

Minutes of the Board meeting of 17 September 2019

The meeting started at 13:02.

In Attendance:

CHS Board: Garry Coutts Chair
 Henry Robson ARMC Chair
 Beth-Anne Logan
 Jo Derrick RAC Chair
 Barbara Neil

CHS Executive Team: Boyd McAdam National Convener/Chief Executive (NC/CEO), (CHS)
 Elliot Jackson Depute Chief Executive (DCE), (CHS)
 Lynne Harrison Business Manager (BM), (CHS)
 Franck David Business Support (minutes taker), (CHS)

Apologies:

CHS Board: John Anderson

CHS Executive Team: Christine Mullen Operational Manager (OM), (CHS)

The Chair welcomed everyone to the meeting. Two members of the public attended.

Items	Actions / owner	Time-scales
1	Declaration of interests	
	None.	
2	Minutes of previous meeting	
	<p>The Board reviewed the minutes of the meeting of 19th June 2019.</p> <p>Board Decision:</p> <p>The Board agreed to approve the minutes of the meeting of 19th June 2019 subject to a minor amendment i.e. exact title of the Minister should be Minister for Children and Young people.</p>	

3	Matters Arising		
The Chair confirmed that there were no Matters Arising that were not captured within the Agenda.			
4	Action log		
The Chair confirmed that all items were on the Agenda for discussion. The item on the training academy had been discussed at length as part of the Board development session in the morning.			
5	Chair update		
<p>The Chair reported that he had attended a training session and various meetings over the last six weeks.</p> <p>Board Decision:</p> <p>1. To note the Chair's update.</p>			
6	National Convener/Chief Executive update		
<p>The National Convener/CEO (NC/CEO) spoke to his update paper which had been previously shared:</p> <p><u>Area Support & Improvement Partners (ASIPs)</u></p> <ul style="list-style-type: none"> – Claire Gibson had successfully been appointed as the ASIP for Fife and Tayside. This now makes the ASIP team complete. <p><u>Board Discussion:</u></p> <p>The Board commented that the recruitment of ASIPs had been a significant and well executed exercise which had resulted in a team of 12 people being in post.</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To welcomed the new Partner to the CHS Community. 2. To discuss a report covering the ASIPs' initial assessment and impact at the next meeting. <p><u>Panel Member Recruitment:</u></p> <ul style="list-style-type: none"> – The tone and nature of this year's recruitment campaign has been extremely well received by partners, some of whom were critical last year. <p><u>Board Discussion:</u></p> <p>The Board was very appreciative of the amount of effort and input from a wide range of people who had helped make the campaign a success. The positive comments received were encouraging and put last years' experience behind.</p>			

Early signs from ASTs showed that the quality of applicants was very encouraging.

Wider landscape

- SCRA published a research into Home Compulsory Supervision Orders (Home CSOs) which includes a very interesting summary briefing broken down in various categories.

Board Discussion:

The NC/ CEO highlighted in the summary report the important area of beginning to measure wellbeing as a research tool. This was of particular interest in the context of the Feedback Loop reports.

Meetings

- The NC/CEO and the Practice Development Assistant recently attended a meeting of the Scottish Tribunal Forum (STF) where they made a presentation on the Hearings System. This helped the STF understand the scale of the operations run by CHS and the extent to which success can be measured. There was a good discussion with the STF on pastoral support which also links to the conversation that CHS has had with Area Conveners (ACs) on this matter. The NC/CEO highlighted that staff in the judicial office who transcribe Court records receive support due to the nature of the explicit content of the reports they transcribe. The NC/CEO reiterated the point that action is needed to support panel and AST members who may experience traumatic incidents.
- The NC/CEO met the Minister for Children and Young People on 11 September and had a broad discussion about his time in post over the past five years.

UNCRC

- over the summer CHS submitted a response to the consultation by the Scottish Government. CHS' response supports the incorporation of UNCRC into Scots law as a further advancement of children's rights although it flags up the need to pay attention to the operation of the children's hearings system within the wider context. Our Hearings Our Voice (OHOV) submitted their first response to a consultation. UNCRC is a very interesting area with significant implications for the Hearings System considering that the UNCRC defines a child as up to 18 years old whereas there are currently discussions in Scotland as to whether the current minimum age of criminal responsibility should be raised to 14 or 16 years old.

Board Discussion:

The latest Board meeting of OHOV was on 14 September. The First Minister met with the Board as part of the 1,000 voices campaign. There was a group meeting and 1:1 discussions; the feedback from young people and the Minister for Children and Young People is positive. The meeting was the opportunity to make progress on previous discussions and ideas with a clearer sense of the themes and priorities that needed to be taken forward and how they may impact the hearings system e.g. panel member profiles, how to get the most

	<p>out of a young person in the hearing room, recruitment, training and selection, all activities that CHs already carries out.</p> <p>The Board commented that the Programme for Government retained the focus on children and young people and particularly vulnerable children. This area was building momentum which will undoubtedly materialise when the independent Review of Care comes out next year. It was reassuring that this area of work had such high priority whilst putting responsibility on everybody to use their resources as effectively as possible.</p> <p>Board Decision:</p> <p>1. To note the NC/CEO update.</p>		
7	Finance report – 2019/20 forecast outturn update		
	<p>The Business Manager spoke to the Finance Report which had been previously circulated:</p> <ul style="list-style-type: none"> – The revenue grant in aid allocation for CHS for 2019/20 is £4.5m. The Board approved a revenue budget of £4.575m in March, anticipating £75k of carried-forward resource underspend from 2018/19. – The provisional revenue carry-forward from 2018/19 was higher than anticipated however, after adjustments it has been confirmed to be £59k more than anticipated but there are plans to spend it within the year. – Panel and AST training was underspent by £59k last year. This was due in part by changes in the structure of some courses and panel members not taking the opportunity of an overnight stay. The savings will be reinvested back in the training programme to support learning activities. – The capital grant in aid allocation is £75k for 2019/20 and after readjustment CHS is left with £58k for allocation in the year particularly around digital and devices to support the panel community. – The digital spend is separate to the revenue grant and CHS received the full entitlement for the year plus an additional allocation of £67k to support training e.g. face-to-face training, online modules to support the launch and the roll out of the learning academy. – There is a forecast underspend of £24k to the budget plus an additional carry forward of £59k giving £83k additional resource available within the year. – Additional spend is planned around digital capability and resourcing to support the business readiness aspect of the digital programme as well as on change consultation and planning to engage with the wider community, staffing and staff training supported by CELCIS, communication tools to support engagement and messaging. – There was an underspend on Panel and AST expenses in 2018/19 and a further underspend is expected this year. However, the digital expense module is being promoted which should lead to an increase in expenses being claimed next year. 		

	<p>– AST Devolved Funding was underspent last year and although there remains a risk of underspend this year, the appointment of ASIPs will work with ASTs to look at opportunities to spend their allocated budget.</p> <p><u>Board Discussion:</u> The Board discussed and understood the rationale for the reported underspend and was expecting to see an increase in AST expenses thanks to the new expenses module being developed. The strong assumption was that having a fully digitalised process to claim expenses would lead to a cultural change from AST and panel members re. claiming expenses. The Board welcomed the 2019/20 forecast which was described as “healthy”.</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To note the likelihood of underspend in 2019/20 due to additional resource being carried forward from 2018/19 2. To approve SMT’s proposal for expenditure. 3. To note the Finance Report. 		
8	CHS 5 Year Strategic Financial Plan 2019/20 – 2023/24		
	<p>The Business Manager spoke to the Finance Report which had been previously circulated:</p> <ul style="list-style-type: none"> – CHS is required by the Scottish Government to submit a 5 year strategic financial plan outlining the anticipated resources that will be required to support the organisations strategic vision and direction. CHS is currently embarking on an ambitious programme of activities to support the Corporate Plan which has been readjusted. Work will start in 2020 for three years. The 5 years strategy has been drafted with, in mind, the resources that will be required to support and deliver the Corporate Plan. There are four key themes to support that ambition: <ul style="list-style-type: none"> ○ Occupying an influential leadership space that promotes the Hearings system ○ Embracing technology to deliver a modern participative approach to hearings ○ Supporting a diverse volunteer community with substantial representation from those with lived experience of care ○ Providing sector leading support to volunteers to enable them to make life changing decisions for vulnerable children that ensures Scotland is the best place to grow up. – Some of the key resources required to support that programme are around: <ul style="list-style-type: none"> ○ Digital - £184k investment each year from 2020/21 to support digital take up (a business case will be coming to the Board looking at various sustainable models to achieve this). ○ 52 separate investment for AST devices throughout the five years i.e. £75k in 2022/23 and £50k in 2020/21 to recognise that ASTs will heavily rely on the new digital system. 		

- Investment of around £250k per year to continue the development of the platform (improvements, maintenance - 5% of gross expenditure).

Board Discussion:

The Board discussed what the various options to support the digital take up might be e.g. devices or, potentially, a contribution model through expenses. External advice had been sought on both models that will be part of the forthcoming business case to the Board. The Board was interested to know whether the Scottish Government would be prepared to underwrite the capital cost of devices. However, in the absence of any certainty about what revenue funding may be over the next five years there was no guarantee that the Government would underwrite the cost of devices. The Board observed that the investment in the digital programme was critical to enhance the experience of children and young people.

The Board found it very useful and reassuring to have a demonstration of the Digital Portal during its development session earlier in the day. The demonstration further evidenced the positive impact that the digital programme will make to improve the lives of vulnerable children and it was a key mitigating factor against the risks associated with the project.

- Recruitment: an additional investment of £25k is required to create a bespoke creative campaign aimed at attracting younger people and care experienced individuals. An investment of £125 k in 2022/23 is also needed to enable a planned creative refresh of the overall recruitment campaign (the lifespan for creatives is around four years).
- Support to new panel members who have care experience: CHS recognises that different training and support may be required to help them undertake and successfully complete pre-service training i.e. panel member programme with ongoing, specific pastoral support.

Board Discussion:

The Board understood the reasons behind the fluctuations of resources allocated to volunteers training i.e. different levels investments are planned such as the initial development of a programme for young people which, once up and running, will fall in the existing contract with the Learning Academy. There is also a peak in year 3 with the opportunity for new procurement. The Board asked for assurance that adequate financial resources would be built to recruit and train new panel members coming from a diverse background covering the journey of a panel member from the moment they start applying through recruitment, training and ongoing support.

The Board recognised that, in last year's settlement, CHS was in a good position which reflects the Scottish Government's trust in CHS' ambition and programme for growth. At the same time, the Board also recognised the importance of delivering on this ambition to attract additional funding from the Government.

	<p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To consider a report at a future meeting on plans to ensure a successful step change to help draw enough people from non-traditional backgrounds including training and support. 2. To consider an updated report at a future meeting with feedback from the Scottish Government. 3. To approve the draft financial plan. 		
9	Audited Annual Accounts 2018/19 & Letter of Representation		
	<p>The Chair of the Audit and Risk Management Committee (ARMC) reported:</p> <p><u>Annual Accounts</u></p> <ul style="list-style-type: none"> – The ARMC fully considered and discussed the Annual Accounts at its meeting on 27 August 2019 which it did approve. The committee further recommended to the Board of CHS to approve the audited Accounts. The audit had been positive and much smoother than the previous year with the auditors making no recommendations around the financial operations of the organisation. – The Letter of Representation sets out the Board Members position on the key areas for consideration by the external auditor in arriving at their opinion. No issue arose either. <p><u>Board Discussion:</u></p> <p>The Board had a lengthy discussion about the pension deficit and understood its rationale. In the course of the last two years a number of new people joined CHS and transferred their rights from their respective pension schemes to CHS'. Doing so means they brought assets with them to the CHS' Pension Scheme but also increased liabilities overall at the same time. The assumptions around life expectation, health, etc. in the actuarial calculation for how their assets were calculated are different in the assumptions that CHS' Scheme actuarial department uses about the liabilities that these new staff add to CHS' Scheme. An adjustment was made in what CHS' additional deficit is (difference between their assets brought in and the liabilities that are now on the CHS' Scheme) which explains the large pension deficit. The Committee had received a detailed explanation from the pension Scheme and was satisfied of the explanation given. The indication is that the additional liability will not accrue every year. The Chair of the Committee gave assurance that the ARMC will closely monitor difference between the liabilities and the assets each year.</p> <p>CHS' Pension Scheme is part of a wider consultation around local authority pension schemes to discuss whether individual pensions schemes could be managed more efficiently in larger groups. This is not without difficulty as the individuals contributing to their respective pension schemes could have very different demographics profiles or investment strategies.</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To approve the 2018/19 Annual Accounts for signature by the Accountable Officer. 		

<p>2. To approve the Management Representation Letter for signature by the Accountable Officer.</p>		
<p>10</p>	<p>Minutes of the ARMC meeting of 27th of August 2019</p>	
<p>The Chair of the ARMC reported to the Board on the minutes of the last ARMC meeting which had been previously circulated:</p> <p><u>Digital</u></p> <ul style="list-style-type: none"> – Internal auditors conducted an audit of the project and made only one (accepted) recommendation re. producing an end-user benefits map to assist everyone’s understanding of what the purpose and delivery of the project will be. The digital team is currently working on this. – The committee considered the Spending Profile for the next 3 years illustrating the projected resource requirement for the digital programme post implementation. Both the ARMC and the Digital Supervisory Board are content that the Spending profile is on track. <p><u>Strategic Risk Register</u></p> <ul style="list-style-type: none"> – The Feedback Loop continues to be a challenge and remains a significant risk to CHS with the NC/ CEO being unable to comply with Statutory Obligations. <p><u>CHS’ Pension Scheme</u></p> <ul style="list-style-type: none"> – Because of the liabilities of the Scheme in relation to the size of CHS, the committee has been considering whether it should seek a letter of comfort from the Scottish Government against the pension liability going forward. On balance ARMC was of the view that this was not required yet, keeping in mind that other organisations in a similar situation as CHS were actively considering this option. <p><u>Board Discussion:</u></p> <p>The Board further discussed pension liability and was assured that ARMC would look into this matter again next year . The liability may go up as a result of the addition of the 12 Area Support and Improvement partners to the national team.</p> <p>Board Decision:</p> <ul style="list-style-type: none"> – To approve the minutes of the ARMC meeting of 27 August 2019. 		
<p>11</p>	<p>CHS Impact Report 2018/19</p>	
<p>The Business Manager spoke to the Impact Report which had been previously distributed:</p> <ul style="list-style-type: none"> – CHS publishes two types of Annual Report, the CHS Annual Report and Accounts and the CHS Impact Report. The latter focuses on the volunteers community. This year the report emphasises: 		

	<ul style="list-style-type: none"> a. the work done on Panel Practice Advisors (PPAs) to better understand observations and their impact b. the development of the learning academy c. collaboration in our community d. digital work <p>The report is in a user-friendly format and highlights key facts and figures through the year.</p> <p><u>Board Discussion:</u> The Board thought the report was informative, easy to read and that the introduction from the Chair and the NC/CEO was impactful.</p> <p>Board Decision:</p> <ul style="list-style-type: none"> – To approve the Impact Report 2018/19 to be published at the same time as the Annual Accounts in late October. 		
12	CHS Performance Report 2019/20 - Q2 Forecast		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – There was no activity with a red status and the report showed overall excellent results. – Activity 19 – CHS reached the milestone for the PDA Award of having successfully qualified the 1,000 volunteer in the PDA within this quarter. – Activity 26 – The Practice and Procedure Manual (PPM) has been substantially reviewed and successfully launched online across Scotland by the CHS Practice Team. The team also reached out to CELCIS and Children 1st who were allowed to contribute to, and draft areas of, the PPM. The feedback from panel members to the Practice Team has been outstanding <p><u>Board Discussion:</u> The Board welcomed the launch of the refreshed PPM and in particular the fact it was easily searchable, including on mobile phones and very easy to update. The Board was very pleased with this step forward for the panel community.</p> <ul style="list-style-type: none"> – Activity 5 – The National Standards need to be reviewed in concert with the Code of Conduct <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To approve the Performance Report 2019/20. 		Sept. 19

13	Scottish Government / CHS Framework Document	
<p>The Business Manager spoke to the document which had been previously circulated:</p> <p><u>Board Discussion:</u> The Board commented that the Framework Document had been substantially rewritten and updated in 2018 with no recommendation arising from the 2019 review. The partnership element of CHS working with other agencies and partners is embedded in the Document.</p> <p>Board Decision:</p> <ul style="list-style-type: none"> - To note the Framework Document. 		
14	CHS Corporate Planning	
<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> - In May 2019, the Board set a new strategic direction for CHS linked in with partners organisations as well as the independent review of care. The report sets out the steps taken since with a view to bring forward the Corporate Plan in March next year. - CHS has been testing frequently the panel community's knowledge and understanding of the significance of the independent review of care however, despite a range of briefing notes issued to the community, the awareness remains low. - CHS will start a consultation with the panel community around October / November to look at the direction of travel and attract buy and ownership in from colleagues. Part of the message will be to reiterate the importance of the review of care. <p><u>Board Discussion:</u> The Board discussed whether the membership of the Guiding Coalition would benefit from an additional young person (one currently). The Board recognised that participation from young people crossed over other sources e.g. Youth Justice project, Children in Scotland and that it was too early to assess whether the membership of the Coalition should be changed to take on more young people on board. In addition, ASIP colleagues and Board members are currently commissioning work to create a participation engagement strategy over the next four years.</p> <p>The Board was reassured that CHS had enough time built-in to respond to, and be involved with, current consultation and engagement plans some with cross-cutting themes e.g. care review. In particular, the Board was keen for the Scottish Government and other key partners to have an early sight of the CHS consultation.</p>		

	<p>Board Decision:</p> <ol style="list-style-type: none"> To consider a report from SMT w/c 23 September setting out the forthcoming CHS consultation with the panel community. To ask the Comms. Team to prepare a briefing material in the form of a video for the panel community with key messages and highlights. 		
15	Digital Business readiness		
	<p>The Business Manager provided an update on the Report which had been previously distributed:</p> <ul style="list-style-type: none"> The post of Digital Business Engagement Lead has been filled by Ian Campbell, Business Owner Observations. This enabled the project team to meet with communities to deliver targeted training for panel and AST members. This has been very well received by all participants; ASTs in particular have a greater understanding of the digital agenda which enables them in turn to promote the system to their panel members. The training of panel members has been very beneficial as they can have hands on demonstrations of modules, how they work as well as the advantages of using them to create a better and smoother experience. Training has been offered at Thistle House, including weekends, which has proved to be very popular with panel and AST members. It also available in other parts of the country. The development is on track for completion by the end of the year. <p><u>Board Discussion:</u> The Board reiterated it felt very reassured by the demonstration of the Digital Portal during its development session earlier in the day.</p> <p>Board Decision:</p> <ol style="list-style-type: none"> To note the update. 		
16	Report on Children’s Hearings Appeals		
	<p>The NC/CEO spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> The report bears similarities with the Feedback Loop in that both depend on others researching and providing information. In September 2018 the Board had considered a report on appeals. The Senior Management Team then undertook to provide further information as the last report issued just as SCRA were reporting on their case sampling exercise on appeals. However, they have not since resourced a further case sampling exercise. The scale of the issue is very significant as any appeal which can be avoided through better practice is desirable to avoid extending the involvement of the infant/ child/ young person in the system and allows for greater certainty of next steps. 		

	<ul style="list-style-type: none"> – There is a potential for the new digital platform and the SCRA element of it to provide more ready access to information on appeals however, the module is still under development but it should be said that SCRA are very keen to improve their ability to report locally and nationally. – A trend is emerging in that the number of appeals is getting down. – Work is need with SCRA to better understand the criteria when a Reporter will not oppose an appeal. <p>Board Discussion:</p> <p>The Board noted that there may be a perception that considerable time and energy are spent on appeals which are sometimes seen in a negative way however, this should not be generalised i.e. appeals can allow better practice and lead to improvements.</p> <p>The Board heard that one of the reasons for not opposing appeals was when a hearing had failed to take the child’s views into account (3% of the reasons that is 930 young people). This was a cause for concern for the Board who agreed that the focus should be on understanding the reasons why an appeal may be successful e.g. poorly written reasons. The Board was keen for work to be carried out to explore further the relationship between Reporters and the Panel; although a Reporter cannot write the reasons they may witness reasons / decisions which they would not be ready to defend themselves and as such should be able to ask the Panel to at least, consider, redrafting the reasons. There is a delicate balance to achieve as Reporters should not interfere with the panel. A potential solution may be to focus on panel members training to ensure they can write a clear, jargon-free and accurate record of the hearing, similar to a Court writing, along the ones written for residential child care.</p> <p>The Board was keen to capture whether a sense of consistency existed among Reporters in the way decisions were defended and which could be linked, for example, to heavy workload.</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To continue a dialogue with SCRA over whether there is scope for Reporter practice to help with reducing the number of unnecessary appeals 2. To support panel members to ensure they are equipped to write effective reasons. 3. To look at this issue annually and to forward the report to SCRA. 4. To consider appeals at the forthcoming Board meeting SCRA/ CHS. 5. To note the report. 		
17	Feedback Loop		
	<p>The NC/CEO spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – Through ongoing dialogue with local authorities statisticians and different groups, the NC/CEO has attempted to receive information on implementation as well the measuring their impact and outcomes on children and young people. Despite sustained engagement, local authorities have not adapted 		

	<p>their systems to capture this information, the leading time to change systems to make data accessible is long and CHS was informed that, even if the NC/ CEO was to use their statutory powers to request local authorities to provide the information on implementing measures, the data would still not be provided.</p> <ul style="list-style-type: none"> – Although there is no agreed approach on how to measure outcomes, the NC/ CEO is still required by law to report on every child subject to a Compulsory Supervision Order (CSO). – The NC/ CEO recommended a new and different approach which would focus on the qualitative element of the reports (impact and outcomes) based on case sampling and a more consistent reporting on outcomes. The risk however, was that the NC/CEO would still be unable to comply with the detailed statutory reporting requirements. <p>Board Discussion: The Board understood the rationale for the NC/ CEO being unable to comply with the legislation re. report on children subject to CSO. It agreed with the NC/ CEO that, under the circumstances, a sensible approach was to seek Ministers and Parliament’s views on whether they would be agreeable to the new approach and the suspension of reporting for a couple of years. CELCIS have agreed, as part of the partnership with CHS, to do a meta-analysis of all their research to draw out any information relevant to impact and outcomes.</p> <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To support the NC/CEO’s approach, and his successor, to seek Ministers and Parliament’s views on the new approach outlined in the report. 		
18	Panel Member Continuity Policy - update		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – In January 2019, the streamlined process went live making continuity requests easier to make and quicker to facilitate without the need for authorisation by the national team. Continuity request forms were removed, bringing decisions about continuity in line with all other hearing decisions. – The statistics for Q2 show a 35% increase in children who have benefitted from continuity compared to previous quarters. – The unintended challenge is for rotas whereby volunteers are required to adapt their schedules to fit specific hearings. <p>Board Discussion: The Board was delighted that the change had proved beneficial to children and their families.</p> <p>Board Decision:</p> <ol style="list-style-type: none"> 1. To receive an update report in due course. 		

	To note the Report.		
19	2019 Panel Member Recruitment Campaign - update		
	<p>The Business Manager provided an update on the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The campaign finishes at midnight on 17th September. – The campaign was shorter than in previous years (four weeks); there is historical evidence that applications come in bulk in the last few days of the campaign and having a closing date in mid-September allows for a longer time to shortlist and interview applicants. Expressions of interests received last year were used and transferred to this year’s campaign. – As of 17th September, around 1,100 applications had been received for 500 posts. – Some ASTs shortlist as the applications come in and the feedback is that this year again, applicants are of a high calibre. – At the moment males represent 20% of the applications with an average age for the applicants of 44 yrs old. 22% of the applicants are under 30 yrs old and around 10% of the applicants have experience of the hearings system. – Each of the areas are satisfied with the number of applications they have. – The development of the campaign has been very well received which draws a line under the issues that arose in the previous campaign. – There is clear evidence that social media worked well (over 2m impressions). <p><u>Board Discussion:</u> The Board was complimentary of the Comms team and others for running a very good and targeted campaign.</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To receive a full update at the next Board meeting. 2. To note the update. 		
20	2019 Community Survey: Results		
	<p>The Business Manager provided an update on the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – Observations and Practice had significantly higher results than in previous years which reflects the positive work done on PPAs and regular practice updates. – Work on expenses needs to be improved which has started with the Digital Programme to ensure claims are easy to made and also the work being done with local authorities about improving payment time. – The engagement with the panel member community has improved the relationship with the national team and built close links. 		

	<ul style="list-style-type: none"> – AST workload is expected to improve thanks to the 12 ASIPs who will bring their support to the community. – Overall the results are strong and will be used to further develop and enhance the experience of the panel community. – All ASTs have comprehensive reports for their own results. <p>Board Discussion: The Board discussed that pro-active work around Organisational Culture & Values and Respectful would be beneficial to improve the current results. The Board understood that part of the engagement work will be to look at these areas and refine the questions asked to the panel community to make them clearer/ meaningful. The Board understood that ASTs are using these results to inform their own work plans.</p> <p>Board Decision: 1. To note the update report.</p>		
21	CHS Learning Academy Prospectus / 2020 Planning		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The prospectus will come into play on 1st October. – There is an opportunity for five bespoke online learning courses. The Prospectus links back across with training and events on Digital to enable Panel and AST members to access courses quicker and more easily. – The migration of training data will come from West Lothian College into the new CHS digital system. <p>Board Discussion: Board members were keen to identify and attend at least one training course during the year.</p> <p>Board Decision: 1. To note the update report.</p>		
22	Development and launch of Practice and Procedure Manual (PPM) for Panel Members - update		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> – The revised PPM was launched on 4th September in partnership with CELCIS and other partners. There are instruction videos on how to download the PPM on to panel and AST members’ preferred device and make best use of the document’s functionality. 		

<p>– The feedback from panel members is very positive, particularly re. the search functionality and links to relevant legislation, training unit.</p> <p>–</p> <p><u>Board Discussion:</u> The Board was pleased with the development of the PPM which was a real improvement compared to previous versions</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To have a demonstration of the online PPM at the next Board strategy session. 2. To note the update. 		
<p>AOB</p> <p>This was Boyd McAdam’s last Board meeting; the Board was unanimous in thanking Boyd for the remarkable work he had achieved in the past five years and particularly in shaping CHS into the stronger and high profile organisation it is today. The Board was looking forward to working with Elliot Jackson as the new NC/CEO.</p>		

The next Board meeting will be on 28 January 2020, Thistle House Edinburgh. The meeting closed at 14.46.

BOARD MEETING

AGENDA

2nd Meeting 2019/20

17th September 2019

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

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-1920-14	To approve the minutes of the previous meeting on 11 th of June 19
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1920-15	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	To note
6	National Convener/ CEO update	BMcA	CHS-1920-16	To note

7	Finance update: <ul style="list-style-type: none"> Finance 18/19 outturn & 19/20 profile 5 year Financial Plan 	LH	CHS-1920-17 CHS-1920-18	To Approve
8	ARMC <ul style="list-style-type: none"> Audited Annual Accounts 2018/19 <ul style="list-style-type: none"> Letter of Representation Minutes of last meeting 	HR	CHS-1920-19	To Approve
		BMcA HR	CHS-1920-20	To Approve
9	CHS Impact Report	LH	CHS-1920-21	To Approve
10	CHS Performance Report Q2 Forecast	EJ	CHS-1920-22	To Approve
11	SG-CHS Framework Document	LH	CHS-1920-23	To Approve
12	CHS Corporate Planning	EJ	CHS-1920-24	To Approve
13	Digital Business Readiness	LH	CHS-1920-25	To Approve
14	Report on Children's Hearings Appeals	BMcA	CHS-1920-26	To Approve
15	Feedback Loop	BMcA	CHS-1920-27	To Approve
16	Panel Member Continuity Policy Update	EJ	CHS-1920-28	To Note
17	2019 Recruitment Campaign Update	LH	CHS-1920-29	To Note
18	Community Survey – National Results	LH	CHS-1920-30	To Note
19	CHS Learning Academy Prospectus 2019/20	EJ	CHS-1920-31	To Approve
20	Practice & Procedure Manual	EJ	CHS-1920-32	To Note

Next meeting date: Strategy Day 8th October 2019

Minutes of the Board meeting of 11 June 2019

The meeting started at 13:00.

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

The Chair welcomed everyone to the meeting.

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

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

<p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To congratulate Elliot Jackson on his appointment to the post of NC/CEO. 2. To take forward discussion regarding the CHS CEO remuneration with the Scottish Government Sponsor Team. 3. To record thanks to everyone who had contributed to this activity in particular the Young People and representatives from Partner agencies. <p><u>CHS Office Opening:</u></p> <ul style="list-style-type: none"> – The Chair was delighted to host the official opening of the CHS offices at Thistle House on 6th June and welcome Maree Todd, Minister for Childcare, volunteers and partner agencies to the new space – The new space and location at Haymarket works well for staff and volunteers in terms of access for meetings and training. – The Chair was pleased to report that he had received requests from external teams/ individuals who are keen to hot desk in the space or use the meeting facilities which was positive in relation to CHS’ commitment to partnership working. <p><u>Board Discussion:</u></p> <p>The Board agreed that the new space was welcoming, fit for purpose and would enable opportunities for the CHS National Team to become more connected to the volunteer community and partner agencies. The Board also saw opportunities for Board members to hot desk at Thistle House.</p> <p>Board Decisions:</p> <ol style="list-style-type: none"> 4. To congratulate the CHS Team for a successful move and launch event 5. To note the Chair’s update. 	<p>CHAIR</p>	<p>Aug ‘19</p>
<p>6</p>	<p>National Convener/Chief Executive update</p>	
<p>The National Convener/CEO (NC/CEO) spoke to the NC/CEO Update paper which had been previously shared:</p> <p><u>Area Support & Improvement Partner Recruitment:</u></p> <ul style="list-style-type: none"> – The recruitment and selection process for the Area Support & Improvement Partner posts took place over April and May and has been a significant undertaking for the CHS Senior Management Team, Area Conveners & ASTs. – 225 applications were received and included many from within the CHS volunteer community. – 8 out of the 9 posts have been appointed with a decision to re-advertise Tayside and Fife for which interviews are expected be held on 20 May. – Induction will take place w/c 24 June and will include opportunity for engagement with Area Conveners and members of the CHS Board. <p><u>Board Discussion:</u></p> <p>The Board noted that the investment from Scottish Government to enable these posts is welcomed and represents a step change in the capacity of the</p>		

organisation to both ensure local volunteering is sustainable and ensure consistent high quality hearings experiences for children and young people. The Board sought clarification of the plans to knit both the new staff together as a team and to integrate them with existing staff as well as the relevant ASTs

Board Decisions:

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

Panel Member Recruitment:

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

Board Decisions:

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

CHS Learning Academy (CHSLA):

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

Board Discussion:

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

Partnership Working:

CHIP:

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

Board Discussion:

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

to confirm that robust controls are in place and ensure more accurate forecasting throughout 2019/20.

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

2019-20 budget:

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

Board Discussion:

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

Annual Accounts 2018-19:

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

Board Discussion:

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

Digital Delivery:

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

Board Discussion:

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

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

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

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

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

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

Children’s Hearings Scotland Board Action Log
Updated on 3rd September 2019

No.	Action(s)	Source	Target date	Owner	Status
1	<ul style="list-style-type: none"> Reasons for Appeals - comprehensive report 	28.11.17	September 2019	BMcA	On Agenda
2	<ul style="list-style-type: none"> Review the Framework document once revised Scottish Government National Outcomes have been published following their review in September 	20.03.18	September 2019	LH	On Agenda
3	<ul style="list-style-type: none"> Training contract PIR 	03.09.18	June 2019	CM	On agenda
4	<ul style="list-style-type: none"> AST plans/Support Feedback 	18.09.18	September 2019	LH/EJ	On Agenda
5	<ul style="list-style-type: none"> Progress of LA Partnership agreements 	27.11.18	June 2019	EJ	On Agenda (NC Update)
6	<ul style="list-style-type: none"> Development session – training academy future look ahead 	29.01.19	September 2019	EJ/CM	Development Session (Sep '19)



Agenda Item 6, CHS-1920-16

National Convener / Chief Executive update

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

1. COMINGS AND GOINGS

1.1 We are delighted to welcome 2 new Area Conveners: Rosemary McCormack for Highland and Moray; and Julie Marshall for East Renfrewshire. I am grateful to the ASTs there for providing continuing cover. We will shortly be interviewing for the Area Convener post in West Dunbartonshire following Maureen McGlinchey's decision to stand down next month. We will then arrange an induction for all recently appointed ACs. There have been a number of new appointments of PPAs in various ASTs: too numerous to mention but a welcome indication that the cohort for quality assurance is expanding. Vicky Strange - the Area Partner for Highlands / Moray and the Islands has now completed the Partner team.

1.2 At the national team level we bade farewell to Thea Kellock who has spent her summer break working with us in particular alongside the communications team. The cover for the governance post while Nicola Maclaren concentrates on the digital programme remains to be filled. However, I am pleased to report that Sarah Hunter Argyll will be joining the team to provide maternity cover for Louise Farmer as she goes on maternity leave at the end of the month. The business support team has been bolstered by Jamie Smith.

2. HEADLINES

2.1 **Recruit:** The Board has a separate paper on the recruitment campaign. I would note that the feedback on the tone and content of this year's campaign has been very positive and is testament to the work of the team in working with young people and partners in its design. Media activity continues ahead of the deadline of 17 September. Notably this year there has been much more social media content and the contribution of serving panel members about what they joined the Panel and what they get out of it has been terrific.

2.2 **Training:** The new prospectus for 2019/20 is also on the agenda and has been finalised over the summer. Training is back up and running again after the summer break. Thistle House has been used increasingly for weekend training such as Management of Hearings and for promoting and testing the new digital platform for CHS modules before go live.

2.3 **Support:** The Area Convener Liaison Group (ACLG) has met twice. In August Area Conveners joined Garry Coutts and Beth-Anne Logan and the senior team to explore the direction for CHS over the coming years looking at existing and future challenges and opportunities. These discussions will feed into the consultation on the new Corporate Plan as it is prepared for April next year.

2.4 ACLG also met on 4 September to take stock of the August discussion, review some of the business developments such as the preparation of a code of conduct, an update on the digital programme, a workshop on participation and engagement and a discussion about pastoral support, what that might mean and how it might be improved. The national team newsletter has also been published providing information on what is happening at national level and promoting activity in ASTs.

2.5 Also this month has seen the launch of the Digital Practice and Procedure Manual which brings together and updates the practice and briefing notes. The manual can be downloaded on various devices and online tutorials are available to support volunteers to access it. The digital version can be readily updated and in testing has been hugely welcomed.

3. **WIDER LANDSCAPE**

3.1 **CHIP:** Thistle House hosted CHIP (Children's Hearings Improvement Partnership) on Monday 9 September. This was a different meeting in that it concentrated on the messages emerging from the publication the previous week of the SCRA research into home Compulsory Supervision Orders (Home CSOs). The full research details can be found in the Partner News section of the CHIP website including a summery briefing. Of particular interest to me was the report (number 2) on measuring whether Home CSOs could be said to improve the wellbeing of those children and young people who were subject to such CSOs. As reported in my Board paper on the feedback loop, the research tool used provides an instructive approach to measuring wellbeing. At present it is not suited for application by practitioners but may provide a basis for better measurement of outcomes. The conclusion of the research is that there is evidence of improvements and a reduction in the number of wellbeing concerns of those subject to Home CSOs. This is a welcome finding providing some evidence of the impact of children's hearings. CHIP will be returning to the research and how to progress the findings in December. The meeting also noted the work on the Age of Criminal Responsibility Act and the working group on which Elliot and I are represented considering the potential for increasing the age further to 14 or 16.

3.2 Various reference and consultation groups continue to meet. Of particular note is the work of the digital team in touring the country to lift the veil on what is emerging from the digital programme. Now that modules are available to test, the potential and ease of use of the new system can be explored. Feedback is overall very positive. The team will be continuing to provide opportunities to test ahead of a more formal roll-out plan once the programme is ready to be deployed next year in the CHS Community.

3.4 **Out and about:** The national team and in particular the new 'Partners' (the Area Support Improvement Partners) have been attending a large number of meetings throughout the summer and I have my final meeting with the Minister on 11 September 2019.

3.5 **UNCRC:** also, as the Board is aware, over the summer CHS submitted a response to the consultation by the Scottish Government. CHS' response supports the incorporation of UNCRC into Scots law as a further advancement of children's rights although flags up the need to pay attention to the operation of the children's hearings system within the wider context. Our response can be found on the CHS website at <http://www.chscotland.gov.uk/our-publications/consultations,-evidence-and-responses/2019/09/uncrc-consultation-response-from-childrens-hearings-scotland/>

3.6 Our Hearings Our Voice – the Young People's Board for the hearings system - also submitted its first response to a consultation and their response can be found on the CHIP website - <https://www.chip-partnership.co.uk/2019/08/28/board-members-submit-their-first-ever-consultation-response/>

4. **CONCLUSION**

4.1 This is my last NC update to the Board. In looking over previous versions I have been struck at the initial level of detail in my early reports and how now I tend to refer to papers and activity being reported separately to the Board.

4.2 This reflects in my view how CHS as an organisation has developed over the years as we have built capacity and expertise to enable action to be taken forward and reported on. Many of the issues which have been in train have either been addressed (such as GDPR) or have been embedded in the work of CHS (such as information governance training). We have managed to build up capacity and resources to enhance the training of panel members with the Learning Academy and for ASTs, in particular PPAs who provide such important quality assurance. Collaborative spaces are now being progressed enabling better sharing of best practice. The recruitment process is now much slicker and with nearly 100% of applications being online has facilitated the management of the operation. As with many other aspects of CHS' work we are very appreciative of the contribution both of the volunteers and the local leadership and the clerks.

4.3 Other long term work is coming to fruition. The digital agenda has been massive and had required significant input from staff and volunteers. Lawrie McDonald as Digital Programme Director for CHS and SCRA has been overseeing the development and management of the programme. As ever there have been "bumps in the road" and some delays. But a complex programme over two organisations is progressing well, more or less on time and still within the overall budget envelope. The work is not finished yet and there are some major aspects to resolve but I hand over the programme to Elliot in the knowledge that the team is up and running and ready to progress the work.

4.4 On the practice front we have re-established to policy on chairing, adjusted continuity so that it is not by exception but is the default position if required – and continuity requests have increased by 35%. The Digital PPM is a major advance and we are now looking to expand activity into other areas of practice and procedure – looking for example at diversity.

4.5 The communications presence has been considerably enhanced by the new team members and the work to promote CHS' social media presence and most recently has provided panel members the opportunity to participate in promoting what we do. Our engagement across the board with lived experienced young people has expanded and in these relationships I see Corporate Parenting being put into action.

4.6 More work remains to be done on the feedback loop as covered in my paper and the review of the complaints and concerns procedure will reinforce that this should be seen as a learning opportunity. If something has not gone well - or has been perceived to be inappropriate - we all need to learn why that has been the case and look to better understand how such circumstances might be avoided in the future. The current development of a code of conduct, initially for panel members, is overdue. The national Children's Panel is the only legal decision making forum in Scotland which does not have a code respecting the principles of the international agreement for legal decision makers (the Bangalore principles). They are not complex and are easy to understand but crucially establish a framework within which every decision maker is expected to work. This will be reported on at future Board meetings.

4.7 As I countdown to my last working day on 4 October there have been and will be various opportunities to reflect further on my 5 year tenure. I am pleased that we are able to provide annual reports and impact reports that are so positive. I have every confidence in the organisation to build on what has been achieved and help steer the national Children's Panel through the next few years and the range of issues it faces.

4.8 I cannot let this opportunity pass, however, without thanking the Board for its help and guidance, the ongoing support of Scottish Ministers and SG officials and the confidence they have displayed in CHS with further investment. Our partners, especially SCRA and Neil Hunter have been central to our development. I thank the National team within which I have particularly valued the senior team's support and hard work in planning and delivering the change needed. The contribution and advice of the Area Conveners and their leadership teams has also been essential and welcome.

4.9 Finally, of course, a thank you to everyone who has volunteered to be part of this special system in Scotland. Everyone in the children's sector works to do his or her best for infants, children and young people. But I believe that with volunteers at the heart of the decision-making process they bring a unique and special commitment which we must not lose.

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

Boyd McAdam NC/ CEO
11 September 2019

Agenda Item x – CHS-1920-x

Finance Report: 2019/20 forecast outturn update

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

1 Background, summary and recommendation

- 1.1 The revenue grant in aid allocation for CHS for 2019/20 is £4.5m, excluding any funding to be transferred from SCRA in respect of the joint digital programme with SCRA. The Board approved a revenue budget of £4.575m in March, anticipating £75k of carried-forward resource underspend from 2018/19.
- 1.2 The provisional revenue carry-forward from 2018/19 reported to the Board in June was £110k. After adjustments for ICT spend and Ladywell House dilapidations, this underspend has increased by a net of £24k. Carried-forward resource available to spend in 2019/20 is therefore £134k. This is £59k more than was anticipated at the time the budget was set.
- 1.3 Panel and AST training was £59k underspent last year. The Operations Manager attributes this to:
 - a small selection of courses from the 2018 Prospectus not being delivered, primarily from the AST programme. This is based on numbers of people recruited to AST roles, which will fluctuate from year to year.
 - Pre-Service training costs coming in lower than anticipated, due to negotiating day delegate rates below capped limits, and the final number of trainees being lower initially forecast.
 - a reduction in the overall costs of the two-day Management of Hearings training, due to the removal of a requirement to stay overnight. The overnight stay is now optional, and a percentage of participants have taken up this option, particularly in the west of Scotland.
 - the total number of core training attendees being lower than in previous years in the final year of the core programme.
- 1.4 Some of these savings may recur in 2019/20, particularly depending on AST and Panel Member recruitment numbers and the negotiation of day delegate rates. However, the AST programme is much larger under the new contract and contract utilisation days are near capacity in terms of how they have been allocated in the 2019/20 contract year: SMT would therefore seek to reinvest any training contract savings into responding to additional training needs arising.
- 1.5 The capital grant in aid allocation for CHS for 2019/20 is £75k. After adjustments for ICT spend and Ladywell House dilapidations, a carried-forward underspend of £14k is available in 2019/20. £31k has been spent on the remaining furniture kit-out of Thistle House: therefore, capital resource still available for allocation in 2019/20 is £58k.

1.6 In 2018/19, CHS received £92k of the revenue resource and £35k of the capital resource shared with SCRA for fulfilment of the joint digital project. £126k revenue and £nil capital was spent. £67k of digital resource is available for 2019/20 training at this point, subject to Digital Delivery Board approval.

1.7 This paper summarises the early indications of the 2019/20 budget position: a forecast underspend of £24k to budget plus additional carry forward of £59k, meaning £83k of resource available for allocation. Board members are asked to note the likelihood of underspend in 2019/20 due to additional resource being carried forward from 2018/19, and to note SMT's spending options in furtherance of CHS's business plan.

2 2019/20 Financial Position

2.1 The staff forecast suggests savings of around £25k. This is in excess of the savings targets established as part of budget-setting: £27k presumed from normal staff churn and vacancies, and £110k to reflect the ASIPs not being in post until 1 June 2019. The savings arise primarily from recruiting to the ASIP roles later than anticipated, and are presented net of pressures and decisions to recycle savings, including:

- a 5 month overlap of the Strategic Lead and the new Volunteer Support Manager;
- recruiting backfill for a maternity absence, including overlap in order to pass on learning from the recruitment campaign;
- extending current temporary staff's contracts;
- additional project management resource and support for the programme of organisational change; and
- Business Support Team and Information Governance support.

Finance Report as at 31 August 2019						
	Actual YTD Period 5	Variance YTD Period 5	2019/20 Annual Budget	2019/20 Forecast	2019/20 Forecast Variance	2019/20 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	629	-52	1,790	1,765	-25	-1.4
Board	19	+4	45	51	+6	+13.3
Training, travel and subsistence	46	+12	80	80	+0	+0.0
Property	31	+5	107	107	+0	+0.0
Other Operating Costs	39	+17	63	63	+0	+0.0
ICT Costs	88	-51	355	355	+0	+0.0
Corporate Costs	6	+2	76	76	+0	+0.0
Panel and AST Expenses	89	-8	575	575	+0	+0.0
Panel and AST Training	278	-120	1,174	1,174	+0	+0.0
Support for hearings	0	-8	32	32	+0	+0.0
Volunteer recruitment	28	-74	182	182	+0	+0.0
PVGs	2	-2	30	30	+0	+0.0
AST Devolved Funding	5	-6	66	66	+0	+0.0
Income	-2	-2	0	-5	-5	-
Total	1,258	-283	4,575	4,551	-24	-0.5

- 2.2 Year to date (YTD) underspends on ICT, volunteer training and volunteer recruitment have arisen due to the timing of receipt and payment of invoices.
- 2.3 Panel and AST expenses in 2018/19 came to £535k. Despite revisions to the expenses policy and the advent of online expense claims within 12 months, there remains a likelihood of underspend on this line.
- 2.4 AST Devolved Funding spend was £42k last year: although there remains a risk of underspend on this line, the appointment of ASIPs will facilitate the spend to budget of devolved funding this year.
- 2.5 The forecast above does not reflect SMT's plans for potential spend on:
 - **Digital Capability and Resourcing (£8,000)**
 - Regional engagement and support for digital implementation, including National Team resource costs.
 - Digital training costs of £67k are excluded as supported through the digital programme funding.
 - **Change Consultation and Planning (£81,000)**
 - Staffing and staff training supported by CELCIS
 - Regional consultation with staff and community.
 - Communication Tools to support engagement and messaging.

These will be funded from the £59k unbudgeted carry-forward and £24k forecast underspend above, and mitigate against an underspend being carried forward into 2020/2021.

3 Conclusion

- 3.1 Board members are asked to note the likelihood of underspend in 2019/20 due to additional resource being carried forward from 2018/19, and to note SMT's spending options in furtherance of CHS's business plan.

Agenda Item 7, CHS-1920-18

CHS 5 Year Strategic Financial Plan 2019/20 – 2023/24

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

1. Introduction

- 1.1 1.1 In line with the Scottish Government spending review cycle, CHS is required to submit to Scottish Government a 5 year strategic financial plan outlining the projected resources required to support the organisations strategic vision and direction and how this will meet the Scottish Government Programme for Government objectives of Wellbeing and Impact of Child Poverty.
- 1.2 CHS is currently embarking on a programme of activity to develop our strategic Vision and Corporate and Business Plan for 2021 – 24. This work is based on a reform agenda which the Board has discussed and evolved during strategic workshops and development sessions in 2019.
- 1.3 Our 5-year financial strategy has been written through the reform lens and seeks support and ongoing funding to shape our service to meet the likely changes required.
- 1.4 The 5 year strategic financial plan identifies the resource requirements require to support our ambitions that CHS:
 1. Occupies an influential leadership space that promotes the Hearings system and shapes National policy and practice with partners
 2. Embraces technology to deliver a modern participative approach to hearings.
 3. Supports a diverse volunteer community, with substantial representation from those with lived experience of care.
 4. Provides sector leading support to volunteers to enable them to make life changing decisions that ensures Scotland is the best place to grow up.

2. Projected Resource Requirement to Support Ambition:

	2019/20	2020/21	2021/22	2022/23	2023/24
	'000	'000	'000	'000	'000
Staff	1,790	1,882	1,958	2,037	2,119
Vol Training	1,174	1,269	1,274	1,224	1,174
Vol Expenses	575	903	903	903	903
Vol Recruitment	182	207	182	307	200
Vol Support	140	190	190	196	202
Vol Support IT	355	390	435	448	461
Corporate	252	242	244	246	248
Property	107	107	108	109	110
Revenue Total	4,575	5,190	5,294	5,470	5,417
Capital	75	50	300	375	300
Total	4,650	5,240	5,594	5,845	5,717

3. CHS occupies an influential leadership space that promotes the Hearings system and shapes National policy and practice with partners:

- 3.1 The next 5-years are an important time for CHS and the Children's Hearings system as a whole. Through working with The Independent Review of Care, we are well placed to understand and anticipate some of the likely reforms that the 'whole system' in general will undergo.
- 3.2 CHS makes an invaluable and appropriate contribution to the national ambition that Scotland is the best place to grow up. CHS wants to be in the best position to satisfy the step change expectations voiced by care experienced children and young people of what they need from their hearing; embrace the lessons of evidence-based practice; and be informed by societal and scientific developments - now and in the future.
- 3.3 CHS requires an organisational structure and skill base that can:
 1. Consistently lead and implement change within CHS and our community.
 2. Influence partners to support change and drive improvements in the wider system.
 3. Implement organisational and technical investments in children's hearings provision including implementing enhanced local resources.
 4. Shift organisational culture to that of a learning organisation who are recognised externally as experts in our field.
- 3.4 Staffing costs to deliver ambition include increases to cover pay award, progression and superannuation costs over the 5 year period and a modest growth in staff complement.

4. CHS embraces technology to deliver a modern approach to hearings:

- 4.1 Scottish Government have invested in the digital future of the hearings system by enabling development of a joint digital platform for CHS and SCRA which will be launched in 2020. This system will improve outcomes through enabling capture of national and local management information that can be used to measure quality, inform policy and drive improvement. Systems will in addition improve the volunteer experience and sustainability by enabling volunteers across all our volunteering roles, to carry out their roles more easily and efficiently.
- 4.2 To support take up of new systems amongst our volunteer community and enable access to digital hearing information packs we require to support our community either through financial compensation towards costs associated with accessing digital systems or for some key improvement roles (Area Conveners/Rota Managers/Panel Practice Advisers etc.) through provision of devices to enable functioning of the hearing system.
- 4.3 Community Survey 2019 results identified a 5% drop vs 2017 (81% vs 86%) in agreement that there is an acceptable balance between volunteering and private life and a drop of 5% (78% vs 83%) that AST members have an acceptable workload. Access to devices for these key roles will fully support access to our new digital systems will reduce the time taken to undertake such roles and in addition will derive significant Management Information (observations, Training, Concerns/Complaints etc.) that will help identify and drive organisational improvement.
- 4.4 To deliver against objectives, this platform cannot remain static. CHS will require ongoing financial support to ensure future development of the digital programme for the hearing system to continue to build on and enhance current development. Further, new development will be required to support wellbeing and enable children and young people and families voices to be better and more consistently heard through engaging in more innovative ways with the hearing system.
- 4.5 Resource requirements to deliver this ambition include:
 1. £184k per annum from 2020/21 to support digital take up amongst volunteers. This is based on figures developed by BDO of £5/month/volunteer compensation for use of CHS Digital Systems to undertake their volunteering role. A Business Case will be submitted to the Board and Scottish Government in due course.
 2. Capital funding of £50k in 2020/21 to support device provision for agreed & identified AST roles with a further £75k in 2022/23 to refresh the device pool.
 3. £250k pa from 2021/22 to support ongoing investment in the CSAS platform (5% of gross expenditure).

5. CHS has a diverse volunteer community, with substantial representation from those with lived experience of care:

- 5.1 CHS wants to satisfy the step change expectations voiced by care experienced children and young people of what they need from their hearing; embrace the lessons of evidence-based practice; and be informed by societal and scientific developments.
- 5.2 We need a more diverse panel community who are enriched by greater presence of young people (<30) and those with lived experience. We recognise that to fulfil this ambition this will require bespoke recruitment activity and importantly that these groups will require additional consistent specialist support to safely and successfully complete pre-service training and contribute as an effective Panel Member.
- 5.3 Resource requirements to deliver this ambition include:
 1. Provision of £25,000 in 2020/21 to create a bespoke element to the annual recruitment campaign to drive diversity of applicants.
 2. Following a projected 3 year run of the current 'Values' campaign, an investment of £125 k in 2022/23 to enable a planned creative refresh of the overall recruitment campaign.

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

- 6.1 A more diverse community will require more expert (trauma informed) and consistent levels of support to both become Panel Members and be sustained in their role.
- 6.2 For young people with limited work or life experience or those that have lived experience of care wishing to become Panel Members, we propose a sustained programme of on-boarding and support to prepare them to undertake and successfully complete pre-service training. This will be developed under the umbrella of the CHS Learning Academy and encompass a breadth of training and support to enable individuals to develop the skills and abilities they will require to complete pre-service training and become effective Panel Members.
- 6.3 The CHS Learning Academy, which was launched in January 2019, continues to thrive with a broad prospectus offering the CHS community and our partners, high quality learning. Our core focus remains upon improving outcomes and the hearings experiences; enabling an informed Panel community delivering consistent high quality decisions; and linking with partners across the hearing system to improve knowledge and understanding of best practice across the sector. The contract for provision for Learning Academy will be due for re-negotiation within the next 3-years. This will also provide further opportunity for CHS together with the Scottish Government to consider the strategic direction of travel to ensure that the 'CHS Learning Academy' becomes a true resource for all partners in the sector.

- 6.4 Individual hearings can be difficult and complex and Panel Members can be exposed to a significant number of hearings every year. For all volunteers but particularly those with lived experience of care, access to expert and consistent support is required to ensure volunteer wellbeing and resilience. This will be coupled with proactive engagement with AST members who will provide ongoing operational support & advice.
- 6.5 The Community Survey in 2019 identified an increase in volunteers who feel they are 'out of pocket as a result of volunteering' (22% vs 16% 2017) with only 56% stating the process of claiming is easy and straightforward. We will be actively promoting the online expenses service to our volunteers to encourage expenses to be claimed.
- 6.6 Resource requirements to deliver this ambition include:
1. Investment of £75k in 2020/21 to support development of a young/lived experience Panel Member training programme with CHSLA .
 2. Investment of £20k in 2020/21 to enable review of the Panel Member PDA award and £100k in 2021/22 to support these activities.
 3. From 2021/22, a 50k annual investment to support new young/lived experienced Panel members to take up the role and ongoing provide consistent and high quality trauma informed support to enable them to safely contribute in the long term.
 4. We have factored a £144k pa increase in Expenses costs from 2020/21 to support this: including £184k support for digital take-up (see 4.5), this makes a total budget of £903k (£301 pa/volunteer)

7. Risks

- 7.1 Financial risks are identified as:
1. The continuation of one year Grant In Aid funding agreements from Scottish Government, in line with other NDPBs;
 2. Sourcing of funding to support digital take up amongst our volunteer community (devices &/or expenses);
 3. IT support costs pressures as we transition to new systems. The transition process will be actively managed to minimise costs of running old and new systems in parallel.

8. Savings and Efficiencies

- 8.1 We will continue to actively seek opportunities for savings across the period, including:
1. Following successful transition into new premises in Thistle House, we will continue to utilise our internal training and meeting room facilities (instead of private estate) for forums, meetings and training (Including CHSLA activity).
 2. Staffing costs will be closely monitored and opportunities for savings managed throughout the period.

4. Management of IT costs during transition from old to new systems will be actively managed to minimise costs of running old and new systems in parallel.

9. Conclusion and Recommendation

- 9.1 There may be further requests for information, in particular to support the Governments budget planning for next year, and EMT will respond to these and keep Board members informed.
- 9.2 The Board are asked to approve the strategic 5 year financial plan.

Agenda Item 8, CHS-1920-19

Draft 2018/19 Annual Accounts and Management Representation Letter

Accountable Director:	Head of Finance
Report author:	Ross Mackenzie, Accountant
Recommendations:	To approve: <ol style="list-style-type: none">i. the 2018/19 Annual Accounts for approval for signature by the Accountable Officer;ii. the Management Representation Letter for approval for signature by the Accountable Officer.
Resources implications:	Within available resources
Equalities duties:	No Equalities Impact Assessment Required

Introduction

1. Audit Scotland has completed its external audit of CHS's 2018/19 accounts (Appendix 1), and has submitted a draft Annual Audit Report (AAR) to the Accountable Officer. The AAR, which was considered by the ARMC on 27th August 2019 along with the draft accounts, expresses unqualified opinions on the financial statements and on the regularity of transactions.

The Annual Accounts contain the following:

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

Issues arising from the audit

2. In the year to 31 March 2019, CHS had a net excess of expenditure over revenue funding of £0.409m (2018: £0.11m, net excess of funding over expenditure) after inclusion of non-cash items (depreciation and pension adjustments). Excluding depreciation (£262k) and pension adjustments (£166k) CHS operated within approved 2018/19 revenue and capital budgets as set out in previous reports to the Board.

3. The General Fund has a surplus of £336k as at 31 March 2019 (2018: £495k). The Pension Reserve has a deficit of £1,040k as at 31 March 2019 (2018: £620k). Detailed figures and assumptions underlying the pension position can be found in notes 1 and 9 to the Annual Accounts.

4. The net taxpayer deficit position does not raise going concern issues or impact on normal operations, given Scottish Government's ongoing support of CHS and the volatility and sensitivity of CHS's pension reserve deficit to changes in actuarial assumptions and other external factors. However discussions will take place with Sponsor Team about a letter of comfort from Scottish Government.

Audit Scotland's Annual Audit Report (AAR)

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

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

7. Audit Scotland are making one recommendation for 2018/19, accounting treatment of dilapidations cost. There were no recommendations arising from last year.

Management Representation Letter

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

Timescales

9. The Scottish Government will lay the 2018/19 Annual Accounts before Parliament by late October 2019. CHS will publish the 2018/19 Annual Accounts immediately after they have been laid in Parliament.

Recommendations

10. Committee members are asked to approve:
- i. the 2018/19 Annual Accounts for signature by the Accountable Officer;
 - ii. the Management Representation Letter for signature by the Accountable Officer.

Letter of Representation (ISA 580)

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

Xx September 2019

Dear Alasdair

Children's Hearings Scotland Annual report and accounts 2018/19

1. This representation letter is provided in connection with your audit of the annual report and accounts of Children's Hearings Scotland for the year ended 31 March 2019 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the regularity of income and expenditure, remuneration and staff report, performance report and governance statement.
2. I confirm to the best of my knowledge and belief, and having made such enquiries as I considered necessary, the following representations given to you in connection with your audit of Children's Hearings Scotland annual report and accounts for the year ended 31 March 2019.

General

3. I have fulfilled my responsibilities for the preparation of the 2018/19 annual report and accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual report and accounts have been made available to you for the purposes of your audit. All transactions undertaken by Children's Hearings Scotland have been recorded in the accounting records and are properly reflected in the financial statements.
4. I confirm that there have been no uncorrected misstatements required to be made to the financial statements.

Regularity of Expenditure and Income

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

Financial Reporting Framework

6. The annual report and accounts have been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.
7. I have ensured that the financial statements give a true and fair view of the financial position of the Children's Hearings Scotland at 31 March 2019 and the transactions for 2018/19.

Accounting Policies & Estimates

8. All significant accounting policies applied are as shown in the note included in the financial statements. The accounting policies are determined by the 2018/19 Government Financial Reporting Manual (the FReM), where applicable. Where the FReM does not specifically apply, I have used judgement in developing and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to Children's Hearings Scotland circumstances and have been consistently applied.
9. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or because of new information or experience.

Going Concern Basis of Accounting

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

Assets

11. I carried out an assessment at 31 March 2019 as to whether there is any indication that an asset may be impaired and have recognised any impairment losses identified.
12. There are no plans or intentions that are likely to affect the carrying value or classification of the assets recognised within the financial statements.
13. Owned assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Liabilities

14. All liabilities at 31 March 2019 of which I am aware have been recognised in the financial statements.
15. Provisions have been recognised in the financial statements for all liabilities of uncertain timing or amount at 31 March 2019 of which I am aware where the conditions specified

in IAS 37 have been met. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the obligation at 31 March 2019. Where the effect of the time value of money is material, the amount of the provision has been discounted to the present value of the expected payments.

16. Provisions recognised in previous years have been reviewed and adjusted, where appropriate, to reflect the best estimate at 31 March 2019 or to reflect material changes in the assumptions underlying the calculations of the cash flows.
17. The accrual recognised in the financial statements for holiday untaken by 31 March 2019 has been estimated on a reasonable basis.
18. There are no plans or intentions that are likely to affect the carrying value or classification of the liabilities recognised in the financial statements.

Fraud

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

Laws and Regulations

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

Related Party Transactions

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

Remuneration and Staff Report

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

Performance report

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

Corporate Governance

24. I have fulfilled my responsibilities for Children's Hearings Scotland's corporate governance arrangements. I have identified no deficiencies in internal control identified from this review or of which I am otherwise aware.
25. I confirm that the Governance Statement has been prepared in accordance with the Scottish Public Finance Manual and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified since 31 March 2019 which require to be reflected.

Events Subsequent to the Date of the Statement of Financial Position

26. All events subsequent to 31 March 2019 for which IAS 10 as interpreted by the FReM requires adjustment or disclosure have been adjusted or disclosed.

Yours sincerely

Boyd McAdam
Accountable Officer



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The Children's Panel – life changing.

ANNUAL REPORT AND ACCOUNTS 2018-19



Introduction: From Our National Convener / Chief Executive

It was only right that Scotland's Year of Young People should have been a period of significant development and progress for Children's Hearings Scotland. Our new Corporate Plan committed us to delivering an ambitious programme to transform the way we work, while staying true to our values and saw us reaffirm our belief in ensuring that all children and young people in Scotland grow up loved, safe, respected, and able to realise their full potential.

To achieve this we are, as ever, indebted to our volunteer community. They continue to carry out their roles as Area Conveners, Depute Area Conveners, Panel Practice Advisors, Learning and Development Coordinators, Panel Representatives and Panel Members with an incredible level of commitment and with respect for, and understanding of, the impact that their decisions have on the lives of children and young people. Delivering a Children's Hearings System in Scotland would not be possible without them.

Our ability to effectively train and support this volunteer community was an area of substantial progress this year, with the launch of our Learning Academy, IT helpdesk, and new dedicated support and development for Area Support Teams.

Our digital programme also continued to take major steps forward, with engagement with our community and stakeholders being a key priority for this strategy. To champion and evidence the difference our volunteers make, we also published our first Impact Report.

There have been opportunities to learn during the year. In 2018/19, 31,653 Children's Hearings were held for 13,667 children and young people. Our new recruitment campaign, which is so essential to ensuring that we have the Panel Members to support the Hearings that occur each year, was initially met with some negative feedback. We were able to respond quickly and openly to this, and made changes necessary to ensure it would be as successful as previous campaigns.

This process further highlighted to us the central importance of listening to the views of children and young people, which has been strengthened by our involvement in Our Hearings Our Voice.

Over the coming year, our organisation will be focused on refreshing our approach and training for managing hearings as well as progressing our drive for diversity, and streamlining procedures for continuity. All our work will continue to be supported by our digital transformation programme and continuous learning about how we can best support our volunteer Panel Members and Area Support Teams.

We will continue to work with our partners and the children and young people we are here to support, to ensure that Children's Hearing Scotland and the Children's Hearings System continues to support Scotland's most vulnerable children and young people.

Boyd McAdam
National Convener and Chief Executive

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

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

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

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

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

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

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

In 2018/19, some 31,653 Children's Hearings took place for 13,667 children and young people across Scotland. Our volunteer community contributes around 360,000 hours annually to enable this vital work.

We also employ around 30 staff as part of our 'National Team', led by the National Convener/Chief Executive. CHS is governed by a Board of non-executive members, which meets formally at least four times a year to set and monitor the strategic direction of the organisation. CHS is financed by grant-in-aid from the Scottish Government as approved by the Scottish Parliament. The budget for 2018/19 was £3.9m.

Our Values:

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

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

The start of this year saw the publication of CHS’ new 3-year Corporate Plan.¹ . In this plan, we set out our Strategic Outcomes:

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

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

¹ <http://www.chscotland.gov.uk/our-publications/planning-reporting/corporate-plan/>

From this Corporate Plan and its Strategic Outcomes, we produce an annual Business & Corporate Parenting Plan² that establishes our Business Objectives for the year. These Objectives formed the basis of our activities, reporting and monitoring for the year. In 2018-19, these were:

- **Recruit** - To recruit committed volunteers, drawn from Scotland's communities, to make decisions in the best interests of children and young people.
- **Train** - To deliver high quality training to equip our volunteers with the skills and knowledge they need to carry out their roles.
- **Support** - To invest in our volunteer community and National Team to deliver sustainable national and local volunteering support.
- **Digital** - To prepare our systems and communities, in partnership with the Scottish Children's Reporter Administration, for our joint digital future

What Concerns Us: Our Key Issues and Risks

The CHS Board monitors the strategic risks that have the potential to impact significantly on CHS' performance, fulfilment of statutory duties, and future prospects and developments. In 2018-19, these risks were:

1. Inability to fulfil the statutory obligation of reporting on the 'Feedback Loop', which monitors the implementation and impact of decisions taken in Hearings. The main control for this was maintaining and strengthening relationships with key stakeholders. After controls, this was HIGH RISK.
2. Securing insufficient financial settlement to enable future development. The main controls for this were maintaining relationships with key stakeholders and ensuring robust business planning. After controls, this was LOW RISK..
3. Increased risk of data breaches. The main controls for this were a strong Information Governance framework, and wide awareness of this framework. After controls, this was LOW RISK. The efficacy of our Information Governance processes is managed in part by KPI 11 (below).
4. Failure to deliver sufficient progress in the digital transformation programme. The main controls for this were strong programme management and workforce development plans. After controls, this was MEDIUM RISK. This risk is managed in part by KPIs 15,16 and 17 (below).
5. Lack of cyber resilience. The main control for this was close working with the Scottish Government Information and Services Division. After controls, this was MEDIUM RISK.

Risks 1, 2, 4 and 5 have been identified as continuing risks in 2019-20.

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

What We Did and Achieved in 2018-19: Performance Analysis and Key Activities

Performance Summary

In order to monitor organisational performance and the delivery of our Corporate and Business Plans, we tracked 17 Key Performance Indicators (KPIs) and 32 key Business Activities during 2018-19. Progress on these measures was reported to the CHS Board and Senior Management Team on a quarterly basis.

A summary of our performance is given in the table below, with Business Activities categorised as 'Green' for completed or good progress made, 'Amber' for partially completed and 'Red' for little significant progress made towards completion):

Business Objective	Number of Business Activities in category	
Recruit: To recruit committed volunteers, that reflect Scotland's Communities, to make decisions in the best interests of children and young people.	Green	5
	Amber	1
	Red	0
Train: To deliver high quality training to equip our volunteers with the skills and knowledge they need to carry out their roles.	Green	6
	Amber	3
	Red	0
Support: To invest in our volunteer community and National Team to deliver sustainable national and local volunteering support.	Green	9
	Amber	1
	Red	0
Digital: To prepare our systems and communities, in partnership with the Scottish Children's Reporter Administration, for our joint digital future.	Green	7
	Amber	0
	Red	0
TOTALS	Green	27
	Amber	5
	Red	0

CHS identifies a set of key performance measures (KPIs) for each business objective. Detail on our performance against the KPIs measured in 2018/19 are included on pages 9 and 10. A detailed identification of our Business Activities can be found in our 2018/19 Business and Corporate Parenting Plan³.

³ <http://www.chscotland.gov.uk/media/158017/CHS-Business-Corporate-Parenting-Plan-2018-2019-FINAL.pdf>

Key Activities and Achievements

Below we outline the key activities we undertook towards the delivery of our 2018-19 Business Objectives.

Recruit:

- We refreshed our recruitment campaign to adopt a new theme – ‘Force For Good’. In response to feedback after the initial launch, aspects of the campaign elements were redesigned.
- Despite these challenges, we received 1,514 applications to be a Panel Member. This resulted in 516 candidates moving forward to panel member pre-service training.
- 207 Panel Members were reappointed through the year, and 98 AST members were appointed or reappointed.
- Our Recruitment and Retention Reference Group started to plan a new strategic approach to Panel Member Retention.

Train:

2018-19 Highlight – Launching the CHS Learning Academy to deliver high quality learning to our volunteer community.

On 31 January 2019 we launched our new CHS Learning Academy. The Learning Academy provides a range of online and face to face learning and development opportunities that ensure our Panel Members and AST members are well-trained to undertake their roles. *Learn from the experts* series will offer Panel Members the opportunity to learn from experts in the field on emerging research and practice. Available courses are advertised through a Learning Academy Prospectus.⁴

- In partnership with Who Cares? Scotland, we redesigned elements of our pre-service training to involve contributions from care and hearings experienced children and young people.
- We designed specialist training for Panel Practice Advisors (PPA) (who are responsible for recruitment, selection, observation and practice reviews of Panel Members) and held our first PPA forum to share PPA best practice.

⁴ <http://www.chscotland.gov.uk/our-publications/training/2019/01/childrens-hearings-scotland-learning-academy-prospectus-2019/>

- We required all the Children’s Hearings Scotland community (staff and volunteers) to complete satisfactorily GDPR-compliant information governance training to ensure that we process all personal information securely and safely.

Support:

2018-19 Highlight – Promoting the contribution of our volunteers and the impact they make by celebrating Volunteers Week.

The 1st to the 7th of June each year is Volunteers Week. This UK-wide initiative provides an opportunity to recognise the contributions made by volunteers and to thank them. For Volunteers Week 2018, CHS produced a series of videos describing what our volunteers do and thanking them for the 360,000 hours of volunteering they deliver each year. On the back of the success of this work, CHS expanded its social media presence to include Facebook and Instagram.













- We held a 2-day Area Convener Liaison Group development session which was attended by care and hearings experienced young people, The Independent Review of Care, and Maree Todd MSP Minister for Childcare and Early Years. The session successfully enabled peer-to-peer networking and sharing. A series of one-to-one meetings between CHS Senior Management Team and Area Conveners also took place.
- CHS’ Board approved an Equality Outcome Action Plan to ensure we fulfil our equalities duties across all aspects of our work. CHS also signed up to the Disability Confident Committed badge as part of this work.

Digital:

- We grew our CHS Community Digital Consultation Bank, which gathers people to provide feedback on IT systems to 200 members. The Bank have been heavily involved in various activities across the Digital Delivery Programme such as undertaking remote and in-person user testing.
- We produced and released promotional films and infomercials profiling our digital plans to ensure our volunteer community is fully engaged with our digital strategy.
- We launched a new IT helpdesk to ensure that our volunteers are supported to use and make the most of our digital developments.
- We made improvements to our PanelPal volunteer and rota management system so that local and national training undertaken by volunteers can be recorded and evidenced in more easily.

Key Performance Indicators

The table below presents the results of our Key Performance Indicators.

		Key Performance Indicator (KPI)	18/19 Target	18/19 Result	17/18 Result	Year-on-year
Recruit	1	% of the new Panel Members recruited in 2018 appointed who are under 25	10%	8.6%	8%	
	2	% of new Panel Members recruited in 2018 recommended for appointment who are male	38%	30%	36%	
	3	% of Panel Members are successfully reappointed	75%	68%	83%	
Train	4	% of applicants recommended for appointment successfully complete the required 7-day pre-service training	93%	92%	89%	
	5	% of eligible Panel Members who successfully complete the Professional Development Award	80%	82%	NEW	N/A
	6	% of positive course evaluation responses received	97%	96%	94%	
	7	% of Panel Members complete core training by the end of the calendar year	77%	74%	77%	
	8	% of children and young people who felt like they were the most important person at their last hearing*	79%	Not available	77% (2016)	N/A
	9	% of children and young people who gave their views at their hearing*	78%	Not available	77% (2016)	N/A
	10	% of children and young people who felt listened to at their last hearing*	76%	Not available	74% (2016)	N/A
Support	11	% of (EIR, SAR and FOISA) information requests responded to within statutory timescales	98%	97%	100%	
	12	% of complaints dealt with by the National Team are responded to within SPSO timescales	95%	92%	100%	
	13	% of supplier invoices not in dispute paid within 10 working days	85%	86%	80%	
	14	% of Children's Hearing Scotland employee attendance	97%	95%	96%	
Digital	15	% of Area Support Teams using the Children's Hearing Scotland rota management system	100%	73%	50%	
	16	% of our volunteer community who are members of the Children's Hearings Scotland Digital Consultation Bank	10%	6.9%	6.5%	
	17	% ICT calls resolved within service level agreement	90%	90%	NEW	N/A

* The measures for these KPIs were to be gathered from the SCRA Children and Families Survey which did not run in 2018/19.

Results for KPIs 1,2,3,4,6,7,11,12,15 and 16 did not reach their targets. Comments on these are given below:

1 & 2: Further targeting advertising of the recruitment campaign will take place in 2019.

3: Retention of volunteers is a priority for CHS. Specific work, particularly to understand resignation reasons, is planned.

4: Target missed by small amount. Pre-service monitoring was introduced in 2018/19 and will continue in 2019/2020.

6: Target missed by small amount. CHS now monitors training evaluations quarterly in partnership with the training provider.

7: Target missed by small amount. Further monitoring of this will occur in 2019/20.

11 & 12: targets missed by small amount due to exceptionally complex cases.

15: Intensive support was provided to make significant progress in 2018/19. This will continue and target will be met in 2019/20.

16: Volunteers have been extensively involved in the development and testing of our new digital systems and these are not exclusively digital bank members. Membership of the bank has improved and this will continue to be promoted. Digital engagement opportunities will continue to be offered to Bank and non-Bank members through 19/20.

National Convener Statutory Functions

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

- We received 506 requests for panel member continuity and authorised 99% of these.
- We received 16 requests for independent reports. All requests were authorised, however a report writer was unable to be found for one request and the report did not proceed.
- We received and responded to 47 requests for written advice about any matter arising in connection with the functions conferred on children's hearings under section 8 of the Children's Hearings (Scotland) Act 2011.
- 2 requests to serve notice on the implementation authority of their failure to implement the terms of a Compulsory Supervision Order were made under section 146 and 147 of the Children's Hearings (Scotland) Act 2011.
- 1 application was made to the Lord President of the Court of Sessions to remove a panel member under para 1(6) of Schedule 2 of the Children's Hearings (Scotland) Act 2011.
- 1 referral was received about excluded pupils under section 127 of the Children's Hearings (Scotland) Act 2011.

Environmental Impact and Biodiversity Actions

CHS is committed to meeting the Public Bodies duties set out the Part 4 of the Climate Change (Scotland) Act 2009.

CHS does not have a property footprint beyond its Head Office, which, for the duration of the reporting year, was in Ladywell House. CHS' office space, which was let from the

National Records of Scotland, was 5.4% of the total building space. The environmental impact of CHS' property has therefore been calculated based on an allocation to CHS of 5.4% of the total waste, gas, electricity, and water usage of Ladywell House.

This is presented in the table below, with the annual footprint and cost being calculated using the Carbon Footprint and Project Register Tool.

	2018/19 Carbon Footprint (tCO ₂ e)	2018/19 Cost (£)	2017/18 Carbon Footprint (tCO ₂ e)	2017/18 Cost (£)
Grid Electricity	11.54	3,138	11	2,625
Natural Gas	5.07	576	6	634
Water – supply	0.05	113	0	95
Water – treatment	0.08	164	0	163
Car, petrol, unknown engine size	6.96	16,186	4	10,183
Mixed recycling	data not available		0	12
Total	23.70	20,177	21	13,713

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

How We Allocated Our Resources in 2018-19: Our Financial Performance

In the year ended 31 March 2019, CHS reported an excess of net expenditure over Scottish Government funding of £0.159m (31 March 2018: an excess of Scottish Government funding over net expenditure of £0.11m) with revenue grant-in-aid of £4.177m (31 March 2018: £4.053m). The General Fund has a surplus of £0.336m as at 31 March 2019 (£0.495m as at 31 March 2018).

In accordance with *IAS 19 (revised) 'Employee Benefits'*, the financial statements reflect at fair value the assets and liabilities arising from CHS' retirement benefit obligations. As a result, CHS has a deficit of £1.04m on its pension reserve at 31 March 2019 (£0.62m as at 31 March 2018). Further details of pension liabilities are provided in the Remuneration Report and Notes to the Financial Statements.

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

In line with Scottish Government guidance, CHS' policy is to pay all invoices, not in dispute, within the lesser of 10 working days and the agreed contractual terms. During the year ended 31 March 2019, CHS paid 86% (31 March 2018: 80%) of invoices within the terms of its payment policy, exceeding its target of 85%.

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

Equalities

CHS published its second Equality Outcomes Report in September 2018.⁵

The report details a new set of outcomes covering the period 2018-2020, each of which links into at least one of the general equality duties. They present a blend of equality ambitions that focus on both our employee group and our volunteer community. They also follow the established principle of being proportionate to an organisation of CHS' size and are therefore achievable, having staggered deadlines within which to achieve the outcomes by April 2020.

In response to one of the agreed outcomes in the report, the HR/OD Lead delivered a workshop in Autumn 2018 (in advance of the Dec 2018 deadline set in the Outcomes Report) to CHS Leads on how to carry out Equality Impact Assessments on newly proposed or revised policies and strategy documents and a set of new templates including a pre-screening template was produced. These documents were developed in line with feedback from the NDPB Equality Network and will be reviewed and revised on an ongoing basis to ensure that they adhere to best practice and any new HMRC guidance.

Following on from the CHS' first Equal Pay Statement in March 2018, we agreed in our Outcomes report to develop an Equal Pay Policy to underpin our statement. Work on developing our Equal Pay Policy is in progress and we hope to have this policy approved by Autumn 2019. Equality monitoring on our employees and job applicants continues on an ongoing basis and our next Equality Mainstreaming and Outcomes Report, scheduled in April 2020 will detail a yearly breakdown of our employee and job applicant data (over the period 2018-2020).

⁵ <http://www.chscotland.gov.uk/our-publications/equality-and-diversity/2018/10/chs-equality-outcomes-report-2018-2020/>

What We'll Do Next Year: Our Business Objectives 2019-2020

In 2019-2020, we will continue to focus on advising and enabling our volunteer Panel Members to make the best possible decisions through programmes of recruitment, training and support, while progressing with the development of our digital future and the modernisation of the Children's Hearings System.

Our Business Objectives for 2019-20 will be:

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

Boyd McAdam
Accountable Officer
17 September 2019

Accountability Report

Corporate Governance Report

Directors' Report

Board members in 2018/19	Original appointment	End of appointment
Garry Coutts (chair)	8 April 2014	31 March 2021
John Anderson	11 March 2013	30 June 2021
Beth-Anne Logan	1 July 2017	30 June 2023
Marian Martin	11 March 2013	30 March 2019
Henry Robson	1 March 2017	31 January 2021
Barbara Neil	1 February 2019	31 January 2021
Jo Derrick	1 February 2019	31 January 2023

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

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

Audit

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

Register of Interests

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

Statement of disclosure of Information to Auditors

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

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

Statement of Accountable Officers Responsibilities

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

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

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

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

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

As Accountable Officer, I confirm that:

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

Governance Statement

Scope of Responsibility

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

Governance framework

CHS' governance framework accords with generally accepted best practice principles and guidance from Scottish Ministers in the Scottish Public Finance Manual and has been in place for the financial year ended 31 March 2019 and up to the date of the approval of the annual report and accounts.

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

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

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

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

In 2018/19 the Committee also considered the pay award for 2018/20 (2 years), 2018 staff survey results, an Office Relocation Allowance to support the move to Thistle House, Haymarket and Chief Executive recruitment.

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

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

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

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

CHS has an internal audit service provided under contract by BDO, which operates to standards defined in the Public Sector Internal Audit Standards. During 2018/19, Internal Audit undertook reviews of Volunteer Management (Area Convener role), Business Continuity, Volunteer Recruitment & Retention, Business Performance Management and reviewed progress against 2017/18 audit actions. The Committee scrutinises all internal audit reports and the actions taken by managers in response to audit recommendations.

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

Operation of the Board

The Board met five times during 2018/19, held five Board development sessions and two Strategy sessions.

Key issues for the Board in 2018/19 included:

- Agreeing Spending Review 2018 submission
- Approving the Business Case for sustainable Volunteer Management
- Approving the Business Case for the Property project
- Approving the Budget for 2019/20
- Approving the Business Plan for 2019/20
- Approving the Annual Accounts and Impact Report
- Approving the Training contract award
- Approving the Digital Delivery Plan and ongoing scrutiny of project progress
- Reviewing Partnership Agreements
- Approving the accounting policies to be used for the preparation of CHS' statement of accounts for 2018/19

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

Assessment of corporate governance arrangements

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

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

The following internal control systems are assessed annually as part of the Scottish Government Certificates of Assurance process which must be completed by the National Convener:

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

Key issues and risks

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

The key strategic risks identified and monitored during 2018/19 included fully implementing and monitoring General Data Protection Requirements policies following the implementation deadline, inconsistent admin services (delivered through LA partnership agreements) to ASTs leading to inconsistent AST operations across Scotland, CHS' ability to provide secure and sustainable Digital systems across CHS community, decreasing level of service as a consequence of financial settlement, statutory reporting on the Feedback Loop, lack of or weak cyber resilience, failing to positively influence partners and transitioning to a new training contract.

Digital Programme

In November 2017 a joint meeting of CHS and SCRA Boards approved a joint digital delivery plan and the award of contract to an identified supplier, following a competitive tender exercise. The main focus of activity throughout 2018/19 has been on the Alpha phase of delivery of the services that comprise the new Core Systems, Applications and Solutions (CSAS) and engaging in the Digital Strategy Health Check and Digital First Service Standards assessment. A Business Readiness team has been resourced from within the organisation to support product development and successful uptake of the new systems in 2020.

Personal data related incidents

During 2018/19, CHS had one reportable data breach to the Information Commission Office.

Mitigating measures are in place to reduce the likelihood of data breaches and include compulsory training for all panel and AST members, Clerks, CHS National Team and Board members. Regular newsletters and case studies are also produced to raise awareness of the importance of information security. However, even by putting in place the above mitigation measures, the residual risk score is likely to remain high on the Strategic Risk Register due to the high impact if a significant data breach occurs.

Conclusion

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

Remuneration and Staff Report

Unaudited remuneration report

Remuneration and Appointments Committee

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

Membership of Remuneration and Appointments Committee

For 2018/19, the Remuneration and Appointments Committee consisted of:

- Marian Martin (chair)
- John Anderson
- Beth-Anne Logan

Policy on remuneration of senior managers

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

CHS' overall remuneration policy aims to:

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

Senior Managers Service Contracts

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

Staff absence

In the year to 31 March 2019, short term absence was 2.2 days (2018: 4.0 days) and long term absence was 9.8 days (2018: 6.1 days).

Audited remuneration report

Senior managers' service contracts		
	Date of contract	Unexpired term
Boyd McAdam National Convener/Chief Executive	7 October 2014	Fixed term contract to 6 October 2019
Elliot Jackson Depute Chief Executive	24 August 2015	Permanent
Lawrie McDonald Head of IT	14 September 2015	Fixed term contract to March 2020
Christine Mullen Operations Manager	3 July 2017	Permanent
Lynne Harrison Business Manager	25 September 2017	Permanent

There are two female and three male senior managers as detailed above. All contracts have a notice period of 3 months.

Remuneration	Salary and allowances¹	
	2018/19	2017/18
Senior Management Team	£000	£000
Boyd McAdam	90-95	90-95
Elliot Jackson	80-85	75-80
Lawrie McDonald	85-90	80-85
Christine Mullen ²	55-60	40-45
Lynne Harrison ³	55-60	25-30
Board		
Garry Coutts	10-15	10-15
John Anderson	0-5	0-5
Marian Martin	0-5	0-5
Barbara Neil ⁴	0-5	-
Jo Derrick ⁴	0	-
Beth-Anne Logan ⁵	10-15	0-5
Henry Robson	0-5	0-5

¹ Includes pension contributions paid by employer.

² Appointed 3 July 2017

³ Appointed 25 September 2017

⁴ Appointed 1 February 2019

⁵ Appointed 1 July 2017. Throughout 2018/19, this Board member has been remunerated through CHS for additional duties in relation to wider Scottish Government Secure Care projects.

Remuneration (continued)	Salary and allowances ¹	Salary and allowances ¹
	2018/19	2017/18
Mid-point of highest paid director's total remuneration	£76,828	£75,321
Median total remuneration	£31,227	£34,914
Ratio	2.46 : 1	2.16 : 1

¹ Excludes pension contributions paid by employer. Figures in respect of 2017/18 have been restated to exclude pension contributions paid by employer.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce. The full time equivalent remuneration paid to CHS staff ranged from £23,221 to £67,251 (2017/18: £22,227 to £64,664). The ratio has increased due to newly-created support roles below the existing median.

In 2018/19 no employees received remuneration in excess of the highest-paid director (2017/18: none).

CHS does not have a separate performance pay scheme for senior managers. The Scottish Government-wide remuneration policy is applied equally to all staff including senior management.

Compensation

No compensation payments were made in 2018/19 (2017/18: none).

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HMRC as a taxable emolument. No benefits in kind were received in 2018/19 (2017/18: none).

Senior managers' pension entitlements

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

¹ Cash-equivalent transfer value

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

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

Prior year comparatives

Senior Management Team Members	Real increase in pension in year to 31 March 2018	Real increase in lump sum in year to 31 March 2018	Total accrued pension as at 31 March 2018	Total accrued lump sum at 31 March 2018	CETV ¹ at 31 March 2017	CETV ¹ at 31 March 2018	Real increase in CETV ¹ during year
	£000	£000	£000	£000	£000	£000	£000
Boyd McAdam National Convener/Chief Executive	0-2.5	0	0-5	0-5	47	83	35
Elliot Jackson Depute Chief Executive	0-2.5	0	25-30	55-60	430	478	46
Lawrie McDonald ² Head of IT	0-2.5	0	10-15	20-25	24	255	223
Christine Mullen ³ Operations Manager	n/a	n/a	0	0	n/a	18	n/a
Lynne Harrison ³ Business Manager	n/a	n/a	0	0	n/a	5	n/a

¹ Cash-equivalent transfer value

² Real increase in pension and lump sum in year to 31 March 2018 excludes increases due to transfer of pension rights

³ Member has under 2 years' service, therefore no accrued entitlements.

Senior managers' remuneration as a single figure

Senior Management Team Members	2018/19 Salary	2018/19 Pension benefits ¹	2018/19 Compensation	2018/19 Total	2017/18 Salary	2017/18 Pension benefits ¹	2017/18 Total
	£000	£000	£000	£000	£000	£000	£000
Boyd McAdam National Convener/Chief Executive	90-95	25-30	n/a	120-125	90-95	10-15	100-105
Elliot Jackson Depute Chief Executive	80-85	45-50	n/a	125-130	75-80	10-15	90-95
Lawrie McDonald Head of IT	85-90	30-35	n/a	120-125	80-85	10-15	95-100
Christine Mullen Operations Manager	55-60	45-50	n/a	100-105	40-45	(5)-0	35-40
Lynne Harrison Business Manager	55-60	(5)-0	n/a	55-60	25-30	(5)-0	25-30

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

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

CHS paid Scottish Children's Reporter Administration (SCRA) £18,357 and £4,640 in 2018/19 in respect of senior management services from Ed Morrison, Head of Finance, and Susan Deery, Head of Human Resources, respectively (2017/18: £16,922 and £6,726 respectively). Ed Morrison joined CHS' Senior Management Team in July 2015; Susan Deery joined CHS's Senior Management Team in April 2016.

In 2018/19, SCRA paid CHS £nil in respect of senior management services from Lawrie McDonald (2017/18: £nil).

Staff numbers and related costs

(i) Staff with a permanent (UK) employment contract	2018/19	2017/18
	£000	£000
Wages and Salaries	711	731
Social security costs	74	68
Contributions to pension scheme	117	114
IAS 19 Pension Charge	139	125
	1,041	1,038

(ii) Staff costs – other staff	2018/19	2017/18
	£000	£000
Wages and Salaries	201	102
Social security costs	17	12
Contributions to pension scheme	19	14
	237	128

(iii) Staff costs – all staff	2018/19	2017/18
	£000	£000
Wages and Salaries	912	833
Social security costs	91	80
Contributions to pension scheme	136	128
IAS 19 Pension Charge	139	125
	1,278	1,166

(iv) Average number of employees	2018/19	2017/18
Staff with a permanent contract – male	4	6
Staff with a permanent contract – female	14	11
Staff without a permanent contract – male	3	2
Staff without a permanent contract – female	3	3
	24	22

Exit packages

No exit packages were agreed during 2018/19 (2017/18: none).

Expenditure on consultancy

In 2018/19, CHS spent £32,696 on consultancy (2017/18: £nil).

Disability

CHS are committed to equality and diversity.

- We plan for, and make reasonable adjustments to, the assessment and interview process
- During employment, we proactively offer and make reasonable adjustments as required
- We provide an environment that is inclusive and accessible for staff and volunteers
- We support employees to manage their disabilities or health concerns
- We ensure there are no barriers to the development and progression of disabled staff
- We ensure managers are aware of how they can support staff who are sick or absent from work
- We promote information and advice on wellbeing and mental health conditions
- We provide occupational health services and an employee assistance programme

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

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

Equality and Diversity refresher training was undertaken in March 2018 and delivered to Board, SMT and staff. Since then, CHS has experienced a 40% turnover of Board Members (now achieving 50:50 male/female) and more significantly the organisation has experienced an 82% increase in its employee headcount. A further programme of training in this area will therefore be scheduled once all Board and employee new starts are up and running within their respective roles and it is therefore anticipated that this programme will be completed by 2019 year end.

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

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

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

Parliamentary Accountability Report

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

- No reportable losses were incurred in the financial year to 31 March 2019.
- No reportable special payments were made in the financial year to 31 March 2019.
- No reportable fees or charges were received in the financial year to 31 March 2019.
- There are no remote contingent liabilities at the date the accounts were signed.

Conclusion

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

Boyd McAdam
Accountable Officer
17 September 2019

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

Report on the audit of the financial statements

Opinion on financial statements

I have audited the financial statements in the annual report and accounts of Children's Hearings Scotland for the year ended 31 March 2019 under the Public Finance and Accountability (Scotland) Act 2000 and the Code of Audit Practice, and guided by the auditing profession's ethical guidance. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2018/19 Government Financial Reporting Manual (the 2018/19 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2019 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2018/19 FReM; and
- have been prepared in accordance with the requirements of the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the Code of Audit Practice approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 26 January 2018. The period of total uninterrupted appointment is 2 years. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern basis of accounting

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

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

Risks of material misstatement

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

Responsibilities of the Accountable Officer for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

therefore design and perform audit procedures which respond to the assessed risks of material misstatement due to fraud.

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

Other information in the annual report and accounts

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

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

Report on regularity of expenditure and income

Opinion on regularity

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

Responsibilities for regularity

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

Report on other requirements

Opinions on matters prescribed by the Auditor General for Scotland

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

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

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

Matters on which I am required to report by exception

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

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

I have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

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

Use of my report

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

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

17 September 2019

Children's Hearings Scotland

Statement of Comprehensive Net Expenditure for the year ended 31 March 2019

		Year to 31 March 2019	Year to 31 March 2018
	Note	£000	£000
Expenditure			
Staff costs	2	1,278	1,166
Other administration costs	3	2,769	2,733
Depreciation	4 & 5	262	36
		4,309	3,935
Income	1.8	-	(1)
Net expenditure		4,309	3,934
Other comprehensive net expenditure			
Other finance cost	9	27	9
Net expenditure before Scottish Government funding		4,336	3,943

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

Children's Hearings Scotland

Statement of Financial Position as at 31 March 2019

	Note	2019 £000	2018 £000
Non-current assets			
Property, plant and equipment	4	222	23
Intangible assets	5	273	498
Total non-current assets		495	521
Current assets			
Trade and other receivables	6	156	9
Cash and cash equivalents	7	975	847
Total current assets		1,131	856
Total assets		1,626	1,377
Current liabilities			
Trade and other payables	8	(837)	(595)
Non-current assets plus net current assets		789	782
Non-current liabilities			
Net pension asset/(liability)	9	(1,493)	(907)
Net assets/(liabilities)		(704)	(125)
Taxpayers' equity			
General fund		336	495
Pension reserve		(1,040)	(620)
Total taxpayers' equity/(deficit)		(704)	(125)

The Accountable Officer authorised these financial statements for issue on 17 September 2019.

Boyd McAdam
Accountable Officer
17 September 2019

Children's Hearings Scotland

Statement of Cash Flows for the year ended 31 March 2019

	Note	2019 £000	2018 £000
Cash flows from operating activities			
Net expenditure before Scottish Government funding		(4,336)	(3,943)
<i>Adjustments for non-cash items</i>			
Increase in pension fund liability	9	586	655
(Decrease)/Increase in pension reserve	9	(420)	(521)
Depreciation charges	4 & 5	262	36
<i>Movements in working capital</i>			
(Increase)/Decrease in trade and other receivables	6	(147)	28
Increase/(Decrease) in trade and other payables	8	242	338
Net cash inflow/(outflow) from operating activities		(3,813)	(3,407)
Cash flows from investing activities			
Purchase of property, plant and equipment	4	-	(6)
Purchase of intangible assets	5	(37)	(480)
(Increase)/Decrease in assets under construction	4 & 5	(199)	270
Cash flows from financing activities			
Scottish Government funding		4,177	4,053
Net increase in cash and cash equivalents		128	430
Opening cash balance		847	417
Closing cash balance		975	847

Children's Hearings Scotland

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2019

	Note	General Fund £000	Pension Reserve £000	Total Reserves £000
Balance at 1 April 2017		385	(99)	286
Actuarial gain/(loss) on pension reserve	9	0	(521)	(521)
Net expenditure for the year		(3,943)	0	(3,943)
Total recognised income and expense for 2017/18		(3,558)	(620)	(4,178)
Funding from Scottish Government		4,053	0	4,053
Balance at 31 March 2018		495	(620)	(125)
Balance at 1 April 2018		495	(620)	(125)
Actuarial gain/(loss) on pension reserve	9	0	(420)	(420)
Net expenditure for the year		(4,336)	0	(4,336)
Total recognised income and expense for 2018/19		(3,841)	(1,040)	(4,881)
Funding from Scottish Government		4,177	0	4,177
Balance at 31 March 2019		336	(1,040)	(704)

Notes to the Accounts

1. Accounting policies

1.1 Basis of accounting

The accounts have been prepared in accordance with the accounting principles and disclosure requirements of the 2018/19 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

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

1.4 Intangible assets

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

Acquired computer software licences, developed software and developed ICT infrastructure environments are capitalised on the basis of the costs incurred to acquire and bring to use

the specific software. These costs are amortised using the straight line method over the shorter term of life of licence and its estimated useful economic life.

1.5 Assets under construction

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

1.6 Employee benefits

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

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

The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected accrued benefit method. The valuation used was at 31 March 2017. Details of this valuation were included in a report published by Lothian Pension Fund.

1.7 Short-term employee benefits

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

1.8 Income

CHS recognises income in the year to which it relates.

1.9 Leases

CHS occupies office space within a Scottish Government owned building under a Memorandum of Terms of Occupation (MOTO). This arrangement is treated as an operating lease and the rental is charged to the Statement of Comprehensive Net Expenditure on a straight line basis over the term of the MOTO.

1.10 Government grants

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

1.11 Financial instruments

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

1.12 Value Added Tax

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

1.13 Provisions

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

1.14 Related party transactions

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

1.15 Review of accounting policies and estimation techniques

These financial statements have been prepared under IFRS.

Areas of judgement in how CHS' accounting policies are applied include:

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

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

Changes in assumptions at 31 March 2019	Approximate increase to Defined Benefit Obligation %	Approximate monetary amount £000
0.5% decrease in Real Discount Rate	15	550
0.5% increase in the Salary Increase Rate	4	153
0.5% increase in the Pension Increase Rate (CPI)	11	382

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes, we estimate that a one year increase in life

expectancy would approximately increase the Employer’s Defined Benefit Obligation by around 3-5%. In practice the actual cost of a one year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to survival rates predominantly apply at younger or older ages).

In order to quantify the impact of a change in the financial assumptions used, we have 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.

The above figures have been derived based on the membership profile of the Employer as at the date of the most recent actuarial valuation.

The approach taken in preparing the sensitivity analysis shown is consistent with that adopted in the previous year.

2. Staff costs

	2018/19	2017/18
	£000	£000
Wages and Salaries	912	833
Social security costs	91	80
Contributions to pension scheme	136	128
IAS 19 Pension Charge	139	125
	1,278	1,166

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

3. Other administration costs

	2018/19	2017/18
	£000	£000
Board fees and expenses	46	45
Shared services	40	49
Legal fees	10	10
Running costs	594	435
Direct support for panel	3	1
Training, recruitment and other staff costs	36	29
Auditor remuneration	11	11
Internal auditors' remuneration	13	14
Recruitment of Panel Members	321	393
Training of Panel and AST members	1,122	1,161
Panel and AST members' expenses	573	585
	2,769	2,733

4. Property, Plant and Equipment

2018/19	Computer Equipment £000	Assets under construction £000	Total £000
Cost/Valuation			
Opening balance	57	0	57
Additions	0	218	218
Transfers	0	0	0
Disposals	0	0	0
Closing balance	57	218	275
Accumulated depreciation			
Opening balance	34	0	34
Provided in year	19	0	19
Withdrawn on disposal	0	0	0
Closing balance	53	0	53
Net book value			
At 1 April 2018	23	0	23
At 31 March 2019	4	218	222
2017/18			
Cost/Valuation			
Opening balance	51	307	358
Additions	6	0	6
Transfers	0	(307)	(307)
Closing balance	57	0	57
Accumulated depreciation			
Opening balance	17	0	17
Provided in year	17	0	17
Closing balance	34	0	34
Net book value			
At 1 April 2017	34	307	341
At 31 March 2018	23	0	23

5. Intangible Assets

2018/19	Developed Software £000	Assets under construction £000	Total £000
Cost/Valuation			
Opening balance	480	37	517
Additions	0	18	18
Transfers	37	(37)	0
Closing balance	517	18	535
Accumulated amortisation			
Opening balance	19	0	19
Provided in year	243	0	243
Closing balance	262	0	262
Net book value			
At 1 April 2018	461	37	498
At 31 March 2019	255	18	273
2017/18			
Cost/Valuation			
Opening balance	0	0	0
Additions	173	37	210
Transfers	307	0	307
Closing balance	480	37	517
Accumulated amortisation			
Opening balance	0	0	0
Provided in year	19	0	19
Closing balance	19	0	19
Net book value			
At 1 April 2017	0	0	0
At 31 March 2018	461	37	498

6. Trade and other receivables

6.1 Amounts falling due within one year

	2019 £000	2018 £000
Other receivables	5	0
Prepayments	151	9
	156	9

6.2 Intra governmental balances

	Receivables: amounts due within one year 2019 £000	Receivables: amounts due within one year 2018 £000
Balances with other central government bodies	(5)	0
Balances with local government bodies	0	0
Intra governmental balances	(5)	0
Balances with bodies external to government	161	9
at 31 March	156	9

7. Cash and cash equivalents

	2019 £000	2018 £000
Balance at 1 April	847	417
Net change in cash and cash equivalents	128	430
Balance at 31 March	975	847
Bank accounts	975	847
at 31 March	975	847

All bank balances at 31 March 2019 are held with commercial banks.

8. Trade and other payables

8.1 Amounts falling due within one year

	2019	2018
	£000	£000
Trade payables	737	456
Tax and social security	28	22
Other payables	0	12
Accruals	72	105
	837	595

8.2 Intra governmental balances

	Payables: amounts due within one year 2019 £000	Payables: amounts due within one year 2018 £000
Balances with other central government bodies	46	123
Balances with local government bodies	171	185
Intra governmental balances	217	308
Balances with bodies external to government	619	287
at 31 March	836	595

9. Pensions

Information about the assumptions underlying the figures in this note can be found in note 1.6, Employee Benefits.

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

Changes in the Fair Value of Plan Assets, Defined Benefit Obligations and Net Liability for the year ended 31 March 2018	Assets £000	Obligations £000	Net (liability) £000
Fair value of plan assets	1,109	0	1,109
Present value of funded liabilities	0	1,361	(1,361)
Opening position as at 1 April 2017	1,109	1,361	(252)
Current service cost	0	248	(248)
Past service cost	0	0	0
Total service cost	0	248	(248)
Interest income on plan assets	32	0	32
Interest cost on defined benefit obligation	0	41	(41)
Total net interest	32	41	(9)
Total defined benefit cost recognised in profit or (loss)	32	289	(257)
Plan participants' contributions	48	48	0
Employer contributions	123	0	123
Benefits paid	(3)	(3)	0
Expected closing position	1,309	1,695	(386)
Remeasurements			
Change in demographic assumptions	0	19	(19)
Change in financial assumption	0	(53)	53
Other experience	0	946	(946)
Return on assets excluding net interest	391	0	391
Change in asset ceiling	0	0	0
Total remeasurements recognised in Other Comprehensive Income (OCI)	391	912	(521)
Fair value of plan assets	1,700	0	1,700
Present value of funded liabilities	0	2,607	(2,607)
Closing position as at 31 March 2018	1,700	2,607	(907)

Fair value of employer assets	2019	2019	2019	2018	2018	2018
	Quoted £000	Unquoted £000	Total £000	Quoted £000	Unquoted £000	Total £000
Equity securities	1,181	0	1,181	1,037	0	1,037
Debt securities	209	0	209	165	33	198
Private equity	0	28	28	6	26	32
Real estate	0	139	139	0	111	111
Investment trusts and unit trusts	20	308	328	16	205	211
Derivatives	1	0	1	1	0	1
Cash and cash equivalents	173	0	173	100	0	100
Total	1,584	475	2,059	1,325	375	1,700

Analysis of projected amount to be charged to operating profit for year to 31 March 2020

Year ended	31 March 2020 £000	% of pay
Projected current service cost*	(306)	(39.5%)
Interest income on plan assets	54	7.0%
Interest cost on obligations	(93)	(12.0%)
Total	(345)	(44.5%)

Year ended	31 March 2019 % per annum	31 March 2018 % per annum
Pension increase rate	2.4	2.3
Salary increase rate	4.1	3.0
Discount rate	2.5	2.7

* The current service cost includes an allowance for administration expenses of 0.3% of payroll. The monetary value is based on a projected payroll of £775,000.

McCloud Judgement

When the LGPS benefit structure was reformed in 2015, transitional protections were applied to certain older members close to normal retirement age which ensures that these members do not lose out from the introduction of the new scheme, by effectively giving them the better of the benefits from the old and new schemes. Similar transitional protections in the Judges' and Firefighters' Pension Schemes have been ruled to be unlawful on the grounds of age discrimination. The Government has been refused permission to

appeal and as a result LGPS benefits accrued from 2015 will need to be enhanced so that all members, regardless of age, will benefit from the underpin.

Quantifying the impact of this is very difficult because it will depend on the compensation awarded, members' future salary increases, length of service and retirement age, and whether (and when) members withdraw from active service. The Government Actuary's Department (GAD) has estimated that the impact for the LGPS as a whole could be to increase active member liabilities by 3.2%, based on a given set of actuarial assumptions. A full description of the data, methodology and assumptions underlying these estimates is given in GAD's paper, dated 10 June 2019.

Given the relatively low value of CHS' liabilities, pension deficit and salary costs, it is felt that the impact of McCloud on CHS will not be material.

Guaranteed Minimum Pension (GMP) equalisation and the LGPS

A High Court judge has ruled that UK defined benefit schemes must compensate members for differences attributable to guaranteed minimum pensions (GMPs). The impact on liability values will depend on how many members reaching State Pension Age (SPA) after 2016 have GMP benefits. The actuary has estimated that the impact for a typical LGPS fund may be no more than a 0.5% increase in liabilities, although the figures could be greater for mature employers where a large proportion of members are approaching SPA, with some having significant levels of GMP.

CHS' Senior Management Team believes that GMP is not a material concern for CHS, where average age is relatively low.

10. Commitments under leases

CHS has no commitments under non-cancellable operating leases. Throughout 2018/19, CHS occupied office space in 2/1/1 Ladywell House under a Memorandum of Terms of Understanding with National Records of Scotland (NRS). The agreement, originally for five years from 1 November 2011, was renewed in 2016 on the understanding that occupancy would cease on or before 31 March 2019. CHS paid NRS £51,102 p.a. for rent and rates.

In June 2019 CHS signed a Memorandum of Terms of Occupation (MOTO) with Scottish Legal Aid Board (SLAB) for occupancy of office space at 91 Haymarket Terrace, Edinburgh. The agreement is for 1 year ending 31 March 2020 but may be terminated with six months' notice on either side and is envisaged to be extended until 31 March 2024. CHS now pays SLAB £52,233 p.a. in respect of this MOTO.

11. Financial Instruments

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

12. Related party transactions

CHS is a Non-Departmental Public Body sponsored by the Care and Justice Division in the Children and Families Directorate. CHS receives funding from the Care and Justice Division in the Children and Families Directorate which is regarded as a related party. During 2018/19, CHS received grant-in-aid of £4,177,000 (2017/18 £4,053,000).



CHILDREN'S HEARINGS SCOTLAND

DIRECTION BY THE SCOTTISH MINISTERS

1. The Scottish Ministers, in pursuance of Schedule 1 of the Children's Hearing Scotland Act (2011), hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2019, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts. The direction given in February 2018 is hereby revoked.

L A Sheppard

A member of the staff of the Scottish Ministers

Dated 17 May 2019

Agenda Item 8, CHS-1920-20

ARMC Minute – August 2019

Accountable Officer: Boyd McAdam, NC/CEO
Report author: Henry Robson/Lynne Harrison
Recommendation: To Approve
Resource Implications: None
Equalities duties: Equality Impact Assessment Required /NO

Audit and Risk Management Committee (ARMC)

Minutes of the meeting of 27th of August 2019

The meeting opened at 10.30am

Present:

Committee’s Board Members

Henry Robson, Chair
John Anderson, Committee member

Also present:

Garry Coutts, Chair CHS Board
Boyd McAdam, National Convener/ Chief Executive (NC/ CEO), CHS
Elliot Jackson, Depute Chief Executive (DCE)
Ed Morrison, Head of Finance (HoF), CHS/ SCRA
Lynne Harrison, Business Manager, CHS
Cameron McGhee, External Auditor, Audit Scotland
Claire Robertson, Internal Auditor (on behalf of Chloe Ridley), BDO
Antonia Petalia, Governance Lead (minute taker), CHS

Apologies:

Barbara Neil, Committee member

Items	Actions / owner	Time-Scales
1 Welcome / declaration of interests		
The Chair welcomed everyone to the meeting. There was no declaration of interest from members	N/A	N/A

	<ul style="list-style-type: none"> • The Chair noted the report was positive, helpful and the recommendations would add value to CHS' corporate governance activity. • The Chair thanked the auditors and CHS team for their contribution to the audit activity. <p>Decision/Action</p> <p>4) The Committee noted the Internal Audit Update Report.</p> <p>5) The Committee approved the Corporate Governance Audit Report.</p>		
10	Strategic Risk Register		
	<p>8) Summary of discussion and/or issues raised —</p> <ul style="list-style-type: none"> • The Committee review the strategic risk register which had been shared previously. • CHS SMT acknowledged Feedback Loop reporting remained a significant risk to CHS, with the NC's showing failing to respond to Statutory Obligations. • The NC noted that development of the new Family Bill may provide an opportunity for legislative changes to support outcomes reporting. • The NC reported that In addition, new approaches are being looked at for mitigating the risk i.e case studies, research etc. • It was noted that following the retiral of BMcA, risk owners would require to be updated prior to next review. <p>Decision/Action</p> <p>6) The Committee approved the review of strategic risks.</p> <p>7) To update risk owners prior to next review.</p>	EJ	Sep 19
11	Information Governance Report		
	<p>8) Summary of discussion and/or issues raised —</p> <ul style="list-style-type: none"> • LH spoke to the report which had been shared previously. • The committee welcomed the progression of the review of complaints and concerns process. • It was reported that the IG AST Audit is underway and is due for completion in 2019/20. • An update on the IG and security aspects of the Digital programme was shared, It was reported that there had been significant progress with the arrangements regarding ongoing governance of the CHS/SCRA CSAS joint digital platform in which the two SIROs were involved. • A meeting with the external security accreditors is scheduled for 28th of August. <p>Decision/Action</p> <p>9) It was agreed the Complaints and Concerns review recommendations would come to ARMC for review prior to Board approval being sought.</p>	LH	Nov 19

10) The committee approved the IG Report.		
12	Pensions Update	
<p>9) Summary of discussion and/or issues raised —</p> <ul style="list-style-type: none"> • EM reported that the recent consultation on fund structure identified options to be considered as: <ol style="list-style-type: none"> 1. Pulling funds together (Rejected) 2. Principal Collaboration (Supported) 3. Merger (Potential option moving forward) • The Committee noted that none of the options would have a significant impact on CHS’ position. <p>Decision/Action</p> <p>11) The Committee noted the update and asked EM to update the Committee with future developments.</p>	EM	Ongoing
AOB		
<p>10) Summary of discussion and/or issues raised —</p> <ul style="list-style-type: none"> • BMcA noted that it was his last Committee Meeting before his retirement, He thanked the Committee for their support throughout his tenure. <p>Decision/Action</p> <p>12) On behalf of the Committee, The Chair thanked BMcA for his significant contribution to the Board and CHS overall and wished him well in the future.</p>		

The meeting concluded at 11.50pm

Agenda Item 9, CHS-1920-20
CHS Impact Report 2018/19

Accountable Officer:	Lynne Harrison, Business Manager
Report author:	Michael Beardmore, Quality and Performance Lead and Louise Farmer, Communications and Engagement Lead
Recommendation:	To approve the CHS Impact Report 2018/19 for publication
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required: No

1 Purpose

- 1.1 The purpose of this report is to present to the Board for their approval the CHS Impact Report 2018/19.

2 Background

- 2.1 CHS publishes 2 types of Annual Report; The CHS Annual Report and Accounts (including the Performance Review) and the CHS Impact Report.
- 2.2 Together these publications provide a reflective account of the organisations financial position, our performance against our planned activity in 2018/19 and an account of our contribution to the wider Children’s Hearings System and our mission to improve outcomes for children and young people.

3 The Impact Report 2018/19

- 3.1 The new Impact Report 2018/19 outlines our contribution to the wider Children’s Hearings System through the structure of our core activities – to recruit, train and support our volunteers.
- 3.2 The Impact Report is an accessible document, and the journey of our volunteers and the contribution they make is brought to life with quotes from them and our staff and case studies outlining the work we have undertaken over the past year.
- 3.3 The report is also designed to be an effective communications tool and contains our key organisational messages which can be used through our communications channels.

4 Next steps

- 4.1 Following approval by the Board, the report will be laid before Parliament, with the Annual Accounts, on 30th October 2019.

5 Recommendation

- 5.1 The Board are recommended to approve the CHS 2018/19 Impact Report for publication.

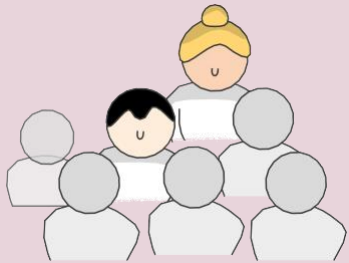
2018 | 19

ANNUAL IMPACT report



The Children's Panel - life changing.

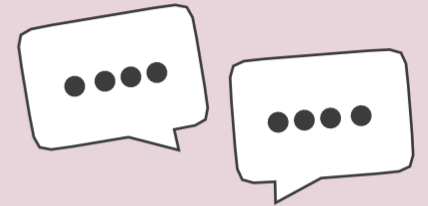
recruiting



training



supporting



Improving outcomes for
children and young people

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INTRODUCTION



“We proudly work together with other organisations concerned with the welfare of Scotland’s infants, children and young people.”

Our vision at Children’s Hearings Scotland is to work towards a Scotland in which all of our children and young people grow up loved, safe, respected, and able to realise their full potential. Our 3000-strong volunteer community, by making decisions in children’s hearings, and supporting and training those who make those decisions, are united by this vision and their commitment to ensuring the best outcomes for infants, children and young people.



On behalf of the Children’s Hearings Scotland Board, I want to thank them for your contribution. By volunteering with us, they are making a difference both within Scotland and importantly, their local community.

We do not operate in isolation. We proudly work together with other organisations concerned with the welfare of Scotland’s infants, children and young people and we actively seek opportunities to be guided by those with lived experience of care. I would therefore also like to thank those who have collaborated with us over the last year.

Garry Coutts, Chair, CHS Board

It has been another year of significant progress at Children’s Hearings Scotland and I am proud to present some of our highlights of the hard work of our volunteer community and staff in this Impact Report.

Our ability to effectively train and support our volunteer community was an area of substantial development this year, with the launch of our Children’s Hearings Scotland Learning Academy, IT helpdesk, and new dedicated support and development for Area Support Teams. Our digital programme also continued to take major steps forward, with engagement with our community and stakeholders being a key priority for this strategy.



Panel and Area Support Team members all across Scotland have continued to make an amazing contribution to their local communities by listening to the views of children and young people and making decisions that place their safety and welfare at the centre. The effort, commitment and compassion they bring to their roles mean they merit recognition and praise. Thank you to everyone who works so hard to make our community so successful.

Boyd McAdam, National Convener and Chief Executive

WHO WE ARE



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

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

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

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

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

OUR VALUES



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

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

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

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

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

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

2018-19 IN NUMBERS



430

new Panel Members
joined our volunteer
community

Our volunteer
community sat on

31,653

children's hearings

564

Infants, children and young
people in emergency or high
risk situations were
supported by children's
hearings

13,667

Infants, children and young
people were supported by
children's hearings

503

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

360,000

volunteer hours were given
by the volunteer community

CELEBRATING OUR VOLUNTEERS



Every year we recruit new volunteers to join our volunteer community. They are appointed for a period of three years, after which they can choose to volunteer for a further term and be reappointed.

In 2018, 1,514 people applied from across the country to be a Panel Member, of which 430 were appointed.

To celebrate the contribution of our volunteers and the difference they make to the lives of infants, children and young people in their communities, a range of national and local recognition activities and events took place throughout the year.

We celebrated Volunteers' Week, which runs from 1 to 7 June every year, by launching a set of films that explain and celebrate the amazing work our volunteers do! This campaign helped boost the number of people registering their interest in becoming a volunteer with CHS.



Over
200
Panel Members were reappointed in 2018 for a further three years



FOCUS ON PANEL PRACTICE ADVISORS



Our 190 Panel Practice Advisors (PPAs) are a key part of making sure children’s hearings are high quality and deliver the best they can for infants, children and young people. They carry out observations of children’s hearings and give feedback to Panel Members about what was good and what can be improved.

Building on work from last year, we have been busy developing the PPA role and revising the training that PPAs receive.

- In the last year, our new PPA forum, which brings together PPAs from across Scotland to share ideas, met four times.
- Developments have seen both PPAs and Panel Members attending pre-service training, the introduction of a PPA Quality Assurance course and more bespoke PPA training opportunities being delivered by the Children’s Hearings Scotland Learning Academy.
- A reference group involving PPAs worked to update national policy to support quality improvement and redesign our observation templates. The CHS digital programme will see a new observation and feedback report being delivered, which will allow the collection of key quality improvement and support information; thereby ensuring that observations can thematically comment on both training effectiveness and practice delivery.

An infographic within a light orange circle. At the top, the number '79%' is written in a large, black, hand-drawn font. Below it, the text 'of Panel Members now agree that observation and feedback helps them improve their practice in children's hearings. In 2017, only 67% agreed.' is written in a smaller, black, hand-drawn font. At the bottom of the circle is a simple line drawing of a person with brown hair, wearing a white shirt, with their hand to their chin in a thinking pose. To the right of the person are three sets of curved lines in red, yellow, and blue, suggesting sound or communication.

WHAT OUR VOLUNTEERS SAY



Why they volunteer...

"It gives me a sense of pride knowing that, through my involvement as a Panel Member, I'm doing something of real value for the children and young people in my local community."

Community Survey Respondent, 2019.

On local support...

"I think we have a great local team in place and I know where to go if I need support."

Community Survey Respondent, 2019.

On training...

"The training is good, I have developed skills and my confidence has improved greatly by volunteering with CHS"

Community Survey Respondent, 2019.

About observations...

"All of the feedback that I have received to date has been extremely positive and reassuring."

Community Survey Respondent, 2019.

Their volunteering experience...

"I honestly believe that the current CHS set up is providing me with the 'tools' and information that I require, to carry out my duties and responsibilities as a Panel Member, at this time. This, in turn, enhances my experience as a volunteer."

Community Survey Respondent, 2019.

FOCUS ON THE LEARNING ACADEMY



Having the right skills, knowledge, and values is a key part of both making effective decisions for infants, children and young people, and supporting the Panel Members who make those decisions. That's why, in January 2019, we launched our new Children's Hearings Scotland Learning Academy (Learning Academy).

Operated in partnership with West Lothian College, the Learning Academy provides a range of online and face to face learning and development opportunities that ensure our Panel and AST members are well-trained and skilled to undertake their roles.

The Learning Academy launched with 10 face-to-face and 12 online learning courses.

As part of the development of our training, we worked with Who Cares? Scotland to involve the contributions of care and hearings experienced children and young people in our pre-service training for new Panel Members.

“ One of our key values is to ensure that all children and young people are at the very heart of everything we do. Not only does the Learning Academy offer a range of training that will enhance Panel Member practice in children's hearings, but it offers real opportunity for collaboration. ”

- **Boyd McAdam**, National Convener and Chief Executive



WHY I VOLUNTEER – HANNAH'S STORY



Twenty two year old Hannah is a fourth year law student and has been a Panel Member since May 2019. When she's not studying for her degree, Hannah works part time for a chemical manufacturing company and volunteers as a Panel Member.

On why she got involved, Hannah said, "I decided to volunteer for the Children's Panel because I really enjoyed a Family Law module I studied at university and thought it would be a great way to get relevant experience in the area. I also thought it would be something that I would enjoy and be able to fit in with my work and university schedule."

Hannah believes the strength in the Children's Hearing System lies in its focus of keeping the child or young person at the heart of every discussion and decision.

She adds, "It can be so rewarding to know you are actively making an effort to try and improve circumstances in a young person's life, and how these efforts follow through and you are able to see a real improvement in a child's circumstances because of measures put in place by the Panel."

95%

of new Panel Members believe that the training they received has equipped them to carry out their role

Hannah was surprised just how much being a Panel Member gave her and helped her grow. She said "The Children's Panel has had a massive impact on me – far bigger than I ever thought it would. Not only have I met some of the kindest people ever, I've also gained a fountain of knowledge in so many different areas."

COLLABORATION IN OUR COMMUNITY



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

Area Convener Liaison Group

This group met five times in 2018/19, including a two day development session which was attended by young people with lived experience, the Independent Care Review, and Maree Todd MSP Minister for Children and Young People.

Learning & Development Coordinator Forum

This is a new forum which met for the first time in October 2018 and focuses on how best to deliver local learning and development.

Retention and Recruitment Reference Group

This advisory group met three times in 2018/19 and brings together people from across our community to steer, support and monitor the quality of the procedures for recruitment and reappointment, and our strategies for volunteer retention.

Clerks Network Group

Clerks are local authority employees who provide a range of administrative and support functions to our Area Conveners and volunteers locally. The Clerks Network Group met four times in 2018/19.

Digital Programme Reference Group

This group, drawn from our volunteer community, provides views on the delivery of our digital strategy.

PPA Forum

New this year, this forum met four times. It brings together PPAs from across the country and share ideas and improvements for quality assurance.

WORKING IN PARTNERSHIP



CHS is just one of many organisations involved in the Children's Hearings System. We work closely with partners, projects and groups at both a national and local level to improve children's hearings and to consider how the wider system can best support the wellbeing of infants, children and young people.

Our Hearings Our Voice (OHOV)

OHOV is a board of children and young people who scrutinise the Children's Hearings System, identifying and recommending improvements. We support this work through our membership of the OHOV Operational Group.

Children's Hearings Improvement Partnership (CHIP)

CHIP brings together organisations to share knowledge and improve the Children's Hearings System. One such improvement, Panel Member Profiles, which provide children, young people and their families with an image and information about Panel Members, began roll out this year after successful pilots in 2017.

Youth Justice Improvement Board

a board that aims to promote a culture of improvement across national youth justice systems. It focuses on data, measuring outcomes and how all aspects of youth justice can better work together.

MOVING TOWARDS OUR DIGITAL FUTURE



CHS and the Scottish Children's Reporter Administration (SCRA) are working together to create new digital systems that will improve the process of children's hearings, allow more volunteer functions to be carried out online and enable both organisations to understand data from the Children's Hearings System like never before.

22018/19 has been a year of substantial engagement, both in terms of the development of these digital systems, and the preparations that need to take place before the new systems are launched in 2020. In the last year we:

- Produced a promotional film for our volunteer community profiling our digital plans.
- Grew our Digital Consultation Bank to 200 members. This bank tests and provides feedback on IT systems that will be used by our volunteer community.
- Launched a new helpdesk to support our volunteer community with IT queries, issues and questions. This new helpdesk ensures volunteers have IT support at evenings and weekends.

Volunteers from all roles within our community have engaged with us, helping to develop and test new online services for launch in 2020. These include: expenses, observations, volunteer support and management, training and events and complaints and concerns.



DEVELOPING CHS



CHS is committed to improving and developing all that it does to ensure that children's hearings, our volunteering experience, and our organisation are as good as they can be.

To...

We...

... Help children, young people and their families feel more comfortable going in to hearings.

... Started to roll out Panel Member Profiles which provide a little information on who their Panel Members are before a children's hearing.

... Ensure that everyone in our volunteer community knows how to handle personal information safely and securely

... Rolled out online General Data Protection Regulation (GDPR) training and introduced it in to pre-service training.

... Promote and celebrate the roles undertaken by our volunteers

... Expanded our social media presence to include Facebook and Instagram.

... Support our Area Conveners to carry out their role

... Initiated a programme of 1:1 support for Area Conveners with the CHS Senior Management Team, and introduced an annual volunteer leadership weekend to enable development and peer to peer networking.

... Demonstrate our commitment to recruiting inclusively and accessibly

... Signed up to the Disability Confident Committed scheme.

... Enable timely decision makings in children's hearings

... Introduced quicker, streamlined procedures for Panel Member continuity.

... Support our volunteer community to be skilled and knowledgeable.

... Introduced and delivered a range of new learning opportunities including courses on Neglect, ACEs, Quality Assurance, Management and Leadership.

THANK YOU



“It is people – unified by a shared focus on making things better for our young people – that really matter. By working together with imagination, courage and skill, the CHS people will improve the experiences and results for children and families.”

- Maree Todd, Minister for Children and Young People



3,000

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



child centered



fair



respectful



creative



challenging



open



Children's Hearings Scotland

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Agenda Item 10 CHS-1920-20

Quarter 2 Performance Report

Accountable SMT member:	CHS Business Manager
Report author:	Michael Beardmore, National Quality & Performance Lead
Resources implications:	Within available resources
Purpose:	To Approve
Equalities duties:	Equalities Impact Assessment Required

Yes

No

1. Introduction / Purpose:

This paper collates progress updates on 2019-2020 Business Activities and KPIs for Quarter 2, provided by accountable individuals.

2. Recommendation

The board are asked to approve 2019/20 Q2 Performance Report.

Performance Report 2019-2020

Quarter 2

(July, August, September 2019)








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The Children's Panel — life changing.



Quarter 2 Organisational Summary

	# of Business Activities					# of KPIs		
						Currently Achieving	Currently Not Achieving	Not Yet Due
1. Modernise	1	6	1	0	4	1	0	1
2. Recruit	2	4	0	0	0	1	0	4
3. Train	2	4	1	0	1	2	0	7
4. Support	2	5	0	0	2	3	1	1
TOTAL	7	19	2	0	7	7	1	13

Key:

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

Abbreviations:

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

Business Objective 1







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





No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
1	We will improve how children’s hearings are conducted by: - Developing and implementing policy on management of hearings - Preparing new practice guidance - Strengthening training for panel chairs	P&PL	April - June	●	●			<ul style="list-style-type: none"> Implementation and impact of new chairing policy to be reviewed in October 2019 Training on management of hearings well-received – content to be reviewed and revised in response to feedback
2	We will promote child-centred practice in hearings through <i>Our Hearings, Our Voice</i>	P&PL	April - March	○	○			<ul style="list-style-type: none"> Future options dependent on OHOV capacity
3	We will design intuitive, user focused digital systems that enhance our volunteering experience.	DPDL	April - November	●	●			The delivery of the Joint Digital Delivery Programme continues to be supported by a programme of User-Centred Design activity, with regular releases to our Pre-Production environment for Extended Testing with volunteer users.
4	We will ensure that the CHS community is equipped and ready for our new digital systems through a business readiness programme.	BM	April – March	●	●			Business Readiness resources have been secured internally with a full time Project Manager and Digital Engagement Lead now in place and BR Lead at 0.6 fte. A masterplan is in place to direct business readiness activities across all services. Business Owners for each service being developed have identified stakeholders, training approaches and policy and process impact for



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
								the organization. Several services are now available for testing in the pre-production environment and feedback has been positive. To date the team have been out to 9 ASTs to demonstrate functionality and identify how we can best support each AST and this will continue over the coming weeks. We have undertaken wider engagement in Glasgow and Dumfries & Galloway. A series of testing sessions have taken place at Thistle house engaging with approx.. 50 volunteers. Further dates are scheduled for September
5	We will review our National Standards to drive improvement and enhance Panel Member performance.	P&PL	April – March					Work to review and redesign National Standards and their alignment to other standards to begin in September. Discussion underway to re-prioritise this work propose remove / down grade?
6	We will collaborate with the Independent Care Review to implement initiatives that improve the experience of children and young people attending hearings.	P&PL	April – September					<ul style="list-style-type: none"> • PPL is member of Care and Justice Journey Group, meeting on monthly basis. • PPL participating in sub-group of the Journey group focusing on reform of children’s hearings system to inform ICR final recommendations • PP: participating in ICR group championing the rights of siblings in care away from home.
7	We will work with SCRA to monitor the number of upheld appeals against hearings and implement an improvement plan.	Q&PL	April- March					National Convener is in discussion with SCRA regarding appeals data. Improvement actions likely to be targeted locally through ASIPs.
8	We will publish a report on the implementation on hearing decisions by local authorities, and work with partners to evidence impact.	Q&PL	April- March					Scoping of Feedback Loop situation is continuing. Provided completeness and accuracy of data, publication of 2016-17 data will be targeted for Q3.

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
9	We will ensure that high quality information and resources are available on CHIRP, that support Panel Member's decisions making role.	P&PL	April-March					<ul style="list-style-type: none"> Second practice update included in first edition of CHS monthly newsletter in July focusing on (i) national rollout of Panel Member Profiles (ii) development and design of digital Practice and Procedure Manual (PPM) and (iii) passage of the Age of Criminal Responsibility (Scotland) Act 2019
10	We will develop a strategy for inclusion, with a focus on BME communities, to ensure the Children's Panel reflects the diversity of children and young people involved in the hearing system	P&PL	April-March					<ul style="list-style-type: none"> Practice Development Co-ordinator (PDC) assumed chair of BME inter-agency working group and first workshop to finalise remit and membership scheduled for August 2019. New practice guidance on Minimising Barriers in Hearings included in redesigned PPM.
11	We will improve the volunteering experience for the CHS community through the launch of our new digital systems.	JDPD	November - March					Development of our second generation of digital systems for the CHS Community is progressing under the Joint Digital Delivery Programme. CHS/SCRA are jointly developing new digital services to support the hearings system. As digital services are developed they are released into a test environment to enable us to testing and gain feedback from our volunteer community. To date we have tested Expenses, Observations, Training & Events, Volunteer Management, Concerns & Complaints and aspects of Rota Management. Feedback has been very positive with volunteers telling us the system is intuitive, easy to use and will make their volunteering role easier to undertake. Testing, feedback and familiarisation activities will continue through until launch of fully developed services in 2020.

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
12	We will provide advice to government and other partners on: - implementation of UNCRC principles in relation to youth justice and the Children's Hearing System - raising the age of criminal responsibility.	P&PL	Subject to Parliament timetable					<ul style="list-style-type: none"> • CHS to be involved in Scottish Government working group meeting to plan for implementation of the new Age of Criminal Responsibility (Scotland) Act 2019. • Response to Scottish Government consultation on incorporation of UNCRC into Scots law in submitted. • Practice team participation in Whole System Approach implementation group.

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of ICT calls resolved within service level agreement	BM	90%	90%	Year to date: 90%	Q1: 84%; Q2: 96%
% of positive Community Survey feedback on online practice support	Q&PL	46% (2017)	55%	89%	Precise question for measure was not asked in community survey in order to provide comparison with previous surveys. However, 77% of panel members agreed that practice updates help them improve their practice. This was a much improved statistic reflecting a 28% increase in satisfaction levels.

% of positive user feedback on new digital systems	BM	New Measure	80%	Not Yet Due	New systems not yet due for launch.
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Business Objective 2

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



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
13	We will work with young people who have lived experience of children's hearings to co-produce refreshed recruitment creatives which attract diverse and committed volunteers.	R&RL C&EL	April – August					<p>Throughout Q1 and Q2 we worked with young people to help guide the tone, language and look and feel of the 2019 recruitment campaign creative. This year's campaign focuses on the qualities that people can bring to the role of a Panel Member.</p> <p>In July, the Communications Team worked with a number of people with lived experience to produce a film to support the static advertising campaign which talked to the qualities people who have experience of children's hearings would like to see in Panel Members.</p>
14	We will review our recruitment processes, and carry out a Panel Member recruitment and selection process to appoint around 450 new Panel Members.	R&RL C&EL	April-October					In consultation with RRRG as Advisory Group and colleagues leading in specific areas, the procedures, documentation and systems were reviewed. As part of widening our Panel Community, we have also introduced a step by step guide to including young people in the overall process.
15	We will review our recruitment processes for AST members, seeking to fill all vacant volunteer posts within four months of advertising.	R&RL C&EL	April – March					Reactive approach depending upon vacancy. Discussions underway how to widen the reach for recruiting such roles. Identified need to proactively review and plan for AST appointments. In June, launched resources available to address the need for more PPAs within the Community.



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
16	We will expand the involvement of young people in the recruitment of volunteers in our ASTs by developing supportive relationships with children and young people in their local areas.	R&RL C&EL	June – November	○	●			With the recently collated and more precise Step by Step guide, Including Young People, which was produced by colleagues with expertise in this area and incorporated in the Recruitment Guidance Toolkit, ASTs are being supported in implementing this approach. Many have conducted recruitment processes in previous years including Young People but this year there is a more directed, proactive approach.
17	We will seek to reappoint approximately 975 Panel and AST members across Scotland, ensuring that they continue to have the skills and qualities to be CHS volunteers.	R&RL	April - June	●	●			Of the approx. 1,200 Panel Community Members, over 900 who were seeking reappointment in May and June were re-appointed for a further three years. This year subject to letters were issued to those who had not yet completed their PDAs or Leadership in the Hearing Room to fulfil their requirement to Chair Hearings.
18	We will continue to work with the CHS community to recognise and value the contribution of our volunteers in protecting Scotland's most vulnerable children and young people.	R&RL	April - March	●	●			Volunteers week successfully recognised the commitment and volunteer contribution made by the entire Panel Community. This was achieved by social media, newsletter etc which focused on current Panel Members. A number of local recognition events were held during the summer months, many of which were attended by CHS colleagues, and were highlighted on CHS website.

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of new Panel Members appointed aged 25 and under (September 2019 cohort)	R&RL	8%	12%	Not Yet Due	
% of new Panel Members appointed that are male (September 2019 cohort)	R&RL	30%	38%	Not Yet Due	
% of volunteer posts filled within 4 months of advertisement	R&RL	New measure	90%	Not yet due	Tracking system being put in place to measure this KPI.
No. of ASTs including young people in recruitment	R&RL	New measure	100%	Not Yet Due	This is an aspirational target, but with specific guidance and dedicated support being put in place by CHS to assist ASTs fulfil this KPI. Currently estimated 60% of ASTs planning to work with C&YP in their area.
% of CHS Community members who feel the contribution they make to CHS is valued.	R&RL / Q&PL	75% (2017)	78%	85%	Target achieved

Business Objective 3

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
19	We will deliver, through our Learning Academy, a Professional Development Award to our trainee Panel Members through a blended learning approach.	NTL	December-March	○	○			<p>435 trainees have successfully completed pre service and are on track to continue their journey through their PDA</p> <p>We have reached the milestone for the PDA award of having successfully qualified the 1000th volunteer in the PDA within this quarter. We have a further 984 volunteer panel members currently undertaking the award.</p>
20	We will deliver, through our CHS Learning Academy, our new Panel Member Learning programme, linking learning and practice together based on CHS values, National Standards and competencies.	NTL	May-November	●	●			<p>In the 2nd quarter we have produced four online modules and are on track to have all five produced by the end of the first contract year. We also have an additional bonus module to be completed by the end of the calendar year.</p> <p>Our cumulative number for those accessing the online modules within this reporting year is 1,703.</p> <p>Our cumulative number for those attending training within this reporting year (April-June) is 180. This is due the majority of PMLP being delivered within the autumn.</p>
21	We will deliver our new AST Learning programme to induct and develop new and existing AST members in all aspects of their roles.	NTL	April – October	●	●			<p>In the second quarter we have delivered four new AST learning programmes.</p> <p>In addition we have supported the national recruitment of PPAs by adding 2 extra course on quality assurance and complaints, as part of the induction of the autumn recruitment of PPAs.</p>

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
22	We will deliver two 'learn from the experts' events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	NTL	April and December					We are laying the foundation of the partnership approach within the LA by developing and piloting partnership agreements and shared learning resources with key partners, prior to launching a new programme of events. This pilot is with Children 1 st and this will be reported on in the next partner. The following key partner is Children In Scotland and an update of developments regarding this shall again be reported in the quarter 3 report.
23	We will implement a new online Knowledge Hub through the CHS Learning Academy to host flexible learning opportunities and resources.	NTL	April – March					This is now launched and delivered, with generic courses being uploaded on a timely basis. Currently there are 10 quality assured courses uploaded and the latest addition of cyber security shall be launched by the end of August. Our cumulative number for those accessing the online modules within this reporting year is 1,703.
24	We will deliver an expanded programme of PPA training to enhance our approach to quality and national consistency.	NTL	April – March					QA course uptake is still low and additional resources have been put in around uptake. These are; Key focus for The partners to target within their area, direct communication with ACs. In addition we have added 2 extra courses for the QA course in the autumn to ensure we are providing sufficient opportunities for PPAs to attend.
25	We will partner with local Learning and Development Coordinators to complement national training through the roll out of a consistent programme of local learning and development.	NTL	April – March					LDC forum has been successfully delivered twice since this reporting year. We have had representation from 21 out of the AST areas over the two meetings.
26	We will launch an online Practice and Procedure Manual which provides Panel Members with access to current policy, good practice and legislation.	P&PL	April-September					<ul style="list-style-type: none"> • Further edit of PPM tested with panel members seeking feedback on content and usability. Feedback very positive. Digital design completed. • Training plan to support implementation in place • Is being launched concurrently with second edition of newsletter









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

Business Objective 4

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
27	We will implement a new integrated volunteer support model across Scotland to ensure high quality, consistent and sustainable support for our volunteers	SMT; ACs	April – March	●	●			All ASIPs are now in post and have undergone central and local inductions. Initial focus has been on familiarisation with local environment.
28	We will drive up quality and consistency in our key objectives through the design and delivery and of a bespoke quality improvement framework.	Q&PL	May – March	●	●			Benchmarking exercise will be undertaken by ASIPs in Q3. This will provide intelligence on consistency of processes across the country. Design of a specific framework will be discussed as this exercise takes place.
29	We will listen and respond to the views and experiences of our volunteers through the delivery and reporting of our biennial Community Survey.	Q&PL	July – September	○	●			Survey completed with a 49% upper response rate. All formal communications of the results are expected to be completed by the end of September. On-going analysis results will inform future work.
30	We will drive consistency in Panel Member practice through an enhanced programme of observation and feedback.	CPLs	May – March	●	●			Quality Assurance training through the Learning Academy now live. Policy change (meaning PPAs have access to previous observation) started on 1 st July. Process of on-going monitoring of this work will start to take place.
31	We will support ASTs to work with local partners to deliver a nationally consistent approach to embedding Better Hearings standards, Corporate Parenting and Children’s Services Planning.	ASIPs	April – March	●	●			Central and Regional National Team members are continuing with this work. Panel Member Profiles and improved Continuity have been the focus. ASIPs will be spending time understanding local implementation progress of these programmes.



No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
32	We will put in place a code of conduct for the CHS community which will improve standard and maintain the integrity of a skilled and effective national Panel.	P&PL; CSLs	April – March					<ul style="list-style-type: none"> Version 3 of draft Code of Conduct with National Convener for comment Meeting with members of national team, AST and panel members scheduled for 22 August to consider content and consultation To be discussed with ACLG in September
33	We will launch a programme of volunteer communications and engagement including refreshing the corporate website, launching of monthly newsletter, Community Survey, and social media.	C&EL Q&PL	July – September					<p>Planning and kick off meetings for a refresh of the corporate website have taken place. This will be a long term project that is likely to continue into Q4/Q1 2019.</p> <p>Our monthly e-newsletter launched in July 2019.</p> <p>We now have a Communications Officer in post who will develop communications via CHS social media channels. We will continue to track progress in terms of audience reach.</p>
34	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people.	C&EL	1-7 June					<p>Planning for Volunteers' Week began in Q1 and will involve a series of short films, quotes and photos of our volunteer community that will showcase who they are as people, and the impact they make on the lives of children and young people. All filming and development of ideas will take place in Q2.</p>
35	We will invest in the CHS national team to ensure we are equipped with the skills to lead and deliver the modernisation and digital agenda.	HR/ ODL	April - March					<p>An IT Training supplier has been identified to support the CHS National Team Learning & Development. Development of a training needs analysis, which has included a staff discussion session, is underway and will inform training plans throughout 2019/20</p>

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of (EIR, SAR and FOISA) information requests responded to within statutory timescales	IGL	97%	100%	100%	
% of complaints managed by the National Team responded to within SPSO timescales	IGL	92%	100%	100%	
% of supplier invoices not in dispute paid within 10 working days	Business Support	86%	90%	Q2: 78.9% [Q1: 96.8%]	19 invoices out of 90 were paid late (21%).
% of CHS employee attendance	Business Support	99% (ST)	99%	99.6% (ST)	
% positive staff survey feedback on opportunities for learning and development	HR/ODL	New Measure	50%	Not Yet Due	Survey planned for Q3

Agenda Item 10 CHS-1920-22

Quarter 2 Performance Report

Accountable SMT member: CHS Business Manager
Report author: Michael Beardmore, National Quality & Performance Lead
Resources implications: Within available resources
Purpose: To Approve
Equalities duties: Equalities Impact Assessment Required

Yes

No

1. Introduction / Purpose:

This paper collates progress updates on 2019-2020 Business Activities and KPIs for Quarter 2, provided by accountable individuals.

2. Recommendation

The board are asked to approve 2019/20 Q2 Performance Report.

Agenda Item: 11: CHS-1920-23

CHS Framework Document

Accountable SMT member: Business Manager
Report author: Business Manager
Resources implications: Within available resources
Purpose: For Approval
Equalities duties: Equalities Impact Assessment Required

Yes?

No

1. Background

1.1 As a Non-departmental public body and under the terms of the Scottish Public Finance Manual, CHS is required to abide by the terms of a Framework Document (Appendix I) which sets out the terms of operation of CHS.

1.2 The Framework document is required to be reviewed annually. The document was fully reviewed in 2018 to ensure it met Scottish Public Finance Manual requirements and was updated to include links to external documents which are subject to change to enable links to fully up to date information.

1.3. A review by the CHS Business Manager in August 2019 has not identified any further changes are required in 2019. This view is supported by the Scottish Government Sponsor Team.

2. Recommendation

2.1 To approve the Framework Document.

CHILDREN'S HEARINGS SCOTLAND

FRAMEWORK DOCUMENT

Introduction

1. This Framework Document has been drawn up by the Scottish Government (SG) in consultation with Children's Hearings Scotland (the NDPB). It sets out the broad framework within which the NDPB will operate and defines key roles and responsibilities which underpin the relationship between the NDPB and the SG. While this document does not confer any legal powers or responsibilities, it forms a key part of the accountability and governance framework and should be reviewed and updated as necessary, and at least every 2-3 years. Any proposals to amend the Framework Document either by the SG or NDPB will be taken forward in consultation and in the light of SG priorities and policy aims. Any question regarding the interpretation of the document shall be determined by the SG after consultation with the NDPB. Legislative provisions shall take precedence over any part of the document.

2. References to the NDPB include any subsidiaries and joint ventures owned or controlled by the NDPB. The NDPB shall not establish subsidiaries or enter into joint ventures without the express approval of the SG.

3. Copies of the document shall be placed in the Scottish Parliament Reference Centre. It shall also be published on the SG and the NDPB websites.

Purpose

4. The NDPB is to contribute to the achievement of the SG's primary purpose of increasing sustainable economic growth by aligning its aims and objectives with the Programme for Government, Scotland's Economic Strategy and National Performance Framework.

5. CHS's key functions, duties and powers are set out in the Children's Hearings (Scotland) Act 2011 ("the Act") (in particular sections 2, 3, 12, 13, 24 and Schedules 1, 2 and 4). The key statutory functions are to:

facilitate the performance by the National Convener of his or her statutory functions in relation to children's panel members and Area Support Teams.

CHS's own functions include:-

- A duty to assist and facilitate the carrying out of the National Convener's functions without directing or guiding the NC (sections 11 and 12 of the Act);
- a duty to comply with any direction given to CHS by Scottish Ministers in relation to their carrying out of its functions (section 13) and also a duty to comply with other persons in relation to the performance of their duties under the Act (section 183);
- a duty to, in agreement with Scottish Ministers, appoint the National Convener (other than the first appointment) and a power to reappoint a person as the National Convener. Furthermore, CHS has a duty to involve people under 21 in the appointment and any reappointment process. Additionally, CHS has the power to determine the terms and conditions applicable to the National Convener role with the approval of Scottish Ministers (schedule 1 paragraph 8 to the Act).
- a power to pay allowances and expenses, determined by Scottish Ministers, to anyone carrying out a delegated function of the National Convener (schedule 1 paragraph 10 to the Act).
- CHS and area support teams have a power to determine their own procedures and quorum (and those of any of their sub-committees) under schedule 1 paragraph 17 to the Act.
- Schedule 1 paragraph 23 places a duty on CHS to prepare an annual report and submit it to the Scottish Ministers after the end of each financial year.

6. CHS's strategic aims and objectives, as agreed by the Scottish Ministers, are as follows:

The Scottish Government's overarching purpose is to focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable growth. CHS is required to work collaboratively with all relevant partners and agencies to

achieve the overarching Government's purpose through the National Performance Framework and contribution towards relevant National Outcomes.

CHS aims are to pursue with care and creativity the best interests of children and young people who are, or may be, referred to children's hearings; to work collaboratively with, lead and influence partner agencies in the Children's Hearings system to improve delivery and outcomes for children.

CHS will support the National Convener in strengthening the Children's Hearings system by: increasing the capacity of the Children's Panel through improved and consistent recruitment, selection, training and continuing support of panel members, thereby re-asserting the independence of children's panel members as key decision makers.

The Scottish Ministers have approved the following key objectives for CHS:

- to inform and implement national policy initiatives to support vulnerable children, their families and communities;
- to improve outcomes for children by working more effectively with partners in an integrated hearings system;
- to optimise the quality of panel decision-making and to work with partners to realise the best possible outcomes for children in the hearings system;
- to make the hearings experience more accessible and responsive to children and their families; and
- to create and maintain organisational excellence by investing in staff and infrastructure.

The key performance targets relating to these objectives are to be set out in CHS's corporate and operational plans.

Relationship between Scottish Government and CHS

7. Effective strategic engagement between the SG and CHS is essential in order that they work together as effectively as possible to maintain and improve public services and deliver improved outcomes. Both the SG and CHS will take all necessary steps to ensure that their relationship is developed and supported in line with the jointly agreed principles set out in the statement on '[Strategic Engagement between the Scottish Government and Scotland's NDPBs](#)'. Fundamental to achieving this will be full and honest engagement and co-operation at Accountability meetings, held at least 4 times per year between SG and CHS.

[This section can also detail, if appropriate, any specific arrangements or commitments that are in place to support effective strategic engagement unless that is already covered under the sections on roles of the SG Director and Deputy Director and Sponsor unit]

Governance and accountability

Legal origins of powers and duties

8. CHS is established under the Children's Hearings (Scotland) Act 2011. CHS does not carry out its functions on behalf of the Crown.

Ministerial responsibilities

9. The Scottish Ministers are ultimately accountable to the Scottish Parliament for the activities of the NDPB and its use of resources. They are not, however, responsible for day to day operational matters and founding legislation prevents them from directing the NDPB in relation to specific statutory functions. Their responsibilities include:

- agreeing the NDPB's strategic aims and objectives and key targets as part of the corporate planning process
- agreeing the budget and the associated grant in aid requirement to be paid to the NDPB, and securing the necessary Parliamentary approval
- carrying out responsibilities specified in the founding legislation such as appointments to the NDPB's board, approving the terms and conditions of board members, and appointment of the National Convener/Chief Executive.

- other matters such as approving the NDPB's Chief Executive and staff pay remit in line with SG [Pay Policy](#) and laying the Accounts (together with the Annual Report) before the Parliament

NDPB Board Responsibilities

10. The NDPB board, including the Chair, normally consists of non-executives appointed by the Scottish Ministers in line with the Code of Practice for Ministerial Public Appointments in Scotland. The role of the Board is to provide leadership, direction, support and guidance to ensure the Body delivers and is committed to delivering its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. It has corporate responsibility, under the leadership of the Chair, for the following:

- taking forward the strategic aims and objectives for the body agreed by the Scottish Ministers
- determining the steps needed to deal with changes which are likely to impact on the strategic aims and objectives of the NDPB or on the attainability of its operational targets
- promoting the efficient, economic and effective use of staff and other resources by the NDPB consistent with the principles of [Best Value](#), including, where appropriate, participation in [shared services](#) arrangements
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control. (The board must set up an [audit committee](#) chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems)
- (in reaching decisions) taking into account relevant guidance issued by the Scottish Ministers
- approving the annual accounts and ensuring Scottish Ministers are provided with the annual report and accounts to be laid before the Scottish Parliament. The chief executive as the Accountable Officer of the public body is responsible for signing the accounts and ultimately responsible to the Scottish Parliament for their actions
- ensuring that the board receives and reviews regular financial information concerning the management and performance of the NDPB and is informed in a timely manner about any concerns regarding the activities of the NDPB
- appointing [with the approval of the Scottish Ministers] the NDPB chief executive, following appropriate approval of the chief executive's remuneration package in line with SG [Pay Policy for Senior Appointments](#) and, in consultation with the SG, setting appropriate performance objectives which give due weight to the proper management and use of resources within the stewardship of the NDPB and the delivery of outcomes
- demonstrating high standards of corporate governance at all times, including openness and transparency in its decision making.

Further guidance on how the board should discharge its duties is provided in appointment letters and in [On Board – A Guide for Members of Statutory Boards](#).

The Chair's Responsibilities

11. The Chair is accountable to the Scottish Ministers and, in common with any individual with responsibility for devolved functions, may also be held to account by the Scottish Parliament. Communications between the NDPB board and the Scottish Ministers should normally be through the Chair. He or she is responsible for ensuring that the NDPB's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity.

12. In leading the Board the Chair must ensure that:

- the work of the Board is subject to regular self-assessment and that the Board is working effectively

- the Board, in accordance with recognised good practice in corporate governance, is diverse both in terms of relevant skills, experience and knowledge appropriate to directing the NDPB business, and in terms of protected characteristics under the Equality Act
- the Board members are fully briefed on terms of appointment, duties, rights and responsibilities
- he or she, together with the other Board members, receives appropriate induction training, including on financial management and reporting requirements and, as appropriate, on any differences that may exist between private and public sector practice
- succession planning takes place to ensure that the Board is diverse and effective, and the Scottish Ministers are advised of the NDPB needs when Board vacancies arise
- there is a Code of Conduct for Board members in place, approved by the Scottish Ministers.

13. The Chair assesses the performance of individual Board members on a continuous basis and undertakes a formal appraisal at least annually. The Chair, in consultation with the Board as a whole, is also responsible for undertaking an annual appraisal of the performance of the National Convener/Chief Executive.

Individual Board Members' Responsibilities

14. Individual Board members should act in accordance with the responsibilities of the Board as a whole and comply at all times with the Code of Conduct adopted by the NDPB and with the rules relating to the use of public funds and to conflicts of interest. (In this context "public funds" means not only any funds provided to the NDPB by the Scottish Ministers, but also any other funds falling within the stewardship of the NDPB, including trading and investment income, gifts, bequests and donations.) General guidance on Board members' responsibilities is summarised in their appointment letters and is also provided in [On Board](#).

NDPB Chief Executive responsibilities

15. The Chief Executive of CHS is employed and appointed by the Board with the approval of the Scottish Ministers. He/she is the Board's principal adviser on the discharge of its functions and is accountable to the Board. His/her role is to provide operational leadership to the NDPB and ensure that the Board's aims and objectives are met and the NDPB's functions are delivered and targets met through effective and properly controlled executive action. His/her general responsibilities include the performance, management and staffing of the NDPB. General guidance on the role and responsibilities of the Chief Executive is contained in [On Board](#). Specific responsibilities to the Board include:

- advising the Board on the discharge of its responsibilities - as set out in this document, in the founding legislation and in any other relevant instructions and guidance issued by or on behalf of the Scottish Ministers - and implementing the decisions of the Board
- ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that appropriate financial appraisal and evaluation techniques, consistent with the [Appraisal and Evaluation](#) section of the [Scottish Public Finance Manual](#) (SPFM), are followed
- ensuring that the NDPB adheres, where appropriate, to the SG's [Programme and Project Management \(PPM\) Principles](#)
- having robust performance and risk management arrangements - consistent with the [Risk Management](#) section of the SPFM - in place that support the achievement of the NDPB's aims and objectives and that facilitate comprehensive reporting to the board, the SG and the wider public
- ensuring that adequate systems of internal control are maintained by the NDPB, including effective measures against fraud and theft consistent with the [Fraud](#) section of the SPFM
- establishing appropriate documented internal delegated authority arrangements consistent with the [Delegated Authority](#) section of the SPFM

- advising the Board on the performance of the NDPB compared with its aim[s] and objectives
- preparing the NDPB's Corporate and Business Plans, in the light of the strategic aims and objectives agreed by the Scottish Ministers
- ensuring effective relationships with SG officials
- ensuring that timely forecasts and monitoring information on performance and finance are provided to the SG; that the SG is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the SG in a timely fashion
- ensuring staff pay proposals are in line with SG [Pay Policy](#) and submitted in time and the necessary approvals obtained prior to implementing any annual award.

NDPB Accountable Officer responsibilities

16. The Principal Accountable Officer for the Scottish Administration (the Permanent Secretary of the SG) will designate the Chief Executive as the Accountable Officer for the NDPB. Accountable Officers are personally answerable to the Scottish Parliament for the exercise of their functions, as set out in the [Memorandum to Accountable Officers for Other Public Bodies](#). These include:

- ensuring the propriety and regularity of the NDPB's finances and that there are sound and effective arrangements for internal control and risk management
- ensuring that the resources of the public body are used economically, efficiently and effectively, and that arrangements are in place to secure Best Value and deliver Value for Money for the public sector as a whole
- ensuring compliance with relevant guidance issued by the Scottish Ministers, in particular the SPFM and SG [Pay Policy](#)
- signing the Annual Accounts and associated governance statements
- a statutory duty to obtain written authority from the Board/Chair before taking any action which they considered would be inconsistent with the proper performance of the Accountable Officer functions. The Accountable Officer should also notify the relevant Portfolio Accountable Officer.

17. It is incumbent on the Chief Executive to combine his/her Accountable Officer responsibilities to the Scottish Parliament with his/her wider responsibilities to the board. The Board/Chair should be fully aware of, and have regard to, the Accountable Officer responsibilities placed upon the chief Executive, including the statutory duty described above.

Portfolio Accountable Officer responsibilities

18. The Principal Accountable Officer for the Scottish Administration will designate the Director-General for Learning and Justice as the Accountable Officer for the SG portfolio budget for the NDPB. The responsibilities of a Portfolio Accountable Officer are set out in detail in the [Memorandum to Accountable Officers for Parts of the Scottish Administration](#). He/she is personally answerable to the Scottish Parliament for ensuring that:

- the financial and other management controls applied by the SG are appropriate and sufficient to safeguard public funds and, more generally that those being applied by the NDPB conform to the requirements both of propriety and of good financial management
- the key roles and responsibilities which underpin the relationship between the SG and the NDPB are set out in a framework document - and that this document is regularly reviewed
- effective relationships are in place at Director and Deputy Director level between the SG and the NDPB in accordance with the strategic engagement principles

- there is effective continuous assessment and appraisal of the performance of the chair of the NDPB, in line with the requirements of the Code of Practice for Ministerial Public Appointments in Scotland.

Scottish Government Director and Deputy Director

19. The Director for Children and Families and Deputy Director for Care and Justice have responsibility for overseeing and ensuring effective relationships between the SG and CHS, which support alignment of the NDPB's business to the SG's Purpose and National Outcomes and high performance by the NDPB. They will work closely with the NDPB Chief Executive and be answerable to the Portfolio Accountable Officer for maintaining and developing positive relationships with CHS characterised by openness, trust, respect and mutual support. They will be supported by a Sponsor Unit in discharging these functions. The Director/Deputy Director shall be responsible for assessing the performance of the NDPB Chair at least annually.

Sponsor Unit responsibilities

Sponsor Unit for the NDPB is the Children's Hearings Team. It is the normal point of contact for the NDPB in dealing with the SG. The Unit, under the direction of the Director/Deputy Director, is the primary source of advice to the Scottish Ministers on the discharge of their responsibilities in respect of the NDPB and undertakes the responsibilities of the Portfolio Accountable Officer on his/her behalf.

Specific responsibilities include:

- discharging sponsorship responsibilities in line with the principles and framework set out in the document '[Strategic Engagement between the Scottish Government and Scotland's NDPBs](#)' and ensuring that sponsorship is suitably flexible, proportionate and responsive to the needs of the Scottish Ministers and the NDPB
- provision of support to National Convener/Chief Executive and CHS staff in the execution of their duties, as and when required;
- ensuring that appointments to the NDPB board are made timeously and, where appropriate, in accordance with the [Code of Practice for Ministerial Appointments to Public Bodies](#) in Scotland
- proportionate monitoring of the NDPB's activities through an adequate and timely flow of appropriate information, agreed with the NDPB, on performance, budgeting, control and risk management
- addressing in a timely manner any significant problems arising in the NDPB, alerting the Portfolio Accountable Officer and the responsible Minister(s) where considered appropriate
- ensuring that the objectives of the NDPB and the risks to them are properly and appropriately taken into account in the SG's risk assessment and management systems
- informing the NDPB of relevant SG policy in a timely manner.

Internal audit

21. The NDPB shall:

- establish and maintain arrangements for internal audit in accordance with the [Public Sector Internal Audit Standards](#) and the [Internal Audit](#) section of the SPFM
- set up an Audit Committee of its Board, in accordance with the [Audit Committees](#) section of the SPFM, to advise both the board and the chief executive in his/her capacity as the NDPB Accountable Officer
- forward timeously to the SG the audit charter, strategy, periodic audit plans and annual audit assurance report, including the NDPB Head of Internal Audit opinion on risk management, control and governance and other relevant reports as requested

- keep records of, and prepare and forward timeously to the SG an annual report on fraud and theft suffered by the NDPB and notify the SG at the earliest opportunity of any unusual or major incidents.

22. The SG's Internal Audit Directorate has a right of access to all documents held by the NDPB internal auditor, including where the service is contracted out. The SG has a right of access to all NDPB records and personnel for any purpose.

External audit

23. The Auditor General for Scotland (AGS) audits, or appoints auditors to audit, the NDPB's Annual Accounts and passes them to the Scottish Ministers who shall lay them before the Scottish Parliament, together with the auditor's report and any report prepared by the AGS. For the purpose of audit the auditors have a statutory right of access to documents and information held by relevant persons. The NDPB shall instruct its auditors to send copies of all management reports (and correspondence relating to those reports) and responses to the SG.

24. The AGS, or examiners appointed by the AGS, may carry out examinations into the economy, efficiency and effectiveness with which the NDPB has used its resources in discharging its functions. The AGS may also carry out examinations into the arrangements made by the NDPB to secure Best Value. For the purpose of these examinations the examiners have a statutory right of access to documents and information held by relevant persons. In addition, the NDPB shall provide, in contracts and any conditions to grants, for the AGS to exercise such access to documents held by contractors and sub-contractors and grant recipients as may be required for these examinations; and shall use its best endeavours to secure access for the AGS to any other documents required by the AGS which are held by other bodies.

Annual Report and Accounts

25. The NDPB must publish an Annual Report of its activities together with its audited accounts after the end of each financial year. The Annual Report must cover the activities of any corporate, subsidiary or joint ventures under the control of the NDPB. It should comply with the Government [Financial Reporting Manual](#) (FReM) and outline the NDPB's main activities and performance against agreed objectives and targets for the previous financial year.

26. The Accounts must be prepared in accordance with relevant statutes and the specific accounts direction (including compliance with the FReM) and other relevant guidance issued by the Scottish Ministers (**see Appendix 1**). Any financial objectives or targets set by the Scottish Ministers should be reported on in the accounts and will therefore be within the scope of the audit. Any subsidiary or joint venture owned or controlled by the NDPB shall be consolidated in its accounts in accordance with International Financial Reporting Standards as adapted and interpreted for the public sector context.

27. The draft Report should be submitted to the SG for comment, and the draft Accounts for information, at least 6 weeks before the proposed laying date and in advance of full Board approval. The final version should be available for laying before the Scottish Parliament by the Scottish Ministers by 31 October. Whilst the statutory date for laying and publishing accounts audited by the AGS is by 31 December, following the close of the previous financial year, there is an expectation on the part of the Scottish Ministers that Accounts will be laid and published as early as possible. The Accounts must not be laid before they have been formally sent by the AGS to the Scottish Ministers and must not be published before they have been laid. The NDPB shall be responsible for the publication of the Annual Report and Accounts.

Management responsibilities

Corporate and Business Plans

28. The NDPB must ensure that a Corporate Plan, agreed with the Scottish Ministers, is in place and published on the NDPB's website. The NDPB shall agree with the SG the issues to be addressed in the Plan and the timetable for its preparation and review. The finalised plan shall reflect the NDPB's strategic aims and objectives as agreed by the Scottish Ministers, indicative budgets and any priorities set by the Scottish Ministers. It shall demonstrate how the NDPB contributes to the achievement of the

SG's primary purpose of increasing sustainable economic growth and alignment with the SG's [National Performance Framework](#) (NPF). The Corporate Plan for the NDPB should include:

- the purpose and principal aims of the NDPB
- an analysis of the environment in which the NDPB operates
- key objectives and associated key performance targets for the period of the plan, the strategy for achieving those objectives and how these will contribute towards the achievement of the SG's primary purpose and alignment with the NPF
- indicators against which performance can be judged
- details of planned efficiencies, describing how the NDPB proposes to achieve better value for money, including through collaboration and shared services
- other matters as agreed between the SG and the NDPB.

29. The Corporate Plan should inform the development of a separate Business Plan for each financial year. The Business Plan for the NDPB should include key targets and milestones for the year immediately ahead, aligned to the NPF, and be linked to budgeting information so that, where possible, resources allocated to achieve specific objectives can be identified. A copy of the NDPB's Business Plan should be provided to the Sponsor Unit prior to the start of the relevant financial year.

Budget management

30. Each year, in the light of decisions by the Scottish Ministers on the allocation of budgets for the forthcoming financial year, the SG will send to the NDPB a formal statement of its budgetary provision, and a note of any related matters and details of the budget monitoring information required by the SG. The terms of that letter, referred to as the Budget Allocation and Monitoring letter, should be viewed as complementing the content of this document. The monthly monitoring is the primary means of in-year budgetary control across the SG. As such bodies must comply with the format and timing of the monitoring together with any requests for further information. The statement of budgetary provision will set out the budget within the classifications of resource Departmental Expenditure Limits (RDEL), capital DEL (CDEL) and Ring-fenced (non-cash) (RfDEL). The NDPB will inform the sponsor unit at the earliest opportunity if a requirement for Annually Managed Expenditure (AME) budget is identified. The SG should also be advised in the event that estimated net expenditure is forecast to be lower than budget provision. Transfers of budgetary provision between the different classifications require the prior approval of the SG Finance Directorate. Any proposals for such transfers should therefore be submitted to the sponsor unit. Transfers of provision within the classifications may be undertaken without reference to the SG, subject to any constraints on specific areas of expenditure e.g. the approved pay remit.

31. If the trading and other resource income realised (including profit or loss on disposal of non-current assets) – scored as negative RDEL, or the net book value of disposals of non-current assets – scored as negative CDEL is less than included in the agreed budget the NDPB shall, unless otherwise agreed with the SG, ensure a corresponding reduction in its gross expenditure. (The extent to which the NDPB exceeds agreed budgets shall normally be met by a corresponding reduction in the budgets for the following financial year.) If income realised is more than included in the agreed budgets the NDPB must consult and obtain the prior approval of the SG before using any excess to fund additional expenditure or to meet existing pressures. Failure to obtain prior approval for the use of excess income to fund additional expenditure may result in corresponding reductions in budgets for the following financial year. The only exception is where the income is from gifts, bequests and donations but this must be spent within the same financial year as the receipt, otherwise additional budget allocation will be required. In any event, income from all sources and all planned expenditure should be reflected in the monthly budget monitoring statement.

Cash management

32. Any [grant in aid](#) (i.e. the cash provided to the NDPB by the SG to support the allocated budget) for the year in question must be authorised by the Scottish Parliament in the annual Budget Act. Grant in aid will normally be paid in monthly instalments on the basis of updated profiles and information on unrestricted cash reserves. Payment will not be made in advance of need, as determined by the level of unrestricted cash reserves and planned expenditure. Unrestricted cash reserves held during the

course of the year should be kept to the minimum level consistent with the efficient operation of the NDPB - and the level of funds required to meet any relevant liabilities at the year-end. Grant in aid not drawn down by the end of the financial year shall lapse. Grant in aid shall not be paid into any restricted reserve held by the NDPB.

33. The banking arrangements adopted by the NDPB must comply with the [Banking](#) section of the SPFM.

Risk management

34. The NDPB shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of generally recognised best practice in corporate governance, and develop an approach to risk management consistent with the [Risk Management](#) section of the SPFM. Reporting arrangements should ensure that the Sponsor Unit is made aware of relevant risks and how they are being managed. The NDPB audit committee is also required, at the earliest opportunity, to notify the relevant SG Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

Counter fraud arrangements

35. The NDPB should adopt and implement policies and practices to safeguard itself against fraud and theft, in accordance with the [Fraud](#) section of the SPFM. Application of these processes must be monitored actively, supported by a fraud action plan and robust reporting arrangements. This includes the establishment of avenues to report any suspicions of fraud.

Performance management

36. The NDPB shall operate management information and accounting systems that enable it to review, in a timely and effective manner, its financial and non-financial performance against the strategic aims, objectives, targets and milestones set out in the corporate and business plans. The results of such reviews should be reported on a regular basis to the NDPB Board and copied to the SG. The SG shall assess the NDPB's performance, proportionately, on a continuous basis and hold a formal review meeting at least twice a year. The responsible Cabinet Secretary/Scottish Minister shall meet the NDPB chair at least once a year.

NDPB staff management

Broad responsibilities for NDPB staff

37. The NDPB will have responsibility for the recruitment, retention and motivation of its staff. The broad responsibilities toward its staff are to ensure that:

- HR policies, practices and systems comply with employment and equalities legislation, and standards expected of public sector employers
- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness (subject to the SG [Pay Policy for Staff Pay Remits](#))
- the performance of its staff at all levels is satisfactorily appraised and the NDPB's performance measurement systems are reviewed from time to time
- its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the NDPB's objectives
- proper consultation with staff takes place on key issues affecting them
- adequate grievance and disciplinary procedures are in place
- effective whistle-blowing policy and procedures consistent with the Public Interest Disclosure Act 1998 are in place
- a code of conduct for staff is in place based on the Model Code for Staff of Executive NDPBs

Pay and conditions of service

38. The NDPB will comply with SG Pay Policy in relation to staff and the Chief Executive. The NDPB shall submit to the SG for approval (normally annually unless a multi-year deal has been agreed) a pay remit in line with the SG [Pay Policy for Staff Pay Remits](#) and negotiate a pay settlement within the terms of the approved remit. Payment of salaries should also comply with the [Tax Planning and Tax Avoidance](#) section of the SPFM. Proposals on non-salary rewards must comply with the guidance in the [Non-Salary Rewards](#) section of the SPFM. Where applicable, the NDPB will also seek appropriate approval under the SG [Pay Policy for Senior Appointments](#) for the Chief Executive's remuneration package prior to appointment, annually or when a new appointment or change to the remuneration package is being proposed.

Pensions, redundancy and compensation

39. Superannuation arrangements for the NDPB staff are subject to the approval of the SG. NDPB staff shall normally be eligible for a pension provided by [its own scheme][state second pension][PCSPS][LGPS][other]. Staff may opt out of the occupational pension scheme provided by the NDPB, but the employers' contribution to any personal pension arrangement, including stakeholder pension, shall normally be limited to the national insurance rebate level. [Note that there is an exception for NDPBs covered by the PCSPS partnership arrangement, and for PCSPS by-analogy versions.]

40. Any proposal by the NDPB to move from existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the SG. Proposals on compensation payments must comply with the [Settlement Agreements, Severance, Early Retirement and Redundancy Terms](#) section of the SPFM. This includes referral to the SG of any proposed severance scheme (for example, a scheme for voluntary exit), business case for a settlement agreement being considered for an individual, or proposal to make any other compensation payment. In all instances, a body should engage with the SG prior to proceeding with proposed severance options, and prior to making any offer either orally or in writing.

Asset and property management

41. The NDPB shall maintain an accurate and up-to-date record of its current and non-current assets consistent with the [Property: Acquisition, Disposal & Management](#) section of the SPFM. 'Non-current' assets should be disposed of in accordance with the SPFM. The SG's Property Division should be consulted about relevant proposed disposals of property that the NDPB holds for operational purposes (rather than investment) at the earliest opportunity so it may be advertised internally. An [Internal Advertisement](#) form must be completed and submitted at least one month prior to property being advertised on the open market. Any proposal to acquire land, buildings or other rights in property for accommodation / operational purposes should comply with the SPFM. The NDPB is also subject to the [SG Asset Management Policy](#), including the requirement for acquisition of a new lease, continuation of an existing lease, decision not to exercise a break option in a lease or purchase of property for accommodation / operational purposes, to be approved in advance by Scottish Ministers. The Property Controls Team should be consulted as early as possible in this process. All assets (property, plant and equipment) are to be properly recorded and updated as necessary by the NDPB on the Cabinet Office [electronic Property Information Mapping System](#) (e-PIMS). *[If the NDPB is not required to report data annually to Parliament, in accordance with section 76 of the Climate Change (Scotland) Act 2009, the business area can use other robust property asset management systems.]*

Specific financial provisions

[Many of the provisions included in this section - and other sections - of the Framework document highlight specific requirements in the SPFM that are considered of particular relevance to NDPBs. It should be noted however that guidance in the SPFM should always be considered in its entirety as and when relevant issues arise.]

Delegated authorities

42. The NDPB's specific delegated financial authorities - as agreed in consultation between the NDPB and the SG - are set out in the attached **Appendix 2**. The NDPB shall obtain the SG's prior written approval before entering into any undertaking to incur any expenditure that falls outside these

delegations. The NDPB shall also comply with any requirements for prior SG approval included in the SPFM and/or this document. Prior SG approval must always be obtained before incurring expenditure for any purpose that is or might be considered novel, contentious or repercussive or which has or could have significant future cost implications.

Income generation

43. The NDPB shall seek to optimise income - grant in aid does not qualify as income - from all sources, including from the [European Union](#), and ensure that the SG is kept informed. Novel or contentious proposals for new sources of income or methods of fundraising must be approved by the SG. Fees or charges for any services supplied by the NDPB shall be determined in accordance with the [Fees & Charges](#) section of the SPFM.

44. Gifts, bequests or donations received by the NDPB score as income and should be provided for in the agreed resource DEL and capital DEL budgets, updated as necessary in consultation with the SG. However, the NDPB should be able to demonstrate that expenditure funded by gifts etc is additional to expenditure normally supported by grant in aid (i.e. SG core funding) or by trading and other income. Before accepting such gifts etc the NDPB shall consider if there are any associated costs in doing so or any conflicts of interests arising. The NDPB shall keep a written record of any such gifts etc and what happened to them.

Financial investments

45. Unless covered by a specific delegated authority the NDPB shall not make any financial investments without the prior approval of the SG. That would include equity shares in ventures which further the objectives of the NDPB. The NDPB shall not invest in any venture of a speculative nature.

Borrowing

46. Borrowing cannot be used to increase the NDPB's spending power. All borrowing by the NDPB - excluding agreed overdrafts - shall be from the Scottish Ministers in accordance with guidance in the [Borrowing, Lending & Investment](#) section of the SPFM.

Lease arrangements

47. Unless covered by a specific delegated authority the NDPB shall not enter into any finance, property or accommodation related lease arrangement – including the extension of an existing lease or the non-exercise of a tenant's lease break - without the SG's prior approval. Before entering/continuing such arrangements, the NDPB must be able to demonstrate that the lease offers better value for money than purchase and that all options of sharing existing public sector space have been explored. Non-property/ accommodation related operating leases are subject to a specific delegated authority. The NDPB must have capital DEL provision for finance leases and other transactions which are in substance borrowing.

Tax arrangements

48. Non-standard tax management arrangements should always be regarded as novel and/or contentious and must therefore be approved in advance by the SG. Relevant guidance is provided in the [Tax Planning and Tax Avoidance](#) section of the SPFM. The NDPB must comply with all relevant rules on taxation, including VAT. All individuals who would qualify as employees for tax purposes should be paid through the payroll system with tax deducted at source. It is the responsibility of the NDPB to observe VAT legislation and recover input tax where it is entitled to do so. The implications of VAT in relation to procurement and shared services should be considered at an early stage to ensure that financial efficiency is achieved. The NDPB must also ensure that it accounts properly for any output tax on sales or disposals.

Lending and guarantees

49. Any lending by the NDPB must adhere to the guidance in the [Borrowing, Lending & Investment](#) section of the SPFM on undertaking due diligence and seeking to establish a security. Unless covered by a specific delegated limit the NDPB shall not, without the SG's prior approval, lend money, charge

any asset, give any guarantee or indemnity or letter of comfort, or incur any other contingent liability (as defined in the [Contingent Liabilities](#) section of the SPFM), whether or not in a legally binding form. Guarantees, indemnities and letters of comfort of a standard type given in the normal course of business are excluded from this requirement.

Third party grants

50. Unless covered by a specific delegated authority the NDPB shall not, without the SG's prior agreement, provide grant funding to a third party. Such funding would be subject to the guidance in the [State Aid](#) section of the SPFM. Guidance on a framework for the control of third party grants is provided as an [annex](#) to the Grant & Grant in Aid section of the SPFM.

Impairments, provisions and write-offs

51. Assets should be recorded on the balance sheet at the appropriate valuation basis in accordance with the FReM. Where an asset - and that includes investments - suffers impairment it is important that the prospective impairment and background is communicated to the SG at the earliest possible point in the financial year to determine the implications for the NDPB's budget. Similarly any significant movement in existing provisions or the creation of new provisions should be discussed in advance with the SG. Write-off of bad debt and/or losses scores against the NDPB's resource DEL budget classification and is subject to a specific delegated limit.

Insurance

52. *[Where the SG decides that the NDPB should be subject to the self-insurance policy.]* The NDPB is subject to the SG policy of self-insurance. Commercial insurance must however be taken out where there is a legal requirement to do so and may also be taken out in the circumstances described in the [Insurance](#) section of the SPFM - where required with the prior approval of the SG. In the event of uninsured losses being incurred the SG shall consider, on a case by case basis, whether or not it should make any additional resources available to the NDPB. The SG will provide the NDPB with a Certificate of Exemption for Employer's Liability Insurance.

Procurement and payment

53. The NDPB's procurement policies shall reflect relevant guidance in the [Procurement](#) section of the SPFM and relevant guidance issued by the SG's Procurement and Commercial Directorate. Procurement should be undertaken by appropriately trained and authorised staff and treated as a key component of achieving the NDPB's objectives consistent with the principles of [Value for Money](#), the highest professional standards and any legal requirements. All external consultancy contracts over the value of £100,000 or any proposal to award a contract without competition (non-competitive action) over the value of £100,000 must be endorsed in advance by the Chief Executive.

54. Any major investment programmes or projects undertaken by the NDPB shall be subject to the guidance in the [Major Investment Projects](#) section of the SPFM and is also subject to a specific delegated authority. The Sponsor Unit must be kept informed of progress on such programmes and projects and Ministers must be alerted to any developments that could undermine their viability. ICT investment plans must be reported to the SG's Office of the Chief Information Officer.

55. The NDPB shall pay all matured and properly authorised invoices relating to transactions with suppliers in accordance with the [Expenditure and Payments](#) section of the SPFM and in doing so shall seek wherever possible and appropriate to meet the SG's target for the payment of invoices within 10 working days of their receipt.

Gifts made, special payments and losses

56. Unless covered by a specific delegated authority the NDPB shall not, without the SG's prior approval, make gifts or special payments or write-off of losses. Special payments and losses are subject to the guidance in the [Losses and Special Payments](#) section of the SPFM. Gifts by management to staff are subject to the guidance in the [Non-Salary Rewards](#) section of the SPFM.

Clawback

57. Where the NDPB has financed expenditure on assets by a third party, the NDPB shall make appropriate arrangements to ensure that any such assets above an agreed value are not disposed of by the third party without the NDPB's prior consent. The NDPB shall put in place arrangements sufficient to secure the repayment of its due share of the proceeds - or an appropriate proportion of them if the NDPB contributed less than the whole cost of acquisition or improvement. The NDPB shall also ensure that if assets financed by the NDPB cease to be used by the third party for the intended purpose an appropriate proportion of the value of the asset shall be repaid to the NDPB.

State Aid

58. State aid is a European Commission term which refers to forms of public assistance, given to undertakings on a discretionary basis, which has the potential to distort competition and affect trade between Member States of the European Union. Any activity that the NDPB undertakes itself, or funds other bodies to undertake, that can be offered on a commercial market for goods and services is subject to state aid rules. A state aid assessment is therefore required prior to disbursing any funding and would be subject to the guidance in the state aid section of the SPFM.

Board Expenses

59. Remuneration (daily fees), allowances and expenses paid to Board members [and any pension arrangements] must comply with the SG [Pay Policy for Senior Appointments](#) and any specific guidance on such matters issued by the Scottish Ministers.

APPENDIX 1



CHILDREN'S HEARINGS SCOTLAND

DIRECTION BY THE SCOTTISH MINISTERS

1. The Scottish Ministers, in pursuance of Schedule 1 of the Children's Hearing Scotland Act (2011), hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2018, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts.



DONALD HENDERSON

A member of the staff of the Scottish Ministers

Dated 21 March 2018

APPENDIX 2

CHILDREN'S HEARINGS SCOTLAND

FRAMEWORK DOCUMENT

SPECIFIC DELEGATED FINANCIAL AUTHORITIES

	Delegated Limit
Cash Loss, but excluding overpayments of salaries, wages, pensions and allowances	£1,000 in individual circumstances, annual aggregate limit of £5,000
Cash loss arising out of theft, fraud, arson or gross carelessness; includes cash equivalents e.g. stamps	£1,000 in individual circumstances, annual aggregate limit of £5,000
Stores and equipment losses arising out of theft, fraud, arson or gross carelessness; or through events such as fire, weather or accident	£1,000 in individual circumstances, annual aggregate limit of £5,000
Compensation payment for loss or damage to personal property whilst on duty	£1,000 in individual circumstances, annual aggregate limit of £5,000
Personal injuries (employees)	Nil

Agenda Item: 12 CHS-1920-24

Corporate Planning: Progress and Next Steps

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

1. Introduction and Purpose:

It has been agreed by the CHS Board and Scottish Government that CHS cease the delivery of its existing Corporate Plan (2018-2021) at the end of the current financial year and replace it with a new Plan covering 2020-2023.

The purpose of this paper is present progress made towards the creation of this plan and outline the next steps.

2. Background and Context

In May 2019, the Board set a new strategic direction for CHS. That direction and new vision was influenced by the National Team and our volunteer leaders. Since then, the Chairman has shared and tested this vision amongst key internal stakeholders and this has generated momentum and enthusiasm for taking a new vision forward.

The Board asked the senior team to devise a process for the development of the 2020 Corporate Plan that placed children and young people and Panel Members at its heart. This report provides an overview of the structure and approach that will fulfil this by 31st March 2019.

3. Overarching Development Framework

In order to structure the creation of the Plan, the work required has been placed in to three areas of activity:

(1) **Develop** - Getting the organisation ready for a new strategy and strategic direction – this includes: communication about the strategy timelines and process; training within the organisation on key skills and knowledge that any new strategy will require; making sure key organisational processes and systems are fit for purpose; undertaking work related to organisational culture.

(2) **Design** - Creating and writing the new strategy – this includes: understanding our environment and how we need to change; clarifying and articulating our desired direction of travel and ambitions and the high-level ways in which we will achieve and measure them; finding the right way to explain our strategy to our audiences; publishing and disseminating the strategy.

(3) **Dialogue**: Talking about, and testing, the strategy ideas – this includes: consulting stakeholders on outputs of the ‘design’ stage; gathering views on what the ‘design’ stage has missed; internal discussions about the strategy and how roles and functions can contribute; starting to think about how the strategy can be turned in to operational tasks.

These three areas run concurrently with one other, have dependencies on each other, and collectively contribute to the generation of the Corporate Plan. The work is overseen by the CHS 'Guiding Coalition'.

4. The 'Guiding Coalition'

The Guiding Coalition acts to bring together a group of people from across CHS to drive and support strategic change across Children's Hearing Scotland. It ensures that CHS can meet and deliver upon a number of major strategic, environmental and time-sensitive drivers, and that the delivery of this work is rooted in ensuring best outcomes for children and young people.

The Guiding Coalition is made up of the CHS management team, a selection of the National Team, a young person, and an Area Convenor. It meets monthly to ensure progress on strategic change and planning is adequately maintained.

The Guiding Coalition is supported by expertise from CELCIS, the Centre for Excellence for Children's Care and Protection, who provide external scrutiny of the Guiding Coalition's plans, ideas, and discussions.

5. Progress to Date

The Guiding Coalition was formed after three development sessions run by CELCIS on the 17th, 18th and 20th of June. Since then, the following work that contributes to strategic development has been undertaken:

- **Develop:**
 - Identification of areas for training to be supported by CELCIS

- **Design:**
 - Creation of overarching plan
 - Mapping of CHS's strategic environment and drivers
 - Meta-analysis of pre-existing strategy work: Area Convenor's vision for the future; CHS Board's vision for the future
 - Development of draft 'strategic narrative', outlining an initial possible organisational direction of travel
 - Development of key strategic 'destinations' CHS may wish to reach
 - Development of strategic 'themes', grouping together those destinations
 - Understanding how the 'destinations' and 'themes' contribute to one another and connect.

- **Dialogue:**
 - Session held by Chair of the Board with CHS National Team
 - Meeting of Area Conveners to discuss strategic change

6. Strategic Themes

By bringing together an understanding of our external environment, our internal environment and organisational culture, and the strategy work that had already been undertaken, the Guiding Coalition developed four draft strategic themes, which were then tested at a meeting of Area Conveners. These are:

1. We are well-informed and active in our environment and communities.

2. We have an empathetic Children's Panel, that is supported to be effective
3. We deliver the best hearings possible
4. We protect and enact the rights of children and young people

7. Next Steps and Milestones

The intention is to have a new Corporate Plan, with its accompanying Business and Corporate Parenting Plans, ready for implementation at the end of the March 2020. To achieve this, there is a significant programme of work to be achieved which includes the following:

- **Develop:**
 - Roll out of a series of training courses linked to strategy implementation, in partnership with CELCIS, for CHS staff and community.
 - Creation of effective local operational planning arrangements.
- **Design:**
 - Finalisation of strategic themes and destinations.
 - Identification of clusters of work, and associated projects to deliver the themes.
 - Development of robust measurement frameworks to assess strategy implementation, risk management, and organisational effectiveness.
 - Creation of finalised Plans and communication pieces.
- **Dialogue:**
 - Programme of engagement with CHS community.
 - Programme of engagement with children and young people.
 - Programme of engagement with CHS stakeholders and partner organisations.

Key milestones in this process include:

- End September – Staff away day on strategic planning
- 8th October – Board session exploring strategy and planning
- End December – first draft of Corporate Plan produced
- January – draft of Corporate Plan to Board
- March – final Plans to Board

8. Board Actions

The Board are asked to note to update and milestones included in this paper.

Agenda Item: 13 CHS-1920-25

Digital Business Readiness update

Accountable Director: Business Manager
Report author: Business Manager
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required

Yes No

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

The post of Digital Business Engagement Lead has been filled by Ian Campbell, Business Owner Observations.

Policy & Process Development:

The policy for Rota Management has been submitted to SMT for offline input & approval.

Training:

Resources to support the CHS digital strategy have been approved within the overall digital funding envelope at the joint CHS SMT/SCRA EMT meeting in August. A business case has been submitted to enable formal approval through the digital governance routes.

CHS Training Lead undertook a lunch and learn to gauge National Team training needs around digital and will be utilising this to engage with Elite training to propose a training plan for approval at October SMT.

Basic Digital Skills courses continue to be promoted through the community (Newsletter & prospectus). In addition, CHSLA took a stall at the Glasgow partnership event offering drop in 1:1 support for PMs. ACs/LDCs and Clerks have been approached to direct course information to those in their area who they feel would benefit from the courses.

LDCs have been responding to the request for local learning & development dates to be identified in their area.

Engagement:

The 3 dates have offered to the community in August for testing: 13th, 17th & 22nd August were a great success. They were well attended and feedback was positive both on the digital system and on the opportunity to engage and become more reassured about the digital journey ahead. Further dates have been offered in September which are now full.

During August, the Team have attended local learning events in Glasgow, North Lanarkshire, Dumfries & Galloway & East Renfrewshire. AST meetings have been attended in Aberdeen City, South Lanarkshire, East & West Dunbartonshire, Fife, Argyll & Bute. An LPR meeting and engagement with clerks teams took place in Inverness. Digital Champion training for Orkney & Shetland has been undertaken.

Planned activity for September includes AST meetings in Edinburgh, Tayside & Fife, South East Scotland, Central & West Lothian & Ayrshire. Local Learning Events in Tayside & Fife, Edinburgh & East Lothian & LPR meetings in South East Scotland

Digital engagement took place at the LDC Forum in August and is planned for the Clerks Network in September.

The expenses service has been profiled in the August Community Newsletter.

Expenses approver functionality has been rolled out to all Clerks. Feedback has been positive. Clerks are engaging with their Finance Teams to ensure the export detail produced will enable processing of claims. Feedback has been positive both in terms of finance teams getting data in formats that will support payment and from Clerks with respect to this being a more efficient process. Feedback will be further consolidated at the Clerks Network meeting in September. MVP handshake will move to sign off in September.

Training & Events MVP testing and feedback remains positive. MVP sign off will move to handshake in September.

Volunteer Management MVS functionality continues to be tested amongst a wider group. Feedback has been positive. Clear that policy work is required to support the functionality this service offers.

Rota Management MVS functionality has been tested by the Business Owner & a group of core testers. Feedback has been positive.

Concerns MVP functionality has been tested by the Business Owner & a group of core testers. Feedback has been positive. MVP sign off will move to handshake in September.

Complaints MVS functionality has been tested by the Business Owner & a group of core testers. Feedback has been positive.

Observations MVS functionality continues to be tested by the Business Owner and a group of core testers. The PPA forum have also had a demonstration of functionality. Feedback continues to be positive.

Services:

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

Expenses: MVP Delivered.
Extended Testing remains an exception.
Moving to Service handover to release

Training and Events: MVP Delivered
Progressing as per plan. Moving to Service handover to release

Concerns: MVP Delivered
No exceptions. Moving to service handover to release

Collaboration
Exceptions around MVP delivery/Extended testing due to on going licensing discussions. Business Readiness awaiting service release pending licence purchases.

Rota Management: MVS Delivered
No exceptions. Progressing as per plan

Observations: MVS Delivered
No exceptions. Progressing as per plan

Volunteer Management: MVS Delivered

No exceptions. Progressing as per plan

Complaints: MVS Delivered

No exceptions. Progressing as per plan

Recruitment:

No exceptions. Progressing as per plan

Agenda Item: 14: CHS-1920-26

Accountable SMT member:	NC/CEO
Report author:	Boyd McAdam
Resources implications:	Within available resources
Purpose:	To Approve
Equalities duties:	Equalities Impact Assessment Required - NO

APPEALS FROM CHILDREN'S HEARINGS SYSTEM: ISSUES FOR CHS

- 1 In Sept 2018 the Board considered a report on appeals. We undertook to provide further information as the last report issued just as SCRA were reporting on their case sampling exercise on appeals.
- 2 As was recognised then, while data on the outcome of appeals was held on SCRA's case management system (CMS), information was limited.
- 3 This paper updates the Board. It advises that while there is much discussion – and continuing need to ensure the writing of decisions and reasons is appropriate– the scale of the issue nationally is small and should be seen in context. Developments with the digital programme and enhanced working at local level through the ASTs and the CHS Partners should provide more focus on areas of interest.

Background

- 4 On their current case management system – CMS - SCRA records the outcome of all appeals. The practice is for any appeal not opposed or upheld to have a note on the system explaining the reasons for the decision.
- 5 Where a reporter decides to not oppose an appeal the appeal will nevertheless go before the court for the sheriff to satisfy himself or herself that the decision is appropriate and the Sheriff may ask for explanation further evidence before reaching a decision.
- 6 A decision not to oppose an appeal is taken under SCRA's scheme of delegation and falls either to the Locality Reporter Manager (LRM) or to a senior practitioner. The decision is recorded on CMS but routinely information is accessed only by going into each case file on CMS and checking the case notes. The notes are in free text so cannot readily be summarised. Hence the periodic need for case sampling exercises to provide a more national overview. There has been no subsequent case sampling exercise on appeals but every quarter reports go to SCRA's localities and ASTs providing information on the number of Appeals and the number of Appeals upheld in the quarter. Locality Managers at SCRA routinely feedback to the AST on any learning that can be drawn from upheld Appeals by the Sheriff.

- 7 The CMS element of the new digital platform CSAS (Core Systems, Applications and Solutions) is still under development. The appeals module may still rely on free text recording to reflect to wide variety of reasons and nuances. However, the new module – which will not be live until later in 2020 should provide more rich data around appeals.

The scale of unopposed appeals

- 8 To clarify the scale of the issue. Each year there are over 31,000 hearings. Each reaches a decision whether on an interim basis or making a CSO or not. Each decision can be appealed.
- 9 In 2017/18 there were 914 appeals (just under 3% of all decisions): in 2018-19 as seen in Appendix A – an extract from SCRA’s statistics published recently that figure had dropped to 824.
https://www.scra.gov.uk/resources_articles_category/official-statistics/
- 10 Of those appeals, in 2017/18 just over 1/5th (22%) there was a decision by the reporter to not oppose appeals. (A comparable figure is not available for 2018/19 in the absence of case sampling.) In 43% of those cases the reason noted was that the decisions and reasons were considered by the reporter to not be robust enough to oppose the appeal. That was a fall from the previous year where the comparable figure was 50%. In those cases where the appeal is contested I infer from the figures that in 17 cases the sheriff concluded that inadequate decisions and reasons were the reason for granting the appeal.
- 11 At a general level this signals that in just over 0.3% of all decisions, the reporter has some concern over the recording of decisions and reason to the extent that they do not oppose the appeal. We should also recognise that there may be decisions and reasons which are not appealed where there may be scope for improvement.

The detailed breakdown of the reasons for not opposing the appeal were:

Reasons	% split
Inadequacy of hearing reasons provided by panel member	43% (50% in 2014) **
The Hearing had proceeded to make a decision in the absence of a relevant person, rather than deferring making a substantive decision	12%
Hearing had attached weight to factually inaccurate information when reaching their decision	8%
Hearing had not applied the correct statutory test in reaching a decision (in relation to the making of an interim order)	5%
Cases papers had not been available or provided to a relevant person for the Hearing (this information being available in the Hearing)	5%
Hearing had failed to take the child’s views into account	3%
No safeguarder decision was recorded	1.5%

* Only 69 cases had a reason for not opposing the appeal recorded.

** The most common issue in relation to inadequate written reasons was a failure to adequately justify decisions about contact measures.

- 12 Any appeal which can be avoided through better practice is desirable as it avoids extending the involvement of the infant/ child/ young person in the system and allows for greater certainty of next steps. The following paragraphs set out what is being done to further enhance best practice.

Actions

- 13 In addition to the development of the appeals module in CSAS, SCRA have undertaken a study on the reporter in the hearing room. The purpose was to assess whether reporters are taking appropriate action in hearings (e.g. to ensure process is observed and statutory tests met). Action – or lack of action – by the reporter in cases was reviewed by the practice team. Overall, while in a very few cases there was evidence that action or inaction would have been more appropriate, in the majority of cases the action by reporters was considered appropriate.
- 14 There was no specific focus on appeals in this study. We will continue a dialogue with SCRA over whether there is scope for reporter practice to help with reducing the number of unnecessary appeals. However, as the board will appreciate, there is sensitivity around this area due to ECHR.
- 15 The CHS Area Support and Improvement Partners (ASIP) will be working closely with SCRA over the action from the 2016 exercise that related to LRM's sharing appeal outcomes with AST's, both successful and unsuccessful appeals. The ASIP baseline review of ASTs will help assess whether this is now happening routinely to assist and support Learning and Development Coordinators in particular to focus on issue which may require local focus. SCRA also gain information from the Court Managers Network which will reveal trends and whether a Locality is unusual compared to others and this is a further area for the ASIPs to be involved in.
- 16 The Learning Academy will continue to offer courses - both online and as part of face to face training – to support panel members in their practice on how to improve outcomes through good decisions and reasons. We are looking to ensure that the Learning Academy course development complements SCRA ongoing work around practice development. This joint approach highlighted training in the application of the various legal tests covered in appeals which include Non-Disclosure, Interim Compulsory Supervision Orders, secure authorisation, the deeming of Relevant Persons, the excusal of a child.

Conclusion

- 17 Scope remains for extracting better information about the reasons for appeals being successful and around reporters' decision to not oppose an appeal. The new digital platform should provide more data and SCRA will periodically undertake more detailed case sampling as required.
- 18 CHS should continue to review Appeal numbers and promote best practice and to secure improvements in the justification of reasons and decisions, through the Learning Academy we will maintain a focus for national and local learning on this aspect of panel member practice.
- 19 Subject to the Board's views I recommend that this approach be continued and that it remains appropriate for the scale of the issue.

Recommendation

- 20 The Board are asked to note this report

Appeals to the Sheriff

This section presents information about appeals to the Sheriff against decisions made by Children's Hearings in 2018/19 with comparisons to previous years.

Key facts:



Children and young people with appeals concluded decreased for the fourth consecutive year



57 % of appeals were refused (Children's Hearing decision upheld) in the year

Appeals

Children and young people and/or their relevant persons can appeal to the Sheriff against decisions made by Children's Hearings and Pre-Hearing Panels. In 2018/19, 651 children and young people had 824 appeals concluded, a 9.8% decrease. A child or young person may have multiple appeals within the year.

Table 6.1 Number of appeals to the Sheriff

Appeal outcomes	2015/16	2016/17	2017/18	2018/19
Number of children and young people*	777	740	668	651
Number of appeals concluded**	n/a	n/a	914	824
% with Hearings' decisions upheld (appeal refused)	n/a	n/a	56%	57%

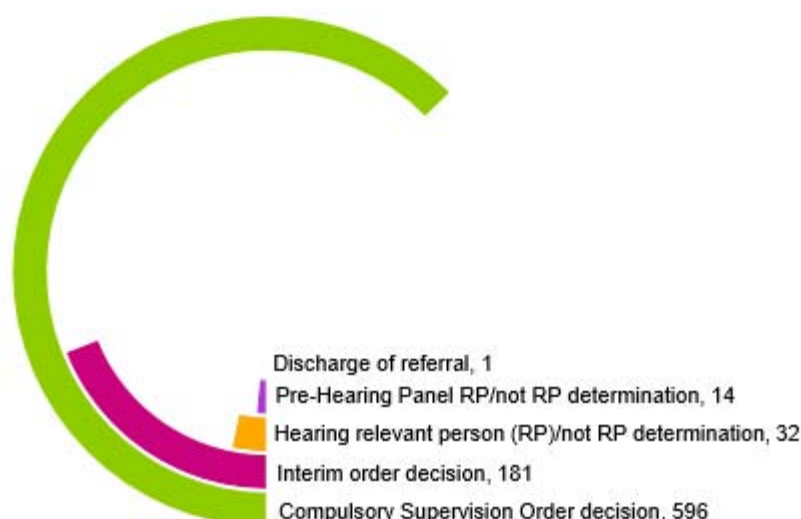
* Please see the note on error margins within appeals on page 28.

** Appeal counts (as opposed to counts of children and young people with appeals) are unavailable prior to 2017/18.

At appeal, 57.3% of children and young people had Children's Hearings decisions upheld (the appeal was refused) by the Sheriff on at least one appeal in the year. Where a decision wasn't upheld, the most common outcome was for the Sheriff to require the reporter to arrange a Hearing (for any purpose for which a Hearing can be arranged).

The types of appeals against Children's Hearings decisions are displayed in Figure 6.1. The most common type of appeal is in respect of Compulsory Supervision Orders, either in terms of the review of the order or the decision to make the first order. This is expected in the context of Compulsory Supervision Orders being the most common outcome of Children's Hearings.

Figure 6.1 Number of appeals against Children's Hearings decisions in 2018/19*



Agenda Item: 15: CHS-1920-27

NEW APPROACH TO FEEDBACK LOOP (Section 181 of the Children’s Hearings (Scotland) Act 2011)

Accountable SMT member:	NC/CEO
Report author:	Boyd McAdam
Resources implications:	Within available resources
Purpose:	To Approve
Equalities duties:	Equalities Impact Assessment Required - NO

1. SUMMARY

1.1 The latest report for 2016-17 is in preparation for publication, ideally, later this month. As in previous reports, there is detailed information nationally and locally, drawn from analysis by local authority staff from most local authority areas of each case file for those children under a secure authorisation. This covers roughly only 1% of all children and young people on a Compulsory Supervision Order (CSO)). Where information has been provided on other children and young people on a CSO, this is included at local level. A national overview cannot be provided for this wider group of children and young people on CSOs as local authority approaches vary.

1.2 Information on 2017-18 will be available in spring next year.

1.3 So far, there are no particular trends to report.

1.4 In view of this and the challenge of producing more complete reports, I recommend a new approach to the feedback loop. This may not meet the statutory obligations in full but may provide more meaningful reports over time. I recommend exploring the possibility of freezing future reports to allow resources to be re-directed at producing better reports. From the information provided to date there is not – and will not be - sufficient data on which to reflect/ act. A shift in approach is now required and I seek the Board’s advice on what I propose in recognition of the potential risks and opportunities.

2. OVERVIEW

2.1 This will be my last report as National Convener of Children’s Hearings Scotland (CHS). As explained previously, CHS does not hold data about children coming through the children’s hearings system. We rely on:

- SCRA to provide detail on the gender and age profiles of children referred to children’s hearings and the grounds on which they are referred; and
- Local authorities in respect of data on the implementation of the decisions and measures attached to CSOs, their progress and outcomes for children and young people.

- 2.2 The latter data is not routinely accessible from local authority systems nor is it recorded in a format that easily allows the data to be extracted in a manner to meet the aims of the report. Case files may be interrogated to extract some of the necessary information but the exercise is lengthy, time consuming and requires significant interpretation across local authorities by those compiling the reports. Local authorities have their own systems for management of cases but they do not deliver the detail required by section 181.
- 2.3 I therefore share the view of the Education and Skills Committee in its Taking Stock report on the 2011 Act that the current system of reporting does not satisfy the intention behind the Children's Hearings (Scotland) Act 2011 provision (Section 181). Section 181 requires information on implementation of measures (action) and on impact (outcomes). It is a concern to me that, unlike for reporting on the criminal justice, systems have not been developed over the years to report routinely on implementation of measures concerning Scotland's most vulnerable children. Individual case files may hold relevant information and will be extracted to provide reports on individual children at children's hearings. However, there is no readily accessible data on local authority systems to report on implementation in respect of all children and young people subject to a CSO. Our efforts over the past years have sought to improve the quality and quantity of the data in order to provide more meaningful reports: they have not produced improvement to any significant degree.
- 2.4 Our ability to report on impact (outcomes) is constrained as there is no agreed approach to measuring outcomes for vulnerable children applied consistently across all 32 local authorities or nationally. Assessments based on local authority measures and recording practice will produce local authority reports which could be reporter. But no systematic national overview is available.

3. ISSUES

- 3.1 I am conscious that even if capacity and resources were available and prioritised, changes to systems require at the very least a 2 - 3 year lead in period once changes have been agreed. In submitting this report I set out options we have been exploring to deliver more meaningful reports. The key challenge is whether to persist in the nature of the reports to date or to reprioritise efforts and resources in an effort to produce more meaningful and constructive reports.
- 3.2 Attached are Annexes providing further background:
- The legislative provisions on the feedback loop – Annex A
 - The decisions and measures a children's hearing may impose – Annex B
- 3.3 Because the decision of the hearing is so variable and tailored to the individual circumstances of the child or young person, a detailed case recording system for reporting is complex and requires significant analysis of each child's circumstances if a report is to be accurate and robust. Local Authorities tell us that there is neither the capacity nor the resources to undertake such tasks. As recording systems cannot deliver, the only options which might deliver more meaningful reports will rely on case sampling to provide the qualitative reports. I recommend that we pursue this approach, but wish to seek the Board's counsel on this approach as it accepts that, in the absence of legislative change, the reporting requirements of the 2011 Act cannot be met. I believe that one or more

combination of the options under consideration will, over time, provide more qualitative assessments of how children and young people in need of compulsory measures are being supported and how their wellbeing is developing. However there are risk associated with this approach as it may involve the National Convener not complying with legislative obligations.

- 3.4 In the absence of legislative change I also propose to seek Ministers' and Parliament's views on suspending the reporting requirement while focussing resources on a new reporting approach. CHS does not have any research capacity and limited other ability to engage in the detailed discussions necessary. From meetings with local authority statisticians it is evident – and stated by several – that they are not able to meet any formal request for information which the National Convener might determine. I would therefore wish to seek agreement to co-produce with SCRA and local authorities a new approach.
- 3.5 The following paragraphs set out some of the options under development. The key issue is whether the Board would support further development of mechanisms which would not deliver compliance with the detailed letter of the 2011 Act but which should over time result in more meaningful reports and address concerns over consistency and interpretation at local level.

4. OPTIONS

- 4.1 A priority is to move to reports that provide not just quantitative details but are qualitative. In my view, the qualitative element – i.e. impact and outcomes – is a higher priority. The precise level of implementation – whether in respect of contact; meetings, appointments, levels of support - is of lesser importance to being able to demonstrate that the intervention by public organisations (health, education, social work) are, in the context of the statutory role of children's hearings, preserving and ideally enhancing the wellbeing of very vulnerable children.
- 4.2 At a basic level we should be able to see from trends that a child or young person's wellbeing is holding and preferably improving. If it is not, those involved in supporting the child or young person - children's hearings decision makers included - need to review what is being done to improve wellbeing and outcomes. This should be true of any child or young person in receipt of targeted services whether backed up by statutory intervention, child protection measures or voluntary engagement.
- 4.3 Effort needs to be put into measuring outcomes in a consistent and comparable manner. A wellbeing toolkit has been developed in youth justice and is a start. I hope that the proposed pilots can start soon. CHS contributed to the development of this tool as part of the package of activity to assist more consistent outcome measurement and it is work we are keen to see progressed.
- 4.4 With SCRA we have been working with a technology software provider to explore how the development of a new programme might progress a recording tool for the data collection and reporting of outcomes based around the SHANARRI indicators. . As such, a greater degree of consistency in reporting would result. However, it is for local authorities to decide to commercially acquire any new programme: whether the resourcing and testing and roll out can be supported by Scottish Government or others has to be determined. But if it can be achieved it would represent a step change in reporting on outcomes

- 4.5 In any event, children's services ought to agree – with Scottish Government - how they approach recording of outcomes. This is not just a matter for children's hearings but goes wider into children's services. Indeed, it ought to go further into adult services so that when a young person transitions from children to youth justice or adult services there is a consistent methodology on outcome measurement.
- 4.6 Within children's services there should be coherence with what is being recorded in a child's plan with what is being captured in either the children's hearings or youth justice sectors. As child's plans develop under the Children and Young People (Scotland) Act 2014 broad comparison could be drawn for those in the compulsory arena with those for whom a Child's Plan was required but who did not need the level of compulsory intervention.
- 4.7 These developments cut across practice in local authorities and feed into the Scottish Government's Programme for Government and improving outcomes at a national level. Each local authority should report on outcomes and wellbeing of all their children. As each local authority is at liberty to define their reporting on outcomes and no national approach has been agreed, comparisons can only be approximate.
- 4.8 A further developments the recent publication by SCRA on Home Compulsory Supervision Orders. This is research that has taken over 2 years - <https://www.chip-partnership.co.uk/2019/09/02/research-on-home-csos/> A key aspect of the work has been to assess whether the outcomes of those young people subject to a home CSO have improved. In order to measure outcomes a research tool was developed who was applied to consideration of each case to assess whether, for the child or young person, outcomes were improved. As highlighted above, this is a complex area. On the basis of the research, the report included that outcomes seem to have been improved. The overall number of concerns indicators fell over time.
- 4.9 It has been recognised that this tool is for research purposes but the response from those applying it was positive and there is scope to develop the tool further from a research one into something that practitioners might use. Rather than adopt a scale of concern as in the youth justice tool, this approach identifies whether a concern exists or not and calculate the overall score.

5. PROPOSAL

- 5.1 The obligation to report under section 181 will fall to my successor, Elliot Jackson. However I wish to set out now my proposals ahead of his tenure as National Convener based on my experience over the past 5 years.
- 5.2 By common agreement the reports under section 181 do not hit the mark. In the absence of significant investment in reporting mechanisms and/or staff capacity in local authorities, the reporting on detailed implementation will not deliver at a system wide level. Continuing to focus on implementation of measures diverts resources from the more important task of measuring impact and outcome.

- 5.3 I remain fully committed to the intention behind the provision in section 181 of the 2011 Act. CHS, Panel members and many others are all keen to know the impact of activity by children’s hearings and public services are having on vulnerable children – whether in the compulsory structure of the children’s hearing or under other activity. The SCRA research is a welcome first indication that a positive impact can be discerned. The challenge is to make sure that the approach can be applied consistently across Scotland in a manner that allows a national picture to be established
- 5.4 Opportunities may emerge as the new digital platform for the hearings system is rolled out. These will continue to be explored, in particular how progress on implementation might be captured each time a child returns to a children’s hearing. Any such improved report is unlikely to be available until after 2021.
- 5.5 A shift to a more qualitative report based on case sampling and more consistent reporting on outcomes could provide reports more attuned to the intention behind section 181. I propose that the nature of activity around reporting shift in this direction. It will require a transition to a new approach. The production of an annual report will continue to divert resources from a more meaningful report that adds value to the system and the sector
- 5.6 I therefore propose that we explore opportunities to cease existing annual feedback report reports and focus attention on more meaningful reports which captures the spirit of the 2011 Act provision notwithstanding that this may mean not submitting the annual report anticipated.
- 5.7 There are risks associated with this approach since it recommends that the National Convener does not comply with the detailed statutory reporting requirements but seeks alternative approaches. The documented evidence of the past 5 years is that notwithstanding that there is a keen wish to establish reports on implementation and outcomes, the practicalities of doing so cannot be achieved currently. In “Yes Minister” terminology this is a “bold” move. But if we are to move to reports that provide useful information I believe that, notwithstanding the risks, a new approach should be pursued.

6. CONCLUSION

- 6.1 I invite the Board’s views on the proposal. If progressed we will need to seek Ministers and Parliament’s views on whether they would be agreeable to the new approach and the suspension of reporting for a couple of years.

THE LEGISLATIVE PROVISIONS ON THE FEEDBACK LOOP: SECTION 181

Implementation of compulsory supervision orders: annual report

(1) The National Convener must, as soon as is reasonably practicable after the end of each financial year, prepare and submit to the Scottish Ministers a report about implementation of compulsory supervision orders during the year—

- (a) In Scotland as a whole, and
- (b) in each local authority area.

(2) The National Convener must give a copy of the report to each member of the Children's Panel.

(3) The Scottish Ministers must lay the report before the Scottish Parliament.

(4) For the purposes of preparing the report, the National Convener may require each local authority to provide to the National Convener for each financial year—

- (a) information about—
 - (i) the number of compulsory supervision orders for which the authority is the implementation authority,
 - (ii) changes in the circumstances that led to the making of the orders,
 - (iii) the ways in which the overall wellbeing of children who are subject to the orders has been affected by them, and

(b) such other information relating to the implementation of the orders as the National Convener may require.

(5) Information provided under subsection (4) must not identify (or enable the identification of) a particular child.

(6) In this section, “financial year” has the meaning given by paragraph 24(3) of schedule 1.

The decisions and measures a children's hearing may impose cover a variety of decisions

Deferred decision

Safeguarder report

Other report

Termination

Advice to sheriff (e.g. on permanence/ adoption/ before sentencing)

If a decision is to be made this will be one of a number of options:

ICSO

CSO

Variation of CSO

Measures may include determination of

Place of residence

Authority responsible

Contact (with whom; how frequent; supervised or not)

Assessment

Secure authorisation

Electronic monitoring (if secure criteria met)

Obligations to meet social work/ other professionals

Attendance at certain places at certain times for specified purposes

Restrictions on attendance at certain places with certain people

PANEL MEMBER CONTINUITY POLICY UPDATE

Accountable SMT member:	Operations Manager
Report authors:	Laura Conachan
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required - No

1. Introduction

Panel Member Continuity was reviewed in late 2018 to:

- streamline and standardise the process for making continuity requests;
- gather data on the number of requests actually facilitated ;
- increase the use of continuity to provide a better hearings-experience for children and families; and
- increase the use of continuity to provide better continuity of decision-making

In January 2019, the streamlined process went live making continuity requests easier to make and quicker to facilitate without the need for authorisation by the national team. Continuity request forms were removed, bringing decisions about continuity in line with all other hearing decisions.

Quarterly reports are submitted to the national team by the clerk/rota manager in each AST detailing the number of requests made, the number facilitated and the CMS ID of each child to whom the request related.

In April, once the new process was fully embedded, work began to increase awareness of the benefits of continuity for children and families at hearings. This included a Practice Briefing Note, targeted communications to areas where there was a low use of continuity and an inclusion in a national 'Practice Newsletter'.

2. Current Position

The statistics for Q2 show a 35% increase in children who have benefitted from continuity compared to previous quarters.

Furthermore, from Q1 and Q2's data, we now know that 97.7% of continuity requests were facilitated by the AST, resulting in at least one continuing Panel Member on the next hearing.

Compared to the number of hearings which take place, the numbers of hearings with continuing Panel Members is still relatively small. Encouraging use of continuity is ongoing and information will be included in the new Practice and Procedure Manual and CHS Learning Academy courses for the first time.

While continuing to increase continuity requests has significant benefits to children and families, it places a burden on rota management and requires volunteers to adapt their schedules to fit specific hearings.

We will continue to monitor the take up and impact of continuity during Q3 and Q4 before looking at solutions that may alter the way that Panel Members organise and submit their availability for the local rota. This work would be in considered in tandem with the new rota management module to be implemented early in 2020.

3. Recommendation

The Board are asked to note the report.

Agenda Item: 17: CHS-1920-29

2019 Panel Member Recruitment Campaign

Accountable SMT member: Business & Operations Manager
Report author: Operations Manager
Resources implications: Within available resources
Purpose: To Note
Equalities duties: Equalities Impact Assessment Required
 Yes? **No**

1. Background

- 1.1 The annual recruitment campaign for Panel Members launched on 21 August 2019 and will close by the end of Tuesday 17 September 2019.
- 1.2 This paper will provide an overview of the reception the campaign has received and impact it has made to date. An overview of the latest statistics will be provided at the Board meeting.

2. Overview

- 2.1 The online application system opened on 21 August, alongside the launch of the campaign. For those who expressed interest throughout the year, however, were given access to the system the day prior to the official launch.
- 2.2 Comparison of submission of applications with previous years indicates similar trends to date. The campaign has a shorter timeframe this year. Campaigns traditionally were over a period of five to six weeks and this year, it was agreed to reduce to four full calendar weeks to allow a more focused and targeted promotional campaign. Previous analysis of campaigns show 50% of applications have been received in the last few days of the campaign.
- 2.3 This new shorter timeframe also has the potential to reduce marketing costs.

3 Promotional Campaign

- 3.1 The response to the campaign design has been very positive from within the CHS community, with members of the public, our partners and people with personal lived experience, and an overview of some key campaign statistics, which gives a sense of the very positive feedback received from all parties about the campaign this year, will be tabled at the actual Board meeting.
- 3.2 Many of our partners from within the sector have been particularly receptive to our campaign design including the Independent Care Review, Who Cares? Scotland, Staf and Celcis – and have directly been in contact to compliment the

design, the values and qualities which are aligned with the expectations of young people attending hearings.

- 3.3 Creative materials also included videos hosted on the recruitment website featuring young people talking about the qualities they wish to see in Panel Members.
- 3.4 Videos have also been utilised on social media featuring current Panel Members and what qualities they believe are important.
- 3.5 On launch day, the National Convener was interviewed by BBC Radio Scotland's Good Morning Scotland, Kingdom FM and the campaign received a mention on Good Morning Britain (ITV). We've also seen a number of local press pieces run, including the Evening News, The Press & Journal and STV Aberdeen, and local press. Glasgow Live has run a series of a 'day in the life of' a Panel Member which will look at motivations for volunteering and balancing volunteering with life/work.
- 3.6 To help us meet the targets as set out in the Business plan (for 38% of new recruits to be men while 12% of young people), we have focused on these demographics for our case studies for national and local press and the creative design.
- 3.7 To engage a wider range of young people, it was agreed to extend the age range of young person. In the past, young person has been based on the Young Scot's definition of 18-26 years of age. To enable Area Support Teams to engage with an increased number of young people and attract a less transient group, the age range of young person has been extended to those under 30 years of age.
- 3.8 These targets are being closely monitored (to date: 28% of applications are from under 30 year olds; and, 28% of applications are from men). To help us meet our 38% male target we are exploring appropriate re-direction or additional support of our marketing budget.

4 Recommendation

- 4.1 The Board is asked to note this update and will receive a tabled report of the latest statistics at the Board meeting itself.

Agenda item 18, CHS-1920-30

2019 Community Survey: Results

Accountable SMT member:	Operations Manager
Report author:	Christine Mullen OM / Michael Beardmore QPL
Resources implications:	Within available resources
Purpose:	To note
Equalities duties:	Equalities Impact Assessment Required
	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1. Introduction and Context:

This paper presents the main conclusions from the 2019 community survey (which ran from 3rd May to the 9th June); a summary of the outputs provided by the Research organisation Progressive; a The final number of returned surveys (including both fully complete and partially complete) was 1,481. Based on 3,007 available volunteers, this gives an upper response rate of 49.2%. The highlights below give comparisons with two previous CHS Community surveys carried out in 2017 and in 2015.

2. Survey Themes

The Survey sought feedback on twenty themes in total. One new theme was added this year: Trainee experience in order to ascertain from our most recent Panel Members information on recruitment, selection and start up training. All other themes remain largely the same to enable comparisons with previous survey years.

The themes are as follows:

- IT Skills and Confidence
- Support: PM
- Engagement
- Trainee Experience
- Local Support: PM
- Living Our Values
- Observation & Feedback: PM
- Support: AST
- Customer Service
- Communications
- National Support: AST
- Organisational culture: PM
- Organisational culture: AST
- Personal Development
- Skills: PM
- Training: PM
- Training: AST

3.1 Summary of results

3.1 Satisfaction and Engagement: this is high amongst our community. Panel and AST Members are overwhelmingly proud to say they are part of Children's Hearings Scotland (92% agreement), feel their contribution is valued (PMs: 85%; ASTs: 81%), and would recommend CHS as a great way to volunteer (90% agreement).

3.2 Support: On a local level, support and involvement scored well (76% of PMs and 94% of AST members agree they are supported locally). National support and involvement to AST members scored lower (55% agreed the National Team supports them to carry out their role), but improved on 2017 results (44%).

3.3 Culture and Values: There was strong agreement that CHS is respectful (94% agreement) and child-centred (92%). Weakest agreement was for CHS being creative (57%) and open (70%). There was low agreement that the community has opportunities to contribute their views before decisions are made (PMs: 54%; ASTs: 49%).

3.4 Training, Skills and Confidence: The community overall feels well trained (93% of PMs and 80% of ASTs). Most Panel Members agreed that National training was of good quality (64% agreed). The survey demonstrated that confidence with IT across the community is high.

3.5 Observations: Observation and feedback is being well received by the majority of panel members (79% agreed it helps their practice in hearings). There have been significant increases in Panel Member satisfaction with observations compared to 2017 results (67% agreed).

3.6 Expenses: this continues to be a challenging area for us, with only just over half (56%) agreeing that claiming is easy and straightforward.

3.7 Communication: there is general agreement that communication from CHS is useful and clear. Scores for the quality of communication increased from the 2017 results. Practice updates are being particularly well received (77% of PMs agreed practice updates improve their practice; 49% in 2017).

3.8 Trainees: the experience of the most recently trained Panel Member has been very positive (95% believe the training has equipped them well). Local support during training is one area that may benefit from further work (79% agreed they had enough local support, and 54% said they had a buddy during training).

4. Next steps

The community survey results will be used to inform our work now and in the future. Some things are already in place to address issues the results raise and build on progress we're making:

- Observations and Expenses form key elements of our new digital system.
- Our Area Support & Improvement Partners are now all in place and will be working with ASTs to ensure they are both supported and able to offer support to Panel Members.
- The new digital Practice and Procedure Manual will create a more structured way to give practice updates as well as giving Panel Members the opportunity to be involved in suggesting and developing new content.
- Over the coming months more information on the survey results will be released alongside plans to address themes requiring improvement.
- Area Convenors and ASIPs have comprehensive reports for each of the nine ASIP areas. Detailed local reports for each AST area are currently being produced.

Appendix 1 Progressive Presentation showing National High Level Survey Results

The following slide graphics from a recent Progressive Partners presentation to SMT, show the high level results and national comparisons with two previous surveys.

Slide 1 Introductory slide



progressive

Children Hearings Scotland
Community Survey 2019
Presentation of findings
Monday 2nd September 2019

MRS Evidence Matters

CYBER ESSENTIALS

ISO 20252
MCA

UKAS
CERTIFICATION
936

Slide 2: Project Background



Project background

progressive

Children's Hearings Scotland (CHS) is a non-departmental, government funded public body, which administers Scotland's children's hearings system.

CHS works to ensure the hearings system functions in a way that delivers positive experiences and outcomes for the children and young people of Scotland.

It recruited volunteer Panel Members from across Scotland and provides training and support through its National Team and 22 Area Support Teams (AST).

Children's Hearings Scotland strives to gain insight into the volunteer experience through bi-annual surveying of its Panel and Area Support Team members.

Previous community surveys were conducted in 2014, 2015, and 2017. This document compares findings across three waves, 2015, 2017 and 2019.

Progressive were commissioned by CHS to conduct its latest Community Survey, which included Panel Members, AST Members and, for the first time, trainees.

children's hearings scotland

2

Slide 3 Survey Sample Size Information



Sample: All volunteers



49% of
volunteers



CHS role	No.	%
Panel Member	1,064	72%
AST Member	222	15%
Trainee	195	13%
Base (all)	1,481	100%

Response rates dropped 6% since the last wave of in 2017. 49% is still healthy. Small scale qualitative research could determine how to boost completion rates.

The profile of respondents was proportional in every region to overall membership.

The breakdown of CHS roles is consistent with previous waves, and is reflective of community membership across Scotland. Trainees were included in the Community Survey for the first time.

3

The vast majority of CHS Community volunteers completed the survey online with a small number completing a paper copy survey.

Slide 4 Overall Summary of Scores for all Themes



Theme scores overview




All themes
scored over
3 out of 5.

Theme	Mean score	Theme	Mean score
IT Skills And Confidence	4.43	National Support: AST	3.88
Support: PM	4.36	Organisational culture: PM	3.88
Engagement	4.35	Organisational culture: AST	3.77
Trainee Experience	4.20	Personal Development	3.76
Local Support: PM	4.17	Skills: PM	3.75
Living Our Values	4.06	Training: PM	3.75
Observation & Feedback: PM	4.02	Training: AST	3.58
Support: AST	3.99	Skills: AST	3.58
Customer Service	3.97	Expenses	3.50
Communications	3.89	Skills Development	3.45

4

Slide 5 IT Skills and confidence levels in the CHS Community

IT skills & confidence: All volunteers



Volunteers are highly confident in their IT skills. Similar scores were given across Panel Members, AST Members, and Trainees. Using accessibility tools on their devices, multiple tabs on an online browser, and posting to social media platforms were skills with the lowest confidence levels.


Skills	Confident	Skills	Confident
Can connect my device to a safe and secure WI-Fi network.	96%	Can communicate using tools like email, WhatsApp, etc.	90%
Can make travel arrangements online.	93%	Can use the internet for online banking, etc.	89%
Can update and change password when prompted.	93%	Can navigate confidently around a computer's file system.	88%
Can interact with the home screen on my device.	93%	Can use accessibility tools on my device.	86%
Can share documents by attaching them to an email.	92%	Can use multiple tabs on an online browser	85%
Can save info and find it again from drives and devices.	90%	Can post to social media platforms	73%

5



Based on SCVO Digital Skills Baseline Questions the above question set was added to the survey this year to provide information on the skills, knowledge and confidence levels of CHS Community. These responses will help inform CHS approaches to training, development and support of volunteers before, during and after the roll out of our new digital systems.



Slide 6 Roles

Support: Panel Members



Panel Members gave positive scores across all statements for support. 100% said they had a clear understanding of their role. There were significant increases in scores for receiving information that keeps practice current and my contribution is valued.

	2019	2017	2015
 Clear understanding of role	100%	98%	98%
 Skills well utilised	90%	90%	91%

	2019	2017	2015
 Receive information keeps practice current	89%	83%	87%
 Contribution is valued	85%	75%	76%

6

Slide 7 Engagement Scores for CHS Community volunteers

Engagement: All volunteers

progressive

While there is a drop in four scores from the last wave engagement remains high.

Statement	Total agree		
	2019	2017	2015
I am proud to tell others I am part of CHS.	92%	95%	94%
I would recommend CHS as a great way to volunteer.	90%	93%	92%
I feel a strong personal attachment to the Children's Hearings System.	89%	88%	87%
CHS motivates me to help achieve its mission for children & Young people.	78%	80%	74%
CHS motivates me to do the best in my role	78%	80%	72%



7

Slide 8 Feedback from 2019 Trainees on overall experience of recruitment, selection and training.

Trainee experience

progressive

The levels of agreement across all elements of training were very high, with the exception of having a buddy during the training process.

Statement	Total agree
	2019
I received enough information about the selection process.	96%
I believe training has equipped me to carry out my role as a Panel Member.	95%
The online application was easy.	92%
The individual and group selection interviews met my expectations.	91%
The recruitment materials were clear about the training commitment.	86%
I was fully briefed and prepare for observation of hearings.	84%
I received enough support from the AST during the training process.	79%
I had a mentor/buddy during the training process.	54%



8

Progressive recommend that CHS consider supporting and expanding mentoring and buddying systems in all AST areas.


Slide 9 Local Support to Panel Members from Area Support Teams

Local Support: Panel Members

Significant increases in four out of six statements. Results indicate success in making people feel part of the local team.

Statement	Total agree		
	2019	2017	2015
I know how to contact members of my AST when I need help or support.	93%	88%	87%
I feel safe when attending hearing centres.	89%	86%	91%
I have a fair allocation of hearings each month.	88%	89%	86%
My AST keeps me up to date with local information.	85%	77%	76%
My AST supports me to carry out my role.	76%	67%	66%
I feel part of the local team.	72%	62%	64%

I believe I would get support if I asked for it but I don't ask. I also live so far from operations that I cannot attend many of the supportive evening events, that is probably why I don't feel much like part of a team.



9

Slide 10 Level of Agreement with the Living of CHS Values

Living our values: All Members

This year (2019) saw four significant increases in agreement:

- Respectful
- Challenging
- Open
- Creative

CHS is respectful: 74%

CHS is child centred: 92%

CHS is fair: 88%

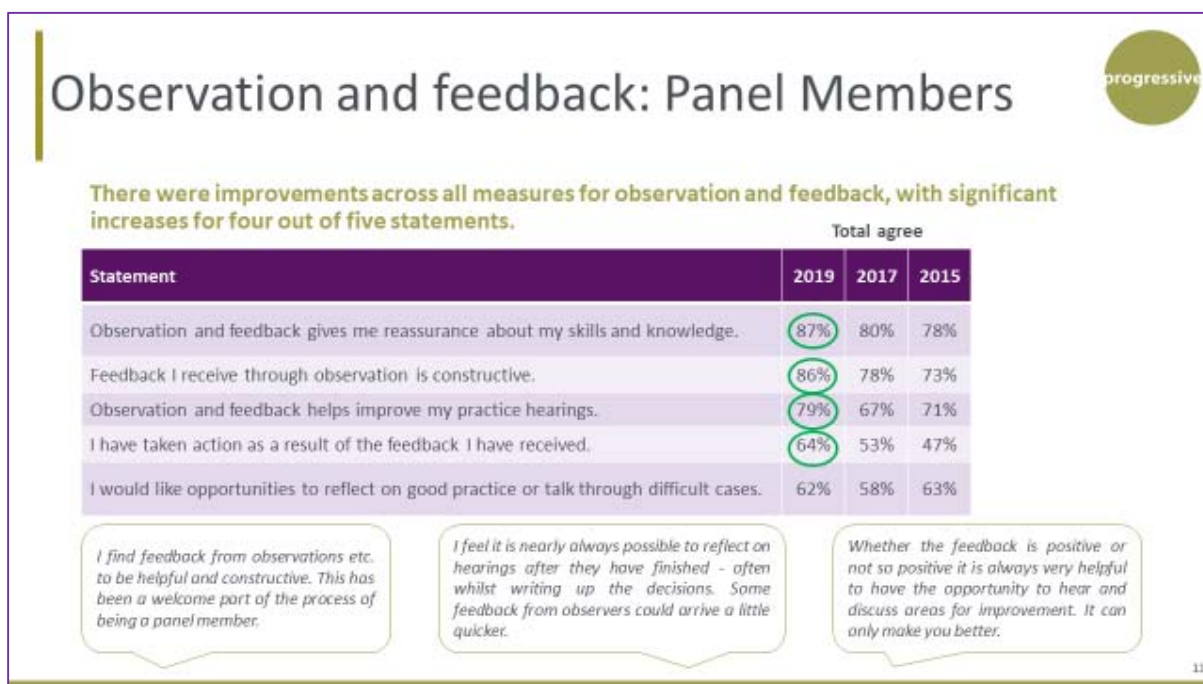
CHS is challenging: 74%

CHS is open: 70%

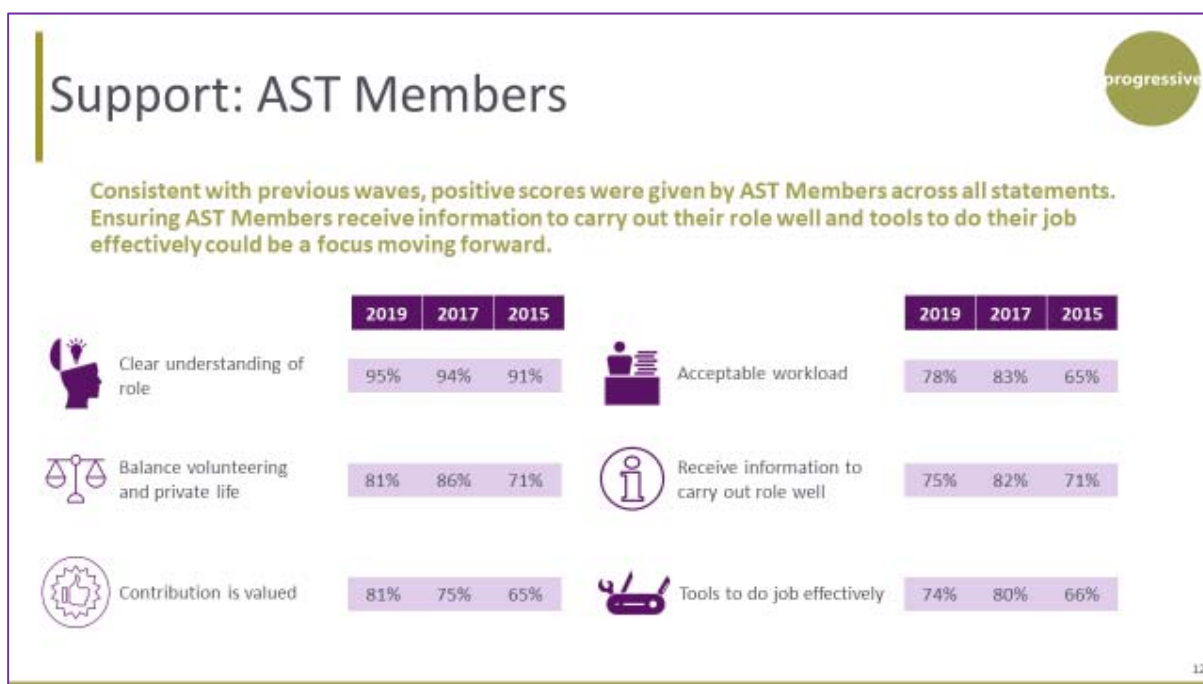
CHS is creative: 57%

10

Slide 11 Views from Panel Members on Observation and Feedback

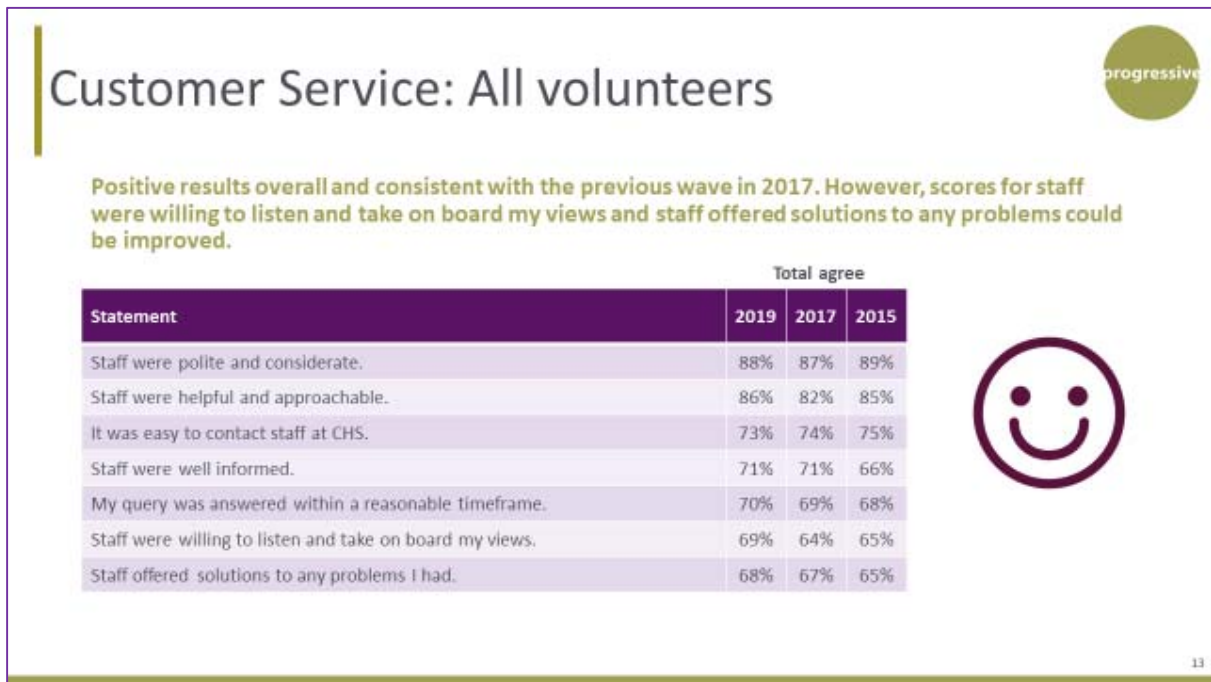


Slide 12 AST Members Views of Support (from CHS the organisation)

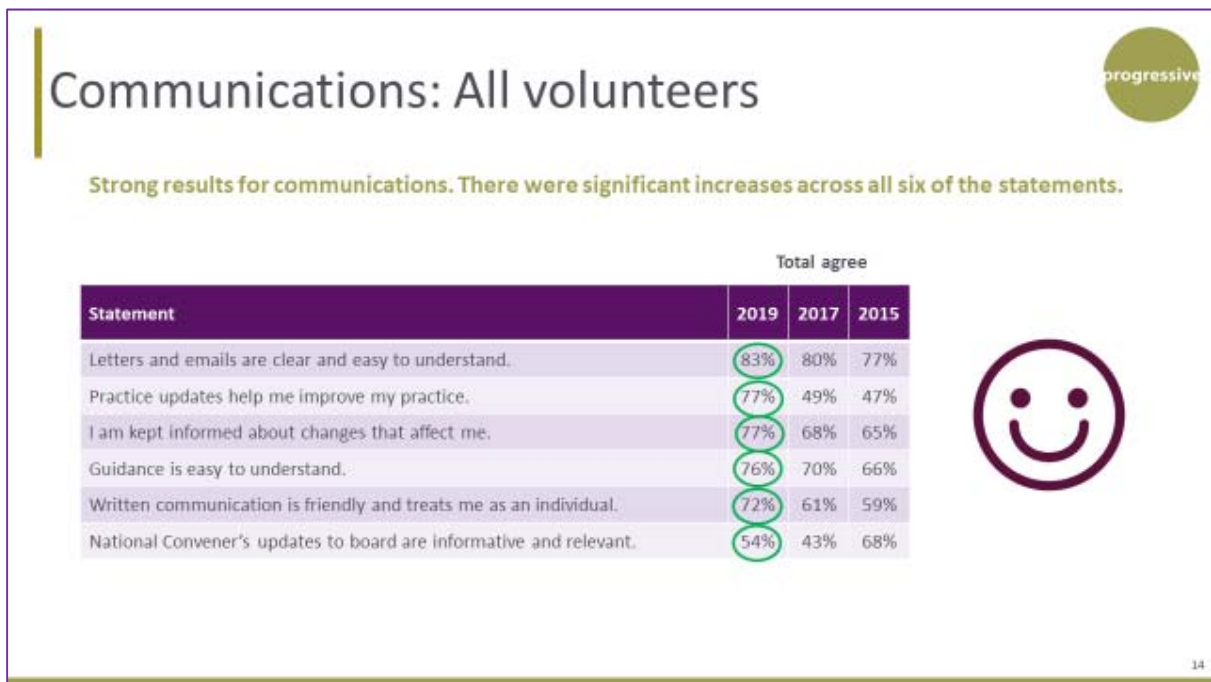


Progressive recommend that CHS continue to refine and develop support for AST members.

Slide 13 CHS Community of Volunteers views on CHS National Team Customer Service

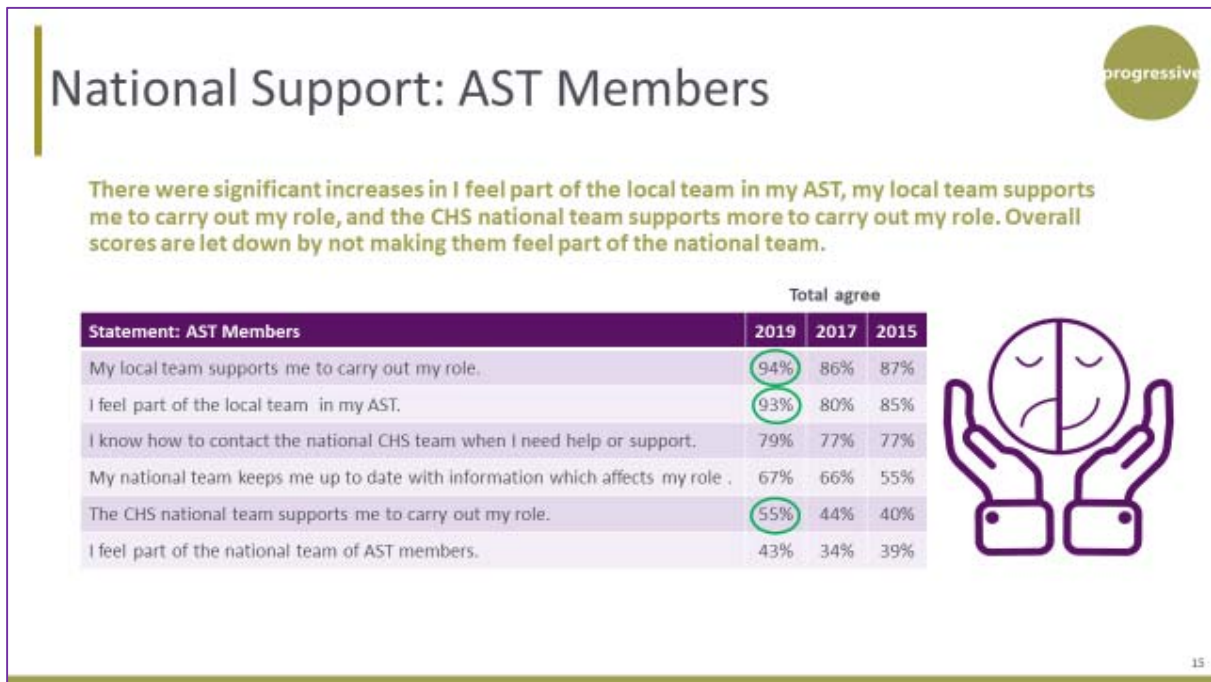


Slide 14 CHS Community of Volunteers views on CHS National Team communication



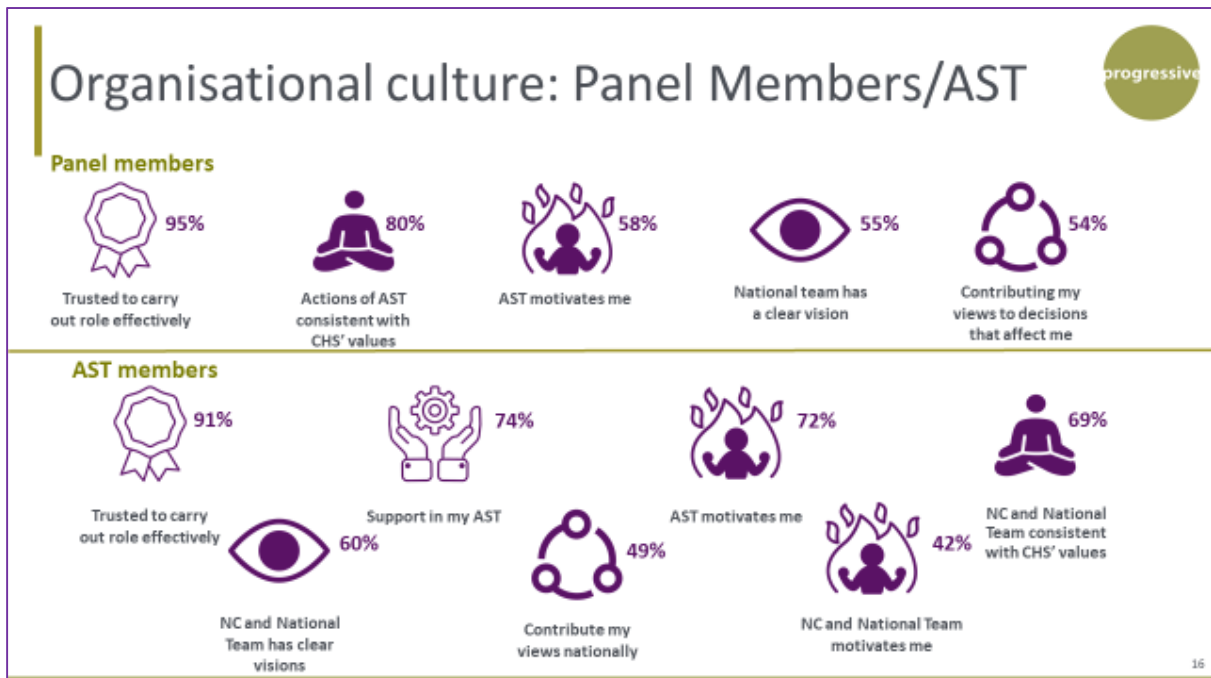
Practice information and overall communication scored significant increases this year and reflect the changes in communication methods as well as the provision of increased and enhanced practice information.

Slide 15 AST views on support from CHS National Team



Progressive recommend that CHS continue to refine and improve approaches to supporting AST members.

Slide 16 Views on organisational culture from CHS Community volunteers



Slide 17 Responses to various motivation based questions



Progressive recommend that the final question in this set is removed as it is unclear with regards to purpose.

Slide 18 General skills, knowledge and confidence levels in the CHS Community

Skills: Panel Members & AST Members

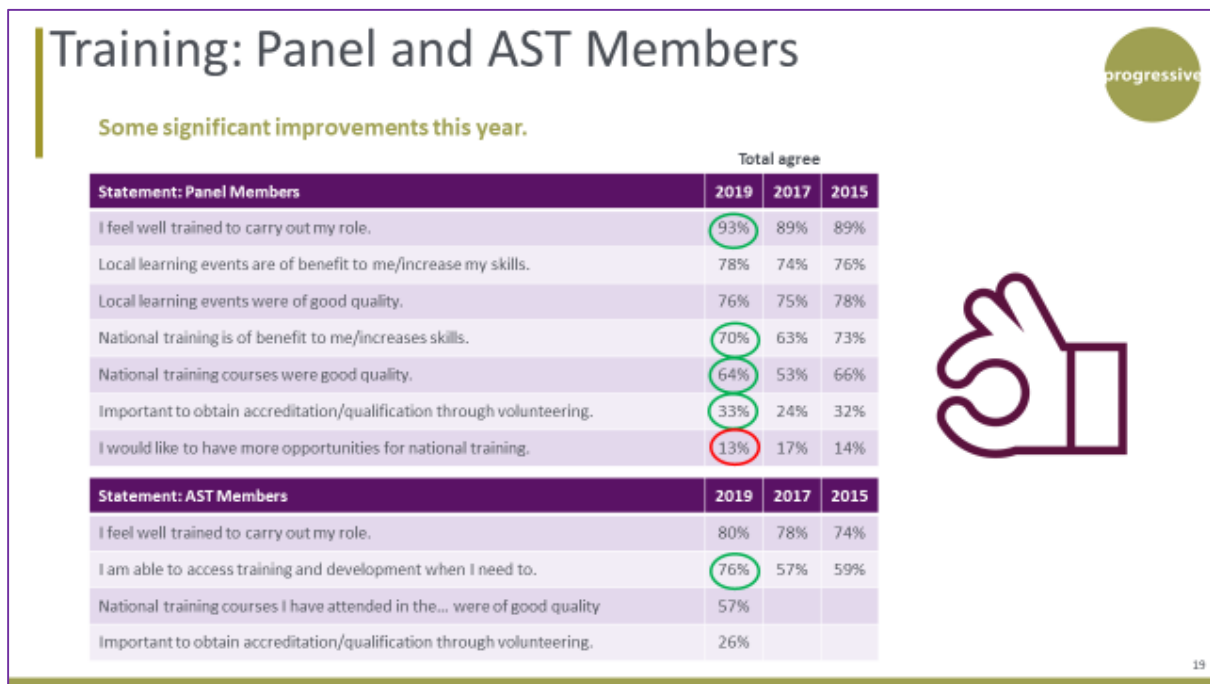
Panel and AST Members gave high scores across all statements, consistent with the last wave of research. There was a significant increase in Panel Members' confidence in the skills and knowledge of their colleagues when sitting on hearings.

		Total agree		
Statement: Panel Members		2019	2017	2015
I have the skills to carry out my role.		98%	98%	98%
I am confident in my knowledge of the legislation to carry out my role effectively.		91%	91%	87%
Generally, I am confident in the skills and knowledge of my colleagues when sitting on hearings.		90%	86%	86%
I am confident in my knowledge of local services and provision to carry out my role effectively.		79%	80%	73%

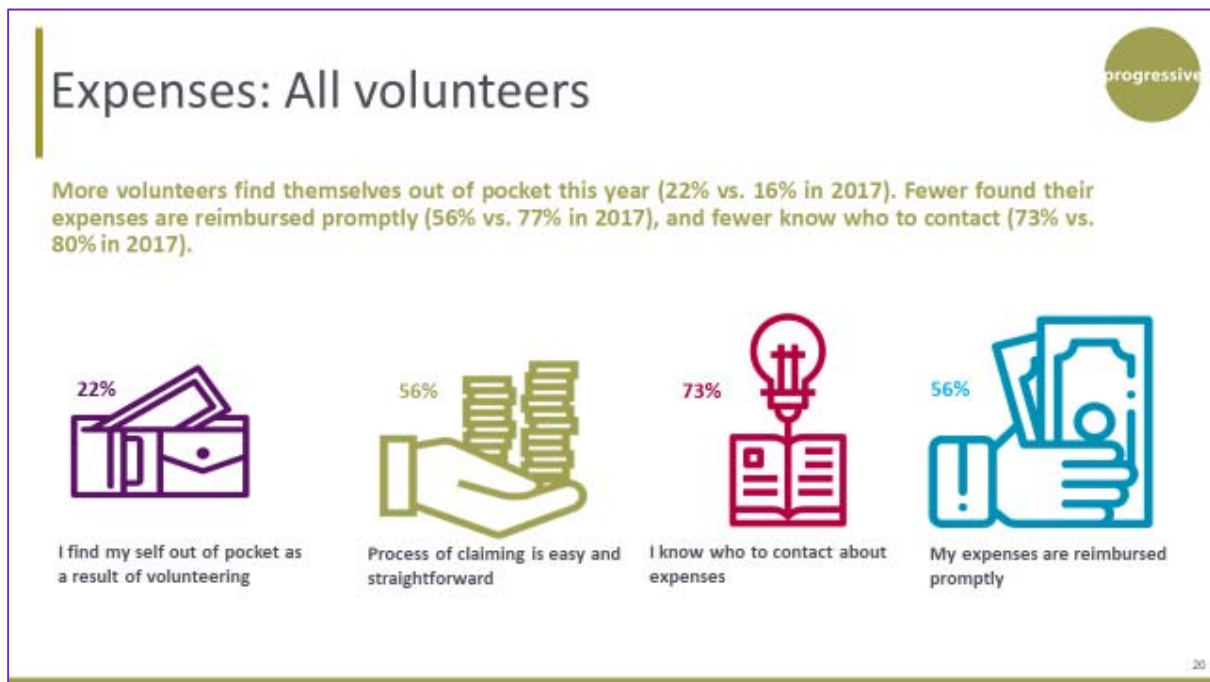
		Total agree		
Statement: AST Members		2019	2017	2015
I have the skills to carry out my role.		99%	98%	95%
I am confident in my knowledge of legislation to carry out my role effectively.		87%	86%	87%
I feel my skills are well utilised.		83%	89%	85%

18

Slide 19 National Training and Local Learning and Development



Slide 20 CHS Community Volunteer Expenses



Progressive recommend that CHS prioritise this area to effect improvements.

Skills development: All volunteers



Volunteers gave relatively low scores across all measures for skills development; however, this is consistent with the last wave in 2017. It could be that some of the lower scoring issues are simply not that important to volunteers.

Statement	Total agree		
	2019	2017	2015
My ability to make decisions.	54%	58%	55%
Vocational or job related skills.	52%	53%	48%
My ability to lead or encourage others.	48%	48%	44%
My social and communications skills.	47%	49%	48%
My ability to work as part of a team.	39%	42%	38%
My ability to organise my time.	27%	29%	27%
My employability as a result of volunteering.	18%	20%	14%
Technical skills such as IT skills.	13%	12%	9%
Being recognised/promoted in my paid job.	8%	9%	7%



Agenda Item: 19: CHS-1920-31

CHS LEARNING ACADEMY PROSPECTUS / 2020 PLANNING`

Accountable SMT member:	Operations Manager
Report authors:	Christine Mullen/Meggan Jameson
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required <input type="checkbox"/> No

1. Introduction

This paper gives an overview of the proposed 2019 – 2020 CHS Learning Academy Prospectus. The 2018 - 2019 Prospectus remains live on the CHS Learning Academy website and the CHS public website. The 2019 - 2020 Prospectus includes current and new face-to-face and online courses. It runs from October 1st 2019 – to September 30th 2020 as per the CHS National Training contract currently delivered by West Lothian College.

2. Context

2.1 The 2019 – 2020 Prospectus has been designed by CHS National team members, and the CHS Learning Academy team with reference to CHS partner organisations and CHS Volunteer community learning needs. It takes into account the following factors:

- CHS Corporate and Business planning
- CHS Active Implementation planning
- Management of and costs associated with the CHS National Training Contract. This plan is within budget
- Partnership working

2.2 The Prospectus plans in terms of contract utilisation days requires to be signed off at the Operational Contract Management meeting on August 15th 2019. The allocation of utilisation days is close to capacity with four out of 120 days unallocated. There has been a lot of negotiation with regards to the utilisation days to get to this point.

3. Overall Prospectus themes include:

- Digital readiness
- High Quality Decision Making in Childrens Hearings
- Leadership
- Participation
- Partnerships
- Quality Assurance

4. CHS Learning Academy Programmes

The Prospectus comprises Programmes as follows:

Programme 1 New Panel member Programme

Programme 2 Panel Member Learning Programme (Existing Panel Members)

Programme 3 AST Learning Programme (All roles)

Programme 4 Online Learning (Bespoke and generic online learning modules)

Programme 5 Masterclass Seminars

Programme 6 Childrens Hearings Partnership Learning (New)

4. Prospectus Programmes Summary

Programme No.	Courses	Detail
Programme 1: New Panel Member Programme	• Pre service Training	= PDA for Childrens Hearings in Scotland: Panel Members
	• Enhanced Hearings Practice	
	• Management of Hearings	
Programme 2 Panel Member Learning Programme	<ul style="list-style-type: none"> • Improving Outcomes for Children and Young People • Leadership in the Hearing Room • Supportive Conversations (Trauma Informed) • Digital Skills Workshop: Supporting CHS digital roll out 10 ½ days of bespoke workshops 	New New
Programme 3 AST Learning Programme	• Change Management	New
	• CHS Quality Assurance System (PPAs)	
	• Digital Skills Workshop: Supporting CHS digital roll out 10 x ½ days of bespoke workshops	New
	• Leadership and Volunteer Management	
	• Managing Complaints	
	• PPA / Pre Service Integrated Course	
	• Recruitment, Selection & Reappointment	
Programme 4: Online Learning	• Supportive Conversations & Conflict Management	New
	• An Introduction to the CHS Digital Portal	New
	• Child Development: Obtaining Child Views	New
	• Good Practice in Effective Participation of Children & Young People - Online	New
	• Information Governance redevelopment / update	
	• Risk based decision making	New
Programme 5: National Events	• 10 – 15 Generic online modules hosted on Learning Academy Knowledge Hub e.g. Change Management, Adaptive Leadership, Pastoral Care depending on topic availability	
	Master Class 2020 – - two events Event 1 proposal: Trauma Informed Practice Learning and Development Co-ordinators Forums x 3	
Programme 6: Childrens Hearings Partnership Learning	Academy access and contributions using exchange model. First partner organisations involved: Children 1 st and Children in Scotland.	New

5. Recommendation

This paper is to note.

Agenda item 20, CHS-1920-32

Accountable SMT member:	Operations Manager
Report author:	Jackie McRae, Policy & Practice Lead
Resources implications:	Within available resources
Purpose:	To note
Equalities duties:	Equalities Impact Assessment Required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CHS Board update: Development and launch of Practice and Procedure Manual for Panel Members

1. Background

Our new digital Practice and Procedure Manual (PPM) replaces the hard copy manual published in June 2013. The ringbinder format proved difficult and expensive to update. The original manual was supported by online practice and briefing notes published online, but these were not used reliably by every panel member. Moving to a fully digital manual enables CHS to deliver the first comprehensive update of all practice materials since 2013. We formed a small working group of Panel Members and AST Members to inform our development and design. A wider group of Panel Members tested early versions and the final form and content was shaped by the feedback received from the community. Their responses were very positive.

2. Content

The manual has been extensively rewritten and includes links to legislation, policy and research and new content to address the questions most frequently asked of CHS by Panel Members. The digital PPM will be a living document, which we will update on a quarterly basis. It is in two parts. Part 1 deals with practice in the hearing room and includes a quick reference chapter of the relevant legal tests, case examples and flowcharts and tables to aid Panel Members decision-making. Part 2 summarises the background to the Children's Hearings System, relevant legislation and the roles of different participants. A section on 'Managing Effective Hearings' offers advice on a wide range of issues which arise in the hearing room; overcoming challenging and aggressive behaviour, bail conditions, excluding relevant persons, conducting hearings with interpreters, responding sensitively to gender identity, autism and gives a glossary of terms used in the hearing system, in everyday language. The final section, 'Making Informed Decisions' provides an overview of policy, evidence and research on key topics to inform Panel Members decisions around contact, permanence and working with older children.

3. Launch

The PPM was launched online on 4th September. Information was included in the August community newsletter, and all ASTs and Learning Academy staff were briefed in advance by mail. Sessions will be delivered in each AST area by the Area Support and Improvement Partners and the Practice Team to encourage and support Panel Members to use the manual. We have prepared instruction videos on how to download the PPM on to their preferred device and make best use of the document's functionality.

Information, including a link to the new PPM, has been sent to partners in Scottish Government, CELSIS, SCRA, Children 1st, the Independent Care Review, local authority heads of children's services and key voluntary organisations.

Jackie McRae

9 September 2019