development since then to meet the evolving requirements of the hearings system.   Furthermore, significant reorganisation has been embarked upon by CHS and CSAS has had to evolve to accommodate this.

The Objectives of the CSAS delivery stream in 23/24 was fourfold: -

- Enable the Tribunal Support Model - Rota Management Centralisation team to continuously improve best practice and manage their workload through Continuous Improvement of CSAS.
- Enable the Tribunal Support Model – Regions stream to continuously improve best practice and manage their workload through Continuous Improvement of CSAS.
- Enable Complaints team to meet their needs to satisfy the gaps identified by the Complaints Commission audit and requirements for feedback through our website
- Continue to improve and maintain CSAS on an ongoing basis

2.1.2   Governance

Governance for this theme of work is provided as follows: -

For financial governance and programme management, the Digital Strategy & Delivery manager ensures that the team is financed in negotiation with the suppliers (Leidos) Project Manager.

Technical governance and oversight is provided by the Change Control Board (CCB) which is stood up on a 3 week cycle in alignment with Sprints. This forum provides the Security and Compliance lens and ultimate approval for any release to proceed.

Strategic oversight is provided by the Change Architecture Board which sits on a 6 weekly cycle.

The project follows an Agile methodology, which is 3 week sprints with Sprint Planning and Retrospectives incorporated. There are also daily standups attended by both supplier and CHS representatives.

It is anticipated that a new Continuous Improvement Group will be set up in addition to the above to accommodate wider insight into release planning of CSAS and wider digital objectives.

2.1.3   Achievements

Over the period of 23/24 there has been 12 releases and 205 features/changes made to the system. 5 of these releases have been major releases with a number of improvements included. The remaining 7 releases pertained to issues that required an immediate fix in the system.
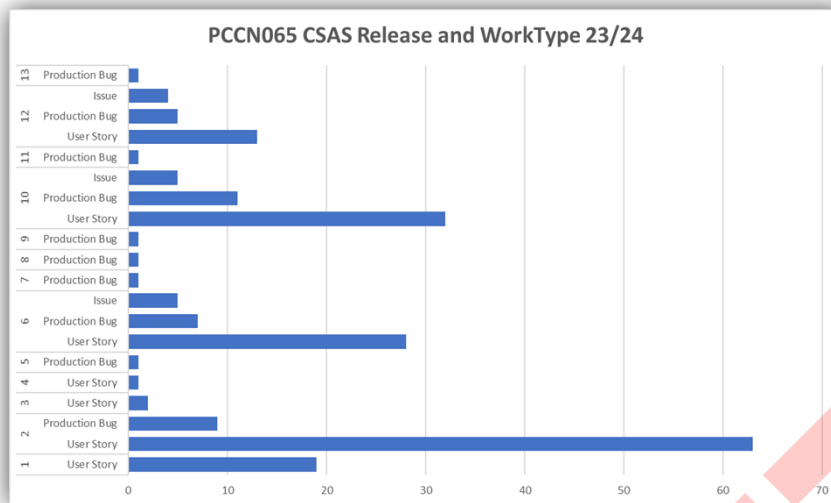
Figure 1 - Breakdown of Releases and Type of Work (Count of Items)

The split of work done over the year 23/24 was as follows: -

- 75% of all work related to improvements in CSAS based on user feedback - Continuous Improvement (User Stories)

- 18% of the work related to immediate fixes to the production system in order to maintain operations - Business As Usual (Production Bugs)

- 7% of all work done related to 'Technical Debt' or work that is required to maintain the platform due to code deprecation or updates – Technical Debt (Issues)
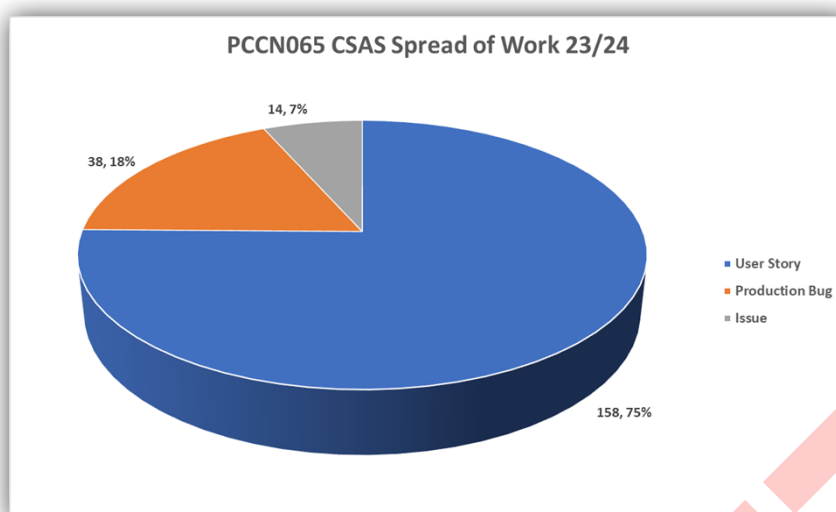
Figure 2 - Breakdown of Work by Type (%)

In terms of the work done aligning to its 4 main objectives, the split of work by area and theme was as follows: -

- 46% - or nearly half of all work delivered, was related to Rota Management needs in line with the centralisation project (TSM) which continues presently.
- Major enablers included in this work and should be highlighted are: -
  - New functionality that allows Rota Managers to see number of hearings PM's have been allocated already in the Rota Management screen. This has proved extremely enabling for the team
  - New notifications to keep the central team fully aware of changes related to Swaps, Leave of Absences and changes to any Panel Member preferences.
  - The ability to manage Panel Member preferences on their behalf.
- 25% of all work done has been for Complaints team and improvements in the complaints service. This has enabled CHS to mitigate all actions that were highlighted in a previous Complaints Commission audit.
- 10% of all work done was in the area of Observations. This has resulted in a new Observations form being designed and implemented for the improvement of Panel Member observations and ultimately quality delivered to the child.
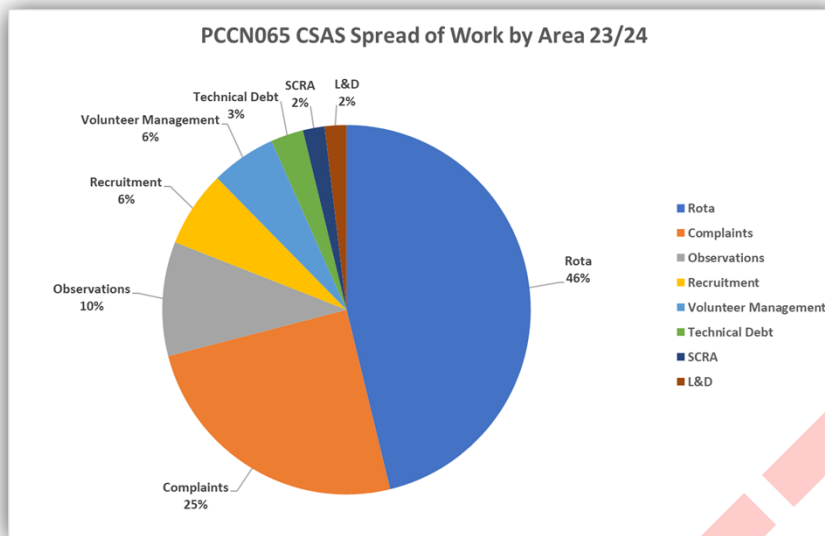
Figure 3 - Breakdown of Work by Area (%)

2.1.4   Upcoming Deliverables & Tasks

There are still are 13 features remaining to be delivered under the 23/24 CSAS delivery.

Tags	Area	Requirement
⊟ In-Flight	⊟ Observations	Observations - Allow Observer / Observations Reviewer / Observations Rota Manager to view the Observations Schedules within their area
		Observations - Allow Observer to view which panel members are Chair Qualified
		Observations - Allow Observers to view the Observations History report
		Observations - Notify Observations Rota Manager when a Panel Member is removed from (or swapped out of) a hearing session that is being observed
		Observations - Notify Observer when a Panel Member is removed from (or swapped out of) a hearing session they are due to observe
⊟ Planned	⊟ Rota	Rota Management - Accept Assignment Change Requests providing the reason and fulfilment details at a later date
		Rota Management - Allow custom text within the Emergency Hearing (SNAP) notification messages
		Rota Management - Calendars - Clicking and unclicking dates populates random text
		Rota Management - Make the Service Pages more consistent
		Rota Management - Panel Member Area Preferences report
	⊟ Volunteer Management	Volunteer Management - Allow Reappointment Administrators to view when a volunteers reappointment was completed
		Volunteer Management - Allow reappointments to be completed after the volunteer reappointment date
		Volunteer Management - Filter service ended volunteers from the Volunteer Reappointments page

Figure 4 - Planned of In-Flight Items to be delivered in 23/24

These will be delivered under the remaining Sprints 18 & 19 in 23/24 with the release of these features scheduled for end of March.

2.1.5   Project Timeline (Gantt chart)

The CSAS 23/24 work, which was a continuation of the work from 22/23, was tracked against 2 projects under the CHS Digital Strategy.

The 1st CSAS project was **'DS23VAL02 – CSAS Development'** which ran from 31/10/22 until the 24/1/24. In line with the time and materials funding approach agreed with Leidos and CHS, funding was provided on a pay as you go basis in line with needs as they evolved.

This project has now been closed and completed and ran until Sprint 15 of this work stream.

ID↑	Mode	Task Name	Predecess	Duration	Start	Finish	% Complete	Work
0		DS23VAL02 CSAS Development		358.5d	10/31/2022 8:00 AM	3/14/2024 12:00 PM	99%	6,420h
1		⊿ Oversight & Stewardship		328d	10/31/2022 8:00 AM	2/1/2024 8:00 AM	91%	630h
2		▸ Key Dependencies		180d	5/25/2023 8:00 AM	2/1/2024 8:00 AM	0%	0h
6		▸ Artefacts		325d	10/31/2022 8:00 AM	1/26/2024 5:00 PM	91%	630h
34		▸ Reporting & Risks		6d	5/19/2023 8:00 AM	5/26/2023 5:00 PM	100%	0h
42		▸ User Engagement		180d	5/22/2023 8:00 AM	1/29/2024 8:00 AM	100%	0h
75		▸ CSAS Digital & Data Strategic Objectives		163.5d	7/31/2023 8:00 AM	3/14/2024 12:00 PM	100%	0h
78		⊿ Implementation		234d	3/13/2023 8:00 AM	2/1/2024 5:00 PM	100%	5,790h
79		⊿ Release 0		2d	3/13/2023 8:00 AM	3/14/2023 5:00 PM	100%	16h
80		▸ CCB 0		1d	3/13/2023 8:00 AM	3/13/2023 5:00 PM	100%	16h
83		⊿ Release 1		49d	3/13/2023 8:00 AM	5/18/2023 5:00 PM	100%	696h
84		▸ Sprint 1		15d	3/13/2023 8:00 AM	3/31/2023 5:00 PM	100%	232h
87		▸ Sprint 2		15d	4/3/2023 8:00 AM	4/21/2023 5:00 PM	100%	120h
92		▸ Sprint 3		15d	4/24/2023 8:00 AM	5/12/2023 5:00 PM	100%	328h
102		▸ CCB 1		1d	5/17/2023 8:00 AM	5/17/2023 5:00 PM	100%	16h
105		Release to Production		1d	5/18/2023 8:00 AM	5/18/2023 5:00 PM	100%	0h
106		⊿ Release 2		63d	5/15/2023 8:00 AM	8/9/2023 5:00 PM	100%	1,238h
107		▸ Sprint 4		15d	5/15/2023 8:00 AM	6/2/2023 5:00 PM	100%	192h
115		▸ Sprint 5		15d	6/5/2023 8:00 AM	6/23/2023 5:00 PM	100%	360h
122		▸ Sprint 6		15d	6/26/2023 8:00 AM	7/14/2023 5:00 PM	100%	328h
130		▸ Sprint 7		15d	7/17/2023 8:00 AM	8/4/2023 5:00 PM	100%	328h
140		▸ CCB 2		1d	8/9/2023 8:00 AM	8/9/2023 5:00 PM	100%	30h
144		⊿ Release 3		33d	8/7/2023 8:00 AM	9/20/2023 5:00 PM	100%	1,808h
145		▸ Sprint 8		15d	8/7/2023 8:00 AM	8/25/2023 5:00 PM	100%	400h
156		▸ Sprint 9		15d	8/27/2023 8:00 AM	9/15/2023 5:00 PM	100%	484h
168		▸ Sprint 10		15d	9/18/2023 8:00 AM	10/6/2023 5:00 PM	100%	408h
177		▸ Sprint 11		15d	10/9/2023 8:00 AM	10/27/2023 5:00 PM	100%	484h
186		▸ CCB 3		1d	11/1/2023 8:00 AM	11/1/2023 5:00 PM	100%	32h
189		Release to Production		1d	11/2/2023 8:00 AM	11/2/2023 5:00 PM	100%	0h
190		⊿ Release 4		33d	10/30/2023 8:00 AM	12/13/2023 5:00 PM	100%	2,016h
191		▸ Sprint 12		15d	10/30/2023 8:00 AM	11/17/2023 5:00 PM	100%	612h
202		▸ Sprint 13		15d	11/20/2023 8:00 AM	12/8/2023 5:00 PM	100%	612h
215		▸ Sprint 14		15d	12/11/2023 8:00 AM	12/29/2023 5:00 PM	100%	400h
224		▸ Sprint 15		10d	1/8/2024 8:00 AM	1/19/2024 5:00 PM	100%	392h
240		▸ CCB 4		2d	1/23/2024 8:00 AM	1/24/2024 5:00 PM	100%	0h
242		Closeout		1d	1/24/2024 8:00 AM	1/24/2024 5:00 PM	100%	16h
243				1d	3/13/2023 8:00 AM	3/13/2023 5:00 PM	100%	0h

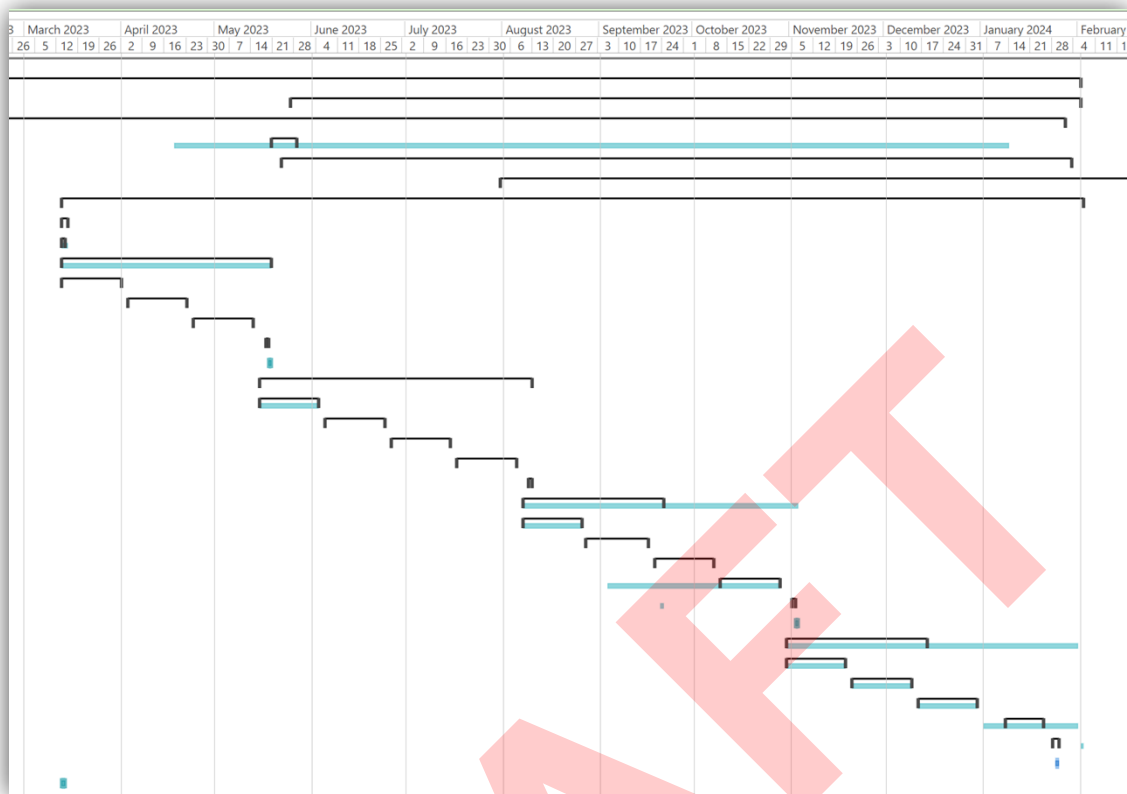*Figure 5 - Task Breakdown of 'DS23VAL02 - CSAS Development' Project*

Figure 6 - Gantt Chart of 'DS23VAL02 - CSAS Development' Project

The 2ⁿᵈ CSAS project is **'DS24VAL01 - CSAS Develop (Strategic)'** which runs from 23/1/24 and anticipated to close out in September 2024. In line with the time and materials funding approach agreed with Leidos and CHS, funding Is provided on a pay as you go basis in line with needs as they evolved.

It should be highlighted that Sprints 16-19 are funded from 23/24 budget and have been delivered or in flight.

Sprints 20 onwards will be funded out of 24/25 Digital Budget.

Mode	Task Name	Predecess	Duration	Start	Finish	% Complete	Work
	⊿ DS24VAL01 - CSAS Develop (Strategic)		312d	1/22/2024 8:00 AM	4/1/2025 5:00 PM	6%	2,520h
	⊿ Key Dependencies		65d	4/1/2024 8:00 AM	6/28/2024 5:00 PM	0%	32h
	Tribunal Support Model - Cohort 3		0d	4/1/2024 8:00 AM	4/1/2024 8:00 AM	0%	0h
	Recruitment Campaign		1d	6/28/2024 8:00 AM	6/28/2024 5:00 PM	0%	32h
	▸ Artefacts		130d	1/29/2024 8:00 AM	7/26/2024 5:00 PM	0%	0h
	⊿ Reporting & Risks		160d	2/14/2024 8:00 AM	9/25/2024 8:00 AM	0%	80h
	▸ Change Action Board		150d	2/20/2024 8:00 AM	9/17/2024 8:00 AM	0%	0h
	▸ Change Control Board		150d	2/14/2024 8:00 AM	9/11/2024 8:00 AM	0%	0h
	▸ Digital Change Group		120d	4/10/2024 8:00 AM	9/25/2024 8:00 AM	0%	80h
	⊿ Implementation		307d	1/29/2024 8:00 AM	4/1/2025 5:00 PM	6%	2,408h
	⊿ Release 5 - Continuous Improvement		34d	1/22/2024 8:00 AM	3/7/2024 5:00 PM	45%	768h
	▸ Sprint 16 - Continuous Improvement PPA's / Rota		15d	1/22/2024 8:00 AM	2/9/2024 5:00 PM	100%	400h
	▸ Sprint 17 - Continuous Improvement PPA's / Rota		15d	2/12/2024 8:00 AM	3/1/2024 5:00 PM	0%	272h
	▸ Release To Production		7d	2/28/2024 8:00 AM	3/7/2024 5:00 PM	0%	96h
	⊿ Release 6 - Strategic Support		34d	3/4/2024 8:00 AM	4/18/2024 5:00 PM	0%	1,496h
	▸ Sprint 18 - Roles / Dig Support / Strategic		15d	3/4/2024 8:00 AM	3/22/2024 5:00 PM	0%	720h
	▸ Sprint 19 - Roles / Dig Support / Strategic		15d	3/25/2024 8:00 AM	4/12/2024 5:00 PM	0%	720h
	▸ Release To Production		7d	4/10/2024 8:00 AM	4/18/2024 5:00 PM	0%	56h
	⊿ Release 7 - Recruitment & Strategic Platforms		31d	4/15/2024 8:00 AM	5/27/2024 5:00 PM	0%	144h
	▸ Sprint 20 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	4/15/2024 8:00 AM	5/3/2024 5:00 PM	0%	0h
	▸ Sprint 21 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	5/6/2024 8:00 AM	5/24/2024 5:00 PM	0%	0h
	▸ Release To Production / Predefined Outcomes		6d	5/20/2024 8:00 AM	5/27/2024 5:00 PM	0%	144h
	⊿ Release 8 - Strategic Platforms (For Hearings)		133d	5/27/2024 8:00 AM	11/27/2024 5:00 PM	0%	0h
	▸ Sprint 22 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	5/27/2024 8:00 AM	6/14/2024 5:00 PM	0%	0h
	▸ Sprint 23 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	6/17/2024 8:00 AM	7/5/2024 5:00 PM	0%	0h
	▸ Sprint 24 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	7/8/2024 8:00 AM	7/26/2024 5:00 PM	0%	0h
	▸ Release To Production / Predefined Outcomes		6d	7/24/2024 8:00 AM	7/31/2024 5:00 PM	0%	0h
	⊿ Release 9 - Strategic Platforms (For Hearings)		175d	1/29/2024 8:00 AM	9/27/2024 5:00 PM	0%	0h
	▸ Sprint 25 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	7/29/2024 8:00 AM	8/16/2024 5:00 PM	0%	0h
	▸ Sprint 26 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		15d	8/19/2024 8:00 AM	9/6/2024 5:00 PM	0%	0h
	▸ Sprint 27 - JIW - HIPS / CSAS Copy Over / Recruitment / Digital Support		175d	1/29/2024 8:00 AM	9/27/2024 5:00 PM	0%	0h
	▸ Close Out		1d	9/25/2024 8:00 AM	9/25/2024 5:00 PM	0%	0h

Figure 7 - Task Breakdown of 'DS24VAL01 - CSAS Develop (Strategic)' Project
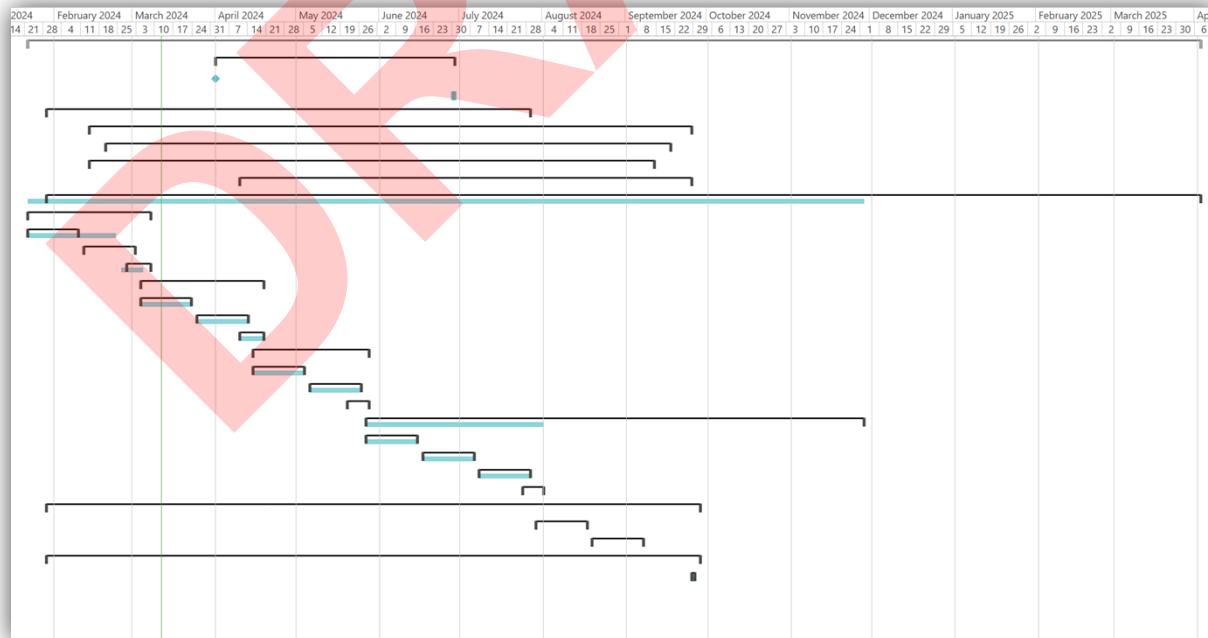

Figure 8 - Gantt Chart of 'DS24VAL01 - CSAS Develop (Strategic)' Project

2.1.6 Risk Register & Issue Log

Below is an extract of the current risk log.

Risk Number	Risk Description	Likelihood	Impact	Mitigation Steps
1	Issues with current design of Recruitment Journey and inclusion of Multi Factor Authentication will cause potential applicants to drop out	Likely	Low Applicant TakeUp / Capacity Issues	Implement new Recruitment architecture
2	Issues with current design of Recruitment Application and requirement to submit all information required for recruitment in orgial application will cause potential applicants to drop out	Likely	Low Applicant TakeUp / Capacity Issues	Implement new Recruitment architecture / Create new staged form(s)
3	If CSAS team is stood down due to lack of work then there will be significant costs and time delay if CHS requires team to be stood back up	Unlikely	Delay in Change / Increased Costs	Ensure work is available upfront / Elicit requirement further in advance

Figure 9 - Snapshot of Risk Log as at March 24

Points to note: -

- In the most recent recruitment campaign there were issues with applicants being able to apply online caused by an unknown update by Microsoft that adversely impacted the synchronisation of the 2-tenancy architecture that underpins CSAS.
- A independent review of the Digital Recruitment process highlighted the vulnerabilities of the current system and also the poor user experience of the current application form.
- There is currently a business case pending SLT review that will propose a strategic re-alignment of architecture to mitigate these risks going forward.

3. Resource Management

Overview of project portfolio resource demand vs. supply

3.1.1 CSAS Project Team

In order to deliver this stream of work the following project team was put in place: -

- **Product Owner**

    Manages the prioritization and delivery of the features on the CHS product backlog in line with our users needs as they became evident throughout 23/24 from various parts of the organisation.

- **Digital Engagement Specialist**

    Leads on engagement with our users and interspersed with other projects to ensure that needs were captured from these initiatives and fed back into the CSAS theme of work.

- **Scrum Master / Senior Developer**

    External resource (Leidos) who leads on the design and build of the CSAS platform from a development teams perspective. Also managed the technical artefacts for releases going through the Change Control Board.

- **Developer**

    External resource (Leidos) who works on design, build and release of requirements in CSAS.

- **PowerApps Senior Developer**

    External resource (Leidos) who works on design and data modelling of the underlying data architecture in CSAS.

- **Tester**

    External resource (Leidos) who worked on testing and release of requirements in CSAS.

- **Project Manager**

    External resource (Leidos) who worked on Project Managing supplier-side development team.

- **Cybersecurity Engineer**

  External resource (Leidos) who works on overseeing the security of any change in the platform.

The team work in 3 weekly sprint cycles in the Scrum methodology including the associated ceremonies of Daily Standup, Sprint Planning and Sprint Retrospective each sprint.

3.1.2 Supplier spend summaries

Below is an overview of the Vendor spend in 23/24 in relation to the CSAS delivery (including Data Management work delivered under these projects).

Change Note & Addendum	Amount (Inc VAT)	Leidos Named Sprints
PCCN065 - Addendum 1	£ 47,204.40	7, 8 & 9
PCCN065 - Addendum 2	£ 74,400.00	10 & 11
PCCN065 - Addendum 3	£ 148,800.00	12, 13, 14 & 15
PCCN065 - Addendum 4	£ 80,400.00	16, 17, 18 & 19

Figure 10 - Breakdown of PCCN065 Addendums & Total CSAS Expenditure 23/24

Highlights include:

- A total sum of £350,804.40 (Incl VAT) is on-track to be spent in 23/24
- This covers 17 sprints (51 weeks) of work
- Average 3 week sprint costs approximately £36.4k however this gets adjusted down to accommodate reduced capacity at the supplier due to holidays etc. with budget carried forward.
- Costs are calculated based on the below daily resource costs.

Role	Per Sprint Days	PerDay Hours	Price	Incl VAT	Per Day Price
Senior PM	15	0.5	105	126	£ 63.00
Developer - Leidos	15	7	58	69.6	£ 487.20
Principal Engineer - Leidos	15	7	125	150	£ 1,050.00
PowerApps Senior Developer - Leidos	15	3.5	110	132	£ 462.00
Test Manager - Leidos	15	3.5	82	98.4	£ 344.40
CyberSec Engineer	2.25	0.15	125	150	£ 150.00

Figure 11 - Snapshot of Supplier Costs per Resource

4.   Financial Review

Below is the aggregate, department-wise digital project budgets and spend. Overall the spend has aligned proportionally to initial objectives with significant focus on Rota, Complaints and Observations areas of CSAS.

Points to note

- Costings are based on average cost per unit of work of £1,573.11 (Inc VAT).
- Included in these costs is £76,230 (incl VAT) that was for the specific purpose of updating CHS data models on the CSAS tenancy.
- £160k of budget has been spent on supporting the continuous improvement of the Rota Management functionality
- A further £80k was spent on Complaints service work on back of Complaints Commission audit points raised.
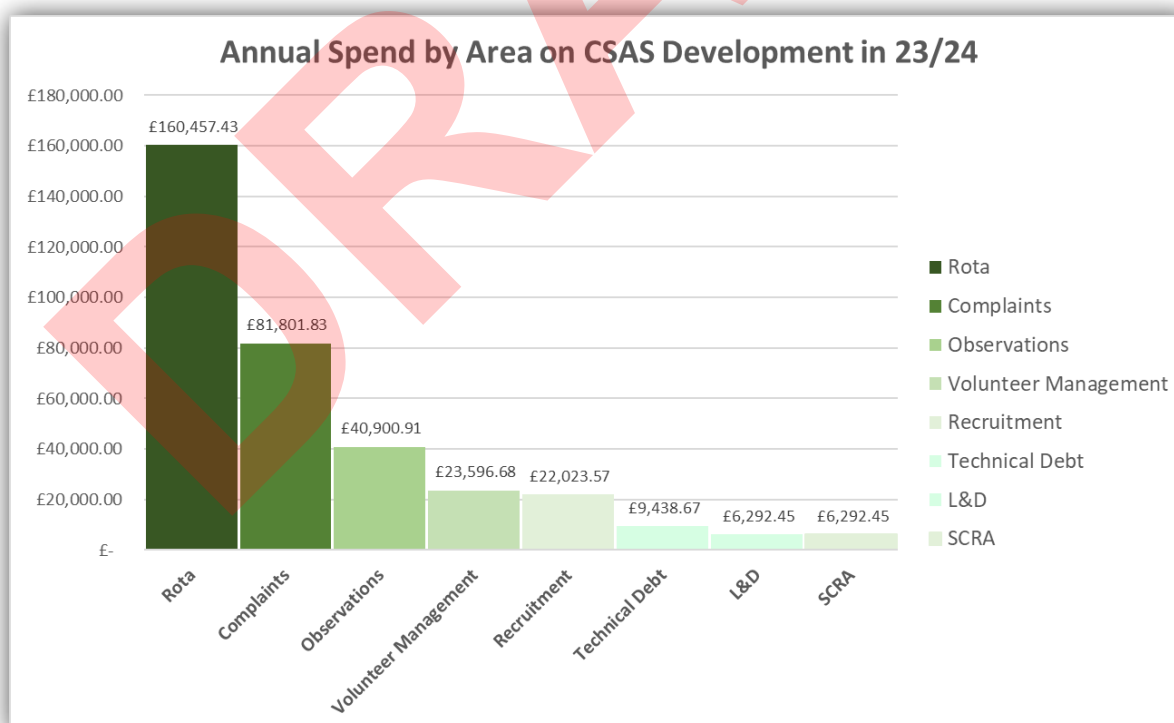
Figure 12 - Breakdown of Annual Spend by Area for 23/24

5.   **Change Control**

Due to the Agile Delivery approach there was no change control issues or variations on scope of the CSAS projects.

For other projects under the Digital Strategy there has been significant scope change however initial funding was not apportioned to these streams of work as these projects were mainly centred around capacity building and ways of working. The impact of the organisation changing direction under the Tribunal Support Model work has meant that most projects have been put on hold, aborted or superseded by other organisational initiatives. Details have been included in the dashboards that are included in section 6 that follows.

6. Project Dashboards

Theme 1 - Building Resilience						
Detail	Project	Job Code (SubCategory)	Timescales / Target	Status	Progress	Upcoming Milestones
Theme 1: Building Resilience	Stand Up Lab & Practices	01	Apr-24	In Progress	Progress to date is as follows: - - Digital Support Team - Capacity of team now @ 3 with Lead, Specialist & Assistant roles now in place - Training ongoing as is build out of Runbook - Product Management - Now full-time Product Manager in place for CSAS - trained in Agile ways of working and learning on the job - Training ongoing - User Engagement - Team manager in place however build out of team not started - Further work required towards integrating user engagement across whole organisation Initial scope of project was to identify and resource Digital & Data Lab / Product Management / User Engagement - Resourcing Costs - Skills and Capability Matching	N/A
	Ways of Working Artefacts	02	Paused	Paused	This project has been paused due to other streams of work in play (TSM / Change Rollout & Governance) Some artefacts have been developed and are currently being used by organisations: - CCB Change Notes / Definition of Ready & Done in CSAS User Stories / Lean One Pager Introduction and Implementation of supporting artefacts: - Problem/MicroProjects - Work Management tools - Lean Toolkit	N/A
	Change Oversight practice	03	Ongoing	In Progress	Project still in flight with anticipated Digital Change Oversight group expected to be in place for Website Renovation project in March 24 / Also SOPS project alignment likely to have impact on the scope of this stream of work going forward. Will remain ongoing. Initial scope was a various phase approach to aligning a Change Oversight Group to: - Alignment to Process Improvement - Adopting a Principle Led Approach - Supporting Novel, Good and Best Practice	March 24 - Inaugural Digital Change Group for Website & CSAS
	Promise Engagement	04	Paused	Paused	- This project is paused due to TSM / Hearings Working Group streams of work being in-flight Initail scope was a discovery phase to identify best way to integrate Promise work with Digital Strategy	N/A
	Partner Alignment with Digital Roadmap	05	Ongoing	In Progress	Ongoing piece of work to align CHS digital roadmap with SCRA. Currently aligning Joint Investment stream of work for 24/25 which will be reported through the joint Change Architecture Board. Scope: Continuous engagement initiative to - - Utilize CAB and identify opportunities to remove constraints in existing architecture - Work with SCRA and other external partners to exploit opportunities across full Care Systems digital landscape - Part of strategy to move CHS to a more data led organisation	04/04/2024 - Next CAB
	Strategic Oversight (Finance/SMT/Board)	06	Aborted	Aborted	This project has been aborted as superceded by Change Board and TSM work Initial scope was Alignment of Board/SMT to new ways of working - Buy-In and Understanding - Expectation Setting - Transparency of costs, value and strategic direction	N/A

Theme 2 - Driving value in Digital Platforms

Detail	Project	Job Code (SubCategory)	Timescales / Target	Status	Update	Upcoming Milestones
Theme 2 - Driving value in Digital Platforms	Digital & Data Lab - PowerApps/Dataverse Training	01	Dec-24	In Progress	This project has moved into 24/25 portfolio of work. Deliverables expected to be exposed under the recent Business Case pending SLT review including but not limited to Learning & Development spaces on website, new Application form and Digital As Scope: Capability building of data architecture and current staff to: - Use and develop Power Platform tools offered by Microsoft - Manage data on CHS Tenancy - Understand and implement safe approaches to development	13/4/24 - Business Case to SLT
	CSAS Development - CHS Tribunal requirements	02	Apr-24	Complete	Initial Requirements have been sufficed with National Rota Managers and TSM roles in place. Number of features delivered under this workstream. Elaborate, Build and deploy: - - Changes to Rota Algorithm in line with needs of Rota Managers - Changes to current RBAC and design constraints on current roles, scope of roles in line with Tribunal requirements	Complete
	CSAS Development - SMS messaging	03	Apr-24	Complete	This project now complete as SMS and central phone line now implemented on the CHS tenancy as a tactial solution. Further development work is being considered under Joint Investment work being discussed with SCRA and CHS Business Team. Follow-on strategic work will be tracked under 24/25 Buiness Case submitted to SLT on 13/4/2024. SCOPE: Elaborate, Build and deploy: - - SMS usage to adapt PM behaviours to updating availability - SMS usage to prompt users at various stages of the user journey	Complete
	CSAS Development - Other	04	Ongoing	On Hold	This work will be progressed under Joint Investment Work for 24/25 in conjunction with SCRA Elaborate, Build and deploy: - - Additional changes required in other services - Changes required as outputs from last round of pen testing - SMS usage to prompt users at various stages of the user journey	13/4/24 - Business Case to SLT / 04/04/2024 - Next CAB
	SharePoint Intranet Development - Home Page	05	Apr-23	Complete	Project to update the Intranet homepage completed. SCOPE: Elaborate, Build and deploy: - - New and improved Home Page in a new expanding CHS Intranet	Complete
	SharePoint Intranet Development - Digital Hub	06	Jul-23	In Progress	Initial MVP has been completed. Follow-on continuous improvement work will be captured under 'SharePoint Intranet - Evolving Roadmap' stream of work currently in-flight and moving into 24/25. SCOPE: Elaborate, Build and deploy: - - New Digital Hub site in a new expanding CHS Intranet	Complete
	Develop PowerApps - Digital Issues Ticketing Application	07	On Hold	On Hold	This project has been aborted and will fall under the new business case stream of work looking at out of the box CRM application for all issues management across organisation. Included in Business Case submitted to SLT SCOPE: Elaborate, Build and deploy: - - Digital Issues Ticketing application for use by our community when raising technical issues	13/4/24 - Business Case to SLT
	Develop PowerApps - Digital Asset Repository	08	On Hold	On Hold	This project has been aborted and will fall under the new business case stream of work looking at out of the box CRM application for all issues management across organisation. Included in Business Case submitted to SLT SCOPE: Elaborate, Build and deploy: - - Digital Asset Repository application for managing our assets through the complete lifecycle	13/4/24 - Business Case to SLT
	Chromebook Management	09	May-23	In Progress	Delivered new contract with supplier and procurement of a new Service Delivery Manager to incorporate better processes. A user engagement survey was distributed with subeequent data collated and used in a Chromebooks Review paper for Audit & Risk committee - still pending awaiting peer revision. Ongoing Initiative to: - Improve current lifecycle management processes of Chromebook - Reduce costs through reuse and redundancy	Apr 24 - Audit & Risk Committee
	L&D Exploratory	10	Dec-24	In Progress	Work to expedite the transfer of data from current Learning Portal into CSAS has been completed. Engagement with L&D Manager in progress and exploration of new L&D platform (both Content Delivery and Simulation platform) to be undertaken in next feww weeks. Project to carry over in 24/25 Discovery theme of work to: - Understand Learning & Development across all digital services - Strategic initiatives for change	N/A

Theme 3 - User Focused

Detail	Project	Job Code (SubCategory)	Timescales / Target	Status	Update	Upcoming Milestones
Theme 3 - User Focused	User Engagement Training & Practice	01	Dec-24	In Progress	User Engagement Training and Practice will continue as part of other themes of work were support of the delivery and the techniques employed will be implemented. Utilized and built out engagement capability through engagement on CSAS and L&D initiatives. Expected that there will be a requirement from SOPS stream of work to further bolster the practices and help build in these practices to the wider organisations ways or working. Capability building of current staff to: - Build out user engagement toolkit - Develop elaboration techniques for discovery to development	N/A
	Product Management Training and Practice	02	Dec-23	In Progress	Initial Product Management training has taken place on the job with current Product Manager of CSAS and is continuing. Expected that Recruitment and Website projects will also require Product Management capability. Expected that this will be sufficed by on the job training supplemented by courses that will be incorpoarted into these streams of work to help align digital and the wider organisation to more continuous and user aligned change. Capability building of current staff to: - Develop skills and capabilities to measure value and prioritize change - Manage discovery, development, deploy phases of change - Continuous improvement techniques	N/A
	User Journey Engagement Initiative	03	Apr-24	In Progress	Initial User Journey template has been drafted to be used as a User Engagement collaboration tool with various directorates across CHS. Ongoing work on User Personas and other engagement practices continue to be build out in background and will also be incorporated in this work. Initial engagement with Learning & Development to happen 21/3 and will also be incorporated into Recruitment and Website Renovation work. Will form basis of majority of digital engagement ensuring alignment with Digital First where required. Initiative to: - Coalesce the organisation around our User's journey and implement a more holistic approach to change - Share ownership of user journey across whole organisation	N/A
	Platform Engagement and User Value Metrics	04	On-Hold	On-Hold	Organisation is someway in understanding how to utilize data to understand the performance of their owned platforms and is progressing through its data maturity curve through experience of issues and subsequent mitigation or required reporting. Constraints in the architecture are also well understood and have been used to inform pending Business Case with SLT for significant architectural rework. Expected that this theme of work will continue under 'Product Management - Delivering Value of Product' Project in 24/25 with new platforms for engagement requiring to be procured (Dynamics Customer Insights or similar) and internal resource trained to use the platforms to understand its users and their engagement with CHS platforms. This project should be considered closed. SCOPE: Develop capability of Product Management to: - Explore/report on their respective Products and how these are delivering value - Become data led in approach	13/4/24 - Business Case to SLT
	Establish test & learn groups out in community	05	On-Hold	On-Hold	This intitiative has been paused due to no valid use case (i.e. new platform/website) required in last year to incorporate a test & learn approach. Anticipated that Test & Learn groups likely required to for Website Renovation and to help CHS align to Digital First principles in 24/25. Define and implement: - Capability within community to engage with, test and learn digital initiatives - Create and manage feedback loops	13/4/24 - Business Case to SLT
	Practice & Policy Exploratory	06	On-Hold	On-Hold	Project deemed not required due to other themes of work within the organisation (i.e. Hearings Group & TSM) Discovery theme of work to: - Understand Practice & Policy across all digital services - Strategic initiatives for change	N/A

Theme 4 - Continuous Improvement

Detail	Project	Job Code (SubCategory)	Timescales / Target	Status	Update	Upcoming Milestones
Theme 4 - Continuous Improvement	Process Improvement - Mapping and To-Be	01	**On-Hold**	**On-Hold**	Superceded by SOPS initiative and will fall under this stream of work. Part of Process Improvement theme of work to: - map current processes - implement measurements of process - engage around identifying better processes [OR] - Identify new technical requirements - Implement new processes	N/A
	Process Improvement - Outcome Measurement	02	**On-Hold**	**On-Hold**	Superceded by SOPS initiative and will fall under this stream of work. Part of Process Improvement theme of work to: - Provide continuous Oversight and control of processses - Risk management using process metrics - Align with data governance processes	N/A
	Product Management - Delivering Value of Product	03	**Oct-23**	In Progress	This project will carry on into 24/25 and will focus on the outpouts from any Lean/Continuous Improvements identified by internal streams of work to enable our staff to work better and more efficiently. Expected that this theme of work will deliver new platforms for engagement requiring to be procured (Dynamics Customer Insights or similar) and internal resource trained to use the platforms to understand its users and their engagement with CHS platforms. SCOPE: Develop capability of Product Management to: - Manage delivery of change across the community and CHS - Implement the feedback loops to understand the value of change - Product Management and User Engagement ways of working to explore signals from feedback	13/4/24 - Business Case to SLT

Theme 5 - Managing Knowledge

Detail	Project	Job Code (SubCategory)	Timescales / Target	Status	Update	Upcoming Milestones
Theme 5 - Managing Knowledge	Digital & Data Lab - Needs Driven Capacity Building	01	**Dec-24**	In Progress	This project has moved into 24/25 portfolio of work. Deliverables to data include set up of Data Backlog in ADO and the delivery of continuous data modelling requests on behalf of Data Modelling Team. More integrated approach between digital and data teams now embedded with a more joined up approach to data management principles and ways of working to utilize this approach going forward. Next stages of the project will be to iinstall the requisite skills and capacity into the teams to ensure more capacity to do the Data Curation roles enabling analysis function through automation and better data management practices. SCOPE: Continuous stream of work to align capacity building in CHS to data and digitals needs - Utilizing out-the-box tools for reporting - Data Modelling, Data Transformation - Use of Connectors, mix of various data sources	13/4/24 - Business Case to SLT
	Data Cleansing Initiative	02	**Apr-24**	In Progress	Data Cleansing for campaign last autumn still being worked on by Digital Support. Automated scripts have been identified and tested for CHS tenancy cleanup however additional clean up work on CSAS tenancy needs to be implemented along with change to contact database. Will form part of Contact Database work. Initiative to: - Clean up current data issues within CSAS and CHS Azure Tenancy - Introduce new processes to ensure ongoing maintenance of data sources - Identify systemic solutions to data maintenance	04/04/2024 - Next CAB
	Data Ownership & Management Processes	03	**Dec-24**	On Hold	Data Workshop has been held and draft Data Strategy Terms of Reference has been drafted. Likely falls under Data Cohort currently being progressed with SG and dependent on outcomes from this for next steps. Project on hold. Stream of work to: - Identify and attribute ownership of data related to process covered by Operational Staff - Provide oversight controls to ensure hygeine of data is maintained on a continuous basis - Define metrics and reporting value to Risk and Information Governance	TBC
	Digital Engagement Platforms & Training	04	**Dec-24**	Not Started	This project is 'On-Hold' until CHS makes decision on whether to embark on a mass engagement narrative research project and corresponding training and consultancy resource that would be required. Initial scoping and consultation not yet taken place. Stream of work to: - Identify digital engagement platforms to enable mass narrative research and practice - Develop capability to use these tools in CHS approach to becoming a sensing organisation	TBC
	SharePoint Intranet - Evolving Roadmap	05	**Dec-24**	In Progress	This project is in flight and initial MVP sites for Digital, Comms, Rota Management and regions has been deployed. Work continuing into 24/25 to engage all of CHS and community and explore opportnunities for continuous improvement. Continuation of Intranet Development: - Engagement with community for additional needs - Engagement with organisation for additional needs - Ongoing development stream of work	TBC
	Complex Facilitation Capacity Building & Training	06	**Dec-24**	Not Started	Project On-Hold - Participation group has been set up outwith this project and Digital Engagement will be involved in this group however not expected to require complex facilitation. Dependency on Digital Engagement Platforms & Training project which would likely require complementary Complex Faciltation skills. Likely to stay on hold for the forseeable future. Stream of work to: - Build capacity within CHS to provide complex facilitation when and where required - Explore and implement ways to utilize digital tool repurpose towards harvesting feedback of value to Child and Panel Member	TBC
	User Aligned Data Strategy	07	**Ongoing**	On-Hold	Likely falls under Data Cohort currently being progressed with SG and dependent on outcomes from this for next steps. Project on hold. Continuously evolving: - Approach to mapping data needs to our user journey - Identifying and mapping constraints to data availability required - Identifying digital solutions to navigate constraints	TBC

Theme 6 - Improving Security and Safety

Detail	Project		Timescales / Target	Status	Update	Upcoming Milestones
Theme 6 - Improving Security and Safety	Digital Support - Azure Security & Compliance Training	01	Aug-24	In Progress	Project in progress with training platform in place and initial training completed. Structured training paths still being defined now that Digital Support Lead is in place. Will form part of 24/25 digital plan and will be a key enabler of Cyberessentials & ISO27001 certification strategies Capability building of current staff to: - Develop skills and knowledge to utilize M365 Security and Compliance features - Develop skills and capability to implement Rules and Policy in M365 - Develop capability to manage CHS tenancy including upgrades/deprecations safely	TBC
	Licence Procurement Strategy and Delivery	02	Dec-23	Complete	Project analysis and budget processes now in place - project is now complete and can be closed Stream of work to align CHS requirements for Microsoft and other products licensing with: - Current needs and within current constraints - Review of needs and licensing as CHS tenancy evolves - Number and type licenses required as CHS evolves with Tribunal and Promise programmes	N/A
	Multi Factor Authentication (MFA) on CHS Tenancy	03	Apr-24	Closed	This project now superceded by ChromeBook review and Joint Investment Work with SCRA. Business Case has been submitted to SLT. This project can be closed Project to: - Implement MFA on CHS tenancy at point of log-in	13/4/24 - Business Case to SLT
	Information Governance Implementation	04	Jun-23	On-Hold	Dependency on new Data Protection Officer to be in place to progress Project - Likely falls under Data Cohort currently being progressed with SG and dependent on outcomes from this for next steps. Project on hold. Project to: - Define and agree security standards that CHS Digital Platforms should adhere to - Implement reporting lines and relevant MI to ensure continuous governance assurance - Ensure ability to monitor and adapt security models in line with regulatory change or new initiatives	TBC
	Cybersecurity Audit of existing Digital Assets	05	Nov-24	Not Started	Project in progress with training platform in place and initial training completed. Structured training paths still being defined now that Digital Support Lead is in place. Will form part of 24/25 digital plan and will be a key enabler of Cyberessentials & ISO27001 certification strategies Project to: - Review current digital assets across whole of CHS to understand our current position and delta with desired position - Identify steps to mitigate any identified risks	13/4/24 - Business Case to SLT

7. **Appendices**

i.   Release 1 – 23/24 Change Control Board Note

Microsoft Word 97 -
2003 Document

ii.   Release 2 – 23/24 Change Control Board Note

Microsoft Word 97 -
2003 Document

iii.   Release 3 – 23/24 Change Control Board Note

Microsoft Word 97 -
2003 Document

iv.   Release 4 – 23/24 Change Control Board Note

Microsoft Word 97 -
2003 Document

v.   Source data – Delivered CSAS Work Items

Microsoft Excel
97-2003 Worksheet